

*City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2013*

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Mayor*



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City Attorney*

*Deborah S. Block
City Clerk*

*Rebecca S. Miller
City Controller*

*Mishawaka Common Council
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*Dale Emmons (1st District)
Mike Bellovich (2nd District)
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City of Mishawaka

State of the City Address

February 17, 2014

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**City of Mishawaka
2014 State of the City Address**

“Our Formula for Success”

Mayor David A. Wood

Introduction

I was struck in my review of the City events and activities that occurred in 2013 by how well our City government functioned and that there were few circumstances that warranted a significant shift or change in focus of our resources. From a City government perspective, it was a quiet and productive year. It was a year where as a City, we built upon and followed through on established decisions and priorities. As one citizen put it to me "Mishawaka's quiet success speaks volumes".

To this end, the theme I want to highlight for this year's address is *“Our Formula for Success”*. In reality, it isn't that we didn't have the same problems as other communities who grabbed the headlines, many times in less than positive circumstances. Rather, it is the fact that we have a wealth of experience and leadership as well as a profound understanding of our City and manage our resources well. We have committed elected and appointed officials. Most importantly our workforce is dedicated, engaged, and has a pride of ownership in what they do.

This year I simply want to highlight a few stories and statistics that I believe epitomizes Mishawaka and outline some of what we believe the highlights will be for 2014. When I talk about *“Mishawaka's formula for success”* it really is exemplified by our employees and their accomplishments, some that are newsworthy, and some that are never reported on and just quietly happen. As Mayor, I want to extend the thanks and appreciation of the entire City to our dedicated employees.

Our formula for success is not new. It is found in the mission statement that we honor by every decision we make, every action we take, every project that we undertake...

Working together to build the “Best Hometown in America” by delivering exceptional services, promoting safe and clean neighborhoods, elevating the quality of life and inspiring pride in our community.

Although my summary highlights a handful of items and on-going efforts, I would encourage all interested to read the full reports provided by each City Department for a much more complete perspective. Yearly, I am pleasantly surprised by what our Departments are able to accomplish and think you will be as well.

The State of Our City

Once again, I am pleased to report that for another year Mishawaka continues to build a community that our future generations can be proud of and one that is an attractive environment

in which to live, work, raise a family and retire. I am also pleased to report that the current state of our City government continues to be fiscally stable, lean, and efficient. I am also proud that our City continues to:

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

In 2013, Mishawaka's government continued to serve as an excellent example of civility, professionalism and cooperation. We have made strides in recent years to ever increasingly perform our duties in a bi-partisan manner, putting the citizens of the City first, just as it should be. I want to acknowledge the significant roles the Mishawaka Common Council and City Clerk play. For your past and continued efforts, I thank you.

Working with the Common Council in 2013, Mishawaka passed another balanced budget for 2014 that provides for investment in public safety, streets, and parks, while including modest cost of living increases for our employees. Budgets are about making choices and setting priorities. Mishawaka's success continues to be based on being fiscally conservative, and not incurring long-term legacy costs that could jeopardize our status in times of uncertainty.

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

- *Property Tax Caps continue to have budget impacts* - In 2013 we received our normal biannual property tax distributions from the county with collections coming in at 98.4%. However, due to the property tax caps (Circuit Breaker) our income was reduced by \$3.39 million dollars. This number has both steadily and significantly increased over the past two years. As a result, we must continue to plan and budget conservatively to deliver the exceptional services our citizens have become accustomed to receiving.
- *Health Insurance* - In 2013, the health insurance deposit cost increased \$1,162,536.83 and the actual claims increased \$153,148.00. Increases in our premiums for the last three years were 7.9% for 2011, 14.2% for 2012, and 12.5% for 2013. For 2014, the City exited the IACT Medical Trust to minimize the impact of the double-digit cost increases we had been incurring. As a result, the City was able to provide essentially the same insurance under a different plan along with a substantial cost savings.
- *Potential Elimination of The Business Personal Property Tax* - One of my frustrations as Mayor is the continued unfunded financial burdens being placed on the shoulders of local government by the State and Federal Government. Early in the legislative session in 2014, the Governor and the Indiana General Assembly are seriously considering the elimination of business personal property taxes. Although I am all in favor of reducing tax burdens, I think it is disingenuous to do so by impacting someone else's budget and not your own. Eliminating this tax will have no effect on

state tax revenues, but it will significantly impact local government tax revenues. If approved without some form of state-generated replacement revenue for local government, it would potentially cause the loss of millions of dollars of current City revenue and would necessitate immediate cuts in essential City services. Mayors from across the state have teamed up like never before to send this unanimous message to the Statehouse. My administration continues to work with our local legislators and lobbyists to insure that the City's interests are fairly represented.

Over the course of 2013, the cash balance in the General Fund decreased \$3,674,177 from \$8,067,200 to \$4,393,023. Much of this had to do with Circuit Breaker losses and rising health insurance costs. Consequently, moving forward in 2014, the City needs to be more vigilant relative to our spending even within currently appropriated budgets to maintain our financial health. To this end, I have recently asked all department heads to further evaluate their budgets and reduce expenditures where possible. Mishawaka has historically been cautious in its spending and its management of the City's budget so when these storms arise, we weather them through the use of conservative planning.

When discussing finances, it is important to give accolades to our past City Controller, Yvonne Milligan, current City Controller Rebecca Miller and their staff. The Controller's Office has been recognized 26 consecutive years with the *Certificate of Achievement for Excellence in Financial Reporting*. This certificate is "the highest form of recognition in government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management." Presently, we are awaiting the results of our 2012 audit and have started the audit process for 2013. We are confident we will once again receive unqualified audits for each year, meaning the audits disclosed no material findings and had no comments.

Our Formula for Success – Finance & Debt-Free Initiative

In 2012, I announced a major new initiative at multiple public forums that I believe is critical to placing Mishawaka in the best possible financial position for the future. I believe the City should strive to be debt-free in our general fund. At a time when almost all other levels of government are managing debt and increasing their debt load, becoming debt-free will be a clear sign of our fiscal health; being debt-free is a fiscal building block for our future. I am pleased to report that we remained on track in 2013 to meet this goal. Being debt-free has the potential to safeguard against uncertain economic times, and could have a positive impact on tax rates. Working with the City Controller, I have put Mishawaka on track to be debt-free in the general fund by the end of 2014. This will be the first time this has occurred in at least a century, the length of time that our financial records date back to.

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

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

As I indicated last year, when you look at fiscal health, whether you are a country, state, or city, there are growing disparities between the haves and have-nots. Those with healthy budgets tend to trend healthier, and those with a weak budget trend weaker. This only makes sense. As an individual, family, or businesses, what type of community do you want to live, work and invest in? This hit home even harder this past year when we heard of the plight of a couple cities within a few hours' drive. The City of Chicago is carrying a debt load that equates to about \$10,000 per citizen. The City of Detroit's well-publicized bankruptcy proceedings continue to generate news. It was estimated that Detroit's downfall was the result of over a half-century of decisions and circumstances. This shows that the decline started and was perpetuated over time. Mishawaka is growing stronger, and we need to make decisions to insure that strength into the future.

Our Formula for Success – Combating the Polar Vortex

On January 4th, 2014 a winter storm system set in over Mishawaka and the surrounding areas. The predicted snowfall accumulation was 12 to 14 inches. Although this is a large amount of snow in a short time, the major concern was what followed. Some called it the Polar Vortex...we just called it winter in Mishawaka. With arctic air following the snow, temperatures were expected to drop well below zero and wind chills were expected to reach 30 to 40 below zero. At these temperatures, road de-icing chemicals are ineffective.

To report on this event, I asked our Central Services Department to prepare a summary of the extra resources involved. What struck me was that to keep up with the storm it required extra overtime, care in preparation, and vigilance regarding our maintenance of equipment, but overall it did not require significantly more effort than normal when compared to a typical bad winter storm. The story here is that St. Joseph County and the city of South



*View of Grape Road, looking South toward Indian Ridge Boulevard
(Photo Credit- South Bend Tribune online)*

Bend had both declared emergencies, but Mishawaka was able to remain open. This is in part due to the density of the City and that our roads are not subject to the same blowing conditions

that occur in the county. That being said, I also believe that it is the dedication and pride in ownership of our employees that makes a big difference in our standard of service. Not only were we able to stay open on the January 4th storm, but also the second event that occurred at the end of January. Central Services did the heavy lifting, but it was also a team effort with help coming from the Mishawaka Sewer Department and other Departments.

I am repeatedly asked what constitutes a snow emergency. There are of course a variety of factors, and these decisions are never taken lightly. The principle standard though is always if our Central Services Department can keep up with the conditions well enough to make sure that our police, fire, and other emergency responders can get where they need to go in the City. Not declaring an emergency is in no way saying that conditions are good and that extreme caution isn't warranted. Great consideration includes the fact that declaring an emergency has other consequences, such as citations for those who end up traveling, parking restrictions, and otherwise bringing the entire City to a close.

Because we didn't declare an emergency, this allowed businesses and individuals to make their own decisions on whether or not to travel in the harsh conditions. Schools were closed and many businesses closed for a period of time, including the University Park Mall. Although we have been questioned about not declaring an emergency to match the County and South Bend, the conditions in Mishawaka clearly did not rise to the level of an emergency.

Since that time, I have been contacted by numerous individuals and businesses. By and large, people have been overwhelmingly supportive of the decision not to declare an emergency. The businesses that were most appreciative were those that run a 24-hour operation, such as WellPet, who would have incurred a significant loss of material and time had they been forced to stop in mid-production. Quality Dining operates facilities across the country headquartered here in Mishawaka. By not declaring an emergency, they were able to remain open with a reduced staff and provide support to their other operations. From a City perspective, there were heating problems at our recently remodeled Mishawaka Main Junior High Apartment project. The high-efficiency HVAC system was having trouble keeping up with the historic low temperatures and consequently the building was losing heat. This is, of course, a senior housing project with at least one resident that is confined to a wheelchair. By not declaring an emergency, it made it permissible for the technicians to freely travel within the City to work on the system. Our thanks go out to Central Services and other Departments that made staying open possible!

Our Formula for Success – Crime Rates in Mishawaka Continue to Drop

Mishawaka is strong because the brave men and women of the Mishawaka Police Department make her safe. Although crime is unacceptable at any level, it is a reality for every city. In the City of Mishawaka, our primary goal is to continue to decrease crime levels. I am pleased to report that in 2013 there was a drop in the number of homicides, rapes, assaults, burglaries, and auto theft from 2012.

It would likely be difficult for the average citizen to make an educated guess on how many calls our Police Department responds to. Dispatch received 98,556 calls in 2013, down from 101,901

calls received in 2012. These calls resulted in 40,768 police dispatches in 2013. The good news is that it is actually a decrease of over a thousand dispatches when compared to 2012.

There are 105 Police Officers and 24 Civilian Support Staff in the Department. In addition to enforcing the law, protecting property and reducing civil disorder, our Police Department goes above and beyond, being involved with the award-winning *Click It or Ticket* program, as well as, the proactive education of our *D.A.R.E.* program. I am personally very proud of the high level of police service provided to our citizens on a daily basis. I would encourage you to read the Police Department's annual report that details some of the high profile cases that were solved in 2013. The City of Mishawaka is much safer as a result of their efforts!



Mishawaka Police Department Fallen Heroes 2013

Some of the highlights from the 2013 Uniform Crime Report statistics include:

- Homicides dropped from three in 2012 to zero in 2013. Over the last 10 years, Mishawaka has averaged one homicide per year.
- Incidents of rape dropped by two, from 22 to 20 in 2013. Over the last 10 years, Mishawaka has averaged 18 per year.
- Robbery increased from 49 to 61 incidents in 2013. This increase was indicative of a good year in 2012 rather than a significant increase in 2013. Over the last 10 years, Mishawaka has averaged 61 per year.
- Assaults dropped from 1,093 in 2012 to 895 in 2013. This is a substantial 18% decrease between years. Importantly, this is 11% lower than the annual average of 1,003 incidents over the last 10 years.
- Burglary dropped from 501 incidents in 2012 to 305 incidents in 2013. This is a noteworthy 39% decrease. Importantly, this is 27% lower than the than the annual average of 419 incidents over the last 10 years.
- Larceny increased to 2,259 incidents in 2013 compared to 2,139 incidents in 2012. Although a year-to-year increase, this is still 15% lower than the than the annual average of 2,668 over the last 10 years.
- Auto theft dropped from 158 incidents in 2012 to 140 incidents in 2013. This is 16% lower than the annual average of 167 over the last 10 years.
- Arson increased by 12 cases from 15 in 2012 to 27 in 2013. Although a significant increase, this is just five more than the annual average of 22 incidents over the last 10 years.

One of the reasons our overall crime rate continues to drop is due to how our police department allocates its resources. In 2013, an additional patrol beat was added to the heavily visited regional shopping areas on the north side of the City. In 2014, we will create a separate police beat for the downtown, parks, and Riverwalk areas of the City. To assist with this effort, an all-terrain utility vehicle has been purchased that will allow officers to freely patrol the parks and walks that would not be possible to patrol in a standard police car. This new beat, combined with new security cameras and emergency call boxes that will soon be installed, will help us ensure that Mishawaka is safe for all.

Our Formula for Success – Arrest in the Theresa Burns Homicide Case from 1988

Violent crimes are particularly disturbing, but I am comforted by the excellent Police work that continues to be performed by our Department in partnership with other local law enforcement agencies.

In 2013 there was a breakthrough in the Mishawaka homicide case of Theresa Burns dating back to January 11, 1988. With new evidence and witness information coming forward, an arrest was made on December 13, 2013. Phillip Geans was charged with the murder.

I am proud to say that, through the collaboration of the Mishawaka Police Department and the Metro County Homicide Unit, a twenty-five year old murder case was charged. From a law enforcement perspective, I think the underlying message this sends is a great one. Even though many years have passed, the victims of these horrific crimes are never forgotten, and the Mishawaka Police Department will never give up until the persons responsible are brought to justice. If you commit a crime in Mishawaka, our local law enforcement will find you. In addition to our own Police Department, I want to extend our thanks to the Metro County Homicide Unit (MCHU) led by Commander Tim Corbett for their exemplary efforts. This case is just one example of how the MCHU has developed into one of finest Homicide Units in the State of Indiana. Mishawaka's own Detective Sgt. Alex Arendt, who is a blood stain pattern analyst and expert witness, is assigned to this unit and has many years of training.

Last year, our Police Department, in partnership with other local agencies, sent the message that they will they would go half-way around the world to the African nation of Sierra Leone to bring a murderer to justice. This year, they proved they could go back in time to make sure that justice is served.

Our Formula for Success – Mishawaka Fire Department Statistics

The importance of emergency services and fire protection are apparent on a personal level to every citizen served by an ambulance, when a quick response is made to a kitchen grease fire, or when a business owner is contacted about the false alarm that has occurred at their property. Thankfully, it is only on rare occasions when an event happens that warrants region-wide attention, illustrating why it is necessary to spend millions of dollars on facilities, equipment, and training. There were a total of 53 reported fires in the City in 2013, with a total estimated loss of approximately \$5.3 million dollars. Fortunately, there were no fire fatalities.

2013 was eventful because we started out the year moving into the new Fire Station #4 located at 3000 East Harrison Road. The dedication took place on January 13, 2013. The new \$3.7 million dollar facility operated as expected and has served the men and women of Station 4, our administrative personnel and the general public well in the short time it has been in service. The meeting/training room was a welcome addition and serves as a great spot to hold public meetings.



Fire at 1513 Maplehurst Drive, June 2013

The Fire Department now operates ambulances at its Union Street, Normain Heights, and Douglas Road stations. This change furthered our goal of placing an ambulance in every station to improve emergency response time and increase the level of service. This is particularly important given that the total run volume for the Fire Department, including fire and EMS increased by 2½ % this year to 6,425 up from 6,271 in 2012. This averages 535 runs per month or roughly 18 runs per day. Medical runs have a minimum of a one-hour turnaround time and are about 80% of the total call volume of the Department. The total EMS runs in 2013 were 5,115. This is 238 (up 5%) more runs than the 4,877 runs that occurred in 2012. Given our aging population with increased medical issues, and new senior housing construction, we expect the number of ambulance runs to continue to increase over time.

Our Formula for Success – ‘Twas the Night Before Christmas 2013

On the night before Christmas many Mishawaka residents were completing their dinners or preparing to attend Christmas Eve church services. About 9:10 p.m., the Water Division Assistant Manager Dave Majewski received an alarm on his cell phone informing him of a serious emergency at the Blair Hills water booster pumping station. Upon arriving at the scene, he saw that due to a piping failure, high pressure water had blown open the double doors to the station and water was gushing out at the rate of several thousand gallons per minute. Despite redundancies being built into the system, it was very clear that what had occurred was a catastrophic failure. This was not the kind of emergency that can be predicted, nor was it one that could have ever been anticipated.

The City of Mishawaka had experienced perhaps its largest water pipe rupture in City history. The City’s massive water tank atop Blair Hills lost about half its capacity of 1.5 million gallons of stored water in a short period of time. Everything in the building, the multiple electric motors in place for redundancy and the electric motor controls, were inundated with water and not functioning. Dragoon Trail and Wood Lane were flooded. There was a very real threat that potable water service might be lost to thousands of Mishawaka Utility water customers.

Despite the 17 degree Fahrenheit temperature and the fact that it was Christmas Eve, all of our dedicated employees addressed the issues head on. Water Division personnel were called in to locate and shut valves in order to immediately stem the loss of water draining from the elevated tank and from the large water main located under Dragoon Trail. The Electric Division provided immediate support by de-energizing electric power to the station to prevent electrocution of our personnel. The Mishawaka Police Department responded to control the traffic on a busy Dragoon Trail and Wood Lane; the Mishawaka Street Department responded by salting a very icy street scene and setting traffic cones. Enyart Motor Repair installed a dry motor, systems contractor Logical Solutions adjusted hydraulic control valves, and MU Electric dried the power control panels. Finally, after many hours of effort, electric power was carefully restored to the station, and the booster station was returned to service about 6:00 a.m. Christmas morning.

Citizens never knew how close they came to not having water service on Christmas day. There is never an opportune time for an emergency of this magnitude but the timing of this event was particularly inopportune. Yet it is times like these that I am reminded of the dedication, selflessness and professionalism of my fellow co-workers and public servants at the City of Mishawaka. That night, I witnessed a team mobilize at a moment's notice, develop a plan and execute it flawlessly. Many stayed through the night working through some harsh conditions. These men and women did this because water service disruption or failure was not an option for them. They sacrificed Christmas time spent with their families so that thousands of Mishawaka families could celebrate Christmas at home with theirs. I am proud and humble to have the opportunity to serve with them.

Our Formula for Success – Grape Road Emergency Repair

On the morning of Friday, August 9, a sinkhole in the right hand, southbound lane of Grape Road was reported by a City employee to the Sewer Department. Grape Road is a major arterial road in the City that carries nearly 30,000 cars day.

The Sewer Department, along with a local contractor and consulting firm, responded immediately to assess the situation. It was determined that a 24" sewer under Grape Road to the Juday Creek Lift Station (JCLS) had failed and was allowing soil to infiltrate into the pipe. This significant trunk sewer line is 20' deep and about 15' below the water table in the area.

This same day, Wastewater's 8" portable pump was set by a local contractor for bypass of the 24" flow and another local contractor was mobilizing equipment to install the necessary dewatering wells for the repair. On Saturday, August 10 the upper section of the manhole just west of Grape Road collapsed. JCLS has four influent lines in total which all come into this manhole just outside of the lift station. This serves a large part of the retail area north of Juday Creek. Management of the flow from all four lines was a significant challenge; the sewage still had to keep flowing despite the major repairs required.

Two local contractors worked Saturday and Sunday both in the field to stabilize the situation and progress towards resolution installing dewatering and contacting subcontractors and suppliers to determine the best available solution. Mishawaka Wastewater, Water, Electric, and Sewer

Departments also assisted over the weekend assessing their utilities and removing wires to allow work to progress. After further evaluation, it was determined the best solutions were trenchless for both the pipeline and the lower portion of the manhole still intact. While the bypass pumping and lane restrictions were in place, additional investigations were completed to assess other structures and pipelines in the immediate vicinity. It was determined the 18” influent pipeline from the north, which traveled under Juday Creek, was also severely deteriorated. Taking advantage of the dewatering and bypass systems in place, the City rehabilitated this section of pipe in addition to the 24” under Grape Road and the manholes on each side of Grape Road. Mishawaka Police Department assisted with short closures of Grape Road to help keep the workers and the traveling public safe.



Images of Juday Creek Lift Station Piping and manhole repair

In two short weeks, working overtime and unconventional hours to complete the work and coordinate efforts, all rehabilitation was completed, all other structure and pipeline evaluation was completed and the comminutor pit at the lift station was cleaned to determine condition and slow deterioration. It is a noteworthy achievement that all public utilities, as well as travel through this significant corridor were maintained without incident during this repair. This was accomplished by a team comprised of a local consulting firm, two prime contractors working together while borrowing equipment from a third contractor, two specialty subcontractors, at least four other subcontractors, and multiple City Departments. This emergency repair was a testament to the City of Mishawaka, including its relationship with contractors who live and work here, its integrity, and its unity amongst departments to accomplish a common goal for the good of the community it serves. The cost of this emergency event was almost \$370,000.

Our Formula for Success – Electric Division Response to November Windstorms

The entire Midwest experienced a severe windstorm on November 17 which caused our region to experience extensive electrical system damage. Specifically, within our Mishawaka Electric Utility service area we received extensive damage on the north side of town. The most significant damage was our 34.5 kV line that was destroyed from Mishawaka Avenue north to the tracks. Part of our success in reliability is that Mishawaka builds our service infrastructure

and maintains vegetation to stay clear of lines at a higher standard when compared to larger utility companies. However, in the case of a severe windstorm, damage was inevitable.

With their dedicated service, Mishawaka Utilities Electric Division crews restored power to all main circuits by midnight with the exception of Russ Street 2 as we rerouted main circuits and set temporary poles for others. All remaining customers were restored by noon the next day. In comparison, some areas of the surrounding communities remained out of power for up to a week. Part of Mishawaka's success is that everyone contributes as a team. In this case, even the meter readers came through in de-energized areas and helped dig holes, load materials, and run for tools. When the power goes out, restoring it within hours instead of days makes the difference between a little inconvenience and a lot of inconvenience. I heard the stories of county residents needing to clear out refrigerators and freezers that lost power for an extended period of time. In this case, I believe our dedicated employees and our continued formula for success makes all the difference.

Our Formula for Success – Mayor’s Youth Advisory Council

The 2013-14 year marks the 10th year of the Mayor’s Youth Advisory Council. The total membership in the Youth Council is 23. This year’s Youth Council keeps making a difference in our Community. The contribution of their time, talents, energy and ideas while also being involved in many school activities is an indication of the leadership qualities that these students already possess.

In 2013, I instituted a new leadership program as part of Mayor’s Youth Advisory Council. For this year, I have once again challenged the Youth Council to break into groups and use their leadership skills to formulate plans and budgets for projects or programs to tackle some of our most pressing issues. We have developed this leadership initiative to take advantage of the tremendous asset of youth participation.

The goals for the Council are fourfold; education, community service, leadership and fellowship. Highlights from this past year’s Council were many. The Youth Council planned, sought donations, organized, and distributed 50 Thanksgiving meals to Mishawaka families most in need. This is twice the number that were delivered last year by the Youth Council!



Mayor’s Youth Advisory Council Swearing-in Ceremony

The Youth Council also had the opportunity to learn about how various City departments provide services. We didn’t just lecture to the kids, we got them up in bucket trucks with equipment to simulate fixing a power line, we gave them the Jaws of Life to simulate extracting someone from a vehicle after a crash and we demonstrated the effects of a Taser gun on a dummy. We toured businesses such as Better World Books and Whole Foods. I also presented plans to improve Central Park to the

Youth Council for their review and input before any other group or the public had a chance to see them. Part of Mishawaka's formula for success is being truly interactive with tomorrow's leaders. The students who participate enjoy it while learning a lot, and have the added benefit of giving back to their Community.

Our Formula for Success – Defending the City from Unfounded Litigation

Since the passage of the Americans with Disabilities Act (ADA), the City of Mishawaka has maintained its commitment to adherence to both the letter and the spirit of the law. Additionally, the City is committed to providing world-class service to all its citizens. The City not only meets ADA-imposed requirements and benchmarks, but consistently goes beyond the requirements of the law in its efforts to accommodate those with disabilities. When confronted with a citizen's need for assistance, the City makes all reasonable efforts to provide the assistance needed. Unfortunately the City has spent over a year and hundreds of thousands of dollars fighting a lawsuit that was filed by Mr. Donald Oberloh. This is a case where Mr. Oberloh identified that we were not compliant with the ADA. At one point during the pendency of the suit Mr. Oberloh's financial demands exceeded \$20 Million, and as recently as September, 2013 he communicated a demand of \$450,000.

In the case of Mr. Oberloh, the City's response to his various communications that we were noncompliant with the ADA was to ask him for specifics so that we could address them. Mr. Oberloh declined to provide such specifics, choosing instead to institute an unnecessary federal lawsuit against the City. While it is regrettable that Mr. Oberloh's actions have forced the City to spend significant taxpayer dollars to defend against the suit, the City has steadfastly refused to capitulate to the demands of Mr. Oberloh's suit.

Recently, Mr. Oberloh has been sanctioned by the Court for continued misconduct in the prosecution of the suit. On January 14, 2014 the federal magistrate in charge of the case issued an opinion recommending the case be dismissed by the presiding judge. From a precedent standpoint, I think the underlying message I would like to send as Mayor is that we will work with anyone to address valid issues and concerns. At the same time, we will not back down, and will defend ourselves against unfounded litigation.

Our Formula for Success – Princess City Apartments Condemnation and Demolition

Unfortunately, all cities of a certain size need to address bad situations from time to time. One of those situations in 2013 was the condemnation and demolition of the privately owned Princess City Apartment Building located at 635 East Twelfth Street. Following numerous code violations, a complaint was received through Code Enforcement in mid-March. Upon arriving at the building, water could be heard running throughout the building. Upon further inspection, a water pipe had burst and was running over the main electrical panel serving the building. The crawl space had three to five inches of standing water in it. At that time, three residents asked the City to inspect other problems they were having. These further inspections revealed walls covered in mold, leaking pipes, uncompleted construction, floor openings, and floor joists that appeared to be failing. The building had serious health and safety issues that needed to be addressed immediately. The City's Building Department contacted the property owner and

indicated that, for safety reasons, the power would be shut down later that day. This obviously had serious consequences, not only for the property owner and the residents, but also for the City as the entity taking action. Although having been contacted, the property owner chose not to immediately address the situation.



Princess City Apartments, before and after demolition

As a team, Code, Fire, Building, Electric, Law, and the Mayor's office reviewed the situation and deemed that immediate action was required. The City contacted the St. Joseph County Board of Health and an additional inspection of the property was performed. Following that inspection, the City went door-to-door to inform the residents of the situation and the need to immediately vacate the unsafe property. Prior to shutting off the power, a team of agencies and organizations agreed to provide help where needed for temporary food and shelter including the American Red Cross, Quality Dining, Motel 6, and Coalbush United Methodist Church.

We also made the decision to proceed with immediate condemnation action given the severity of the situation. Notice was provided to the owner, the building was condemned, and ultimately on May 31, 2013, Jackson Services pulled the permit to proceed with the demolition of the structure. The demolition proceeded and within a few months the structure was gone and the vacant land where the building once stood was seeded to establish lawn. The City has since filed a lien on the property for the demolition and other associated costs. Although there are still issues to be resolved in this difficult and unfortunate situation, I believe that the City took the appropriate actions. This city will act swiftly and decisively to protect the health and safety of our residents against such deplorable conditions as was found at the Princess City Apartments and we will utilize all legal means to hold the slumlord that owned the property responsible.

Our Formula for Success – Retirement of Long-time Leaders

One of Mishawaka's strengths is the leadership and long-term tenure of our department managers and supervisors. Of course, even the longest of tenures must come to an end at some point. In 2013 and 2014, the City will have lost some of our key, dedicated leaders that have been in place over the past few decades. I would be remiss if I did not acknowledge and recognize their contributions to the City. Our City is better off and is going in the right direction as a result of their careers and leadership.

City Controller, Yvonne Milligan

Yvonne Milligan began her career with the City in 1980 as Deputy Controller and continued in that position until 2004 when she became the City Controller. Yvonne retired from the City in

May, 2013. Through Yvonne's leadership, the City has been recognized 26 years in a row by the Government Financial Officer's Association with the *Certificate of Achievement for Financial Reporting* award.

Ronald (Mike) Watson

Mike began his career in 1975 with the City as a firefighter. He advanced to Assistant Chief in 1986 followed by Chief in 1987. During his career on the MFD, Mike participated in the development and construction of the "Survive Alive House" as well as the implementation of a Fire Safety Program for the City. He also oversaw the design, construction and grand openings of two fire stations in 1990 and 1992. His 22-year career in firefighting concluded with his retirement in 1997. Not one to sit around long, he was appointed Street Commissioner the same year and through restructuring became the Director of the newly established Central Services Department in 2011. Mike has been a member of the Board of Public Works and Safety since 2004. He has been professionally associated in both careers with the International Association of Fire Chiefs and the Indiana Street Department Commissioners. Mike will retire in the spring of 2014, but I have asked him to continue to serve the City as a citizen member of the Board of Public Works and Safety.

Bruno Trimboli

Bruno began his career with the City in 1993 as Quality Control Coordinator, was promoted the Assistant Manager in 2003 and Division Manager in 2005. Bruno was actively involved in planning the new Division Street water treatment plant and well field as well as the comprehensive rehabilitation of the Virgil Street water treatment plant and well field. Bruno's professional affiliations include the American Water Works Association, Indiana Section American Water Works Association and Northwest District American Water works Association, of which he was president. Bruno will have completed 21 years of service at retirement at the end of this month.

Don Demeter

Don began his career with the Mishawaka Wastewater Utility in 1982, moving to Assistant Superintendent in 1986, and in 1996 becoming Operations Manager. During Don's tenure, there were multiple expansions of the Wastewater treatment plant as the City works to eliminate our combined sewers. To Don's credit, his interaction with the public was limited, and it is a testament to his management that we could on a daily basis take for granted that the wastewater treatment plant was operating as it should.

To put it in perspective, Yvonne, Mike, Bruno and Don will have had a combined 127 years of service to the City of Mishawaka. Mishawaka thanks you!

Our Formula for Success – Building the City's Infrastructure

As the saying goes, the road to improvement is always under construction. 2013, however, was a particularly challenging year. It was a year where numerous projects were started, and although we were able to complete many, unforeseen issues elongated the schedule on others. Most notably, we completed some major infrastructure projects that brought significant progress, and in some cases, began the transformation of a corridor or area.

When discussing the City's Public Works projects, it is important to give accolades to our Director of Engineering, Gary West and his staff in the Engineering Department. I continue to be amazed by what they accomplish on a yearly basis.

Significant Projects Completed in 2013

Wilson Boulevard Area

The Wilson Boulevard Area is an element of the City's combined sewer overflow long-term control plan. Specifically, the need was to separate combined sewers and reduce the number of combined sewer overflow points to the St. Joseph River. As we have repeatedly said, our long-term control plan provides an opportunity to reconstruct neighborhood infrastructure as part of the mandated sewer work. The Wilson Boulevard area project was significant because of the amount of work being performed, the depth of the sewers, the proximity of the homes to the street, the location of the Riverwalk, as well as the fact that the entire neighborhood is historically significant. The City took the care to meet with neighbors and listen to concerns and issues. What I think that is particularly special was the constant interaction between the City and property owners that occurred on this project. The quality end product of the surface infrastructure was in part directed through this inclusive and interactive process.

Wilson Boulevard, Forest Avenue, Calhoun Street, and Vine Street were totally reconstructed including the sidewalks and handicap ramps bringing the area into compliance with current ADA standards. Concrete pavement was reinstalled on Wilson Boulevard and Forest Avenue. To provide additional separation between the Wilson Boulevard pavement and the Riverwalk, the south side of Wilson Boulevard was narrowed by eight feet, which eliminated one parking lane on the south side between Calhoun Street and Forest Avenue. In response to resident's concerns, elevated pedestrian crossings were created on Wilson Boulevard at Pleasant Street, Clay Street, and Forest Avenue as a safety measure to calm, or slow the traffic and bring increased attention to the pedestrian crossings.



Elevated crosswalk and ADA curb ramps installed as part of the Wilson Blvd. Project

This area contained four Combined Sewer Overflow (CSO) structures and associated outfall piping to the St. Joseph River along with an additional 12 storm outfalls from Logan Street to Forest Avenue. This project began in 2013 and included the removal of one CSO structure and

the reconfiguration of the remaining three CSO structures. The reconfiguration of the CSO structures along with the extension and redirection of the sanitary sewer system will provide capacity to convey the design storm with zero overflows to the river in this area. Additionally a storm sewer system was developed along Wilson Boulevard to separate the storm flows and allow consolidation of the storm outfalls in the area. Upon completion, only five storm and one CSO of the 16 original outfalls to the river will remain.

River Crossing No. 3 was closed as part of this project, which redirects all dry weather flow to the newly rehabilitated River Crossing No. 4. The project also included the reconstruction of the

Wilson Boulevard biofilter, originally constructed in 1994. The remaining existing sanitary and storm sewer piping and structures were rehabilitated with structural cured-in-place pipe (CIPP) and polyurethane (Sprayroc) coating. Use of CIPP and polyurethane coatings add an estimated 50-year life to the pipe and structures. Lateral investigations, in response to a Sewer Insurance claim and project requirement to eliminate inactive sanitary sewer laterals on a portion of the project, revealed three houses connected to one lateral and another instance of two houses connected together. Redirection and construction of the additional laterals



View of the limited right of way and work in progress

to facilitate separation was added to the project. Investigation of the remaining existing outfalls to the St. Joseph River revealed deterioration and erosion. The project added the reconstruction of an 8" outfall pipe at Forest Avenue, reconstruction of the outfall discharge area at Benton Street, and correction of the erosion created by an eliminated outfall near Pleasant Street. Prior to pavement replacement, water main in the area was extended and/or replaced as necessary to update the distribution system.

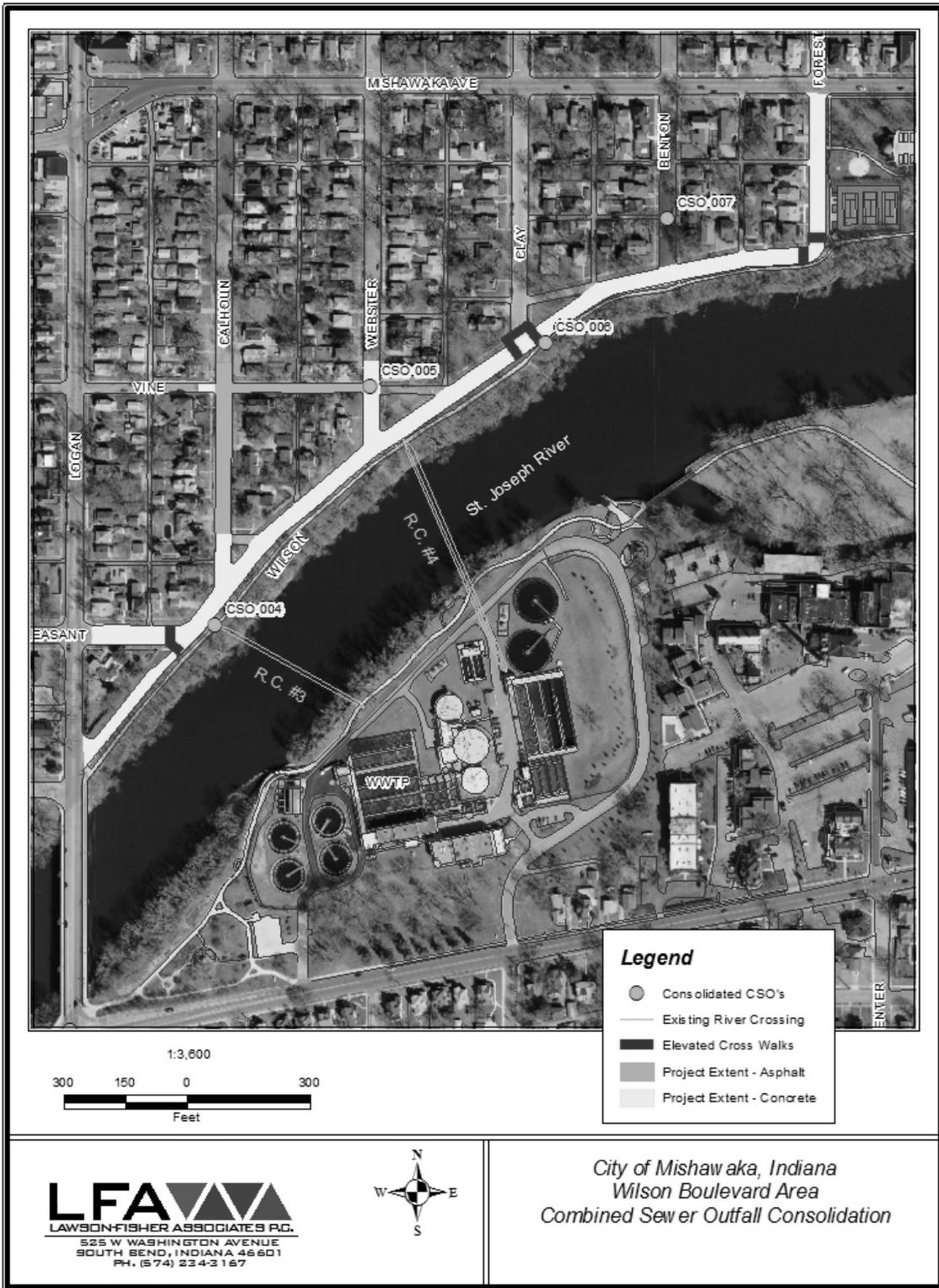
Challenges included the installation of a deep 36" sewer pipe on Vine Street which has limited right-of-way between retaining walls on each side; maintaining flow in the system during construction and reconfiguration; storm events; providing access to residents with special needs, responding to resident concerns in an established, well-maintained neighborhood; and addressing the discoveries which come with underground excavation particularly in an aging system. Meeting current City and ADA standards proved challenging along Vine Street with its narrow pavement area, no tree lawn, and existing retaining walls.



View of the lateral conditions and depth of one of the main sewer lines

This project was 90% complete at the end of the 2013 construction season, and the remainder of the work will be completed in 2014. Project investment through completion in 2013 is \$3,000,800. The project layout is shown in Exhibit F. The next phase of the project includes extension of the newly constructed 24" sanitary sewer, rehabilitation as required of the remaining outfall pipes, Battell Park upgrades, and beautification, including trees within the overall area. Projected future investment for the next phase is estimated at \$2.2 million.

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Union Street Traffic Signal Modernization

The Union Street Traffic Signal Modernization project, utilized Congestion Mitigation & Air Quality (CMAQ) Funding to upgrade traffic signals and install ADA compliant sidewalk and ramps at seven intersections on Church and Union Street between Lincolnway East (SR 933) and Dagoon Trail. In addition, the westbound approach of Twelfth Street between Union Street and Dodge Street was reconfigured with improved radius, new concrete curb and gutter, pavement and ADA compliant sidewalk and ramps. To further improve the traffic flow through the intersection of Union Street and Twelfth Street, the westbound approach of Thirteenth Street at Union was converted to a cul-de-sac. This project was completed at the end of 2013 with 100% of the construction funding for this project provided by the Federal Highway Administration for a final investment \$1,636,638.



View of Riverwalk Extension, Central Park to Madison Street, November 2013

Riverwalk Extension- Central Park to Madison Street

The City made significant strides to both improve and extend the Riverwalk in 2013. As part of the agreement with Center for Hospice, the Riverwalk was extended from Central Park through to Madison Street in 2013. As part of that extension, the City also worked with the Indiana Department of Natural Resources to improve the access and appearance of the fish ladder located adjacent to the overflow dam. As part of the renovation, the sculpture “Circle of Life” by sculptor Robert Kuntz was placed on the deck area adjacent to the ladder.

Central Park Access from Cedar Street/Hospice Site Infrastructure

This project involved the construction of the infrastructure surrounding the Center for Hospice facility and was built to provide an alternative access to Central Park from Cedar Street. A new road, Comfort Place, was constructed from Cedar Street to service the facility. Pine Street and Madison Avenue were reconstructed along with the roadways and parking areas in Central Park. New water main and storm sewer was installed throughout the project. New sanitary sewer has been installed on Comfort Place and existing sanitary sewer was rehabilitated with cured-in-place pipe lining, manholes were rehabilitated and new service laterals were installed. Existing overhead



“Circle of Life”, by Sculptor Robert Kuntz

utilities were relocated underground where possible. Construction began in October, 2012 and was substantially complete by July of 2013.

Significant Projects Started in 2013, to be Completed in 2014

Central Services Relocation

During 2013, The Central Services Department began renovating the former Scott Brass building located at 700 South Union St. as its new home. This new facility meets our current needs and will accommodate future growth. The building has 144,510 square feet of space, while the current buildings have only about 50,000 square feet, and do not accommodate indoor equipment storage. The new building sets on approximately 11.5 acres compared to the five acres of the current site. The City closed on the property in late December of 2012. Bids were opened for renovations to the building in 2013. The work in the building is on-going. We are hopeful to bid the site improvements, including the relocation of the fueling center by the end of 2014.

Our goal is to begin operations out of the new facility by the start of the 2014/2015 winter season. Once complete, we will then plan to begin redevelopment of the Cedar Street site by demolishing the eight buildings there including performing a significant amount of environmental remediation.

Church/Union Street Improvements

The Church Street Improvements project is a continuation of the reconstruction and widening projects within the Main/Church/Union Corridor. This is a project that we believe will have a transformative effect on the corridor and image of the City.



Images of the Church Street widening/improvement project

This project includes the addition of a center left-turn lane extending south from Lincolnway East to Seventh Street, also the total removal and installation of concrete pavement, repair of the underpass underdrain system that caused the “weeping underpass”, and the construction of a shelf at the back of the curb to facilitate snow removal under the railroad overpass. In June 2013 the contractor began relocating existing utilities on Fourth Street between Main Street and Race Street to accommodate a short section of the proposed 78” LTCP storage-conveyance tunnel. Following utility relocation, initial work began on the microtunneling operation for construction of the LTCP storage-conveyance tunnel.

During installation of the dewatering wells at the microtunneling launching shaft, contaminated groundwater was discovered, which resulted in the suspension of the microtunneling operation. Work on the reconstruction of the pavement continued despite the suspended microtunneling operation. Once construction on Race Street and Third Street was completed, the work could finally begin on Church Street in September. By early December, installation of new concrete pavement between Fourth Street and Lincolnway East was completed, including turn lanes, driveways, sidewalks and curb ramps. However, due to inclement weather, only the northbound pavement along the underpass was finished prior to shutting down for the winter. The microtunneling operation is tentatively scheduled to resume in March 2014, while the remainder of the southbound pavement, including the final pavement markings, will resume in April 2014. The project is estimated to be substantially complete by the end of June 2014 with an estimated total City investment of \$7.7 million.

CHURCH STREET IMPROVEMENTS
FOURTH TO SEVENTH STREET
CONCEPTUAL ROADWAY IMPROVEMENT AND PLANTING PLAN



Bremen Highway South Gateway

The City of Mishawaka began work on the south gateway into the City in the summer of 2013. Bremen Highway represents the southern segment of the City's Main Street corridor improvement program. The goal is eventually to provide a minimum five-lane section arterial road from one end of the City to the other. The Bremen Highway section is particularly important because it provides the first impression of the City for anyone that is traveling in from the US 20 Bypass. The south side gateway improvements required two projects, the Bremen Highway project and Fulmer Road Area Drainage Improvements. The Fulmer Road Drainage project is discussed in more detail in the Engineering Department annual report.



Bremen Highway South Gateway under construction

The Bremen Highway Project removed two lanes of asphalt pavement as well as an old concrete road underneath from the north side of the US 20 Bypass bridge abutment to Fulmer Road. The project constructed a new four-lane concrete street including concrete curb and gutter, storm sewer, pavement underdrains, and additional right- and left-turn lanes. In addition, new landscaped channelization islands have been constructed to separate northbound and southbound traffic and provide a roadway consistent with downtown and Main Street.

Additional travel lanes and new turn lanes provide access to the existing Autumn Lakes apartment complex, the Meijer store and gas station, Bruno's pizza, and a hair salon as well as the new McDonald's restaurant that is planned to be constructed in the spring of 2014 at the southeast corner of Fulmer Road and Bremen Highway. The new turn lane added on Fulmer Road for westbound traffic at the Bremen Highway intersection allows for right-hand turns and results in reduced wait times at the signal. New double left-turn lanes have been provided as well for southbound traffic onto Meijer Drive. The project also includes new LED lighting at the intersections and new street lighting along the corridor. Traffic signals were upgraded at both the Meijer Drive and Fulmer Road/Ireland Road intersections.



As part of this project, fiber optic cable was installed from the Dragoon intersection in order to connect both intersection signals with the rest of the City's signal system. The project was intended to be complete by end of 2013; however, difficulties with relocating various utilities slowed the progress and will require the contractor to finalize the work in the spring of 2014. The total investment is estimated to be \$2,500,000 at project completion.

Fir-Capital Connector

As mentioned in last year's State of the City report, one of the higher priority projects from an economic development perspective is the Fir-Capital Connector project. When complete, this three-quarter mile road will provide a more direct connection between the Indiana Toll Road and the northern Mishawaka consolidated retail area, which includes medical facilities, restaurants, hotels, car dealerships, and other uses that draw customers from a wide region. Since the connector bisects now-vacant property, it also has the added benefit of opening up approximately 240 acres of property for new development that would likely occur over many years.

In 2013, significant construction progress was made. The contractor completed clearing the full right-of-way, excavation of the two drainage basins, and installation of the new 12" water main, 12" sanitary sewer, and storm sewer with structures. The auxiliary 2" and 4" conduits, along with the 2" conduit and structures for Metronet, are nearly 90% complete. The project activities were suspended for winter, but not before completing approximately 70% of the new roadway sub-base, and 50% of the new concrete roadway, and curb eastbound and westbound before the winter weather set in. In spring 2014, crews will resume work on this project with anticipated completion in July 2014 with a total City investment of approximately \$3,500,000.

West Street Area Sewer Master Plan and Storm Sewer Improvements

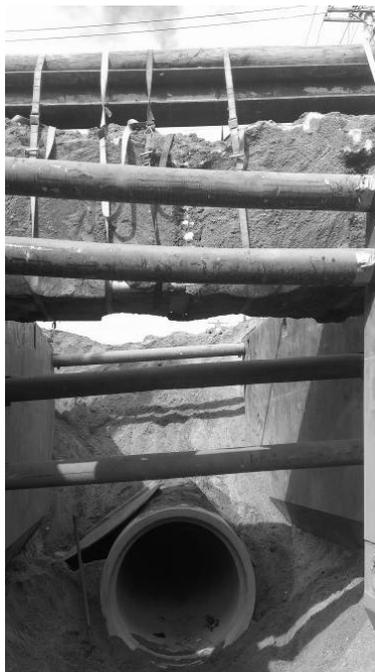
Long range plans are typically created for improvements that take place over a period of years. The West Street Sewer and Storm Improvement Project is one of those long-term projects that will ultimately have real benefits for not just those adjacent the project corridor, but the lowering of the ground water table will have positive benefits for the entire area.

