



STATE OF THE CITY



2017

DAVID A. WOOD
MAYOR

MARCH 13, 2017

*City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2016*

*David A. Wood
Mayor*



*Geoffrey D. Spiess
Corporation Counsel*

*Deborah S. Block
City Clerk*

*Rebecca S. Miller
City Controller*

*Mishawaka Common Council
Ross Deal (3rd District)
President*

*Dale Emmons (1st District)
Mike Bellovich (2nd District)
Kate Voelker (4th District)
S. Michael Compton (5th District)*

*Ron Banicki (6th District)
Joe Canarecci (At-Large)
Matt Mammolenti (At-Large)
Bryan Tanner (At-Large)*

City of Mishawaka

State of the City Address

March 13, 2017

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City of Mishawaka
2017 State of the City Address

“Standing up for Mishawaka”
Mayor David A. Wood

Introduction

Like most years, there is a lot to report in this year’s State of the City address. That is what is great about serving in Mishawaka government. Nothing ever stays the same, we are always moving forward.

This is the time every year when we pause, look back over the previous year and take measure of our progress. I will tell you that it is getting more difficult to take time out of our busy schedules to focus solely on the State of the City. That is because we have a lot going on and frankly, it seems as we are just trying to keep up with all the positive development. But like everything good that happens in the Princess City, it wouldn’t happen without a team effort. I would like to thank Karl Kopec, Tim Brill, Brent Chupp, Ken Prince and our department managers for their help in compiling all this valuable information.

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

I can assure you that we continue to put in motion great plans for our City. There is more going on in our ever-growing City despite the fact that it isn’t all documented here.

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

From a City perspective, 2016 was another productive year *if not one of our best years ever.* We also saw development announcements and construction activity from local, regional, national and international companies looking to build or expand in Mishawaka. We saw job growth associated with expanding industries and a growing economy and we saw population growth with new housing options. Our neighborhoods continue to remain safe and stable.

The theme I have chosen for this year’s State of the City is “Standing Up for Mishawaka”. It seems that some of Mishawaka’s biggest challenges in recent years have come from beyond its borders – whether it’s our neighbor to the west overzealously attempting to control OUR CITY’S

growth by arbitrarily creating utility boundaries; the State, capping and limiting our ability to raise revenue and have stable funding; the State, again, passing laws that virtually prevent the future expansion of our electric utility, monopolizing service territories for companies like AEP; or the Federal Government passing down unfunded mandates that overburden our citizens.

This past year was no different. We continue to have attempts from outside entities to tap into Mishawaka's resources. We stood up against a proposed food and beverage tax, where proceeds were intended to be taken from Mishawaka businesses to benefit the Potawatomi Zoo. I believe the Zoo is a wonderful asset, but how can we as local government continue to warn of fiscal cliffs while supporting a new tax that would be generated in Mishawaka, that would be expended outside of Mishawaka, where we have no ability to even have meaningful input into the decision-making process on how those funds are spent? I want to personally thank the Mishawaka Common Council for their leadership on this issue.

Also, as part of the St. Joseph County Solid Waste Board, we voted against a property tax proposal on our residents to pay for curbside recycling services that are rendered entirely outside the City. In this case, there was a proposal to uniformly pass a tax on to all county residents for recycling services, even though service in Mishawaka is already contracted out to a private firm and the cost is included in each resident's utility bill. If this had passed, this would have meant that Mishawaka residents would have been paying twice for service and that funds from Mishawaka would have been used to subsidize other residents in the County. I would like to give my special thanks to Councilman Emmons for his vigilance and leadership on this issue.

As I referenced last year, we have seen our big box stores such as Meijer with the help of a major law firm, Faegre Baker Daniels attempt to undercut our revenue with aggressive and substantial property tax appeals based on comps from dark stores. No one wants to pay more taxes, but the reality is that we just want them to pay their fair share.

It has been suggested on numerous occasions by the media and various organizations that Mishawaka and other cities and towns need to work toward unigov. Essentially, the thought is to participate in county-wide planning to provide critical services such as fire, police and streets on a county-wide basis. For all the preaching about the benefits and fellowship of regionalism, we are most typically approached when something is needed from us, rather than holistically identifying what can be done that includes Mishawaka to improve the region.

In 2016, the St. Joseph County Chamber changed its name to the South Bend Regional Chamber. Although we understand the logic behind the name change - that it was based on frequency of internet searches and tying the Chamber to a readily identifiable location on a map that people around the country can find - St. Joseph County just doesn't resonate outside the region. Unfortunately, it was truly a missed opportunity to **actually** promote the greater area. We were notified the same day they were announcing the name change and were not given any input into the process. If you go to the Chamber's website, Mishawaka isn't even mentioned on the entry page. At the bottom of the page in small print, it indicates "Serving 12 Cities & Towns in Northern Indiana". For reference, the next largest city or town in the county after Mishawaka contains less than 3,000 people or roughly 6% our size.

To me, this name change was done in a marketing room and doesn't reflect the regionalism that is being preached. The fact is that South Bend shares a common border with a City half its size

that has unique characteristics that contribute greatly to the fabric of the region. Using South Bend-Mishawaka as the name would have been inclusive, would have more accurately depicted the region and would have met the same basic goals set out by the Chamber. I would point to the name Champaign-Urbana as the perfect example. This is how we know and understand that region, even though their chamber is named after the county. If we are moving forward in a regional manner, wouldn't using South Bend-Mishawaka as a name make sense? Although there are many hyphenated regions and chambers, Champaign-Urbana is particularly relevant for being the home of a world class university in the University of Illinois. The fact that our region is slightly larger and that it is most known for the University of Notre Dame makes the comparison extra relevant. If used, I firmly believe that the hyphenated name South Bend-Mishawaka would have more marketability over time than just South Bend alone. Just recently a contact through our website had indicated they were doing research and found South Bend's Chamber, but wanted to find Mishawaka's. I have no interest in creating a separate chamber, but I wonder if that consequence was envisioned when the name change was being considered. Our hope is that as names change in the future, that Mishawaka can be included prominently and more accurately reflect our greater community.

Moving Forward

In standing up for Mishawaka I can promise to our friends and neighbors; Mishawaka will be a reliable and willing partner in any joint effort that makes sense for the citizens of Mishawaka, protects and supports our services, and our orderly growth. Mishawaka wishes to be a regional partner and contribute to the greater good of the region. Particularly, with respect to the outside influences we continue to endure, I continue to believe that the best way we can accomplish this is by being the best Mishawaka that we can be including speaking out when necessary.

I also want to personally thank MACOG and Visit South Bend-Mishawaka for the partnerships that have truly enabled two long-standing projects to move forward in 2017. The City's Riverwalk extension through Merrifield and our Branding and Wayfinding project are moving forward because of the involvement and contributions of those entities.

The People of Mishawaka

Every year I like to highlight a few notable achievements by current or former citizens. 2016 brought another State Championship for the Marian High School Boys Soccer Team. Back to back championships is truly an accomplishment.

Former Marian standout Demetrious Jackson was drafted by the Boston Celtics and promptly began to give back to his alma mater and our City. Anna Rohrer went from Mishawaka High School standout to Notre Dame standout, just recently winning the ACC 5K championship on her 20th birthday. Mishawaka is richly blessed with citizens who achieve at the highest levels.

Mayor's Youth Advisory Council

One initiative, of the Mayor of Mishawaka, is to educate our Youth about our City and show them the value of their "hometown". I want them to see what is available for their future in our City and hope that they will return after college and continue to make Mishawaka their home. The Mayor's Youth Advisory Council is a way that my wife, Jaimi, and I give back to our City;

by empowering the youth of Mishawaka to have a voice and to address issues and concerns that affect them directly, not only today, but for tomorrow as well.

Retirements and Staff Changes

2016 included some significant changes in City personnel. In total, the following five retirees had a combined 154 years of service with the City. They all will be missed.

Gary West

Gary West began his most recent career with the City of Mishawaka on January 1, 1984 as Director of Engineering. Gary West is as responsible for Mishawaka's growth and development as any other single public servant in City history. He is a leader and has been the driving force behind many of the significant projects that have occurred in Mishawaka during his 32 years of service under four different Mayors. He served on the Board of Public Works and Safety for the last sixteen years of his career, serving as President for the last eight. Gary retired from the City of Mishawaka on November 30, 2016.

George Obren

George Obren began his career with the Mishawaka Police Department on May 1, 1978 serving in many capacities with the Department but the most notable as the Mishawaka Police Chief for four years. George retired from the MPD on May 2, 2005 and was hired as the Code Enforcement Director on July 5, 2005 where he spent eleven years. His greatest success in Code Enforcement was the implementation of the *Top 100 Program*; a program dedicated to addressing the worst of the worst, sub-standard housing issues in the City of Mishawaka. George retired from Code Enforcement on June 17, 2016.

Ross Portolese

For the last 30 years, Ross Portolese has been a dedicated member of the Mishawaka City Planning Commission and Board of Zoning Appeals. Before retiring at the age of 93, Ross served under three Mayors. While serving on this Board, Ross has been an integral part of the growth and development of the City of Mishawaka. In his tenure on the Plan Commission, Ross was always looking out for the taxpayers.

Linda Dotson

Linda Dotson began her career with the City of Mishawaka on June 22, 1996 as the Deputy Clerk for Mishawaka City Clerk, Deborah Ladyga-Block. Linda served in this position under four Mayors and six different Mishawaka Common Councils. Prior to this position, Linda worked as Secretary to Mayor Bob Kovach and as Deputy Clerk for the Penn Township Assessor being able to claim that she has served the City of Mishawaka citizens her entire career. Linda retired from the City of Mishawaka on November 30, 2016.

Dale Freeman

After dedicating 36 years to the Mishawaka Fire Department, including the last 19 years of his career as Chief, Fire Chief Dale Freeman retired on June 13, 2016. Chief Freeman leaves a legacy that is hard to replicate. During Chief Freeman's tenure, the department the EMS

department was merged into the Fire Department. This allowed for the addition of EMT's, Advanced EMT's and paramedics to our first responders. In short Dale was responsible for the making wholesale changes in training, equipment and technology which helped every firefighter provide the best service possible to the city. Thank you, Dale, for all you have done and leaving the City in great shape for the future.

Public Safety

There is no more of a vital service provided by local government than public safety. As Mayor, one of the accomplishments that I had been most proud of is the fact that overall crime reporting numbers have decreased consistently in my tenure until 2016.

Crime Rate is Up

The overall yearly Uniform Crime Report statistics that are sent to the FBI data base show an increase in overall reported crime of 7%. Some of the most notable increases were in larceny/thefts that include shoplifting or conversion and auto theft. Over 70% of auto thefts are due to people leaving their cars unattended while warming them up during the winter months. The spike in shoplifting is attributable to the increase in meth and heroin cases. Like other cities throughout the Midwest, Mishawaka is currently facing an epidemic of heroin and methamphetamine cases. The MPD Street Crimes Unit has been instrumental in several arrests associated with meth production not only within the City of Mishawaka but also the City of South Bend and St. Joseph County. The victims of addiction to these drugs have been known to barter stolen merchandise for their drug of choice. This type of theft hits Mishawaka particularly hard because we contain a significant amount of the region's retail space that is being targeted.

As we move forward to fight the drug epidemic and other crimes, I am confident in the abilities of the Mishawaka Police Department. The reason we have consistently low crime rates is the everyday work and accomplishments of their work. Our Police Department has always had a plain, old-fashioned hard work ethic. Mishawaka is strong because the men and women of the Mishawaka Police Department keep her safe.

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

2016 Police Officer Lifesaving Awards

In public safety, our first responders routinely respond to life and death issues. Recently, we honored a group of police officers whose actions were exemplary and went above and beyond becoming examples of the world class service provided by the City. These officers' actions included performing CPR, helping a 5-month old choking victim, going the extra mile to enter a home where the elderly person was unresponsive and they had to kick in the door, and using an AED on a heart attack victim off duty at a part-time job. Join me in recognizing Officers Ryan Kuzmich, Dave Ruiz, Kyle Miner, Rich Freeman, Glen Roach, Andrew Sark, Chad Winger, Ron Treely, and Mark Flemming for their exemplary service.

Mishawaka Fire Department

The Mishawaka Fire Department had another record-setting year in 2016 as the Department responded to 7,201 calls for service. The greatest calls for service were EMS in nature. Our ambulances and fire trucks responded to 5,625 calls that required EMS response, this was nearly a 10% increase from 2015. In addition, the MFD had 205 requests involving a commercial, residential, apartment or other type of fire. The remaining 1,371 includes any request by the public including investigations, gas leaks, citizen assists, and a variety of other types. In addition, collections were up for ambulance billing making 2016 the largest revenue year. We collected \$1,467,117.08 dollars for services provided.

New Fire Chief

On June 14th, Bryon Woodward was sworn in as the new Fire Chief. Woodward is a 21-year veteran of the department and participated in a lengthy selection process by the City's senior staff. The process had several qualified candidates which is a testament to the leadership that exists in the department. The presentations were all well done, however it was clear that Bryon had the tools and experience we were looking for to lead the department. I have great confidence in Bryon and his staff to lead and continue to build on the great legacy of the department.

Fire Prevention

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2016, the Fire Prevention Bureau performed over 1,900 fire inspections of buildings in the City. Our Fire Marshals work closely with the Mishawaka Building Department by reviewing all design drawings for new construction, building additions, and remodels within the City to make sure all fire and building codes are met.

New Equipment

We took delivery in 2016 of one new Pumper/Engine combination truck, and one new Medium Duty Ambulance to upgrade our fleet. With the increase in call volume it is critical we replace the trucks on a regularly planned schedule. We have also budgeted for another Pumper/Engine and Medium Duty Ambulance in the 2017 budget.

City Finances

Working with the Common Council in 2016, Mishawaka passed another honestly balanced budget for 2017 that provides investment in public safety, streets, and parks, while including a modest 1% cost of living increases for our employees. Budgets are about making choices and setting priorities. Mishawaka's success continues to be based on being fiscally conservative and not incurring long-term legacy costs that could jeopardize our stability in times of uncertainty.

As indicated in the last few years, with further revenue tax cap reductions looming in 2019, we must prepare now and continue to seek the most efficient government possible. Over the past four years we have reduced staff while also improving services. We will leave no stone unturned in our efforts to become more efficient and to optimize our services.

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

The cash balance in the General Fund increased \$1.852 million from \$2,877,933 to \$4,730,384 in 2016. Lower than budgeted fuel costs, revenues coming in over budget and conservative spending contributed to this increase.

The total Civil City budget for 2016 increased 5.93% to \$52,926,916. The General Fund budget that includes public safety increased 9.4%, Motor Vehicle Highway (MVH) 3.5%, and Parks and Recreation 2.4%. Capital outlays and rising utility costs were primary causes for the increases. The wage increase for employees was only 1.0% for the second year in a row.

Circuit breaker losses continue to affect our budget as illustrated in the General Fund losses over the past three years: 2016 (\$4.2 million), 2015(\$3.8 million), and 2014 (\$3.4 million). As costs continue to rise and assessed valuation doesn't keep up, the result will be ever increasing losses even without the pending fiscal cliff.

Assessed Valuation

As I reported last year, in 2007 the City's assessed valuation reached a peak of \$1.750 billion. Since then, as part of the Great Recession, the Princess City has weathered an overall 25.6% decrease in assessed valuation up to 2015. In comparison, South Bend's assessed valuation dropped 28.3% and St. Joseph County's dropped 26.0% during that same time. In 2015, the City's AV increased 5.28% from \$1.303 billion to \$1.372 billion. In 2016, the City's assessed valuation dropped again by 30.4 million dollars. This decrease was both concerning and was significant considering the full impact of the tax caps that will reduce funding again in 2019. I am pleased to report that the assessed valuation is \$1,391,035,674 in 2017 up from \$1,341,719,802 in 2016. This is a roughly 3.7% increase over the previous year and hopefully a sign of improvements to come.

Excellence in Financial Reporting

For the 30th consecutive year, the City of Mishawaka has been recognized with the Certificate of Achievement for Excellence in Financial Reporting (2015). The Certificate of Achievement is "the highest form of recognition in government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management." This wouldn't be possible without the ongoing efforts of our Controller, Rebecca Miller and her staff!

Central Services

When I am traveling throughout the state, I always make a point to review the condition and appearance of other cities. Like all cities, we are limited by a very fixed amount of resources, but I always believe that Mishawaka compares favorably to every other city that I have traveled to. This is due to the dedicated employees of our Central Services Department.

It is the responsibility of the Central Services Department to maintain all green areas of city-owned properties, consisting of nearly 700 acres. They also maintain 164.5 miles of roadway. During the winter months, in addition to the streets, we remove nearly 8 miles of snow on all city-owned sidewalks. These areas include the Riverwalk, all City lots, business office, City Hall, sidewalks on all bridges and all other walk ways adjacent to city-owned property.

During the 2016 season, we removed 9,300 cubic yards of leaves. The Mishawaka Traffic Department recorded 1,267 tasks in 2016. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs. It is the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 100,000 square feet of city-owned buildings. Lastly, the Department maintains the City's fleet of police cars, fire trucks, utility vehicles, and equipment.

Kokomo Assistance

2016 was a historic year for Central Services. For the first time the City of Mishawaka sent disaster aid to an Indiana city in need. On August 24, 2016 the City of Kokomo, Indiana was struck by a devastating tornado. A call for help was put out by Kokomo for assistance with the cleanup. Mishawaka responded to that call, along with other cities, sending a crew of employees and equipment.

On September 6, 2016, we headed down to Kokomo with a crew of 6 employees, 4 dump trucks and 1 loader with a grapple bucket. Upon arrival we were immediately put to task cleaning up. Even two weeks after the tornado touchdown, the devastation was unimaginable. The residents and employees of Kokomo could not have been more receptive and gracious to us for our help. The employees who went down represented the City of Mishawaka with honor. During our 3-1/2 days we removed 83 loads of debris equating to 664 cubic yards and drove a total of 596 miles in the clean-up process at a cost of \$7,632. Although we hope to never need it ourselves, I feel that it is essential that we participate and provide mutual assistance when called upon. One thing that being Mayor has taught me is that you never know what situation might come up where you will need to ask for help.

Epic Rainstorm

A thousand-year storm has a 0.1% chance of occurring in any given year. At 1:00 p.m. on August 15 rain began falling in Mishawaka. When the rainfall ended at 9:00 a.m. the next day, Mishawaka had experienced a thousand-year rainstorm. The Treatment Plant rain gauge measured 8.1 inches of precipitation over a 20-hour period while some areas of the City received up to 11 inches of rain. It was the largest rainstorm in Mishawaka's recorded history.

The 8.1 inches of rainfall over the 11,400 acre Mishawaka city limits equals 2.5 billion gallons of water. This is enough water to fill 3,785 Merrifield pools or to flood an area of 1,168 acres six feet deep.

Despite severe and widespread flooding in neighboring communities, Mishawaka's sewer system and wastewater treatment plant handled this tremendous volume of water with few serious flooding problems. Years of investment in sewer system and treatment plant upgrades, and rigorous maintenance of the collection system paid huge dividends in protecting our city from calamity during this historic storm.

City Employee Health and Wellness Clinic

In its first full year of operation in 2016, the City of Mishawaka Activate Health Clinic saw tremendous participation from City employees and their spouses. Among the clinic's 5,360 appointments, 88% of employees and 92% of insured employee spouses visited the clinic at least once in 2016, and 3,635 prescriptions were filled on-site at no charge to employees. The clinic expanded its hours in 2016 and has added new procedures, all of which is improving the health of our workforce and helping maintain the City's health insurance costs at reasonable levels.

2016 Construction and Growth

In 2016, the construction industry continued to grow in activity over recent years. One of the few areas that dropped was the construction on new single family homes. In 2016, there were 36 new homes constructed in the city compared to 47 in 2015. The current limited population growth combined with a greater demand for apartments continue to be the largest influences on new single family residential construction.

New Commercial Building Activity Remains Strong

In 2016, commercial permits were issued with an estimated construction cost of \$86.2 million, \$29.2 million more than occurred in 2015. By the numbers, 13 commercial building permits were pulled for new free-standing buildings in 2016 compared to 12 in 2015. The single largest permit was for the new veteran's care facility being constructed on Trinity Drive with a \$32 million estimated construction cost.

The City of Mishawaka continued to grow and in 2016 the City issued permits with a total estimated construction cost of \$98.4 million. For comparison, the City issued permits worth \$85.2 million in 2015. This represents a **15% increase in estimated value between 2015 and 2016**. Since 2013, the City has had three straight years of double-digit percentage growth from year to year. Coming off the recession, there was a 14.4 million dollar increase between 2013 and 2014 (27%). Between 2014 and 2015 there was a 17.4 million dollar increase (20%). Since 2013, the City has had growth in estimated new construction values each year of greater than 15% and \$13 million per year. The City continues to show significant improvement and the market appears to be stable and growing again.

Fortunately for the City, a few significant projects have already been announced for 2017 including the proposed Flaherty & Collins mixed use project downtown and the Watermark Apartments project located off of Fir Road south of the Toll Road.

Another significant development that still has a great deal of potential is the Grandview Planned Unit Development. The project was conceived by and is being built by local developer, Great Lakes Capital. In 2016, Great Lakes Capital constructed 8-million dollars worth of apartments. The commercial portion of the development is expected to follow in the coming years.

River Rock Mixed Use Development

In late summer of 2016, the "River Rock" mixed-use project opened. The 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 contains 72 apartments and first floor commercial

space fronting Mishawaka Avenue. Our understanding is at the end of the year approximately 90% of the apartments had been rented with the developer only providing a few incentives to lessees. This project has confirmed the demand for market rate apartments in downtown Mishawaka. The commercial space still remains vacant.

Regional Cities Initiative / Flaherty and Collins

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

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

In 2016, the Regional Development Authority (RDA) awarded the project just over 5 million dollars of the regional cities funding. This was less than the close to 8 million dollars that had been requested. As such, the City and Flaherty and Collins had to modify the project to make the project work financially. Among other items, the amount of parking was reduced for the project, including a reduction in the number of public parking spaces proposed. I personally want to thank the RDA for awarding funds to our project and helping us create additional momentum in the redevelopment of the downtown.

Riverwalk Security Cameras and Call Boxes Installed

After multiple years of planning and construction, the long-awaited security camera and call box system was installed along the Mishawaka Riverwalk in 2016. This system includes over 80 camera lenses monitoring the Riverwalk between Logan and Cedar streets. It also covers the following parks: Beutter, Merrifield, Crawford, Kate's Garden, Lincoln and Central Park. In addition to the cameras, there are also five emergency call stations placed in strategic locations along the Riverwalk

Bicentennial Celebration

On December 11, 2015, I read a Mayoral Proclamation to announce the beginning of Indiana's Bicentennial Celebration along with the raising of the official Indiana Bicentennial flag. Indiana's Bicentennial Celebration was to honor our state's 200 years of statehood. To lead this celebration, the Indiana 2016 Bicentennial Commission (IBC) was established. One of the legacy projects identified by the IBC was the Indiana Bicentennial Torch Relay, a signature event of Indiana's 200th anniversary celebration in 2016. Patterned after the Olympic Torch Relay,

Indiana's version passed through the state's 92 counties covering 2,300+ miles over a five-week period averaging approximately 74 miles per day. The torchbearers utilized several means of transportation during the relay; watercraft, farm equipment, a racecar, horse, buggy and other modes unique and symbolic to Indiana. The City of Mishawaka was honored to receive the torch on October 8th at 11:00am at the corner of Mill and Front Street. It took approximately 10 minutes for the torch to travel a $\frac{3}{4}$ mile route mapped out by the St. Joseph County Torch Relay Committee.

My office was contacted by the Indiana Association of United Ways and the Indiana Bicentennial Commission requesting our participation in the Bison-tennial Public Art Project. The project consisted of a 5-ft. tall fiberglass bison that would be decorated and displayed at prominent events in the City of Mishawaka. Once painted and sealed with the recommended materials, this fiberglass bison is expected to last about 30 years outdoors or even longer if stored inside.

Mishawaka fine arts students and their art teacher, Ryan Sergeant, had the honor of designing and painting the fiberglass bison, which arrived in the City of Mishawaka primed white. Mishawaka landmarks on the bison include a large City Seal painted on both sides, the Uniroyal Plant, the cable-stayed bridge over a flowing St. Joseph River with the background of St. Monica Church. Mishawaka High School is painted on one side of the bison along with stones similar to those that make up the Battell rock garden and yes, the bison is wearing his Red Ball Jets! The bison will proudly be displayed in the lobby of the renovated Battell Community Center for years to come.

Battell Center Renovation

A major capital improvement which was completed in 2016 for the City was the renovation of Battell Community Center. The most visible feature of the renovation is the formal marquee style entry on the north side of the building. The project wrapped up in the fall of 2016 and classes and programs began to fill the Community Center once again. A grand reopening event welcomed hundreds of patrons on October 10th with building tours and the showing of the *Wizard of Oz* on the Auditorium's new 18'x 24' screen. The new projector screen system has been utilized for numerous special events including Brunch & a Movie, Family Fun Nights, and Movie Nights. The renovations and improvements have allowed the Parks Department to expand and enhance our services to the community. Any given week, you can catch families enjoying movies in the auditorium, cheering on sporting events in the gymnasium, participating in youth and adult fitness classes, and taking advantage of our many special events. These renovations have brought new life and opportunities to our city.

Park Improvements

One great highlight for the department in 2016 was the addition of inclusive playground components at Hillis Hans Park. The combination of the poured-in-place servicing, the OmniSpin Spinner, and the molded bucket seat swing have given children of all abilities the opportunity to play together. As a city, we realize the need for inclusive play and we plan to continue to find creative ways to involve children of all abilities when designing and upgrading parks.

Park Events

The Parks and Recreation Department has stepped up to the challenge of engaging the community with new events and programs. One of the many challenges that we overcame in 2016 was the software for accepting registrations. The implementation of Tyler Technologies software has allowed for us to offer online registration as well as accept credit card payments, giving us the opportunity to reach the community in a way that we have been unable to in the past.

Our 2016 special events were extremely successful. The Daddy Daughter Dance had record numbers and is sold out for 2017. The Easter Egg Hunt had an estimated 500 participants and the Chili Cook-off at the Fall Harvestfest had an estimated 1,000 participants. Local businesses and city departments came together to host the first ever Trunk-or-Treat Halloween event at the Battell Community Center and had over 1,000 in attendance. The Summer Concert Series was a success once again for all three venues.

Mary Gibbard Park

The Mishawaka Parks Department is currently in the process of renovating and redesigning Mary Gibbard Park. The City teamed up with LaSalle Elementary to ask students for their input designing the new park. Each child received a *My Mary Gibbard Park* paper, which allowed each child to use their imagination to draw what they want the park to look like and list five items they wish they had in the park. A few of the more popular items were a new splash pad, playground, zipline and internet in the park. The proposed improvements are still in the design phase but right now the plan looks to include an art wall, an updated playground including areas for inclusive play, 1 to 2 new pavilions, open play for youth sports and new walking paths.

Mishawaka Riverwalk

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

In 2016, the City continued to plan for future expansions of the Riverwalk. The City worked with MACOG to obtain federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. Also in 2016, the City finalized construction drawings and continued to respond to an appeal submitted by property owners located on the north side of the river who are concerned about the impact proposed park improvements might have on their property. Permits had to be re-applied for since they had lapsed due to the extensive time involved working with the property owners. INDOT bid the project in early 2017 but was required to reject all bids because the bids exceeded engineers estimate for the project. In working with MACOG, both the City and MACOG were able to identify the additional funds necessary to allow the project to move forward. The project was recently rebid and is still estimated to be built and completed by the end of 2017.

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

completed, this section will extend the walk from the “Merrifield/Crawford Park Connector” to the intersection of Prospect and Indiana Avenue.

Castle Manor

Concurrently with the proposed Riverwalk construction, Castle Manor will not be able to be rented or utilized because of the surrounding work. As such, we are taking the opportunity to rehabilitate the structure. Although it is a beautiful facility, it has had multiple additions over the years and has a need for additional storage space. Working with our consultant Arkos Design, Castle Manor will not only be restored to its former glory but it will also be enhanced by a small storage addition, new kitchen improvements, ADA accessible restrooms and HVAC upgrades. If all goes as planned, we are hoping to hold Winterfest in Merrifield Park in 2017 to show off our newest investments.

Battell Park - Rosemary's Garden

In 2015, the Planning Department led the effort to develop an updated master plan for Battell Park. In 2016, the City contracted with DLZ to develop plans to create Rosemary's Garden. Former Plan Commission Member and Board of Zoning Appeals member Rosemary Klaer, left the City just over \$40,000 on her passing with the intent to make to make a park improvement. In reviewing the City needs and what would make sense to accomplish, the decision was made to build a passive overlook space on the east end of Battell Park, overlooking the cable-stayed Riverwalk bridge and downtown. The space will include a custom bench swing and is intended to be constructed in 2017.

Community Development

A portion of CDBG funding was utilized for Public Infrastructure to continue with curb, sidewalk, drive approaches and ADA ramp replacement along the 200 block of West Battell St. In 2017, our Community Development staff is also working to reallocate some Community Development Block funds to demolish the Mary Gibbard Pool. By using these funds for demolition, the City budgeted funds will be able to go further toward the replacement improvements for the park.

Partnership with Habitat for Humanity of St. Joseph County

Even before I was Mayor, I have been a long-time supporter of Habitat for Humanity. My efforts included traveling to work on builds outside the City in addition to a number here at home. As we phased out the Cities own first-time homebuyer program because of the difficulties in managing federal funds, we increased our partnership with Habitat for Humanity. In partnership with the St. Joseph County Housing Consortium, seven properties were completed and sold to income eligible homebuyers in Mishawaka in 2016. The construction of seven additional properties will continue into 2017. These 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. As time goes on, we are looking into more opportunities to partner with Habitat for Humanity of St. Joseph County.

Mishawaka Utilities Electric Division

Mishawaka Utilities – Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 28,074 customers. We have 11 substations located throughout the City. Our 46-person staff, located at 1646 E. 12th Street, oversees and maintains a distribution system consisting of nearly 127 miles of overhead, 176 miles of underground distribution lines, and seven miles of transmission lines, primarily 34.5 kV, with a small 69 kV section feeding our University Park substation. Mishawaka's electric rates are slightly below average for cities our size in Indiana, which is one of the nation's lowest-cost energy states. Our residential consumers enjoy electric bills that are slightly lower on average than those of neighboring utilities.

2017 IMEA Lineman Rodeo

I am pleased to announce that the 2017 IMEA Lineman Rodeo will once again be held in Mishawaka, this time at Central Park due to the anticipated downtown construction. This is the 7th annual Indiana Lineworkers Skills & Training Rodeo. It will take place Friday and Saturday, September 15 and 16. This is the only one of its kind for lineworkers in the state. The event is designed to showcase the skills and knowledge of a lineworker in a fun and safe environment. Skills events are judged on safety, work practices, neatness, ability, equipment handling and speed. The family-friendly event also features industry vendors with products for show and sale, food, rodeo souvenirs, children's activities, games and more. We are looking forward to welcoming guests from around the state and would like to encourage everyone to come down and check out the event. Our apprenticeship program and lineworkers are recognized worldwide as a model program - often finishing in the top ten in competitions both nationally and globally.

Electric Enhancements

Mishawaka Utilities Electric continued to provide reliability and performance enhancements. A distribution pole inspection was conducted by American Energy Services. Of the 2,202 poles were inspected, 206 were condemned. Line crews and the city's Engineering Department worked diligently to replace 80% of these poles in 2016.

Public Infrastructure Projects

We continued to build in 2016. Our Engineering Department does a masterful job of organizing our design consultants and contractors to make sure that as we spend money on capital improvements, they are designed and built with the future in mind. I am also pleased to report that Christine Jamrose, P.E. - Gary West's long-time assistant - was hired as his replacement at the end of 2016. We are looking forward to Chris carrying on the level of excellence that is continuously achieved by the Department.

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

In 2016, State Road 23 was widened to include a center turn lane between Grape Road and Main Street while maintaining two through lanes for each direction. This improvement was much needed to aid in the continued development of the northern portion of the City and was not in any long-term plans of the State. Dual left turn lanes were added for both eastbound and westbound traffic at the intersection of State Road 23 and Main Street. A dedicated right turn

lane was added for eastbound traffic at the intersection of State Road 23 and Main Street. In addition, new water main, storm sewers, and curb and gutter were installed, and the traffic signal at State Road 23 and Main Street was modified to accommodate the improvements. We are appreciative to INDOT who was able to participate by providing the surfacing for the project.

Trinity Place Realignment

In summer of 2015, the U.S. Department of Veterans Affairs chose a 14-acre site on Trinity Place for the location of a new 60,000 square foot VA Clinic. The site was appealing due to its proximity to the St. Joseph Regional Medical Center and the many amenities the City of Mishawaka has to offer guests. To provide sufficient space for an optimal site layout, the Ambrose Development Group and City of Mishawaka agreed to relocate a 1,400-foot section of Trinity Place to the south. The street relocation, which is now complete, not only accommodates the new VA Clinic but also continues to provide developable land for future projects.

Combined Sewer Overflow Reductions

In 2017, Mishawaka continued over 27 years of efforts to reduce combined sewer overflows (CSO) into the Saint Joseph River. Our achievements are impressive! In 1990, it is estimated that the annual CSO discharge volume was 314 million gallons. Through sewer separation projects, sewer system capacity upgrades, two expansions of the wastewater treatment facility and aggressive sewer maintenance, the total combined sewer overflow volume discharged to the river in 2016 was 17.5 million gallons, a 94% reduction from our 1990 baseline. Of the 17.5 million gallons of overflow in 2016, 7.3 million gallons was from one storm on August 15 and 16 when over 8 inches of rain fell on Mishawaka.

Long Term Control Plan

The City's Long Term Control Plan (LTCP) was endorsed by the Common Council in January 2014, and Final Judgment was filed on May 23, 2014 by the United States District Court. Late in 2014 the City began planning for the major element of the Long Term Control Plan, a 7,000-foot long, 10-foot diameter storage and conveyance tunnel to be located under either Third Street or Fourth Street approximately 30 feet deep extending from the Wastewater Treatment Plant (WWTP) to Merrifield Avenue. Following a review of subsurface soils investigations along both proposed alignments, engineers suggested lowering the depth of the tunnel from 30 feet to an average of 70 feet to provide clearance from underground utilities, boulders, more cohesive soils and overall be less invasive at the surface. In addition to the tunnel being lowered, engineers recommended the Third Street alignment instead of Fourth Street and that the tunnel be completed in one contract instead of two. All of these recommendations result in a reduction of construction costs when compared to the original plan. However due to the lowering of the tunnel, it was necessary to add a lift station at the WWTP as a control structure to convey flows into the treatment plant.

In the fall of 2015, the City selected two design engineering teams to develop construction documents for the tunnel and lift station/control structure, these plans progressed through 2016 and are expected to be complete to 90% in the spring of 2017

However, at the 60% plan completion in November 2016, the estimated project cost significantly exceeded the initial estimates causing the City to step back and re-evaluate the LTCP as a whole.

Since we are bound by a schedule and specific elements within the 2014 Consent Decree, we will continue to progress the deep tunnel plans to 90% in good faith. However, technology has changed in the last ten years since the development of the LTCP and therefore, will re-evaluate options and anticipate re-opening negotiations with the US EPA and Department of Justice in 2017 in pursuit of relief. The bottom line is that if the tunnel is required to be built as currently mandated, the average home could have a sewer bill alone that exceeds \$130 a month. This is entirely unacceptable to me and my understanding of the modest means of most of our citizens. We are hopeful that with the emphasis on deregulation that is currently being directed by recently elected President Trump, that the City will be able to continue our separation efforts but at a lesser burden.

Linden Area Long Term Control Plan (LTCP)

The Linden Area Sewer Separation is an element of the Long Term Control Plan (LTCP) that in part requires separation of 152 acres of existing combined sewers in the Linden Area. These improvements are part of a larger plan (LTCP) to minimize combined sewer overflows to zero during the typical year within the City's sewer system.

The plan, which is separate from the tunnel, consists of three main components: rehabilitating the existing combined sewer system to act as a separated sanitary sewer system; construction of new separate storm sewer systems including a new storm outfall to the St. Joseph River; and converting some of the existing combined sewers to storm sewers. These projects have been broken down into several phases to complete the entire system over the next several years.

Phase I began in 2016. This phase included large diameter (36" to 72") storm sewer trunk on Club Boulevard from Miami Club Drive to the golf course, on Victoria Street from Club Boulevard to Linden Avenue, and through the golf course. A significant portion of the work included twin 54" storm lines through the golf course from the east end of Club Boulevard to an outfall at the river. Additionally, the project included the transition of the existing combined sewer to sanitary sewer, tree removal, installation of concrete curb and sidewalk, as well as new pavement. This work could not begin until the conclusion of the prime golf season in 2016. The remaining work on Victoria Street will be completed in early spring of 2017. The total investment for Linden Division A – Phase I is anticipated to be \$1.6 million.

Construction of Division A – Phase II is scheduled for late spring of 2017. Division B and Division C are scheduled for the summer of 2017 in anticipation of the second phase of Twelfth Street Improvement Project, from Downey Avenue to Campbell Street. The improvements within Linden Area Divisions A, B, and C not only complete elements of the LTCP, but will allow a storm outlet for the second phase of Twelfth Street Improvements. The Twelfth Street project is programmed through MACOG where 80% will be funded by INDOT/Federal Highway and the remaining 20% will be funded by a local match from the City. The Twelfth Street construction cost is currently estimated at \$7.2 million and has been programmed to bid in July of 2018.

Water needs assessment - Planning for future growth

As Mishawaka Utilities Water Division's system grows, we have needed to assess the current infrastructure along with needs for the future. As mentioned last year, in 2014 we began

conducting a Needs Assessment with our consulting engineer DLZ. This assessment was completed in 2015 and represents a comprehensive look at our needs over the next 20 years. This assessment included growth projections, an evaluation of the existing distribution system and treatment facilities and a plan for meeting these needs.

This plan was the basis for an agreement that was reached last year to locate a new wellfield and treatment plant on a large portion of the existing Juday Creek Golf Course, and part of the adjoining Penn family farm property. As indicated last year, the new site can be designed to support an 11.5 million gallon a day well field and treatment plant that will not only support the University Park Pressure District, but it will also give another redundant feed to the rest of our distribution system. In 2017, the property will be purchased and a portion of the infrastructure along Douglas Road will be installed. There is also a portion of the golf course that will be reconfigured in 2017.

New Water Storage Reservoir Planned

Another major infrastructure project we are working on is building a new 2-million-gallon reservoir on the south side of Mishawaka. This will allow us to take our 88-year-old 3-million-gallon reservoir offline for rehabilitation. When this project is completed, it will provide redundancy to the Southside of Mishawaka and give us an additional 2 million gallons of water storage as these tanks will complement each other due to being interconnected. Work began in 2016 as we did a site assessment of where the new tank will be placed and a conceptual layout on possible designs. While this project is early in design, we are diligently working every day to bring the project to reality over the coming years.

Protecting Neighborhoods - Code Enforcement

Mishawaka has always been known for its clean and well-kept neighborhoods and neighborhood stability remains a priority. Vacant or blighted structures can become a haven for criminal activity and other undesirable issues that can have a very negative impact on a neighborhood. As a City, the quick and remedial action taken on a daily basis for these types of properties helps prevent the deterioration of neighborhoods.

During 2016, Joe Van Nevel was hired to replace long-time director George Obren. Between George and Joe, Code didn't miss a beat, addressing a total of 457 substandard structures in 2016. 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 visit their areas in search of the houses, garages, or commercial buildings that need the most attention. In the following spring when the weather begins to warm up, Code begins contacting the respective property owners to point out the issues to them. In 2016, we were able to bring 74% of these structures into compliance. The Top 100 program has played a huge roll in the great overall appearance of Mishawaka.

Mishawaka Manufacturing

Another important characteristic that makes me optimistic moving through 2017 and beyond is how our local manufacturers continue to grow and evolve. AM General continues to diversify and look for the next opportunity. When they decided to relocate the warehouse facility on Byrkit Street to South Bend, the building was immediately purchased by Lippert who is still

reviewing how they would like to use the building, having viewed it as an opportunity to grow their business. As I mentioned last year, early in 2016 the City approved a tax abatement for Patrick Industries to assist in their proposed occupation of the former Affinia manufacturing sites on 12th Street. Where there used to be an abundance of vacant manufacturing space, there is now virtually no quality space left for purchase or rent. We even have manufacturers looking at converting former big retail areas into storage and production. As the City continues to grow, we may need to identify the next opportunity for the creation of an industrial park with utilities and infrastructure available.

CONCLUSION

Summary

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

Thank you

As I have said on many occasions but I think bears repeating as long as it continues, I believe that one of the reasons that Mishawaka stands apart from most other communities (or levels of government for that matter) is the quality of our elected officials. Mishawaka elected officials, by and large, place the best interests of the City above their own motivations or party politics. I would like to thank the Common Council and Clerk Block for their continued dedicated service to the City.

Personally, I want to thank all of Mishawaka for providing me the opportunity to serve. I continue to be humbled by the trust that has been placed in me. My service as Mayor continues to be the honor of my lifetime. I love Mishawaka and look at its citizens as part of an extended family. It is also my privilege to work shoulder-to-shoulder with the finest public servants anywhere. Together, we will continue to work to make decisions today with an eye toward future generations. I believe greatness lies ahead of us! May God continue to bless you, our citizens and our great City of Mishawaka.

City of Mishawaka State of the City Address

Departmental Reports for 2016



Mayor's Office

Lou Ann Hazen, Administrative Assistant.

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

In 2016, we continued overseeing and giving support to many City of Mishawaka and community projects: Mayor's Youth Advisory Council, Ribbon Cuttings, Proclamations, Employee Luncheons, Relay for Life, Memorial Day Parade, Mishawaka Police Department Neighborhood National Night Out, and others.

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

Following are just a few highlights of significant happenings in 2015.

2016 Mayoral Proclamations

Each year I am asked to honor notable occasions with Proclamations. I am proud to be able to honor and recognize residents, businesses and employees who make selfless contributions to the City of Mishawaka. Following are the 2016 Mayoral Proclamations:

Retirements:

- Colleen Olund Retirement, Mishawaka Housing Authority, 22 years 02/09/2016
- Kenneth Grimes, Mishawaka Fire Department, 35 years 05/14/2016
- George Obren, Mishawaka Police & Code Enforcement, 38 years 06/14/2016
- Dale Freeman, Mishawaka Fire Department, 39 years 06/30/2016
- Steve Ravotto, Mishawaka Police Department, 25 years 07/07/2016
- John Gibson, Mishawaka Water Department, 26 years 08/12/2016
- Linda Doshi, Mishawaka Penn Harris Library Board, 16 years 10/04/2016
- Frank Unruh, Mishawaka Water Department, 42 years 10/21/2016

Other Notable Proclamations:

- Demetrius Jackson Day 02/09/2016
- Month of the Young Child 04/01/2016
- Worker's Memorial Day 04/28/2016
- National Day of Prayer 05/05/2016
- Fairview Cemetery 100th Anniversary 08/20/2016
- Marian High School Boys Soccer Championship 11/11/2016

INDIANA CELEBRATES 200 YEARS OF STATEHOOD

On December 11, 2015, I read a Mayoral Proclamation to announce the beginning of Indiana's Bicentennial Celebration along with the raising of the official Indiana Bicentennial flag. Indiana's Bicentennial Celebration was to honor our state's 200 years of statehood and to lead this celebration, the Indiana 2016 Bicentennial Commission (IBC) was established. Fifteen individuals representing the private sector, non-profit organizations and government were appointed to the commission. First Lady Karen Pence was the official ambassador of the Bicentennial. Throughout the year, communities across Indiana celebrated the Birthday of our state and one of the most notable celebrations was the passing of the torch.

One of the legacy projects identified by the IBC was, The Indiana Bicentennial Torch Relay; a signature event of Indiana's 200th anniversary celebration in 2016. Patterned after the Olympic Torch Relay, Indiana's version passed through the state's 92 counties covering 2,300+ miles over a five-week period averaging approximately 74 miles per day. The torchbearers utilized several means of transportation during the relay; watercraft, farm equipment, a racecar, horse, buggy and other modes unique and symbolic to Indiana. This initiative was designed to inspire and unify the state by connecting its people, communities and regions. It was also designed to symbolically "pass the torch," connecting past and current generations to future ones.