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



Image of Fir/Capital Connector under construction

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



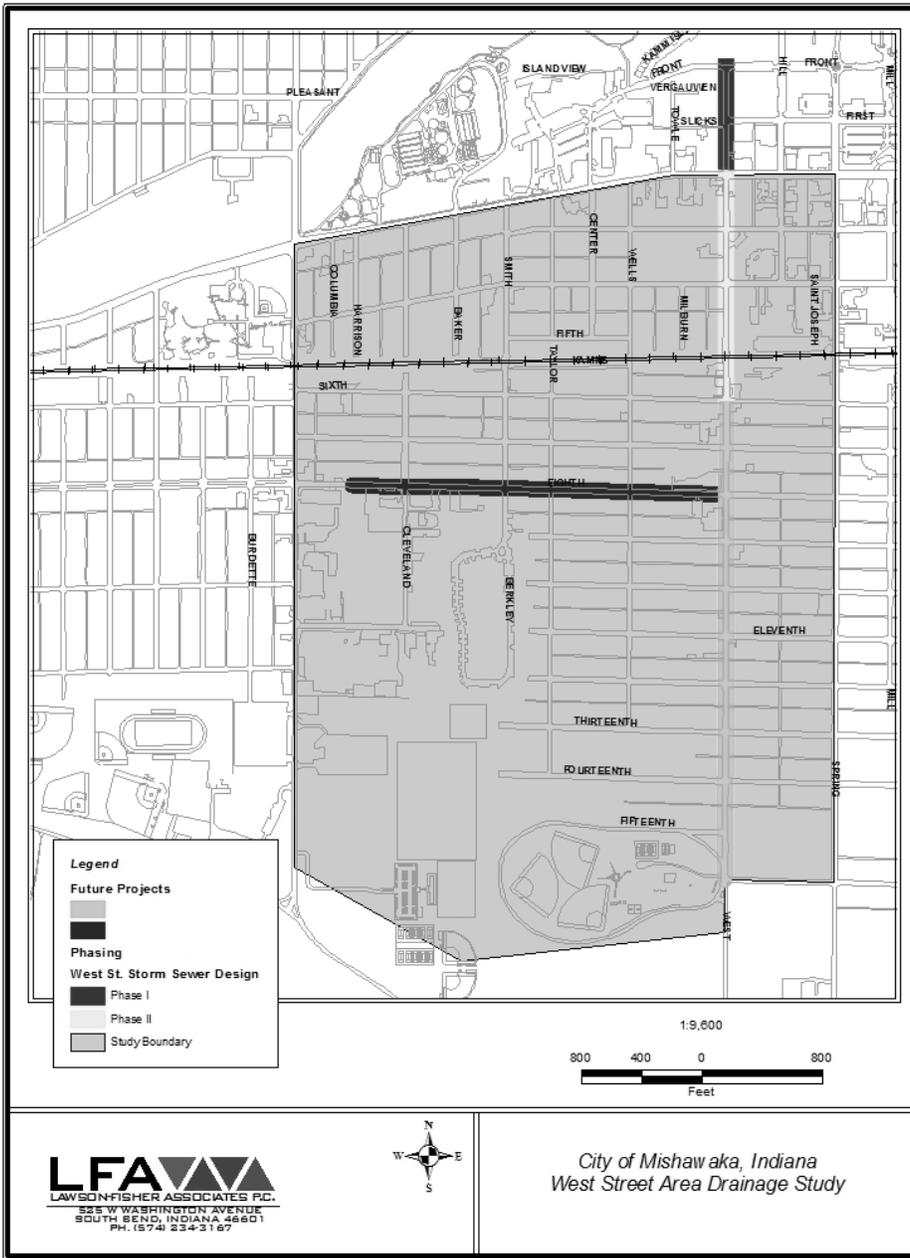
Complexity of West Street Drainage project installing a drainage system under utilities

Construction of Phase IB commenced in the spring of 2013 and involved the installation of storm sewer pipe, concrete manhole structures, and asphalt/concrete pavement reconstruction on West Street and Front Street. Also included in this project was sanitary sewer replacement and water main installation. The project construction operations were completed in July 2013, and the final City investment totaling \$507,775.97.

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

Work completion is scheduled for the summer of 2014, with the current contract price of \$2,136,306.67 at 42% complete.

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Legend

Future Projects

Phasing

West St. Storm Sewer Design

- Phase I
- Phase II
- Study Boundary

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City of Mishawaka, Indiana
 West Street Area Drainage Study

Significant Projects to be Started in 2014

Church/Union Street Improvements Phase II - Design

The current section of the Main Street widening initiative included extending five lanes from First Street to at least Fourth Street in Downtown. However, with the acquisition of the former Scott Brass facility and the pending relocation of the City's Central Services, we felt that the project needed to be expanded to at least 8th Street to allow for safe left-turn movements that will not impede through traffic. The City is in the initial design phase and we are planning to meet with impacted business owners and the public in the coming weeks. As with all of our projects of this magnitude, we will not only address the functional movement of traffic, but also the aesthetics of an area in need of improvement.

This project extends the five-lane pavement width south of Seventh Street through to Ninth Street. The addition of the center left-turn lane will allow vehicles traveling south on Union Street to make left turns at the Seventh Street and Eighth Street intersections and a northbound right-turn lane will be added at the Eighth Street intersection. These pavement improvements were necessitated by the City's decision to purchase the former Scott Brass Building and utilize it as a new location for Central Services. In addition to the replacement of concrete pavement, new curb and gutter and sidewalks will be installed along both sides of the roadway. Lighting and landscaping will be incorporated into the design.

The existing barrier wall at the southeast corner of the intersection of Church Street and Fourth Street will be removed and replaced by a new retaining wall, which will allow the addition of an exclusive right-turn lane for northbound traffic at the Church Street and Fourth Street intersection. New retaining walls will be constructed behind the existing sidewalk along the west side of Church Street, north and south of the railroad bridge and along the east side of Church Street north of the bridge to terrace existing slopes. The existing retaining walls along the east and west side of Union Street south of the railroad bridge will be refaced with an architectural finish. The pattern for the retaining walls will match the new modular block retaining walls constructed to terrace the slopes. Landscape plantings will be placed between the sidewalks and the retaining walls to improve the aesthetics of the corridor. The project is scheduled to bid early in the 2014 construction season with an estimated cost of \$4.5 million.

CHURCH / UNION STREET IMPROVEMENTS PHASE II
SEVENTH TO NINTH STREET
CONCEPTUAL ROADWAY IMPROVEMENT AND PLANTING PLAN



Central Park Renovation

Since 2011, we have discussed making various improvements to Central Park. In 2013 we were able to accomplish improvements along the Riverwalk through Central Park as part of the extension made to Madison Street. This improvement, combined with the extension of Comfort Place, completed the improvements necessary to allow us to go in and perform significant renovations to the core of the park in 2014.

As indicated in last year's address, once we determined that the historic use of a portion of this property as a softball field may not be the best use for the site we asked our local landscape architectural firm Lehman and Lehman to study the park and develop a master plan. The draft plan they developed was evaluated and approved by the City Park Board in 2013. Given the location along the Riverwalk and prominent location downtown, from a functional standpoint we want Central Park to be the standout piece in a string of pearls of public parks that will ultimately be connected through the Riverwalk system. The overall desire is to create a family oriented regional recreational amenity.



Rendering of play areas provided by Lehman and Lehman

The plan as proposed includes a significant number of pavilions, an arched gateway entrance, new restrooms, and state of the art play equipment consistent with the family oriented city-wide recreational amenity we desire. In 2013, we authorized the preparation of construction plans. Currently we are looking to bid the project in the Spring of 2014. The anticipated construction time is about a year. We anticipate that it will be completed in its entirety by Memorial Day of 2015.

Our Formula for Success – City Growth and Development

In 2013 the construction industry continued to gain modest momentum over previous years. In 2013, there were 39 new housing starts, an increase of 11 over 2012. Although this is a modest increase in number, it is a significant 40% increase over the previous year. This is still significantly lower than the number of starts that occurred prior to 2007. The saturated market

and current lack of population growth continue to be the largest influences on residential construction. Only 22 new homes were constructed in both 2011 and 2010. Out of those 22, six to ten were subsidized by the City either through our First-Time Homebuyer Program or the City's partnership with the St. Joseph County Habitat for Humanity. When considering the percentage of past subsidies, the 11 additional housing starts in the City in 2013 are significant because they were funded privately.

New commercial building activity remained relatively constant between 2012 and 2013. Eight commercial building permits were issued for new free-standing buildings in 2013 compared to 10 in 2012. This is a significant increase compared to the four new commercial buildings that were started in 2011.

The City of Mishawaka, and northern Indiana in general continued to grow, but at a very slow pace. In 2013 the City issued permits with an estimated construction cost of \$53.4 million. By comparison, in 2012, the City issued permits with an estimated construction value of just under \$51.6 million. Although just a modest 3.5% increase, this shows continued improvement over multiple years and is higher than the \$43 million in estimated construction cost that occurred in 2011. In comparison, between 2005 and 2008, even excluding the St. Joseph Regional Medical Center project, the City had averaged close to \$100 million in construction in each of those years. The good news continues to be that the market appears to be stable and growing again.

Although the City continues to reap the benefits of long-term strategic decision making such as the relocation of the hospital, the continued soft housing market and lack of population growth continue to place a limit on the overall demand for new construction.

Our Formula for Success – Redevelopment Efforts

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

First-Time Homebuyer Program / Habitat for Humanity

Similar to 2012, 2013 brought in many applicants for the First-Time Homebuyer Program. Unfortunately, it was determined many applicant's credit scores and/or household income levels prohibited them from participating in the program. However, over the course of the year we were able to find many applicants who met all of the requirements and we started building their homes in 2013. We had such an influx of applications in 2013 that we have three approved families on a waiting list for future homes.

Since its inception in 2004, the City's First-Time Homebuyer Program, with funding from HOME grants awarded by the St. Joseph County Housing Consortium and other Federal programs, has built dozens of homes for moderate income homebuyers. In 2013 we began construction on and or completed a total of six new single-family homes. In addition, our partnership with Habitat for Humanity of St. Joseph County yielded four more. Ten homes being built over the course of a little more than a year is significant, not just for the construction industry, but for the positive impact they have on neighborhoods. Typically these homes are

placed on in-fill lots, usually where a blighted home was acquired and demolished.

Center for Hospice

Completed in the summer of 2013, the Center for Hospice and Palliative Care administrative facility has changed the landscape of the riverfront and downtown. This was the start of a larger campus that will eventually include a new hospice house, community bereavement center, and palliative care center, and administrative/support services. The total quantity of new construction proposed by the Center for Hospice is approximately 40,000 square feet. The administrative portion is complete and was occupied in the summer of 2013. The remaining structures will be built as funding becomes available over time.



Center for Hospice Care Administrative Building Construction, Fall 2013

Mishawaka Main Junior High Apartments

It took all of a year to fully lease, but we are pleased to report that the Mishawaka Main Junior High Apartment project was fully occupied as of December of 2013. The primary reason for the lengthy lease-up period was the very restrictive income limits placed as part of the Tax Credit process. The total construction cost for the project was \$7.6 Million, of which, close to 45 million dollars was funded by tax credits.

Our Formula for Success – CSO Long-Term Control Plan and Consent Decree

In November of 2004 the City began negotiations with the Environmental Protection Agency (EPA), the Indiana Department of Environmental Management (IDEM), and the Department of Justice to reach agreement on the City's plan to address combined sewer overflows (CSOs) and the terms and conditions of the federal Consent Decree to enforce the implementation of the control plan. The City's goal in the negotiations was to arrive at an approved Long-Term Control Plan (LTCP) that minimizes CSOs in a cost effective and affordable way. Because of the high cost of CSO reductions, essentially re-engineering the existing sewer system, the City was granted 20 years to complete the projects in the LTCP. The cost for meeting the requirements in our federally mandated plan may exceed \$140 million.

On December 4, 2013 the City received notification from the Department of Justice that our LTCP received approval from the federal and state agencies involved, and the Consent Decree may now be signed and lodged in federal court. The plan is comprehensive and will result in the elimination of overflows during typical storms that occur in Mishawaka. The Consent Decree is a binding agreement that Mishawaka will fund, design, and construct the projects in the LTCP within the agreed to time-frame. Failure to meet these commitments can result in significant fines and penalties.

The Consent Decree, and attached LTCP projects and schedules, was presented to the Common Council at the January 8, 2014 meeting. A Council Resolution gave the Mayor the authority to enter into the agreement. The City signed the Consent Decree and forwarded it to the EPA, the Department of Justice, and the Indiana Department of Environmental Management for their signatures. This will mark a new chapter in Mishawaka's long road toward eliminating the legacy of combined sewer overflows. Improving and protecting the water quality in the St. Joseph River for future generations to enjoy.

Our Formula for Success – Code Enforcement

Code enforcement is not rocket science. It is dedicated officers working in neighborhoods and interacting with the public to improve the quality of life for our citizens. Mishawaka's four code enforcement officers do an outstanding job of improving the quality of life in the Princess City. Code addressed a total of 464 substandard structures in 2013 but the continued implementation of our Top 100 Program is a reason why you won't see many substandard buildings in Mishawaka. This yearly initiative begins in the winter months of the previous year where code officers scour their areas in search of the houses, garages, or commercial buildings that need the most attention. In the following spring when the weather begins to warm up we begin contacting the respective property owners and point out the issues to them. In 2013 we were able to bring 65% of these structures into compliance. The Top 100 program has played a huge role in the great overall appearance of Mishawaka. Code is now in its eighth year of the Top 100 Program and this program has brought over 700 of Mishawaka's worst code cases into full compliance. George Obren and his staff deserve our gratitude for a job well done!

Our Formula for Success – Looking Forward to What's New in 2014

In 2011 and 2012, the overbuilt retail areas on the north side of the City, combined with the lingering effects of the recession continued to contribute to a buyer's market. Unlike the previous two years, a significant amount of vacant commercial space has been filled and new commercial building activity progressed in 2013, including the construction of eight new freestanding commercial buildings. New buildings that received site plan approval in 2013 included:

- Costco on University Drive between Main Street and Fir Road
- Long Term Care Investments, Nursing and Rehabilitation Center, Fir Road north of Douglas Road
- Rivercrest Hospital Expansion, Jefferson Boulevard South of the Fir Road intersection

- All-Secure Storage, located adjacent to Movies 14, Edison Road east of Hickory Road
- Hampton Inn, located at Heritage Square northeast corner of Gumwood Road and State Road 23
- Holiday Inn and Candlewood Suites on the north side of Douglas Road, between Main Street and Fir Road



Artist's rendering of new Costco Building proposed on University Drive

Some significant renovations also occurred/began in 2013, including:

- The former Mishawaka Brewing Company building on north Main Street began renovations and will be opening in 2014 as the Evil Czech Brewery.
- Jordan Ford began renovations overhauling their Ford Showroom at the intersection of Jefferson and Cedar Streets.
- Red Lobster on North Main Street completely remodeled their existing restaurant located on north Main Street.
- The Dental Center finished and occupied space in the Ironworks Building, Downtown Mishawaka just west of Main Street.



Artist's rendering of the Evil Czech Brewery Building Remodel, north Main Street

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

Our Formula for Success – Downtown Planning and Development Activity

In 2013, a significant project was conceived by the Barak Group for the west $\frac{3}{4}$ of the block bordered by Mishawaka Avenue, Main Street, Elizabeth Street, and Grove Street. The project will contain between 60 and 80 apartments and condominiums and first floor commercial space fronting Mishawaka Avenue. The project has been named “River Rock” and is scheduled to start construction in mid-summer of 2014.



Concept rendering of the proposed “River Rock” mixed use project

In 2013, the City also continued its efforts to market and develop the former Uniroyal site and surrounding properties. We specifically contracted with Arkos Design to evaluate the remaining development property relative to what use would be possible based on a desire to not build a municipal parking garage. In lieu of a garage, an open market space and pavilion that is

centrally located could serve as a multiple use space. When not in use for a market or other event, the space would serve as a municipal parking lot.

This evaluation gave us a more realistic perspective of how the properties may be developed over time, and allowed us to re-evaluate our long-term capital expenditures as well.

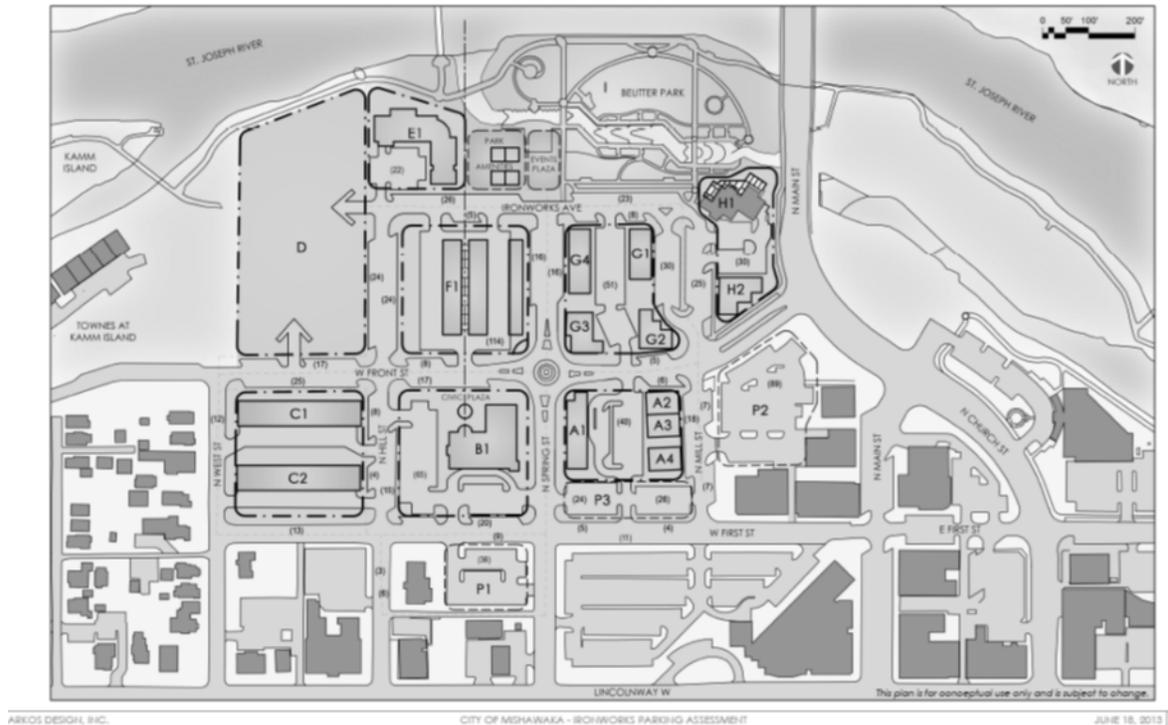


Image from the Downtown Parking Assessment performed in 2013

Our Formula for Success – 2033 Comprehensive Plan

In 2012, I announced a planning effort called “Mishawaka 2033 Plan” in honor of our 200th birthday which will occur in 2033. In 2012, we used the Communicator bulletin in our utility billing to solicit broad topic input from everyone who receives a utility bill. Although response was limited, the feedback was invaluable. In 2013, our efforts shifted to identifying some of our long-term capital needs. We knew that some changes in the laws governing TIF districts were proposed, and we wanted to get a handle on our long-term ability to fund projects and potentially change TIF district boundaries before any potential negative legislative changes would go into effect.

In the coming months, we will be presenting a proposed modification to our current TIF boundaries and identify a broad-based capital improvement plan. Our intent is to then seek the specific input of school groups, elected and appointed officials, department heads, service organizations, and others. We will then use input on this effort to collectively identify and refine the goals and objectives of the proposed comprehensive plan initiative. As you can imagine, we already know that there are more capital needs than can be reasonably funded over 20 years. As

such, the public input will help us to ultimately place a priority on various capital improvement projects that will continue to shape the future of our City.

We know that 20 years isn't that long, but momentous change can happen. Twenty years ago Uniroyal was still in operation, much of Edison Lakes and the commercial development on Main Street did not exist, computer-aided dispatch at the Police Department and laptop computers in police cars were just a dream. The Riverwalk hadn't been started, and no one could have conceived the current location of the St. Joseph Regional Medical Center.

Conclusion – Thank You

Our formula for success is deceptively simple. It is engrained in the time-tested values on which Mishawaka was founded. The formula for our success starts with our hard-working citizens who take pride in this city. It is all of us working together to make Mishawaka ever greater. It is promoting the quality of life here to ensure that every citizen has an opportunity to succeed and thrive in a community that is safe and inviting. It is investing in our infrastructure and providing world-class services that support our growth. It is local government that is honest, friendly, open, transparent, responsive and lean. The Princess City adapts to changing times but adheres to these unchanging principles. It's our mission! Once again, I want to thank all of Mishawaka for providing me the opportunity to serve. I continue to be humbled by the trust that has been placed in me. My service as Mayor continues to be the honor of my lifetime. I love Mishawaka and look at its citizens as part of an extended family. It is also my privilege to work shoulder-to-shoulder with the finest public servants anywhere. Together, we will continue to work to make decisions today with an eye toward future generations. May the Princess always look over your shoulder and may God continue to bless you, our citizens and our great City of Mishawaka.

City of Mishawaka

State of the City Address

Departmental Reports for 2013



The Mayor's Office

David A. Wood, Mayor



Mayor David A. Wood

Mishawaka's government continues to set an example that I believe serves as a model in our region. Our brand of local government remains open, honest, friendly, responsible and accessible to all of our citizens. That is my expectation for how government should operate, and a direct reflection of the citizens that call the Princess City home. We never lose sight of the fact that the Mayor's Office, Council Chambers, City Hall or any City facilities belong to the citizens of Mishawaka. The 550 employees of our city understand that they work for our citizens, not a Mayor or Department Head. Our citizens place a great deal of trust in their public servants and it is that trust that we strive to uphold.

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

*We also strive to treat each citizen with
a professional, customer-service
friendly attitude*

The success of Mishawaka in providing first-rate services, park improvements, neighborhood revitalization, and state-of-the art infrastructure while working towards a balanced budget did not occur by chance but rather by plan. We will continue to build on this formula for success in the coming years, making Mishawaka stand out among other cities.

It continues to be the highest honor of my life to serve as Mayor of Mishawaka. One of the blessings of the job is that no two days are the same. There were some very notable events that occurred in 2013. Here are a few that my office was involved in:

Mayor's Youth Council

2013 was another successful year of the Mayor's Youth Advisory Council. I have reported many of the activities involving the Mayor's Youth Advisory Council (MYAC) throughout the year because I consider it to be one of my most

*The MYAC is truly interactive and
the kids enjoy it while learning a lot
and are given the opportunity to
have a say in their Community*

important initiatives. MYAC is made up of 30 students from each of the three local high schools serving Mishawaka. The goals of the MYAC are four-fold; education, community service, leadership and fellowship. Highlights from this year's MYAC were many. The Youth Council planned, sought donations, organized, and distributed 50 Thanksgiving meals to Mishawaka families most in need.

The Youth Council also had the opportunity to learn about how various City departments provide services. We didn't just lecture to the kids, we got them up in bucket trucks with equipment to simulate fixing a power line, we gave them the Jaws of Life to simulate extracting someone from a vehicle after a crash and we demonstrated the effects of a Taser gun on a dummy. We toured businesses such as Better World Books and Whole Foods. I also presented plans to improve Central Park to the Youth Council for their review and input before any other group or the public had a chance to see them. The MYAC is truly interactive and the kids enjoy it while learning a lot and are given the opportunity to have a say in their community.



Marian High School



Mishawaka High School

This year, I decided to add a new element to the Youth Council. I wanted our kids to have input not only into their city government, but also the community that we are trying to build for them in the future. Last December, I assigned Leadership Projects to the Youth Council Members. Their names were put into a basket, randomly drawn and divided into six teams. The following topics were assigned to each team:

- 1) **Public Recreation For Our Youth** – how to engage 12-18 year olds with our park & recreation system. Does the City need more or different facilities? How do we combat the “nothing to do here” syndrome? We asked this team to identify up to five ways to increase and improve recreational opportunities for our youth including an implementation plan and budget.
- 2) **Sidewalk and Trail Systems** – the City would like to increase non-motorized transportation infrastructure, both as an alternate form of transportation and for recreation. We asked this team to make recommendations for the highest priorities and to work with the City Planner on understanding costs, property acquisition, and new concepts.

- 3) **Community Events in Support of Historic Downtown** – At many of our recent events downtown, we’ve had hundreds of people attend and then stay downtown to eat and shop. In part, this is why the City has a concert and movie series in Beutter Park or Christmas tree lighting ceremony. We would like to encourage more of these activities and we asked this team to develop two or three additional activities that have a low cost and will produce a high turnout.
- 4) **Public Awareness/Community Promotion** – Mishawaka has great stories to tell about our history, our businesses, and about what is currently happening. We asked this team to research and create a newspaper style article on three Mishawaka businesses, events, activities, or history with the intent of helping promote and bring awareness to the City.
- 5) **Sustainability/Efficiency** - Here in a small City in the Midwest, planting a tree has a CO2 reduction benefit equal to a \$100,000 green-roof in New York City. This team was given an assignment to research and develop initiatives that can be readily applied to Mishawaka to promote efficiencies within and between departments and save energy.
- 6) **Gateways/Branding Mishawaka** – Community identity and image are important marketing tools. Every time someone chooses to live, work, visit or make a business investment, they look at a variety of factors including the livability of a community. Gateways are intended to improve first impressions of the Princess City. People interface with the City in a variety of ways. Gateways can be in the form of road projects, signage markers, the City’s website, social media or mobile apps. We asked this team to make a plan to identify a hierarchy of options (including budget) to create a better sense of place that can be marketed to the region.

On May 28th and May 30th in the Mishawaka City Hall Council Chambers, the Mayor’s Youth Council conducted Leadership Presentations to a panel of judges. The judges were Ken Prince, City Planner; Tim Brill, Wastewater Division Assistant Manager; and Karl Kopec, Wastewater Division Manager. The quality of the presentations was impressive and the deliberation to choose the top three was not an easy task. Karl Kopec commented, “Pride in their community was evident as the six teams from Mayor Wood’s Youth Council gave their leadership presentations. An overarching theme of the presentations was that Mishawaka is a great place to live and has much to offer.” Tim Brill stated, “The students presented well thought out ideas for future improvements in the City. It was evident by the enthusiasm that many will become future leaders, maybe even in Mishawaka.”



Swearing-in Ceremony

After a few hours of deliberation the judges made their decision and the top presentations were:

1st Place: **Team #2, Sidewalk & Trail Systems:**
Grace Gebo, Carol Martin and Nick VanNevel

2nd Place: **Team #6, Gateways to the Community:**
Evan Fras, Trevor Manspeaker, Sam Schrader and Gina Spalding

3rd Place: **Team #1; Public Recreation for our Youth:**
TIE
Hunter Siebert

Team #5, Sustainability/Efficiency:
Sarah Furfaro, Zach Lytle, Maggie Reisdorf, Nick Shide and Haley Wood

The winning team presented their Leadership Presentation to the Mishawaka Common Council on Monday, July 15th, and the 2nd and 3rd Place teams were also introduced and recognized. Many of the citizens of Mishawaka attended and were able to meet some of the “youth and leaders of tomorrow”.

I was so impressed with what these teams presented that I have given my staff the directive that we will implement at least one idea from every group. We have already begun to do this and you will begin to see the great work of our Youth Council in short order. The Mayor’s 2012-2013 Youth Council had a real and measurable impact on the future of the Princess City.

We are now well into the 2013-2014 session and you can look forward to many new ideas and engagement from the new Youth Council Members. This school year we have a total of 23 Youth Council Members and we held our election at the September meeting where the 2013-2014 Officers were elected: President, Haley Wood, Vice-President, Zach Lytle, Secretary, Maria Tordi and Treasurer, Nick Shide.

2013 Optimist Club Honorees

Every year, the City of Mishawaka Optimist Club honors two students from each Mishawaka High School with a Youth Appreciation Award. This year the award breakfast took place on Wednesday, May 1st. These young Mishawaka citizens live by the Optimist Creed:

- To be so strong that nothing can disturb your peace of mind.
- To talk health, happiness and prosperity to every person you meet.
- To make all your friends feel that there is something in them.
- To look at the sunny side of everything and make your optimism come true.
- To think only of the best, to work only for the best and to expect only the best.
- To be just as enthusiastic about the success of others as you are about your own.
- To forget the mistakes of the past and press on to the greater achievements of the

future.

- To wear a cheerful countenance at all times and give every living creature you meet a smile.
- To give so much time to the improvement of yourself that you have no time to criticize others.
- To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.

As Mayor of Mishawaka, I am honored to be part of this ceremony and also have the privilege of helping in the presentation of these awards. The 2013 award recipients are as follows:

Marian High School – John Jessup and Maggie Wanecke

Mishawaka High School – Allison Florkowski and Shayla Smith

Penn High School – Katie Johnson and Montana Parker

Martin Luther King Drum Major Award for Community Service

On January 21, 2013, the 27th Annual Celebration of Dr. Martin Luther King Jr. began with the Community Service Recognition Breakfast at Century Center. Hundreds of people gathered to honor the recipients of the “Drum Major Award” for Community Service which is awarded by the Mayors of Mishawaka and South Bend. There were three awards given by the City of Mishawaka:

Alice Crowley

Alice Crowley has volunteered at St. Joseph’s Regional Medical Center for 25 years. To date, Ms. Crowley has contributed over 28,000 hours of volunteer service and has never missed a day of volunteering in 25 years. In addition to her work at St. Joseph’s she worked for over a dozen years as an aide assisting disabled children at the South Bend Community School Corporation. In her spare time she visits with patients at the Dujarie House, a skilled nursing center at Holy Cross Village which offers residents 24-hour nursing care, with programs designed to enhance the quality of life. Ms. Crowley’s work is distinguished by enhancing the lives of those around her, especially those that are less able to care for themselves or just need extra encouragement.

Brian Linson

Brian Linson retired from the Mishawaka Fire Department after serving the community for 20 years as a firefighter. Mr. Linson’s second career began as a volunteer with Habitat for Humanity. Volunteer work developed into over 20 years of assisting the community through providing quality housing to those in need. Mr. Linson was Habitat for Humanity’s first Construction Director in St. Joseph County. In his work with Habitat, Brian has constructed over 100 homes across the country. He also generously accepted the position of Executive Director during a time of transition and remains a strong source of counsel and support to Habitat. In

2010, he won Habitat's inaugural annual "Spirit of Habitat" award for his long dedication, strong efforts, and continual spirit of partnership with Habitat and the community.

Rick Zeff

Rick Zeff has been an employee of Meijer for 38 years. Encouraged by Meijer to get involved in the community, Mr. Zeff has taken community service to the next level making it his passion to make life better in Michiana. Rick has served on the Board of Directors of the Food Bank of Northern Indiana for 10 years, including four years as chairman, participated in the "Pack a Backpack" program with WNDU, served as a board member at the Family and Children's Center in Mishawaka, been a member of the Sunburst Committee since 1996, served as a board member for the Salvation Army, participated in "22 Ways of Giving" with WSBT and partnered with WSJV in the "Adopt a Family" program for the last 10 years. Mr. Zeff states that "getting involved with the Food Bank of Indiana after moving to the area gave me a better understanding of the needs of those in the community and what great things we could accomplish by pooling our ideas and strengths together for common causes."

The City of Mishawaka Official "Poet Laureate"

On February 6, 2013, Mayor Wood honored lifetime Mishawaka resident, Ray Chamberlin, as the Official City of Mishawaka "Poet Laureate". Ray was honored with an Official Proclamation from the City of Mishawaka at the monthly Mishawaka Alumni Luncheon in front of several hundred Mishawaka High School alumni and was surprised by being honored with special guest, John Thompson of "JT in the Morning". The "Postal Poet" honored JT with a poem of his own in October, 2004.

Ray grew up on Wenger Street in Mishawaka and Ray's father, a poet and artist, was a great role model for his son. Ray followed in his father's footsteps writing poetry and because of his 25 year career as a Mishawaka mail carrier, Ray became fondly known as the "Postal Poet". Ray received many honors over the years and is known as the Poet-in-Residence at the Mishawaka Lions Club where he was also named Lion of the Year. Ray has served on the Mishawaka Penn Public Library Board for 16 years. On the last day of his route, a camera crew followed him and when the Goodyear Blimp (which was actually headed for Notre Dame) passed over, one of his customers, who thought the blimp was following Ray, was in awe stating, "Wow, you must really be famous".

Ray has been a very special person in the City of Mishawaka touching many lives with his poems and entertaining many people. Ray writes about his adventures in life and makes life a little more enjoyable for those who read his poems. It was an honor for the Mayor's Office to proclaim Ray as the Mishawaka "Poet Laureate".

Shiojiri, Japan Visitors

The Mayor's Office was contacted by Melissa Raffelock, Japanese Language Teacher at Mishawaka High School, who advised us that the City of Mishawaka would soon be graced by the presence of visitors from our sister-city, Shiojiri, Japan. Melissa reached out to the community and was able to arrange home-stay visits with several Mishawaka families for the students and their adult chaperone. This was an exciting time for our City as it had been five years since a group of Shiojiri youth visited Mishawaka. Four students and one adult chaperone, representing Shiojiri's City Hall, visited our City.



Shiojiri Student Visitors

There were many activities scheduled for the visitors and Mayor Wood had the honor of hosting a welcome reception on Monday, October 28th. The visitors, along with their host families and other City of Mishawaka guests who have been involved in this sister-city relationship for many years, attended the reception which was given in the Council Chambers of City Hall. Students from the Mayor's Youth Council attended the reception and presented the Shiojiri students with Youth Council t-shirts. The Mayor's Office presented a "City of Mishawaka" fleece to the Shiojiri City Hall Representative, Akina Mimura. Mayor Wood also had the honor of taking the guests on a tour of the City of Mishawaka on Wednesday, October 30th and spent the day touring the City parks (Riverwalk, Shiojiri Gardens and Battell Rock Garden), the Grape Road shopping area, a two-hour guided tour of the University of Notre

This was an exciting time for our City as it had been five years since a group of Shiojiri youth visited Mishawaka

Dame, and a tour of the new Fire Station #4. The final destination of the tour was Saint Joseph Regional Medical Center. The highlight of the tour for the students was being served a lunch of fried chicken,

mashed potatoes and gravy, candied carrots, and West End Bakery apple squares prepared by the Mishawaka firemen at Fire Station #4.

Walk a Mile with Mike

The Mayor's Office was contacted by Governor Mike Pence's office on September 16th to host an event in our city, "Walk a Mile with Mike". This event was to promote Governor Pence's health initiative of encouraging people of all ages to walk daily. It was a summer-long effort by the Governor to get Hoosiers all over the state active and interested in community recreational resources. "Too many Hoosiers struggle with obesity and the maladies that come with that, be it diabetes or heart disease, so our administration has made a very specific goal of focusing on policies and practices that will encourage and strengthen the health of Hoosiers," explained Pence.

Mayor Wood, along with members of the Mayor's Youth Advisory Council, 140 Saint Monica students, sixth grade students from Twin Branch School, students from The Crossing, the City Clerk and Council, CAPS members and hundreds of Mishawaka citizens met at Robert C. Beutter Park at 8:00am on October 2nd to greet Governor Pence and his wife, Karen and to support this healthy initiative. The crowd gathered in the lawn event area in front of the band stage, and after a short speech and thank-you from the Governor, the approximate two-mile walk kicked off with Governor Pence, Mrs. Pence, Mayor Wood and his Youth Council leading the hundreds of walkers. Whole Foods was on-hand at the end of the walk to provide bottles of water to the participants.



Walking with Governor Pence

The Governor plans to continue walks like these throughout the state, and the City of Mishawaka was proud to be able show their support for this healthy initiative led by the Governor.

Annual Winterfest Coloring Contest

A yearly tradition in the City of Mishawaka is a Winterfest Coloring Contest sponsored by the Mishawaka Business Association. A coloring page was distributed to all Mishawaka Schools, grades K-6 and the students were given the opportunity to color and decorate the page. The completed pieces were turned into Mayor Dave Wood's Office, the Mishawaka Police Station, or brought to the Winterfest event which took place on December 7th in Merrifield Park.

Hundreds of coloring pages were turned in and Mayor Wood had the distinct honor of going through all of the pages and picking the winner for each grade level.

After many hours of review, and with help from his family, the following students were chosen as creating the “best picture in their grade level for 2013” and received a \$50.00 gift certificate to Build-A-Bear:

Kindergarten

Anderson Cannon
Twin Branch School

1st Grade

Jillian Hensel
Hums School

2nd Grade

Hannah Norvell
Emmons School

3rd Grade

Daphne Boulac
Liberty School

4th Grade

Skylar Kempf
Hums School

5th Grade

Rachel Vollman
Beiger School

6th Grade

Hannah Kitkowski
Hums School

Congratulations to the winners, and thank you to all who participated in the annual event.

Mishawaka Business Association Honors Mishawaka

On Thursday, February 21, 2013, the annual Mishawaka Business Association meeting and dinner took place featuring guest speakers, former Governor Joe Kernan and former Mayor Bob Beutter.

Each year, the Association honors the “Business of the Year” and in 2103, the honor went to IP Solutions. Drew Johnson, President of IP Solutions, is a diehard Mishawaka Business Association member and believes, wholeheartedly, that you should give back to your community in direct proportion, if not more, to what has been given to you. Drew’s business philosophy is founded on three basic principles; taking care of the customer by hand-holding them through the frustrating issues of owning today’s technology; having great vendors who deliver great products on-time, and taking care of the employee by making it a fun place to work, keeping knowledge fresh and making it family friendly.

The Mishawaka Business Association’s “Person of the Year” honor was given to Steven R. Cramer, PhD, President of Bethel College.

Annual Christmas Tree Lighting Ceremony

The arrival of Santa Claus and the annual Tree Lighting Ceremony took place on Friday, December 6th in downtown on the northeast lawn of the Mishawaka Police Station. Hundreds of Mishawaka citizens braved the extreme cold weather anticipating the arrival of Santa, Mayor Wood and VIP’s: Tommy Forte, MHS 2012-2013 State Wrestling Champ, and the Robert Dunnuck family who donated the Christmas tree from the yard of their Stanley Street home in Mishawaka.



The Treble Clef Singers of Mishawaka led carols around the Christmas tree while the Mayor's Youth Advisory Council served hot chocolate and cookies. Donations of hats, scarves and mittens were collected for the local HealthLinc of Mishawaka Organization. Tommy and Mr. Dunnuck along with his grandchildren, Hunter, 7 and Harper, 4 were given the honor of "flipping the switch" to light the City's largest tree yet.



The Mayor and Santa

2013 Mayoral Proclamations

A list of the 2013 Mayor Proclamations from our office:

- **Mishawaka Moose Lodge #1262 Day – 1/20/13**
In honor of the 100th Anniversary of the Mishawaka Moose Lodge #1262 and their commitment to the children and elderly in the Mishawaka community
- **Mishawaka Cavemen Wrestling Day – 2/19/13**
Honoring the 2012-2013 MHS Wrestling Team for their third place finish in the State
- **Dr. Dennis Engbrecht Day – 4/12/13**
Honoring the retirement of Bethel College's Senior Vice President after 27 years of service to Bethel College and the Mishawaka community
- **Better World Books Day – 5/3/13**
In honor of the 10 year Anniversary of Better World Books
- **Academic Super Bowl Studies – 5/16/13**
Honoring the Penn High School Social Studies Team for their State Championship
- **Yvonne Milligan Day – 5/31/13**
Honoring the retirement of City of Mishawaka Controller, Yvonne Milligan, after 33 years of public service
- **MHS Class of 1953 Reunion Day – 8/10/13**
Honoring the MHS Class of 1953 on their 60th High School Reunion
- **National Health Center Week – 8/11 to 8/17/13**
Celebrating 45 years of Community Health Centers
- **Drive 4 Pledges Day – 9/19/13**
Proclaiming a pledge drive sponsored by AT&T to stop texting and driving
- **Medical-Surgical Nurse Week – 11/1/13**
Honoring the professional specialty nursing organization of medical surgical nurses
- **Tommy Forte Day – 12/12/13**
In honor of the 2012-2013 State Wrestling Champ, MHS Junior, Tommy Forte in the 145 wrestling weight class

City Clerk

Deborah S. Block, City Clerk, IAMC, MMC

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

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



Clerk's Office Staff

Conducting the Legislative Business of the City

During 2013 the City Clerk's Office and Council handled the legislative business of the City which included:

COUNCIL BUSINESS 2013 REPORT	
Resolutions	25
Resolutions passed	24
Carryovers	1
Withdrawn	0
Failed	0
Honoring Individuals or Schools	7
Proposed Ordinances	57
Ordinances Passed	55
Carry over from 2011	2
Proposed Ordinance Failed	0
Annexations	1(proposed)
Alley Vacations	8

Ordinance Violations Bureau

The Ordinance Violation Department has collected \$14,420.75 in fines during 2013. Most of these fines were written from the Code Enforcement Department who diligently keeps an eye out for violators of the Municipal Code Ordinances. They also work with the St. Joseph County Humane Society who writes citations for animal violations.

Krisor and Associates continue to set hearings and try to collect outstanding citations for the Ordinance Violation Bureau. For the year 2013 they collected \$4,446.81 in fines.

*The Clerk's Office is proud
to support the Common
Council, City Departments,
and our citizens*

In Conclusion

The Clerk's Office is proud to support the Common Council, City Departments, and our citizens. We continue to look for ways to increase efficiencies and elevate the level of service we provide. 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, Manager

The Controller's Office has a staff of nine full-time employees; the Controller, Deputy Controller, Purchasing Agent, Payroll Clerk, Accountant and four Bookkeepers. Three of the four bookkeepers are Mishawaka Utility employees who are housed at City Hall within the Office of the Controller.

The Controller's Office is the center of finance and budgeting for the City of Mishawaka. The financial situation of the City influences everything we do. We must have the resources to get the job done. Managing the resources of the City can be complicated, but we do the best job possible with the taxpayer's funds. Responsibilities include:

The Controller's Office is the center of finance and budgeting for the City of Mishawaka

- Compiling the annual budget
- Processing and filing all financial reports for the federal, state, and local levels of government
- Processing payroll
- Processing all accounts payable for both the City and Utilities
- Receipt and reconciliation of all deposits on a daily basis, and
- Issuing various City licenses and permits

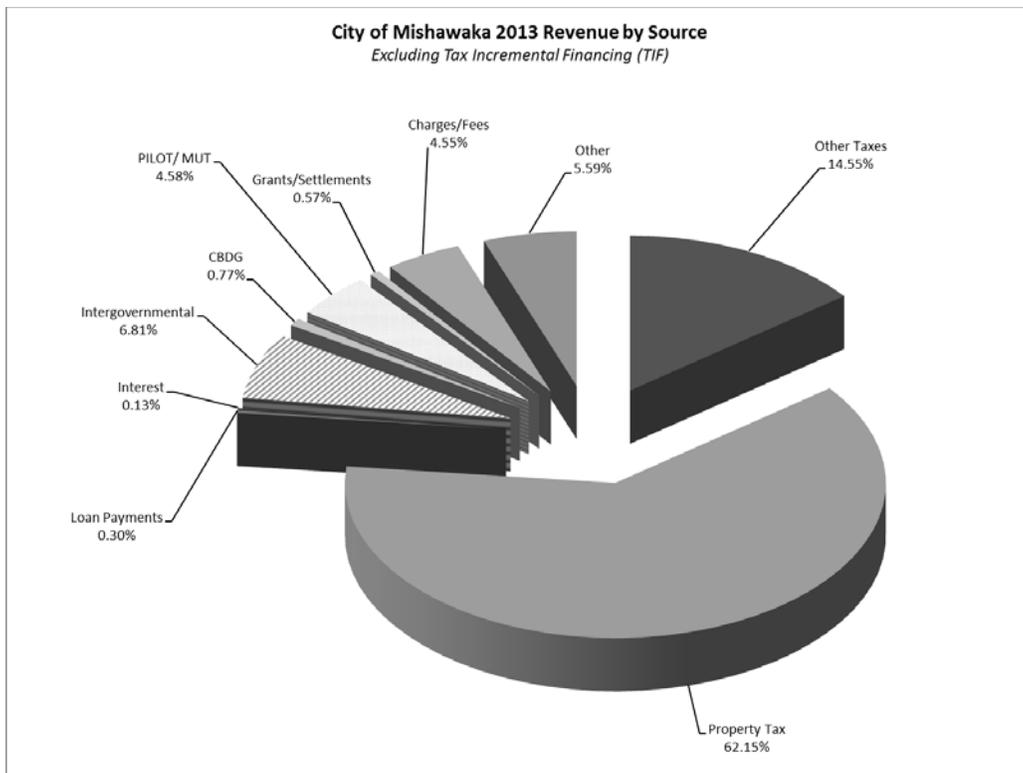
In 2013, Controller Yvonne Milligan retired after 33 years with the City. Her dedication to the City and her "always do the right thing" attitude made her a mentor and role model to all employees. Her experience and knowledge of municipal finance left big shoes to fill, and we are fortunate she continues to assist with special projects when asked. Former Deputy Controller Becky Miller was appointed to Controller, and accountant Misti Horvath is now the Deputy Controller. New to the team is accountant Melanie Wroblewski.

Also in 2013, we received our normal biannual property tax distributions from the county with collections coming in at 98.4%. Due to the property tax caps (Circuit Breaker) the City was left short \$3.39 million dollars. We must continue to plan and budget conservatively to deliver the exceptional services our citizens have come accustomed to receiving.

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

The cash balance in the General Fund decreased \$3,674,177 from \$8,067,200 to \$4,393,023. Much of this had to do with Circuit Breaker losses and rising insurance costs.

The total City budget for 2013 was \$52,312,050 which was an increase of 9.63% (\$4,593,305) from 2012 (\$47,718,745). The General fund budget increase was 5.4%, MVH 16.1%, and Park and Recreation 10.1%. In 2013 the wage increase for all employees was 2.0%.