The Torch Relay began on September 9, 2015 in Corydon, Indiana's first state capitol, and ended with a celebration on the grounds of the Indiana Statehouse in Indianapolis on October 15, 2016. The City of Mishawaka was honored to receive the torch on October 8th at 11:00am at the corner of Mill and Front Street. It took approximately 10 minutes for the torch to travel a ¾ mile route mapped out by the St. Joseph County Torch Relay Committee. The torch started on the corner of Front and Mill Street, continued north on Mill Street and traveled west along the Riverwalk. It continued north along Center Street to Lincolnway where the final torchbearer, Anna Rohrer, joined the Torch Relay Caravan escorted by the Indiana State Police, and took the torch to Indiana University at South Bend. The proud Mishawaka torchbearers consisted of: Dot Wiekamp, a Mishawaka philanthropist, Jane Wright, Mishawaka Education Foundation Executive Director, Jeff Rea, Chamber of Commerce President, Mishawaka High School State Wrestling Champions; Brad Harper, Patrick Day, Steve Sandefur, Josh Harper and Tommy Forte, and Mishawaka native National Cross Country Champion, Anna Rohrer. Each torchbearer was nominated and chosen by a panel selected by the St. Joseph County Torch Relay Committee and were provided with an official uniform. These selected torchbearers were the only persons allowed to carry the torch along the official torch route and if they could not attend, a substitution was not allowed in their place.

The torch passing through the City of Mishawaka was a historic day, and I would like to thank all of Mishawaka's torchbearers for answering the call to represent their community and making Indiana's 200th birthday a success.

State of Indiana

City of Mishawaka

PROCLAMATION

To All To Whom These Presents May Come, Greetings:

WHEREAS, Friday, December 11 marks the 199th anniversary of the day President James Madison signed the act admitting Indiana as the 19th state of the Union; and

WHEREAS, the history of our state, our county, our community and its people is valuable to our shared experience, and we recognize and celebrate the growth and greatness of our state and the limitless potential inherent in its future; and

WHEREAS, on this occasion of Indiana's 199th birthday, we honor the beginning of the Bicentennial year in Indiana, celebrating our history and igniting the future for coming generations of Indiana citizens; and

WHEREAS, our community plans to honor this singular time in Indiana history by honoring our past, setting the course for our future and preparing a path for our youth, and raises a flag for the Bicentennial year to remind all who visit our fair city of our part in this special year;

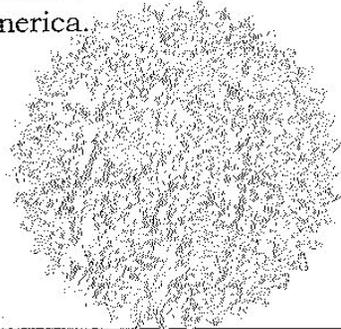
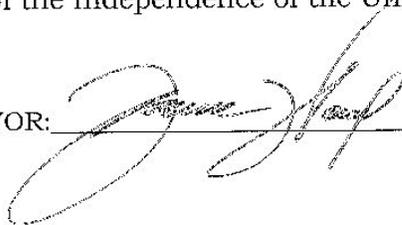
NOW, THEREFORE, I, David A. Wood Mayor of Mishawaka do hereby proclaim December 11, 2015 as

Indiana Statehood Day and the Official Kickoff of the Bicentennial

and invite all citizens to duly note this occasion and celebrate the upcoming year.

In Testimony Whereof, I hereto set my hand and cause to be affixed the official seal of office. Proclaimed at the city of Mishawaka, Indiana this 11th day of December, 2015 on the 199th anniversary of Indiana Statehood and in the 239th year of the Independence of the United States of America.

BY THE MAYOR:



Bison-tennial Public Art Project

My office was contacted by the Indiana Association of United Ways and the Indiana Bicentennial Commission requesting our participation in the Bison-tennial Public Art Project. The project consisted of a 5-ft. tall fiberglass bison that would be decorated and displayed at prominent events in the City of Mishawaka. The fiberglass bison would arrive in the City of Mishawaka primed white, and once painted and sealed with the recommended materials, this fiberglass bison would typically last about 30 years outdoors or even longer if stored inside.

After reaching out to the three area high schools, Mishawaka, Marian and Penn, it was decided that the Mishawaka fine arts students and their art teacher, Ryan Sergeant, would have the honor of designing and painting the bison. The original design was very complex with many City of Mishawaka landmarks, leafs of peppermint and the bison wearing red ball, Ball Band shoes. Unfortunately, because of the texture of the bison, the design had to be simplified, but there are still many Mishawaka landmarks on the bison; a large city seal painted on both sides, the Uniroyal Plant, the cable-stayed bridge over a flowing St. Joseph River with the background of St. Monica Church. Mishawaka High School is painted on one side of the bison, stones similar to those that make up the Battell rock garden and yes, the bison is still wearing his Red Ball Jets!



Mishawaka Bison

The bison was delivered to Mishawaka High School on September 1, 2016 and I wanted to make sure that it would be ready for the Indiana Bicentennial Torch Relay on October 8th. The students had a tough job ahead of them, but I was certain they would get it done. The students prevailed and the bison was painted and delivered back to the City on Friday, October 7th, just in time for the Relay.

The bison has been a display at many City of Mishawaka events but has found a permanent home in the lobby of the newly renovated Battell Center where it can be enjoyed by young and old alike.

Christmas 2016

My favorite time of year is the Christmas Season and the City of Mishawaka is never short on Christmas tradition. The arrival of Santa and the lighting of the Christmas tree took place this year on Friday, December 2nd, in downtown Mishawaka on the northwest lawn of the Mishawaka Police Station.

Santa and the Mayor arrived on a decorated fire truck along with VIP guests, Brendan Williams, Sarah Baker and Mary Jo and Bob Baker. The Christmas tree was graciously donated from the Mishawaka home of Sarah Baker, and Sarah's son, Brendan, was the guest of honor who "flipped the switch" for the lighting of the tree.

Christmas carols were led by Marian High School Senior, Taylor Ryan-Sizemore and the Mayor's Youth Advisory Council served hot chocolate and Christmas cookies. It was an exciting

night for many, young and old alike, to see the tree light up with its hundreds of lights. The tree is a wonderful sight throughout the month of December as it can be seen for blocks while traveling either north or south along Main Street.

Closest Contest in Ring-Off History!

The 4th annual Salvation Army Red Kettle Ring-Off between Mishawaka and South Bend was a close one, but after the final coins were counted MISHAWAKA came out on top. The Princess City will take back the coveted traveling trophy from South Bend.

This contest has taken place on Giving Tuesday for the last four years between the city of Mishawaka and South Bend. Giving Tuesday is the first Tuesday after Thanksgiving Day and is celebrated around the world. It is a day when people come together to give back. Giving Tuesday kicks off the charitable season, when many focus on their holiday and end-of-year giving.

For the first time, Mishawaka Schools joined their Mayors, Fire and Police Chiefs in the annual Ring-Off, and we hear that these kids just might have made the difference. Salvation Army's Major Monty said "We visited Hums Elementary and John Young Middle School to thank the students for the collection efforts today, and it was so great to see their faces as they poured their plastic bags of pennies and dimes into a big red tub. It took almost two hours to get all of the change through the counters, and it was so close we weren't sure which city would win."

A grand total of \$3,025.37 was collected in the 12-hour contest and Mishawaka came out the winner. The real winners are, of course, the families that will benefit from this event. All the money collected will stay in St. Joseph County and will help about 1,000 families at Christmas, and will continue to help hundreds in need throughout 2017.

Martin Luther King Drum Major Awards

On January 16, 2017, the Drum Major for Community Service Awards were presented during the Dr. Martin Luther King, Jr. Community Service Recognition Breakfast. Each year the City of Mishawaka awards three members of our community for their unselfish contributions of time and resources to help improve St. Joseph County. This year three recipients were honored at the breakfast and presented the award by Mayor Dave Wood. Following are this year's well-deserving recipients:

Clara Davis

Clara's interest in serving was first piqued by her parents Mr. and Mrs. John Humphrey whom she watched serve in the community. Clara's vision was to create new opportunities throughout the community and brighten the future of others. Clara has an unwavering commitment to help people in poverty in every aspect; health issues, spiritual issues, financial, you name it and Clara has in some way been involved with it.

Clara has coordinated and participated in several community projects including "If You Love Me, Feed my Sheep" providing assistance to over 300 families to receive a sit down thanksgiving dinner. Clara also coordinated the "HealthLinc Free Thanksgiving Baskets" for Mishawaka served as one of the coordinators for the St. Joseph County "Toys for Tots" for over 16 years.

Clara presently serves on the Basic Needs Committee at St. Joseph County Tobacco Coalition and Reducing Obesity Coalition, American Cancer Society and Healthy Babies Coalition.

Clara is currently employed at HealthLinc as a Community Outreach Representative and Enrollment Specialist. Clara is married to James Davis and they have two sons and three grandchildren. The spirit of the Drum Major award lives in Clara Davis and Martin Luther King Jr. would be happy to see this award go to her.

John Collins

John Collins has devoted his life to the safety and welfare of the St. Joseph County community. Drawing inspiration from his mother who was a community organizer, his desire is to help create a strong, secure community for the benefit of its citizens. John served as a police officer for over 28 years before transitioning to Director of Security at Saint Joseph Health System for the last 6 years. His goal for his work at Saint Joseph is to provide the safest and most secure environment conducive to the best medical care possible. Believing in the wellness across the board, John is also Chair of the Board of Public Safety for South Bend and serves on the Anti-Violence Commission.

Carol Laidig

Carol Laidig has been working for the betterment of St. Joseph County and across the globe for many years. Carol co-founded The Oaks at SouthPaw Farms, a community ministry in Mishawaka dedicated to providing a place where people of all ages can come together and be a part of all activities that would strengthen and encourage them as they go through life. She continues to serve on the Board of Directors of Point of Light Ministry which oversees the facility. Carol has volunteered her abilities in graphic design to assist many organizations including Help with Love, Epic Church and the Gathering Place of Northern Indiana. She spent over 15 years in the remote parts of the Philippines and Indonesia teaching literacy and meeting medical needs. For several years she has also been active with “Heart in Hand”, volunteering to teach English as a second language. In addition, she and her husband have established the Wynn and Carol Laidig Foundation which continues to support ministry activities in the Michiana community and throughout the world.

Carol has served on The Salvation Army of St. Joseph County Board for 13 years and in that time has assisted The Salvation Army in securing the Kroc Center grant and helped lead the fundraising initiative to secure the matching community funds bringing the Kroc Center to St. Joseph County. For her service, Carol received “the Others” award from The Salvation Army, the highest award given to an individual for service.

Mayors’ Bike Ride 2016

On March 24th, a press conference was held at Central Park to announce a new initiative that was set forth by Mishawaka Mayor Dave Wood, South Bend Mayor, Pete Buttigieg and St. Joseph County Parks Director Evie Kirkwood; the 2016 Mayors’ Bike Ride. This family-friendly, recreational ride would begin in three locations: Central Park, Mishawaka; Howard Park, South Bend, and St. Patrick’s County Park and would mostly follow trails along the St. Joseph River.

Sponsored by Visit South Bend Mishawaka and Bike Michiana Coalition, a non-profit bicycle advocacy organization, the Mayors' Ride also focused on bicycle safety education for children. A series of workshops held before the event taught children how to ride safely in and near traffic. This biking event was for people of all ages and a perfect opportunity for families to kick-start a healthier lifestyle. It was a family-friendly event that highlighted the wonderful trails and places our community has to enjoy bike riding. With its safe and controlled route, it was the perfect place for families to get out and ride together. The event was free of charge and all riders were required to wear the proper safety equipment during the ride. Due to its success, the Mayors' Bike Ride will be back in 2017!

Mishawaka Business Association Annual Dinner

Each year, the Mishawaka Business Association holds their annual dinner and honors a person and business that have made a significant difference in the City of Mishawaka.

Business Person of the Year

The 2016 Person of the Year honor was awarded to Dean Speicher, ED.D, the current Superintendent of School City of Mishawaka. Dr. Speicher retired from Penn-Harris-Madison School Corporation in 1992 after a 21 year career as Superintendent. Dean never met a challenge he didn't like and took on the challenge of leading a St. Joseph County business, education and human services coalition called Connect. Following Connect, his consulting firm, Speicher Fields & Associates, consulted with school districts across the country on a variety of issues including technology audits, feasibility studies, and project based learning.

His consulting company eventually brought him to School City of Mishawaka where he consulted with the Board of School Trustees for 14 months on various issues facing the district. After sharing his views on how he would move the district forward, the Board hired Dr. Speicher beginning August 1, 2015. His new challenge with School City is to lead the district and position it to be a great district in five years. This was a well-deserved honor for Dr. Speicher.

Business of the Year

The 2016 Business of the Year was Burns Rent-Alls, Inc., a 4th generation family owned business which has operated out of the same location for over 100 years.

Burns started as a filling station on the corner of what was then, Joseph and Margaret Streets in Mishawaka, now known as Mishawaka Avenue and Liberty Drive. In the early 1900's the filling station became a paint store and John T. and Etta Burns began renting tools out of the paint store. The Burns' resided at the house next door to the filling station as well as the house behind it. During the Great Depression, Etta Burns began sewing and renting costumes to help out with the family finances. The costumes were used for recitals and plays. The family purchased the stock of another costume shop owner who decided to quit after many years of renting costumes. After the passing of John T. and Etta, the children formed Burns Brothers Inc., and merged the tool rental and the costume shop into Burns Rent-Alls as we currently know it.

In 1978, Don Burns sold the business to Steve and Bernadette Burns. That same year, 12-year-old Brian Rutherford, son of Bernadette began working at Burns. Brian moved up in the company as he grew older. During that same time, Steve began growing the tool rental and

developing Burns Party Shop, which offered the rentals of china, flatware, tables and chairs. Brian eventually took over the daily operations of the company and they began delivering and setting up tents, which led to Burns Rent-Alls becoming a full-service event rental company. In the early 1990's, Brian became the Operation Manager of the company and it grew tremendously. Brian met his future wife, Amanda in 1995 and together they continue to grow the business which now employs up to 50 people during the busy season. They have love and respect for the City of Mishawaka who had a hand in helping build Burns into the business it is today.

Community Recognition Award

Two long-time Mishawaka community members were also recognized for their contribution to the City of Mishawaka and Mishawaka Business Association.

David Eisen began his career with the Mishawaka Public Library in 1975 as the Head of Adult Services. He was promoted to Library Director in 1980 and retired on February 28, 2015 after serving 40 years. During his career, he oversaw the expansion of library services, including the construction of the Library's Bittersweet and Harris Township Branches. During his tenure, the downtown library was expanded two times and now includes the old Mishawaka Post Office building. In addition, David remains active in the City of Mishawaka serving on many community boards and projects.

Carol Brademas Abernethy started Interiors Etc. in a small rented house on South Race Street in 1975. When the small house was no longer large enough to hold all the gift lines that Interiors Etc. carried, Carol purchase the old Woolworth building at 111 Lincolnway West. After 4 ½ years at this location, Carol needed larger quarters and purchased and remodeled the old Hibschman Pontiac building at 301 Lincolnway East which included 15,000 sq. ft. and off street parking. She maintained Interiors Etc. there for the next 30 years and in July of 2016, after over 40 years, Carol closed her store and retired to spend time with family. Carol loved having her business in safe, friendly, charming downtown Mishawaka, and never considered moving to any other location. His heart will always be in downtown Mishawaka!

Mayor Dave Wood's Youth Advisory Council

One initiative, as the Mayor of Mishawaka, is to educate our Youth about our City and show them the value of their "hometown". I want them to see what is available for their future in our City and hope that they will return after college and continue to make Mishawaka their home. The Mayor's Youth Advisory Council is a way that my wife, Jaimi, and I give back to our City; by empowering the youth of Mishawaka to have a voice and to address issues and concerns that affect them directly, not only today, but for tomorrow also. We get them involved with the local government officials and departments through participation and community involvement. They are required to participate in their largest Community Service Project of the year, the Thanksgiving Food Drive, and in the spring, they are required to participate in another project; either a Mock Common Council Meeting or a Leadership Project. We take field trips to different local businesses, city departments, and are called upon by many to volunteer at various functions. Following is a brief recap of our year.

Yearly, we reach out to area teachers, coaches and school counselors for nominations of students to the Mayor’s Youth Advisory Council. This year’s group consisted of 31 students; 12 from Marian High School, 14 from Mishawaka High School, and 5 from Penn High School. The year was started with the annual “Fiesta in the Park” where students and their families were invited to meet the Mayor and the Youth Council Adult Coordinators and talk about what the new year of Youth Council would bring. This year’s Swearing in Ceremony was held during the Common Council meeting on September 21st and during their first business meeting, later that evening, Youth Council Officers were selected:



Youth Advisory Council

President	Michael Portolese	Marian High School
Vice-President	Mallory Spiess	Marian High School
Treasurer	Jenny Alwine	Marian High School
Secretary	Taylor Ryan-Sizemore	Marian High School

During the application process, one of the questions that we ask the students is: What are the three (3) most important issues to you, your friends and family in your neighborhood? Here are the results of that question:

Safety	6
Helping the less fortunate	5
Education	5
Cleanliness of our City	4
Code Violations in our City	4
Drug Use & Alcohol Abuse	3
Neighborhood Safety	3
Residential Speed Limits	3
Construction Concerns—too much Construction--Reasons	2
Family Support/Involvement	2
Healthy & Safe Activities for Teens in our City	2
Park Safety/Comfort Levels for Families	2
Railroad Horns & Safety of Crossings (recent deaths)	2
Respect for Others Property	2
Sidewalk Conditions in our City	2
Violence in our City	2

We visited many City of Mishawaka Departments, including Water Department, Police Department, Fire Department, Central Services and visited a local packaging business, Jamil Packaging. They volunteered at many events but most notably this year was the Mishawaka Business Association Annual Dinner and Awards where they were able to meet and mingle with local businesses and business persons. Habitat for Humanity came and showed the Youth Council members how their program works, and in April we were proud to go to the Construction Offices of Habitat and build the walls that would later be used in the Gonzales-Armenta Family build at 131 W. 7th Street. It was an honor to say that we helped build the walls for this home in our city.

The Year ended with student teams, randomly drawn, being divided into five groups to work on Leadership Projects. The Leadership Topics were assigned as follows: Cleaner/A Greener Community in our Neighborhoods, Marketing Downtown Mishawaka, New Uses for the Battell Center Renovation, Public Recreation for our Youth, and Create a Master Plan of Bendix Park. The students worked diligently for months until making presentations on June 15th in the Common Council Chambers of City Hall to a panel of three judges; City Planner, Ken Prince; Utilities Manager, Jim Shrader; and Wastewater Assistant Manager, Tim Brill. After much discussion, the winning team was decided: Team 4 consisting of Abbey Wood, Marian High School Junior; Jennifer Alwine, Marian High School Senior; John Zylstra, Mishawaka High School Sophomore and Kyle Cocquyt, Penn High School Junior.

Their topic, Public Recreation for our Youth, was well thought out and planned. They suggested innovative ways to combat the “nothing to do here” syndrome in our City which included a budget for their plans. They also appeared before the Mishawaka Common Council with their presentation and all were impressed by their ideas. The City of Mishawaka is in good hands, indeed, if these students are any indication of what our future generations bring.

City Clerk

Deborah S. Block, City Clerk, IAMC, MMC

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

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

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

Conducting the Legislative Business of the City

During 2016, the City Clerk's Office and Council handled the legislative business of the City which included:

COUNCIL BUSINESS 2016 REPORT

Resolutions	
Resolutions	37
Resolutions passed	34
Carryovers to 2017	2
Withdrawn	0
Failed	1
Honoring Individuals or Schools	7

Proposed Ordinances	
Proposed Ordinances	40
Ordinances Passed	41
Carry over from 2015	3
Carry over to 2017	2
Proposed Ordinance Failed	0
Annexations	3
Alley Vacations	2

Ordinance Violations Bureau

The Ordinance Violation Department collected \$8,978.56 in fines during 2016, \$1,675.00 from City Code Violation Citations, and \$175.00 Police Citations. They also work with the St. Joseph County Humane Society who writes citations for animal violations. Police Citations consist of Noise Ordinance, Curfew Violations, and False Alarms. The Fire Department enforces fire lane violations and False Alarms.

We worked with Uniform Division Chief Jason Stefaniak regarding False Alarm enforcement. During 2016 very few citations were issued by the Police Department. After much discussion, the Clerk's Office has taken over the writing and sending of False Alarm Citations to ease the burden on the Police Department and insure the timely processing of citations and enforcement of the code.

Krisor and Associates continues to set hearings and try to collect outstanding citations for the Ordinance Violation Bureau. In 2016, \$6,276.05 was collected by Krisor and turned over to the City.

“On November 30, 2016 Deputy City Clerk Linda Dotson retired.”

On November 30, 2016 Deputy City Clerk Linda Dotson retired and part time employee

Raven Boston assumed the duties of Deputy Clerk. Clerk Block and staff thanked Mrs. Dotson for her many years of service to the citizens of Mishawaka and wished her well in her retirement.

Clerk Block also congratulates new Deputy Clerk Boston and said that she and Chief Deputy Clerk Mary Ellen Hazen looked forward to working with Ms. Boston for many years to come. Ms. Dotson will be returning to the Clerk’s Office in the future on a part-time basis.