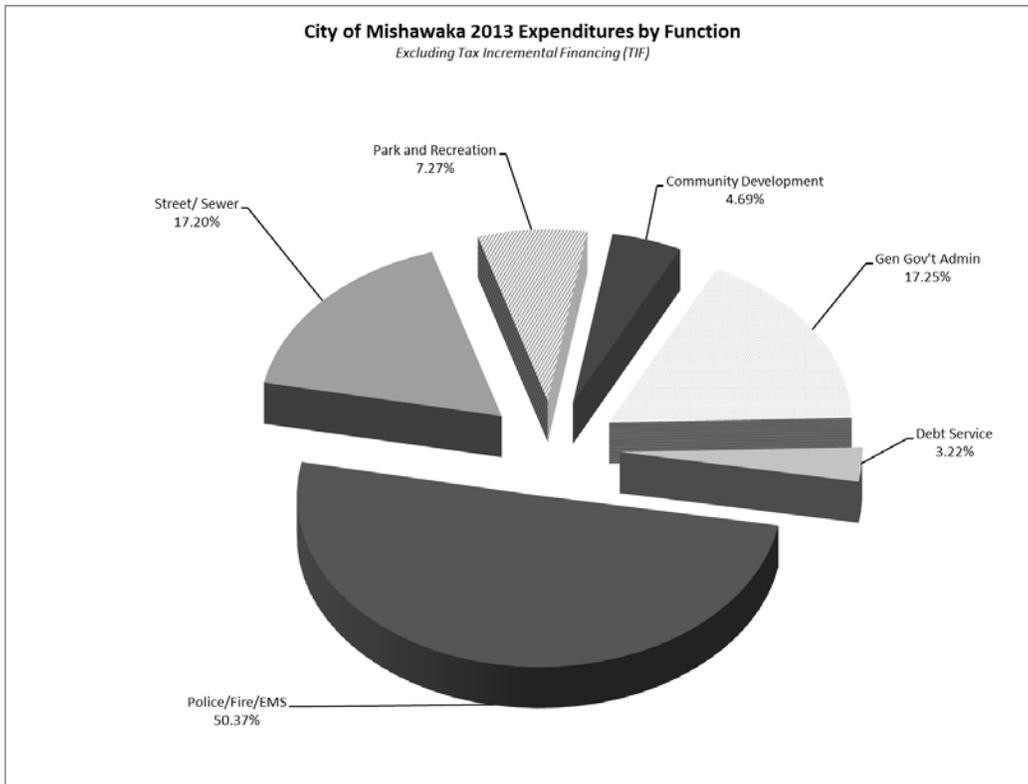


In 2013, approximately 62% of our revenue came from property tax. Another 21% came from other taxes and Inter-governmental revenue. A few examples of other taxes and inter-governmental revenue are: COIT, CEDIT, Auto Excise, Cigarette, and ABC Excise. Finding new revenue sources and replacing lost revenue due to property tax caps will continue to challenge the administration in the future. This is especially true if the discussed cuts to the business property tax become a reality.

Over 50% of the City's expenditures were related to public safety. The next largest percentage was 17% for general government and streets/sewers. An analysis of these expenditures shows 69% was spent on salaries and benefits, 16% on operating expenses, 8% on capital, and 3% on bond payments or 2013.

The City's portion of the average resident's tax bill was 47.2% compared to 44.8% in 2012. In 2013 our assessed valuation decreased by 4.7% or \$65,852,115.

Health insurance premiums increased \$1,574,246, while actual claims increased \$32,741. Due to the increases in premiums for 2012(13.2%) and 2013(15.7%), the City consulted with broker Gibson Insurance to review alternative options in the marketplace. Beginning in 2014 the City will once again be self-funded and the insurance provider will be UMR, the third party administrator for United Healthcare.



Since interest earned on City bank accounts continues to be low, the City entered into a Cash Advisory Agreement with Umbaugh Cash Advisory Services for a third year. Umbaugh has assisted in setting up an interlocal agreement with Hoosier Fund and a depository agreement with Lake City Bank in which these institutions will invest funds in money market accounts and higher yield certificates of deposits. Increased interest revenue assists in lowering the burden on the taxpayer.

2013 was the fourth full year of the Fuel Hedging program. This program provides a tool to stay within fuel budget parameters. With this program the City hedged 50% of its estimated usage of gallons of fuel for 2013. Our NYMEX range for gasoline was \$2.52 to \$3.00 and for diesel, \$2.81 to \$3.2925. If the cost of the fuel is below the range, we pay the difference to the bond bank. If the cost is over the range, the bond bank pays the City. Fuel prices in 2013 were very flat and reimbursement was \$1,158.69. In comparison reimbursement in 2012 was \$4,533. Each year of the hedging we budget at least 50% of the fuel at the highest cost of the range which will then keep us within our budget.

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

General Fund Balance			
2010	2011	2012	2013
\$5,449,462	\$5,753,036	\$8,067,200	\$4,393,024
Tax Rate History			
2010	2011	2012	2013
\$1.6741	\$1.7362	\$1.8186	\$1.9086
+1.11%	+3.71%	+4.75%	+4.95%
Assessed Value History			
2010	2011	2012	2013
+3.80%	-0.01%	-2.5%	-4.7%
\$1,443,858,833	\$1,429,736,810	\$1,395,330,853	\$1,329,478,738
Budget Book Totals			
2011	2012	2013	2014
\$44,701,500	\$47,718,745	\$52,312,050	\$53,144,344
+2.78%	+6.75%	+9.63%	+1.59%
Wage Increases			
2011	2012	2013	2014
2.5%	2.5%	2.0%	1.5%
<i>(3% Police and Fire/EMS)</i>			

In 2014 the City's general obligation bonds are to be paid off. With the City facing many obstacles including increased Circuit Breaker cuts and the pending personal property tax cuts, paying off this debt couldn't come at a better time. Circuit breaker losses for the last three years have been: 2013 (\$3.3 million), 2012 (\$2.3 million) and 2011 (\$1.7 million).

Beginning in 2014 we will have switched most salaried employees to paperless paystubs. Employees are able to go online from work or home and print off their own. Many already have tried out the process in 2013 with great reviews. Along with the paper and storage savings, the time saved by not printing, sorting, passing out, and reproducing lost paystubs is a great benefit. The Controller's Office will continue to look to streamline processes for further cost savings and efficiencies in 2014.

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

Law Department

John P. Gourley, Corporation Counsel

Geoff Spiess, Staff Attorney

Robert C. Beutter, Assistant City Attorney

David V. Bent, Assistant City Attorney

The Law Department provides legal assistance and counsel to 22 City departments, as well as the Board of Public Works and Safety, the Redevelopment and Community Development Commissions, the Board of Parks and Recreation, and Mishawaka Utilities and its divisions: Electric, Water and Wastewater Treatment.

In 2013, the Law Department led collective bargaining negotiations for a new contract for Mishawaka Utilities employees, provided legal assistance on resolutions and ordinances brought before the Mishawaka Common Council, and helped ensure the City was prepared to comply with the Affordable Care Act.

*In 2013, the Law
Department led collective
bargaining negotiations*

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

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

Human Resources

Bonnie Bonham, Director

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



Human Resources Department (l to r): Bonnie Bonham, MS, Director; Josh Callander, Safety Department Coordinator; Vickie Dowsett, Office Manager; Susan Wallace, Assistant Director.

The major change for the employees was with our health and wellness benefits coverage and delivery. Due to the increasing costs (36% over 4 years) through the City's membership in the IACT Medical Trust, the City withdrew its participation in the Trust and returned to self-insured status. This change is estimated to save the City up to 27% in 2014. At the same time, we chose new providers for dental, vision and supplementary term life. Because of all the changes, 98% of the employee population attended a one-on-one meeting with an enrollment specialist. We are pleased that our

employees' interest in preventive health continues to increase. We are also continuing our discussions to provide an employee worksite health clinic to offer a more cost effective alternative for non-life threatening medical care. We are hopeful for a 2014 opening.

The 2013 Health and Wellness Event resulted in 186 employees and spouses receiving free flu shots. Also, an additional 30 employees and spouses went directly to the pharmacy to receive their shot. This is an increase of 8% from 2012.

Workforce

In 2013, Human Resources received 524 applications for employment and hired 18, including three Fire Department and two Police Department employees bringing the total workforce to 496. Seasonal employment increased the total by 130 for the summer and winter seasons in our Park and Central Services departments. The workforce was reduced by 17 separations including eight retirees (who average 30 years of service each) translating to a total loss of 242 years of service to the City. The additional nine resignations totaled 42 years of service. We thank them for their dedication to the citizens of Mishawaka in each of their very important roles.

Human Resources received 524 applications for employment

Safety Department

A safe working environment free of recognizable hazards is maintained through continued awareness and education. This is evident by the injury frequency which has been on a downward trend since 2008. In fact, there was a 19% decrease in claims cost from 2012. Training of all Departments and inspection of jobsites have been effective tools for minimizing work place injuries. The Utilities Business Office and Water Division have each exceeded 2,000 days without a lost-time work injury. The Wastewater Division and City Hall have each exceeded 1,500 days. The Park Department passed the 1,000 day mark, and the Electric Division passed the 500 day mark. These are impressive numbers for work environments that are known to be prone to work place hazards. Training within each department and job site evaluations have been a constant focal point within the safety field. Job specific training, such as CPR and First Aid, work zone safety, forklift safety, electrical safety, distracted driving, confined space, fire protection and the new OSHA hazard communication standard have been introduced or repeated per mandated safety standards.

A new Hearing Conservation Program was introduced and 107 employees took part to establish a baseline for annual monitoring. Several departments introduced a more aggressive Respiratory Protection Program. The City Safety Committee, with Department representatives, met bi-monthly to discuss City safety enhancement.

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

The Human Resources Department will continue its goal of showing appreciation to all City and Utility employees as well as provide them with the service and resources to encourage and maintain a healthy work-life balance.

Information Technology Department

Patrick Stokes, Director

The Information Technology Department is responsible for the oversight of the City's computer and network infrastructure. Some of the specific duties include, network administration, website maintenance, computer repairs and upgrades, along with a multitude of miscellaneous technical issues and problems. 2013 was extremely tumultuous year as there were several staff changes. The IT director departed his position during the middle of the year to pursue other opportunities, allowing the Network Admin to fill the position. In addition, the PC Technician also left early in the year. Both the PC Technician and Network Administrator positions were filled restoring the department to full staff.

This year the physical servers hosting our virtual infrastructure were upgraded to accommodate the latest software and appliances. This upgrade included four new physical servers to replace our existing aging units. In addition to an upgraded server environment we also purchased and installed a new 34-terabyte Storage Area Network (SAN) to accommodate our ever growing need for more storage capacity.

Power and power-conditioning are extremely important to a datacenter. All of our server racks had aging, disparate uninterruptable battery backups in each rack of equipment. These were replaced with a whole-room battery backup that can accommodate the equipment we currently have along with providing room for growth. Along with the new battery backup, an auto transfer switch was installed. Lastly, an external tap was installed to accommodate a generator.

The IT Department is continuing to upgrade the City's computers to new operating systems running Windows 7

The IT Department is continuing to upgrade the City's computers to new operating systems running Windows 7. Windows XP and Office 2003 will be obsolete in April of 2014. Currently users are split 75/25 between Windows XP and Windows 7. We have made substantial progress in the upgrade and will continue well into 2014.

We installed a new backup solution this year to accommodate our growing server environment. The new solution is geared toward the virtual infrastructure environment, with only two physical servers remaining. Furthermore the new backup solution will allow for local and offsite backups.

Central Services

Mike Watson, Manager

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

During 2013, The Central Services Department began renovating the former Scott Brass building located at 700 South Union St as its new home. This new facility meets our current needs and will accommodate future growth. The building has 144,510 square feet of space, while the previous buildings had only about 50,000 square feet, and did not accommodate equipment storage. The new building sets on approximately 11.5 acres compared to the five acres of the current site. The City closed on the property in late December of 2012. Bids were opened for renovations to the building and site improvements in 2013. The Fire Department and Electric Department will also occupy a portion of this facility which will free up room for them at their respective facilities. The Sewer Maintenance Department will also relocate its operations into the renovated building.

*During 2013, the Central Services
Department began renovating the former
Scott Brass building located at 700 South
Union St as its new home*

Traffic

The Mishawaka Traffic Department recorded 843 event entries in 2013. These entries consisted of sign repairs, new sign installations, inspections and collection of field data. Since the inception of our Asset Management software in 2004, we have collected data on 7919 active signs, and 1109 signs removed from service due to vandalism, theft, accidents, or failure to meet federal standards.

Along with the daily maintenance and installation of signs, the Traffic Department is also responsible for pavement markings applied to road surfaces such as center lines, skip lines, fog lines, stop bars, crosswalks, and directional arrows. In 2013, we used 1540 gallons of yellow paint, 770 gallons of white paint, and 12,000 pounds of glass beads for these markings. In 2013 we purchased a Thermo-Plastic Machine as well as 6,000 pounds of plastic beads with the intent of getting longer life from our pavement markings, three to five years as opposed to a yearly painting, allowing more time to focus on other traffic related issues.

As in past years, we continue to support the various Departments in the City with their graphic needs. This reduces the cost of outsourcing projects to private businesses, saving money and turnaround time. In 2013 we designed and applied new graphics to the Police Departments squad cars.

Fleet Maintenance

It has been a very productive year for the Central Motor Pool. Our mechanics were kept busy maintaining the City's fleet of vehicles and small hand-held power equipment. This includes over 120 vehicles in the Police Department, and all other passenger vehicles from other departments. Many of the trucks, snow plows, leaf vacs, street sweepers, loaders and ambulances, etc. fall under our service, repair and maintenance programs. The Fleet Maintenance Technicians can also assist in all the duties that Central Services delivers.

In an effort to further reduce our expenses our department has recently purchased a computerized wheel alignment and lift system. The purpose of this system is to reduce tire wear, and to ensure that vehicle travel is straight and true. The new system takes about two minutes to check the alignment on each vehicle. This will save roughly \$125.00 per vehicle.

The Motor Pool Department of Central Services also tracks the consumption for all City vehicles. The following is an overview of fuel used by department in 2013:

Department	Unleaded Gasoline (gal)	Diesel Fuel (gal)
Building	1057.3	
Code Enforcement	1140.4	
Controller	118.9	
Electric	17375.0	9141.9
Engineering	1237.8	
Fire	4850.5	25898.3
Motor Pool	1335.7	932.6
Motor Vehicle	11522.4	32135.8
Parks	7354.5	5288.7
Police	101553.7	21.2
Sewer	8327.7	5039.7
Wastewater	1490.0	354.7
Water	12653.3	3374.9
Cost/Gal	\$2.99	\$3.33
Total City Fuel Cost	\$508,351.43	\$273,685.37

Revenue from sale of used oil: \$1,371.50

Grounds Maintenance

The Central Services Grounds Maintenance is responsible for all the green areas of city-owned properties. These consist of almost 700 total acres. Within the past few years, we have been able to reduce the amount of mowing time from a nine-day rotation to a five-day schedule. Many of our projects include tree removal in City parks and areas along the riverbank, seeding of city-

owned lots, and over-seeding in parks areas. We are also in charge of the City's baseball/softball diamond maintenance, trash removal throughout the City and parks, and the set-up and break-down of special events in the City.

Grounds Maintenance is also responsible for carrying out other projects throughout the City. In the summer of 2013, we made some improvements to the Dog Park. We were having a serious problem at the watering source for the dogs. The people that use the park asked if there was anything we could do to fix this issue.

When asked if we had any ideas to help resolve this issue, our management team in Central Services suggested a pervious paver, which is a relatively new product. Teaming up with Kuert Concrete for the materials, our people were able to solve the issue and have had nothing but positive feedback from everyone that uses the park. In addition, our Dog Park project will be featured in Hardscape Magazine in early 2014.

In the fall, we play a large part in the City's Leaf Pick-up Program which is responsible for leaf removal from City streets, parks, and office properties.

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

Motor Vehicle Highway

Motor Vehicle Highway, more commonly known as Street Department, must be factored into the workload for the Central Services Department. Much like the Grounds portion of Central Services is affected by the season, so is the Street Department workload. Spring is the time when we clean up the City from the winter debris that is left after the snow melts. Our employees take great pride in the work they perform on behalf of the citizens we serve. Our street sweepers are out for approximately nine months each year. We are in most neighborhoods, at least, once every nine to eleven working days. Spring is when the dreaded potholes keep six to eight employees busy until the weather warms up, and we can make permanent repairs. We also begin work on our list of streets that did not fare well during the winter. We must compile a list for summer street paving.

The warmer weather of the summer and fall months allow our department to paint the center lines, crosswalks, stop bars and fog lines on the roadways.

We believe our Leaf Pick-up Program is second to none

Like most citizens, we take advantage of the warmer months to perform repairs to the outsides of our buildings such as roof and fascia repair, painting and, at times, construction of new buildings in the Parks. In the fall of the year, we gear up for our Leaf Pick-up on the public streets in all residential areas. We believe our Leaf Pick-up Program is second to none. Beginning in mid-October and continuing through the end of November allows our citizens ample time to place their leaves at the curb for pick-up. Most Leaf Pick-up Programs offer pick-up only once or maybe twice, for the season. We will be in front of your home at least seven to eight times for

pick-up. This year we picked up approximately 12,000 cubic yards of leaves. Winter follows right behind our Leaf Pick-up Program, and sometimes even during the program. Clearing the snow from our public right-of-ways is the biggest responsibility for the Central Services. All aspects of travel are affected by the snow and ice on the public right-of-ways. We also believe that our snow clearing of the public right-of-ways is second to none. The employees again take great pride in keeping our roadways as safe as possible. As always, we continue to look for ways to deliver what we believe are world class services to our citizens in a more efficient and timely manner.

Building/Facilities Maintenance

It is the responsibility of the Central Services Facilities Maintenance to service and maintain over 100,000 square feet of buildings. Each department is asked submit a request for repairs, so we are able to complete and prioritize them in a timely manner. We also ask each facility to let us know if they have any major repairs, so we can determine if our employees can handle the request, or if we need to hire a contractor to have the work completed.

Each building is cleaned Monday through Friday by our cleaning crew. This year we used a new floor wax at the Mishawaka Utilities Business Office. With the use of this new product, re-waxing is no longer needed; we only need to burnish the floors once a year. We are also in the process of getting all park restrooms identical with the same flush valves and faucets, which will allow for quicker repairs.

Engineering Department

Gary E. West, Director

The Engineering Department is responsible for planning, designing, bidding, funding and the construction management for all Public Works Projects within the City of Mishawaka and review of all private development and utility companies projects for conformance with Engineering Standards, i.e. stormwater management, sanitary construction and connection, and right-of-way access and improvements. Our office also manages the Traffic Signal System, Traffic Cameras, right-of-way records and As-Built records for locating right-of-way infrastructure, i.e. City fiber-optic system, and the storm and sanitary sewer systems.

Engineering Staffing

The Engineering Department staff includes the Director and Assistant Director of Engineering, a Construction Manager, a Project Manager and Traffic Manager and a Project Coordinator as well as an MS-4 Coordinator and two part-time secretaries.

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

- President of Board of Public Works and Safety/Utility Board
- Technical Advisor & Member, City of Mishawaka Plan Commission
- Technical Advisor & Member, City of Mishawaka Traffic Commission
- Member of the City's Solid Waste Committee
- Member of the Transportation Task Force, St. Joseph County Chamber of Commerce
- Member of the Transportation Technical Advisory Committee, Michiana Area Council of Governments
- Mayor Wood designated the Director of Engineering as Deputy Mayor
- Northern Regional Director of the Indiana Association of City Engineers

The Assistant Director of Engineering conducts all site plan reviews, including storm water management, site access, sanitary sewer connections, and construction plan reviews. These plan reviews include new residential and industrial subdivisions documenting compliance with storm water regulations, subdivision infrastructure requirements, sanitary sewer engineering standards, and to ensure that adequate sanitary sewer capacity is available to serve the proposed development. The Assistant Director also:

- reviews storm water management calculations and plans submitted by developers
- reviews construction plans and specifications for development of improvements of public streets, sewers and drainage within proposed subdivisions
- administers the sanitary sewer use ordinance for connection of county residents

- coordinates with Wastewater Treatment staff, Consultant Lawson-Fisher Associates of South Bend, Indiana, and Bethel College staff in the development and implementation of the MS4 Program. Participates in the MSP, which is the regional MS4 Education Committee with St. Joseph County, City of South Bend, Bethel College, Ivy Tech, and Soil and Water Conservation District.
- works with consultants to complete design plans and construction cost estimates for various public infrastructure projects. This delegation of responsibilities generates a more timely response to developer, engineer and contractor inquiries while enabling the Director of Engineering to focus on planning, right of way, and funding for future Public Works Projects.

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

The Project Manager oversees smaller Public Works projects, the curb and sidewalk program, the summer street paving project, assigns all City addresses in conjunction with 911 emergency systems, and troubleshoots citizen complaints. The Project Manager also shares responsibility with the Project Coordinator for the Department's purchase orders, processing of claims, for consulting services and construction projects. The Project Manager also coordinates the allocation of funding from multiple fund sources to ensure adequate monies are available to complete smaller local construction projects.

The MS-4 Coordinator is responsible for compliance with the IDEM/EPA Rule 5 and Rule 13 and is the City's coordinator for the City MS-4 Program, processing approval of Erosion Control Plans, and assuring their compliance during, and post construction.

The Traffic Manager oversees the operation of the City's traffic signal system and coordinates repairs by the City's maintenance contractor. The Traffic Manager is also responsible for signal timings, traffic studies and traffic work orders for sign installation as well as for the management of emergency vehicle pre-emption systems and twelve City traffic cameras.

The Project Coordinator is responsible for coordinating and maintaining project files and City As-Built records, sanitary sewer construction and connection applications, excavation and sewer permits, sewer insurance records, managing City telephone system repairs/service, and other duties as required.

The Office Coordinator from the Sewer Maintenance Department splits her time between the Sewer Department and the Engineering Department, which typically brings efficiency to both departments due to many similar sewer issues in both departments. The Sewer Maintenance Department has assumed the field locating duties from the Engineering Department for storm and sanitary sewers prior to any excavation in the public right of way. The Sewer Office Coordinator while in our office reviews Locate e-mails, updates Locate database, gathers historic sewer As-built information for the Sewer staff to locate in the field, and also assists with phone and front counter inquiries from the public. During the past years where the economy had been depressed, the number of locating requests was low compared to the historical high values set in

the last 15 years. However, 2013 has shown an increase in non-municipal utility company requests for permits and project locating in addition to the increase of the private development sector locating requests. The increase in 2013 has impacted the response time to where the 2014 budget will add a full-time Locate/Permit Coordinator to staff, which will allow the Sewer Office Coordinator to return to the Sewer Department. The job of utility locating will remain an element of the Sewer Department. Depending upon the number of locates going forward, they may impact the amount of maintenance work performed by the Sewer Department and may require reconfiguration of responsibilities if requests continue to increase.

During the last two years the Department operated with a part time staff member to assist with excavation and sewer permits, process sewer insurance applicants, and issue address assignments. In addition the part-time staff answered telephones and responded to contractors and citizens that walk in the office. During the year, the part-time help was reassigned to another department.

Realizing the value of having a regular part time staff member and the projection of additional projects in the future, a full-time office staff member will be added in 2014. This will also offer greater flexibility for the full time staff members who often work their schedules around office management duties during lunch and illness.

Engineering Services

In addition to engineering public works projects such as curb, sidewalks, street improvements, traffic signals, school warning devices and sanitary and storm sewers, the Department also ensures compliance with job-site safety, maintenance of traffic and erosion control issues. Follow-up inspections ensure proper site restoration.

The Engineering Department also reviews plans for construction of proposed development projects to ensure compliance with developmental guidelines, access, and drainage requirements of the City.

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

Engineering is responsible for the underground public works utility locate service for the City. The facilities and services located are the sanitary trunk sewers, lateral connections, storm sewers, fiber optic interconnects, traffic signal control systems, and the Metronet shared conduit system.



Engineering ensures contractor and individual compliance with the City of Mishawaka

Excavation and Public Works Bonding Ordinances and permitting requirements. The Engineering Department issues and tracks permits for excavation, street cuts for all City streets and public rights of way. Excavation Permits are important for protecting the motoring public and the existing infrastructure, plus ensuring proper restoration of street cuts. The Engineering Department provides engineering assistance for municipal utility projects on request and on other major public works capital improvement projects.

Our office receives copies of accident reports involving City property damage, such as guardrails, traffic signs, traffic signals, trees, and other City property for restitution of damaged property through insurance claims or personal payment plans. In 2013, \$4,189.67 was collected for damaged public property at four locations.

MS-4 (Municipal Separate Storm Sewer System)

In November of 2011, the MS4 program underwent its second in a series of three audits of the program. This audit focused on the management of our construction run-off program. In preparation for the audit, MS4 procedures were evaluated and streamlined. City personnel worked diligently to ensure that the City's projects were complying with local and State regulations. The overall result of the audit was favorable as none of our program areas received an unsatisfactory rating. However, as with any regulatory inspection of a comprehensive program, the inspector found a few documentation items that need to be addressed. During 2012, the City addressed the concerns by revising Erosion Control Standards and working with IDEM to implement the required changes to resolve most of the issues. In 2013, the MS4 program enlisted



legal counsel to assist in satisfactorily addressing two remaining concerns. A formal response was prepared and submitted to IDEM in December 2013, and we are awaiting IDEM's response.

IDEM conducted its final audit of the City's second NPDES permit term in September 2013. The audit focused on the detection and elimination of illicit discharges to our storm sewer system. To comply with the requirements of our NPDES permit, and to prepare for the audit, the MS4 program concentrated on the illicit discharge detection and elimination (IDDE) requirements of our permit. In anticipation of the audit, which was originally scheduled for 2012, the City enlisted Lawson Fisher Associates to GPS locate the City's storm water outfalls, create an adaptive GIS layer, and sample at several dry weather outfalls to characterize the nature of discharge. The MS4 program continued to refine and update the GIS layer with the most recently available data. All storm water outfalls, storm water conveyances, and open ditches were GPS located and added to the GIS. The GIS was further enhanced to include the locations of industries that may have a high potential for impacts to storm water. The GIS layer will serve as a tool to help the City target areas for enhanced monitoring of illicit discharges, and will also be a useful screening tool if an illicit discharge is detected. The City also developed a formal

IDDE plan that was revised and updated throughout 2013. To date, no illicit discharges have been detected in the City.

The City continued its participation in the Michiana Stormwater Partnership (MSP), which is a consortium of MS4s within St. Joseph County. To ensure consistent messaging and to pool resources, the MSP works collectively to implement the public education and outreach programs required by each entity's NPDES permit. In June of 2013, the MSP held an educational seminar highlighting a newly completed green infrastructure project utilizing wetlands for storm water treatment and management in the LaSalle Area of South Bend. Additionally, the City continued its partnership with St. Joseph County for Storm Water Pollution Prevention Plan (SWPPP) reviews.

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

Review of Industrial, Commercial and Residential Developments

2013 experienced an increase in private property proposed developments in addition to a specific sector in commercial development, i.e. senior assisted living facilities. Only one developer submitted sanitary sewer main modifications of previously approved improvements for 2013; Stonebridge Villas applied for a third revision to its configuration. The City experienced a more balanced combination than in recent years between rehabilitation of existing sites and new construction. A few examples of new commercial development projects approved in 2013 are North Woods Village Alzheimer's Memory Care (1409 E. Day Road), Longterm Care (5805 Fir Road), Tanglewood Senior Living Addition (530 Tanglewood Drive), Centier Bank (255 E. Day Road), Hampton Inn & Suites (7347 Heritage Square Drive), Evil Czech Bar & Restaurant (3703 N. Main Street), McDonalds (3520 Bremen Highway), Well Pet Addition (1101 W. 11th Street), and Fed Ex Addition (5521 N. Home Street).

Fats, Oils, and Grease (FOG)

The Common Council approved revisions to the Sewer Use Ordinance to cover fats, oils, and grease (FOG) in the summer of 2010. These changes established maintenance requirements and provide a regulatory framework for recovering costs incurred by the City to deal with problem facilities. The program is evaluated at the end of each calendar year so that any necessary modifications can be implemented the following year. In a continued effort to educate restaurant operators about the City's expectations, the Wastewater, Sewer, and Engineering staff updated an educational pamphlet for distribution at the 2013 January restaurant license renewal. Additionally, permit applications and letters detailing program requirements were updated and provided to the Controller's office for distribution throughout 2013.

Excavation and Sanitary Sewer Connections

Sanitary Sewer connection fees are designed to assess a fee on the developer's site based on the size of the property and the impact the proposed development will have on the capacity of the sanitary sewer collection system and the Wastewater Treatment Plant. The money collected is used for oversizing and extending sanitary sewers, as well as making improvements at the Wastewater Treatment Plant.

In 2013 Engineering issued 453 Excavation Permits with fees totaling \$14,630.00 for all categories of excavation, such as telephone, cable, gas, electric, boring, street, sewer, water, and irrigation. This is an increase from 2012 when \$11,930.00 was collected from 702 Excavation Permits. Notice the large difference in number of permits issued and value increase for 2013 which exemplifies the type of permit requests being for more advanced projects and in this case weighted by non-municipal utility requests. In addition, there were 102 Sanitary Sewer Connection and Inspection Permits obtained in 2013 that totaled \$ 76,985.33 verses \$137,180.59 collected from 109 permits in 2012.

Sewer Insurance Program

The Engineering Department maintains all sanitary and storm sewer records and provides administrative assistance to the Sewer Lateral Insurance Program. This program, which began in 1986, protects single-family residents from paying catastrophic sewer lateral repair costs. The homeowner is responsible for paying all routine sewer lateral cleaning costs, and if the line cannot be opened, the homeowner pays the \$250 deductible fee for the sewer lateral repair. The Sewer Insurance Fund pays all costs in excess of the \$250 that are required for the repair of a private sewer lateral connection from the foundation wall of the home to the trunk sewer main. The costs of removal and replacement of public streets, curbs, and sidewalks as a result of the repair are included. The monthly fee for residential sewer insurance was increased to \$1.50 per month in 2008.

The fund is also used to replace existing sewer laterals that are located within sewer main replacement projects to minimize the need to repair a sewer lateral in a newly reconstructed street. Money collected in 2013 totaled \$233,536 with expenses of \$276,142. In 2013, the Sewer Department received 254 complaints of sewer problems where 67 residents signed up for the Sewer Insurance Program. Of the 67 residents, there were 45 residential contractor repairs performed with an ending balance in the fund of \$185,811.

A summary of the 2013 Sewer Insurance Program follows:

Summary of 2013 Sewer Insurance Program					
Date Initiated	Job Number	Address	Action Taken	Total Cost	Work Completed
1/2/13	1221	1625 Homewood Ave	Line opened, guarantee provided	\$962	1/3/13
1/4/13	1222	815 Liberty Dr	Contractor repaired	\$4,197	1/10/13
1/10/13	1223	2213 E Fourth St	Contractor repaired	\$4,778	1/11/13
1/17/13	1225	222 Stanley St	Contractor repaired	\$2,560	1/24/13
1/30/13	1226	807 E Fourth St	Line opened, guarantee provided	\$235	1/31/13
2/1/13	1227	916 Lincolnway East	Line opened, guarantee provided	\$250	2/1/13
2/26/13	1228	721 E Fourth St	Contractor lined lateral	\$3,475	5/3/13
2/27/13	1229	127 W LaSalle Ave	Contractor repaired	\$2,018	3/6/13
3/1/13	1230	312 W Seventh St	Contractor lined lateral	\$3,148	4/5/13
3/8/13	1231	2732 N Main St	Contractor repaired	\$2,062	3/12/13
3/11/13	1232	542 W Eighth St	Line opened, guarantee provided	\$540	3/11/13
3/25/13	1233	2423 Division St	Line opened, no guarantee provided	\$426	3/26/13
4/1/13	1234	428 W Broadway	Contractor repaired	\$1,903	4/4/13
4/5/13	1235	502 Indiana Ave	Line opened, guarantee provided	\$250	4/8/13
4/8/13	1236	707 W Twelfth St	Contractor repaired	\$1,510	4/19/13
4/9/13	1237	236 E Donaldson Ave	Contractor lined lateral	\$8,413	5/3/13
4/23/13	1238	214 S Brook Ave	Contractor repaired	\$4,161	4/23/13
4/25/13	1239	642 Gernhart Ave	Contractor lined lateral	\$4,695	6/7/13
4/30/13	1240	1322 E Jefferson Blvd	Line opened, guarantee provided	\$540	5/2/13
5/1/13	1241	131 E Marion St	Line opened, guarantee provided	\$540	5/1/13
5/7/13	1242	120 E Edgar Ave	Line opened, guarantee provided	\$540	5/7/13
5/15/13	1243	802 E Fifth St	Contractor repaired	\$7,396	7/3/13
5/16/13	1244	620 E Battell St	Contractor repaired	\$4,286	6/11/13
5/17/13	1245	529 W Grove St	Contractor lined lateral	\$5,520	6/7/13
5/23/13	1246	2605 Milburn Blvd	Pending		5/23/13
5/29/13	1247	613 W Grove St	Contractor lined lateral	\$5865	7/5/13
6/7/13	1248	528 Dittman St	Line opened, guarantee provided	\$250	6/7/13
6/11/13	1249	609 N Oakland Ave	Contractor lined lateral	\$4,830	7/5/13
6/14/13	1250	418 W Jefferson Blvd	Contractor lined lateral	\$7,149	11/8/13
6/17/13	1251	1704 S Main St	Contractor repaired	\$1,780	6/21/13
6/21/13	1252	119 E Colfax Ave	Contractor repaired	\$7,417	7/11/13
6/21/13	1253	306 W LaSalle Ave	Contractor repaired	\$1,939	6/28/13
6/26/13	1254	225 W Eighth St	Line opened, no guarantee provided	\$1,474	6/28/13
7/3/13	1255	713 S Mill St	Contractor repaired	\$22,696	10/31/13
7/3/13	1256	903 Homewood Ave	Contractor repaired	\$2,927	8/1/13
7/8/13	1257	717 S Mill St	Contractor repaired	\$3,670	7/17/13
7/16/13	1258	1218 Union St	Contractor lined lateral	\$3,735	8/2/13
7/22/13	1259	223 E Donaldson Ave	Line opened, no guarantee provided	\$393	7/22/13
7/26/13	1260	1001 Carlton St	Contractor lined lateral	\$1,750	8/2/13
7/30/13	1262	119 E Ninth St	Contractor lined lateral	\$8,532	8/9/13
8/16/13	1263	228 E Grove St	Contractor lined lateral	\$9,075	9/27/13
8/20/13	1264	309 N Cedar St	Contractor repaired	\$5,867	8/23/13
8/27/13	1265	112 E Twelfth St	Contractor repaired	\$4,281	9/6/13
9/11/13	1266	1918 N Merrifield Ave	Contractor repaired	\$5,514	10/11/13
9/13/13	1267	1010 E Broadway	Line opened, no guarantee provided	\$612	10/4/13
9/18/13	1268	220 E Sixteenth St	Contractor repaired	\$2,370	10/4/13
9/19/13	1269	426 W Battell St	Contractor lined lateral	\$7,295	10/25/13
9/23/13	1270	909 W Donaldson Ave	Contractor lined lateral	\$6,350	10/25/13
9/25/13	1271	139 Leyte Ave	Contractor lined lateral	\$4,220	10/11/13
9/27/13	1272	622 Wilson Blvd	Contractor lined lateral	\$5,350	10/11/13
10/15/13	1274	902 E Marion St	Contractor repaired	\$17,223	10/31/13
10/30/13	1275	1908 Maplehurst Ave	Contractor lined lateral	\$9,060	11/8/13
11/7/13	1276	938 E Fourth St	Contractor repaired	\$6,336	12/9/13
11/12/13	1277	1825 Linden Ave	Pending		11/12/13
11/12/13	1278	608 S Middleboro Ave	Pending		11/12/13
11/13/13	1279	212 E Seventh St	Pending	\$245	11/13/13
11/13/13	1280	213 W LaSalle Ave	Contractor lined lateral	\$5,200	11/22/13
11/15/13	1281	1008 E Fourth St	Contractor lined lateral	\$6,880	11/29/13

11/21/13	1282	116 Orange Ave	Contractor lined lateral	\$2,450	12/6/13
11/22/13	1283	219 Hendricks St	Line opened, guarantee provided	\$367	11/22/13
11/26/13	1284	1033 Geyer Ave	Pending	\$246	12/26/13
12/3/13	1285	217 S Columbia St	Contractor lined lateral	\$4,160	12/20/13
12/4/13	1286	302 N State St	Contractor lined lateral	\$5,501	12/20/13
12/20/13	1287	1111 Division St	Line opened, no guarantee provided	\$942	12/20/13
12/23/13	1288	1406 Calhoun St	Contractor repaired	\$2,210	12/24/13
12/27/13	1289	215 Ray St	Line opened, guarantee provided	\$315	12/27/13
12/31/13	1290	902 Mishawaka Ave	Pending		12/31/13

Traffic Engineering Services

Traffic Engineering is responsible for operation and maintenance of all of the 60 City-owned traffic signals, 13 school warning devices, as well as two intersections with four-way red flashers and two with all-way yellow warning flashers. Traffic Engineering received several requests for additional or modified signage through the Mishawaka Police Department, concerned motorists, and citizens. All requests are investigated by Engineering. In 2013, these requests resulted in the issuance of 30 work orders for the installation or modification of signage and pavement markings.

Traffic Signal and Flasher Maintenance

In 2013, 142 traffic signal repairs were completed. Also maintained were luminaries, guardrails, and all 60 signal cabinets where, due to open air vents, dust and dirt can accumulate. Therefore, to protect cabinet electronics, an annual cleaning is completed, which includes replacement air filters, evaluating the bulbs and battery back-up system. The Engineering Department also resolved numerous 4-way flash problems involving the resetting of traffic controllers and conflict monitors.

Signage

New sign retro-reflectivity standards were adopted by the Federal Highway Administration (FHWA). These changes were established for the aging population to promote safety while providing sufficient flexibility for agencies to choose a compliance method that best fits their specific conditions. MACOG has provided a reflectometer and will soon be training on its use to identify signs that do not meet new guidelines.

Indiana Safe Routes to School Program (SRTS)

The purpose of these projects, funded from the Indiana Department of Transportation's (INDOT) SRTS Program, is to provide school aged children a healthy and safe route to walk or bike to school. Working collectively with school officials, parents, and the Mishawaka Police Department, it is our intent to design a safe route that is well maintained so that children will walk or bike to and from school. The City of Mishawaka is an all walk-on school system with minimal bus transportation for the students. Each school within Mishawaka has been examined to identify a safe route for that particular school. A different elementary school is targeted each year throughout the life of this program.

Specifically, sidewalk improvements are performed along the route most utilized by the students to access schools and include ADA-compliant curb ramps, replacement of deteriorated sidewalks, signage, pavement markings at crosswalks, and provide educational materials to the children in connection with the DARE officers of Mishawaka. In 2012 the project for Battell School was 95% complete. In 2013 new curb ramp and sidewalk were installed at the northwest corner of Battell Street and Cedar Street and new pavement markings (crosswalks and stop bars) were installed throughout the project limits. The contract was substantially completed in June 2013. The final contract amount was \$351,201.68, with \$250,000.00 being paid by the grant.



However, in 2013 INDOT modified its SRTS program where MACOG was able to provide TAP funds to continue the program in the modified form. The City applied for TAP funding for Beiger School and Twin Branch School for 2014 construction to continue these improvements totaling approximately \$900,000. The City will continue to apply for this program in the future and incorporate these improvements in conjunction with other City projects.

School Signage

Every year the Engineering Department inventories all traffic control signage near public and private schools. This process involves replacing damaged, faded or missing signs and repainting school crosswalks. This enables Engineering to maintain safe and effective traffic control signage that follows the Federal guidelines as outlined in the Indiana Manual on Uniform Traffic Control Devices for all schools in Mishawaka.

Traffic Studies and Activities

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

The Engineering Department issued 27 dumpster permits in 2013. The Engineering Department also received requests for additional signage from the Street Department and the Mishawaka Police Department in various neighborhoods. There were four Speed Limit signs added, two on Catalpa Drive, one on Normandy Drive, and one on Sixth Street along with two No Trucks signs, one on Bennington Drive and one on Downey Street. There were also four requests for No Parking signs.

The Engineering Department continues to work with the Mishawaka City Police Department to resolve truck problems. With several streets closed, or in various stages of repair (Church/Union Street improvements) during the 2013 construction year, excessive truck traffic occurred on non-truck route streets. Police enforcement assisted in curbing these truck problems in residential areas.

Michiana Area Council of Governments (MACOG) partners with the City to gather traffic count data for various Mishawaka locations. This data assists in documenting changes in traffic volumes and may possibly be used to justify changes in infrastructure.

During the 2013 construction season, the Engineering Department worked with the Main Street Phase VI Contractors during the installation of Centracs, the new traffic control/monitoring system. This system provides controls to better manage traffic flow on the Main Street/Church Street corridor. This system continues to be added to other corridors as we upgrade those intersections. Once completed, Centracs will have the ability to make slight timing alterations to signals based on traffic flow and volume. The goal of Centracs is to allow traffic to flow more consistently while minimizing stopping on major traffic corridors.

Disabled Parking Approvals

With the assistance of the Mishawaka Police Traffic Division, the Engineering Department coordinates the application process for designated disabled parking spaces on public streets. In 2013 the Board of Public Works and Safety approved the designation of seven new disabled parking spaces and the removal of four spaces that were no longer required.

Construction Projects

Engineering is responsible for plan development and construction management of Public Works Projects. These construction projects are funded from several sources. In 2013 projects under construction were funded with Long Term Control Funds, Tax Incremental Funds, Cumulative Sewer, Redevelopment CDBG Funds, Local Road and Street Funds, Sewer Maintenance Funds, and INDOT/FHWA including SRTS Grant/TAP funding, HSIP, and LPA Funds. Construction completion in 2013 totaled approximately \$22.7 million. Specific details of the 2013 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phase during 2013 are also discussed with the intent to construct in 2014.

Northwest TIF Projects

Main Street, Phase VI – Ardennes Avenue to Day Road

Construction resumed on this project in the spring of 2013. The major work on this project was primarily constructed in 2012 and included full removal and reconstruction of the street to add a center turn lane, new storm sewer, concrete curb & gutter, 12” concrete pavement, sidewalk, two new traffic signals, and a new north-side traffic control/monitoring system (Centracs). The

remaining work included completing intersection improvements at Main Street and Edison Road, asphalt resurfacing of Main Street between Edison Road and the Juday Creek Bridge north of Day Road and Edison Road between Main Street and Grape Road, and structural lining of the sanitary manholes. Project close out items were also completed during 2013, and the total investment was \$5,910,986.

Main Street White-topping from Indian Ridge Boulevard to University Drive

The City of Mishawaka received a 2013 Outstanding Concrete Achievement award for this infrastructure project from Indiana Ready Mixed Concrete Association. This project consisted of 7 inches of concrete pavement over the existing asphalt base on Main Street between Indian Ridge Boulevard and University Drive. Due to the presence of curbs and the desire to keep the existing drainage in place, the existing asphalt roadway was milled 7 inches and then replaced with 7 inches of new concrete pavement. The project also included replacing over 20 existing drywells and rehabilitating approximately 700 feet of storm and sanitary sewer piping, inlets, and structures in the project area. Constructed by Selge Construction, the total City investment for this project was \$1,188,641. The whitetopping will extend the longevity of this section of Main Street for 15 to 20 years and will eliminate the need for multiple asphalt overlays during this time period, thereby saving the City significant future infrastructure costs.



First Street Area Improvements

This project was the second phase of a multi-phase project and was substantially complete in late fall of 2012. Much of this work was in coordination with the construction of the Main Junior Apartments to provide sidewalk, ADA compliant ramps, drainage, and lighting. The primary project scope consisted of the reconstruction of First Street from West Street to Main Street, West Street from Lincolnway West to First Street, Hill Street from Lincolnway West to First Street, and Spring Street from First Street to the Front Street round-a-bout. Work elements included hot mix asphalt roadway, concrete curb and sidewalk, storm and sanitary sewer, water mains, and street lighting. Project closeout items were completed during 2013. This City's total investment for the project was \$1,604,140.



Battell Street Storm Sewer and CSO 016 Erosion Repair

Construction operations began in September 2012 and were complete in July 2013 due to



extensive sheet piling and river level delays. Construction operations in 2013 included installation of storm sewer, sanitary sewer, reconstruction of CSO 16 and storm sewer outfall due to extensive river bank erosion. The project also included reconstruction of Merrifield Avenue and Battell Street with full depth bituminous pavement and concrete curbing, sidewalks, and driveway approaches. Construction and project final closeout paperwork are 100% complete with the final City investment totaling \$889,615.

West Street Area Sewer Master Plan and Storm Sewer Improvements

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

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

Construction of Phase IB commenced in the spring of 2013 and involved the installation of storm sewer pipe, concrete manhole structures, and asphalt/concrete pavement reconstruction on West Street and Front Street. Also included in this project was sanitary sewer replacement and water main installation. The project construction operations were completed in July 2013, and the final City investment totaled \$507,775.



Project construction for Phase II began in August 2013 and is a continuation of the storm trunk sewer, which will provide storm relief for areas south of Lincolnway West. Primary work elements include the installation of 42” and 54” storm sewer, including a bore/jack operation beneath the Norfolk

Southern Railway, and pavement reconstruction on West Street between Lincolnway West and Sixth Street. Work completion is scheduled for the summer of 2014, with the current contract price of \$2,136,306 at 42% complete.

Hospice Site Infrastructure

This project was comprised of constructing Comfort Place, reconstructing Madison Street and Pine Street to accommodate the new Center for Hospice facility in the Central Park area. It also included new sidewalks, installing and rehabilitating the sanitary sewer system through CIPP, and extension of the Central Park Riverwalk pedestrian system. All walkways were brought into compliance with current ADA standards, reconstructing and developing parking areas for Central Park, installation of water main, and relocating the existing overhead utility lines underground and placing conduits for future utilities. Beautification of the area was an important element to make the surroundings inviting for all Mishawaka residents. This project began in 2012 and was completed in 2013. The total project investment was \$1,646,460.



Edgewater Northside Interceptor CIPP Sewer Rehabilitation

Prior to construction of the new Hospice Center, the condition of the large diameter 36” north-side interceptor sewer was noted to be deteriorating and significant groundwater infiltration was observed. The interceptor carries combined sewer flow from a large area south and east of the St. Joseph River, and failure could be catastrophic.

Further investigation revealed that both the 18” contributing to the large diameter 36” interceptor and the interceptor warranted rehabilitation. Structural cured-in-place pipe (CIPP) lining was the

chosen method to avoid open cutting in this confined Edgewater Drive corridor; it has deep pipe located below the water table and open-cut was determined to be cost prohibitive.

Structural CIPP would give the pipe an additional estimated 50 years life and reduces or eliminates the groundwater infiltration. Manhole rehabilitation and void remediation were also included in the project. Bypassing the flow was necessary to allow the work to be performed; however, the wet weather proved to be an extreme challenge for Inland Waters Pollution Control. With the completion of this project, the City's interceptor system from CSO 016 to CSO 009 has been rehabilitated protecting this essential part of the overall collection system. The project was completed in 2013 with a project investment of \$670,000.



Church/Union Street Improvements

The Church Street Improvements project is a continuation of the projects in the Main/Church/Union Corridor. Highlights of this project include the addition of left turn lanes, repair of the underpass underdrains, and the construction of a shelf at the back of the curb to facilitate snow removal under the railroad overpass. In June 2013 the contractor began relocating existing sanitary and storm sewers on Fourth Street between Main Street and Race Street to accommodate a small section of the proposed LTCP storage-conveyance tunnel.



Following completion of sewers, initial work began on the microtunneling operation for construction of the LTCP storage-conveyance tunnel. During installation of the dewatering wells at the microtunneling launching shaft, contaminated groundwater was discovered, which resulted in the suspension of the microtunneling operation. Work on the remainder of the project continued despite the suspended microtunneling operation.

Once construction on Race Street and Third Street was completed, the work on Church Street finally began in September. By early December, all new concrete pavement between Fourth Street and Lincolnway East was completed, including new turn lanes, driveways, sidewalks and curb ramps. However, due to the weather, only the northbound pavement along the underpass was finished prior to shutting down for the winter. The microtunneling operation is tentatively scheduled to resume in March 2014, while the remainder of the southbound pavement, including the final pavement markings, will start in April 2014. The project is estimated to be substantially complete by the end of June 2014 with an estimated total City investment \$7.7 million.

Union Street Traffic Signal Modernization

The Union Street Traffic Signal Modernization project, utilized Congestion Mitigation & Air Quality (CMAQ) funding to upgrade traffic signals and install ADA compliant sidewalk and ramps at seven intersections on Church and Union Street between Lincolnway East (SR 933) and Dragoon Trail. In addition, the west bound approach of Twelfth Street between Union Street and Dodge Street was reconfigured with improved radius, new concrete curb and gutter, pavement and ADA compliant sidewalk and ramps. To further improve the traffic flow through the intersection of Union Street and Twelfth Street, the west bound approach of Thirteenth Street at Union was converted to a cul-de-sac. This project was completed at the end of 2013 with 100% of the construction funding for this project provided by the Federal Highway Administration for a final investment \$1,636,638.

Fir-Capital Connector and Fir Road Widening Projects



The Fir-Capital Connector was designed as a new gateway into the City from Capital Avenue at the Toll Road Plaza. In 2013, the contractor completed clearing the full right of way, excavation of the two drainage basins, installation of the new 12” water main, 12” sanitary sewer, and storm sewer with structures. The auxiliary 2” and 4” conduits, along with the 2” conduit and structures for Metronet, are nearly 90% complete. The project activities were suspended for winter, but not before completing approximately 70% of the new roadway sub base, and 50% of the new concrete roadway, curb eastbound and westbound before the winter weather set in. In spring 2014, crews will resume work on this project with its anticipated completion in July 2014 with a total City investment of approximately \$3,500,000.

The Fir Road Widening project was awarded in April 2013. NIPSCO and AT&T utility relocations were not complete until November 2013, which delayed other components of this project. The contractor was able to install new storm sewer, extend the existing sanitary sewer and water main, and relocate a fire hydrant along the east side of Fir Road. Clearing and grading along the east side of Fir Road was started for the widening. This project is expected to be completed in June 2014 and cost approximately \$1,000,000.

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

With the 2013 implementation of the north side traffic control/monitoring system upgrades completed within the Main Street Phase VI project, it provided an opportunity to update the traffic progression plan for the Grape Road, Main Street, and Douglas Road corridors. As a result, a progression study was completed for Grape Road from SR 23 to McKinley Avenue, Main Street from SR 23 to McKinley Avenue, and Douglas Road from the western City limits to the eastern City limits. Traffic counts, including turning movements at each intersection, were

obtained and modeled with the goal of providing new signal timings that would result in more efficient traffic progression through the corridors. In November 2013, the new Grape Road corridor signal timings were uploaded into the control system with an improved result for the north-south progression in the corridor. Additional data was also collected for the holiday season with anticipation of additional small corrections. The modeling for the Main Street and Douglas Road corridors was delayed with implementation estimated for completion in 2014.



2012/2013 Design Projects

University Drive Service Area Update

The University Drive Lift Station Upgrade and Forcemain Re-route design was completed in 2012. However, with the addition of the Memorial/Beacon parcel development on University Drive in 2013, the forcemain route needed to be reconfigured to accommodate a proposed commercial development. Specifically, this lift station's existing 6" forcemain currently terminates in the Juday Creek Lift Station service area and will be rerouted to Douglas Road, Holy Cross Lift Station Service Area, through a new 12" HDPE forcemain. The forcemain corridor is approximately 5,100 linear feet extending from University Drive under the Toll Road and parallel to the east City Limits terminating in Douglas Road's 18" gravity sewer main.

Easement acquisition is needed for one parcel at University Drive to complete the forcemain corridor. Construction bidding will commence in February of 2014 with bidding process to include a pre-qualification for drilling contractors. It is anticipated that construction will be completed in July of 2014 at an estimated cost of \$1.4 million. It will provide additional capacity in the Juday Creek Lift Station Service Area, which includes the Main and Grape Road sewer main corridors, and utilize the full design capacity of the University Drive Station. The service area for the University Drive Station incorporated the area bounded by Capital Avenue at the east City limit. The Golata, 1st Source, and Memorial/Beacon parcels were annexed into the City in 2008, 2011, and 2012 respectively. Development interest in these parcels is renewing with land owners dedicating right-of-way for street and utilities construction. Therefore, it is prudent to provide additional sanitary sewer capacity for the impending private development of the Fir Road Connector corridor.

University Drive and Fir Road Intersection

University Drive and Fir Road Intersection Upgrade design is at 95% complete with the land acquisition phase completed in 2013. The project includes additional turn lanes on Fir Road at the intersection with University Drive, signal upgrade, fiber optic and Metronet cabling, and new lane transition to the improved intersection at Cleveland and Fir Road completed by the County in 2011. Construction is anticipated in 2014 with an investment estimated at \$1.5 million.

Third Street from Cedar Street to Wenger Avenue: Design

The Project includes construction of a separate storm sewer, rehabilitated sanitary sewer, new concrete curb and sidewalk, and pavement with an estimated cost of \$2.7 million. This project is in anticipation of the future LTCP storage/conveyance tunnel proposed for the Fourth Street corridor. The surrounding streets and alleys will realize additional traffic pressure throughout the prolonged construction of the LTCP storage tunnel, and therefore these improvements are prioritized for 2014 construction.

Church/Union Street Improvements Phase 2 – Design

This project will continue the five lane street south of Seventh Street through the south approach of Ninth Street. The pavement section will include four through lanes and one center left turn that will transition to protected left turn lanes at intersections. The addition of the center left turn lane will allow vehicles traveling on Church/Union Street to make left turns at the Eighth Street and Seventh Street intersections. Right turn lanes will be added at the Union Street and Eighth Street intersection. The existing barrier wall will be removed and a new retaining wall will be constructed at the southeast corner of the intersection of Church Street and Fourth Street, which will allow the addition of an exclusive right turn lane for southbound traffic at the Church Street and Fourth Street intersection. The existing concrete pavement will be replaced along with curbs and sidewalks along both sides of the roadway. Lighting and landscaping will be incorporated into the design.

Traffic signals at the intersections of Seventh Street and Eighth Street will be modified to add a 5-section signal head for the left turn lanes and lighting will be added to the signal poles. Lighting will also be added to the signal poles at the Third Street and Fourth Street intersections. Retaining walls will be constructed behind the existing sidewalk along the west side of Church Street, north and south of the railroad bridge, and along the east side of Church Street, north of the bridge, to terrace the existing slopes. The existing retaining walls along the east and west side of Church Street south of the railroad bridge will be refaced with an architectural finish. The pattern for the retaining walls will match the new modular block retaining walls constructed to terrace the slopes. Landscape plantings will be placed between the sidewalks and the retaining walls to improve the aesthetics of the corridor. Exhibits B and C show the layout of this project. The project is scheduled for the 2014 construction season with an estimated cost of \$4.5 million.

South TIF Projects

Bremen Highway South Gateway and Fulmer Road Area Drainage Improvements



The City of Mishawaka began work on the south gateway into the City in the summer of 2013. The south side gateway improvements required two projects, the Bremen Highway project and Fulmer Road Area Drainage Improvements.

The Bremen Highway Project removed two lanes of asphalt pavement as well as an old concrete road underneath from the north side of the US 20 Bypass bridge abutment to Fulmer Road. The project constructed a new four lane concrete street including concrete curb and gutter, storm sewer, pavement underdrains, and additional right and left turn lanes. In addition, new landscaped channelization islands have been constructed to separate northbound and southbound traffic and provide a roadway consistent with downtown and Main Street.

Additional travel lanes and new turn lanes provide access to the existing Autumn Lakes apartment complex, the Meijer store and gas station, Bruno's pizza, and a hair salon as well as the new McDonald's restaurant that is planned to be constructed in the spring of 2014 at the southeast corner of Fulmer Road and Bremen Highway. The new turn lane added on Fulmer Road for westbound traffic at the Bremen Highway intersection allows for right hand turns and results in reduced wait times at the signal. New double left turn lanes have been provided for southbound traffic onto Meijer Drive for Meijer shoppers and Autumn Lakes residents. The project also includes new LED lighting at the intersections and new street lighting along the corridor.

Traffic signals were upgraded at both the Meijer Drive and Fulmer Road/Ireland Road intersections. As part of this project, fiber optic cable was installed from the Dragoon intersection in order to connect both intersection signals with the rest of the City's signal system. The project layout is shown in Exhibit D. The project was intended to be complete by end of 2013; however, difficulties with relocating various utilities slowed the progress and will require the contractor to finalize the work in the spring of 2014. The total investment is estimated to be \$2,500,000 at project completion.



The Fulmer Road Area Drainage project was initiated in early 2013 and prior to the start of Bremen Highway to complete significant drainage improvements for the area. Improvements include drainage capacity for the Bremen Highway improvements, Autumn Ridge neighborhood, future Meijer and Autumn Lakes outlot development, and the two hundred plus acres west of Bremen Highway that drains into the Euztler Legal Drain. The drainage enhancements focused on enlarging the Meijer basin with improvements to the outflow structure to control release rates and provide flood routing. Also, new underdrains were added to both Bremen Highway and Meijer Drive to replace collapsed pipes, eliminating the “weeping pavement”, and providing a more efficient outlet. The project was completed in 2013 with a total investment of \$785,375.



Public Works Projects

Fairmount Area Rehabilitation

This project was unique in that it combined resources of both the Sewer Maintenance Department and the Redevelopment Department. The Sewer Maintenance Department funds were used to rehabilitate the trunk sewer main by use of CIPP, sanitary laterals were replaced, and manhole structures were lined. Redevelopment Department funds were used to rehabilitate surface features, such as pavement, curb, and sidewalks, bringing the area into compliance with current ADA standards. Fourteen sections of pipe identified as critical by Sewer Department inspections in eight areas received main line CIPP and manhole rehabilitation. Failing laterals were replaced utilizing open cut construction practices followed by surface restoration on Fairmount Avenue from Forest Avenue to Webster Street. All work was completed in 2013 with the total City investment of \$640,506.

Summer Street Paving Program

The Engineering Department assisted in prioritizing and overseeing 41,115 linear feet of street milling and resurfacing. The summary of the Summer Street material bid prices are detailed in the table below:

2013 Summer Street Unit Prices				
Materials:			Walsh & Kelly, Inc	
Description	Qty	Unit	Unit Price	Extension
BITUMINOUS:				
Hot Mix Asphalt Pavement, Surface 9.5MM Type "A"	4,000	TON	\$52.50	\$210,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM PG, Type "B"	4,000	TON	\$52.50	\$210,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM - PG, Type "C" Polymer Additive	1500	TON	\$57.00	\$85,500.00
Hot Mix Asphalt Pavement, Surface 905MM, Type "A" Limestone FOB	200	TON	\$48.00	\$9,600.00
HMA Surface - Alley Paving (2")	400	TON	\$70.00	\$28,000.00
HMA Surface - Alley Paving (2") Resurfacing	400	TON	\$70.00	\$28,000.00
HMA Surface Patching -Type "A" Local Street	500	TON	\$73.00	\$36,500.00
HMA Surface Patching -Type "B" High Volume	1000	TON	\$75.00	\$75,000.00
HMA Pavement, Surface - Type "A" B.F. Slag	250	TON	\$65.00	\$16,250.00
HMA Pavement, Type "A" Intermediate 19MM	100	TON	\$48.00	\$4,800.00
HMA Pavement, Intermediate 19MM FOB	100	TON	\$44.00	\$4,400.00
HMA Pavement, Type "A" Base 25MM	200	TON	\$46.00	\$9,200.00
HMA Pavement, Base 25MM FOB	100	TON	\$42.00	\$4,200.00
Bituminous Material Tack	20	TON	\$1.00	\$20.00
Bituminous Material Crack Pouring FOB	2,000	GAL	No Bid	
Bituminous Material Dust Pallative FOB	2,000	GAL	No Bid	
Bituminous Patch Material FOB	500	TON	\$90.00	\$45,000.00
Emulsified Asphalt FOB	20,000	GAL		
AGGREGATE:				
Course Aggregate #73 stone or slag	150	TON	No Bid	
Course Aggregate #73 stone or slag FOB	150	TON	No Bid	
Course Aggregate #73 or #53 Gravel	150	TON	No Bid	
Course Aggregate #73 or #53 Gravel FOB	150	TON	No Bid	
Course Aggregate #11 or #12 LS or Slag Chips	150	TON	No Bid	
Course Aggregate #11 or #12 LS or Slag FOB	150	TON	No Bid	
Fine Aggregate #23 or #24	150	TON	No Bid	
Fine Aggregate #23 or #24 FOB	150	TON	No Bid	
ROTO-MILLING:				
Contractor Retain Materials 0"-2"	85,000	SYD	\$1.25	\$106,250.00
Contractor Retain Materials 2"-4"	500	SYD	\$2.25	\$1,125.00
Contractor Retain Materials 4"-6"	500	SYD	\$2.75	\$1,375.00
City Retain Materials 0"-2"	15,000	SYD	\$1.25	\$18,750.00
City Retain Materials 2"-4"	500	SYD	\$2.25	\$1,125.00
City Retain Materials 4"-6"	500	SYD	\$2.75	\$1,375.00
MISCELLANEOUS ITEMS:				
Street Excavation	300	TON	\$15.00	\$4,500.00
Bituminous Curbs	500	LF	\$10.00	\$5,000.00
TOTAL AMOUNT OF BID:				\$905,970.00

2013 Street Resurfacing Summary

The following table summarizes the streets that were resurfaced in 2013. All streets were either edge-milled six feet along the curb line or the entire surface removed 1” to 1.5” to retain as much curb exposure as possible.

Street Name / Section	Length (Feet)
Barrows Court - Vistula to Lincolnway East	1000
Behney Avenue – Pleasant Point Court to Cottage Avenue	1300
Bittersweet Road – Vistula South 1000 feet	1000
Borley Avenue – Logan to Calhoun	350
Borley Avenue – Webster Street to Clay Street	400
Brook Avenue – Homewood Avenue to Lincolnway East	300
Brook Avenue – Marshall Drive to Ninth Street	900
Byrkit Avenue – Jefferson Blvd to McKinley Avenue	2600
Byrkit Avenue – Mishawaka Avenue to Prospect Drive	500
Colonial Drive – Bennington Drive to Marrett Drive	800
Cottage Avenue – Harding Avenue to Dead End	1800
Day Road Windingbrook Drive to 200 feet east of Savannah Pass	3300
Delorenzi Avenue Third Street to Railroad tracks	640
Dittman Street – Pleasant Point Court to Cottage Avenue	1700
Doyle Court - Margaret Avenue to Dead End	100
Eleventh Street – Penn Avenue to Merrifield Avenue	825
Fern Hill Drive – Bennington Drive to Shelton Drive	1000
Flora Street – Dittman Street to Dead End	300
Grape Road – State Road 23 to 700 feet south of State Road 23	700
Greenlawn Avenue – Capital Avenue to Deadend	700
Homewood Avenue – Roosevelt Avenue to Brook Avenue	650
Homewood Avenue – Virgil Street to Miami Club Drive	950
Jefferson Blvd – Merrifield Avenue to Byrkit Avenue	2600
Kensington Place – Cantondale Lane to Hampton Road	1200
Liberty Drive – Battell Street to Broadway	400
Linden Avenue – Beiger Street to Home Street	750
Main Street – Douglas road to Indian Ridge Blvd	850
Margaret Avenue – Merrifield Avenue to Merrifield Avenue	1700
Marrett Drive – Colonial Drive to Bennington Drive	700
Marshall Avenue – Stickler Avenue to Downey Avenue	900
Medford Lane – Cantondale Lane to Hampton Road	1700
Merrifield Avenue – Fifth Street to Sixth Street	400
Michigan Avenue – Tenth Street to Twelfth Street	800
Mishawaka Avenue – Calhoun Street to Charlotte Street	700
Misty Harbor Court – Breezewood Drive to Dead End	700
Politt Court – Margaret Avenue to Dead End	100
Prospect Avenue – State Street to Wenger Avenue	1200
Shelton Drive – Bennington Drive to Fern hill Drive	800
Sixth Street – Logan Street to Smith Street	1400
South Street – Seventh Street to Eighth Street	400
Vistula Road – Bittersweet Road to Cedar Road	2400
Windy Cove Court – Breezewood Drive to Dead End	700
Total Linear Feet	42,215
Total Cost of Resurfacing	\$677,966.48
Total Cost of Milling	\$180,810.68
Grand Total for Summer Street Paving Program	\$858,777.16

Alley Paving Program

The Alley Paving Program pays half of costs of paving alleys with residents who request their alley be paved. Typically, a field inspection of the alley is conducted to determine the feasibility of paving the alley. A list of all property owners adjacent to the alley is obtained from the County Assessor's Office and is provided to a designee of the property owners who is responsible for collecting the per linear foot assessment from each property owner along the alley. The residents along the alley benefit from this work because of the reduction of the dirt and dust generated by traffic. The Street Department also benefits by not having to grade or oil the paved alley. There are 256,178 linear feet, or 48.52 total miles, of alley that are open to the public and a significant number of these have been paved by property owners. In 2013 no alleys were paved as all funding was directed to street paving; however, there is interest shown for 2014.

Curb and Sidewalk Program

Instituted in 1986, this program encourages single-family homeowners to repair or replace deteriorated public curb and sidewalks adjacent to their property and provides for a 50/50 split of the repair cost of curbs, sidewalks, and drive approaches between the homeowner and the City. Since the beginning of this program, the cost for reconstruction of approximately 91,953 linear feet of new curb and sidewalk has been shared by the City and its residents. Additionally, several areas of sidewalk and curb were replaced due to drainage issues or damages. This year a total of \$191,612.14 was spent in neighborhoods on curb and sidewalk improvements.

Sidewalks/ADA Transition Plan

In 2011, the City of Mishawaka completed the self-evaluation of all City facilities outside of the public right of way, programs, and procedures and prepared a Transition Plan that outlines the necessary steps to be fully compliant with the requirements of Title II of the Americans with Disabilities Act (ADA). The City's goal is to include annual budgetary allotments to make required improvements that will eventually make the various City facilities fully accessible, with emphasis given to the improvements that most impact the ability of persons with disabilities to access facilities or programs. In addition to City facilities, the self-evaluation reviewed existing City policies and procedures within each department. Following this review, recommendations were made to improve accessibility of programs for each department.

It is the intent of the City to make facilities for all services, programs and activities fully accessible within 30 years, though this will be largely dependent on a number of economic factors and future changes to the ADA Accessibility Guidelines (ADAAG) or other unforeseen requirements that would necessitate additional improvements to City facilities. The results of the self-evaluation identified a number of barriers at City facilities. The estimated cost to correct these deficiencies is \$3,536,000 plus public right of way. The degree to which these barriers limited accessibility and their priority for corrective action was subjectively categorized as "high", "medium", or "low". The actual implementation schedule, budgeting, and prioritization is up to the administration and is likely to be impacted by complaints, new regulations and

requirements, and availability of funding. The City Common Council adopted the plan April 2, 2012.

Throughout 2012, the City utilized a consultant to complete the self evaluation of the public right-of-way portion, including approximately 240 miles of sidewalk, 1300 intersections, and 2880 curb ramps. The evaluation ranked the condition and design of the existing pedestrian access routes. The 2012 Transition Plan for City infrastructure within the public right-of-way was made available for public comment in January 2013. The actual implementation schedule, budgeting, and prioritization is up to the administration and is likely to be impacted by complaints, new regulations and requirements, and availability of funding. The City Common Council adopted the plan June 3, 2013.

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 50 per year in 2008 to less than 1 per year upon the plan's complete implementation. Improvements were previously completed at the Wastewater Treatment Plant expanding the capacity, and now attention is directed to the collection system, which currently diverts 50 million gallons of combined sewer overflow to the St. Joseph River annually during wet weather.



In 2010 construction concentrated on the Milburn Area Sections A, B, C, D, E, and F of the collection system. Work in 2011 concentrated on the Milburn Area cured-in-place pipe (CIPP) lining rehabilitation and design of Milburn Area Sections G and J – Phase I. In both 2011 and 2012 work concentrated on finalizing the Storage Tunnel sizing master plan in relation to constructability. In 2012 work concentrated on constructing Millburn Area Sections G and J – Phase I, designing Milburn Area Section J – Phase II, and designing Wilson Boulevard Area

with redirection of four CSOs to River Crossing 3. Work in 2013 concentrated on constructing Wilson Boulevard Area and Milburn Area CIPP Lateral Lining.

Milburn Boulevard Area Sewer Improvement Projects

The first element identified by the LTCP was the Milburn Boulevard Area, which is bounded by Ironwood Drive, Dagoon Trail/Panama Street, Logan Street, and the St. Joseph River. This area is 348 acres including approximately 1,300 residents. The study resulted in eight sections, A-H, and eleven projects, including main-line cured-in-place pipe (CIPP) lining to rehabilitate the remaining sanitary sewer system. The emphasis of the work in the Milburn Area was to provide a new storm sewer system to separate the storm flow from the sanitary flow. A new underdrain system was installed to provide an outlet for the ground water, which historically flowed into the deteriorated sewer system, providing protection from possible foundation issues. The streets and sidewalks were reconstructed providing compliance with current ADA standards.

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



64-Year Old Middleboro Lift Station

The completion of the originally defined projects has significantly reduced the wet weather flow to the Waste Water Treatment Plant from the Milburn Boulevard Area and virtually eliminated combined sewer overflow at the Middleboro Lift Station. Rehabilitation of the Middleboro Lift Station is also part of the overall plan. GPS data collection was added to assist the City in developing accurate maps of these underground facilities. The Water Department has also utilized this opportunity to replace lead water services with copper. Beautification of the Milburn Boulevard islands with trees and improved street lighting was added to the projects to showcase the area. The total investment to date in the Milburn Area is approximately \$25 million. Future investment is projected to be \$10 million. Exhibit E illustrates the extensiveness of this project area.

Milburn Boulevard Area Improvement Projects

Division or Project Name	Project Description	Schedule/Status
Divisions A - H Sixth, Milburn, Delaware, Panama, Meridian, Reddick, Carlton, Dale, River, Strathmoor, Monmoor; and portions of Burdette, Alabama, Somerset, Berlin, Russell, Geyer, Hubbard, and Middleboro	72" and 24" borings under railroad 60" storm outfall at St. Joseph River 41,000 linear feet new 12"-60" storm sewers and associated structures 13,000 linear feet new 12"-24" underdrain system and associated structures new pavement new curb new ADA compliant sidewalk main line CIPP for Sections C and G	Completed between 2007 and 2013
CIPP Main Line Lining Phases I and II	53,000 linear feet 10"-42" main line sanitary sewer and structure rehabilitation for Sections A, B, D, E, F, H, streets not disturbed in previous projects, and the Biosolids Force Main; Lateral investigation and GPS data collection for the whole project area	Completed between 2011 and 2012
CIPP Lateral Lining – Lincolnway West	Rehabilitation of 40 laterals protecting Lincolnway West from emergency repairs	Completed 2012
CIPP Lateral Lining Phases I and II	Rehabilitation of 262 laterals in Phase I and a projected 335 laterals in Phase II. This includes all laterals under streets rehabilitated in Divisions A-F and H. Interconnected laterals are separated as discovered.	Phase I completed in 2013, Phase II planned for 2014
Division J – Phase I Carlton and Reddick	New 12" storm sewer, replacement of the sanitary laterals, and reconstruction of the pavement, curb, and sidewalks	Completed 2012
Division J – Phase II Middleboro, Berlin, Grand, Cleveland	New storm sewer, replacement of the sanitary laterals, and reconstruction of the pavement, curb, and sidewalks	Planned for 2014
Divisions K, L, M, N, P, R	Sewer separation, lateral replacement, and pavement, curb, and sidewalk replacement	TBD
Middleboro Lift Station Improvement	Roof replacement, exterior brick replacement and tuck pointing, and pump, piping, electrical, and controls replacement	Began late 2013, to be completed 2014

Wilson Boulevard Area

The Wilson Boulevard Area is an element of the LTCP. This area contained four Combined Sewer Overflow (CSO) structures and associated outfall piping to the St. Joseph River along with an additional 12 storm outfalls from Logan Street to Forest Avenue. The project began in



2013 and included the removal of one CSO structure and the reconfiguration of the remaining three CSO structures. The reconfiguration of the CSO structures along with the extension and redirection of the sanitary sewer system will provide capacity to convey the design storm with zero overflows to the river in this area. Additionally a storm sewer system was developed along Wilson Boulevard to separate the storm flows and allow consolidation of the storm outfalls in the area. At completion, of the 16 original outfalls to the River, only five storm and

one CSO will remain. This project was 90% completed in 2013, and the remainder of the work will be completed in 2014. Project investment through 2013 is \$3,000,800. The project layout is shown in Exhibit F. The next phase of the project includes extension of the newly constructed 24" sanitary sewer to continue CSO consolidation, rehabilitation as required of the remaining outfall pipes, Battell Park upgrades, and beautification including trees within the overall area. Projected future investment is estimated at \$2.2 million.

Phasing and Implementation Plan for Remaining LTCP Elements

The preliminary engineering to identify major elements of the LTCP was completed in 2011. Following a more detailed assessment, it was determined that the several elements initially identified in the study required modification due to high groundwater, existing infrastructure conflicts, constructability due to grade limitations, and overall maintainability issues. Therefore, the following table outlines the phasing with brief descriptions of the revised Recommendation and Implementation Plan, which has been accepted by the USEPA and Department of Justice in December 2013 and received City Council endorsement in January 2014.

Long-Term Control Plan - Recommendation and Implementation Plan

Location	Project	Description	Capital Cost Estimate ¹ (\$Millions)	Size ²	Start Date ³	End Date ⁴
Milburn Boulevard Area	Divisions A thru G	Sewer separation and rehabilitation of the area south of the St. Joseph River, bounded by Ironwood, River Ave, and Lincolnway	2.6	N/A	2007	Dec 2026
Wilson Boulevard Area	Wilson Boulevard	Parallel interceptor to redirect flows from CSO 004, 005, 006, 007, and 008 and consolidate into one overflow location at River Crossing RC-4. Upgrade RC-4 if needed based upon flow monitoring upon completion of interceptor. Closure of RC-3.	5.0	N/A	Oct 2011	Dec 2020
River Center CSO 009	Fourth St. Storage/Conveyance Tunnel (Phase I)	Storage/Conveyance Sewer from Main St. to the WWTP	22.6	96"-120"	Feb 2012	Dec 2020
	Fourth St. Storage/Conveyance Tunnel (Phase II)	Storage/Conveyance Sewer from Merrifield Ave. to Main St.	18.7	72"-120"	Dec 2014	Dec 2022
	Fourth St. Storage/Conveyance Tunnel (Phase III)	Storage/Conveyance Sewer from Fourth Street to Merrifield Park (Linden Ave.)	5.7	60"-84"	Dec 2015	Dec 2023
East Area	Linden Area Sewer Separation (Phase I)	Sewer separation of approximately 152 acres north of Lincolnway East between Merrifield Park and Roosevelt Ave.	4.8	N/A	Dec 2014	Dec 2028
	Linden Area Sewer Separation (Phase II)		4.8	N/A	Dec 2016	Dec 2028
	Linden Area Sewer Separation (Phase III)		4.8	N/A	Dec 2018	Dec 2028
	Linden Area Sewer Separation (Phase IV)		4.8	N/A	Dec 2020	Dec 2028
	Alley Conveyance Sewer from Capital Ave. to Merrifield Ave.	Conveyance from the outfall of the Mariellen Lift Station to the storage/conveyance sewer along Merrifield Ave. at Fourth St.	5.8	30"-48"	Dec 2015	Dec 2028
	Northeast River Crossing to Merrifield Park (Linden Ave.)	Conveyance sewer which intercepts flow from the Daisy Road Lift Station Forcemain/Northeast River Crossing	2.3	42"-48"	Dec 2021	Dec 2031
Central Park Area	Daisy Road Lift Station, Forcemain, and RC-5 (Phase I)	Lift Station with 15.8 MGD capacity.	9.3	18"-24"	Jan 2021	Dec 2027
¹ Capital cost includes 20% contingency and 20% engineering, admin, and legal costs. ENR 8000						
² The final facilities will be sized within the stated ranges to achieve zero overflows during the typical year (1992). The sizes shown were preliminarily determined by subbasin flow monitoring during preliminary design of each project component.						
³ Engineer under contract to design the facility.						
⁴ Facility is operational.						

LPA Construction Projects (20% Local Match)

Twelfth Street/Harrison Road Construction

In 2009 the City identified the Twelfth Street Corridor from Union Street to Blackberry Road, as needing upgrades to carry the increased traffic volumes through the corridor. Structure Point Consulting Engineering completed an environmental impact study and a location study for the entire corridor of Twelfth Street from Union to Blackberry. The environmental impact report was approved in 2010 which enabled the City to program Phase I for Federal funding through MACOG. Due to the construction costs for these phases, the City will continue to seek federal funding for subsequent phases.

Phase I of the improvements along Twelfth Street/Harrison Road between Lexington Boulevard and Blackberry Road was designed in 2012 and the R/W acquisition, including condemnation of one parcel, was completed in 2013. In late fall of 2013, this project was awarded to Selge Construction for \$3,834,896. This project consists of total reconstruction of Twelfth Street/Harrison Road along with partial construction to adjoining streets between Lexington Boulevard and Blackberry Road. Construction will include asphalt pavement, storm sewer, sanitary sewer, water main, concrete curb and gutter, concrete sidewalk, new lighting, traffic signal work, and two drainage basins. Utility relocation is set to begin in January 2014. Selge Construction plans to begin work in February or March 2014 as weather permits. The intermediate completion date is set for November 2014 and the final completion date is set for June 2015 for the project.

Wastewater Funds

Grape Road Emergency Repair

On the morning of Friday, August 9, a sink hole in the right hand, southbound lane of Grape Road was reported by a city employee to the Sewer Department. The Sewer Department, along with a local contractor and consulting firm, responded immediately to assess the situation. It was determined that a 24" influent sewer under Grape Road to the Juday Creek Lift Station (JCLS) had failed and was allowing soil to infiltrate into the pipe. Compounded by its close proximity to Juday Creek, this influent trunk sewer is 20' deep and approximately 15' below the water table. Within hours of the critical assessment, Wastewater's 8" portable pump was set up by a local contractor for bypass of the 24" flow as necessary and another local contractor was mobilizing equipment to install the necessary dewatering for the repair. On Saturday, August 10 the upper section of the manhole just west of Grape Road collapsed. JCLS has four influent lines in total which all discharge into this manhole just outside of the lift station. Management of the flow from all four lines was a significant challenge. Two local contractors worked Saturday and Sunday both in the field to stabilize the situation, and progress towards resolution installing



dewatering and contacting subcontractors and suppliers to determine the best available solution. Mishawaka Wastewater, Water, Electric, and Sewer Departments also assisted over the weekend



assessing their utilities and removing wires to allow work to progress. After further evaluation, it was determined the best solutions for restoration were trenchless technologies for both the pipe line and the lower portion of the manhole that was still intact.

While the bypass pumping and lane restrictions were in place, additional investigations were completed to assess other structures and pipelines in the immediate vicinity. It was determined the 18" influent sewer from the north, which traveled under Juday Creek, was also deteriorated. Taking advantage of the dewatering and bypass systems in place and through the use of CIPP, the City rehabilitated this section of pipe in addition to the 24" under Grape Road and the manholes on each side of Grape Road.

The Mishawaka Police Department assisted with short closures of Grape Road to help keep the workers and the traveling public safe. In two short weeks, working overtime and unconventional hours to complete the work and coordinate efforts, all rehabilitation was completed. All other structure and pipeline evaluations were completed and the comminutor pit at the lift station was cleaned to determine condition and slow deterioration. It is a noteworthy achievement that all public utilities as well as travel through this significant corridor were maintained without incident during this repair. This was accomplished by a team comprised of a local consulting firm, two prime contractors working together while borrowing equipment from a third contractor, two specialty subcontractors, at least four other subcontractors, and multiple City Departments. This emergency repair was a testament to the City of Mishawaka, including its relationship with contractors who live and work here, its integrity, and the unity amongst departments to accomplish a common goal for the good of the community it serves. The cost of this emergency repair was almost \$370,000.



Long Range Projects

<u>Project</u>	<u>Completion Date</u>	<u>Est. Cost</u>
<u>TIF Area</u>		
Church/Union Street Improvements – Phase II	Nov 2014	\$4,500,000
Gumwood Road Improvements – SR23 to North City Limits	Nov 2014	\$3,100,000
SR23 – Gumwood/Main Street to Leo Street	Nov 2015	\$4,600,000
Mishawaka Ave Storm Separation & Reconstruction	Nov 2014	\$3,020,000
Third Street Storm Separation and Reconstruction	Nov 2014	\$2,400,000
University Dr. Lift Station Upgrade & Forcemain	Aug 2014	\$1,400,000
West St. Storm Relief Sewer – 6 th St to 15 th Street	Aug 2015	\$2,450,000
West St. Storm Relief Sewer – 8 th St. (West to Logan)	Nov 2016	\$1,850,000
West St. Storm Relief Sewer – 15 th & 16 th Streets (Rose Park)	Nov 2017	\$3,200,000
Logan St. Improvements Design & R/W – Dragoon to Lincolnway	Nov 2016	\$1,900,000
Logan St. Improvements Construction – Dragoon to Lincolnway	Nov 2018	\$2,900,000
Fir Road Improvements – Capital Connector to SR23	Oct 2016	\$2,100,000
LTCP – Flow Control Structure at WWTP head-works	Nov 2015	\$3,250,000
LTCP – Storage/Conveyance Tunnel, WWTP to Main St	Oct 2019	\$29,000,000
LTCP – Storage/Conveyance Tunnel, Race St to Merrifield Ave	Nov 2020	\$25,000,000
LTCP – Conveyance tunnel, Merrifield Interceptor	Nov 2021	\$6,000,000
Division Street to Catalpa Extension	Oct 2017	\$1,657,500
Catalpa Extension – Division to Filbert Road	Nov 2018	\$607,500
McKinley Widening – Division Street to Went St.	Oct 2016	\$1,622,500
McKinley Widening – Cedar Street to Elder Road	Nov 2017	\$8,950,000
McKinley Overpass Over CN RR – Design/RW/Permits	July 2015	\$9,575,000
McKinley Overpass Over CN RR – Construction	Aug 2018	\$18,850,000
<u>LPA Projects (FHWA w/ 20% Local Share)</u>		
Twelfth/Harrison Construction – Lexington to Blackberry Rd	Nov 2014	\$3,834,890
Twelfth St Design & R/W Acquisition – Downey to Campbell	Oct 2015	\$2,150,000
Twelfth St Construction – Downey to Campbell	Nov 2016	\$6,250,000

**CHURCH STREET IMPROVEMENTS
FOURTH TO SEVENTH STREET
CONCEPTUAL ROADWAY IMPROVEMENT AND PLANTING PLAN**



Exhibit B

**CHURCH / UNION STREET IMPROVEMENTS PHASE II
SEVENTH TO NINTH STREET
CONCEPTUAL ROADWAY IMPROVEMENT AND PLANTING PLAN**



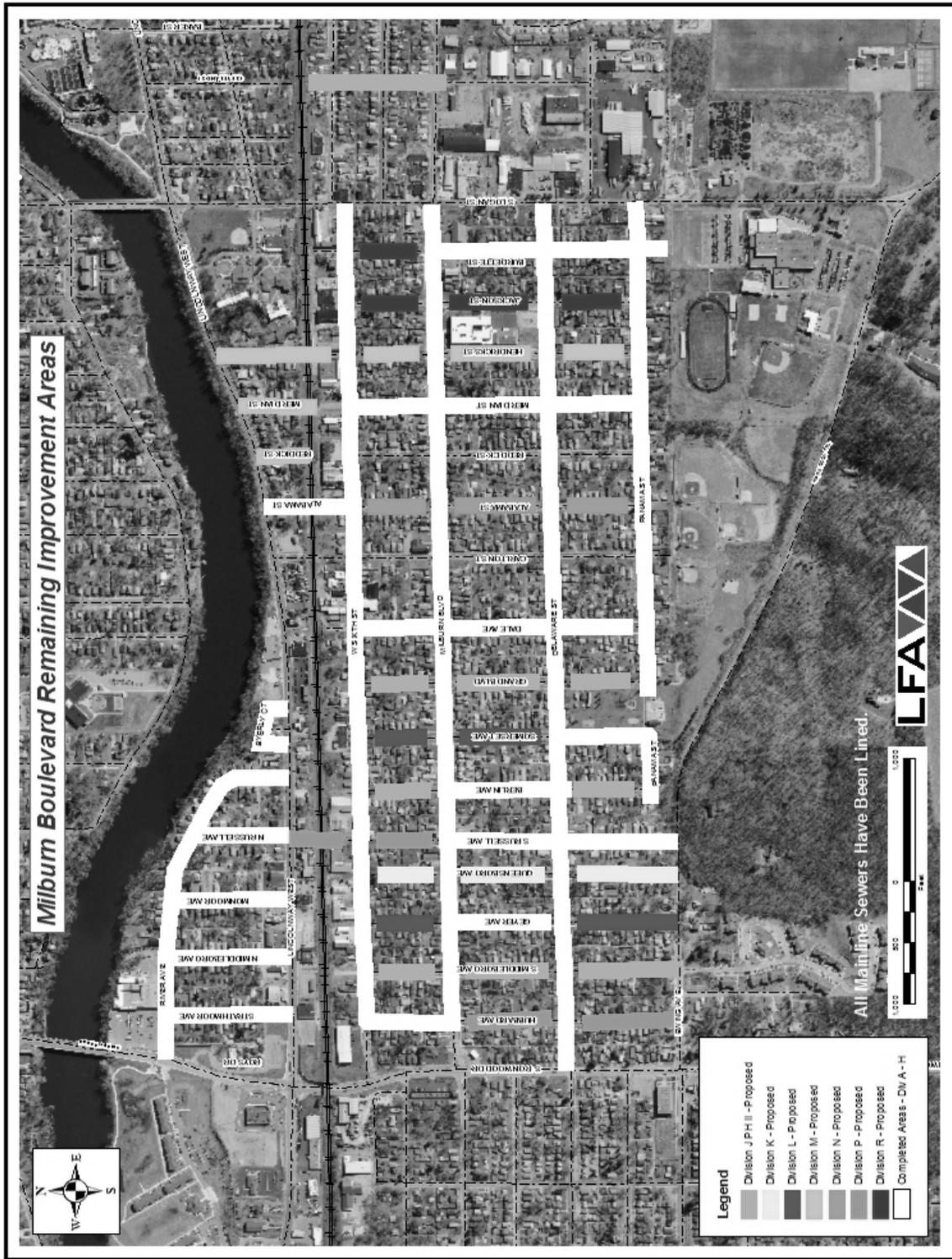
Exhibit C



BREMEN HIGHWAY
US 20 BYPASS TO IRELAND ROAD



Exhibit D



Plan: 2:1001310102-00 - Milburn Div. Sewer/Trunk Sewer Improvements - Rehabilitation - 10/2014 - 4/1/14 P.H.

Milburn Boulevard Remaining Improvement Areas

Exhibit E

Path: U:\2013\201302_00 Mish. Wils. C:\GIS\mxd\wilson Blvd - Mayors Report.mxd
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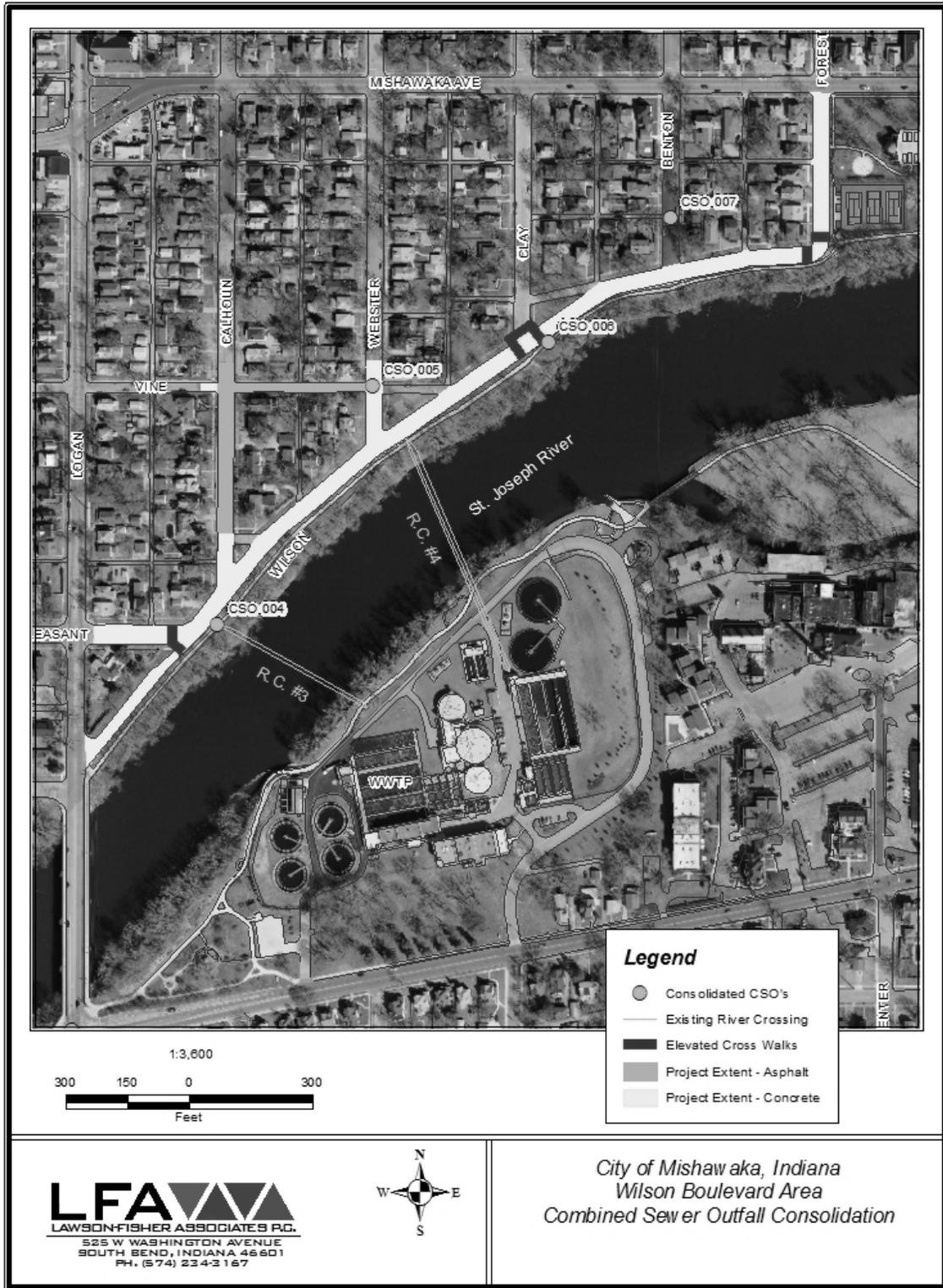


Exhibit F

Parks and Recreation Department

Terry Zeller, Superintendent

The Mishawaka Parks and Recreation Department offers a wide range of programs, facilities, and special events to our residents, with over 318 acres of green space for the community to enjoy. Your Parks provide opportunities to relax, exercise, and seek entertainment in a variety of areas at a participation level that fits your lifestyle. We pride ourselves on the level of customer service we provide to each and every patron either by a call, a visit, or participation in a Parks and Recreation program. We continued our mission of offering quality programs and events, and continued to improve our service delivery in 2013.

The pool and rink finished out the year with solid attendance and continued adding new programs and services. 2013 saw our first year ever where payroll costs were less than fees collected. Another first was a swimming invitational that attracted over 300 participants and spectators to Mishawaka. Mary Gibbard attendance was down this year due to mechanical problems, but showed good use after July for private parties. Our landscape crew worked with the community in new ways, and our festivals and concerts were well attended throughout the spring and summer. Our recreation programs are more directed and responsive, providing the youth, adults, and seniors of our community the opportunity to get healthy, stay healthy and to provide them with the necessary tools to enhance their life skills. The Parks Department staff believes that all generations deserve the opportunity to enhance their lifestyle. Youth programs, adult recreation and senior shape-up are the building blocks of a true "Hometown" community.

Working with a budget essentially unchanged from the previous year, the Parks and Recreation Department was able to increase customer service and program offerings while maintaining our fees in most program areas. The Department worked more smartly, increasing revenues. We were able to enhance our overall daily attendance and facility use through added programs and events, which pushed our service delivery numbers up over last year.



Recreation/Athletics

In the area of Recreation, we continued and expanded a very successful day camp to our programming, allowing more children to participate in summer activities at Castle Manor in Merrifield Park. Two of our Youth Sports programs, previously inherited from the school system, were turned back over to the schools resulting in a much higher satisfaction rating from participants. The lack of any appreciable snow caused our revenue to plummet at George Wilson Park, but the days we were open were very busy, and the Disc Golf program use increased over 2012, bringing in over \$27,000 in revenue.

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

Special Events

Our Festivals continued to be amazingly popular in 2013. Offered was a mix of small and large events from our Daddy-Daughter Dance to the two-day Summerfest in Merrifield and Crawford Parks. This year saw the third annual Renaissance Festival in late August. Attendance increased again this year, and we expect an even greater event in 2014. A total of 13 special events were hosted or directly put on by our department, including our inaugural year of being the new site for Urban Adventure. This event brought a zipline over the river from Battell Park into Beutter Park, and we are planning a full event along with the zipline for next year. Our summer concert series has continued to be well-attended and a welcome addition to the list of great things to do in Mishawaka.

Pools and Ice Rink

2013 was a year of firsts for both pools. With a new management team, we had our first swim meet at Merrifield Pool since 1988, hosting eight teams from around the Midwest with over 300 in attendance. Another area of growth was our 'Learn to Swim' program, with an increase of 53 participants. Mary Gibbard hosted the Mishawaka Sharks for the 2013 season, which was a major source of revenue for the pool, adding \$1,200 to total Mary Gibbard revenue. The Ice Rink also had a new event for Mishawaka, having booked its first sanctioned hockey game that anyone can recall.