Controller's Office

Rebecca Miller, Controller

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

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

Responsibilities include:

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

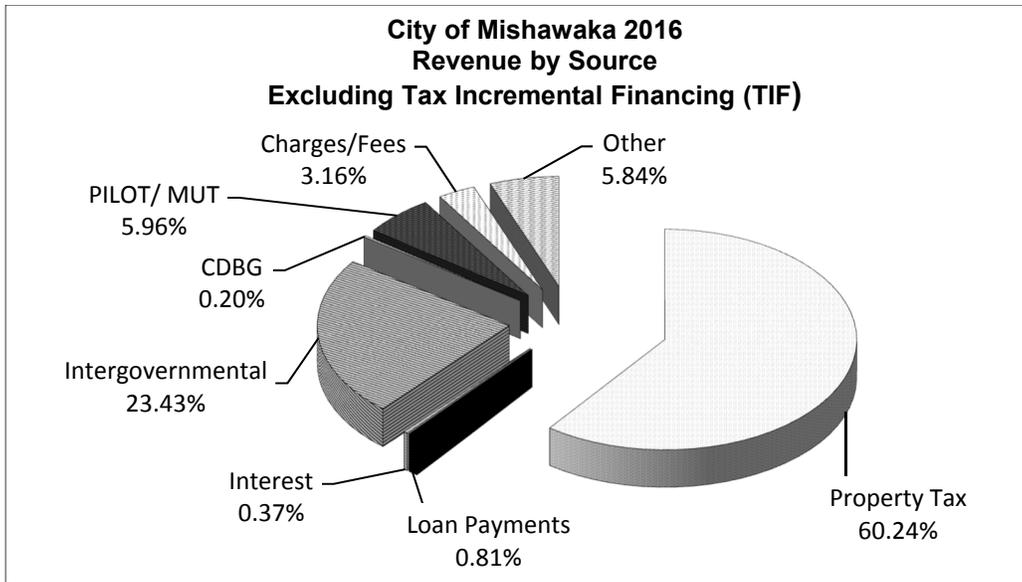
Though the City received almost a 100% tax collection in 2016, it was offset by \$4.5 million in property tax losses due to tax caps known as the Circuit Breaker. Even with this loss of revenue we must continue to plan and budget conservatively to deliver the exceptional services our citizens have become accustomed to receiving.

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

The cash balance in the General Fund increased \$1.852 million from \$2,877,933 to \$4,730,384. Lower than budgeted fuel costs, revenues coming in over budget, and conservative spending contributed to this increase.

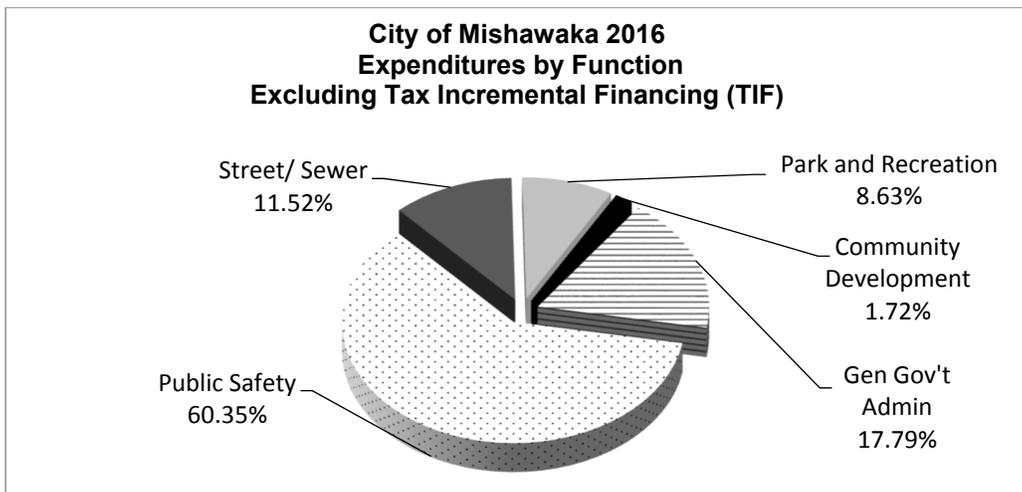
The total Civil City budget for 2016 increased 5.93% to \$52,926,916. The General Fund budget increased 9.4%, MVH 3.5% and Parks and Recreation 2.4%. Capital outlays and rising utility costs resulted in the increases. In 2016, the wage increase for employees was 1.0% for the second year in a row.

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



In 2016, approximately 60% of our revenue came from property tax. Another 29% 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 years to come.

Over 60% of the City's expenditures were related to public safety, up 4% from last year. The next largest percentages were 18% for general government, and 12% for streets/sewers. An analysis of these expenditures shows 68% was spent on salaries and benefits, 19% on operating expenses, and 13% on capital in 2016.



Rising health insurance costs and employee wellness are two factors that influence the City's financial health. The City continues to provide affordable health care for our employees and sees a very high level of participation at the employee health clinic. Each year, together with the Human Resources department, benefits and plans are reviewed to provide quality health insurance while keeping expenses as low as possible.

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

2013	2014	2015	2016
Year End General Fund Balance			
\$4,393,024	\$2,075,521	\$2,877,933	\$4,730,384
Tax Rate History			
\$1.9086 +4.95%	\$2.0062 +5.11%	\$1.8795 -6.32%	\$1.997 +6.25%
Assessed Value History			
\$1,329,478,738 -4.7%	\$1,303,292,258 -1.97%	\$1,372,100,311 +5.28%	\$1,341,719,802 -2.21%
Budget Book Totals			
\$52,312,050 +9.63%	\$53,144,344 +1.59%	\$49,964,351 -5.98%	\$52,926,916 +5.93%
Wage Increases			
2.0%	1.5%	1.0%	1.0%

After three years of a decreasing cash balance in the General Fund, 2016 realized a 64% increase. This increase is due to conservative budgeting and spending. Revenue in the Building, Planning, Engineering, and EMS departments came in over their estimated budgets, while fuel and capital lines saw reductions in their expenditures. Circuit Breaker losses continue to affect our budget as illustrated in the General Fund losses over the past three years: 2016 (\$4.2 million), 2015 (\$3.8 million), and 2014 (\$3.4 million).

The Controller’s Office continues to work responsibly to manage expenses and find other sources of revenue without cutting back on City services to our citizens.

Law Department

Geoff Spiess, Corporation Counsel

John Roggeman, City Attorney

Robert C. Beutter, Assistant City Attorney

David V. Bent, Assistant City Attorney

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

In 2016, the Law Department worked with the Common Council on wage negotiations for Mishawaka Police and Fire Departments and led negotiations for all other collectively-bargained work groups. City attorneys continue to provide legal assistance on resolutions and ordinances brought before the Mishawaka Common Council.

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

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

Human Resources

Geoff Spiess, Director

Susan Wallace, Assistant Director

Josh Callander, Safety Department Coordinator

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

In its first full year of operation in 2016, the City of Mishawaka Activate Health Clinic saw tremendous participation from City employees and their spouses. Among the clinic's 5,360 appointments, 88% of employees and 92% of insured employee spouses visited the clinic at least once in 2016, and 3,635 prescriptions were filled on-site at no charge to employees. The clinic expanded its hours in 2016 and has added new procedures, all of which is improving the health of our workforce and helping maintain the City's health insurance costs at reasonable levels.

Workforce

In 2016, Human Resources received 425 applications for employment and hired 21, including 7 police officers and 5 firefighters, bringing the total workforce to 494. Seasonal employment increased the total by 122 in our Parks and Central Services departments. The workforce was reduced by 28 separations, including 18 retirees (who averaged 27 years of service). Several key positions were filled through promotions and new hires.

Safety Department

Over the years, employee safety has become an increasingly important priority for the City of Mishawaka. Through continued awareness and education, we have strived to maintain a safe working environment free of recognized occupational hazards. In 2016, we had 8 fewer OSHA recordable injuries and illnesses than the previous year. We have experienced this steady downward injury frequency trend in 7 out of the last 8 years, and 2016 was collectively the lowest injury frequency year in over a decade. It has been over 8 years since anyone at City Hall has missed any time due to a work-related injury. It has also been more than two years since anyone at the Electric, Water or Parks Departments has missed any time due to a work-related injury. The City Safety Committee, consisting of departmental representatives, will begin its 11th consecutive year of meeting to discuss safety enhancement. The increasingly proactive approach to safety by our employees has been evident, and we will continue to be innovative when it comes to the overall safety of the employees of the City of Mishawaka.

Information Technology Department

Patrick Stokes, Director

The Information Technology Department is responsible for the oversight of the City's computers, printers, copper and fiber network infrastructure, audio visual systems, VoIP phone system, building access systems, fire monitoring, security monitoring and now video surveillance systems. Some of the specific duties include network administration, website and social media maintenance, computer repairs and upgrades, along with solving a multitude of miscellaneous technical issues and problems. In 2016, we were once again looking for a new employee to fill our Help Desk position. After a brief period, we were able to fill the Help Desk position and return our department to full staffing.

The past year was extremely busy for our department. Our most notable project of the year was our new Riverwalk Camera System. This system includes over 80 camera lenses monitoring the riverwalk between Logan and Cedar streets. It also covers the following parks: Beutter, Merrifield, Crawford, Kate's Garden, Lincoln and Central Park. In addition to the cameras, there are also five emergency call stations placed in strategic locations along the Riverwalk.

The past year we continued to expand our building access system. We converted our police station and police substation from an aged system to our current system. We also installed a building access system at our new Central Service location. As part of the Battell remodeling project, we installed a new building access system. This expanding system has been useful for our maintenance employees as it significantly cuts down the number of keys they need to carry to access sites throughout the city.

The IT Department is continuing to upgrade the City's computers, servers, printers and networks. We are striving to follow industry best practices by rotating computers at our sites on a five-year schedule. Industry best practices suggest replacing servers on a three-year rotation to ensure they can handle the load of our ever-expanding virtual environment. We currently host on-site roughly 75 virtual servers across four physical boxes. All of our users are on Windows 7 and Office 2010. The IT department is trying Windows 10 in house to ensure it will comply with the requirements of our environment before the next upgrade.

We upgraded our police station from the old wiring it was on to new CAT6 network cabling and new gigabit switches. In addition to the new cabling and switches, we are installing new wireless AC (802.11ac) access points to provide the entire building with wireless coverage. We also have plans to expand our surveillance coverage at several locations throughout the city over the next year.

Central Services

Tim Ryan, Director, Central Services/Street Commissioner

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

2016 was a historic year for Central Services. For the first time the City of Mishawaka sent disaster aid to an Indiana city in need. On August 24, 2016 the City of Kokomo, Indiana was struck by a devastating tornado. A call for help was put out by Kokomo for assistance with the cleanup. Mishawaka responded to the call, sending a crew of employees and equipment.

On September 6, 2016, we headed down to Kokomo with a crew of 6 employees, 4 dump trucks and 1 loader with a grapple bucket. Upon arrival we were immediately put to task cleaning up. Even two weeks after the tornado touchdown, the devastation was unimaginable. We spent the next 3-1/2 days removing debris from the city and the residents and employees of Kokomo could not have been more receptive and gracious to us for our help. The employees who went down represented the City of Mishawaka with honor. I would like to thank Rick Simbeck, Gary Wyrick Sr., Mike Baker, Josh Krop, Andy Williams and Alex Fisher for their professionalism, dedication and making time in their personal lives to aid a community in need. During our 3-1/2 days we removed 83 loads of debris equating to 664 cubic yards and drove a total of 596 miles in the clean-up process at a cost of \$7,632.



Clearing up debris Kokomo, Indiana September 2016

Motor Vehicle Highway

Motor Vehicle Highway, more commonly known as Street Department, is an essential part of the Central Service Division. The Street Department is responsible for the maintenance of all the public streets in the City of Mishawaka. The majority of our work is dictated by the seasons, so as seasons change so does our work process. Spring is the time of year when we break out our

three street sweepers to begin cleaning up the debris left from the winter. Once sweeping begins, we continue to sweep for approximately 9 months out of the year. We make a complete cycle throughout the city every nine to eleven days. Spring also brings out the potholes, keeping six to eight employees busy making repairs. Additionally, warmer weather allows us to work on many jobs such as alley grading, street painting, street sweeping and resurfacing the roads that didn't fare well over the winter.

As fall approaches, we gear up for our annual leaf pick-up program. The leaf pick-up program begins in mid-October and continues through the first week of December. During this time, we make one complete pass through the city on a weekly basis. This program is one of the most successful programs in the area, serving the citizens of Mishawaka with pick up opportunities up to seven times over the course of the program. During the 2016 season, we removed 9,300 cubic yards of leaves.

Once leaf pick-up is completed, we gear up for the winter months. With 164.5 miles of roadway, snow removal is one of the most important tasks we perform. 2016 was a fairly normal year for snow removal with 35 events requiring our attention, however, a few large snowfalls challenged our crews.

Traffic Department

The Mishawaka Traffic Department recorded 1,267 tasks in 2016 at a cost of \$31,448. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs.

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

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

Grounds Maintenance

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

During the winter months, we remove nearly 8 miles of snow on all city-owned sidewalks. These areas include the Riverwalk, all City lots, business office, City Hall, sidewalks on all bridges and all other walk ways adjacent to city-owned property.

Some accomplishments performed by Central Services in 2016:

- Completed Park equipment removal list for all City Parks
- City of Mishawaka auction
- New trash cans and pads at Central Park
- Clearing brush around the Riverwalk
- Cleaning of river race at Robert Beutter Park
- Installed handicap accessible playground at Hillis-Hans Park

Building/Facilities Maintenance

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

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

With the expansion of the city and its facilities, we hope to continue to our level of service effectively and efficiently. We feel confident that we will be able to demonstrate continuous improvement in the services we provide.

Fleet Maintenance

The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2016 Fleet Maintenance recorded 1,239 repairs at a cost of \$253,625.00. The City of Mishawaka also used 185,852 gallons of unleaded gas and 92,446 gallons of diesel fuel at total cost of \$386,538.11. With the addition of the automated car wash we were able to provide 6,235 washes in 2016.

Engineering Department

Christine Jamrose, PE, City Engineer/Director

The Engineering Department is responsible for planning, designing, bidding, funding and managing construction for all public works projects within the City of Mishawaka and review of all private development and utility company projects for conformance with engineering standards, such as stormwater management, sanitary construction and connection, and right of way access and improvements. Our office also manages the traffic signal system, traffic cameras, right of way records and as-built records for locating right of way infrastructure, such as the City fiber-optic system and the storm and sanitary sewer systems.

Engineering Staff

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

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

- President of Board of Public Works and Safety/Utility Board
- Technical Advisor & Member, City of Mishawaka Plan Commission
- Technical Advisor & Member, City of Mishawaka Traffic Commission
- Member of the City's Solid Waste Committee
- Member of the Transportation Technical Advisory Committee, Michiana Area Council of Governments

As of November 30, 2016, Gary West, the Director of Engineering for 32 consecutive years elected to retire. Mayor Wood appointed Christine Jamrose, PE, as City Engineer/Director effective December 1, 2016 after 22 years as Assistant Director. Mayor Wood also reassigned the duties of Deputy Mayor and President of Board of Public Works and Safety/Utility Board to the Director of Planning, Ken Prince. The search to replace the Assistant Director of Engineering continues into 2017.

The Assistant Director of Engineering's responsibilities include all site plan reviews including stormwater management, site access, sanitary sewer connections and construction plan reviews.

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

The Project Manager is responsible for overseeing smaller public works projects, the curb and sidewalk program, the summer street paving project, assigns all City addresses in conjunction with the 911 emergency system and troubleshoots citizen complaints.

The Traffic Manager oversees the operation of the City's traffic signal management system and coordinates repairs by the City's maintenance contractor. The Traffic Manager is also

responsible for signal timings, traffic studies and traffic work orders for sign installation as well as for the management of emergency vehicle pre-emption systems and twenty-one (21) City traffic cameras.

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

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

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

The Locate/Permit Coordinator is responsible for reviewing all locate emails, updating the locate database and gathering historic sewer as-built information to distribute to the Sewer staff to accurately locate the sewers in the field.

Engineering Services

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

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

A significant responsibility is the underground public works utility locate service for the City. The facilities located are the sanitary trunk sewers, lateral connections, storm sewers, fiber optic interconnects, traffic signal control systems and the Metronet shared conduit system. In 2016 over 8,000 locate tickets were processed, resulting in over 1,200 sites which required underground facilities to be located. When these locates are required for an ongoing project, remarking of the facilities is required every 3 weeks.

Engineering ensures contractor and individual compliance with the City of Mishawaka Excavation and Public Works Bonding Ordinances and permitting requirements. The Department issues permits for all excavation within all City public rights of way to ensure protection of the motoring public and the existing infrastructure as well as ensuring proper restoration of all excavations within City rights of way. The Engineering Department provides engineering assistance for municipal utility projects on request and on other major public works capital improvement projects.

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 2016 Engineering issued 570 Excavation Permits generating \$11,830.00 in fees for all categories of excavation, such as telephone, cable, gas, electric, fiber optic, boring, street, sewer, water and irrigation. This is an increase in fees from 2015 when \$10,710.00 was collected from 598 Excavation Permits. In addition, there were 124 Sanitary Sewer Connection and Inspection Permits issued in 2016 that totaled \$173,320.34 compared to \$178,139.23 collected from 133 permits in 2015. The Sewer Connection and Inspection Permits remained steady and is directly related to the pace of private property development.

Sewer Insurance Program

The Engineering Department maintains all sewer records and provides administrative assistance to the Sewer Lateral Insurance Program. This program, which began in 1986, protects single family owner occupied residents from paying catastrophic sewer lateral repair costs. The homeowner is responsible for paying all routine sewer lateral cleaning costs and if the lateral requires repair, they pay the \$250 deductible fee. The Sewer Insurance Fund pays all repair costs in excess of the \$250 deductible for the repair of a private sewer lateral connection from the foundation wall of the home to the trunk sewer main. The costs of removal and replacement of public streets, curbs and sidewalks as a result of the repair are included. The monthly fee for owner occupied residential sewer insurance is \$1.50 per month.

During 2016, the Engineering Department proposed an amendment to the Sewer Use Ordinance to expand the sewer insurance program. The proposed ordinance amendment was approved by the Mishawaka Common Council in December 2016. The amended ordinance allows the City to collect the monthly sewer insurance fee from all single family dwellings within the City, regardless of the type of occupancy. Therefore, when a covered sewer repair is performed on a single family rental property, a \$500 deductible was established.

The fund is also occasionally used to replace existing sewer laterals that are located within sewer main replacement projects to minimize the need to excavate a sewer lateral in a newly reconstructed street. Fees collected in 2016 totaled \$230,616.04 with expenses of \$334,440.91. In 2016, the Sewer Department received 279 complaints of sewer lateral issues where 64 residents signed up for the Sewer Insurance Program. Of the 64 residents, there were 46 residential contractor repairs performed with an ending balance in the fund of \$57,974.36.

Review of Industrial, Commercial and Residential Developments

2016 continued to experience steady commercial property development, existing industrial expansions and residential developments that range from multi-family/multi-story developments to final phase build-out of single family subdivisions. The City experienced a more balanced combination than in recent years between rehabilitation of existing sites and new construction. Examples of some site development projects approved in 2016 were the Centier Bank (7108

Gumwood Road), Longhorn Steakhouse (6402 Grape Road), McAllister Deli (5758 Grape Road), Chase Properties' two retail spaces (5720 and 5716 Grape Road), Potbelly Sandwich Shop and Pie Five Pizza Co. (5111 N. Main Street), Home2Suites by Hilton (211 E. Day Road), Hi-Spec Wheel & Tire Inc. (1655 E. Twelfth Street) and Zeeland Lumber (5321 E. Lincolnway). The single-family subdivision Rosetta Place initiated its final phase and the Villas at Reverewood initiated its second phase for development.

MS4 (Municipal Separate Storm Sewer System)

During 2015, IDEM performed their second audit of the City's Good Housekeeping practices at municipal facilities. While the results were highly favorable, the aging infrastructure was not designed with stormwater pollution controls in mind. Over the years, IDEM had identified several areas of concern within our old central services property. With the opening of the new Watson Central Services building in 2016, which was designed with up-to-date stormwater pollution controls, the City has permanently remedied infrastructure issues identified in previous audits. The new building represents a substantial capital investment that has significantly reduced stormwater pollution issues with our municipal facilities, which the MS4 program will be able to highlight in our next biennial report and during future audits.

The City contracted Lawson-Fisher Associates to create an adaptive GIS layer to assist developing, storing and retrieving MS4 program data. The GIS layer was further enhanced to include the locations of industries that have a potential to impact stormwater. The GIS layer will serve as a tool going forward to target areas for enhanced monitoring of illicit discharges and will also be a useful screening tool if an illicit discharge is detected. In addition, the Sewer Department has been enhancing the GIS to target maintenance of the City's sanitary and storm sewers. These activities are above and beyond the requirements of our MS4 permit and IDEM was impressed with the breadth of our sewer maintenance program and the City's integration of GIS with maintenance activities.

The City continued its participation in the Michiana Stormwater Partnership (MSP), which is a consortium of all MS4s within St. Joseph County, to ensure consistent messaging and a pooling of resources. MSP works collectively to implement the public education and outreach programs required by each entity's NPDES permit. During 2016, the MSP partnered with the Tippecanoe Partnership for Water Quality and other municipalities for the development of educational videos with messages targeted to statewide MS4 priorities. In April 2016, a video entitled "Stormwater Pond Maintenance for Homeowners" was released and a video entitled "MS4 for Elected Officials: Why is Stormwater Quality Important for Your Community?" was released in August 2016. Additionally, the City continued its partnership with St. Joseph County for SWPPP reviews.

The Indiana Association of Floodplain and Stormwater Managers (INAFSM), which supports MS4 education and outreach throughout Indiana, will be holding its annual state conference in South Bend in September 2017. This is the first time in many years that the organization has chosen to host the annual meeting in our area. As part of the conference preparation, City staff joined the local steering committee to assist with preparations and local planning for the conference.

2016 was the City's third year of the third NPDES five year permit term. IDEM has indicated their MS4 Permit Program may undergo restructuring that may bring changes to the MS4 programs, including the potential for revised permit requirements. Program efforts throughout 2017 will focus on continuing outreach education, erosion control permitting with construction site monitoring and educating City staff in making any necessary adjustments to the City's MS4 program that result from program changes made at IDEM.

Fats, Oils and Grease (FOG)

The Common Council approved revisions to the Sewer Use Ordinance to cover fats, oils and grease (FOG) in the summer of 2010, which established maintenance requirements and provided a regulatory framework for recovering costs incurred by the City to deal with problem facilities. The program is evaluated at the end of each calendar year to develop upgrades or modifications for implementation the following year. In a continued effort to educate restaurant operators about the City's expectations, the Wastewater, Sewer and Engineering staff updated and printed an educational pamphlet for distribution with the 2016 January restaurant license renewal. Additionally, permit applications and letters detailing program requirements were updated and provided to the Controller's office for distribution throughout 2016.

Traffic Engineering Services

Traffic Engineering is responsible for operation and maintenance of the 63 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. Several requests were received for additional or modified signage from the Mishawaka Police Department, concerned motorists and citizens. In 2016, these requests were investigated and resulted in the issuance of 60 work orders for the installation of new or modified signage and pavement markings.

Traffic Signal and Flasher Maintenance

In 2016 one hundred thirty five (135) traffic signal maintenance repairs were completed in addition to repairs and maintenance of luminaires and guardrails. All 63 traffic signal cabinets received an annual cleaning to protect the cabinet electronics, which includes replacing air filters and evaluating the LED bulbs and battery back-up system. Several signal traffic controllers and associated conflict monitors required resetting from failure mode, which results in a 4-way flash mode of operation.

School Signage

The annual inventory was completed for all traffic control signage near public and private schools. This process involves replacing damaged, faded, or missing signs and repainting school crosswalks. This maintains safe and effective traffic control signage in compliance with Federal guidelines as outlined in the Indiana Manual on Uniform Traffic Control Devices for all schools in Mishawaka.

Disabled Parking and Dumpster 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

2016 the Board of Public Works and Safety approved the designation of 16 new disabled parking spaces and the removal of 6 spaces that were no longer required. In an effort to protect motorists and neighborhoods, placement of temporary dumpsters in rights of way are monitored. Forty one (41) Dumpster Permits were issued in 2016.

Traffic Studies and Activities

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

Requests are received for additional four-way stops, time limited parking and restricted parking which require a recommendation by the Traffic Commission and, in many instances, action by the Mishawaka Common Council before implementation. A thorough investigation and in some instances, a study is completed to determine the merits of each request. These studies are then presented to the Traffic Commission for review and recommendation to the Common Council.

During 2016, the Traffic Commission was presented revisions to the Traffic Ordinance which would designate a few intersections as all-way stops. Most of these intersections were temporarily all-way stops during nearby construction projects and was desirable to retain the all-way stops after the construction was complete. In addition, the Mishawaka Police Department asked that an all-way stop be considered at an intersection near Liberty School. With a favorable recommendation by the Traffic Commission, the proposed ordinance amendment was approved by the Mishawaka Common Council in December 2016 and designated the following intersections as all-way stops.

- Front Street at West Street
- Pine Street at Comfort Place
- Third Street at Race Street
- Forest Avenue at Wilson Boulevard
- Cedar Street at Merrifield Avenue
- Division Street and Pregel Drive

After completing speed studies in 2014 and 2015 within multiple major traffic corridors, the Traffic Commission was presented proposed speed limit modifications, which concluded in late 2015 with a favorable recommendation. Presented in 2016 to the Mishawaka Common Council for consideration, it was reviewed and approved. The Ordinance amendment was adopted in December 2016 and resulted in the changing of speed limits as listed in following table.

Corridor	Segment	Original Speed (MPH)	Revised Speed (MPH)
Grape Road	Northern City Limits to South Side Toll Road	30	40
	South Side Toll Road to Day Road	40	40
	Day Road to Edison Road	30	40
	Edison Road to McKinley Avenue	30	35
Main Street / Gumwood Road	Northern City Limits to Day Road	40	40
	Day Road to Catalpa Drive	30	35

	Catalpa Drive to McKinley Avenue	30	30
McKinley Avenue	Logan Street to Fir Road (former INDOT speed limits)	35	35
	Fir Road to Eastern City Limits	45	45
Edison Road	Logan Street to Main Street	30	35
Day Road	Filbert Road to Eastern City Limits	30	40 to match SJC
Dragoon Trail	Eastern City Limits to Western City Limits	30	35
Douglas Road	Western City Limits to Eastern City Limits	30	40
University Drive	Grape Road to Fir Road	30	35
Beacon Parkway	Fir Road to Capital Avenue (SR 331)	35	35
Bremen Highway	US 20 Bypass to Walter Street	35	40
	Chandler Boulevard to Dragoon Trail	35	35
Union Street	Dragoon Trail to Twelfth Street	30	35
Twelfth Street / Harrison Road	Eastern City Limits to Capital Avenue (SR 331)	35	35
	Capital Avenue (SR 331) to Merrifield Avenue	30	35
Ireland Road	Western City Limits to Bremen Hwy	30	35
Fir Road	Day Road to McKinley Avenue	30	35
Shanower Court	Jefferson Boulevard to Golf Course		20

Construction Projects

Engineering is responsible for plan development and construction management of public works projects. These construction projects are funded from several sources. In 2016 projects under construction were funded with Long Term Control Plan Funds, Tax Incremental Funds, Cumulative Sewer, Redevelopment CDBG Funds, Local Road and Street Funds, Sewer Maintenance Funds and INDOT/FHWA Funds. Construction completion in 2016 totaled approximately \$8.8 million. Specific details of the 2016 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phase during 2016 are also discussed with intent of future construction.

TIF Projects

Grove-Elizabeth-Mishawaka Avenue Improvements

This project consisted of sewer separation and full road reconstruction on Grove Street from Ann Street to Main Street as well as Elizabeth Street from Grove Street to Mishawaka Avenue. Also included was the milling and repaving of Mishawaka Avenue from Main Street to Liberty Drive. Additionally the project included construction of a new municipal parking lot, sewer lateral replacements, water service replacements, cured in place pipe (CIPP) sewer main rehabilitation, manhole rehabilitation, new signage, street lighting and overall beautification of the adjacent areas including landscaping and



trees. The project began in summer of 2015 and was completed in 2016. The total City investment was \$1.6 million.

Brick Road and Fir Road Water Main

Construction on the Brick Road and Fir Road Water Main project started in July 2015. A new 16 inch water main was installed on Fir Road between State Road 23 and Brick Road and on Brick



Road between Fir Road and Gumwood Road. This new water main was connected to the existing 12 inch water main on Gumwood Road. The new 16 inch water main, extending approximately 7,600 linear feet, was completed by late September 2015. Then the contractor began to work on the proposed pressure monitoring station located on the south side of Brick Road, just east of Prairie Vista Elementary

School. The precast building was delivered and installed in October 2015. Due to issues with AEP, power to the building was not provided until late December 2015. As a result, the proposed pressure monitoring station was not completed until January 2016. Final project completion and testing was complete in the spring of 2016 with an approximate City investment of \$1.6 million.

Trinity Place Realignment

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

The relocation was completed in four phases in order to expedite the process due to winter limitations, protecting services for existing customers connected to the utilities and completing work within the VA schedule. Phase I was constructed in October 2015 and included clearing the land for the new road alignment and installing sanitary sewer and conduit for electric. Phase II was constructed in November and December 2015 and included removal of the concrete pavement along the existing route and terminating all existing utilities. Phase III



was constructed in December 2015 and installed a new water main along the relocated corridor and efforts were coordinated with Phase II to ensure water pressure at all times.

Construction of Phase IV commenced in the spring of 2016, which included construction of the concrete street within the new alignment and associated stormwater management. Other construction operations included 10' concrete sidewalk, concrete curbing, concrete approaches,



street lighting, pavement striping, conduit for Metronet and electric, and nursery sodding. Since the new pavement was still in the curing process, the City elected to have the newly constructed street remain closed until the spring of 2017 to avoid potential damage to the new 8" thick concrete pavement from heavy construction vehicle traffic for the VA Clinic. Phase IV total investment was \$600,000. All four phases provided an estimated total construction investment of \$1 million.

Fourth Street LTCP Improvements

Construction of the Fourth Street project was initiated in August 2016 and is an element of the City's Long Term Control Plan (LTCP) to improve the sewer collection system by reducing combined sewer overflows (CSO).

The project was substantially complete in November 2016 with the placement of the final asphalt surface course. Final project paperwork is in progress with final inspection and acceptance scheduled for the spring of 2017. The project consisted of asphalt pavement reconstruction of Fourth Street from Laurel Street to Pine Street and Pine Street from Third Street to Fourth Street. Other project construction included new storm sewer, sanitary sewer lateral replacement, water main and service replacements, CIPP lining, manhole rehabilitation, construction of a diversion chamber, sidewalk, concrete curb and gutter, and rehabilitation of segments of the existing field stone wall along the St. Joseph River in Battell Park. Total City investment is estimated to be \$2.1 million.



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

This project is in response to the proposed new development at the northwest corner of the intersection of State Road 23/Cleveland Road and Main Street/Gumwood Road. State Road 23 was widened to include a center turn lane between Grape Road and Main Street while maintaining two through lanes for each direction. Dual left turn lanes were added for both eastbound and westbound traffic at the intersection of State Road 23 and Main Street.

A dedicated right turn lane was added for eastbound traffic at the intersection of State Road 23 and Main Street. In addition new water main, storm sewers, curb and gutter were installed, and the traffic signal at State Road 23 and Main Street was modified to accommodate the improvements. This project was completed in conjunction with INDOT's resurfacing project,

allowing the existing asphalt pavement in the widened areas to be milled and overlaid with the INDOT project saving the City these funds. Due to pavement marking changes, additional surface milling and resurfacing was completed with the City's project on Main Street between State Road 23 and University Drive and on University Drive for 1,300 feet east of Main Street. The project was substantially complete in December and the total City investment was approximately \$1.7 million.



TIF Design Projects

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

Cedar Street is Phase III of the Mishawaka Avenue area projects which progressed to 95% complete in 2016. This project may be programmed for construction once the Cedar Street Central Service Facility is fully demolished. At that time the project will include sewer separation, street reconstruction, concrete curb and sidewalk with an estimated investment of \$1.2 million.

Douglas Road Improvements from Fir Road to Eastern City Limits

The City's recent annexation, subsequent acquisition of the Juday Creek Golf Course and plans for the proposed Northeast Well Field emphasized the need for improvements to Douglas Road from its current County configuration. The design of a five lane concrete street was initiated in August 2016. The design plans include two travel lanes in each direction with a center turn lane, stormwater management that is sensitive to the adjacent Juday Creek, sanitary sewer extension, water main extension, concrete curb and sidewalk, street lighting and buried utility conduits. Due to the complexity of the corridor, the improvements will be constructed with multiple construction phases. The initial phase will include utilities, stormwater management and subgrade preparation and is scheduled for bid in August 2017. The second phase of construction will include the concrete pavement, curb and gutter, and street lighting, and is scheduled for bid in early spring of 2018 with an estimated completion in the fall of 2019. The total City investment is estimated to be \$4.7 million.

Veterans Parkway and Northeast Well Field utility access

In conjunction with the Douglas Road improvements, the City has committed to provide utility

access for the proposed Northeast Well Field and construct Veterans Parkway, which will extend north from Douglas Road to Juday Creek. The design commenced in August 2016 where the improvements will construct a three lane section. The project will specifically include one travel lane in each direction with center left-turn lane, bridge over Juday Creek, gravity sanitary sewer main, sanitary lift station and associated forcemain, water main, stormwater management and street lighting. The service area for the proposed lift station will require design for 1 million gallon per day capacity upon total build-out.

Because of the land size, multiple land owners and intended use of the parcel, the parcels north of Douglas Road required platting, which encompassed the remaining time in 2016. The project design will continue through 2017 with a scheduled bid date for construction in summer of 2018. The City's total investment is currently estimated to be \$4 million.

Public Works Projects

Community Crossings Grant

In order to be eligible for the 2016 Community Crossings Grant Program, a city wide pavement rating system needed to be completed. Specifically, the City followed the Pavement Surface Evaluation and Rating system (PASER) and completed a rating of 1 to 10 for every street segment in the City. The PASER data was compiled using the recommended excel spreadsheet from LTAP and submitted in June 2016. By successfully completing this rating system, the City became eligible to submit for the Grant Program. In August 2016, we were successful in obtaining a \$767,500 grant which the City must match. The total funds are to be allocated for three project locations within the City: Grape Road from Indian Ridge Boulevard to Day Road including the intersection of Grape Road and Day Road, Dragoon Trail from the western City limit to the eastern City limit with the improved sections omitted and McKinley Avenue from Charlotte Street to the railroad and from Fir Road/Byrkit Avenue to Clover Road. Plans were designed in the fall of 2016 for all three projects. These projects are scheduled for bid in the spring of 2017 with an estimated total investment of \$1.535 million.

Summer Street Paving Program

With the completion of the pavement rating system, the Engineering Department and Street Department coordinated 28,965 linear feet of street milling, sealing and resurfacing project. The following table summarizes the streets that were resurfaced in 2016. All streets were either edge milled 6 feet along the curb line or the entire surface removed 1" to 1.5" to retain as much curb exposure as possible.

Alley Paving Program

The 2016 Alley Paving Program resurfaced 2,335 linear feet and surfaced 6,645 linear feet of alleys for an investment of about \$120,000. A field inspection of each alley is conducted to determine the feasibility of paving the alley. The residents along the alley benefit from this work because of the reduction of dirt and dust generated by traffic. The Street Department also benefits by not having to grade or apply dust palliative to the paved alleys. There are approximately 48.5 total miles of alley that are open to the public and a significant number of these have been paved by this program. In 2016, twenty-three alleys were surfaced or resurfaced with this program.

Curb and Sidewalk Program

Instituted in 1986, this program encourages single-family homeowners to repair or replace deteriorated public curbs 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 107,721 linear feet of new curb and sidewalk has been shared by the City and its residents. Additionally, several areas of sidewalk and curb were replaced due to drainage issues, trip hazards or damages. This year a total of \$423,704.40 was invested in neighborhoods on curb and sidewalk improvements.

In addition, the Department of Redevelopment had funds available for curb and sidewalk improvements within the low to moderate income census tracts. With these funds, the City was able to replace 1,750 lineal feet of curb and sidewalk to meet the current ADA standards and installed new handicap ramps at 2 intersections. The improvements were made along the 200 block of W. Lawrence Street. The total investment was \$89,535.00 for these improvements.



Long Term Control Plan Projects

The City's Long Term Control Plan (LTCP) was endorsed by the Common Council in January 2014 and Final Judgment was filed on May 23, 2014 by the United States District Court. Late in 2014 the City began planning for the major element of the Long Term Control Plan, a 7,000 foot long, 10' diameter storage and conveyance tunnel to be located under either Third Street or Fourth Street approximately 30 feet deep extending from the Wastewater Treatment Plant (WWTP) to Merrifield Avenue. Following a review of subsurface soils investigations along both proposed alignments, engineers suggested lowering the depth of the tunnel from 30 feet to an average of 70 feet to provide clearance from underground utilities, boulders, locate the tunnel in more cohesive soils and overall be less invasive at the surface. In addition to the tunnel being lowered to 70 feet deep, engineers recommended the Third Street alignment instead of Fourth Street and that the tunnel be completed in one contract instead of two. All of these recommendations result in a reduction of construction costs. However due to the lowering of the tunnel, it was necessary to add a lift station at the WWTP as a control structure to elevate flows into the treatment plant.

In the fall of 2015, the City selected two design engineering teams to develop construction documents for the tunnel and lift station/control structure. These plans progressed through 2016 and are expected to be complete to 90% in the spring of 2017. Tunnel designers also evaluated the next element of the LTCP, which is micro-tunneling of a large diameter north interceptor sewer within Merrifield Avenue from the Third Street tunnel to Merrifield Park. They analyzed options to minimize costs and disruption from construction of a 40 feet diameter exit shaft, 70 feet deep, at the intersection of Third Street and Merrifield Avenue. This connection, approximately 30 to 40 feet deep, was coordinated with the tunnel construction to eliminate the need to excavate into Third Street at a later date. The north interceptor is high on the list of

LTCP projects as it conveys major storm flows into the tunnel minimizing the flooding of the south end of Crawford Park.

However, at the 60% plan completion in November 2016, the estimated project cost significantly exceeded the initial estimates causing the City to step back and re-evaluate the LTCP as a whole. Since we are bound by a schedule and specific elements within the 2014 Consent Decree, we will continue to progress the deep tunnel plans to 90% in good faith. However, technology has changed in the last ten years since the development of the LTCP and therefore, the city will re-evaluate options in parallel. If we find a combination of new elements, or are still bound by the deep tunnel, we anticipate re-opening negotiations with the US EPA and Department of Justice in 2017 in pursuit of relief. A summary of the current LTCP is included in the following table.

Long Term Control Plan - Recommendation and Implementation Plan						
Location	Project	Description	Capital Cost Estimate ¹ (\$ million)	Size ²	Start Date ³	End Date ⁴
Milburn Boulevard Area	Divisions A thru H	Sewer separation and rehabilitation of the area south of the St. Joseph River, bounded by Ironwood, Dragoon Trail, Panama and Logan Street	19.4	N/A	2007	Dec 2026
Wilson Boulevard Area	Wilson Boulevard	Parallel interceptor to redirect flows from CSO 004, 005, 006, 007 and 008 and consolidate into one overflow location at River Crossing RC-4. Upgrade RC-4 if needed based upon flow monitoring upon completion of interceptor. Closure of RC-3.	5.0	N/A	Oct 2011	Dec 2020
River Center CSO 009	Storage/Conveyance Tunnel	Storage/Conveyance Sewer from WWTP to Merrifield Avenue	59.2*	120"	Feb 2012	Dec 2020
	Lift Station/Control Structure	LS and Control Structure to transmit flows from Tunnel to WWTP	17.3*		Dec 2015	Dec 2020
	Storage/Conveyance Tunnel (Phase III)	Micro-tunnel for Storage/Conveyance Sewer from Third Street to Merrifield Park (Linden Ave)	5.7	60"-84"	Dec 2015	Dec 2023
East Area	Linden Area Sewer Separation (Phase I)	Sewer separation of approximately 152 acres north of Lincolnway East between Merrifield Park and Roosevelt	8.6*	N/A	Dec 2014	Dec 2028
	Linden Area Sewer Separation (Phase II)		8.6*	N/A	Dec 2016	Dec 2028
	Linden Area Sewer Separation (Phase III)		8.6*	N/A	Dec 2018	Dec 2028
	Linden Area Sewer Separation (Phase IV)		8.6*	N/A	Dec 2020	Dec 2028
	Alley Conveyance Sewer from Capital Ave. to Merrifield Ave.	Conveyance from the outfall of the Mariellen Lift Station to the storage/conveyance sewer along Merrifield Ave. at Third Street	5.8	30"-48"	Dec 2015	Dec 2028
Central Park Area	Northeast River Crossing to Merrifield Park (Linden Ave.)	Conveyance sewer which intercepts flow from the Daisy Road Lift Station Forcemain/Northeast River Crossing	2.3	42"-48"	Dec 2021	Dec 2031
	Daisy Road Lift Station, Forcemain and RC-5 (Phase I)	Lift Station and FM with 2.9 MGD capacity.	7	18"-24"	2011	Dec 2031

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

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.

CSO Consolidation Phase II, Mishawaka Avenue

CSO (combined sewer overflow) consolidation construction along Wilson Boulevard began in 2013. The goal of the CSO consolidation is to help eliminate sanitary sewage flow into the river. Phase I of this project completed in 2014 included a 24” sanitary sewer within Wilson Boulevard from Clay Street to Forest Avenue. Phase II extended the newly installed 24” sanitary sewer main within Mishawaka Avenue



from Forest Avenue to Liberty Drive. Rehabilitation was completed for the remaining CSO outfall pipes and Battell Park. In addition, the project included traffic signal replacement at Mishawaka Avenue and Liberty Drive, Riverwalk upgrades, as well as beautification of the overall area. This project was completed in 2016. The total investment was approximately \$1.8 million.

Linden Area Long Term Control Plan

The Linden Area Sewer Separation is an element of the Long Term Control Plan (LTCP), which falls under the “East Area”. By completing the study, it further defined the sewer separation with individual projects scope, phasing and associated estimated costs. Specifically, the study evaluated the existing sewer system within the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Roosevelt Avenue and East Fourth Street. It provided a recommended plan to address any deficiencies while defining the sewer separation that in part requires separation of 152 acres of existing combined sewers in the Linden Area. These improvements are part of a larger plan (LTCP) to eliminate combined sewer overflows to zero during the typical year within the City’s sewer system.



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

Design of multiple divisions of the Linden Area Eberhart Stormwater Outfall and Storm Sewer Improvements were initiated in 2016: Division A, Division B and Division C (see Exhibit A). Construction of Division A – Phase I also began in 2016. This phase included large diameter (36” to 72”) trunk storm sewer on Club Boulevard from Miami Club Drive to the golf course, on Victoria Street from Club Boulevard to Linden Avenue and through the golf course. A significant portion of the work included twin 54” storm lines through the golf course from the east end of Club Boulevard to an outfall at the river. Additionally the project included the transition of the existing combined sewer to sanitary sewer, tree removal and installation of concrete curb, sidewalk and new pavement. This work could not begin until the conclusion of the prime golf season in 2016. The remaining work on Victoria Street will be completed in early spring of 2017. The total investment for Linden Division A – Phase I is anticipated to be \$1.6 million.



Construction of Division A – Phase II is scheduled for late spring of 2017. Division B and Division C are scheduled for the summer of 2017 in anticipation of the second phase of Twelfth Street Improvement Project, from Downey Avenue to Campbell Street. The improvements within Linden Area Divisions A, B and C not only complete elements of the LTCP, but will allow a storm outlet for the second phase of Twelfth Street Improvements. The Twelfth Street project is programmed through MACOG where 80% will be funded by INDOT/Federal Highway and the remaining 20% will be funded by a local match from the City. The Twelfth Street construction cost is currently estimated at \$7.1 million and has been programmed to bid in July 2018. It is critical to complete the Linden Area Divisions A, B and C projects as scheduled to not jeopardize the funding in place for the second phase of the Twelfth Street Improvements.

Wastewater Funds

Liberty Drive and Elizabeth Street Sewer Improvements

This project consisted of the installation of new sanitary sewer on Liberty Drive from Grove Street south to the alley and on Elizabeth Street from Lawrence Street south to the alley. These installations allowed for the separation of interconnected sanitary laterals. Also included was the improvement of the streets, sidewalks including ADA ramps and storm sewers for the intersections. This project was completed in 2016. The total investment was approximately \$500,000.