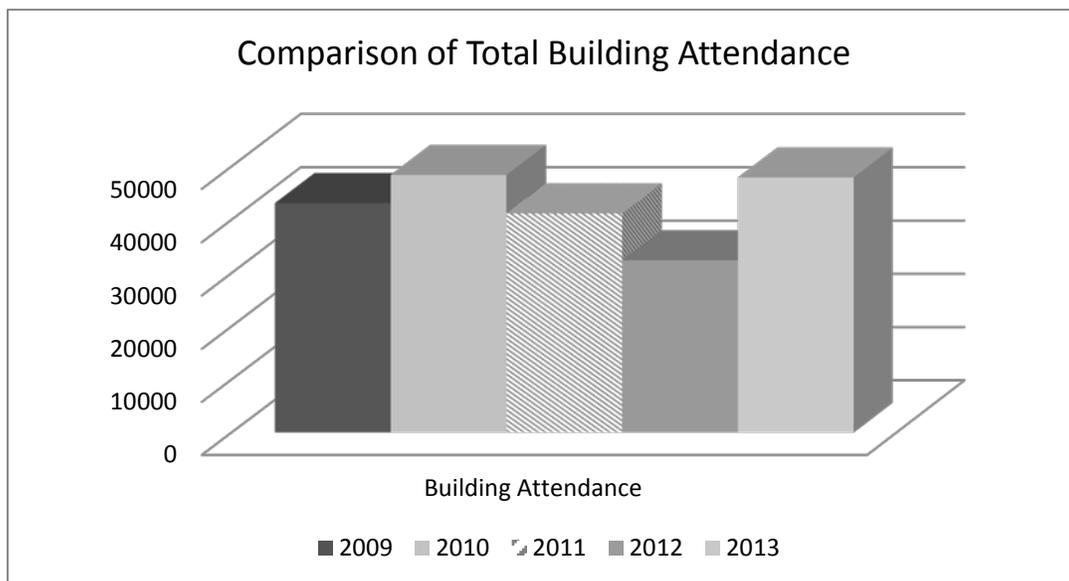
Battell Community Center

The Battell Center continued its tradition of offering a multitude of classes and performances. An increased focus on renting of rooms resulted in new program offerings. Our membership has increased for the fitness room, and we have continued our partnership with the Civic Theatre to offer space for youth acting and performance classes. The free health and fitness children's classes are growing in quantity and in popularity. These classes are a great opportunity for children to stay active and have fun! New A/V equipment was also purchased in 2013 for the Center.



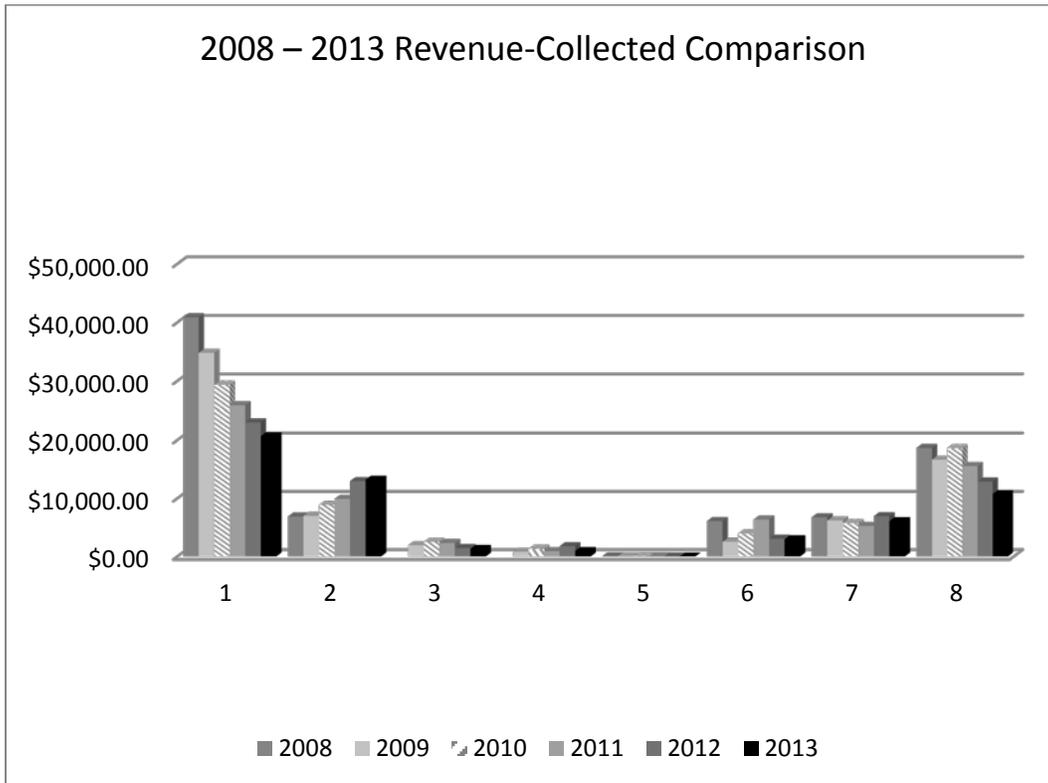
Total building attendance increased by 10%. Following is an attendance report for activities, classes, and programs listed by category. This report depicts patron attendance at Battell Community Center for recordable activities. The report also represents the attendance that was reported by the renter/instructor/Battell staff.

1	Community Events and Functions	7295
2	Leisure Time Activities and Sports	9756
3	Art and Music	1810
4	Exercise Classes	10747
5	Youth Let's Move Classes	2172
6	Room / Gym Rentals	7933
7	Auditorium Show Attendance	5366
TOTAL BUILDING ATTENDANCE		45079



2013 - Year End Revenue's collected for Battell Center are as follows:

Park General:	
Class fees collected	\$ 20,677.50
Room Rentals	\$ 13,210.00
Non-Reverting – Auditorium	\$ 1,299.30
Non-Reverting – Gym	\$ 951.25
Headliner Subscriptions	\$ 18.00
Recreation Fees <i>(includes 1-day Bus Trips)</i>	\$ 2,975.00
Miscellaneous Revenue	\$ 6,097.24
<i>(includes Bazaar, Newsletter advertising, Overtime Reimbursement, Softball Sponsors, Vendor Sales)</i>	
TOTAL	\$ 45,228.29
 Battell Center General Gift Account Revenue	 \$ <u>10,791.82</u>
TOTAL REVENUE COLLECTED	\$ 56,020.11



Golf Course Operations and Maintenance

With a warm spring and short fall, the Golf operation still produced great revenue, with a total of greens fees, carts and concessions coming to \$450,000. Over 25,000 rounds of golf were played. A bridge deck replacement project was completed, along with the final drainage project which will allow play to resume much sooner after a large rain event. Our daily use and solid league participation showed that our golfers continue to value the course as a vital part of their recreational lifestyle.

The golf course opened as scheduled on March 15. Many came out to play despite the cool 40 degree weather. At full-strength our staff numbered 11. This includes management, Central Services employees, and seasonal labor. Golf course seasonal employees, between March 9 and December 13, logged 3867 hours of work for a total payroll of \$33,500.00.



Over 25,000 rounds of golf were played

Due to the deterioration of wooden planking and portions of its steel structure, the bridge spanning the St. Joseph River at the 6th hole required considerable work. These conditions caused a very noisy and potentially unsafe passage. Crews from Northern Indiana Construction stripped the wood decking, welded new steel support tubes into place, installed metal panels, and covered the entire running surface with rubber matting. Additionally, the handrail and bottom rub rails were replaced. All of these improvements have created a pleasurable river crossing as well as a long-lasting structure.

Heavy rains in April forced portions of several fairways to be closed to foot and cart traffic. Play continued as measures were taken to remove flood waters. Portions of these flooded areas were reseeded and maintained to bring them back to playable condition. Selge Construction installed drain tile, grating and outfall apparatus to portions of the 18th fairway. This fairway is often unplayable due to wet conditions. Floodwaters left from the St. Joseph River overflowing its banks and then receding, will now have an avenue back into the river.



These improvements will also aid in draining off water from the occasional heavy rainfall.

Improvements were also made to the 13th and 16th fairways. Historically, melting snows or heavy spring rains will cause Willow Creek and the St. Joseph River to swell and flood the Petro Park side of the golf course which limits the use of those portions of our facility. Studies were done and plans were produced to help relieve these areas from the damage of prolonged flooding. In

September, a gentle swale was cut through this area to divert floodwaters created in such an episode. Several trees were removed and portions of the irrigation system required re-routing in the process. The entire area affected was then seeded, grown in, and returned to service.

A 2013 Smithco large-capacity sprayer was purchased for \$31,395.00. This sprayer is used to apply pesticides and fertilizers on regular schedules to our greens, tees, and fairways, as well as period treatments to rough areas. 90-95% of all rough areas were sprayed with herbicides to eliminate broadleaf weeds such as clover, buckhorn, and dandelions.

New organic products were introduced into turf maintenance spray programs. The fact that our course shares space with the Water Department and is located on a major river warrants efforts to be careful when treating our turf. These natural products will help us cut down the use and maximize effectiveness of fertilizers and pesticides while keeping our sensitive areas safe and healthy.

The Department also purchased 21 new Club Car Precedent golf carts in March. These units replaced 19 aging carts from our fleet. Two additional carts were added bringing our fleet total to 52.

Crews from the Central Services Division made repairs to the exterior of the main maintenance building. The building was then powerwashed and stained. The landscaping along the west facing wall was cleaned up and updated.



Landscape Division

Our efforts in improving the beauty of our open spaces and facilities were realized in the many additions to the grounds of our parks this year by the landscape division. Continued work on the Rock Garden at Battell Park sprouted an effort from the Mishawaka Garden Club to adopt the amenity as their major fundraiser for 2013. Many areas of the parks were improved with perennials and shrubs, and hundreds of tulip bulbs were planted throughout the parks.

2013 HIGHLIGHTS

- Planted 68 trees, 264 shrubs and many perennials at various locations.
- Planted 15 Memorial trees in various parks.
- Planted 1200 bulbs at various locations around the City.
- Removed the Pachysandra from the bed in the pond at Shiojiri Niwa and replaced it with Japanese Garden Junipers. This makes all three pond beds identical.
- Landscaped the empty lot downtown (next to Irene's restaurant). Planted 20 shrubs, had a fence installed, set a picnic table and put down 10 tons of stone.
- Repaired the retaining wall on the south side of the Riverwalk, just east of the Main St. Bridge.

- Earned the title of Certified Arborist, through exam, from the International Society of Arboriculture.
- Re-landscaped the shrub bed on the north side of Mishawaka Utilities Office.
- Planted the seven flower beds at the corner of Main St. and 1st St. with perennials.
- Painted the red bridge and stained the natural bridges at Shiojiri Niwa.
- Created a new white flower garden bed near Hole #1 at Eberhart Golf Course.
- Created postcards highlighting Shiojiri Niwa, Beutter Park and the City of Mishawaka.

For the 23rd consecutive year the City of Mishawaka was presented with the Tree City USA Award. A plaque was presented to the City during the Arbor Day Celebration in April at Mary Gibbard Park. The Arbor Day Foundation and the National Association of State Foresters have established the standards which must be met by a community in order to be a recipient of the Tree City USA award. These standards make sure that all qualifying communities have a viable tree management plan and program in place.



Tree City USA

The four standards which have been met for the past 23 years are that Mishawaka has:

- A Tree Board or Department
- A Tree Care Ordinance
- A Community Forestry Program with an Annual Budget of at least \$2.00 Per Capita.
- An Arbor Day Observance and Proclamation.

2013 Arbor Day Celebration held at Mary Gibbard Park

Each year Arbor Day is celebrated by a neighborhood school, the City, and the Mishawaka Parks and Recreation Department. In 2013 Arbor Day was celebrated on April 26th with students from LaSalle Elementary School. Children, teachers, parents and Park staff all pitched in to plant six Serviceberry trees. The significance of recognizing trees as a vital resource was emphasized, and the children performed various skits sharing their views on the importance of trees in our community. All children received their own tree, snacks and a rain gauge. Over 700 trees were given away as every 5th grade student in the city received a tree in addition to the students who attended the event. The entire event was funded by the Mishawaka Utilities Electric Department.



23rd Tree City Award

A Community of Volunteers

Volunteers are an important resource for the City of Mishawaka. The work performed by the various individuals and groups is a great benefit to the community and I look forward to cultivating these relationships in the future. Volunteers who helped make 2013 a banner year include, but are not limited to:

For the 16th consecutive year Bethel College students spent an entire day working in the parks. This year they concentrated on putting new mulch down at Beutter Park and at Kate's Garden.

*Volunteers are an important
resource for the City of
Mishawaka*

Ms. Karen Gradeless and her 5th grade class from Beiger Elementary School came to Battell Park and Merrifield Pool to clean up the flower beds and plant annuals.



The Japanese/American Friendship Club held their annual spring clean-up at Shiojiri Niwa.

Nancy Dakins adopted a flower/shrub bed at the eastern end of Battell Park.

The Mishawaka Historical Society had every intention of planting annual flowers at the Ball Band Memorial for the 6th consecutive year. However, frost was forecast for that evening and the planting was cancelled.

Rotary Club members adopted Henry Frank Park. They mulched the trees along the roadway and planted flowers at the entrance to the park.

The Bethel College Baseball team spent an afternoon cutting down volunteer trees growing on the banks at Laing Park. This was the 2nd consecutive year that the team has volunteered their services to the Parks Department.

The St. Joseph Valley Master Gardeners continued with the care and maintenance of Kate's Garden. They continued planting many perennials and shrubs throughout the garden, oversaw other volunteer groups and provided the community with many learning sessions throughout the year.

Landscape Division 2014 Goals

Re-design the flower beds around the Gazebo at Kate's Garden. We will remove all of the existing plantings and relocate them behind the limestone wall at Kate's Garden. We will then plant new perennials and shrubs.

Re-design and plant the beds at the Ball Band monument.

Pull out existing perennials around the flag pole at the Douglas Rd. Fire Station and re-plant with something more appropriate to the site.

Plant Crabapples and Kwanzan Cherry trees at Shiojiri Niwa. These will eventually replace existing trees that will need to be removed in the next few years.

Eradicate the creeping grass that has invaded a flowerbed at City Hall. This will require us removing the existing perennials so that the bed can be treated. Once the grass is eradicated we can then re-plant the perennials we removed and add new perennials as needed.

Capital Improvement Projects

Park facilities were a focus of 2013, with a comprehensive renovation of Central Park planned to start in early 2014. This renovation will elevate the park to its rightful place as a major piece of the River Walk, and compliment the new Hospice Campus adjacent the park. Master Plans are being drafted for the Merrifield Complex and north portion of the park to completely update the facility in the next few years. Also this year we are beginning the Park Amenity Master Plan, which will give the department a road map for future improvements over the next decade.

Park Board

The City's Park and Recreation Board have continued its dedication and devotion to the City patrons as well as our agency. Creating a more streamlined meeting process, assigning committees focused on specific areas of the organization, and maintaining a high profile at special events has served this department well in 2013. The Board's continued passion and drive to meet the needs and desires of the community is proven through the continued growth of recreational programs offered each year. Through their guidance, recreation and special events will continue to evolve for people of all ages. The Park Board will continue their ongoing oversight ensuring that all facilities and parks are beautiful, clean and safe for all to enjoy. Members of the 2013 Mishawaka Park Board are:

Reg Wagle, President
John Coppens, Jr., Vice President
Carolyn Teeter, Secretary

William Pemberton
Robert "Doc" Shriner
Ellen West

Recreation/Special Events Division Report for 2013

Sporting Activities and Leagues

British Soccer Camp

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

Youth Tackle Football

This program is a joint effort between the Parks Department and School City of Mishawaka with the intent of teaching players the importance of participating on a team as well as the basic fundamentals of football. It is open to children entering 3rd through 6th grades who reside within the corporate city limits of Mishawaka and attend a School City of Mishawaka school. Conditioning began on August 13th with practices being held at Merrifield Park. Games were played at both John Young Middle School and Hums Park.

Youth Flag Football

The Parks Department teamed up with School City of Mishawaka once again to provide children in kindergarten through 2nd grade the opportunity to play football in a less physical manner. Practice and games were held at Liberty Elementary School.

Youth Wrestling

The Mishawaka Parks and School City of Mishawaka elementary wrestling season has returned to School City.

Youth Volleyball

The Mishawaka Parks and School City of Mishawaka elementary volleyball season is another fine joint effort. Registration was open to 5th and 6th grade students. Games were played at Beiger Elementary School.

Youth Basketball

The Mishawaka Parks and School City of Mishawaka elementary basketball seasons were successful again. Games were played at Beiger Elementary School and Mishawaka High School.

Adult Softball League

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

	Participants	Revenue
British Soccer	30	
Youth Tackle Football	202	\$11,705.00
Youth Flag Football	116	\$2,675.00
Youth Wrestling		\$1,025.00
Youth Volleyball	94	\$1,730.00
Girls Youth Basketball		\$50.00
Boys Youth Basketball	64	\$1,260.00
Adult Summer Softball	23 teams	\$10,385.00
Adult Fall Softball	18 teams	\$5,900.00

SPECIAL EVENTS

Daddy-Daughter Dance

The 13th annual dance was a huge success once again. Held on February 22nd, the Battell Center gym hosted the event. The night was full of fun and dancing. Each little girl received a special gift and photo to commemorate the event, along with fun items like tiaras, necklaces, rings, temporary tattoos and candy. This year's theme was "Princess for the Night". Approximately 193 "princesses" and their male escorts attended. This event generated \$2,140.00 in revenue.

Arbor Day Celebration

Mishawaka Parks teamed up with students at LaSalle Elementary School to celebrate Arbor Day at Mary Gibbard Park by planting six Serviceberry trees. Children received their own tree, snacks, and an activity packet. Whole Foods provided bottled water and granola bars for a snack.

Manor

For a third year, the Parks Department's day camp provided 10 weeks of fun filled activities. The program is available for children 6-12 years. Each week had a different theme. The program provided 40 campers including drop-ins with plenty of summer fun and activities in our very own Castle Manor. The program generated \$18,774.52 in revenue.

2013 Concert Series

Sponsored by United Beverage Company

The Parks Department provides relaxing musical entertainment at three of our Park locations: Battell Park Bandshell, Beutter Park, and the Eberhart Deck. We encourage the public to bring a lawn chair, perhaps a light dinner, and to sit back and relax in the summer evening air at the Battell Bandshell and Beutter Park concerts. At the Eberhart Deck Concert Series, we have deck seating catering to an audience 21 and older, along with full bar and kitchen service.

Beutter Park – 6:30 pm	
June 4 - Johnny Dawson	July 25 - Ground Control
June 13 - Van Dyke Revue	August 1 - River City Band
June 27 - Soul Funkshun	August 8 - Top Secret
July 4 - Alligator Blackbird	August 22 - Last Call
July 11 - Everyday People	August 29 - Out by 8
July 18 - Terry and the Heartbeat	

Battell Park Bandshell – 7:00 pm	
June 3 - Da Bears	July 15 - Ron Wiggins Quartet
June 10 - Michiana Concert Band	July 22 - St. Mary's String Band
June 17 - Everyday People	July 29 - Billy Nicks Trio
June 24 - Valleyaires	August 5 - Gene Van
July 1 - High Life	August 12 - Michiana Concert Band
July 8 - Michiana Concert Band	August 19 - Pat Heiden Quartet

Eberhart Deck – 8:00 pm	
August 9 - Ron Wiggins Quartet	August 23 - Acoustic Justice
August 16 - Billy Nicks Trio	August 30 - Ground Control

Family Movie Nights

Sponsored by Burns Rent-Alls and Terminix

July 19 *A Bugs Life* (George Wilson Park)
August 19 *Casablanca* (Battell Park Bandshell)

Summerfest

Merrifield and Crawford Parks hosted this day and evening of fun-filled activities for the community. The event started in the early morning with a 5K Run and Fun Walk and the Lions Club Pancake Breakfast. Food vendors and Arts and Crafts were also available opening at 9:00 AM for everyone to enjoy. Games and Kid's Activities began at 10:00 am. The adult beverage garden was moved to a new location. Main stage entertainment this year was provided by eight local bands of various genres consisting of country, jazz, rock/pop and blues. The festivities concluded each night with a fireworks display.

Outreach Camps

New in the summer of 2013, the Parks Department began an outreach camp based off the Rockin' by the River Day Camp. Children and their parents were invited to join the Parks Department from 11:00am to 2:00pm at the dates and parks listed below for a free lunch and afternoon of crafts and games. Attendance at these events was varied due to it being a new program but increased throughout the summer.

- June 10th - Borley Park
- June 24th - Temple Park
- July 8th - Hillis Hans Park
- July 22nd - Henry Frank Park
- August 5th - Hums Park

July 4th Celebration

Mishawaka Parks with the help of a generous sponsor was able to provide an amazing fireworks display for over 3,000 people at Beutter Park. By having the event on July 4th, we were able to provide musical entertainment via our Beutter Park Concert Series, as well as a beverage garden.

Kamm Island Fest

The Mishawaka Business Association's annual fundraiser, Kamm Island Fest, was greeted with great weather on Wednesday, July 17th from 5-9 PM. A steady flow of committed attendees came out to support the cause. The event is an evening of food, drink and friends in downtown Mishawaka. The event features "Taste of Mishawaka", a tasting event put on by 10 local restaurants, live musical entertainment, and an art festival showcasing the original art of 15 local artists.

Zipline Night

New in the summer of 2013 the Urban Adventure Games and Mishawaka Parks sponsored an evening of free family fun on July 26th along the Riverwalk which featured a zipline that crossed the St. Joseph River from Battell Park into Beutter Park. Tickets to ride the zipline were sold, but other free attractions included live music by the *Mongo Catz*, an inflatable bounce house, face painting, balloon animal artists, a magician, photo booth and food vendors. The event generated over a \$1,000.00 in revenue after expenses.

Urban Adventure Games

The Urban Adventure Games took place on July 27th and tested two-person teams in various physical and mental challenges. The Parks Department hosted five out of the 26 "checkpoints" in the competition. These checkpoints included Merrifield Pool (swim a lap), Battell Park (zipline and shovel ball game), Lincoln Park boat launch (paddle surfing), Beutter Park (marine crawl), Central Park (obstacle). In 2014 the Parks Department will host twice the amount of "checkpoints" and be the new "home base" for the Urban Adventure Games.

Summer and Harvest Dances

The Summer Dance was scheduled for June 12th but was rained out and unable to be rescheduled. The Harvest Dance was held on August 26th with entertainment provided by the band *Everyday People*. Each dance was open to all ages with a section for persons 21 and older. Beverages and snacks were provided along with a “bistro” style setting. New in 2013 was the addition of a photo booth at the Harvest Dance. The photo booth, provided by D & T Productions, was open to the public and came with silly hats, wigs and comical props to take photos with for a free commemorative photo strip.

NFL/Pepsi Punt, Pass, and Kick Competition

Fifty boys and girls aged 6-15 participated September 21st in this free event. As boys and girls competed in this event, their athletic skills were put to the test. Each participant received a certificate. First, second and third place winners in each boy/girl age category were awarded place ribbons. In addition, the top boy and girl winner from each of the five age categories was eligible to participate in the Sectional Competition hosted by Mishawaka Parks for the 8th year. Thirty-two out of forty-one qualifying youths competed October 12th for the chance to move on to the Team Championships in Indianapolis. Hunter Renner of Mishawaka participated at both the Local and Sectional Competitions held by Mishawaka Parks and took 2nd place at Nationals in Denver, Colorado on January 11 with a total score of 309’ 11”.

Michiana Renaissance Fest

Mishawaka Parks and Entertaining History, Inc. partnered for a third year to bring our community an educational and entertaining way to share the love of history. Kamm Island was magically transformed into “The Kingdom of Kamm Island” complete with a King, a Queen, and a Royal Court. The Kingdom consisted of the following actual time period “camps”: the Viking Age (793-1000), the English Renaissance (1500-1600), and the Golden Age of Piracy (1650-1720 AD). A fourth area, although not considered a “period”, was fairy tale themed. Children were encouraged to partake in a special journey called the Kids Quest; adults were able to quench their thirst at the “Pickled Princess Pub”; and guests of all ages were able to dine on “period” foods for a nominal charge. This year’s pub netted the Parks Department a 100% profit from the sale of beverages (approximately \$980.00). Attendance had increased by 7%, and approximately 1,125 pounds of food had been collected for the Mishawaka Food Pantry. Entertaining History was able to once again give the Parks Department a \$1,000.00 donation.

Oktoberfest

The fall of 2013 saw the return of Mishawaka Park’s “Oktoberfest”. Previously held on Kamm Island, this year was transitioned to Beutter Park. Oktoberfest was held on October 12th. Live music was provided by the band *Top Secret*. The beverage garden offered refreshment for adults 21 and older and a kid’s zone complete with root beer, pretzels and autumn themed crafts provided fun for the whole family. Local arts and crafts vendors displayed and sold their items to the public. Approximately 1,100 people attended the festival.

Winterfest

The 7th Annual Winter Festival, entitled, “Winterfest in Our Hometown” was held December 7th in Merrifield Park. The setting this year was like a small village. Patrons could stop and watch an outdoor movie, warm themselves by a fire, enjoy refreshments and hot cocoa, visit a live nativity with petting zoo, watch ice sculpting, go on a hayride, enjoy the new addition of a photo booth and have a picture taken with Santa. Approximately 1,500 people attended our kick-off to winter.

GEORGE WILSON PARK

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



Tubing on Wilson Hill

Wilson Hill Tube Admissions	\$5,152.50
Non Reverting Tube Admission	\$3,373.00
Tube Rental, General	\$4,315.00
Non Reverting Tube Rental	<u>\$3,855.00</u>
Total Revenue	\$16,695.50

George Wilson is not only home to an all-time fun winter activity but also to a warm weather activity as well. George Wilson is home to a nationally ranked 18-hole disc golf course. The basics of disc golf are similar to that of traditional golf. Both require participants to use “drivers” and “putters”. The course is open for play from 10:00 a.m. until dusk; however, the park does not close until 10:00 p.m.

Wilson Disc Admissions	\$28,667.65
Non Reverting Disc Sales	<u>\$6,529.00</u>
Total Revenue	\$35,196.65

EXPENSES & REVENUES

Recreation Programming General Revenue		EVENT DESCRIPTION	EXPENSE	REVENUE
Camp	\$ 18,774.52	Adult Softball (Fall)		\$ 4,200.00
Dance	\$ 2,140.00	Adult Softball (Summer)	\$ 3,480.62	\$ 8,085.00
Wilson Hill Disc Sales	\$ 6,529.00	Diamond Light Rental		\$ 68.74
Wilson Hill Disc Bag Sales		Arbor Day	\$ 21.00	
Diamond Rental	\$ 68.74	Battell Bandshell Series	\$ 1,444.67	
Event Concessions	\$ 10,697.00	Beutter Park Concerts	\$ 10,119.58	\$ 9,404.00
Flag Football Registrations	\$ 2,675.75	Beutter Park Family Movie Night	\$ 1,233.50	
Fall Softball	\$ 4,100.00	Battell Park Family Movie Night	\$ 12,233.50	
Summer Softball	\$ 8,085.00	Holiday Concert @ Battell Center	\$ 500.00	
Winterfest		British Soccer League		
Tube Rental	\$ 4,315.00	Camp, Rockin' By The River	\$ 2,889.76	\$ 18,774.52
Wilson Disc Admissions	\$ 28,667.65	Daddy-Daughter Dance	\$ 1,255.34	\$ 2,140.00
Wilson Hill Tube Admissions	\$ 5,150.50	Eberhart Deck Concerts	\$ 894.67	
Wrestling League		George Wilson Disc Golf	\$ 3,612.19	\$ 35,196.65
Boys Basketball	\$ 1,260.00	George Wilson Tubing	\$ 1,288.05	\$ 16,693.50
Girls Basketball/2012 Carry Over	\$ 50.00	Summer/Harvest Dance	\$ 1,374.45	
Tackle Football Fee	\$ 11,705.00	Winterfest	\$ 5,719.48	
Volleyball	\$ 1,730.00	Youth Basketball	\$ 1,144.00	\$ 1,310.00
Total:	\$ 105,948.16	Oktoberfest	\$ 3,628.07	\$ 608.00
		Youth Flag Football	\$ 2,927.83	\$ 2,675.75
Non-Reverting Revenue		Youth Tackle Football	\$ 16,295.36	\$ 11,705.00
Non Reverting Disc Sales	\$ 6,529.00	Youth Volleyball	\$ 1,322.64	\$ 1,730.00
Non Reverting Softball	\$ 5,790.17	Youth Wrestling/2012 Carry Over	\$ 266.25	
Non Reverting Tube Admission	\$ 3,373.00	Michiana Renaissance Festival	\$ 2,084.88	\$ 2,972.88
Non Reverting Tube Rental	\$ 3,855.00	Youth Sports Combined	\$ 434.16	\$ 10.00
Total:	\$ 19,547.17	July 4th Celebration	\$ 532.99	\$ 3,506.00
		Special Event	\$ 2,745.30	
Grand Total:	\$ 125,495.33	Total:	\$ 77,448.29	\$ 119,080.04

A SPECIAL THANKS. . .

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

Kona Ice	United Beverage Company
Phillips Photography	Terminix
Craven's Carpet Cleaning	D&T Productions
Martin's Supermarket	Colortyme
Tuki's Broken Drum	MBA
Taper Lock Credit Union	Hilltop Farms
Whole Foods	MC Productions
Burns Rent-Alls, Inc.	

Aquatics/Ice Rink Division

MARY GIBBARD POOL & MERRIFIELD COMPLEX

2013 was a year of firsts for both pools. It was Shauna DelRegno and Brad Mick's inaugural year in our new positions, Brad as director of Aquatics/Ice and Shauna as Aquatics/Rink Manager. In May, we had our first swim meet at Merrifield Pool since 1988, hosting eight teams from around the Midwest. The meet was a great success with a full pool deck and plans are already underway for next year's event.

The summer brought an average of 237 patrons a day to the pool, not including pool rentals. Another area of growth for us this year was our "learn to swim" program. There were 149 participants in our swim program, 53 more than the previous peak. The anticipation of a new slide in the spring should carry interest and momentum into the coming year.

Mary Gibbard pool hosted the Mishawaka Sharks swim team for the 2013 season. On June 12th, Mary Gibbard was home to our first swim meet against Blair Hills. The team was also a major source of revenue for the season adding \$1,200 to our rental revenue. Mary Gibbard pool revenue was \$4,810 which decreased by \$2,996 compared to 2012. This was largely due to a mechanical failure that forced us to close for 23 days while pumps were being fixed. The ice rink will also have a first, having booked its first sanctioned hockey game that anyone can recall.

Pool Goals For 2014

- Finish repairs at Merrifield pool to minimize water and chemical losses.
- Establish a data policy routine to improve communication with patrons and better market our programs and special events.
- Install backstroke poles and flags for our swim invitational and swim club usage.
- Build a roller hockey league to maximize facility usage.
- Remove existing slide and replace with a new ADA compliant version.
- Have the pool certified for competitive use to bring in master level swimmers.
- Create an energy assessment using that data to minimize utility costs.

- Continue the evolution of our concessions offerings, focusing on healthier choices while minimizing spoilage.
- Continue updating rental agreements and policies to reflect current recreational usage trends.

Items of Interest

- Merrifield Pool opened June 10th. The pool was open 68 out of 69 possible days.
- The Merrifield Pool had the fourth highest attendance in the last ten years totaling 16,133 patrons. On average, 237 people attended Merrifield Pool daily.
- The Total Pool Revenue for 2013 was \$78,773.
- There were 149 participants in the swim program at the Merrifield Complex for 2013, 53 more than the previous five years. The Mom/Dad and me program was offered for one session and the class was full.
- Had no major injuries with seasonal staff, full-time staff, or with the public for both the pool and ice rink seasons
- Installed a 3-meter spring board at Merrifield pool creating new interest in the diving area.
- Installed new filtration system at Merrifield pool improving water quality.
- The Notre Dame Hockey team had their 5th annual “Practice on the Pond” on January 16th from 4:30-6:30p.m.. Once again we had record attendance. Notre Dame supplied free hot chocolate and Real Country 99.9 supplied door prizes to our guests. Posters were passed out to be used for collecting autographs.
- Installed new starting blocks at Merrifield pool
- The ice rink opened on December 8th. The late opening was caused by the extremely warm temperatures. Weather conditions were poor for February; it was very warm and rained frequently. The Ice Rink closed on March 5th due to warm temperatures and rain. The ice rink was available for usage 78 out of 89 days.
- Total rink revenue decreased by \$6,242 compared to 2012. This was due to a line leak detected the first week of December delaying our opening until December 30th. December typically brings in \$6,000-\$9,000 in revenue.
- Seasonal employee costs at Merrifield pool were down \$27,426 from last year.
- Taking advantage of bulk purchasing and the addition of new chemical regulators, we were able to cut chemical costs for the pools by \$3,874 from last year.
- With the closing of Mishawaka High School’s pool for the summer, Merrifield pool was able to accommodate their summer physical education classes for eight weeks.
- The rink was part of “The Amazing Race”, which saw between 300 and 500 participants.
- The Merrifield pool hosted a lifeguarding certification class through the American Red Cross, which helped us certify six new guards for our staff. We were also able to hold two lifeguard in-service sessions, which enable our staff to operate more efficiently as a team.

REVENUES - MERRIFIELD

Merrifield Admissions (includes lap swim)	\$20,117.00
Concessions Snack Bar	\$13,363.00
Swim Lessons (104 Patrons)	\$3,000.00
Pool Rental	\$11,340.00
Pool Passes & Photo ID's	\$22,163.00
Pool Locker Rental	\$1,010.00
Non Reverting Merrifield Pool Admissions	\$5,301.00
Non Reverting Pool Passes	\$4,222.00

TOTAL MERRIFIELD REVENUE: \$80,516.00

REVENUES - MARY GIBBARD

Gibbard Admission	\$1,151.00
Pool Rental	\$2,629.00
Pool ID's	\$621.00
Non Reverting ID's	\$112.00
Non Reverting Gibbard Admissions	\$297.00

TOTAL MARY GIBBARD REVENUE \$4,810.00

TOTAL REVENUE BOTH POOLS: \$85,326.00

REVENUES — MERRIFIELD ICE RINK

Concession Snack Bar	\$612.50
Concessions Vending	\$1,365.80
Ice Rink Admissions	\$2,788.00
Non Reverting Ice Rink Admissions	\$5.00
Ice Rink Party Package	\$135.00
Ice Rink Passes	\$40.00
Non Reverting Pool Passes (Ice Season)	\$419.00
Photo ID's (Ice Season)	\$2,330.00
Rink Rental	\$10,366.25
Non Reverting Rink Rental	\$345.00
Skate Lessons (40 Patrons)	\$1,177.50
Skate Rental	\$1,483.00
Non Reverting Skate Rental	\$1,483.00
Skate Sharpening	\$90.00

TOTAL REVENUE FOR ICE RINK: \$22,640.05

TOTAL ALL FACILITIES: \$107,966.05

EXPENDITURES-POOLS AND ICE RINK

Repair pumps Mary Gibbard	\$5,031.00
Repair boiler and pump Merrifield Pool	\$1,850.00
Chemicals for pools	\$19,232.00
Starting blocks	\$15,434.00
ID supplies	\$2,841.00
Installation sand filters	\$77,565.00
Replace iron piping to pvc at MP	\$19,918.00
Install new controllers MP and MG	\$6,060.00

Install comp pump Mary Gibbard	\$1,950.00
Startup rink and line repair	\$3,959.00
Paint for Mary Gibbard pool	\$4,889.00
Concessions (Sales = \$13,364)	\$9,430.00

TOTAL NON-STAFF EXPENDITURES \$168,159.00

Seasonal Staff	\$88,127.00
Full Time Staff	\$101,239.00

TOTAL EXPENDITURES \$357,525.00

Total Expenditures 2011	\$261,173.00
Total Expenditures 2010	\$273,039.00
Total Expenditures 2009	\$269,724.00
Total Expenditures 2008	\$347,558.00

MERRIFIELD ICE RINK 7-YEAR COMPARISON

Year	Attendance	Days Open	Days Closed*	Revenue
2013	3,478	88	5	\$22,609.05
2012	6,651	78	11	\$28,851.00
2011	3,319	87	4	\$28,386.50
2010	4,719	93	3	\$38,902.50
2009	3,787	88	9	\$30,699.24
2008	4,843	95	12	\$44,917.45
2007	5,539	95	5	\$43,327.75

* Includes being closed for December 24, 25, 31 and January 1

MERRIFIELD POOL

Year	Attendance	Days Open	Revenue
2007	16,071	69	\$80,917.75
2008	15,889	70	\$74,477.45
2009	14,968	78	\$69,269.00
2010	16,409	77	\$78,430.00
2011	17,131	66	\$83,175.75
2012	18,243	72	\$86,153.00
2013	16,133	68	\$78,773.00

MARY GIBBARD POOL

Year	Attendance	Days Open	Revenue
2007	3,442	72	\$6,019.00
2008	2,971	73	\$5,365.00
2009	1,842	63	\$5,154.50
2010	1,605	56	\$4,970.50
2011	N/A	N/A	N/A
2012	2,765	75	\$7,806.00
2013	813	46	\$4,810.00

Department of Community Development

David B. Thomas, Director

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

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

Staff

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

Community Development Department staff facilitates and manages redevelopment and revitalization programs, working with City officials and other City departments to implement the development activities approved by the Mayor, Common Council, and Redevelopment Commission.

Redevelopment Commission

The Redevelopment Commission serves as the governing body for the Department of Community Development. The Commission is made up of five voting members and one non-voting member who are each appointed to a one-year term by the Mayor and Common Council. The following Commissioners served on the Mishawaka Redevelopment Commission in 2013:

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

No members announced their resignation in 2013 and the Redevelopment Commission members will remain the same in 2014 with Gary O'Dell replacing Jim Pingel as Vice-President.

Officers were elected at the January 30th, 2014 Redevelopment Commission Meeting.

2010-2014 Housing and Community Development (HCD) Plan

Every five years the Department of Community Development, in conjunction with the City of South Bend and St. Joseph County, is required to submit a comprehensive plan to the U.S. Department of Housing and Urban Development (HUD). This plan indicates the priority needs and objectives to support strong neighborhood revitalization activity in St. Joseph County. For the City of Mishawaka, it details where and how the Department of Community Development intends to spend CDBG funds for a five year period, the current cycle being 2010 - 2014.

The City of Mishawaka plan targets the Milburn Boulevard Neighborhood for revitalization activities during the current HCD cycle. It was designed to supplement work performed in the area by the City's Code Enforcement and Engineering Departments. Through 2014, the majority of the City's CDBG, CDBG-R, HOME and NSP1 funds are being directed toward this neighborhood that is bordered by the St. Joseph River, Panama/18th Street, Ironwood Drive and Union Street.

The Milburn Boulevard Neighborhood Improvement Plan includes spot blight elimination, new construction of affordable housing and public infrastructure improvements. The plan was approved and accepted by HUD in April 2010.



A key component of the HCD Plan, the Analysis of Impediments to Fair Housing in St. Joseph County, was completed in June 2010. The report identified barriers to fair housing choices in St.

Joseph County and made recommendations to address the specific impediments. The analysis was approved and accepted by HUD in July 2010. In 2013, the Department continued to work on the priority areas identified by the plan. No anticipated changes to the plan are anticipated in 2014.

Funding Sources

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

Community Development Block Grant (CDBG)

As a CDBG entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2013 we were granted \$470,758 to focus on those directives, and we responded with the following programs: Spot Blight Elimination; Lease-to-Own Self Sufficiency; Summer of Service; Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding. As outlined in the HCD plan, activities funded with CDBG monies are focused on the Milburn Boulevard Neighborhood through 2014.

Home Investment Partnership (HOME)

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City received \$135,963 in HOME funds in 2013. The City of Mishawaka utilizes HOME funds to assist qualified families acquire homes through the First-Time Homebuyer Program. Typically this activity occurs throughout the City on scattered in-fill sites. The department used a total of \$262,691 in 2013, which included remaining funds from 2012 to assist First-Time Homebuyer construction at 426 W. 10th Street and 2604 Milburn Blvd.

Neighborhood Stabilization Program (NSP 1)

March of 2013 marked the close of our NSP 1 grant. The Neighborhood Stabilization Program (NSP 1) was established by HUD for the purpose of stabilizing areas that suffer from home foreclosures and vacancies. In 2009 the City of Mishawaka was awarded two million dollars in NSP1 funds from HUD through the Indiana Housing and Community Development Authority (IHCDA). The need for neighborhood stabilization funding in Mishawaka is driven by the number of foreclosures and vacant and abandoned properties concentrated in specific areas. The intent of the Community Development Department's NSP1-funded project is to reinvigorate Mishawaka's center city neighborhood as part of our ongoing River Center redevelopment master plan. This project has been enthusiastically supported by area residents and our local business community.

The NSP 1 target area was bordered by Marion Street, Tenth Street, Harrison Street and

Merrifield Avenue. The Department chose this area by using HUD Area Income Limits, Federal Reserve Home Mortgage Disclosure Act (HMDA) data and United States Postal Service (USPS) vacancy rates. In addition, a compilation of data predicting estimated foreclosure, abandonment and 18-month problem foreclosure rates was consulted. Population data was obtained from the U.S. Census Bureau, and information on vacant structures was provided by the City of Mishawaka's Department of Code Enforcement. A City-sponsored Housing Condition Survey indicated concentrated areas of substandard housing.

The selected neighborhoods represent the most densely populated area of Mishawaka. While the target area represents only 3.9% of the City in terms of area, it houses 18% of the City's total population. Steps taken to reduce problems caused by vacant and abandoned homes in this specific area will positively impact the greatest number of low to moderate income residents in particular and greatest concentration of Mishawaka citizens in general. The NSP1 funds were successfully used in the timeline allowed and the properties have been added to our list of properties for Habitat and First-Time Homebuyer construction.

Our original NSP 3 allocation in 2011 was \$1,184,450.00. We continued our use of NSP 3 funds in our target area in 2013 by drawing down \$470,835. Since the inception of NSP 3, we have drawn down a total of \$833,045 for subsidizing Habitat for Humanity builds throughout the City and construction of First-Time Homebuyer houses. In 2013 we constructed First-Time Homebuyer homes at 519 W. 6th, 426th W. 9th, 513 Broadway, 410 W. 9th, and 422 E. Grove.

At the close of 2013 we have drawn down \$146,273 in subsidies for Habitat for Humanity builds at 550 W. 6th Street, 616 W. Battell, and 511 W. 6th. NSP 3 funds can continue to be drawn until March 2014. At that point the program will close and we do not expect any more NSP funding to be available.

Community Development Programs

Utilizing the City's funding from the U.S. Department of Housing and Urban Development, the Community Development Department administers a variety of programs that serve the needs of low to moderate income residents while stabilizing City neighborhoods.

First-Time Homebuyer Program

Since its inception in 2004, the City's First-Time Homebuyer Program, with funding from HOME grants awarded by the St. Joseph County Housing Consortium, has built a total of thirty-two homes. The Department acquires and demolishes vacant, substandard property, constructs a home on the cleared lot, and provides down payment and closing cost assistance in the form of a forgivable loan. The Department partners with Place Builders and The McColleston Group to construct the homes. In addition to our building partners, 1st Source Bank, Horizon Bank, and Mutual Bank work with the City to provide private mortgages and other funding for the program. Not only does the

... We had such an influx of approved applications in 2013 that we approved three families on a waiting list for future homes

First-Time Homebuyer Program provide an additional housing option for moderate income families, it clears blighted properties to make way for new construction homes in our older neighborhoods, revitalizing communities and increasing the City's tax base.

As in the prior year, 2013 brought in many applicants for the First-Time Homebuyer Program. It was determined with many applicants that credit scores and/or household income levels prohibited them from participating in the First-Time Homebuyer Program. However, we were able to find many applicants that did meet all of the requirements and were happy to start building their homes in 2013. We had such an influx of applications in 2013 that we approved three families on a waiting list for future homes.

Program homes are being constructed at 422 E. Grove, 513 Broadway, and 410 W. 9th. These homes will be complete before the end of February 2014. We also completed builds at 2604 Milburn, 426 W. 9th, and 126 W. 10th. We began the construction process on these homes prior to having qualified applicants in order to meet the need of our NSP 3 contract which has a completion date of March 2014. The influx of qualified applicants soon followed and we are happy to be able to say that the families will be in these homes in the first week of March, 2014. Any properties that have NSP 3 funding tied to them must be completed, sold, and closed out by March 2014 to avoid a penalty.

2012 HOME funds were carried over and combined with 2013 HOME dollars. These dollars have been programmed to fund two First-Time Homebuyer homes and one Habitat for Humanity subsidy.

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

First-Time Home Buyer Program



126 W. 10th – Before



126 W. 10th – Current



2604 Milburn – Before (meth house)



2604 Milburn – Current



519 W. 6th – Before



519 W. 6th – After

First-Time Home Buyer Program



426 W. 9th – Before



426 W. 9th – After



422 E. Grove – Before



422 E. Grove - Current



513 E. Broadway – Before



513 E. Broadway – Current

Summer of Service Program

In the fall of 2006, the City of Mishawaka began a partnership with River Valley Church and Vineyard Community Church to create the program now known as Summer of Service. In 2013, the City joined efforts with local faith-based organizations to complete service and repair projects on three properties in Mishawaka. Community Development provided funding for materials to repair three properties that were referred to the Summer of Service committee by the City's Code Enforcement Department.

314 E. 8th Street: The garage at this structure had been noticed to be substandard in the Winter of 2012 due to peeling paint, rotted fascia, and overall disrepair. Our Summer of service group, headed by First United Methodist Church, provided volunteer labor to scrape the peeling paint, do light construction repair, and repaint the existing structure. Unfortunately, the owner of this home suffered a broken hip prior to our volunteers arrival and was unable to see the work that was done for her. She passed away shortly after we finished the project, but a warm "thank you" was passed on by her family to our Department, the City of Mishawaka, and the volunteers that made the project come together.

806 E. 10th Street: Oak Creek Church and its volunteers spent two weekends painting and repairing one of the oldest homes in that part of town. The owner had grown up in that house with her parents and takes pride in the appearance of her home. The people from Oak Creek Church were able to help out the homeowner by power-washing, scraping, and painting this old foursquare home and bring it back to life. They went above and beyond the call of duty by coming back for a second weekend to do some light construction work, as well.

The homeowner expressed her gratitude to our department and to Oak Creek Church many times and was very thankful for the work that was done on behalf of the City of Mishawaka.

1923 Homewood: Again, the First United Methodist volunteer group, as well as a group from River Valley Church came together to scrape, paint, patch siding, replace portions of gutter, and do general repair to both the house and the garage. The homeowner was never too busy to lend a hand with the work and was overwhelmed by the amount of support that she was given.

Summer of Service 2013



314 E. 8th - Before



314 E. 8th - After



806 E. 10th - Before



806 E. 10th - After



1923 Homewood - Before



1923 Homewood - After

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. The Community Development Department, along with the City's Parks Department, partnered with churches to bring students together to complete projects throughout the City.

On the weekend of June 15th-16th, 350 students from churches throughout Northern Indiana picked up trash, weeded and applied mulch at Hums Park, Rose Park, Hillis Hans, and Battell Park, and collected debris along the fence line bordering the Police Station.

Although it rained quite a bit that weekend, the kids, along with the help of Dana DeBroadt, were able to paint a mural on the side of the Mishawaka Food Pantry. Along with the mural, the students spent the day reframing, recovering, and painting the boarded-up windows at the pantry. They also repainted the block wall on the west side of the building. The Food Pantry proved to be a great partner on this project along with the Penn Township Trustee.



Habitat for Humanity of St. Joseph County Partnership

The Community Development Department considers its partnership with Habitat for Humanity of St. Joseph County to be one of its most effective and rewarding. In 2013, the City continued its collaboration with Habitat for Humanity. Utilizing CDBG, HOME, and NSP funds, one vacant, substandard property was replaced with a new in-fill home constructed by Habitat for Humanity of St. Joseph County.

The City, utilizing these federal program funds, typically provides development subsidies of \$30,000 - \$55,000 per home. This ensures that the houses built are architecturally appropriate and possess the necessary amenities to blend into existing neighborhoods. The property subsidized with HOME funding was 514 Grand Blvd. 2013 also brought us the opportunity to transfer one of our self-sufficiency properties at 717 W. 7th Street to Habitat for Humanity. This allowed a Habitat family to immediately move into a home that had been rehabbed using our NSP1 Funding back in 2011. Our tenant moved out of the home and a Habitat tenant moved in within weeks. This speaks to the partnership, and creative thinking that Habitat exhibits. It was a win for all involved.

First-Time Homebuyer Program



514 Grand – Before



514 Grand – After

These home-builds are not possible without the participation of volunteers. The following groups participated in builds in Mishawaka in 2013:

First Source Bank	Healy Group	Beutter Family Charitable Trust
Old National Bank	St. Joseph High School	Riley High School
Penn High School	Marion High School	Notre Dame Students
HRP Construction	Roth Wherly Graber Realty	

The new homes provide affordable housing for low to moderate income families, replace blighted structures with new construction, increase neighborhood homeownership rates, stabilize the community and increase the City's tax base. In 2014 the City looks to expand our partnership with Habitat for Humanity of St. Joseph County. Specifically, the City is hoping to partner with Habitat for some of the empty residual lots that remain from the construction of the Main Street

underpass. The Redevelopment Commission took ownership of these underpass properties in October 2012 and has gone through the process of re-platting the parcels into buildable commercial and residential lots. In January 2014 the Department and the Redevelopment Commission will begin the public disposal process for the newly re-platted parcels. Public notice will be made and the Commission will begin accepting bids at the regularly scheduled meeting in March, 2014. Included in this public notice will be the bid information for the retired firehouse at 2319 Lincolnway East.

CDBG Public Service Agency Funding

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$69,000 in CDBG funds in Program Year 2013:

- YMCA Before and After School Program \$7,000
- REAL Services Adult Guardianship Program \$6,500
- REAL Services Older Adult Crime Victim Program \$6,500
- Boys and Girls Club \$31,500
- Housing Assistance Office \$7,500
- Penn Township Food Pantry \$10,000

Department of Code Enforcement

George Obren, Director

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

Staffing

Code is staffed by its director George Obren and four code officers - Phil Fick, Cris Campbell, Randy Redman, and Joe VanNevel. These five dedicated officers have a combined total of 135 years of service to the City of Mishawaka.



Code Staff

Details

Most of Mishawaka's code violation cases are self-initiated by its code officers. Code tries to respond to citizen complaints the day they are received. Our goal is to work with residents to gain compliance from them without taking enforcement action such as writing citations or going to a hearing. It is also our belief that we get much more favorable results when dealing with our citizens face to face whenever possible.

Public Nuisance Violations

Code violations can have a very negative impact on a neighborhood if they are not acted upon quickly. Code officers investigated more violations in 2013 than any other year on record. This doesn't mean that the integrity and stability of our neighborhoods has gone down. Actually, quite the opposite has occurred because of code's hard work and the cooperation received from most residents.

*Mishawaka's neighborhoods
remain Code's priority*

Code officers investigated a total of 5,475 public nuisance cases in 2013. 5,112 of those cases have been closed with the violations remedied. Those violations include, but are not limited to tall grass, snow removal, abandoned autos, animal issues, noise complaints, and litter or debris. It is important to note that code officers had to follow-up on these violations over 10,100 times. While seasonal, the issue code officers address most often remains tall grass violations.

Some samples and totals of the types of public nuisance violations Code enforced in 2013 are:

Tall Grass	2,030
Snow Removal	726
Noise	31
Animal Issues	75
Abandoned Autos	124

200 E. Donaldson

While some of this trash was properly contained, most of it was haphazardly placed at this alleyway. The trash won't be removed when set out in this manner. Code contacted the property owner who removed it promptly.



Before



After

2000 LaSalle

Tall grass was the issue at this vacant house. The owner couldn't be located so code hired a contractor to mow.



Before



After

800 W. Borley

The tenants at this rental property were in the metal scrapping business. Since this property is residential and not zoned for this type of activity, Code wrote the violators numerous citations and hired a contractor to clean the property up after the tenants vacated the premises.



Before



After

Substandard Structures

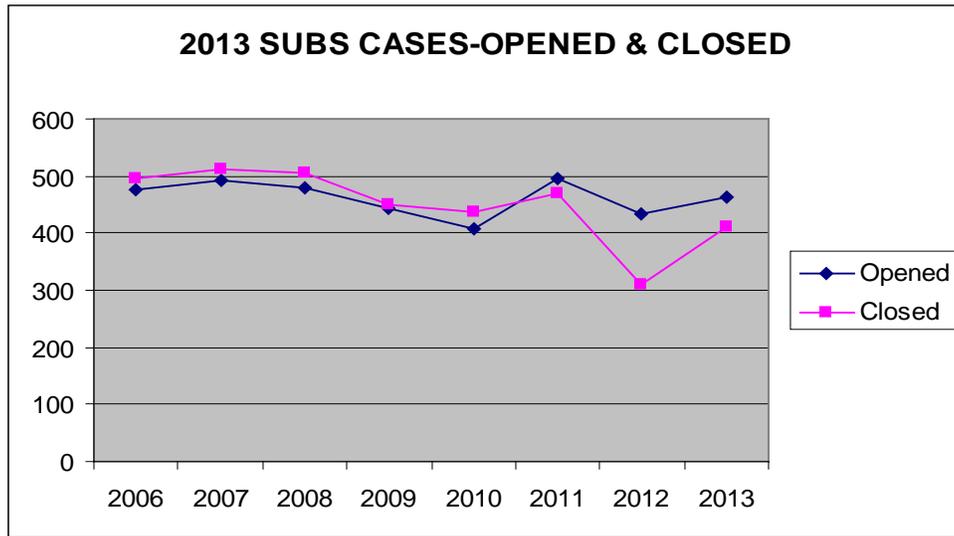
Continued implementation of our Top 100 Program is one of the reasons why you won't see many substandard structures in Mishawaka. This yearly initiative begins in the winter months of the previous year when code officers scour their areas in search of the houses, garages, or commercial buildings that need the most attention. In the coming spring Code will begin contacting the property owners in question and point out the issues to them. In 2013 Code was able to bring 65% of these structures into compliance. Code is now in the eighth year of the Top 100 Program which means 800 of the worst cases have been addressed.

Code is now in the eighth year of the Top 100 Program

Substandard structures demand a lot of attention from the code department. Code addressed 464 such cases in 2013. This includes our Top 100 previously mentioned. Many property owners have done a great job as they promptly began working on the substandard issues pointed out to them. Code conducted over 3,500 follow-up inspections to substandard structures in 2013 while closing 410. Some of those closed cases were from previous years. The amount of cases opened in 2013 is not as high as in most of the other years, which is a very positive sign in that the total number of substandard structures are decreasing in Mishawaka.

Yearly totals since 2007	
2007	493
2008	480
2009	444
2010	407
2011	497
2012	434
2013	410

The following graph illustrates how 2013 compares with previous years:



900 Liberty

Code contacted the owner of this house because the roof and exterior siding were in substandard condition. The owner put a new roof on the house and painted it. He also installed new windows and doors.



Before



After

400 E. Grove

Code contacted the owner of this garage due to its substandard condition. The owner promptly installed vinyl siding for a much better look.



Before



After

Hearing Cases

In 2013 Code summoned a total of eight property owners before our hearing officer. Only three of those cases will remain on the docket as we head into 2014. The others have been remedied. These cases involved substandard structures where the owners simply refused to cooperate with us. Many of these cases get resolved before or shortly after the initial hearing. These hearings are extremely valuable in bringing the most difficult cases to resolution.

Neighborhood Stabilization Program

Code continued to assist the Department of Community Development in 2013 by providing them with the locations of vacant properties. This information has proved to be extremely valuable to Community Development as they progress with the Neighborhood Stabilization Program. Many vacant and blighted structures have been purchased and demolished with new single family dwellings taking their place. Some of our older neighborhoods overall appearance has greatly improved. Code hopes that the newly constructed houses will continue to serve as an impetus for other homeowners to improve their properties as well.

Stewardship

A total of \$17,782.50 was spent in 2013 for board-ups and clean-ups. Most of this was for mowing by our contractor. The code department has recouped a total of \$4,440.25 for 2013 in weed/trash/lien monies. The amount we collected is twice as much as in 2012.

Weights and Measures

Roger Shields is the City's Weights & Measures inspector and he inspects all kinds of measuring devices such as computing scales, prescription scales, taxi meters, package scales, and gas pumps. Roger inspected and certified a total of 964 devices in 2013.



Weights & Measures Inspector

Building and Planning Department

Brock Hundt, Building Commissioner

Kenneth B. Prince, ASLA, AICP, City Planner

Overview

The Building and Planning Departments are responsible for overseeing all aspects of city planning and private construction within the City of Mishawaka. This department also serves in a limited capacity to support the Community Development Department. The Planning Department also serves a lead function relative to economic development initiatives and services. On a daily basis, the department is responsible for the issuance of permits for virtually all construction including new residential, commercial, and industrial. The Department also evaluates and approves smaller projects such as the modification of signs, fences, sheds, decks, and garages. Although separate departments, the Building and Planning Departments work together to efficiently provide the best possible service for our City.

Responsibilities and Duties

- Work with developers who have an interest in developing projects in, or adjacent to the City. This includes working with developers in the design of site plans to insure that they are consistent with the City's ordinances, goals, objectives, and policies.
- Issue and track all building permits, including electric permits, plumbing permits, HVAC permits, and other miscellaneous permits. In addition, all Adult Care Homes are inspected yearly.
- Provide information to the public on matters relating to zoning, rezoning, annexation, vacations of public right-of-way, subdivision regulations, sign control, historic buildings, and obtaining building permits.
- Work with the Metropolitan Planning Organization, the Michiana Area Council of Governments (MACOG). The City Planner serves as a member of the Transportation Technical Advisory Committee on transportation projects, including alternative forms of transportation.
- The Department is responsible for the preparation and adoption of long-range planning projects. Projects include various elements of the Comprehensive Plan including: land use, housing, historic preservation, transportation, capital improvements, annexation, and parks and recreation.
- Administers the issuance of Improvement Location Permits for construction within the City, including evaluating construction projects relative to the National Flood Insurance Program (NFIP).
- Responsible for the day-to-day administration of the zoning ordinance. The zoning administrator is responsible for interpreting City codes and ordinances related to development. The Department enforces the zoning and sign ordinances of the City including issuing citations and stop work orders.
- Preparation of fiscal plans associated with both voluntary and involuntary

annexations. Fiscal Plans require coordination with all applicable Departments including utilities, police, fire, emergency medical, engineering, parks, and finance.

- Coordinates with the Information Technology Department on the implementation and continual maintenance of the City's Geographic Information System (GIS).
- Prepares revisions and updates to land use codes and ordinances. Responsible for preparing Historic Preservation Districts including ordinances, maps, preservation guidelines and standards.
- Prepare budgets, work program, and annual report for the Department. Annual evaluation of the previous year, identification of development trends, identification of future projects, and funding allocation.
- 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.
- Provides staff support to the City Redevelopment Commission including the drafting of development agreements with other public and private entities. Reviews and prepares amendments to Tax Increment Financing Districts.

Building Department

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

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

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

In 2013, the Building Department conducted 2,051 inspections, or approximately 4 to 7 inspections per work day by each inspector. This is significantly higher than the 1,586 inspections performed in 2012. Approximately 40 to 60 minutes are spent per inspection. Other building department duties include plan review of building design drawings, and meetings with

contractors, owners, and tenants to explain and help with building code interpretation and enforcement.

The Building Department has become more knowledgeable in a world where the building codes are ever-changing. All inspectors have been trained to become combination inspectors, better serving the community and the public.

Continuing education is very important to the Building Department. In the last four years, approximately 50 days of educational seminars were attended by one or more inspectors. The Building Department's permit software has an online inspection program. A permit may be reviewed online to see which inspections have been completed, and which ones have passed or failed. This is a great way for permit holders to access detailed records of inspections and of corrections needed. The safety and welfare of the public is of the utmost importance to the Building Department and the City of Mishawaka.

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

Building and Development Activity

In 2013 the construction industry continued to gain modest momentum over previous years. In 2013, there were 39 new housing starts, an increase of 11 over 2012. Although this is a modest increase in number, it is a significant 40% increase over the previous year. This is still significantly lower than the number of starts that occurred prior to 2007. The saturated market and current lack of population growth continue to be the largest influences on residential construction. Only 22 new homes were constructed in both 2011 and 2010. Out of those 22, 6 to 10 were subsidized by the City either through our First-Time Homebuyer Program or the City's partnership with St. Joseph County Habitat for Humanity. When considering the percentage of past subsidies, the 11 additional housing starts in the City in 2013 are significant because they were funded privately.

New commercial building activity remained relatively constant between 2012 and 2013. Eight commercial building permits were pulled for new free-standing buildings in 2013 compared to 10 in 2012. This is still a significant increase compared to the 4 new commercial buildings that were started in 2011.

The City of Mishawaka, and northern Indiana in general continued to grow, but at a very slow pace. In 2013 the City issued permits with an estimated construction cost of \$53.4 million. By comparison, in 2012, the City issued permits with an estimated construction value of just under \$51.6 million. Although just a modest 3.5% increase, this shows continued improvement over multiple years and is higher than the \$43 million in estimated construction cost that occurred in 2011. In comparison, between 2005 and 2008, even excluding the St. Joseph Regional Medical Center project, the City had averaged close to \$100 million in construction in each of those years. The good news continues to be that the market appears to be stable and growing again.

Although the City continues to reap the benefits of long-term strategic decision making such as the relocation of the hospital; the continued soft housing market and lack of population growth continue to place a limit on the overall demand for new construction.

Princess City Apartments Condemnation and Demolition

Unfortunately, all cities of a certain size need to address bad situations from time to time. One of those situations in 2013 was the condemnation and demolition of the privately-owned Princess City Apartments building located at 635 East Twelfth Street. Following numerous code violations, a complaint was received through Code Enforcement in mid-March. Upon arriving at the building, water could be heard running throughout the building. Upon further inspection, a water pipe had burst and was running over the main electrical panel serving the building. The crawl space had 3 to 5 inches of standing water in it. At that time, three residents asked the City to inspect other problems they were having. These further inspections revealed walls covered in mold, leaking pipes, uncompleted construction, exposed floor openings, and floor joists that appeared to be failing. The building had very dangerous safety and health issues that needed to be addressed. The Building Department contacted the property owner and indicated that for safety reasons, the power would be shut down later that day. This obviously had serious consequences for the property owner, the residents, and the City as the entity taking action. Although having been contacted, the property owner chose not to immediately address the situation.



Mold growth, covering walls at a Princess City Apartments unit

As a team, Code, Fire, Building, Electric, Law, and the Mayor's office reviewed the situation and deemed that immediate action was required to protect the safety of the residents. The City contacted the St. Joseph County Board of Health and an additional inspection of the property was performed. Following that inspection, the City went door-to-door to inform the residents of the situation and the need to immediately vacate the unsafe property. Before shutting off the power, a team of agencies and organizations agreed to provide help where needed for temporary food and shelter including the American Red Cross, Quality Dining, Motel 6, and Coalbush United Methodist Church.

We also made the decision to proceed with immediate condemnation action given the severity of the situation. Notice was provided to the owner, the building was condemned, and ultimately on May 31, 2013, Jackson Services pulled the permit to proceed with the demolition of the structure. The demolition proceeded and within a few months the structure was gone and the property was seeded.

...the City took the necessary actions required to protect the health and safety of our residents



Princess City Apartments, 635 East Twelfth Street, before and after demolition

The City has since filed a lien on the property for the demolition and other associated costs. Although there are still issues to be resolved, in this difficult and unfortunate situation, the City took the necessary actions required to protect the health and safety of our residents.

2013 Planning and Building Permits

A summary of the 2013 permit activity is as follows:

Residential - \$8.9 million in estimated construction costs (\$2 million more than 2012)

- 39 new single family homes
- 426 residential alterations/additions
- 12 garages/carports additions
- 14 accessory buildings
- 2 pools

Multi-Family - \$6 million in estimated construction costs (\$4 million less than 2012)

- 50 Units

Commercial/industrial - \$38.4 million in estimated construction costs (\$3.7 million more than 2012)

- 8 new commercial buildings
- 144 alterations/additions

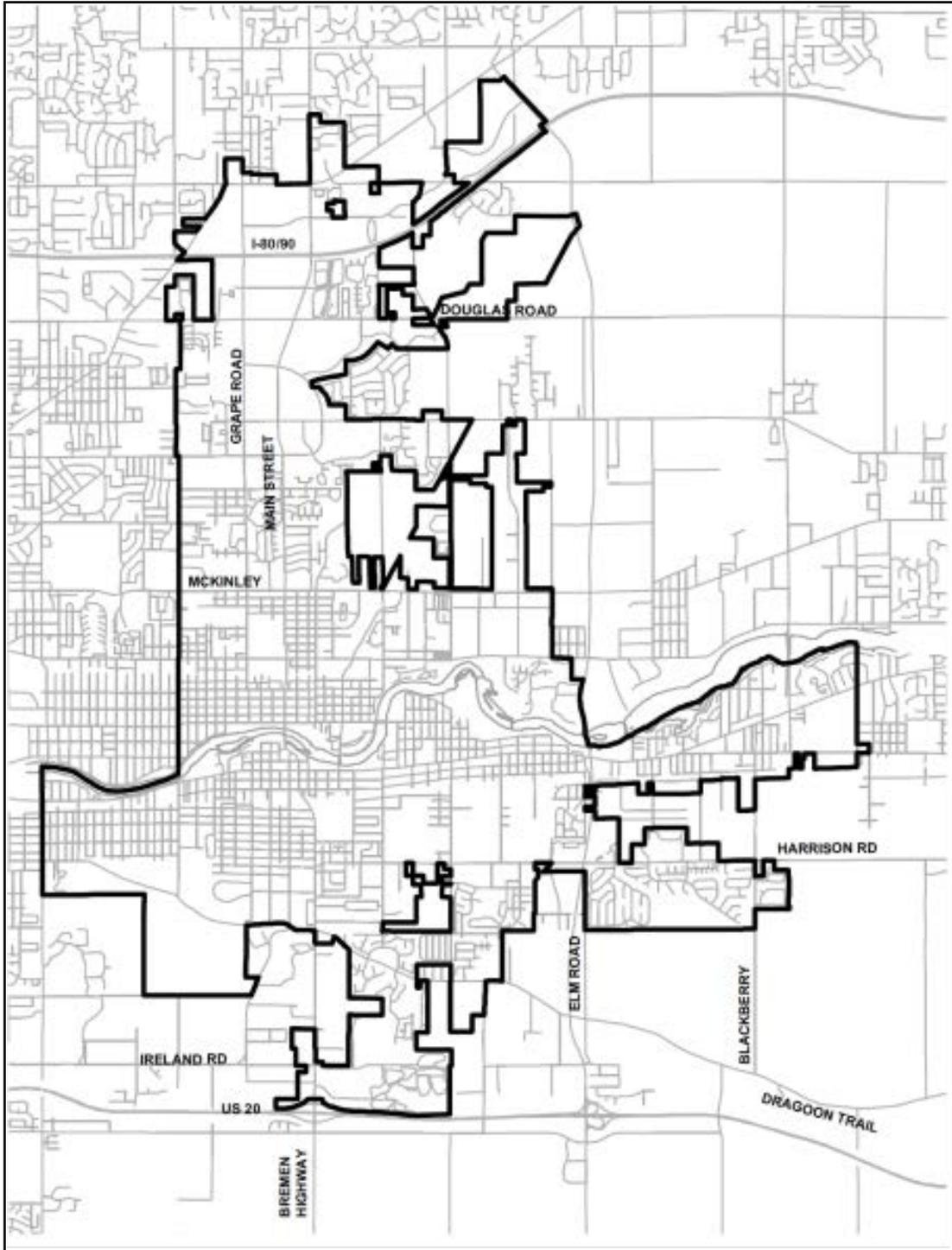
New Single Family Home Construction by year:

2013	39 Homes
2012	28 Homes
2011	22 Homes
2010	22 Homes
2009	32 Homes
2008	46 Homes
2007	112 Homes
2006	95 Homes
2005	147 Homes
2004	163 Homes
2003	121 Homes

Annexations

Even though no annexations were submitted in 2013, the City continues to grow in a steady and orderly fashion. As referenced in last year's report, three voluntary annexations occurred which added area to the City in 2012. This was significant because the City grew by 308 acres or .481 square miles. 2012 annexations represented a growth in area of about 2.8%. Although significant in terms of area, the vast majority of those annexations were vacant farmland that will be developed over the next few decades.

An annexation of 45 acres of property located at the northwest corner of Gumwood and Cleveland Road (SR 23) was approved in January of 2014 that will be featured in next year's report. This is continued evidence of the City's slow, stable, and continued growth. The current city limits comprise an area of 17.81 square miles.



City of Mishawaka - 2013 Boundary

Commercial Growth

In 2011 and 2012, the overbuilt retail areas on the north side of the City, combined with the lingering effects of the recession, continued to contribute to a buyer's market. Unlike the previous two years, vacant commercial space has been filled and new commercial building activity progressed, including the construction of eight new freestanding commercial buildings. New buildings of interest that received site plan approval in 2013 included:

- Costco on University Drive between Main Street and Fir Road
- Long Term Care Investments, Nursing and Rehabilitation Center, Fir Road north of Douglas Road
- Rivercrest Hospital Expansion, Jefferson Boulevard South of the intersection of Fir Road
- All-Secure Storage, located adjacent to Movies 14, Edison Road just east of Hickory Road
- Hampton Inn, located at Heritage Square northeast corner of Gumwood Road and State Road 23
- Holiday Inn and Candlewood Suites on the north side of Douglas Road, between Main Street and Fir Road



Artist rendering of new Costco Building proposed on University Drive

Some significant renovations also occurred/began in 2013, including:

- The former Mishawaka Brewing Company building on north Main Street began renovations and will be opening in 2014 as the Evil Czech Brewery.
- Jordan Ford began renovations overhauling their Ford Showroom at the intersection of Jefferson and Cedar Streets.

- Red Lobster on North Main Street completely remodeled their existing restaurant located on north Main Street.
- The Dental Center finished and occupied space in the Ironworks Building, Downtown Mishawaka just west of Main Street.



Artist rendering of the Evil Czech Brewery Building Remodel, North Main Street

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

Downtown Activity

In 2013, a significant project was conceived by the Barak Group for the west $\frac{3}{4}$ of the block bordered by Mishawaka Avenue, Main Street, Elizabeth Street, and Grove Street. The project will contain between 60 and 80 apartments and condominiums, and first floor commercial space fronting Mishawaka Avenue. The project has been named “River Rock” and is intended to start construction in mid-summer of 2014.



Concept rendering of the proposed “River Rock” mixed use project

Also significant to downtown Mishawaka in 2013 was the completion of the Center for Hospice Care administrative building. This is the first part of a larger plan to develop an entire Hospice campus downtown.



Center for Hospice Care Administrative Building Construction, Fall 2013

Public Works Projects

The City is committed to serving the Mishawaka community through its support of various public works projects designed to enhance citizen's quality of life. During 2013, the Planning Department was responsible for directing private firms and other City departments on several significant public works projects.

Mishawaka Riverwalk

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

The Mishawaka Riverwalk continues to be the cornerstone for many of the City's redevelopment efforts



Plan View of the proposed Riverwalk extension through Merrifield Park

In 2013 the City continued to plan for the future expansions of the Riverwalk. In January of 2012 the City applied through MACOG for \$1.1 million in Federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. In 2013, the City worked to finalize construction drawings and submitted applications for permits for construction within the floodplain of the St. Joseph River. Although the City will work to try to secure funding early, right now the project has been slated for construction in 2018 based on the limited availability of federal funds.

The project includes the relocation of the existing access drive, the construction of the Riverwalk, creating a more extensive boat launch, parking, and restroom upgrades. Once completed, this section will extend the walk from the “Merrifield/Crawford Park Connector” to the intersection of Prospect and Indiana Avenue.

Riverwalk Extension - Central Park To Madison Street

The City made significant strides to both improve and extend the Riverwalk in 2013. As part of the agreement with Center for Hospice, the Riverwalk was extended from Central Park through to Madison Street in 2013. As part of that extension, the City also worked with the Indiana Department of Natural Resources to improve the access and appearance of the fish ladder located adjacent to the Downtown dam. As part of the renovation, the sculpture “Circle of Life” by sculptor Robert Kuntz was placed on the deck area adjacent to the ladder.

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

Mishawaka Main Junior High Apartments

Upon the resignation of the former Redevelopment Director in 2011, the management and oversight of this project was undertaken by the Planning Department. Following over a year of bidding and construction, the occupancy permit was issued in December of 2012. It took all of a year, but we are pleased to report that the building was fully occupied as of December of 2013. The primary reason for the lengthy lease-up period was the very restrictive income limits placed as part of the Tax Credit process. The total construction cost for the project was \$7.6 Million, of which, close to \$5 million in tax credits were received.



*“Circle of Life” sculpture erected in 2013
Sculptor Robert Kuntz, pictured in the center*

Riverwalk Security Camera Project

In 2013, the Planning Department continued to work on plans and specifications for a camera and call box system that will place 27 surveillance cameras and a handful of call boxes along the Riverwalk. The project was delayed in part due to the changing status of a consolidated call center for the City. We also are working with the Indiana Department of Transportation on permitting a camera attached to a signal pole at the intersection of Lincolnway and Main Street. The project is expected to be bid and constructed in 2014.

Park Master Planning

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

2013 Activity of Commissions and Boards

Plan Commission

A total of 58 petitions were filed before the Plan Commission in 2013. This is an increase over the 48 petitions that were filed in 2012, but still significantly lower than the peak of 104 petitions filed in 2007. This is another statistic indicative of the still sluggish economy. When considering the multiple petitions made by the Commission itself to rezone some of the residual parcels associated with the Main Street underpass and widening, there was essentially no increase in private activity between 2012 and 2013. Petitions included 25 rezoning/annexation requests, 23 final site plans, and 10 Plats/Re-plats.

The only change in service that occurred in 2013 was long-time Commission member Carol Sergeant stepping down following 15 years of service. We thank Carol for her commitment to the City, the wisdom and experience she provided, and her friendship. The following people served on the 2013 Plan Commission:

Murray Winn	President (2014 President)
Matthew Lentsch	Vice President
Edward Salyer	Member (BPW&S)
Gary West	Member (City Engineer)
Ross Portolese	Member (Parks & Rec Bd.)
Nick Troiola	Member
Don McCampbell	Member (2014 Vice President)
Rosemary Klaer	Member
Dale (Woody) Emmons	Member (Council Rep.)

Board of Zoning Appeals

The Board of Zoning Appeals heard a total of 49 appeals in 2013. This total is slightly higher than the 45 appeals heard in 2012. Sadly in 2013, long-time Board member Jim Trippel passed away. Jim was a leader of the Board and served in the role of Chairman for many years. He started on the Board in the early 1980's and witnessed and participated in some remarkable growth and changes that have occurred in the City. We could always count on Jim to get to the root of an issue and run orderly and efficient meetings. He will be missed. Fittingly, for his replacement, the Common Council appointed his son Charles Trippel to replace him. We look forward to Chuck carrying Jim's passion and involvement forward. The following people served on the 2013 Board of Zoning Appeals:

Don McCampbell	Chairman
James Trippel	Vice Chairman
Charles Trippel	Member
Rosemary Klaer	Member
Charles Krueger	Member
Ross Portolese	Member

City of Mishawaka Historic Preservation Commission

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

In 2013, the Historic Preservation Commission (HPC) consisted of Dick Barnette, Mike Bultinck, David Eisen, John Gleissner, Judy Gray, Tony Obringer, Kate Voelker, Dave Vollrath and Cliff Zenor. The HPC enthusiastically welcomed new Advisory Members: Terry DeMaegd, Jennifer Johns, Bryan Tanner and Nancy Seidler.

An overview of the 2013 activities and accomplishments are as follows:

- The HPC placed yard signs on local properties as a community education event and to celebrate National Historic Preservation Month.
- The HPC weeded and planted flowers in the garden areas of the Ball Band Monument Park.
- The HPC continued to purchase bronze plaques to promote community awareness of properties that have been designated Landmark Status.
- The HPC provided Preservation Awards to:
 - Brian Finch and Bill Hawse were awarded the Preservation Award for their 1920 American Four Square, 502 Calhoun Street.
 - Gilbert Eberhart, President of the Redevelopment Commission and Roger Shields, Redevelopment Department were awarded the Adaptive Reuse Award for Main Junior High Apartments
 - Service Award went to Greg Kil and Kil Architecture & Planning, architects for the Main Junior High Apartment Project located at 402 Lincolnway West.
 - Heritage Home Award for homes 50 years or older was awarded to owners Brent Spring and Lou Ann Welsh, for their Colonial Revival home at 1202 East Mishawaka Avenue, rated Notable, and built in 1928
 - Ed Chamberlin was presented the Mayor's Award, for his research about local history, including Ball Band Manufacturing, Mishawaka High School, Mishawaka churches and the Lincoln Highway.
- Preserved approximately seventy-five 11x14-inch sections of the former Mishawaka High gym floor that are offered for sale as a fundraiser for the Commission.
- Commission members continued to make public presentations to community groups to create awareness of Historic Preservation efforts.

Please refer to the 2012 Certified Local Government Report for a full accounting of the activities of the Historic Preservation Commission during the past year. A copy of this report is available for review at the Department of Community Development and Planning.

Zoning Enforcement and Administration

Another responsibility of the Planning Department is the enforcement of our ordinances and responding to violations and complaints in a speedy and considerate manner.

In addition to countless phone calls and personal contact with those in violation, the Department sent out 123 residential and commercial letters addressing land use concerns, notices of violation and citation warnings. Welcome letters, with sign code information, were mailed to new businesses opening in Mishawaka. Gladly, due to the persistent vigilance and education of our commercial community, sign violations decreased this past year. Only nineteen citations were mailed to those who repeatedly violated the ordinance or disregarded letters.

Economic Development

The Planning Department is also responsible for organizing and implementing programs and initiatives aimed at retaining local businesses and assisting them to grow and benefit the greater community. In 2012, the City continued to build and extend infrastructure to not only improve existing businesses and neighborhoods, but also to make more area available for development, particularly near and north of the Hospital on Fir Road. Of note, with the dissolution of Project Future in 2011, the St. Joseph County Chamber of Commerce became the county-wide economic development organization. As 2013 unfolds, the City anticipates having discussions with the Chamber, the regional economic development entity CPEG, and other Cities, including South Bend, on how best to pursue regional economic development.

Tax Abatements

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

The City of Mishawaka awards tax abatements on commercial real estate and personal property taxes to corporations involved in new capital investments and facility expansions that will further the economic development of the Mishawaka community. In 2012, two tax abatements were applied for and approved by the City.

Specifically, Long Term Care Investments received a 4-year abatement for a proposed new \$15-million nursing and rehabilitation center on Fir Road, north of Day Road. The Barak Group received a 5-year abatement for the \$15-million dollar mixed-use River Rock development proposed on the north side of Mishawaka Avenue between Elizabeth Street and Main Street.

Since 1986, the City has approved a total of 51 tax abatements for 34 different companies. Currently there are five active abatements in the City including the following companies: Jamil Packaging, Nyloncraft, BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, and North American Composites (NAC).

Fire Department

Dale E. Freeman, Chief

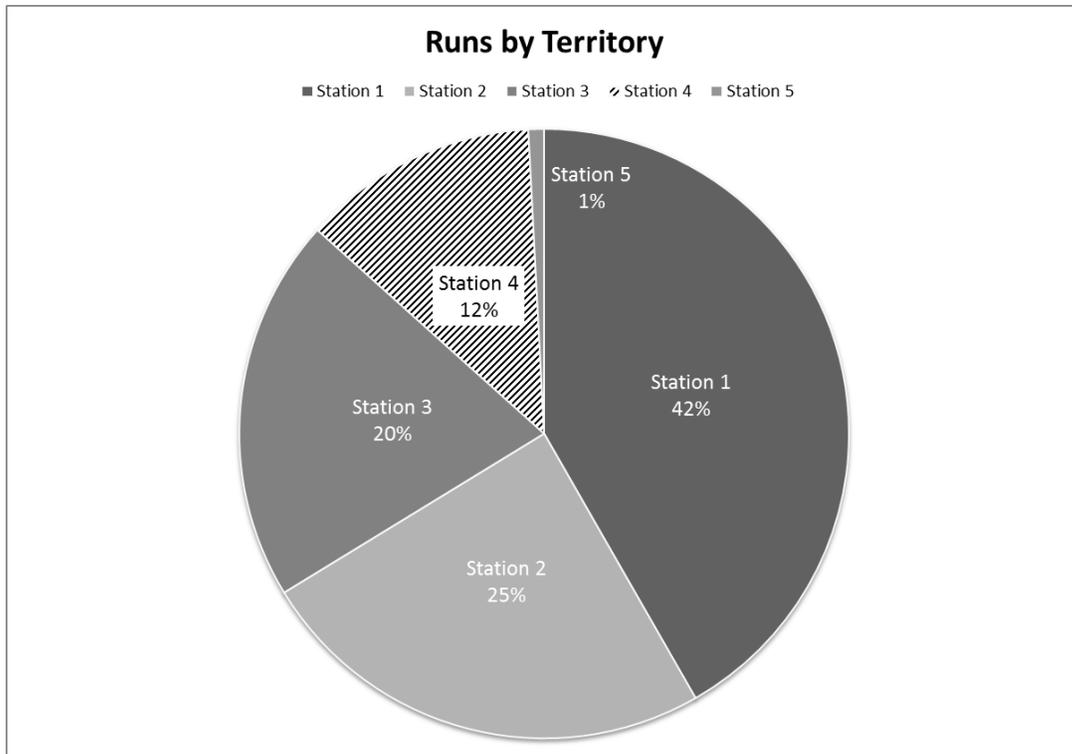
The Mishawaka Fire Department has been serving the City since 1904. The primary responsibilities of the Fire Department are fire suppression, fire prevention, fire investigation, emergency medical, hazardous materials, education, water rescue and confined space rescue. On any given day a minimum of 29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



Mishawaka Fire Department Honor Guard

The total run volume for the Fire Department, including fire and EMS increased this year to 6,425 from 6,271 in 2012. This averages 535 runs per month or roughly 18 runs per day. Medical runs have a minimum of one hour turnaround time and are 80% of the total call volume. The total EMS runs this year were 5,115. The Department also responded to 15 commercial fires, 23 residential fires, 5 garage fires, and 10 apartment complex fires. Total fire losses were estimated at \$5,309,400 for the year.

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



During 2013 The Fire Department started the implementation of a three platoon system. This new system replaces the antiquated two platoon structure. This change should result in greater efficiency for the Department.

Divisions

Emergency Medical Services (EMS)

This past year was a busy year for the EMS Division. With both increasing calls for service and acuity of illness our EMS providers have answered the call to duty each and every time. Revenues increased from \$1,218,283 in 2012 to \$1,306,855.

The City took bids for its newest addition to the ambulance fleet. The ambulance is a 2013 Horton Heavy Duty chassis. At a purchase price of \$250,000 the new rig should serve the City well for many years.

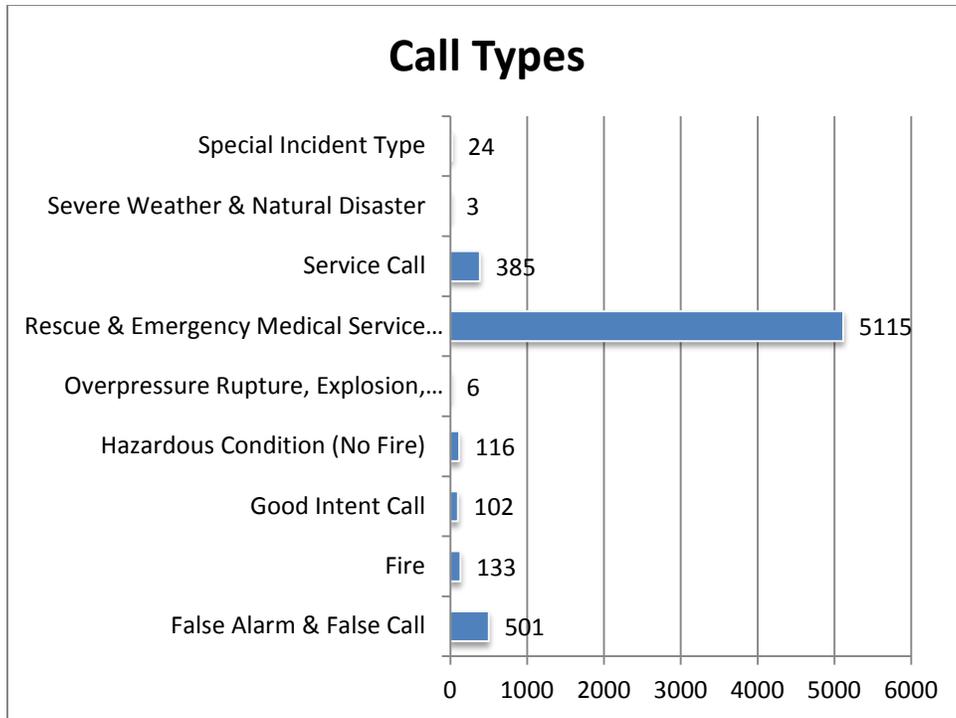


New Ambulance

...we are now able to have a minimum of three ambulances in service every day

The City is also going out for bids in the near future for another ambulance. Early in 2013 the ambulances were relocated from the centralized EMS facility to outside fire stations to respond more quickly to calls.

Successful contract negotiations between the City Administration and Mishawaka Professional Firefighters Union Local #360 have increased manpower to the point where we are now able to have a minimum of three ambulances in service every day, and on occasion a fourth is available to serve our citizen's needs.



In addition the EMS Division also:

- Added a full-time 3rd ambulance. First increase since 1995.
- Experienced an increase in ambulance responses of 4661 to 5220. A 12% increase over 2012.
- Increased ambulance revenues \$88,572 over 2012.
- Credentialed 3 additional Paramedics to Lead Status.
- Trained 25 Firefighters to the Advanced E.M.T. level.

Fire Prevention Bureau

The Mishawaka Fire Prevention Bureau, under the leadership of Chief Jim Schuster is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2013, the Fire Prevention Bureau performed over 1,720 fire inspections of new and existing buildings in the City of Mishawaka. This was an increase from 1,680 in 2012. In addition, the Bureau works closely with the Mishawaka Building Department by reviewing all design drawings for new construction within the City of Mishawaka to make

sure all fire and building codes are met. Final inspections and testing of safety features are conducted before a final certificate of occupancy is given.

Fire Investigators from the Bureau were called out 32 times in 2013 to investigate fires as compared to 25 times in 2012. These fires ranged from vehicle fires to house fires to large commercial buildings. All fire scenes are fully documented and photographed, and a written report is completed on the cause and origin. Any fire that is considered incendiary in nature will be jointly investigated with the Mishawaka Police Department Detective Division. All Fire Investigators are on call twenty-four hours a day, seven days a week, and 365 days a year.

The Mishawaka Fire Department Prevention Bureau has always had a strong commitment to



Fire Prevention Demonstration

educating the citizens, employees, students, and visitors within our city. Throughout 2013, we educated many businesses with hands-on experience of fire extinguisher use in the workplace. A live fire in a controlled environment helps people recognize how and when to use fire extinguishers properly and effectively. The Prevention Bureau conducted 10 fire extinguisher training demonstrations for 209 employees of various businesses in the city.

During Fire Prevention Month in October, we were able to bring our “Fire Safety Obstacle Course” to Walt Disney and Emmons elementary schools allowing 900 students to participate. The program was initiated 12 years ago and included the ideas of P.E. teacher Steve Govorko. The Fire Safety Obstacle Course combines physical fitness and a fire safety message in one class.

Twelve different stations are set up and each station has a different fire safety theme including the following:

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



Fire Safety Obstacle Course

In addition a fire safety talk is given prior to each session. This program has been a great success and we hope to continue it for many years. With our assistance, we have expanded this program

into other school districts with the help of the Penn Township Fire Department, and the Clay Fire Territory. We hope to expand this valuable learning program again in 2014.

We continue to partner with businesses in Mishawaka to promote fire safety, prevention, and education. We were very fortunate again in 2013, to receive a \$1,000 donation from Lowes of Mishawaka. This money was used to purchase smoke detectors and extra batteries, carbon monoxide detectors, fire extinguishers, and fire escape safety ladders.

The Mishawaka Fire Department continues to offer these items free of charge to the elderly or for those who may not otherwise be able to afford them.

Public Education

This year was another successful year for public education programs operated by Captain Brian Linson II and Captain Derron Hess. Totals for the Survive Alive house located at Emmons School were 57 groups accounting for 1,414 people. Little Red tours accounted for 153 people in seven classes. School assemblies and tours accounted for another 31 groups of 1,269 people. In total for 2013 the department spent 300 hours on Public Education instructing 2,836 people.



Fire Education

Child Passenger Safety Certification

Since 2011 the Mishawaka Fire Department has trained 15 members as car seat technicians. This valuable service is just one more way we serve our taxpayers.

A \$1,300 grant, received in 2013 through Kid Safe of Indiana, was used to fund the purchase of car seats and equipment to set up a permanent car seat fitting station. This program is totally funded by grants and donations from people who use our services. During 2013, the Mishawaka Fire Department established one permanent fitting station and three satellite fitting stations. The permanent fitting station is at Station #4, on Harrison Road, with Union Street Station and Station #2, and Station #3 being the three satellite stations. In 2013 the Mishawaka Fire Department checked or installed 94 car seats.

In 2013 the Mishawaka Fire Department has checked or installed 94 car seats for the general public

Recruitment

In an attempt to recruit and qualify only the best candidates for the Mishawaka Fire Department a decision was made to purchase the required testing supplies for the Candidate Physical Ability Test (C-PAT). This is a nationally standardized test developed by the International Fire Chiefs and the International Association of Firefighters Union. The test ensures fairness and is recognized as the most valid test for recruits. Testing was completed in October of 2013 and a pool of 45 candidates has been established.

Several of the candidates have previous experience with other fire departments, as well as credentials which allow them to be hired and placed in service immediately saving the City a great amount of money and time in training. The Department works hand-in-hand with the City's Human Resources Department to get only the most qualified candidates for the department's openings.

Training

Training has become one of the most important parts of our daily operations. Our personnel must train like their life depends on it, because it does. To deliver top quality service it takes years of training and experience to master our profession. Firefighters are required to conduct firefighting, vehicle extrication, water rescue, hazardous materials, EMS calls, and a host of others that are too numerous to mention. If someone calls for us, no matter what for, we will show up. Our customer service is very important part of our job.



With the implementation of the three-platoon system we added or promoted 12 firefighters to a higher rank. By adding these new positions we had a considerable amount of training that took place to get them ready to serve our community and members. Also, this change it allowed us to put an officer on every truck, which in turn this helped to keep our firefighters safer.

In the last 30 months The Fire Department has hired 25 new firefighters and in the process we have lost approximately 24% of our seniority. For the training division this has put tremendous amount of pressure preparing our new recruits not only to be safe, but also to be the best at serving our community

This year we did more training with MABAs 201 departments, our mutual aid partners, than ever before. Mishawaka Fire, South Bend Fire, Penn Township, and Clay Fire Territory held monthly drills together to increase our interoperability such as communication, water supply, and large incidents. Training with these agencies will not only benefit the citizens of Mishawaka but all of St. Joseph County as well.

*In the past year our firefighters
have put in a record of over
23,000 training hours*

In 2013 the State of Indiana changed the way EMT-A's can operate in the field. The Mishawaka Fire Department held a cross-over class that twenty four of our firefighters participated in and learned new life saving skills. The classroom portion has been completed and now they are in the process of completing their practical and written exams.

In the past year our Firefighters have put in a record of over 23,000 training hours. This is an average of 204 hours per firefighter in 2013. In our line of work is a flexible, demanding, dynamic and at times unforeseen consequence type of environment. Training is vital to how we

conduct ourselves and mitigate emergency scenes and with new technologies available we have become better and more efficient in providing the “World Class Service” the citizens of Mishawaka deserve.

New Equipment

In addition to the new ambulance and defibrillators for the EMS division, the Department replaced all of its Self-Contained Breathing Apparatus (SCBAs). The old units were 13 years old and are nearing the end of their life cycle. Parts availability had become an issue as the manufacturer no longer supported the units and O.S.H.A. standards have increased. The new units went in to service in September. The total cost was around \$250,000.

Giving Back

Firefighter of the Year

This year Mishawaka Professional Firefighters Union Local #360 chose the firefighter of the year. This award was selected from entries from the Firefighters Union.

I am proud to announce this year’s recipient was Captain Brian Linson II. Brian has been with our department since 1995. In that time he has proven to be a tremendous asset to our department. In addition to his duties as Captain, Brian oversees the Survive Alive Programs and the Little Red program. For the last three years Brian has also served as Pension Secretary for the Department. Hats off to Captain Bucky for a job well done!



Captain Brian Linson II

Local #360 Fundraising

Members of the Mishawaka Professional Firefighters Local #360 also took on three very important fundraising events. The first was the annual Pink T-Shirt fundraiser. \$1,000 profit was given to breast cancer support services for women’s mammograms. The program helps women who otherwise could not afford one this very valuable screening tool.



Pink T-Shirt Fundraiser

Firefighters also had a camouflage shirt campaign during the Memorial Day Weekend. \$600 dollars was raised and donated to “Honor Flight” the charity which flies World War II veterans to Washington D.C. to see the memorial there.

The third fundraiser was the Firefighter's Golf Outing. Thanks to their hard work, the firefighters were able to give two \$1,000.00 college scholarships to students. Hats off to Local #360 and their members for giving back to the community they serve so well.



Local #360 Gives Local Students College Scholarships

Needy Family Project

For the 31st year, the firefighters continued to serve the needs of those less fortunate. The \$4,570 raised in 2013 enabled us to help six families. In addition to these contributions, we had additional help from area Kroger and Meijer stores. Meijer, and Store Manager Rick Zeeff, deserve thanks for a generous donation of \$600 in gift cards that were given to the six families.

“Fill the Boot” Campaign

Captain David Ray and his fellow firefighters collected \$4,893 for the Jerry Lewis Labor Day Telethon. A total of 46 firefighters took donations over the Labor Day weekend at four different locations. The donations will allow us to send local children to Camp Potawatomi.

Police Department

Kenneth Witkowski, Chief

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

The Mishawaka Police Department consists of 105 Police Officers and 24 Civilian Support Staff dedicated to the safety of Mishawaka City residents and visitors by enforcing the law, protecting property and reducing civil disorder.

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

Department Personnel	
Position	Number
Chief of Police	1
Division Chief	3
Captains	7
Lieutenants	12
Sergeants	20
Corporals	50
Patrol Officers	10
Probationary Officers	1
Recruits	1

Uniform Patrol Division

The Uniform Patrol Division consists of six beats operating over three shifts around the clock. Each shift is comprised of about 23 officers and is supervised by a Captain.

The Uniform Division provides public safety by maintaining order, responding to emergencies, and protecting people and property. Enforcing motor vehicle and criminal laws, and promoting good community relations are also a part of their responsibilities. This Division is usually the most visible in our community and may be seen arresting suspects or perpetrators of criminal acts, rendering aid to accident victims or other persons requiring first aid for physical injuries, and responding to complaints and emergencies. A Uniform Patrol Officer's job can be tedious and demanding. These officers are required to document crime facts and testify in court concerning evidence or as a witness to a crime.