2016 LPA Design Project

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

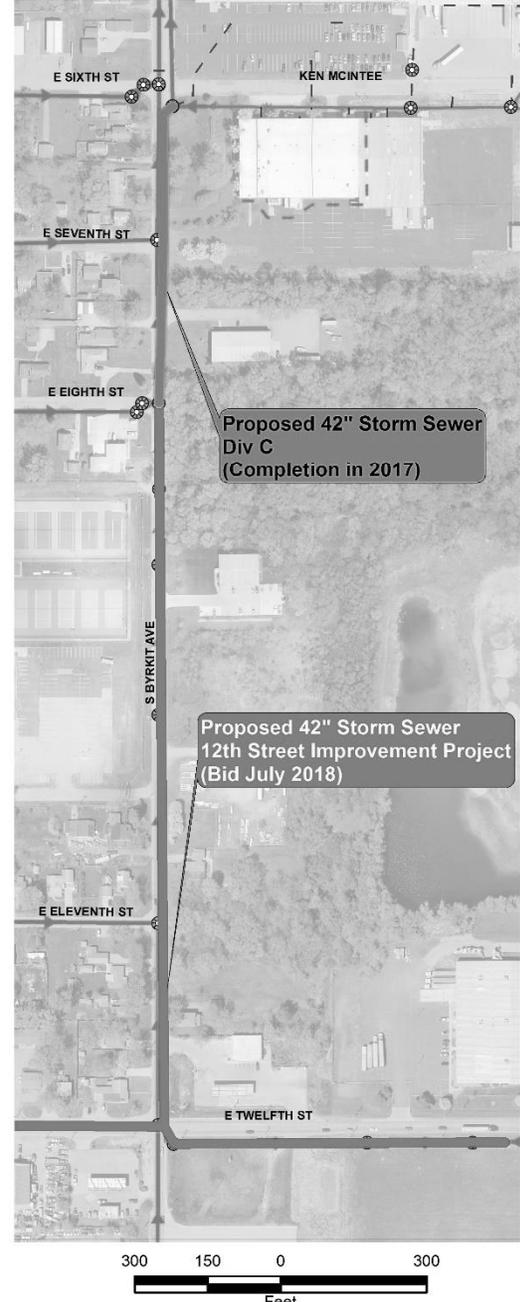
Phase II of the improvements on Twelfth Street, between Campbell Street and Downey Avenue, is currently being designed. The main goal is to widen the street from its present two lanes to three lanes including a continuous center two way left turn lane. The street will be reconstructed along with curb and gutter, storm sewer and street lighting. Currently there is insufficient right of way to construct this project; therefore, additional right of way was acquired along the length of

the project throughout 2016 with only three remaining City owned parcels to finalize in 2017. The construction is estimated to cost \$7.1 million, with 80% being federally funded. The project is presently finalizing the design phase. Due to the federal procedures for design and right of way acquisition, it is anticipated that this project will begin construction in late summer of 2018.

Future Projects

<u>Project</u>	<u>Completion Date</u>	<u>Estimated Cost</u>
<u>Wastewater Funded Area</u>		
Linden Area, Division A-I (LTCP), (River to Club/Victoria)	Nov 2017	\$1,250,000
Linden Area, Division A-II (LTCP), (Club, Byrkit, Victoria)	Nov 2017	\$2,000,000
Linden Area, Division B, (LTCP), (Victoria, Miami Club, Linden)	Nov 2017	\$2,240,000
Linden Area, Division C, (LTCP), (Byrkit Avenue)	Nov 2017	\$1,250,000
Milburn Area (Queensboro and Hendricks Streets)	June 2018	\$1,600,000
<u>TIF Area</u>		
Ironworks Extension (Spring St. to Hill St.)	Nov 2017	\$1,300,000
Hill Street Extension (Front St. to Ironworks Ave.)	Nov 2017	\$1,250,000
Douglas Road Widening (3000LF east of Fir Road)	Nov 2019	\$4,700,000
Veterans Parkway	Nov 2019	\$4,000,000
Cedar St. Improvements (Mishawaka Ave. to Edgewater)	Nov 2019	\$1,200,000
Douglas Road and Grape Road Intersection – additional turn lanes	Nov 2019	\$2,500,000
West St. Storm Relief Sewer – West St. (6th St. to 15th St.)	Nov 2018	\$2,450,000
West St. Storm Relief Sewer – 8th St. (West St. to Logan St.)	Nov 2019	\$1,850,000
West St. Storm Relief Sewer – 15th St. & 16th St. (Rose Park)	Nov 2020	\$3,200,000
<u>LPA Project, (City pays full cost for this portion)</u>		
Twelfth St. Ph II (Downey Ave. to Campbell St.) – Design & R/W Acquisition	Jan 2018	\$2,000,000
<u>LPA Project (FHWA w/ 20% Local Share)</u>		
Twelfth St. Ph II (Downey Ave. to Campbell St.) – Construction (80% Federal funds)	Nov 2019	\$7,100,000

Path: X:\Engineering\Department\Mapfiles 10_3_1\Mayor Year End\Figure 7 - Proposed Linden Area Sewer Separations-2 views.mxd
 Date: 2/16/2017 Time: 12:17:31 PM Author: User: jhansen



*City of Mishawaka, Indiana
 Linden Area Sewer Improvement Study
 Division A, Phase 1 & 2
 Division B
 Division C*

Exhibit A

Parks and Recreation Department

Phil Blasko, Superintendent

The major capital improvement for the department was the grand reopening of the Battell Community Center with the most visible feature of the renovation being the formal marquee style entry on the north side of the building. The project wrapped up in the fall of 2016 and classes and programs began to fill the Community Center once again. A Grand Re-Opening event welcomed hundreds of patrons on October 10th with building tours and the showing of the *Wizard of Oz* on the Auditorium's new 18'x24' projector screen system. The new projector screen system has been utilized for numerous special events including Brunch & a Movie, Family Fun Nights and Movie Nights. The renovations and improvements have allowed the department to expand and enhance our services to the community. Any given week, you can catch families enjoying movies in the auditorium, cheering on sporting events in the gymnasium, participating in youth and adult fitness classes, and taking advantage of our many special events. These renovations have brought new life and opportunities to our department.



Battell Center

One great highlight for the department in 2016 was the addition of inclusive playground components at Hillis Hans Park. The combination of the poured in place servicing, the OmniSpin Spinner and the Molded Bucket Seat swing have given children of all abilities the opportunity to play together. Our department realizes the need for inclusive play and we plan to continue to find creative ways to involve children of all abilities when designing and upgrading parks.

Eberhart-Petro Golf Course

Eberhart golf course generated over 23,000 rounds of golf in 2016. This is down slightly from 2015, due to unusual rainfall amounts and some late fall course construction. We began utilizing Golf Now software, which allows patrons to book tee times online, creating additional convenience. Eberhart-Petro Golf Course continues to be a great amenity for the city and a vital part of Mishawaka's recreational lifestyle. This is evident based on the \$408,000 in golf revenue in 2016. Our maintenance continues to be second to none in the area and despite the removal of many dead ash trees, our course quality was not compromised.

Our Golf Pro continued to expand youth programs as well as lessons and classes, while sustaining a great flow of revenue year after year. The first ever Jr. Cavemen Golf Club feeder program with the School City of Mishawaka continues to be very successful. This year we had fifty golfers participate in its 3rd season free of charge. This unique partnership is a five week instructional and playing program to introduce second to eight grade to the game of golf.

One of our greatest traditions at Eberhart is the youth Garbage Open. This one of a kind program is still on the rise from near extinction in 2013 with a field of 45 kids in 2016. Extensive marketing and word of mouth helped continue an Eberhart tradition that can't be forgotten. This

is a free golf tournament for kids that involves golf, food, fun and trophies. We were proud to continue this 65+ year old tradition.

Two adult programs that had great turnouts were Ladies Golf 101 and the Men's Metro. Several brand new golfers participated in the Ladies Golf 101 program that covered all aspects of the game over four weeks. The public had a positive and enthusiastic response to the Men's Metro returning to a four-day tournament.

Merrifield Complex

We are proud to announce that the Merrifield Pool had one of the largest attendances in the past five years with 17,445 guests. Our swim team rentals doubled for the 2016 season and Learn-to-swim had 138 participants this year. Family Movie Night was a new special event that allows families to swim while enjoying a movie. For 2017, we are looking to offer more programs to attract even more guests.

During the winter months, we had more guests visit our skating rink than in past years. Skating lessons grew again and the addition of our "Bobby" skate aid has allowed us to expand our lessons to our younger skaters. We held our 2nd Frozen Sister's Skate Day on February 6th and Merrifield hosted its first New Year's Eve Celebration this year. Guests enjoyed photo booth props, party favors, snacks and ringing in the New Year 80's style.

The ice rink made an effort to reach more customers through marketing, a simplified fee structure and the addition of accepting credit cards. Guests were able to take advantage of new programming such as Veteran Appreciation Nights, Friday Family Nights and DJ Nights.

Athletics

The Mishawaka Football League had another successful season of teaching future football players the fundamentals of tackle football. The league is open to children in grades 3 through 6 and continues to stress to all players, parents and volunteer coaches the importance of being "heads up" safe when it comes to concussion awareness. Beginning in 2017, the parks department will expand their athletics programs for youth and adults and will see the return of adult men's and co-ed recreational softball leagues as well as new youth soccer, T-ball and cross country programming.

Recreation

Warm spring temperatures led to an early start of the 2016 disc golf season at George Wilson Park and kept players visiting the park well into the late fall. Multiple sanctioned and non-sanctioned tournaments were held throughout the season hosted by local disc golf clubs. An early December snow allowed for several days of ideal tubing conditions on the hill. The implementation of the Tyler Technologies software now enables park visitors to pay for their disc golf and tubing activities via credit card.

Special Events

Mishawaka Parks Department special events continued to be popular and well attended throughout 2016. Featured Parks Department events included the Daddy Daughter Dance, Easter

Egg Hunt, Summerfest, Summer Concert Series, Fall Harvesfest and Winterfest. We also played an important role in hosting the Mishawaka Heritage Festival, Kamm Island Fest, Renaissance Festival and the Indiana Bicentennial Torch Relay Celebration, as well as several other smaller events throughout the year. Great weather, food, entertainment and the beautiful setting of Mishawaka's downtown river walk area is the centerpiece for a wide array of family friendly community oriented special events.

Landscaping Division

The Landscape Department was able to accomplish several special projects this year in addition to the routine maintenance of the Parks System. A notable project was the removal of undesirable plant material from along the Riverwalk with the help of the Central Services



Destiny Burgess

Maintenance Division. Six days were spent removing invasive plants that obstructed view, while also encouraging growth of existing native hardwood trees.

Bethel College helped plant over 900 new perennials at Beutter Park to revitalize several areas. The Landscaping and Central Service workers came together to do a detailed cleaning of the Beutter Park Raceway to remove algae and sediment from the water feature. The department used recycled wood chips that are processed at our 5th street waste facility

to supplement our large need for mulch throughout the City. These wood chips are a result of the standard brush management practices implemented at the facility and saved a few thousand dollars by reducing the amount of mulch that had to be purchased.

Over 1400 park trees were inventoried and assessed with the assistance of the City Geographic Information System Department. The data collected from this project will help the City make informed urban forestry decisions. As the department continues into 2017 we have created an Adopt-A-Park program that encourages community involvement and park stewardship. We currently have several organizations interested in this program and some that have already adopted parks. The department is going to be hosting an afterschool horticulture club in conjunction with Mishawaka High School to involve students in projects in the community and grow and propagate new plant material for the City. We will continue to maintain our City landscape to the best of our ability and look forward to a new year.

Battell Center

Since reopening the Battell Community Center in October, we have had a chance to take advantage of offering new youth and adult programming. Some of the new programs and events for 2016 were Youth Basketball, Holiday Movie Night, Breakfast with Santa and Trunk or Treat. Many patrons took advantage of monthly passes to utilize the newly renovated fitness center.

Our traditional Rec Clubs are back at full capacity, including adult enrichment, dance and sports. The renovation has brought new life and new faces to the historic building. The continued focus

of the Community Center will be to serve patrons of all ages with health, fitness and recreational programs and activities.

Park Board

The City’s Park and Recreation Board has continued its dedication and devotion to the city patrons as well as our agency. The Board’s passion and drive to meet the needs and desires of the community is proven through the continued growth of recreational programs offered each year. Through their guidance, recreation and special events will continue to evolve for people of all ages now and well into the future.

Members of the Mishawaka Park Board for 2016 were:

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

Department of Community Development

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

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

Staff

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

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

Laura Raygoza, has been in her position as Grant Manager since May of 2012. She has handled the Neighborhood Stabilization Program (NSP) grants, Community Development Block Grant (CDBG) and HOME grants. These grant funds have been utilized to subsidize Habitat for Humanity projects, rehabilitation and public infrastructure projects.

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 2016 and will continue to serve in 2017:

Jim Pingel	President
Gary O'Dell	Vice-President
Kris Ermeti	Secretary
Dr. Gilbert Eberhart	Member
William Pemberton	Member (non-voting)
Janet Whitfield Hyduk	Member
Robert Beutter	Attorney

Community Development Block Grant (CDBG)

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

As a CDBG entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2016, we were granted \$488,534 to focus on those directives and we responded with the following programs: Spot Blight Elimination; Summer of Service; Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding. As outlined in the HCD plan, activities funded with CDBG monies were focused on the Milburn Boulevard Neighborhood through 2016.

A portion of CDBG funding was utilized for Public Infrastructure to continue with curb, sidewalk, drive approaches and ADA ramp replacement along the 200 block of West Battell St. Two income eligible homeowners were assisted with the owner-occupied repair program. The City continues to support and provide funding for public service organizations to help sustain a suitable living environment for Mishawaka residents. New Opportunities for low-moderate housing construction continue through our partnership with Habitat for Humanity.

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$73,280 in CDBG funds in Program Year 2016:

YWCA Domestic Violence Program	\$10,000
REAL Services Adult Guardianship Program	\$6,500
REAL Services Older Adult Crime Victim Program	\$6,500
Boys and Girls Club	\$30,280
Mishawaka Food Pantry	\$20,000

Home Investment Partnership (HOME)

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City of Mishawaka utilizes HOME funds to partner with Habitat for Humanity to assist qualified families acquire homes through the First-Time Homebuyer Program. In 2016, seven properties were complete and sold to an income eligible homebuyer and construction of seven additional properties will continue into 2017. 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.



311 Laurel



403 E. Third



804 E. 4th



131 E 7th



502 W. 6th



120 E. Marion



116 E. Marion

Summer of Service Program

The 2016 Summer of Service project was a success. The City of Mishawaka Redevelopment Department partnered with volunteers from Epic Church to perform scraping, painting and light repairs of eligible properties in the City of Mishawaka. The properties assisted were:



615 Imus (before)



(after)



1401 Panama (before)



(after)

Student Weekend

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the City and touch the lives of Mishawaka residents. On June 19 & 20, 2016, students and supervisors gathered at Bethel College. From there, they spread out to clean, rake and re-mulch various city parks. The Department of Redevelopment provided 500 lanyards and identification badges for students.

Code Enforcement

Joe Van Nevel, Director



Code Enforcement Staff

Code Enforcement is responsible for enforcing city ordinances as they pertain to public nuisance issues and substandard structures. Mishawaka's neighborhoods have always remained Code's priority. Code continues to achieve overwhelming success in keeping Mishawaka neighborhoods looking clean and attractive. This is accomplished by our code officers aggressively patrolling their respective areas daily and addressing violations that they see.

Code is staffed by its Director Joe Van Nevel, Office Manager Carrie Lytle and four Code Officers – Cris Campbell, Randy Redman, Mike Carpenter and Victor Kasznia Jr. with a total of 87 years of service to the City of Mishawaka.

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

Public Nuisance Violations

Code officers investigated more violations in 2016 than any other year on record. Code was kept busy by a combination of issues including snow removal, tall grass, abandoned autos and general public nuisance cases. Code officers investigated a total of 6,406 public nuisance cases in 2016, 6,022 which cases have been closed with the violations remedied. It is important to note that code officers had 10,268 follow-ups on these violations.

2016 CODE VIOLATIONS	
Tall grass	2,471
Snow removal	949
Abandoned autos	274
Animal issues	54
Noise	15
General public nuisance	2,643

Substandard Structures

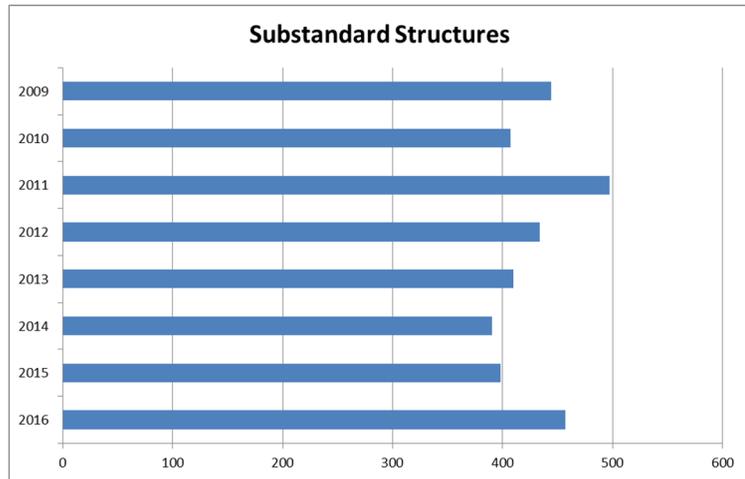
Continued implementation of our Top 100 Program is one of the reasons why you won't see many substandard structures in Mishawaka. This yearly initiative begins in the winter months of the year when the code officers scout their areas in search of the houses, garages, or commercial buildings that need the most attention.

In the spring the code office will begin contacting the property owners in question and point out the issues to them. In 2016, Code was able to bring 73 of these structures into compliance. Code is now in the 11th year of the Top 100 Program which means 1,100 of the worst cases have been addressed.

Including the Top 100, Code addressed 457 substandard (Interior/Exterior) cases in 2016 and conducted over 4,172 follow-ups to substandard structures in 2016 while closing 443. Some of those closed cases were from previous years.

The number of cases opened in 2016 increased by 59 compared to 2015- there was an increase with the interior substandard cases which are mainly complaint driven.

The following table summarizes the number of substandard cases (Interior/Exterior) since 2009.



Hearing Cases

In 2016 Code summoned a total of sixteen properties and their respective owners before our hearing officer. Currently seven of those sixteen cases will remain on the docket from 2016, with many more planned for 2017. These cases involved substandard structures where the owners have made no progress or progress has stopped. Many of these cases get resolved before or shortly after the initial hearing. These hearings are extremely valuable in bringing the most difficult cases to resolution.

Weights and Measures

Roger Shields is the city's weights & measures inspector and 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 716 devices in 2016.



Roger Shields

Stewardship

A total of \$15,752.35 was spent in 2016. Most of this was for mowing by our contractor. The code department recouped a total of \$4,304.50 for 2016 in weed, trash and lien monies.

Building and Planning Department

Brock Hundt, Building Commissioner

Kenneth B. Prince, ASLA, AICP, City Planner

Overview

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

Responsibilities and duties include:

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

- Prepare revisions and updates to land use codes and ordinances. Responsible for preparing Historic Preservation Districts including ordinances, maps, preservation guidelines and standards.
- Prepare budgets, work program and annual report for the Department. Annual evaluation of the previous year, identification of development trends, identification of future projects and funding allocation.
- Work with industry and businesses on tax abatement requests and compliance reporting. Makes recommendations to the Mayor, Redevelopment Commission and Common Council concerning economic development issues.
- Provide staff support to the City Redevelopment Commission including the drafting of development agreements with other public and private entities. Review and prepare amendments to Tax Increment Financing Districts.

Building Department

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

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

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

In 2016, the Building Department conducted 2,755 inspections. This is 722 inspections more than the 2,033 inspections that occurred in 2015. Each inspector conducts 4 to 7 inspections per work. Approximately 40 to 60 minutes are spent per inspection. Other building department duties include review of building design drawings and meetings with contractors, owners and tenants to explain and help with building code interpretation and enforcement.

The building department has become more knowledgeable in the evolving building code. All inspectors have been trained to become combination inspectors, better serving the community and the public.

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

Building and Development Activity

In 2016, the construction industry continued to grow in activity over recent years. One of the few areas that dropped was the construction on new single family homes. In 2016, there were 36 new homes constructed in the city compared to 47 in 2015. As indicated in previous reports, this is still significantly lower than the number of starts that occurred prior to 2007. The current limited population growth combined with a greater demand for apartments continue to be the largest influences on new single family residential construction.

New commercial building activity remained strong. In 2016, commercial permits were issued with an estimated construction cost of \$86.2 million, \$29.2 million more than occurred in 2015. By the numbers, 13 new commercial building permits were pulled for new free standing buildings in 2016 compared to 12 in 2015. The single largest permit was for the new Veteran's care facility being constructed on Trinity Drive with a \$32. million estimated construction cost.

The City of Mishawaka continued to grow and in 2016 the City issued permits with a total estimated construction cost of 98.4 Million. For comparison, the City issued permits worth \$85.2 million in 2015. This represents a 15% increase in estimated value between 2015 and 2016. Since 2013 the City has had three straight years of double digit percentage growth from year to year. Coming off the recession there was a 14.4 million dollar increase between 2013 and 2014 (27%). Between 2014 and 2015 there was a 17.4 million dollar increase (20%). Since 2013, the City has had growth in estimated new construction values of greater than 15% and \$14 million per year. The City continues to show significant improvement and the market appears to be stable and growing again.

Although the City continues to reap the benefits of long-term strategic decision making such as the relocation of the hospital; the long-term forecast in construction is difficult to project given the continued soft single family housing market and the limited population growth in the region.

Fortunately for the City, a few significant projects have already been announced for 2017 including the proposed Flaherty & Collins mixed use project downtown and the Watermark Apartments located off Fir Road south of the Toll Road.



Another significant development that still has a great deal of potential is the Grandview Planned Unit Development. The project was conceived by and is being built by local developer, Great Lakes Capital. In 2016, they constructed 8-million dollars worth of apartments. The commercial portion of the development is expected to follow in the coming years.

In 2015, the City approved plans for and made financial commitments including 10-year tax abatement for Bayer Healthcare to headquarter their North American Distribution logistics center in Mishawaka. Construction was anticipated to occur in 2016 but has been delayed at the corporate level based on other obligations. The good news is that they have purchased the property and still intend to proceed in the coming years. This project will retain hundreds of white collar positions, while allowing room for expansion of the operations over time.