The Division uses the Uniform Crime Report Statistics (UCR) Program for reporting crime. This program was conceived in 1929 by the International Association of Chiefs of Police to meet

a need for reliable, uniform national crime statistics. Today, several annual statistical publications are produced from data provided by nearly 17,000 law enforcement agencies across the United States. The City of Mishawaka reported the following crime in 2013:

2013 Mishawaka Crime Statistics	
Homicides	0
Rapes	20
Robberies	61
Assault	895
Burglaries	305
Larcenies/Thefts	2,259
Auto Thefts	140
Arsons	27

Officers were also dispatched to 1,694 false alarms in 2013, resulting in 284 citations written for reporting false alarms.

The Department hired one Police Recruit and a Probationary Officer in 2013. There were also nine promotions within the Department. 2013 also saw the retirements of Lt. Michael Thompson and Cpl. Larry Burcham.

The year 2013 marked the ten-year anniversary of the “in the line of duty” deaths of Officers Thomas Roberts and Brian Verkler.

Awards

Cpl. Jeff Price was awarded *Officer of the First Quarter* after pulling a man from his half-submerged car that had gone into a frozen pond. Cpl. Price conducted himself in the most proficient manner and acted without hesitation to save the life of another with no regard for his own safety. The man was moments away from suffering from hyperthermia causing him to become unconscious or worse.

Four officers were awarded the *Officer of the Second Quarter*. Sgt. Louis Beehler of the Investigative Division received the award for his outstanding and tireless investigation of three suspects involved in numerous scams and thefts throughout St. Joseph County. The suspects were ultimately arrested and indicted.

Cpl. Frank Ennis and Officer Sam Nan received the award for locating and apprehending a suspect for an Armed Robbery shortly after the crime took place. The suspect was charged and later convicted of Armed Robbery.

Sgt. Michael Dube received the award for initiating a felony traffic stop after observing an occupant of the car fitting the description of a suspect that had just robbed a Quick Mart by displaying a handgun to the store clerk demanding he hand over all the money. After the suspect was detained, a firearm was located inside the vehicle. The store clerk also made positive identification of the suspect. The suspect was charged with Armed Robbery awaiting trial.

Cpl. Brandon Ruth received the award for *Officer of the Third Quarter* for the quick apprehension of a subject that had gained entry into a home through a window, startling a young female who was home alone. She screamed and the suspect exited through the door. Cpl. Ruth immediately responded to the call and soon located a subject who fit the description of the perpetrator. After a short foot pursuit, the suspect was apprehended by Cpl. Ruth. The suspect later pled guilty and was charged with Residential Entry.

Corporals Glen Roach and Don Magnuson were awarded *Officers of the Fourth Quarter* after being recognized for their actions in two separate incidents.

Cpl. Roach, while on routine patrol, observed a suspicious vehicle located in a drive-thru at a McDonalds. It was not moving, as other motorists had to go around the vehicle. It was discovered that the driver was asleep. Cpl. Roach also noticed a handgun lying on the floor board. After removing the driver from the vehicle a further search was made of the vehicle in which marijuana and several pills of ecstasy were found. It was also learned that the suspect was a convicted felon in possession of a handgun.

Cpl. Magnuson was given the award for his quick action in responding to a broadcast over the radio describing a suspect (and vehicle) that had earlier burglarized a gas station. While checking Central Park, Cpl. Magnuson observed a vehicle matching the description and upon approaching, the vehicle attempted to leave. Cpl. Magnuson then stopped the vehicle and upon confronting the driver it was determined that the suspect was the person involved in the burglary. The suspect was taken into custody.

Cpl. Jennifer Wilson was given a life-saving award for coming to the rescue of a 4-year-old boy that was unresponsive at a day care facility. He had been taking a nap and could not be awakened. The child was not breathing when Cpl. Wilson arrived and did not have a pulse. She gave rescue breaths and performed one-handed chest compressions. After several compressions the child was revived and started to breathe on his own. The Medics soon arrived and took over administering care to the child. After being examined at the hospital he was released.



*Officer of
The Year*



*Dispatcher of
The Year*

Cpl. Jeremy Tyler received the *Officer of The Year* award in recognition of his outstanding hard work and dedication. He was recognized for the way he performs his duties in an exemplary fashion and can always be found diligently patrolling his assigned area. He does not hesitate to go that extra mile in locating a suspect or solving a crime. Cpl. Tyler has great vision in recognizing suspicious criminal activity and a knack for knowing what is about to happen next, preparing him for the unexpected. He is a vital member of the Midnight Shift Uniform Division, and the MPD as a whole. He displays dependability and an excellent work ethic on a day-to-day basis.

The *Dispatcher of The Year* was awarded to Rebecca Scheibelhut for her continued professionalism and excellent dispatching skills used on a daily basis.

K-9 Unit

K-9 Unit officers, before all else, are law enforcement agents. As such, they still are responsible for responding to calls for assistance, investigating criminal activity, writing and filing reports and related paperwork, apprehending and questioning suspects, and participating in community services and events. In addition to these duties, K-9 officers are responsible for training and caring for their dogs, who serve as their partners. They also have to know how to handle their dogs in stressful situations that often result from sniffing out crime. The K-9 Unit's mission is to support Uniform and Detective operations in search of fugitive felony suspects, misdemeanor suspects armed with firearms, lost and missing persons, and recovery of illegal narcotics and evidence. During 2013 the Mishawaka K-9 Unit (Sgt. Chad Thomas and K-9 Rex; Cpl. Anthony Stachowiak and K-9 Max) assisted multiple outside agencies. They were requested by ISP, SBPD, SJCPD and North Liberty for either narcotics detection and/or tracking/area searches.

The K-9 Unit was able to locate illegal drugs and/or fleeing suspects for one or more of these agencies. One of the highlights of the year for the Unit was K-9 Rex locating a suspect who had just sexually assaulted a teenage victim and then fled the scene. Cpl. Stachowiak and K-9 Max have assisted several officers with drug detection on traffic stops resulting in the recovery of illegal drugs during 2013. Both K-9 Teams became re-certified in narcotics with the International Police Working Dog Association. The K-9 Unit continues to be proactive in assisting the Uniform Division by responding to calls for service. The Mishawaka K-9 Unit logged over 500 hours of combined K-9 training as a unit, either from monthly maintenance training or K-9 schools.

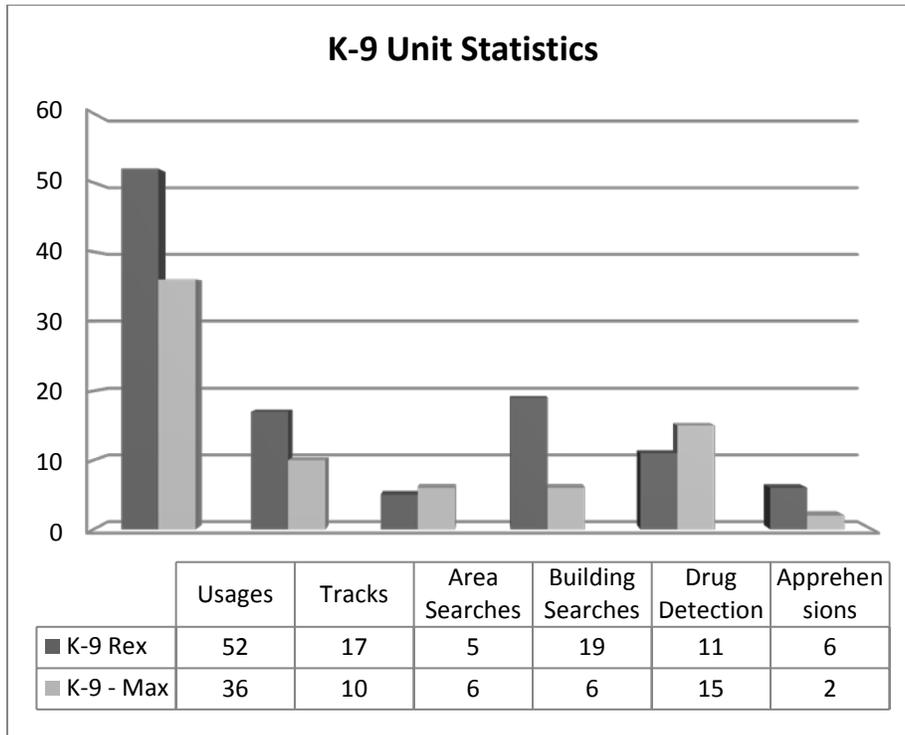


K-9 Unit officers



K-9 training

Total K-9 Deployments: Rex - 110 · Max - 75



Traffic Division

Capt. Tim Spencer and Sgt. Scott Parker are assigned to this Division and are responsible for the collection, review, correction and transmission of all crash reports. The Division also investigates any traffic related case reports generated by the Department. This includes the review of case reports, and all follow-up investigations, the majority of which involve serious injury, fatalities, or are hit-and-run crashes. The Division also supplements case and crash reports and refers appropriate cases to the Prosecutor’s Office. Additionally, the Traffic Division conducts traffic studies when requested by the Chief of Police or the Department of Engineering, reviews and makes recommendations on requests for handicap parking spaces in residential areas, and reviews and makes recommendations on applications for Taxicab permits that are issued by the City.

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

There were 867 criminal cases assigned to, and investigated by the Traffic Bureau in 2013. There were 2,078 crashes reported: 1,683 property damage crashes, 395 injury crashes with 520 persons injured. There were no fatal crashes.

Operation Pull Over and “Click It or Ticket”

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

D.U.I. Arrests	173	Criminal Felony	40
Seat Belt Violations	2,209	Speeding	2,870
Driving While Suspended	733	Other Traffic	3,086
Child Restraint Violations	101	Warnings	2,603
Criminal Misd.	126		
Total Traffic Stops			11,941

Dangerous Driving

The Division received an Aggressive Driving grant. This grant, for \$19,250 pays overtime allowing officers to participate in aggressive driving patrols targeting impaired and dangerous drivers.

D.U.I. Arrests	16	Criminal Felony	4
Seat Belt Violations	115	Speeding	706
Driving While Suspended	72	Other Traffic	291
Child Restraint Violations	20	Warnings	470
Criminal Misd.	30		
Total Traffic Stops			1,724

Indiana D.U.I. Taskforce

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

Misd. D.U.I. Arrests	220	Criminal Misd.	195
Felony D.U.I Arrests	25	Criminal Felony	55
Other Alcohol	24	Speeding	864
Driving While Suspended	357	Other Traffic	2,121
Underage Alcohol	25	Warnings	1,349
Total Traffic Stops			5,210

Investigative Division

The Investigative Division consists of a day and afternoon shift that is staffed by 10 Detectives and a Captain supervising each shift. The Division is tasked with the investigation of crimes that occur within the City Of Mishawaka. All cases are referred to the Investigative Division and are reviewed to determine if solvability factors are present.

The case can be assigned to an investigator, assigned to an outside agency that specializes in specific crimes, or directly referred to the St. Joseph County Prosecutor's Office for review and prosecution. If no solvability factors are present, the case is cancelled and kept on file in case further information becomes available. Among other things, Investigators must obtain evidence from suspects, and prepare and serve search and arrest warrants.

The Department has an officer assigned to the County Metro Homicide Unit and the Metro Special Operations Section. In addition, two officers are assigned to the Special Victim's Unit.

Community Relations Unit

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

The Community Relations Officers handle various public relationship events such as Neighborhood Watch meetings, MPD tours for boy scouts and schools, reading to kids, bike safety rodeos, and participating in Triad Senior Citizens Organization.

Street Crimes Unit

The Street Crimes Unit consists of four Officers whose duties are to concentrate efforts in high crime areas of the City and work in conjunction with the MPD's Investigative Division to identify criminals and solve crimes. The Unit also seeks input from officers, detectives and crime analysts concerning pertinent data on the type of criminal activity, where the problem is most

Total cases Direct Referred to Prosecutor, JJC, FVU, etc.	3,112
Total cases assigned to Detectives	* 1,420
Total cases referred to Community Relations	160
Total cases referred to Traffic Division	432
Total cases No Inv'd	2,009
Total warrant arrests (not referred)	196
Total property only cases	231
Total cases w/ infr. only (not referred)	10
Total # of cases reviewed by Investigative Division in 2013	7,570
*Totals different due to one case assigned to two detectives	

severe, where crime awareness and prevention activities would be most productive, and what type of program would be most effective in combating the problem. The Unit also identifies areas that generate repeat calls for service so problem-solving efforts can be initiated.

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

D.A.R.E.

The D.A.R.E. Program operated by Lt. Tim Williams, is an early intervention program that works with young students to encourage a drug free lifestyle. The programs are presented to ten 5th grade classes in public and parochial schools in Mishawaka.



The Mishawaka D.A.R.E. program was awarded a grant of \$3,000 from the Drug Free Community Council to help pay for awards, guest speaker Retro Bill, and graduation t-shirts for the D.A.R.E. students.

Lt. Williams continues to instruct the middle school program, "Keepin' it REAL". 2013 was the fifth year Lt. Williams instructed the middle school program at St. Monica and Covenant Christian School. Lt. Williams presents an

award for Best Essay to a student in each class. The winning students from each semester compete against each other to be crowned City Champion. Two City Champion essays are chosen and sent down-state to compete for the State Championship. Kaylee Kern from Liberty Elementary and Rosa Trippel from Mishawaka Catholic were named City Champions for having the best essays. Lt. Williams also serves as President of the Drug Free Community Council and Healthy Community Initiatives (HCI) Board of Directors.

Stranger Danger

The Mishawaka Police Department provides a Stranger Danger program for local schools. Lt. Tim Williams talks about Child Lures, Internet Safety and Bullies. WNDU Channel 16 and United Way helped produce a Stranger Danger Video that is used to help educate students and care-givers about the lures used to kidnap children. The 15-minute video features WNDU's Jack Nolan along with local police officers.

School Resource Officers

Cpl. Steve Madison is assigned to John Young Middle School and Cpl. Ken Kahlenbeck is the School Resource Officer assigned to Mishawaka High School. The School Resource Officer serves as a liaison between the school community and the Mishawaka Police Department. The

officer conducts short-term educational projects such as speaking to classes, the student body, parents and the school staff. The officer coordinates with the school administration to provide a safe and secure environment. Resource officers initiate and follow-up on cases that happen on and off school property involving students enrolled in school.

CAP Program

The Civilians in Alliance with Police (CAP) program partners 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 become a member of CAP, are equipped with a Mishawaka Police radio, and patrol the downtown parks and Riverwalk using golf carts.

Services Division

Chief Ravotto, assisted by 6 Civilian Support Staff, provides administrative services for the Department. These services include the Department budget, management of the Property Room, and administration of the Training Division. The Division is also responsible for the maintenance and upkeep of the Police Department facility along with the Department's inventory of officer equipment, cars and supplies. The Services Division is also responsible for maintaining Department records, processing reports and citations, data entry, updating dispositions on cases in the Records Management System, and for the preparation of statistics, including the monthly Department of Justice Uniform Crime Reporting. The Division assists the public with record checks, accident and case reports, gun permits, and fingerprinting.

2013 Services Division Statistics

- Custodial Arrest Reports – 1,978
- Proxy/Citation Arrests – 2,534
- Code 1's (Information only) – 24,966
- Code 2 Reports – 5,740
- Crime Reports – 5,181
- Citations: UTT – 3,382
- Parking Citations – 1,216
- Warning Citations – 231
- Ordinance Citations – 35

Training Division

The Mishawaka Police Department's Training Division recognizes the importance of sworn officers receiving real-life training. This training is "scenario-based" and "hands-on." Officers are presented with situations they will observe on a daily basis and are trained by certified instructors how to deal with, and react to those situations. The officers are critiqued on how they respond to the situations which gives the officer greater confidence and the self-assurance necessary to handle the situation when he or she is faced with it on the street.

The Division also conducts training on building searches, reacting to school violence and simulations, Combat Firearms Training, Strategies and Tactics Of Patrol Stops (STOPS) Training, Surviving Ground Assaults for Patrol Officers, Crime Scene Processing and Investigations and Drug Recognition.

The Department also furnishes instructors to the Indiana Law Enforcement Academy (ILEA) in Plainfield, Indiana, to train approximately 800 police officers from counties all over the State of Indiana. MPD instructors are held in high regard with ILEA and its staff. Chief Witkowski holds a seat on the Indiana Law Enforcement Training Board which meets six times a year. The meetings are conducted at the Indiana Law Enforcement Academy in Indianapolis.



Each officer must receive 24 hours of training as mandated by the State of Indiana. The MPD conducts regular Training Board meetings to identify any training needs, issues, or concerns that may need to be addressed. Training has been cited as the most important responsibility in any law enforcement agency. Training serves three broad purposes. First, well-trained officers are generally better prepared to act decisively and correctly given a broad array of situations. Second, training usually results in greater productivity, self-reliance and effectiveness. Third, training fosters cooperation and unity of purpose.

Mishawaka Police officers received 6,484 hours of training in 2013, averaging approximately 63 hours per officer. During the year 290 training classes were held.

Public Safety Dispatch Center

The Mishawaka Public Safety Dispatch Center is supervised by Dispatch Coordinator Brian Billingsley. Fifteen full-time dispatchers and four part-time dispatchers provide 24 hour coverage of the Dispatch Center. Using a computer-aided dispatch (CAD) system, dispatchers receive emergency calls from the public requesting police, fire, medical or other emergency services. Dispatchers must determine the nature and location of the emergency, determine priorities, and dispatch police, fire, ambulance or other emergency units.

Dispatch Statistics		
	2013	Change from 2012
Total Dispatches	40,768	- 1,194
Total Calls	98,556	- 3,345
911 Calls	29,271	+ 272
Fire/EMS Dispatches	6,425	+ 80

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

Dispatchers also answer non-emergency calls for assistance and respond to requests for information regarding vehicle registration, driving records and warrants, and provide pertinent data. All Dispatchers are certified as Emergency Medical Dispatchers.

Special 2013 Accomplishments

The Department implemented a Cross-Fit Program. This system has widely been accepted as the most effective way for Law Enforcement personnel to get in shape, maintain fitness and build strength.

An additional patrol beat was added in the northern sector of the City to help out in the heavily visited retail shopping area. Another new Police beat will be created beginning early in 2014 for the Riverwalk and downtown area.

Ten new cars were added to the fleet replacing older vehicles.

The squad car fleet had a cosmetic change in the overall look and color scheme of the graphics. The look is bolder with a more professional look while still keeping in mind officer safety by using a reflective material in some of the side lettering.



New Patrol Vehicles

An all-terrain vehicle was purchased and will be used by sworn officers to patrol the downtown parks and Riverwalk area.

Mishawaka Utilities

James Schrader, General Manager

Mishawaka Utilities was founded in 1903 as the Mishawaka Public Utilities Company and consisted of a Water Works and Electric Light Plant. Wastewater treatment was added to the Utilities in 1952. From humble beginnings, Mishawaka Utilities has grown into a world class municipal utility that provides reliable electric service, clean and safe water, and effective wastewater treatment. The Sewer Maintenance Department is funded by Wastewater Division revenue however the department is under the guidance of the City's Engineering Department. The Utility's 130 employees are dedicated to keeping the utility infrastructure reliable and up to date, with capacity to attract growth and development, helping to support Mishawaka's quality of life.

The Utility Business Office provides customer service as well as support services to the three operating divisions. The Utilities are under the direction of General Manager Jim Schrader. Hometown services provided by Mishawaka Utilities mean that residents and businesses can count on reliable, efficient, and affordable water, electric, and wastewater treatment.

*...capacity to attract growth and
development, helping to support
Mishawaka's quality of life*

The Utility's offices and crews are local. Personnel and can be dispatched quickly to

respond to problems and emergencies. When customer contact with the Utilities is required, a friendly human being is ready to take your call. The Business Office is conveniently located in downtown. The employees of Mishawaka Utilities are its customers too.

Mission

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

Mishawaka Utilities strives to:

- Provide reliable service at competitive rates,
- Maintain high professional and ethical standards in a courteous atmosphere,
- Promote continuing education for a safety-conscious and well-trained staff,
- Cooperate with and promote our community, and
- Provide products and services that far exceed the expectations of our owners, our customers.

Utility Conclusion

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

Electric Division

Tim Erickson, Manager

Overview

Mishawaka Utilities Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 27,322 meters, an increase of 1.09 percent over last year. The electrical distribution system includes 11 substations located at strategic points throughout the City. Our 45-person staff, located at 1646 E. 12th Street, engineers, constructs and maintains the distribution system, consisting of nearly 127 miles of overhead and 176 miles of underground



Mishawaka Utilities Electric Department, 1646 East Twelfth Street

distribution lines, as well as nearly seven miles of transmission lines, primarily 34.5 kV. A small 69 kV section feeds our University Park substation. This system serves a population of 48,252 as of the 2010 census.

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

*Mishawaka's electric consumers enjoy
electric rates that are slightly below average
for cities our size in Indiana*

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

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

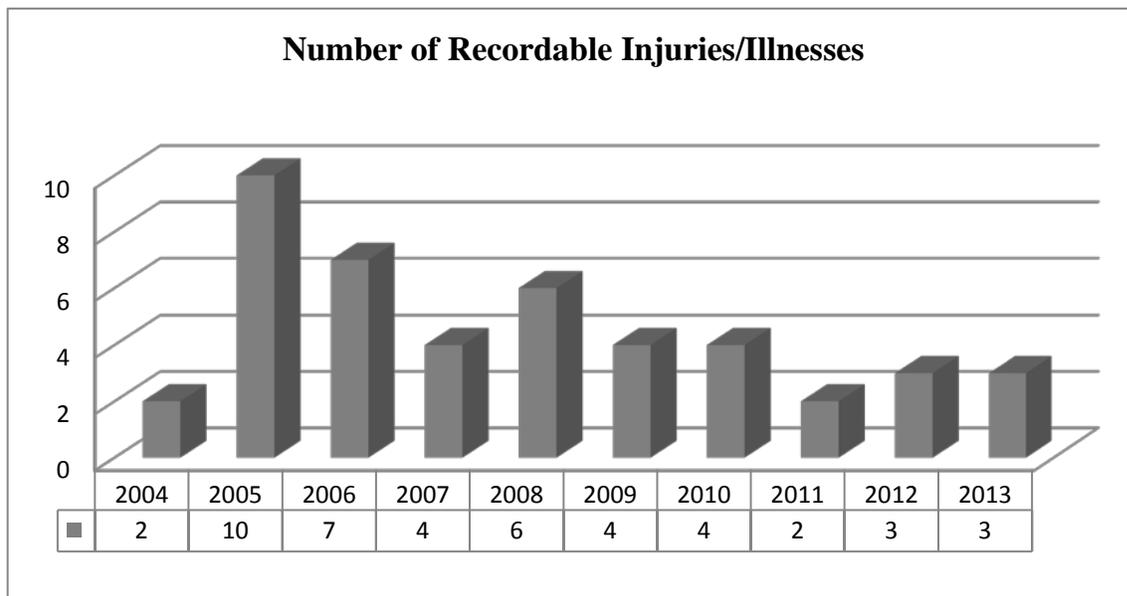
Electric Division Process Measures

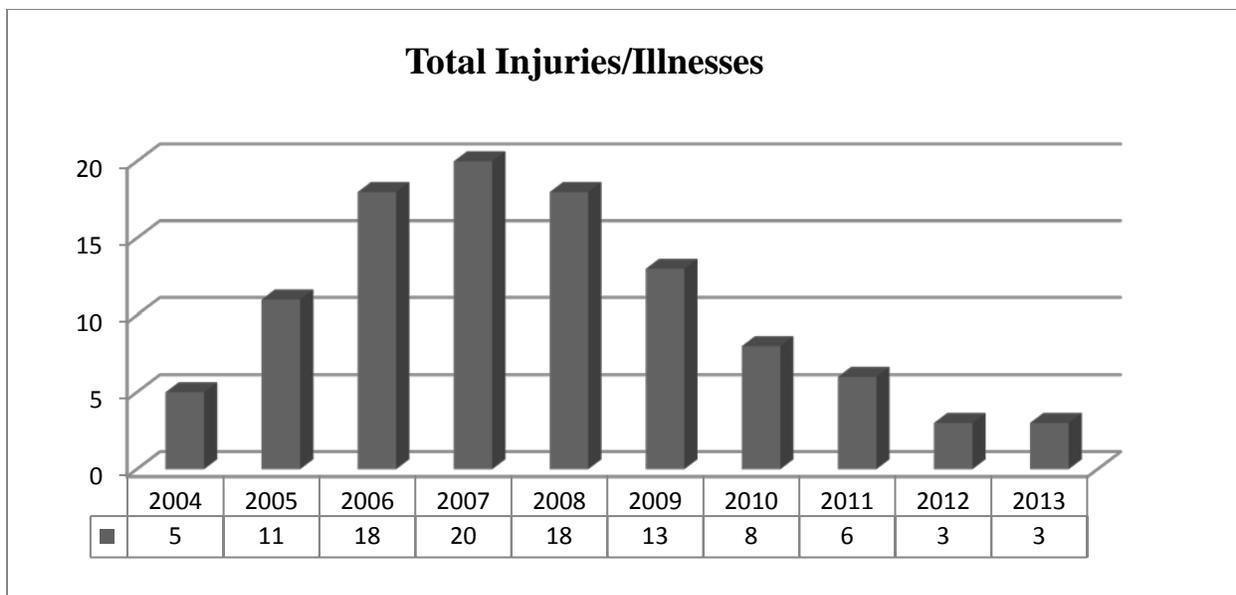
Process Measure	2012	2013	Percent Change
Peak Demand Month (month and kW peak demand)	July - 146,160	July - 137,681	-5.8
Total Energy Purchased (kWh)	624,569,719	621,372,256	-0.51
Total Energy Sold (kWh)	592,463,076	595,721,686	0.55
Total Number of Customers Billed	27,027	27,322	1.09
Engineering Projects Completed	148	170	14.9
Number of Transformers Set	29	59	103.4
Number of Metering Department Work Orders Completed	24,161	24,467	1.27

Personal Safety

In 2013 the Electric Department completed an annual inspection of 3,322 electric equipment components throughout the City to ensure, to the maximum extent practicable, the safety of the general public with respect to proximity to Electric Department energized equipment. Inspections ensured all equipment was properly secured by verifying locking and tagging of all equipment. At this time all equipment is properly secured.

All Construction personnel participated in bucket rescue and pole-top rescue at our Logan Street Training Facility. Training was administered by the Indiana Municipal Electric Association (IMEA). This is an annual training item. In addition, all metering and construction personnel attend monthly safety meetings administered by the IMEA.





The total number of injuries/illnesses this past year remained unchanged at three in both 2012 and 2013. Safety has been, and will continue to be, our main focus at the Electric Division.

System Energy Consumption

In July of 2013 we hit our annual peak demand of 137.7 MW which was 5.8 percent less than the 2012 peak and 6.5 percent less than the previous high of 147.3 MW set in August 2006. All distribution equipment operated within design constraints. SCADA provided continuous up-to-date information on transformer loading and system supply voltages. Also, our energy consumption, the total energy purchased for the year, was 621,372,256 kW, down 0.51 percent from the previous year.

Reliability/Performance Enhancements

The following is a list of system enhancements completed in 2013:

- Completed installation of high voltage breaker upgrades at Russ and Borley substations. Each substation construction upgrade took only five days to complete. Both H&G Services engineers and technicians, and Electric Division construction personnel worked together very effectively to make these upgrades happen in such a timely manner. The Bercado substation is scheduled for a similar upgrade in 2014.
- In conjunction with scheduled battery replacements, a comprehensive technical evaluation was performed by H&G Services engineering personnel to determine if gassing of the substation battery banks could generate sufficient hydrogen gas to warrant the need for a dedicated ventilation system. Their analysis determined that there are sufficient air changes in the existing control house buildings to preclude the need for such a system.
- Continued implementation of the Trip Coil Monitoring Panel (TCMP) design change at Virgil, Grape, Russ and Borley substations. To date this design change has been implemented at six of our 11 substations. The design change is being implemented

in response to a protective system fuse failure at Union substation that went undetected for a significant period of time.

Training

Our apprenticeship program is in its 25th year. In February of 1988 we started our Joint Apprenticeship Training Program and have graduated 24 apprentices to Journeyman Lineman.

Our apprenticeship program is in its 25th year

Our program is a cooperative effort between Local Union IBEW 1392 and the Mishawaka Utilities Electric Division. Our program is recognized and registered with the Department of Labor Bureau of Apprenticeship and Training. To graduate, an apprentice must have a minimum of 8,000 hours on the job training (four years) and 576 hours of classroom study.

Lineman rodeo competitions not only showcase the talents of the line worker both in an individual and team setting but also are judged on national APPA safety regulations at international levels. After a very successful 2012, including our apprentices finishing 1 and 2 in the State competition, the bar was set high. Construction department personnel participated in the following lineman rodeos:

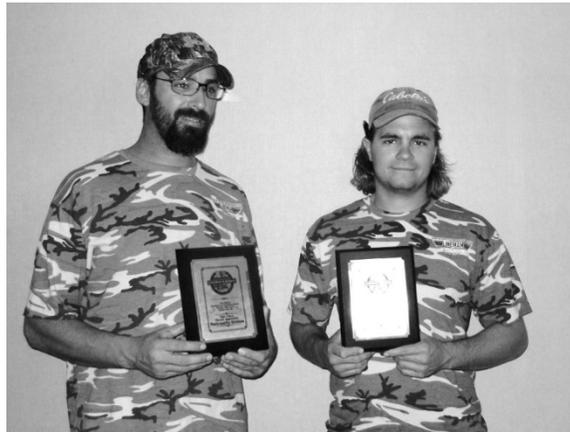
- At the 2013 APPA national rodeo held in Kissimmee Florida, we sent a journeyman team and two apprentices to compete. The Journeyman team consisted of Captain Chuck Bailey and Scott Flynn and Shane Reynolds. The apprentices were Jack Kudlacz and Nathan Prenkert.
- Next Mishawaka headed to the Inaugural Sisterhood United for Journeymen linemen benefit for fallen linemen in Pennsylvania. The team of Chuck Bailey, Shane Reynolds and Mat Stull took home a 1st place and a 3rd in two events.
- On August 9, Mishawaka again entered a two-man team made up of management and union. Competing in the Wisconsin State Rodeo, Shawn Bolinger and Chuck Bailey took home a 3rd place trophy.
- At the 2013 Indiana State competitions held in Richmond, IN on October 12th the Journeyman team of Chuck Bailey, Scott Flynn and Shane Reynolds took home two 3rd place trophies, 2nd place trophies and a 1st place in the Hurtman Rescue event keeping the coveted Chrome Transformer Trophy in our home display case at City Hall. Dave Cochran took home five trophies in the individual and our apprentices Jak Kudlacz won 2nd overall while Nathan Prenkert won the state overall for the 3rd straight year.



Mishawaka Lineman Rodeo Team

- On October 19th at the World Finals in Oklahoma City, teams from all over the world competed for the World title. Our Journeymen Chuck Bailey and Scott Flynn teamed up with Dave Drudy from Richmond to form a co-municipal team for the first time and the apprentices then amazed the world. With over 200 countries represented, our own Jack Kudlacz took 1st place, Mat Stull placed 2nd and Nathan Prenkert placed 6th IN THE WORLD! This continues to show that Mishawaka truly delivers world class service right here at home during outages and we possess the skill and desire to respond quickly and professionally.

*Mishawaka truly delivers
world class service right
here at home*



Best in World - Nathan Prenkert and Jack Kudlacz

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

Organizational Changes

Organizational changes this past year were as follows:

Engineering Department

- Todd Fizer was transferred from the Substation section to Projects to improve organizational response to electric circuit changes

Construction Department

- Jeff Skeeters was transferred from Construction-Lineman to Metering to assume the Meterman position vacated by Sedrick Springman

Metering Department

- Randy Nickerson retired as Metering Department Manager
- Sedrick Springman was promoted from Meterman to Metering Department Manager
- Jeff Skeeters assumed the Meterman position vacated by Sedrick Springman

Operations Department

None

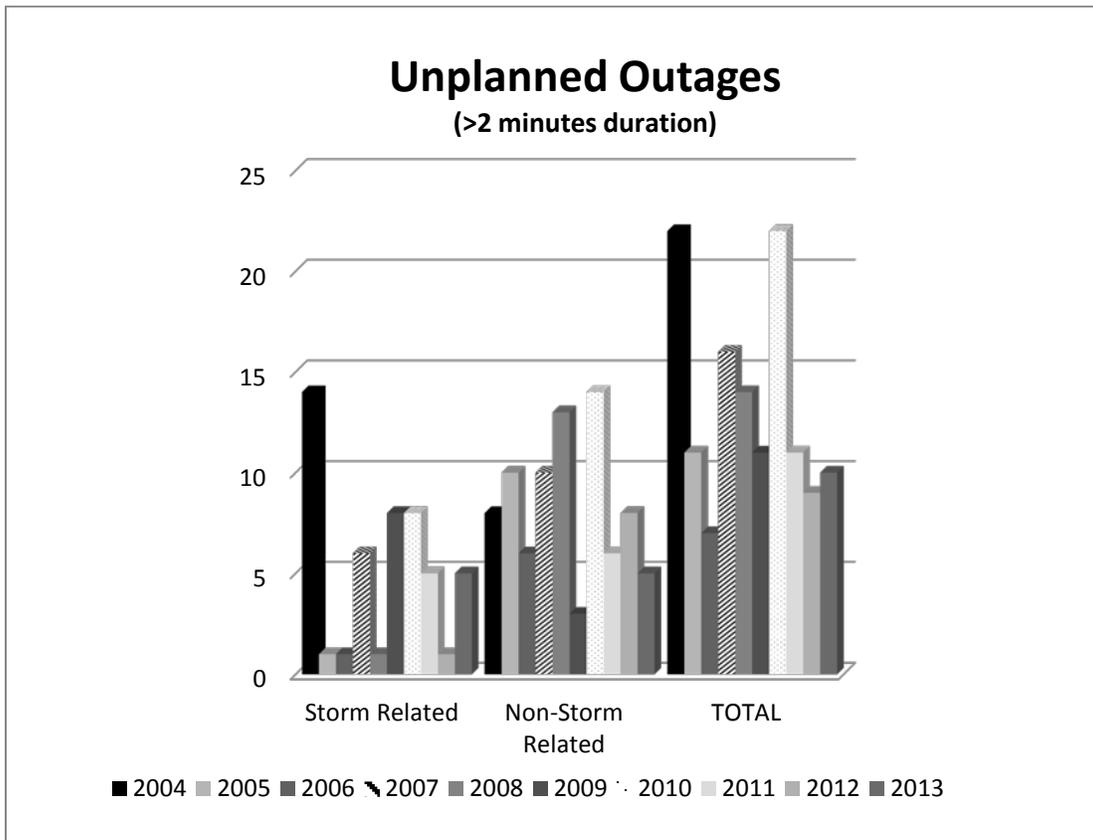
Engineering and Construction

Unplanned Outages

There were 10 unplanned circuit outages in 2013, with a cumulative outage time of 26 hours. There was one additional unplanned outage from last year. Seventeen of the 26 outage hours (i.e., 68 percent) were the result of a significant wind storm on November 17, 2013. The majority of the November 17th circuit outage hours were the result of failure of AEP's Russ switching equipment at the AEP Liberty Tap. The AEP equipment failure resulted in a loss of Russ and Borley circuits. Borley circuits had been transferred to Russ circuits because the Borley station was de-energized to install a new 34.5 kV breaker.

An analysis of 2013 recloser trip data identified that 57% of our circuits did not experience any trips. We also identified problem circuits – i.e., those that experienced significantly more trips than the others. To address these problem circuits we will be taking additional action, such as increasing our tree trimming efforts on the Clover 52-2 circuit.

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



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

The system as a whole continues to provide very reliable power

Storm Response

We experienced a severe windstorm on November 17th. Division personnel worked diligently to restore the affected areas to service. The damage was extensive on the north end of town including our 34.5 kV line from Russ Substation to the Wastewater Treatment Plant. Our crews responded by restoring all power by the next morning while surrounding communities had areas out for up to 6 days.

Support Services

Annual support services were provided for Summerfest, Summer Concert Series, Memorial Day Parade (Beutter Park and Battell Park), Water Department Pump extraction and installations,

Kamm Island Festival, as well as decorations for the Holidays (wreaths and tree downtown and at Battell Park). Our support role includes providing both personnel and vehicle resources for setup and removal.

Substation and GIS Activities

All Substations

A comprehensive survey/evaluation of substation fence grounding was performed by H&G Services engineering personnel. The evaluation identified four areas in need of improvement. A detailed plan for 2014 has been developed to bring substation fence grounding up to standards.

Bercado Substation

A routine inspection uncovered a failed motor in the T-2 tap changer mechanism. We were able to obtain and install a replacement before it caused any circuit voltage problems.

All Substations

In February ABB issued a product advisory letter requiring all distribution protection unit (DPU) relays to have an upgrade installed to their operating firmware. The purpose is to prevent unexpected operations. This affected 39 of our installed and spare DPU's. So far this upgrade has been installed and tested in 33 of the 39. The remaining should be completed the first few weeks of 2014.

Bercado, Logan, 12th Street, and Russ Street Substations

The 20 year old wet battery systems at these four substations were replaced during 2013. These batteries are an extremely important part of our protection scheme. In 2014 we will be replacing batteries in three more substations. This will complete the battery replacement project.

SCADA (Supervisory Control and Data Acquisition System)

- Effectively being used to remotely monitor real-time status of equipment at all 11 substations. Key SCADA status and control components are tested on a regular basis.
- SCADA communication is now totally on the fiber loop following incorporation of the Radio Tower and Nyloncraft remote terminal units (RTUs) into the fiber loop. The radio system serves as backup.
- Email capability was added to SCADA alarms resulting in improved staff response times and overall awareness of system perturbations. Successful accomplishment of this project was an excellent example of a team effort between the Electric Division, City IT, and our maintenance partner (H&G Services).

Preventive Maintenance (PM)

We are continuing with our substation PM program to help prevent and mitigate failures, and prolong equipment life. The following are key PMs completed in 2013:

Insulator Cleaning

Insulators were power cleaned by Preventive Power and Maintenance in January at University, Union, Virgil, and Logan Substations. These cleanings are part of our strategy to do UP plus one other substation annually with the goal of cleaning every substation at least once every ten years. Cleaning of insulators at University, Twelfth Street, Clover, and Borley Substations will be completed the first week of 2014.

Vacuum and Oil Circuit Reclosers

The oil tanks were lowered on eleven vacuum reclosers allowing inspection, adjustment, and testing of vacuum bottle integrity. This year we also tested the four VHK breakers at the Fourth Street Substation. Testing on the VHK and ESV reclosers both include contact resistance and hipot testing of the vacuum interrupters. Five oil reclosers were also inspected and tested. We tested the fault interrupting devices on two 34 kV circuit breakers this past year.

Relay Testing

Electromechanical relays were tested and calibrated at three substations. These relays protect our substation transformers from faults and over currents. Twelve electronic relays (DPU's and TPU's) were tested. These protect our transformers and feeder circuits.

Routine Inspections (failure finding tasks)

Our infrared (IR) scan was completed in June. IR surveys provide the opportunity to preemptively address equipment temperature anomalies thereby preventing failure. We are also maintaining our aggressive transformer oil testing schedule.

GIS (Geographic Information System)

The Electric Division has effectively used its GIS base map to assist power outage response teams. GIS information provides both a precise location of the affected residence or business and the necessary information (through its relational database features) to determine the extent of the outage.

The MUE GIS implementation expanded further throughout 2013 with daily application of the data collected and maintained in the GIS system. For example:

- GIS continues to play a vital role in the periodic inspection of high voltage equipment. The effort required the creation of equipment location maps throughout MUE territory.
- Maintained construction and streetlight work flow.
- Helped implement the transition from Utility Center to the new Futura Software.
- Maintained Circuit Maps updates, Futura updates, transformer database, of over 300

work orders.

- Maintained all laptop computers for crews. Trained crews on new Futura software to help Construction Workflow be more efficient.
- Attended extensive Training with Projects department in editing in new Futura Software.
- Supported Construction with detailed maps for underground facility inspections.
- Implemented ArcGIS Online to GIS department. This gives Locators and Contractors online capability to view the entire MUE Electric field inventory.

Project Engineering Activities

The new Hospice site project was one of our most significant projects this past year that involved abandoning and relocating a number of primary circuits. We also completed the Main Street widening project north of Day Road. Two other projects requiring significant effort were the Union Street and 4th Street improvement expansion projects.

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

- Electric distribution improvements (line maintenance projects):
 - Pole Inspection / Replacement Program
 - Borley Sub 52-2 Primary Rebuild
 - Borley Sub 52-3 Primary Rebuild
 - Bercado Sub 5-2 Primary Rebuild
- Substation Support:
 - Scheduled projects to support:
 - Switching
 - Circuit Load Balance
 - Recloser upgrades and change outs
- Major City Jobs:
 - Catalpa and Main St. Improvements
 - Toscana Apartments
 - Hospice Site
 - Trinity Road Memory Care
 - River Walk Improvements
 - Union Street Widening
 - Bremen Highway Widening

- 4th Street Improvements
- West Street Improvements
- 12th Street Widening
- System PM:
 - Vault Hazard Testing
 - SF6 gas inspection and servicing of all puffers in service
 - Transformer and Closure verification and inspection (also in support of new GIS program)

Metering

The number of electric customers increased from 27,027 to 27,322 (1.09 percent). The north and south side service trucks completed 19,048 install/removal work orders this year along with taking over the water removal install work orders. The Meter Technician van completed 1,720 work orders, along with several power quality test and recording procedures. We trained a new meterman this year as well as a new service rep on the metering van.

The Meter Readers and Jeff Persyn have kept the reading schedule at or near 31 days all year and have completed 3,712 re-read work orders.

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

Work Orders for Electric	2012	2013	Percent Change
Removals	9,763	9,546	-2.22
Installs	9,646	9,498	-1.53
Sets	162	227	40.1
Re-reads	3,569	3,712	4.01
Change Meters	386	628	62.7
Miscellaneous	635	865	36.2
Totals	24,161	24,467	1.27

The disconnect truck ran shut-off lists 192 days this year which included 2,530 customers. They completed 2,205 reconnects during working hours. They make it a priority to do follow-up visits to disconnected accounts to check for tampering and theft. The shut-off truck helps the meter-readers read if we don't have a shut-off list. The truck has also completed 684 removal and 287 install work orders as well as generating \$87,170 in reconnect and tampering fees. As a department we also completed 100 after-hours reconnects.

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

We continue to move toward an Automatic Meter Reading (A.M.R.) program. We have changed all meters in Village Green this year as a test case as well as receiving training from Itron on the hardware and software for the A.M.R. system. Once all things are on-line we can move to implement change in getting the meter readings.

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

Shut-offs	2012	2013	Percent Change
Past-Due Amount	\$307,621	\$284,465	-7.52
Total Amount Due	\$625,834	\$531,838	-15.0
# Shut-Offs	3,286	2,751	-16.3
# Bad Checks	201	84	-58.2
# Payment Plans & Extensions	158	123	-99.1
# Payment Plan Deposits	293	233	-20.5
Shut-Off Totals	3,938	3,286	-16.6

This year we also sent four of our service reps to advanced meter training. Vicki Harvey and Justin Overholser attended Great Lake electric metering school in Grand Rapids, and Steve Doctor and Jeff Skeeter attended school in Mattoon IL. As a department we also attended monthly IMEA safety training. We will continue to move forward with these programs and research new programs to improve on our service delivery to our customers.

OPERATIONS

Within the Mishawaka Utilities Electric Division, the Engineering, Construction, and Metering Departments all rely on the Operations Department for support. The Operations Department purchases, coordinates and maintains all goods, services, and rolling stock for the Electric Division. In conjunction with the Business Office, the Operations Department generates bills for contracted services set up by Engineering and damage claims to our facilities due to traffic accidents and contractor dig-ins. The Operations Department also assists the Accounting Department in keeping accurate material and accounts payable records, and by generating all purchase orders and job costing reports.

Other key functions of the Operations Department include:

- Dispatching crews and providing assistance to both customers and other divisions

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.

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

Each year, we are required to test our bucket trucks and line trucks for both structural and dielectric safety compliance. Structural safety is basically defined by condition of the equipment that we own. Equipment must be in good mechanical and physical condition to be considered safe. Dielectric safety is defined by the insulation properties that certain equipment possesses. Proper insulation levels must be met for equipment to be operated safely around energized electric lines. Each year, we contract Altec Industries to perform on-site structural and dielectric tests on all of our bucket trucks and line trucks. The past year was no exception. Each piece of equipment was inspected to verify its structural and mechanical soundness. Then high voltage tests were conducted to verify that the insulation levels met or exceeded industry standards for safety. Every five years, units are actually x-ray tested to check for structural cracks and stresses that are not detectable with the human eye. Any structural or dielectric deficiencies that are discovered are reported immediately. Upon this type of notification, the non-compliant equipment is removed from service until the necessary repairs or adjustments are made. During the month of January, Altec Industries performed the necessary inspections and tests to maintain and document our compliance with all safety regulations and requirements related to our aerial devices.

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

Prevention is always the first step towards working safely. Any employee whose job would place him/her in a situation where an electrical arc flash could occur is issued flame retardant (FR) outerwear. We continue to partner with BrownDuck, located in Rockville, Indiana, to provide us with the necessary FR outerwear for our employees. Each employee is fitted individually for his garments. These sizes are kept on file with BrownDuck for future orders. FR clothing is BrownDuck's specialty, which is why we chose them as a partner in this endeavor. The average cost to outfit an employee in FR outerwear is \$400.00. But this is a small investment when compared to employee safety and peace of mind. By providing this FR

outerwear, we are OSHA compliant for this type of PPE.

In 2013, the Electric Division received a new vehicle to add to the working fleet. It is a 42-foot single-man insulated aerial platform, or bucket truck, that was delivered in early January. The unit was built on a Ford F550 4 x 4 chassis by Altec Industries in their Elizabethtown, Kentucky plant. This new truck now serves as our front-line trouble rig. Two older units, a large bucket truck and a digger derrick truck, were traded to Altec as part of the sales agreement.

H & G Services continues to control unwanted vegetation growth in our substations. By contracting the vegetation control to an outside firm, we actually save money and MU man-hours versus purchasing the herbicide and applying it ourselves. 2013 was the eighth year of the contract with H & G. The Electric Division plans to renew the contract for 2014 based on H & G's past performance during weed growth seasons. They are a valuable partner in our effort to keep our facilities well-maintained and well-groomed. The condition of our substations is a direct reflection of our overall commitment to be good neighbors to the citizens and businesses that make Mishawaka their home.

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

Another facet of the VMI is the web-based material management software package. The inventory is monitored via desk top and laptop computers or wireless barcode scanners. Any activity on the VMI web system registers instantly and records all material transactions. These transactions include material receipts from HD Supply, material issues to job orders and material issues to truck inventory. Pricing of the material is also managed in real time utilizing an average-cost format. At any time, the system can be queried to give information regarding on-hand material quantities and current material values,

either for individual items or for the entire on-hand stock. All materials have been assigned minimum and maximum stocking quantities. When any material item's on-hand level drops below its minimum, the system is prompted to generate a reorder ticket for that item. These orders are filled and deliveries are sent from HD Supply every Wednesday. With scheduled



Rodeo Participants

weekly deliveries, we are confident that we should very seldom, if ever, run out of any material under normal circumstances.