2016 Planning and Building Permits

A summary of the 2016 permit activity is as follows:

Residential

\$8.3 million in estimated construction costs (\$6.5 million decrease from 2015)

- 36- new single family homes
- 474- residential alterations/additions

Multi-Family

\$8.0 million in estimated construction costs (\$5.4 million decrease from 2015)

- 11 new buildings/units (11 in 2015)

Commercial / Industrial

\$86.2 million in estimated construction costs (\$29.2 million more than 2015)

- 13- new commercial buildings
- 159- alterations/additions

New Single Family Home Construction by Year:	
2016	36 Homes
2015	47 Homes
2014	43 Homes
2013	39 Homes
2012	28 Homes
2011	22 Homes
2010	22 Homes
2009	32 Homes
2008	46 Homes
2007	112 Homes
2006	95 Homes
2005	147 Homes
2004	163 Homes
2003	121 Homes

Annexations

The City continues to grow in a steady and orderly fashion. There were 3 voluntary annexations, adding 33.69 acres in area to the City in 2016. This represents an increase of .053 square miles. In comparison, the City grew by 29.85 acres in 2015. The existing area within the City limits, according to our Geographic Information System, is now 17.99 square miles.

2016 Annexations included:

1. **Mike's Auto Salvage – 1718 & 1732 E. McKinley Avenue.**
0.62 acres annexed and zoned C-4 Automobile Oriented Commercial for an existing auto salvage operation
2. **The Reserve at Watermark PUD – 53555 Fir Road**
30.1 acres annexed and zoned S-2 Planned Unit Development for a proposed 390-unit residential apartment complex (later reduced to 290 units)
3. **Cole Townhomes (future name TBD) – 15057 & 15151 Cleveland Road**
2.97 acres annexed and zoned R-3 Multiple Family Residential to allow for a 29-unit multi-family residential town home development

Downtown Development

Barak River Rock

In late summer of 2016, the "River Rock" mixed-use project opened. The 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 contains 72 apartments and first floor commercial space fronting Mishawaka Avenue. Our understanding is at the end of the year approximately 90% of the apartments had been rented with the developer only providing a few incentives to lessees. This project has really confirmed the demand for market rate apartments in downtown Mishawaka. The commercial space remains vacant.



Barak Iron Rock / River Forge

Barak River Rock development agreement was approved through the Redevelopment Commission, the Barak Group was given an option to develop several of the remaining former Uniroyal properties on the south side of the river. Within the development agreement, a specific

amount of time was given for the Barak group to bring forward a proposal for the properties. In June of 2015, the Barak Group brought forward proposals for the properties they had requested options on. The proposals include two residential condominium towers, a small standalone café, a mixed-use apartment building with lower level commercial and a boutique hotel. The developer was given a time extension on the options that required certain items be submitted to the Redevelopment Commission by December of 2016. The developer was able to keep the option on the hotel site, but was unable to continue the option on the proposed condominium and café site. As such the City looks forward to working with Barak on the development of the hotel site and will investigate other interest and options for what had been proposed as condominiums.

Regional Cities Initiative/Flaherty and Collins

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

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



In 2016, the Regional Development Authority awarded the project just over 5 million dollars of the regional cities funding. This was less than the close to 8 million dollars that had been requested. As such, the City and Flaherty and Collins had to modify the project to make the project work financially. Among other items, the amount of parking was reduced for the project, including a reduction in the number of public parking spaces proposed. Public parking was reduced from 150 spaces to 79 spaces within the proposed parking garage.

The Developer and City are currently finalizing the Development Agreement for the project and the developer hopes to break ground in the summer of 2017.

Public Works Projects

The City is committed to serving the Mishawaka community through its support of various public works projects designed to enhance our citizen's quality of life. During 2016, the Planning Department was responsible for directing private firms and assisting other City departments on several significant public works projects.

Mishawaka Riverwalk



Plan View of the proposed Riverwalk extension through Merrifield Park

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

In 2016, the City continued to plan for future expansions of the Riverwalk. The City continues to work with MACOG to obtain Federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. In 2016, the City finalized construction drawings and continued to respond to an appeal submitted by property owners located on the north side of the river who are concerned about the impact proposed park improvements might have on their property. In 2016, the permits were re-applied for since the permits lapsed due to the extensive time involved working with the property owners. INDOT bid the project in early 2017 but was required to reject all bids because the bids exceeded engineers

estimate for the project. In working with MACOG, both the City and MACOG were able to identify the additional funds necessary to allow the project to move forward. The project is still estimated to be built and completed by the end of 2017.

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

Battell Community Center Renovation

In 2015, the Planning Department managed the completion of plans, specifications and bidding of the Battell Community Center Renovation. The project was awarded to Ziolkowski Construction of South Bend at the end of 2015 and was substantially completed in the summer of 2016. The total renovation cost exceeded 3 million dollars.

The building had many deficiencies that were corrected as part of the project, the largest being its existing heating and cooling system. Prior to this project, the building was heated and cooled by electric unit heaters and window air conditioners in every room, leading to annual electric costs upwards of \$60,000. Other improvements included improving accessibility for the disabled, replacing the existing aluminum windows with more architecturally appropriate and energy efficient ones, creating additional restrooms, upgrading the auditorium balcony and improving class and meeting rooms.



One major goal of the renovation was to keep and enhance the look and historical feel of the building, much like was done for the Main Junior High Apartments. Improvements included repairing the maple floors and installing period correct lighting, ceilings and finishing flooring to regain the feel and look of the 1920’s version of the building that had been lost over the years.

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

The heart of the Battell Center is its auditorium, which also benefited from the renovations. By addressing code issues and reopening the balcony, approximately 100 additional seats are now available in the auditorium. The project included providing a retractable screen and projector to transform the space into a movie theater for special events and new programming.

Battell Park- Rosemary's Garden

In 2015, the planning Department led the effort to develop an updated master plan for Battell Park. In 2016, the City contracted with DLZ to develop plans to create Rosemary's Garden. Former Plan Commission Member and Board of Zoning Appeals member Rosemary Klaer left the City just over \$40,000 on her passing with the intent to make to make a park improvement. In reviewing the City needs and what would make sense to accomplish, the decision was to build a passive overlook space on the east end of Battell Park, overlooking the cable-stayed Riverwalk bridge and downtown. The space will include a custom bench swing and is intended to be constructed in 2017.



View of the future home of Rosemary's Garden at the east end of Battell Park

2016 Activity of Commissions and Boards

Plan Commission

A total of 60 50 petitions were filed before the Plan Commission in 2016. This is 10 more than filed in 2015. Although the activity is steady and improving, it is still significantly lower than the peak of 104 petitions filed in 2007. The private sector activity was higher in 2016 than 2015. Petitions for 2016 included 22 rezoning/annexation requests, 27 final site plans and 11 Plats/Re-plats.

The following people served on the 2016 Plan Commission:

Murray Winn	President	
Matthew Lentsch	Vice President	
Victor Kasznia	Member	BPWS (Partial Year)
Dale Freeman	Member	BPWS (Partial Year)
Gary West	Member	City Engineer
Ross Portolese	Member	Park and Recreation Board
Nick Troiola	Member	
Don McCampbell	Member	
Kathy White Gadacz	Member	
Dale (Woody) Emmons	Member	

Board of Zoning Appeals

The Board of Zoning Appeals heard a total of 50 appeals in 2015. This is slightly more than the 45 appeals heard in 2015. Although an increase over 2015, the activity of the Board has historically varied and is not directly correlative with construction trends. The following people served on the 2015 Board of Zoning Appeals:

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

City of Mishawaka Historic Preservation Commission

The Planning Department serves as the staff for the City of Mishawaka Historic Preservation Commission. The Historic Preservation Commission, established in 1991, is charged with preserving and promoting the historical past of Mishawaka. The Commission, a nine-member appointed board, is responsible for the designation of local single and multiple site historic districts, the nomination of sites to the National Register of Historic Places and the promotion of local historic preservation related activities and events. As of January 2017, the Historic Preservation Commission (HPC) consisted of:

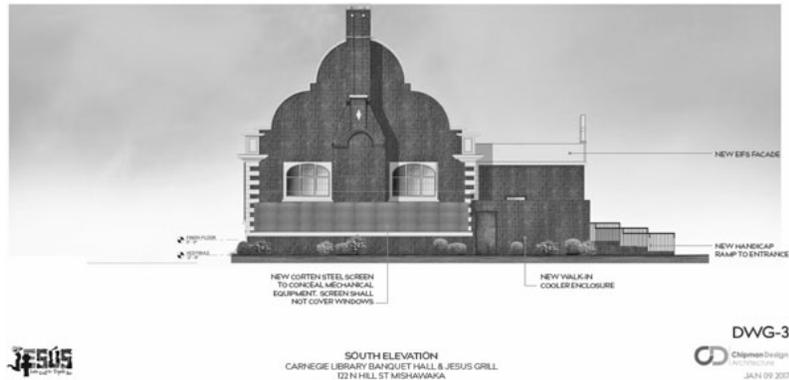
Members:	Advisory Members:
Doug Merritt, Chair	Alan Grzeskowiak
David Eisen, Vice Chair	Shirley McAlister
Mike Bultinck	Thomas Morris
Terry DeMaegd	Jason Stoller
Judy Gray	Cliff Zenor
Jennifer Johns	
Nancy Seidler	
Faye Sullivan	
Kate Voelker (Common Council)	

An overview of the 2016 activities of the Mishawaka Historic Preservation Commission and accomplishments are as follows:

Approved four Certificates of Appropriateness for:

- a building addition, connecting the garage to the house at 128 N Brook Avenue in the Riviera Place District;
- the City of Mishawaka to repair damaged rock wall in Battell Park;
- adding handicap ramps to the relocated Daniel Ward House; and

- several renovations to convert the Carnegie Library at 112 N Hill Street into a restaurant and banquet hall.



Castle Manor has certain historical character to maintain, although it has not been designated as a landmark. After researching the original look of the building, the HPC provided the City and their consultants guidance relating to a color scheme and preserving the historic look while thinking about energy efficiency.

In May of 2016 the Commission distributed approximately 75 yard signs, featuring the new logo, to promote awareness of historic properties and the value they bring to the community.

At the May 16, 2016 meeting of the Mishawaka Common Council, as a thank-you to the partners who breathed new life into Main Junior High, a cherished old building, we presented framed sections of the former school's gymnasium floor. Those partners were Mayor Dave Wood, City Planner Ken Prince, Kil Architecture and Planning, Ziolkowski Construction and the Mishawaka Housing Authority. Additional gym floor sections were presented to groups who pledged to display floor sections as a way to teach our neighbors and children about the importance of our architectural heritage. They included the Heritage Center of the Mishawaka-Penn-Harris Public Library, the Hannah Lindahl Children's Museum and the Boy Scouts of America – LaSalle Council.

As part of outreach to the community, several members marched in the Mishawaka Memorial Day Parade in downtown Mishawaka. The Mishawaka Historic Preservation Commission also exhibited at the Mishawaka Heritage Festival and was featured in an ABC57 news clip.

For the past six months, the Mishawaka Historic Preservation Commission has been working with Indiana Landmarks and residents of the Normain Heights subdivision to establish a Conservation District. A Conservation District only requires review of new construction, demolition, or moving a primary structure.

Please refer to the 2016 Certified Local Government Report for a full accounting of the activities of the Historic Preservation Commission during the past year. A copy of this report will be available for review at the Department of Community Development and Planning upon completion.

Zoning Enforcement and Administration

Another responsibility of the Planning Department is the enforcement of our ordinances and responding to violations and complaints in a speedy and considerate manner. In addition to countless phone calls and personal contact with those in violation, the Department followed up by sending out letters addressing land use concerns, notices of violation and citation warnings. Welcome letters, with sign code information, were mailed to new businesses opening in Mishawaka.

Economic Development

The Planning Department is also responsible for organizing and implementing programs and initiatives aimed at retaining local businesses and assisting them to grow and benefit the greater community. In 2015, the City continued to work with the St. Joseph County Chamber of Commerce to better clarify roles and responsibilities to help respond to State leads and responses to requests. The Chamber serves as the Lead Economic Development Organization (L.E.D.O. for St. Joseph County). In 2016, the Department continued to actively participate in the process for Regional Cities of Northern Indiana.

Tax Abatements

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

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

Only one tax abatement was submitted and approved in 2016, for Patrick Industries. Patrick Industries took over the larger of the former Affinia buildings on 12th street for specialized wood working and countertop fabrication.

Since 1986, the City has approved a total of 56 tax abatements for 38 different companies. Currently there are 9 active abatements in the City including the following companies: BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, North American Composites (NAC), WellPet LLC, Barak River Rock, Dearborn Crane, Barak Ironrock Condominium, the Barak Ironrock Café and Patrick Industries.

Fire Department

Bryon Woodward, Chief

After dedicating 36 years to the Mishawaka Fire Department, including the last 19 years as Fire Chief, Dale Freeman retired on June 13, 2016. Chief Freeman leaves a legacy that is hard to replicate. During Chief Freeman's tenure, the EMS department was merged into the Fire Department. This allowed for the addition of EMT's, Advanced EMT's and paramedics on our apparatus. The then aging fleet was replaced and upgraded to meet the ever-increasing demands. The department saw its first increase in staffing since the 1980's with the addition of the third ambulance staffed by cross-trained firefighter paramedics and AEMTs. Our communication system was upgraded twice assuring state of the art technology at the fingertips of every firefighter. In short Dale was responsible for the making wholesale changes in training, equipment and technology which helped every firefighter provide the best service possible to the city. Thank you, Dale, for all you have done and for leaving the city in great shape for the future.



On June 14th, Bryon Woodward was sworn in as the new Fire Chief. Chief Woodward participated in a lengthy selection process by the cities senior staff. The senior administration designed a process that was divided into several interviews. The process included several qualified candidates and designed to give each candidate the opportunity to express his vision for future of the department. "The presentations were all well-presented, but it was clear that Bryon had the tools and experience we were looking for to lead the department. I have great confidence in Bryon and his staff to lead the department and continue the legacy that preceded them" commented Mayor Wood about the selection.

Response Summary

The Mishawaka Fire Department had another record setting year as the Department responded to 7,201 calls for service. The greatest number of calls for service was EMS. Our ambulances and fire trucks responded to 5,625 calls that required EMS response, this was nearly a 10% increase

"...the Department responded to 7,201 calls for service"

from 2015. In addition the MFD had 205 calls that involved a commercial, residential, apartment or other type of fire. The remaining 1,371 calls included any request

by the public such as investigations, gas leaks, citizen assists and a variety of other types. In addition, collections were up for ambulance billing making 2016 the largest revenue year to date. We collected \$1,467,117.08 for services provided.

We continue to research and try to increase efficiency in the way we handle emergency responses. As we migrate to the new combined Saint Joseph County Dispatch Center we will be

looking at how many EMS and fire vehicles we send to responses. We improved our technology with the addition of new tablets and upgraded radios in all our response vehicles, which allows us to be on the forefront of change and continuously improve our response times and level of service to our citizens. We look forward to the day when all the emergency responders in Saint Joseph County, both police and fire will be dispatched by the unified communications center. It should allow for greater communication and coordinated responses by the respective agencies.

Fire Prevention

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2016, the Fire Prevention Bureau performed over 1,900 fire inspections of buildings in the City. Our Fire Marshals work closely with the Mishawaka Building Department by reviewing all design drawings for new construction, building additions and remodels within the City to make sure all fire and building codes are met. Final inspections and testing of safety features such as fire alarm systems, fire suppression systems, emergency lighting, etc. are completed before a final Certificate of Occupancy is given.

Fire Investigators from the Bureau were called out 30 times to investigate commercial, residential, apartment and vehicle fires in 2016. All fire scenes are fully documented, photographed and a written report is completed as to the cause and origin. Any fire that is considered suspicious in nature will be jointly investigated with the Mishawaka Police Department Detective Division. All Fire Investigators are on call twenty-four hours a day, seven days a week and 365 days a year.

The Mishawaka Fire Department Prevention Bureau has always had a strong commitment to educating the citizens, employees, students and visitors to our City. Throughout 2016, we trained many businesses in the hands-on operation of fire extinguishers. Extinguishing a live-fire in a controlled environment helps people learn how and when to use fire extinguishers properly and effectively. Also during 2016, many seminars and presentations were given to businesses on topics such as evacuation drills, fire safety plans, fire extinguisher use, emergency planning and preparedness, smoke and carbon monoxide detectors, fire suppression systems and fire alarm systems. Our main focus continues to be those occupancies that contain the elderly and children.

We continue to partner with businesses in Mishawaka to promote fire safety, prevention and education. We were again fortunate in 2016 to be the recipient of a \$1,000 donation of smoke detectors from Lowes Home Improvement Store #200 in Mishawaka. These detectors will enable us to continue to run our Mishawaka Fire Department free smoke detector program. This program helps us to provide free smoke detectors to the elderly or to those who may not otherwise be able to afford them. We also received a donation of \$300 from Timken Bearings that will enable us to purchase additional safety items for a variety of programs.

For the first time, the Mishawaka Fire Department hosted 3 days of open houses for Fire Prevention Week. These open houses were conducted at Fire Station 4 on October 11th, at Station 1 on October 12th and at Station 3 on October 13th. They were from 6 to 8 p.m. and were open to the public. Each of the open houses had a bounce house for the children donated by Burns Rent All's, cake and drinks donated by Mishawaka Fire Department Local 360 and fire truck kits that were donated by our Home Depot in Mishawaka. Our Fire Prevention Bureau fire

extinguisher training unit help train the adults in the use of fire extinguishers. Fire prevention and safety literature was available on various subjects such as home fire drills, office fire safety, home fire

prevention, kitchen fire prevention, etc. We had a fantastic turnout for these open houses from the public and plan on continuing the program. Educating our citizens on fire safety is a top priority!

On Saturday December 3, 2016 the Mishawaka Fire Department partnered with the American Red Cross and their Home Fire Campaign. Volunteers from the Red Cross and members of the Mishawaka Fire Department went door to door in the Normain Heights subdivision giving out and installing free smoke detectors to any home needing them. We also educated the homeowners about having a fire safe home, establishing an escape plan and encouraging them to practice their plan. By the end of the day, we knocked on several hundred doors and ended up installing 85 smoke detectors! In a matter of 3 hours, Normain Heights was a much safer place! We are already in the planning stages of partnering again with the Red Cross in the future to target more neighborhoods to make Mishawaka a safer community for everyone.



Training

We believe in the mantra “You can never know enough for a job that can kill you” so the training division continuously strives for improvement. The wide variety of services we provide makes our continuing education paramount to firefighter safety. The men and women of the MFD spent 800 more hours in the classroom and on the training grounds than in the previous year. Our long standing, common goal is for each firefighter to survive the shift and return home to his or her family. We are taking this to a higher level with additional training in cancer prevention, PTSD recognition and suicide prevention to give each firefighter the opportunity at a long prosperous career and retirement.



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

In 2016, we also began to partner with other regional fire departments to use new innovative

methods to deliver our training. We are building a base for a new learning management system that will offer more options that can accommodate our ever increasing workload. By using technology to our advantage our members will have continuous access to training options that are accessible at anytime.

Health and Wellness Program

We are now in the process of building a health and wellness program to aid our firefighters in living a healthier lifestyle on and off the job. This type of education is very important to our firefighters due to the stress of the job and will deliver first class information to guide and help us with nutrition, physical fitness and mental health. We are now in our third year. We will again be providing work performance evaluations on a voluntary basis as we work towards adopting a formalized program in coordination with Mishawaka Professional Firefighters Local 360. We are also evaluating our physical fitness equipment to see how it best fits our needs to keep firefighters in shape. New rowing machines and Airdyne bikes have been added to every station to provide a high intensity, low impact workout options for our firefighters.

Apparatus/Increasing Efficiency

As our current fleet of apparatus ages we need to be vigilant in maintaining and replacing our trucks in the most cost efficient manner. We took delivery of two new vehicles in 2016, a new Sutphen fire engine and a PL Custom Ambulance, and have two more ambulances slated for delivery in early spring of 2017.

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

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

Charitable Causes

The Mishawaka Fire Department continued to give back to the community in 2016. As a fire department we go into people's homes on a daily basis and see those in need. We like to give back to the community we serve when we are able. Our Needy Family Fund raised \$4,120 this year to distribute to 11 needy families with 28 children. The money comes from donations from firefighters and their families only. We do not solicit funds from outside agencies. We were also able to donate an additional \$1,000 to the Mishawaka Food Pantry to assist those less fortunate.

In 2016 Mishawaka Fire Fighters ran two very successful t-shirt campaigns to raise funds and awareness for some great causes. First, we honor the veterans of WWII by selling Honor Flight Shirts. The sale of these t-shirts raises money for Honor Flight of NE Indiana. Honor Flight flies WWII veterans to Washington, DC, at no cost, so the veterans can see their memorial.



The limited edition shirts are worn on duty in the month of May to recognize the military and veterans and currently their sales have raised \$6,714. Second, our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. A limited edition, pink t-shirt is created every year and worn through the month of October to raise money and awareness for breast cancer patients and survivors. In 2016, 374 shirts were sold, raising \$2380, our best year yet.

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

Public Service

The Fire Department also performs many hours of public service and education at no extra cost to the citizens. Some of the many examples of additional public services provided are fire extinguisher training and demonstrations, car seat inspections and installations, Survive Alive, Little Red, MDA Fill the Boot and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed over 12,771 man hours of public service to its community in 2016.



Police Department

Kenneth Witkowski, Chief

The Mishawaka Police Department has the responsibility of providing safe and secure environments for the community. The specific duties of the MPD include conservation of public harmony and order, deterrence, detection and solving of crimes, enforcement of state laws and city ordinances, providing non-law enforcement services to the public, assisting in the safe movement of vehicular traffic and providing other emergency services as needed.

The Mishawaka Police Department is budgeted for 106 officers and eight civilian support staff dedicated to the safety of Mishawaka city residents and visitors by enforcing the law, protecting property and reducing civil disorder.

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

Uniform Patrol Division

The Uniform Division is comprised of 71 Uniformed Officers, working six sections of the City and divided into three separate shifts. Each shift is supervised by one Captain, one Lieutenant and three Sergeants.