If faced with extraordinary events such as an ice storm or severe weather event, HD Supply will treat us as a preferred customer and fill orders for all of our needs ahead of their other non-VMI customers. They guarantee response to emergency order requests within 24 hours. With distribution centers nationwide, we are confident with placing our trust in HD Supply for our material needs. After the second full year of the VMI, we are still pleased with the results. We are reducing our on-hand inventory levels, which was the main objective. We are also pleased with the weekly deliveries and the computer-based material management software. In 2013, HD completed development of a second generation of software to drive the VMI system. We continue to “profit” from the ongoing alliance with HD Supply and are excited to see the results in cost savings, lower on-hand material carrying costs and rapid response to material needs as they arise. Mainly, we are looking forward to the sixth year of our partnership with HD Supply and the benefits that accompany that partnership.

Another alliance that we have developed is a transformer salvage program with our partners at HD Supply and transformer vendors Solomon Electric in Solomon, Kansas. In today’s market, many transformer salvage companies charge to destroy used transformers. However, the agreement we reached with Solomon to have them process non-functioning or a technologically out-of-date transformer allows us to receive credit based on the salvage values of the recovered materials. Normally, we would only be allowed to use this credit with Solomon towards the purchase of transformers from their company. But forming this 3-way alliance, the credit is issued to HD Supply and saved on account for to us for use on any equipment, material or services that HD Supply would sell to us outside of the VMI agreement. Here is how this breaks down in dollars and cents. Take as an example a standard aerial service transformer in a typical residential area. The size or KVA rating is usually 50. Salvage value for that transformer would be roughly \$4.00 to \$5.00 per KVA, or approximately \$200.00 to \$250.00. Last year, we declared 98 transformers as salvage and received over \$49,600.00 in usable credit with HD Supply. We were able to use this credit towards invoices for tools, inspection services, and other miscellaneous items.



Lineman at work

A major concern in the Electric Division is saving money whenever possible, but demanding and receiving the highest quality products and services from our vendors is extremely important as well.

The Operations Department wrote purchase orders for approximately \$957,123.00 for goods and services in 2013. This figure includes, but is not limited to, lighting for Bremen Highway South Gateway, the Church Street Underpass and Riverwalk projects. This is a slight increase from the \$867,761.00 for goods and services purchased in 2012. Purchases of \$145,921.00 for inventory

materials from non-VMI vendors and \$248,904.00 for distribution transformers helped us to reach these. Again, these figures do not include goods and services from blanket purchase orders or inventory material and distribution transformers purchased from HD Supply through the VMI system. HD Supply VMI material and transformers amounted to a cost of \$1,260,869.00 for 2013.

Overall spending through the Operations Department continued to decrease in 2013. But there were major endeavors which increased spending in some categories. These expenditures can be tied to projects such as the Main Street corridor development and the State Road 331 project. A program to change out wooden utility poles that were tested and condemned added to the overall increase in material expenditures in 2013 as well. However, another area in which increases in spending can be attributed would be the continued fluctuation in fuel costs during 2013, which is ultimately passed on to us as end users. Rising costs of raw materials and higher overall demand for the goods that our industry uses nationwide were responsible for higher costs as well. Increased purchase costs related to wire and street lighting are due to continued special projects and an aggressive street light maintenance and installation program.

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

The Operations Department strives for efficiency in the administration of procurement and accounting, the management of materials and services, and the maintenance of the fleet and facilities. We serve as an integral support department for the Electric Division. We are also here to aid other divisions within Mishawaka Utilities and departments in the City of Mishawaka with any tasks that we can. As the Operations Department looks ahead to meeting the new challenges of 2014, we welcome the opportunity to build upon our accomplishments and to develop future successes.

Water Division

Bruno Trimboli, Manager

In 2013, the Mishawaka Utilities Water Division continued its daily mission of supplying potable water to over 17,100 water accounts representing an estimated population of over 46,000 people. Our goal, as always, has been to provide drinking water that meets or exceeds the rigorous drinking water standards established by the US Environmental Protection Agency and the Indiana Department of Environmental Management, while maintaining reliable service. All of the ground water pumped for our system is derived from twenty-two production wells that pump water from the St. Joseph Aquifer. These wells are distributed between our three well fields and the water subsequently produced is treated in one of our three water treatment plants. The maximum available production from our treatment plants is in excess of thirty million gallons of water per day. Currently our daily average pumping totals 8.9 million gallons, with our total volume of 3.26 billion gallons of water pumped in 2013. About 98% of the water we produced last year was filtered to remove most of the iron and manganese naturally present in our ground

Currently our daily average pumping totals 8.9 million gallons, with our total volume of 3.26 billion gallons of water pumped in 2013

water, and all of our water was treated with chlorine, fluoride and phosphate compounds to enhance the potability of the water we pump. Water is pumped throughout our 295 miles of water distribution main to our customers via six

water booster stations, and four elevated water storage tanks totaling some 6.75 million gallons of elevated storage.

Working to maintain and protect the quality of our water are: the Water Quality, Operations, and Wellhead Protection group; the Water Treatment and Pumping Facility Maintenance group; the Distribution System Maintenance and Construction group; and the Water Metering and Backflow Inspection group.

The Water Quality/Operations group is responsible for the operation of our water treatment plants and well fields, and for the comprehensive testing of the drinking water that these facilities produce in accordance with Federal and State regulations. Water quality throughout our distribution system from the wells to the customer's service line was monitored and maintained through the over 19,500 discrete tests performed either in our water quality laboratories or by independent certified labs contracted by us. Water quality testing and treatment plant operations are conducted and monitored on a daily basis by this group. The Annual Drinking Water Quality Report that is provided to our customers by July 1st of each year is published by the Water Quality/Operations group. This report summarizes the results of our comprehensive testing for our citizens in accordance with directions promulgated by the USEPA.



Mishawaka Utilities Water Division													
Water Quality Laboratory Testing Totals 2013													
TEST / MONTH	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Conductivity	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Manganese	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Iron	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Hardness-Calcium	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Alkalinity	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Total Hardness	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Fluoride	124	116	146	120	146	120	124	124	142	146	120	124	1,552
Phosphate	88	80	88	84	92	84	88	92	80	92	88	84	1,040
Free Chlorine	124	116	124	120	124	120	124	124	120	124	120	124	1,464
Total Chlorine	124	116	124	120	124	120	124	124	120	124	120	124	1,464
pH	132	126	154	126	160	126	132	138	142	160	132	126	1,654
Temperature	132	126	154	126	160	126	132	138	142	160	132	126	1,654
Routine Bacti	50	50	50	50	50	50	50	50	50	50	50	50	600
Other Bacti	0	0	17	0	6	16	6	6	4	5	2	4	66
Raw Bacti	0	0	22	0	22	0	0	0	22	22	0	0	88
TSS	2	2	2	2	2	2	2	2	2	2	2	2	24
Lead & Copper	0	0	0	0	0	0	0	0	0	0	0	0	0
VOC	0	0	0	0	0	0	0	0	0	0	0	0	0
SOC	0	0	0	0	0	0	0	0	0	0	0	0	0
IOC	0	0	0	0	0	0	0	0	0	0	0	0	0
Sodium	0	0	0	0	0	0	0	0	0	0	0	0	0
Radionuclides	0	0	0	0	0	0	0	0	0	0	0	0	0
Nitrate	0	0	0	3	0	0	0	0	0	0	0	0	3
TTHM's & HAA5	0	6	0	0	6	0	0	6	0	0	6	0	24
MONTHLY TOTALS	1,568	1,458	1,805	1,507	1,852	1,520	1,574	1,632	1,676	1,845	1,564	1,520	19,521
Total Tests completed for 2013 - 19,521													

Protection of our aquifer falls on the shoulders of the Well Head Protection Coordinator. In 2013, the Well Head Protection effort continued to identify and confirm thousands of potential sources of ground water contamination and to integrate this information with our GIS resources. This included locating abandoned wells, identifying commercial and industrial activities that have the potential to contaminate the ground water, and our participation on the St. Joseph County Water Resource Area Board.

The Water Metering /Backflow/Cross Connection group is responsible for testing of the many backflow devices located throughout our distribution system. The purpose of these devices is to prevent the back-siphoning of potentially harmful contaminants from commercial, industrial or irrigation activities into the potable water distribution system. Backflow devices are required in all commercial and industrial buildings and on all irrigation systems that receive water service from Mishawaka Utilities.

The Water Division Meter Department coordinates closely with the Customer Service arm of the MU Business Office to schedule the installation, removal and testing of our water meters. Most of this work is done on a pre-scheduled basis, but often these personnel are required to respond to radio dispatch. Water meters not only are necessary to allow us to bill our customers for water and wastewater services, but they also help us to determine the type and trends of service required. Customer emergencies account for much of the Meter Department's efforts.



Crane Removes Well Pump

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 twenty-two production wells were inspected, serviced, and maintained as required. In addition, two high service motors and two high service pumps at our Virgil Street facility were completely overhauled, and our Virgil Street Well #28 was cleaned and the pumping equipment was replaced. Division Street Well #21 was cleaned as well.

The Water Distribution System Maintenance & Construction group continued their intense pace in 2013. Water main breaks, leaking service lines, broken distribution valves, fire hydrant flushing, and assistance to contractors working for the City were examples of services provided. Projects supported included the Wilson Blvd. project, the Church Street project, and the Union Street

project. The Tuscana Park project was the largest non-public water project the Water Division completed in the past year. Also, as in past years, on numerous occasions, we brought our crews in to work during evening or night time hours in order to minimize the impact of our work on our

potentially affected customers as we relocated water main and/or fire hydrants for the contractors.



There are over 2,700 fire hydrants in our system. The most important function of the fire hydrant is to fight fires, but they are also used to flush the distribution system as required to further enhance water quality. During our yearly flushing, each hydrant is checked for proper operation and repaired as required. Fire flow data is acquired and provided to engineering and insurance entities as requested. A dependable and ample water source for fire-fighting purposes (ISO rating) has a direct bearing on a community's ability to attract or retain commercial and industrial activities.

The year 2013 found the Water Division, with the assistance of Umbaugh & Associates, revising the water rates and revising the manner in which those rates are administered. The desired goal was to create a more fair and equitable water rate structure for our customers.

The final challenge of 2013 for the Water Division was to address an event that occurred on Christmas Eve where a potential disaster was averted at the Blair Hills Booster Station. Piping inside the station disintegrated allowing the interior of the station to be ravaged by high pressure water. A heroic all-night effort by Water Division, City, and vendor employees prevented the loss of water service on Christmas Day as well as the potential for a protracted water service outage for thousands of our customers. It goes without saying that the Water Division will continue to exemplify this spirit in 2014 as we strive to continue to deliver world class service to our customers.

*A heroic all-night effort by
Water Division, City, and vendor
employees prevented the loss of
water service*

PUMPING SUMMARY OF 2013							
All Flows in Millions of Gallons (MG)							
MONTH	VIRGIL WELL FIELD		DWF		Gmwd Well Field	Total Raw Pumped	Total Finished
	Finished Water	Raw Water	Finished Flow	Raw Water			
January	88.31	84.76	108.03	127.99	5.31	218.06	201.59
February	91.79	85.89	95.47	112.81	4.62	206.47	191.88
March	104.48	104.12	107.92	92.77	5.57	202.45	217.97
April	89.43	79.64	117.11	138.62	5.10	223.37	211.65
May	161.33	163.35	122.16	147.81	7.00	318.16	290.49
June	146.17	147.06	144.70	173.25	5.28	325.59	296.15
July	170.89	173.53	150.18	180.18	5.88	359.58	326.95
August	184.78	187.48	146.47	177.19	6.07	370.74	337.32
September	170.97	173.72	143.55	174.74	8.19	356.66	322.71
October	87.10	89.12	129.70	158.14	4.65	251.91	221.45
November	80.76	82.04	101.29	123.21	5.16	210.42	187.21
December	87.47	85.43	103.48	123.53	4.59	213.54	195.54
Yearly Total	1463.49	1456.15	1470.05	1730.24	67.42	3256.96	3000.91
Yearly Average	121.96	121.35	122.50	144.19	5.62	271.41	250.08
Highest Month	184.78	187.48	150.18	180.18	8.19	370.74	337.32
Lowest Month	80.76	79.64	95.47	92.77	4.59	202.45	187.21

Wastewater Division

Karl R. Kopec, Manager

Overview

Mishawaka's wastewater treatment facility serves over 17,000 residential, commercial, and industrial accounts. The population served exceeds 50 thousand. In 2013 over 3.6 billion gallons of wastewater were treated and over 5.5 million pounds of pollutants were removed prior to discharge into the St. Joseph River. In 2013, there were no exceedances of effluent limits. The treatment facility operates 24 hours per day, 365 days a year. The twenty six employees of the Wastewater Division have over 498 years of combined wastewater experience. Seven members of the staff hold Indiana's highest level of professional operator certification.



Mishawaka Wastewater Treatment Plant

The mission of the Wastewater Division is to protect public health and the water environment of the community and to provide efficient service at a reasonable cost. Mishawaka's wastewater treatment plant is a Class IV facility with an average design capacity of 20 million gallons per day (MGD). Class IV facilities comprise the largest and most complex treatment facilities in the state.

The service area that contributes flow to the wastewater facility extends beyond the city limits. Areas served include new developments in Osceola, and parts of the county north, east, and south of the city limits. Expanding the service area protects groundwater, our drinking water source, and increases the customer base, lowering the overall wastewater cost per household.

Mishawaka's wastewater facility is unique because of its location near downtown and within the Lincoln Park neighborhood. The facility is surrounded by houses, condominiums, apartments, parks and the Riverwalk. Much effort is expended to be a positive member of our community. The buffer once provided by the river disappeared as the section of Riverwalk between Kamm Island and Kate's Garden was completed. Hundreds of "Riverwalkers" pass by the facility each week and many positive comments have been received about the well-kept grounds and landscaping. As the public is drawn closer to the facility, housekeeping and maintenance have become more important than ever. Treatment facility employees take pride in efforts to keep the facility an attractive asset of the community.



North Side of Treatment Plant

In addition to the treatment plant, the Division also operates the Biosolids Facility on South Logan Street, which is manned by Sam Garrison. This site is the location for the solids dewatering operation and the storage of biosolids prior to land application. Another responsibility is monitoring of industrial dischargers through the Division's Industrial Pretreatment Program with Ted Hope as our Pretreatment Technician. Eight significant industrial dischargers are monitored and regulated to assure that their discharges comply with Federal and local standards,

and do not harm the wastewater treatment facility processes.

The Division is responsible for certain aspects of the City's sewer system. These responsibilities include the maintenance of 29 remote sewage pump lift stations, operation of five remote odor control facilities, monitoring and reporting on the activity of the 22 combined sewer overflow (CSO) structures, and the operation of the combined sewer overflow control program. Lift stations are required to pump sewage from areas where it cannot flow by gravity.

Mishawaka's lift stations range in size from 150 gallons per minute (gpm) to 4,000 gpm. Critical stations are equipped with stand-by generators in case of power outages and the remainders have transfer switches and receptacles to allow for portable generator operation. Since newer lift stations tend to be far from the treatment facility, in the outer reaches of the collection system, all new stations are required to have permanent stand-by generators. Additionally, generators for three older existing lift stations were purchased using ARRA stimulus funding. Designs for renovating two of these lift stations were completed in 2012 with construction starting in 2013. The Wastewater maintenance department which includes Dave Hoskins, Mike Kubisiak, Mike Mezykowski, Lonnie Moore and Jim Settles also maintain these units.

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

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



Chief Chemist Ken Botka

During the summer, the laboratory performs bacteriological tests for Mishawaka's swimming pools. The laboratory conducts the bacterial analysis through its Indiana State Department of Health Certificate, which is required in order to perform bacteriological testing of drinking water and pools. As part of this certification, the laboratory is required to correctly analyze ten unknown bacterial cultures as a performance evaluation. In 2013, the laboratory correctly identified all ten.

As part of the NPDES permit requirements, the laboratory collected samples for biomonitoring and organic pollutant monitoring. Although these tests were not done in-house, significant time was spent in the organization and collection of the samples. Biomonitoring is done twice a year to test the potential for toxicity of our effluent on living organisms. Three samples were taken in May and December of 2013. The organic pollutant monitoring analyzes for more than 200 individual organic compounds. Our effluent passed this test showing no organics above detection limits for samples taken in 2013.

Every year the laboratory is required to participate in the EPA's Discharge Monitoring Report - Quality Control (DMR-QC) program. This Federal program consists of analyzing samples with unknown concentrations for all of the parameters of the NPDES permit, including biomonitoring. The results of the testing give the EPA and the Indiana Department of Environmental

Management assurance that the data we submit on a monthly basis is accurate. In 2013, all the parameters were analyzed correctly.

The laboratory assists the pretreatment program for the City of Mishawaka. The laboratory conducted analyses on 8 permitted industries in 2013. Analyses ranged from metals and cyanide to cBOD and pH. The test results allowed the pretreatment coordinator to confirm that the industries were in compliance with their discharge permit limits. Pretreatment testing was performed weekly throughout the year. The hard work by the laboratory staff paid off once again by receiving the Indiana Water Environment Association 2013 Laboratory Excellence Award. This is the 12th consecutive year that the laboratory has received this award.

The Treatment Process

Mishawaka's wastewater treatment consists of the following processes: influent screening, grit removal, primary settling, activated sludge secondary treatment, final clarification, disinfection, post aeration, and anaerobic digestion. The treatment facility is designed to operate in the conventional activated sludge mode. The activated sludge process is a biological treatment process in which a mixture of wastewater and activated sludge bacteria are aerated and mixed. Organic pollutants and ammonia, phosphorus, and heavy metals are removed in the process. Ammonia removal is required because it is toxic to aquatic life and it creates an oxygen demand, lowering the level of dissolved oxygen in the river. Phosphorus is removed both biologically and by chemical precipitation using ferrous chloride. Phosphorus removal is required because excess amounts in the river can cause oxygen depleting algae blooms that harm aquatic life.

Digester gas is a free and renewable source of energy. Utilizing digester gas offsets the amount of natural gas that must be purchased and significantly reduces carbon dioxide emissions from the plant.

Solids generated in the treatment process are biologically converted in an anaerobic environment to simple organic compounds and become known as biosolids. These biosolids are dewatered at the Biosolids Facility and are land applied on area farm fields for soil conditioning and fertilizing. Land application of biosolids is recycling in its truest sense. A byproduct of anaerobic digestion is methane gas. The gas is captured and compressed and is used as a fuel in the treatment plant boilers. Hot water generated by the boilers is used to heat the facility's buildings and to also heat the anaerobic digester tanks. Digester gas is a free and renewable source of energy. Utilizing digester gas offsets the amount of natural gas that must be purchased and significantly reduces carbon dioxide emissions from the facility.

The treated effluent from the facility is disinfected with sodium hypochlorite and then treated with sodium bisulfite to remove any remaining chlorine. At the very end of the process the effluent is aerated to add dissolved oxygen just before discharge to the river.

Statistics

In 2013 the wastewater facility treated over 3.62 billion gallons, averaging 302 million gallons monthly and 9.9 million gallons per day. The treated flow was 182 million gallons more than in 2012.

In 2013 over 5.5 million pounds of pollutants were removed in the treatment process and the quality of treated discharge to the St. Joseph River was exceptional.

Mishawaka's wastewater facility has an average design flow capacity of 20 million gallons per day (MGD) and a peak design flow capacity of 42 MGD. The highest peak flow treated in 2013 was 60 MG on September 19th. The maximum total flow treated on a single day was 19.47 million gallons on April 19th. Treating flow in excess of the design capacity requires skillful operation and a well maintained facility. Pollutants removed during 2013 included 5.1 million pounds of organic compounds, 54 thousand pounds of phosphorus, and 350 thousand pounds of ammonia nitrogen.

*...over 5.5 million pounds of
pollutants were removed in the
treatment process*

Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2013, almost 1053 dry tons of biosolids were processed. Farmers desire biosolids because it contains nitrogen and phosphorus, reducing the amount of commercial fertilizer that must be used. It also improves the quality of the soil.

Digester gas is generated in the anaerobic digestion treatment process. This gas is 65% methane and is captured and burned in the treatment plant boilers supplying heat to the facility's buildings and providing heat required by the treatment process. Approximately 60 thousand cubic feet per day is generated, replacing purchased natural gas.

	2007	2008	2009	2010	2011	2012	2013
Average Flow (MGD)	11.53	14.23	12.64	10.16	11.43	9.19	9.92
Peak Flow (MGD)	36.3	36.1	27.5	58.8	59.7	58.0	60.4
BOD Removed (%)	97	97	98	98	98	98	98
Phosphorus Removed (%)	79	79	78	79	79	80	80
Ammonia Removed (%)	90	96	96	93	90	95	92
Solids Removed (%)	96	96	97	98	97	98	97
Biosolids Produced (dry tons)	967	911	826	1115	1093	1121	1053
Electricity Use (MkWh)	Pre-expansion		5.283	4.874	4.922	4.992	5.075
Natural Gas Use (Mcf)	Pre-expansion		9.914	7.691	7.055	5.378	6.633
Total Precipitation (inches)	49.1	51.6	44.9	33.7	43.33	34.52	38.17

Significant Projects in 2013

Lift station Control Modification

The Wastewater Division is responsible for the operation and maintenance of lift stations in and around the City. In addition to routine inspections, all stations are monitored remotely, through a radio-based computer network, for operating status and alarms. During the year the Division completed a project to upgrade the main computer interface which monitors and reports lift station status at the wastewater plant. The original computer interface and monitoring software was installed in 2002 and had become outdated. The new system is compatible with existing control and monitoring systems that were installed at the Wastewater Plant during the 2008 facility upgrade. The new system provides reliable and stable lift station monitoring.

Middleboro Lift Station

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

Ancient Visitor

During construction of new sewer lines along River Avenue, we discovered a 31,000 pound boulder. It is believed that this several hundred million year old boulder was transported to Mishawaka by glaciers during the area's last Ice Age approximately 20,000 years ago. The composition of this boulder is predominantly granite which is not native bedrock in our area. Geologists believe that the origin of the boulder was northern Michigan or Canada. This boulder is now on display at the City's Wastewater Treatment Facility with a marker explaining its history for the public to see.



Ice Age Boulder

CSO Elimination

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

Mariellen Liftstation

In 2013 a new lift station that was part of the 331 Underpass Project became an asset of the City. Located near the intersection of Lincolnway East and Capital Avenue, the station was predominately funded by the Indiana Department of Transportation but the



Mariellen Lift Station

City of Mishawaka assumed ownership and perpetual maintenance. This is a large lift station that is designed to handle a wide range of flows from 250 gallons per minute up to a future peak flow rate of 6,600 gallons per minute.

The lift station design is unique because it uses screw pumps rather than the more traditional centrifugal pumps normally used. This lift station did not need to provide much pressure to the flow, but it needed to handle high volumes.

The most cost effective pump for these conditions is a screw pump. The lift station has two screw pumps with a space for a future third pump, and includes a stand-by generator and carbon adsorption odor control unit. The innovative design by American Structurepoint, Inc. will be recognized as a Merit Award winner at the March 2014 American Council of Engineering Companies of Indiana awards banquet.

Lift Station Upgrades

Holy Cross, Juday Creek, and Mariellen are the City's three largest lift stations. During 2013 several control deficiencies were identified. The control system designs were modified and physical changes will be made to the controls in early 2014.



Holy Cross Lift Station

Award Winning

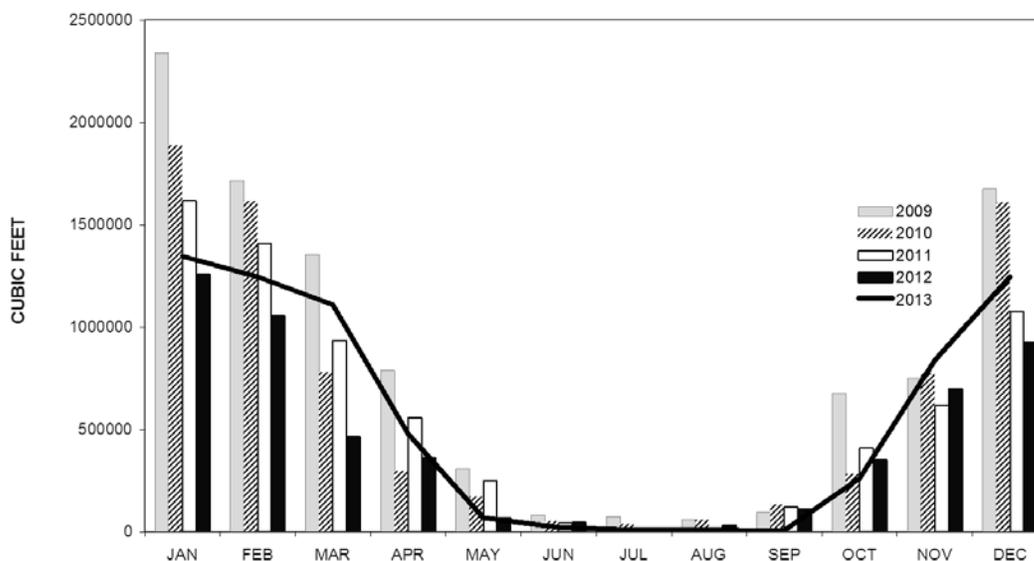
The Mishawaka Wastewater Division received a major award at the 77th Indiana Water Environment Association Annual Conference, held in Indianapolis November 20 – 22. Mishawaka's wastewater laboratory received its twelfth consecutive Laboratory Excellence Award.

In 2013 Chemist Jill Norton was elected to serve as President Elect of Indiana Water Environment Association (IWEA) in 2014. Jill will ascend to the office of President in 2015. IWEA is one of 75 affiliated member organizations of the national Water Environment Federation (WEF). Jill brings distinction to Mishawaka as she is poised to lead the State's water quality association.

Efficiencies

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

Nipsco Gas Usage 2009 thru 2013



Digester gas which is produced in the treatment process is recovered and burned in the facility’s hot water boilers to provide “free” energy that replaces natural gas. The boilers provide heat for the facility buildings and also heat the two one-million gallon digester tanks. Much time was invested in 2013 fine-tuning the digitally controlled heating and ventilation system that serves all the facility’s buildings and connecting tunnels. This effort has significantly reduced the plant’s reliance on natural gas while maximizing the use of “free” digester gas.

Mishawaka has documented a 16 percent improvement in overall wastewater energy performance. The facility has decreased natural gas consumption 32 percent between 2009 and 2013. This is a significant achievement considering the 2008 treatment plant expansion required a 35 percent increase in heating capacity due to increased building area and safety code-mandated increases in building ventilation. Improvements to the digester system have increased digester gas production an average of 15 percent. Digester gas utilization has risen from 40 percent or less to nearly 70 percent. The new central heating system more efficiently burns digester gas and distributes “free” heat wherever it is needed.

The treatment facility staff continues to look for opportunities to increase energy efficiencies and reduce energy consumption and cost. The Mishawaka Wastewater Facility volunteered to participate in an Energy Pilot Project sponsored by EPA and the Indiana Department of Environmental Management. Along with seven other Indiana wastewater and water utilities, Mishawaka developed an energy management system (EMS). EMSs track energy use and look at measures that might be available to reduce consumption and maximize available energy. The result of the pilot project is a more energy efficient wastewater facility for Mishawaka’s ratepayers.

The Division also continued to work toward becoming a paperless operation. With the installation of the new SCADA computer system in the last expansion, collection of data is now occurring electronically. All of the paper chart recorders have been taken off-line and the operations data is archived digitally.

The operation of the treatment facility is accomplished by a team of dedicated operators that provide coverage 24 hours a day, seven days a week. This includes 3 shifts with 2 operators on each shift, two swing shift operators, and two utility operators. Operators include Mike DeCocker, Mike McDonald, Robert Hall, Tim Wells, Johnny Francis, Jim Szulczyk, John Bolinger, Anthony Vogel, Adrian Peterson and Dave Pieters. 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.



Chief Operator Robert Hall

Safety Milestone

By the end of 2013 the Wastewater Division reached 1,833 days without a lost time injury. This amounts to over 254,000 person hours worked during this impressive stretch of safe work days. The wastewater industry presents numerous hazards and records higher than average occupational injury rates. The staff deserves credit for working smartly and keeping safety a high priority.

Combined Sewer Overflows / Consent Decree

Although the wastewater treatment facility has been upgraded and expanded to keep pace with growth in the community and ever more stringent environmental regulations, there are parts of the sewer system that date back to the early 1900's. These remaining older sewers carry both sanitary sewage and stormwater runoff in the same pipe and need to be addressed to minimize combined sewer overflows (CSOs). During heavy rainstorms, when the capacity of the sewer system is exceeded, combined sewer overflows can discharge a mixture of stormwater runoff and wastewater directly into the river without treatment. CSOs were constructed to prevent basement backups and street flooding. Mishawaka is one of 90 communities in Indiana with combined sewer overflows. There are around 850 CSO communities nationwide.

The reduction of CSOs is now required by federal law. Sewer design that made sense in the last century is not acceptable today. CSO reduction is one of the City's top priorities. Since 1990 Mishawaka has reduced annual CSO volume by more than 86%. This significant reduction has been achieved through a combination of treatment facility expansions, sewer separation projects, and sewer system capacity upgrades and an aggressive sewer maintenance program. Mishawaka has developed a federally mandated long-term control plan (LTCP) to address the remaining combined sewer overflows. Because Mishawaka discharges into an interstate river, the approved plan will be enforced by a federal consent decree.

Throughout 2013 the City continued negotiations that began in late 2004 with the US Environmental Protection Agency, Indiana Department of Environmental Management, and the Department of Justice over its Long Term Control Plan details and consent decree language. The protracted negotiations are a result of the complexity of CSO reduction and the significant cost to do so. The proposed plan will vastly reduce the occurrence of CSOs from the current 50 overflows per year to zero overflows in years with typical rainfall.

The details of the negotiations centered on developing specific CSO reduction plans, timetables for construction, and on the language that would be placed into an enforceable agreement called a Consent Decree. The City's goal in the negotiations was to arrive at an approved Long Term Control Plan that minimizes CSOs in a cost effective and affordable way. Because of the high cost of CSO reductions, essentially re-engineering the existing combined sewer system, the City was granted 20 years to complete the projects in the LTCP. The cost for meeting the requirements in our federally mandated plan may exceed \$140 million. The combined sewer overflow Long Term Control Plan will be the largest public works project in the history of Mishawaka.

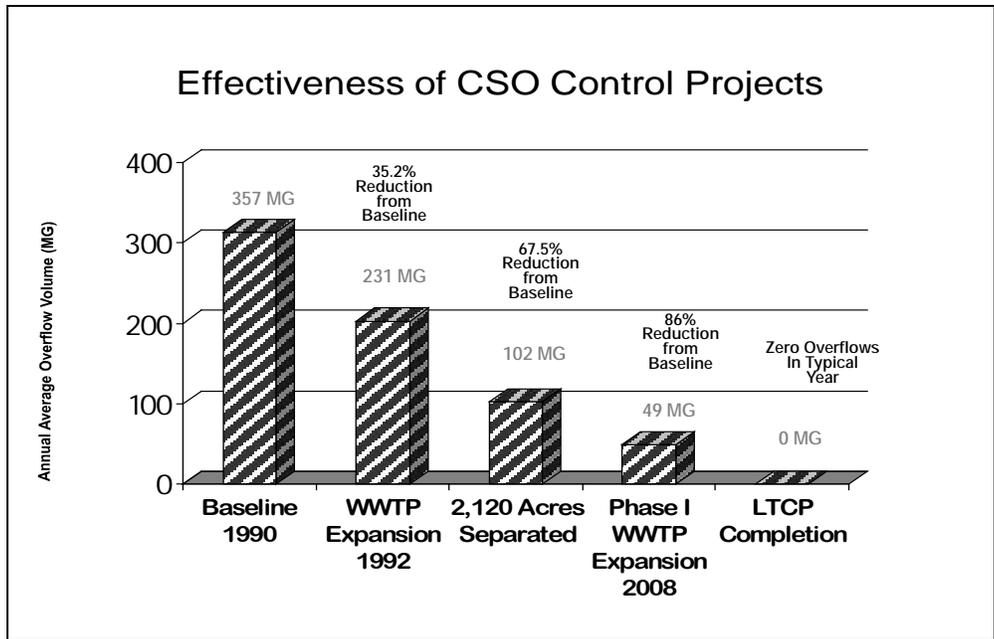
On December 4, 2013 the City received notification from the Department of Justice that our LTCP received approval from the Federal and State agencies involved, and the Consent Decree may now be signed and

lodged in Federal Court. The plan is comprehensive and will result in the elimination of overflows during typical storms that occur in Mishawaka. The Consent Decree is a binding agreement that Mishawaka will fund, design, and construct the projects in the LTCP within the agreed to time-frame. Failure to meet these commitments can result in significant fines and penalties.

The combined sewer overflow Long Term Control Plan will be the largest public works project in the history of Mishawaka

Looking Ahead

Mishawaka's National Pollutant Discharge Permit (NPDES) expired in November of 2011. This 5-year permit is the facility's operating license. The City received its new permit on May 1, 2012. It expires April 30, 2017. The new permit contains mercury limits for the first time. The new discharge limit is 1.3 parts per trillion as an annual average. This is an extremely low limit. One part per trillion is the equivalent of one inch in 16 million miles! Like most large communities, Mishawaka cannot meet the 1.3 part per trillion limit all of the time. Monitoring over the past five years shows that the limit is exceeded in about 30% of samples. The State allows communities to apply for a variance of the mercury limit which results in a higher limit that is attainable. A condition of receiving a variance is the development of a Mercury Minimization Plan that focuses on pollution prevention and source control to achieve mercury effluent reductions due to a lack of economically viable end-of-pipe treatment options. In 2013 Mishawaka continued the variance process and the development of the Mercury Minimization Plan. The State allows a 36 month time frame to complete the work necessary to be granted the variance and revised mercury limit. In early 2014 the variance request will be submitted to the State.



Final approval of Mishawaka’s LTCP and consent decree language occurred in December 2013. The consent decree is being signed by local, state, and federal officials and will be published in the Federal Register in early 2014. After a 30 day public notice period, the decree and attached LTCP will be lodged in Federal court, making it official.

The plan is estimated to cost between \$140 and \$160 million and take 20 years to fully complete. The decree will require that the LTCP be implemented according to schedule and that it meet the goal of zero overflows. In December of 2010 a \$37 million Sewage Works revenue bond was sold to fund the first phases of the City’s LTCP projects. Future rate increases will be necessary to cover Long Term Control Plan costs.

Conclusion

Mishawaka is fortunate to have a modern wastewater treatment plant with capacity to keep Mishawaka moving forward. Aggressive combined sewer overflow control efforts have positioned the City well ahead of many Indiana communities. Protecting and enhancing the St. Joseph River as well as promoting health in the community are benefits that all of Mishawaka’s citizens can enjoy.

Sewer Maintenance Department

Tom Dolly, Manager

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



Sewer Maintenance Department

The Department also responds to residential calls for sewer concerns, inspects new construction sewer hook ups and locates sewer lines for contractors. Working with the City GIS and Engineering Departments to televise sewer laterals from homes is also a function of the Department for determining sewer insurance repairs.

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



Video Inspection Crew

Inspections of new sewer system extensions are conducted through sewer televising to insure that the construction meets our City specifications.

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

The Sewer Department is comprised of four divisions that include the Video Inspection

Crew, the Cleaning Crew, the Repair Crew, and the Utility Crew.

Video Inspection Crew

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

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

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

On the two video inspection trucks there are three cameras and three robotic drive systems that transport the cameras. This hardware is interchangeable in the event one is in need of



Video Inspection Controls



GIS Data Collection

repair. The robotic cameras can drive down any sewer system from 8” to 60” in diameter and up to 1,200 feet in length. The cameras have articulating heads that have zoom, as well as pan and tilt capabilities. The computers that drive these cameras can record all visual data and all manually documented information entered by our camera technicians. This information is uploaded to the City GIS Department and Engineering for further study and updating of the City GIS Map.

The video inspection trucks are also equipped with pole cameras to inspect manholes and tight spaces that a normal tractor driven camera can’t get into. These cameras have the ability to reach 24 feet in depth and one of them has zoom capabilities. One of the trucks has a lateral launch system that gives us the ability to televise residential laterals from the main line in the street up to the house to determine blockages or damage. We are also able to take our mini push cam system into homes to televise from the house to the street to determine blockages or damage. In

In 2013, over 5,693 feet of residential laterals were televised with the push cam system

2013 the Sewer Department purchased a new pan and tilt push camera system that gave us the ability to pan or tilt the camera to get a better view of any fracture or defect in a homeowners lateral. In 2013, over 5,693 feet of residential laterals were televised with the push cam system.



Broken Sewer Pipe

The employee’s assigned to push cam inspections may also be assigned to do sewer locates for contractors, and follow-ups to residential concerns. These employees performed 103 sewer excavation inspections in 2013.

Cleaning Crew

The main function of the cleaning crew is to perform scheduled preventative maintenance cleaning on a daily basis. The cleaning crew has two combination trucks, an Aquatech, and a Vactor. Two highly skilled operators and a select group of cross-trained individuals operate these trucks. Between the two combination trucks, 191,448 feet of sewer lines were cleaned during the year. One of these trucks will assist the video inspection crew by cleaning lines before they are televised, while the other crew cleans inlets, and catch basins.



Cleaning Crew

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

The Mishawaka Sewer Repair Crew

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

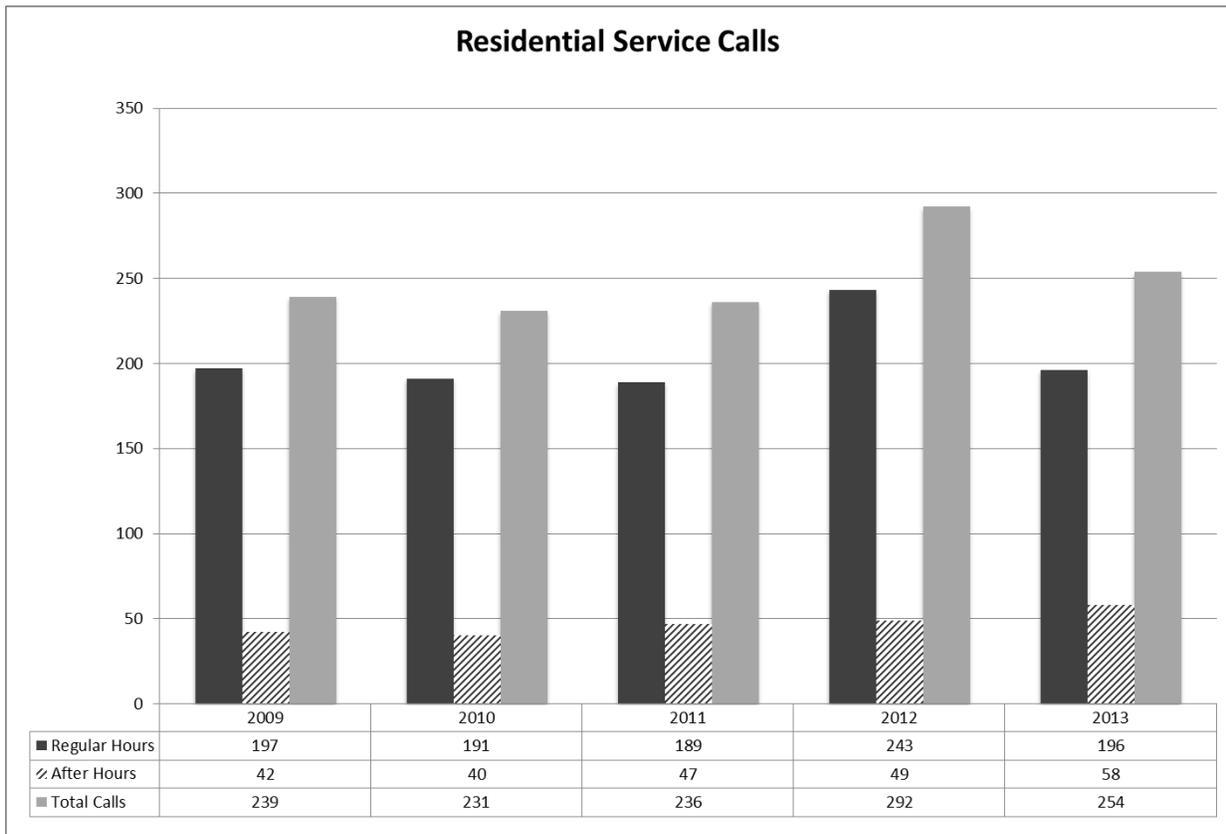
The Mishawaka Sewer Utility Crew

The sewer utility crew, comprised of all cross-trained employees, performs many jobs for the Sewer Department. Their jobs range from doing traffic control for the video inspection or cleaning crew, inlet patrol, lateral locate inspections, new construction inspections, service request mini-cam inspections, and GIS data collection for sanitary sewers.

Over the past year, 196 calls were received from residents during normal working hours and 58 after-hours requests for our personnel to check the sewer main. These calls ranged from homes with sewer problems, odors coming from the sewer line, water standing in the street or inspection of contractor cleaned laterals. Of the 254 calls, 67 residents qualified for the sewer insurance program. These 67 sewer insurance work order calls were taken, set-up and completed by our office personnel. These residents had repairs that ranged from a simple second opinion cleaning and 1 year guarantee against tree roots, to a more in-depth project such as an excavation and lateral repair. This program has proven to be very successful in assisting Mishawaka's residents with the high cost of sewer lateral repairs. More of the specifics regarding the sewer insurance program can be found on our City's website.



Cleaning Crews in Action



2013 PREVENTIVE MAINTENANCE SUMMARY

	Number	Feet	Miles
Sanitary Sewer Jetted and Vactored		177,068	33.54
Sanitary Sewer Root Cut		3,523	.67
Sanitary Sewer Dragged		0	0
Combined Sewer Jetted/Vactored		13,620	2.58
Combined Sewer Root Cut		1,615	.31
Combined Sewer Dragged		0	
Storm Sewer Jetted and Vactored		760	.14
Storm Sewer Root Cut		365	.07
Storm Sewer Dragged			
Inlets Cleaned	134		
Catch Basins Cleaned	228		
Drywells Cleaned	1		
Manholes Cleaned	0		
Vactoring Hours	2,927		
Sanitary Sewer Back-Up			
Storm Sewer Back-up			

2013 VIDEO INSPECTIONS

		Feet	Miles
Sanitary Sewer TV Inspected	Existing	210,369	39.84
	New		
Storm Sewer TV Inspected	Existing	1,285	.24
	New	11,166	2.11
Combined Sewer TV Inspected	Existing	17,441	3.30
Service Lateral TV Inspected 110	Existing	5,693	1.08
	New		
	Total	245,954	46.58

2013 MAINTENANCE REPAIR SUMMARY

Sanitary & Combined Manhole Entry	3
Sanitary Main Repairs	0
Sanitary Manhole Repairs	1
Sanitary Manholes Replaced	0
Sanitary Manhole Invert Repairs	0
Sanitary Manhole Bench Repairs	0
Storm Grate Replaced or Repaired	7
Combined Manhole Raised to Grade or Exposed	4
Storm Main Repairs	0
Storm Manhole Repairs	4
Combined Manhole Invert/Bench Repair	0
Storm Manhole Invert/Bench Repair	0
Storm Inlet Repairs/Replaced	3
Storm Catch Basin Repairs/Replaced	3
Combined Catch Basin Replaced/Repaired	2
Combined Inlets Repaired/Replaced	2
Bags of Concrete	219
Castings	11
Risers	2
Pre-Fabs	0
Sewer Permit Inspections	103
Water Tap Inspections	32
“As-Built” Inspections	8

The Sewer Department continues to strive to improve its preventive 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 2013.

Mishawaka Utilities Business Office

Virginia Fras, Manager

The Business Office continues to look for internal ways to improve efficiencies and reduce costs. This past year we partnered with Lake Michigan Mailers to pick up the U.S. mail metered at a significantly discounted First-Class rate, barcode it, sort it, and deliver it to the Postal Service the same day. The key advantages to this option are a reduction in postage for automation compatible mail and elimination of charges that we would normally incur throughout the year.

...a reduction in postage for automation compatible mail and elimination of charges that we would

This option gives us the opportunity to keep our current postage equipment, while obtaining the greatest savings with little or no change in our operating environment.

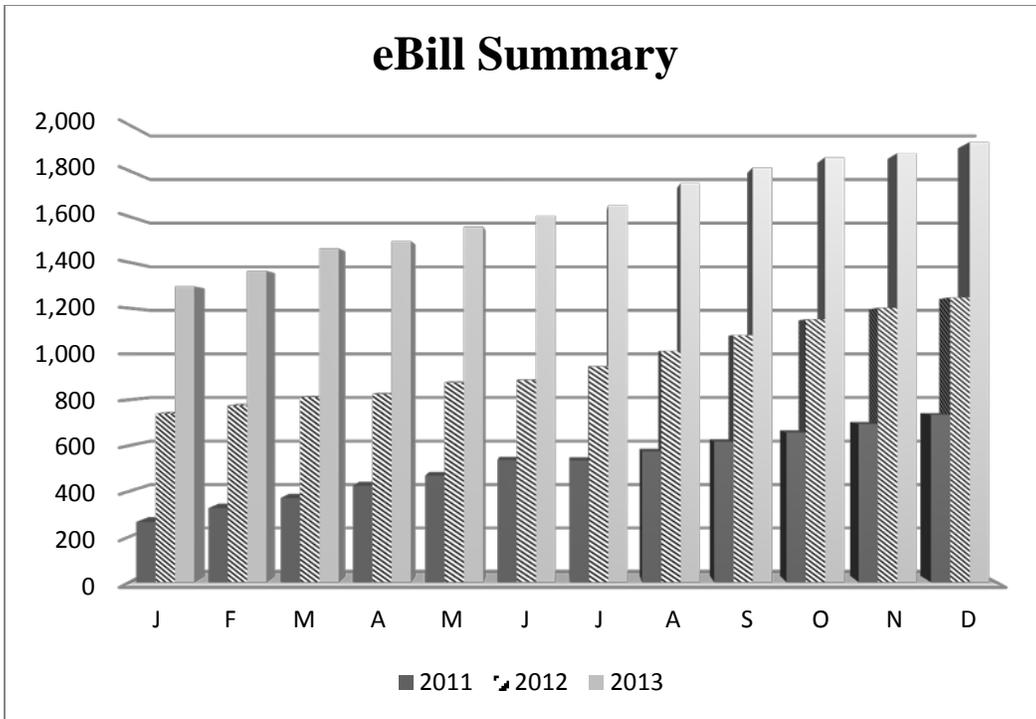
Our e-mail statements continue to increase in number. E-mail statements enable Mishawaka Utilities to reduce billing costs, while maintaining customer service and efficiency.

Electronic invoice presentment and payment provides the following numerous benefits:

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



Customer Service



eBill Summary Over Last Three Years

Our goal this year is to continue updating our customer service and billing software to improve on internal efficiencies. This solution improves customer service response times, enhances customer intelligence, improves application integration, and lowers maintenance and integration costs.

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