The Uniform Patrol Officer is the face of the Police Department. Through daily interactions with the community, the Uniform Patrol Officer works to promote a positive working relationship with the public. The Uniform Patrol Officer's job is often tedious and demanding. They are called to fight and prevent crime, arrest violent offenders and render aid to helpless victims. They are required to document violent crash scenes, protect and maintain crime scenes, gather evidence and testify in court.

Department Personnel	
Position	Number
Chief of Police	1
Division Chief	3
Captains	7
Lieutenants	12
Sergeants	17
Patrol Officer First Class	49
Patrol Officer Second Class	10
Probationary Officers	3
Recruits	4

Uniform Crime Report Statistics			
Offense	2015	2016	Change
Homicide	2	2	0
Rape	21	33	+12
Robbery	45	64	+19
Assault	872	832	-40
Burglary	302	276	-26
Larceny-Theft	1878	2065	+187
Auto Theft	132	205	+73
Arson	12	5	-7

The Uniform Division utilizes the Uniform Crime Report (UCR) to report crime statistics. This program was conceived in 1929 by the International Association of Chiefs of Police to meet a need for reliable, uniform national crime statistics. Today, several annual statistical publications are produced from data provided by nearly 17,000 law enforcement agencies across the United States.

New Officers

Daniel Braniff was hired in February and came to the MPD from the Elkhart City Police Department. In August, Zach DeGeyter returned to the MPD after a 2-year stay with the Bozeman, Montana Police Department. New recruit, Kelli Sells hired in July, finished the Indiana Law Enforcement Academy in October and is finishing up Field Training before taking on her own workload in February of 2017.

Jacob Craft, Dustin Boyd, Brian Lagodzinski and Evan Stahley were all hired in October and are currently at the Indiana Law Enforcement Academy finishing their final portion of law enforcement training.



Recruit Kelli Sells being sworn in by Mayor Dave Wood

Promotions

- Pfc. Robert Wilson, of the Uniform Division, was promoted to Sergeant on January 8, 2016
- Pfc. Glenn Hixenbaugh, of the Uniform Division was promoted to Sergeant on February 1, 2016
- Pfc. Ryan Corbett, of the Special Crimes Unit, was promoted to Sergeant on August 18, 2016
- Probationary Patrol Officers Jeff Grzegorek and Jim Bartlett were promoted to Patrol Officers Second Class on March 17, 2016
- Lt. Russ Haimbaugh was promoted to Services Division Chief on July 8, 2016
- Probationary Patrol Officers Tyler Heckaman and Keith Holzer were promoted to Patrol Officers Second Class on July 14, 2016
- Pfc. Jennifer Wilson was promoted to Sergeant on the Midnight Shift on July 19, 2016
- Sgt. Scott Parker, of the Traffic Division, was promoted to Lieutenant on August 30, 2016
- Sgt. Alex Arendt, of the Metro Homicide Unit, was promoted to Lieutenant on September 6, 2016
- Pfc. Matthew Porter, of the Special Victims Unit, was promoted to Sergeant on September 6, 2016
- Sgt. Craig Nowacki, Training Coordinator, was promoted to Lieutenant on October 4, 2016
- Sgt. Brad Haney, of the Special Victims Unit, was promoted to Lieutenant on October 18, 2016
- Psc. Jonathan Yoder, of the Uniform Division, was promoted to Patrol Officer Second Class on October 22, 2016
- Pfc. Steve Madison, School Resource Officer for MHS, was promoted to Sergeant on Nov. 9th
- Probationary Patrol Officers, Chad Winger, Joshua Biggs, Andrew Sark and Kendy Majors, were promoted to Patrol Officers Second Class on November 10, 2016
- Pfc. Randy Wisler, of the Investigative Division, was promoted to Sergeant on November 22, 2016

Demotion

- Sgt. Kim Sheldon, of the Uniform Division, took a voluntary demotion to Pfc. on June 14, 2016.

Retirements

- Capt. Pasquale Rulli, of the Investigative Division, retired on July 15, 2016
- Civilian Becky Kindig, of the Services Division, retired on July 16, 2016
- Lt. Kent Barhydt, of the Investigative Division, retired on August 5, 2016
- Pfc. Ken Kahlenbeck, School Resource Officer for MHS, retired on August 5, 2016
- Services Division Chief, Steve Ravotto, retired on September 12, 2016
- Pfc. Robert McCahill, of the Uniform Division, retired on October 24, 2016

Recognitions

Sgt. Jennifer Wilson & Detective Sgt. Matthew Porter (SVU) were recognized as Officers of the 1st Quarter.

Sgt. Wilson's investigation into a known felon led to a large-scale prostitution and human trafficking ring throughout northern Indiana. This led to several felony arrests and invaluable training for her assigned trainee.

Sgt. Matthew Porter's exceptional work on a high-profile child molestation case led to the arrest of two suspects. Sgt. Porter and the Special Victims Unit discovered multiple victims that had not come forward. The successful prosecution of these dangerous criminals was only possible with the hard work and dedication of Sgt. Matthew Porter.



Officers of the 1st Quarter – Sgt. Jennifer Wilson & Sgt. Matt Porter



Officer of the 2nd Quarter – Pfc. Jeremy Tyler, Mayor Dave Wood and Police Chief Ken Witkowski

Patrolman First Class Jeremy Tyler was recognized as Officer of the 2nd Quarter in 2016.

In May, Pfc. Tyler responded to a routine building check of the Battell Center construction site. During his investigation of the area, he located a burglar at the site. He was able to apprehend the suspect and recover multiple stolen items.

Detective Lieutenant Kevin Will & Patrol Officer First Class Donald Siders were recognized as Officers of the 3rd Quarter.



(l to r) – Police Chief Ken Witkowski, Mayor Dave Wood and Officers of the 3rd Quarter – Pfc. Don Siders and Detective Lt. Kevin Will

Lt. Will’s investigative led to the arrest of two robbery suspects from Michigan. Working closely with detectives from the Berrien County Sheriff’s Department, Lt. Will was able to identify, arrest and successfully prosecute the suspects.

In early July, Pfc. Donald Siders efforts led to the pursuit and arrest of a dangerous burglary suspect along with the recovery of stolen items. Just days later he located a stolen vehicle that and the thief charged with auto theft.

Pfc. Martin DeGeyter, Sgt. Chad Thomas and his K-9 Partner Rex were recognized as Officers of the 4th Quarter.

In October, Pfc. DeGeyter saved two young citizens from being victimized by a dangerous criminal. Pfc. DeGeyter’s apprehended a suspect who had been soliciting young girls throughout the day. The suspect’s arrest and eventual prosecution of child solicitation saved others from certain victimization.

Sgt. Thomas and K-9 Rex finished up a busy year with several high-profile arrests. From the tracking and apprehension of car thieves, to the discovery of local burglars, the K-9 duo was responsible for several felony arrests throughout the 2016 holiday season.



Officers of the 4th Quarter – Sgt. Chad Thomas, K-9 Rex and Pfc. Marty DeGeyter.

2016 Lifesaving Awards

Several officers were presented Lifesaving Awards for separate incidents where they performed lifesaving efforts on individuals, all occurring in 2016. In one of the incidents, Officers Kuzmicz and Ruiz had the pleasure of meeting the man they helped revive about one week after the incident.



(l to r) – Pfc. Dave Ruiz, Pfc. Kyle Miner, Psc. Andrew Sark, Psc. Chad Winger, Sgt. Rich Freeman, Mishawaka Mayor Dave Wood, Pfc. Glen Roach, Sgt. Mark Flemming, Retired Officer Ron Treely, Pfc. Ryan Kuzmicz

K-9 Unit

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

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

In 2016, the K-9 Officers, Sgt. Chad Thomas and his partner Rex and PFC. Anthony Stachowiak and his partner Max, continued to assist local agencies such as the South Bend Police Department, the St. Joseph County Police Department, the Indiana State Police and the Elkhart County Sheriff Department. Both K-9 Officers also participate in the local schools with random searches of school grounds and lockers as well as providing demonstrations for local civic groups.



During 2016, the Mishawaka K-9 Unit assisted the Uniform Division with locating and/or appending suspects who were involved in committing various felonious crimes. One of the highlights for the year occurred on July 15, 2016, when Pfc. Stachowiak assisted uniform officers who were engaged in a pursuit of a suspect who was believed to be armed from a previous burglary. The suspect led officers on a lengthy vehicle pursuit. The pursuit ended near US 31 and the bypass, where the suspect crashed his vehicle and fled. He was apprehended shortly after by Pfc. Stachowiak's K-9 partner Max. Pfc. Stachowiak and K-9 Max were able to locate suspects wanted on multiple warrants throughout the year. They also apprehended a suspect who had committed several burglaries and was in the act of committing another when K-9 Max located him.

Traffic Division

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

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

There were 1,319 criminal cases assigned to and investigated by the Traffic Bureau in 2016. There were 2,414 crashes reported – 2,054 property damage crashes, 357 injury crashes and three 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, totaling \$143,778, pays overtime for officers to participate in focusing on seatbelt enforcement patrols, sobriety checkpoints and saturation patrols for impaired and dangerous drivers.

Operation Pull Over and “Click It or Ticket”	
Criminal Misdemeanor	108
D.U.I. Arrests	91
Seat Belt Violations	1,803
Driving While Suspended	560
Child Restraint Violations	133
Criminal Felony	22
Speeding	2,288
Warnings	2,913
Other Traffic	1,939
Total Traffic Stops	9,857

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 checkpoints, saturation and wolfpack patrols targeting impaired and dangerous drivers.

Indiana D.U.I. Taskforce	
Criminal Misdemeanor	73
Misdemeanor D.U.I. Arrests	162
Felony D.U.I. Arrests	14
Driving While Suspended	228
Underage Alcohol	2
Other Alcohol	2
Criminal Felony	14
Speeding	718
Warnings	1,190
Other Traffic	1,421
Total Traffic Stops	3,824

Investigative Division

The Investigative Division is supervised by Assistant Chief Dan Gebo and is composed of 16 officers that are tasked with the investigation of crimes that occur within the City of Mishawaka and St. Joseph County. The Investigative Division has six sub-divisions: Street Crimes Unit, Community Relations Unit, School Resource Officers, Special Victims Unit, Drug Investigative Unit and the County Metro Homicide Unit.

All criminal cases filed through the Mishawaka Police Department are referred to the Investigations Division and are reviewed and handled on a case by case base. If no solvability factors are present, the case is cancelled and kept on file in case further information becomes available. Among other things, Investigators must obtain evidence from suspects, and prepare and serve search and arrest warrants.

In 2016, the Division handled 7,477 cases, an increase of 2.86% from 2015. The Division also handled and solved numerous of high profile and serious criminal cases along with misdemeanor crimes.

There was a 13% increase of robberies from 2015. Investigators that were assigned robbery cases solved 58% of these cases. The national average for robbery clearance rates is 25% for cities. Some of the high-profile robberies that occurred in the City of Mishawaka in 2016 were committed to businesses, persons and bank institutions.

During the month of January, the Cities of Mishawaka and South Bend were experiencing a rash of armed robberies to several businesses. Investigators suspected these robberies were being committed by one subject or by one group. Investigators got a break in the case after Mishawaka’s Street Crimes Unit followed up on a domestic violence case. The suspect’s girlfriend told investigators that her boyfriend is the person responsible for all the recent robberies. The suspect was questioned and confessed to approximately 13 armed robberies. The suspect was charged and convicted and is now serving 21 years in the Indiana Department of Corrections.

Investigative Division Statistics	
Total cases Direct Referred to Prosecutor, JJC, FVU, etc.	2,714
Total cases assigned to Detectives	1,609
Total cases referred to Street Crimes, Community Relations, SROs	154
Total cases referred to Traffic Division	559
Total cases - No Investigation	1,957
Total warrant arrests (not referred)	213
Total property only cases	258
Total cases w/ information. only (not referred)	13
Total # of Cases Reviewed 7,477	

On July 4, 2016, a foreign exchange student was shopping at the Mall when she was robbed in the parking lot inside her car. During the time of the robbery, the victim had her infant child sleeping in the back seat. Lt. Detective Kevin Will was assigned to the case. The victim provided Detective Will the location where her iPhone was pinging using her “Find my Phone” app and the locations where the suspect was using her credit card. Detective Will contacted Berrien County Sherriff Office and received assistance in the investigation. Detectives from the Sherriff’s Office provided surveillance video of the suspects at one of the businesses and conducted a traffic stop on the suspect’s vehicle. They detained the suspect and contacted Detective Will for an interview. The suspect confessed to being part of the robbery that occurred in our city and provided the investigator the other main suspect in this case.

1st Source Bank on Lincolnway East was robbed by several armed subjects with handguns and rifles. Using GPS technology, the money was tracked to an address located in Elkhart County. The MPD, along with multiple law enforcement agencies, worked together in recovering the bank money, evidence and making several arrests. The suspects were charged in U.S. Federal Court.

Community Relations Unit

The Community Relations Unit is commanded by Capt. Robert Reppert with assistance from nine officers. The unit is divided into three entities; Community Relations Officers, DARE and School Resource Officers (SROs). The Unit serves as a specialized enforcement unit that handles neighborhood complaints, provides patrol and investigative support utilizing various measures to accomplish their goals and objectives.



Trunk or Treat at Battell Center - 2016

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

Organization. The Unit worked in partnership with TRIAD in collecting over 1 ton of medication in the TRIAD Pill Drop campaigns.

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

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.

Lt. Williams continues to instruct the middle school program, “Keepin’ it REAL.” Lt. Williams instructed the middle school program at Mishawaka Catholic (St. Monica) and Covenant Christian School in the Spring of 2016.

Lt. Williams awards students from each class for the best essay. The winning essays from each semester compete against each other to be crowned City Champion. Two student’s essays were chosen in 2016. Kennedy Mills from Mishawaka Catholic and Delana Cates from Twin Branch were named City Champions. Delana Cates’ essay was chosen as the State Champion making her the fourth State Champion for the Mishawaka D.A.R.E. program since 2004.

Stranger Danger

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

Kid Print IDs (new program for 2016)

The D.A.R.E. program received a grant from the Pressure Research Group, along with a donation of \$1000 from Lexus of Mishawaka to purchase the Kid Print ID system that allows the Public Relations Officers to produce photo identification cards with a thumb print on the back at public events such as Summerfest. Since the debut of the new equipment at Summerfest, over 400 identification cards have been made.

School Resource

Sgt. Steve Madison is assigned full-time to John Young Middle and Pfc. Bruce Faltynski is the School Resource Officer assigned full-time to Mishawaka High School. Pfc. Nathan DeVreese is assigned full-time to rotate between all School City of Mishawaka elementary schools. Lt. Tim Williams, a part-time School Resource Officer, serves as a liaison between the school community and the Mishawaka Police Department. These officers conduct short-term educational projects such as speaking to classes, the student body, parents and the school staff. The officer coordinates with the school administration to provide a safe and secure environment. Resource officers initiate

and follow-up on cases that happen on and off school property involving students enrolled in school.

Street Crimes Unit

The Street Crimes Unit consists of three Officers whose duties are to concentrate efforts in high crime areas of the city and work in conjunction with the MPD’s Investigative Division to identify criminals and solve crimes. The Unit also seeks input from officers, detectives and crime analysts concerning pertinent data on the type of criminal activity, where the problem is most severe, where crime awareness and prevention activities would be most productive and what type of program would be most effective in combating the problem. The Unit also identifies areas that generate repeat calls for service so problem solving efforts can be initiated.

CAP Program

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

Services Division

Steve Ravotto, former Services Division Chief, retired in July of 2016. He accepted a position as Athletic Director for Marian High School. Replacing Chief Ravotto was Lt. Russell Haimbaugh who was appointed Services Division Chief in July of 2016.

The Services Division is assisted by 5 Civilian Support Staff and one officer and 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.

Services Division Statistics	
Custodial Arrest Reports	1,049
Proxy/Citation Arrests	2,260
Code 1’s (Information only)	29,005
Code 2 Reports	5,831
Crime Reports	5,356
Citations: UTT	3,203
Parking Citations	951
Warning Citations	209
Ordinance Citations	100
Red Tags	439

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

The Services Division is responsible for maintaining Department records, processing reports and citations, data entry, updating dispositions on cases in the Records Management System and for the preparation of statistics, including the monthly Department of Justice Uniform Crime Reporting. The Services Division is also responsible for the management of the IT Division.

Property and Evidence stores and transacts numerous property and evidence items each year. Each of these items are counted and inventoried as part of a chain of custody. Every transaction of property, whether it is to go to court, lab for testing, returned to the owner or destroyed, is documented with the date, time and reason. In 2016, over a thousand items were processed and transacted.

In 2016, the two Police K-9 vehicles were replaced with new Ford SUVs. The vehicles are built as Police K-9 transports with specific equipment and interiors. These vehicles are equipped with sensors that monitor the environmental conditions in the vehicle. The vehicle can roll down windows and turn on fans should the interior become too hot, while also alerting the handler.

The data and computer network wiring in the police station was modernized and upgraded to support the ever-increasing demands of today's technology. The entire network cabling in the building was removed and replaced with modern cable capable of supporting today's technology. The modernization of the cabling also allowed for the replacement of most of the cameras located in and around the police station. The improved cameras produce better images and require less storage space than the previous system. The Investigative Division interview rooms cameras were also replaced. The new cameras and software allows Detectives to review recorded interviews at their desk.

New software was purchased that monitors and records training for new officers while they progress through field training. The software, Agency 360 Filed Training, was configured and customized by Lt. Craig Nowacki. The software will provide a more consistent, complete record of new officer's training and progression by tracking specific areas of police work and the amount of exposure each officer has.

Lt. Nowacki along with FOP representatives, Sgt. Glen Hixenbaugh, Sgt. Robert Ashburn and Cpt. Tim Spencer have been instrumental in configuring and customizing attendance software from Visual Computing Solutions (VCS). The software, Police Officer Scheduling System (POSS) is uniquely designed to accommodate the City and FOP working agreement rules.

The new system will provide a consistent uniform method for awarding overtime while maintaining officer's schedules and time off banks. During testing, the system has shown the ability to recognize the need for overtime, assemble a list of eligible officers and order them according to working agreement rules. The system can contact the eligible officers and advise of the need for overtime, allowing the officers to accept or deny the offer. It will now be possible for a supervisor to assemble an overtime list, call and award the overtime from the MDT in his/her patrol car.

The consolidation and co-location of dispatchers with St Joseph County and South Bend at the new County 911 Dispatch center opened space in the Police department. This space was repurposed for the City's Information and Technology Department. City IT will be able to leverage the battery and generated power backup the space provides, helping to ensure the city's ability to maintain city services during power outages. The Office of Information and Technology will benefit from a 24/7 building and the location within the Police Department meets future requirements for security.

Training Division

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

In 2016, the MPD continued to exceed Indiana State training standards. The police department met and surpassed the state mandated minimum 24 hours per officer by providing an average of 63.02 hours per officer. 104 Officers received a total of 6,555 hours of Training/Classes in 2016.

The State of Indiana requires 2 hours of firearms training per year. The MPD transitioned to the Smith and Wesson M&P 9mm firearm. The classes to train officers to properly use the new firearm were four hours in length. There were other training classes and opportunities for officers to familiarize themselves with the new firearm including low light shooting conditions, tactical handgun, the shooting competition and additional shooting time offered through rifle qualification times.

The MPD now boasts 5 instructors who are certified to instruct Physical Tactics through the State of Indiana. The yearly requirement of 2 hours of physical tactics was exceeded as numerous officers have attended diversified physical tactics classes that train on a wide variety of situations and conditions. Different physical tactics classes offered involve handcuffing, low light physical tactics encounters, off-duty engagements and countering training to just name a few. Diverse training in physical tactics along with safety are paramount for MPD.

Starting in 2016, Taser and Phazzer recertification classes will be a yearly requirement for officers certified to carry the conducted energy weapons. Committing to the yearly training requirements set forth by Taser and Phazzer ensure that MPD is compliant with using the devices and helps ensure that officers are trained properly to deploy them when necessary.

The MPD hosted two classes of Combat Thinking for Law Enforcement presented by Detective Charles Dahlinger from the Kalamazoo, MI Police Department. Det. Dahlinger has had a long career in law enforcement and the military. He was one of the investigators involved with the UBER driver shooting case that occurred in his jurisdiction in February of 2016. His lecture on officer survival skills is both practical and inspirational. The lecture attracted officers from several different departments around the northern Indiana area.

Louis C. Senese, Vice President of John E. Reid Associates brought the Reid Interview and Interrogation Class to MPD in March of 2016. Senese was impressed with the number of officers from other departments that attended and our hosting environment that he has promised more of our officers may attend free regardless of registration counts for future classes. It will save our training budget a minimum of \$1,800 in 2017. We saved \$1,350 in 2016.

Fair and Impartial Policing is a new federally recognized training initiative gaining ground nationally to help officers recognize bias in various forms of law enforcement. Bias, whether it appears in the form of race, age, gender or sexual preference has to be addressed and will give MPD officers the tools to recognize and combat it. Four MPD instructors, including Lt. Nowacki,

received certification to instruct bias training. The FIP Training will be mandatory for every officer in 2017. Having instructors in-house for this subject will allow us to train on this topic without having to pay instructor fees from outside sources.

Emergency Vehicle Operation is a requirement through the State of Indiana and officers are required to have at least 2 hours in this practical skill yearly. MPD has continued to train at the outdoor track at Tire Rack in South Bend. Officers were able to train for 8 days at Tire Rack in 2016. The size of the venue allows the practical skill to be cultivated by different track setups. In 2016, officers were able to practice skid training, threshold braking and controlled pursuit training.

In 2016, the MPD went online with First Forward. This online training program initiative is endorsed by ILEA and was created by Envisage. FirstForward.com will allow officers to sign up and attend online training. It will greatly help officers gain access to new and fresh online training. Officers will be able to stay abreast of current training trends and law changes. This directly ties into their training records with ILEA and will report the training directly.

In 2016, the MPD acquired a program from software supplier Agency360. This program was designed for Field Training Programs and streamlines training for new officers. Field-Training Officers and Probationary Officers are able to login and have access to the training recording forms online. The field-training program allows for the standardization of training and delivering the newest versions of training forms and lessons direct to the officers. It allows the department to access and maintain the records on new Probationary Officers. This program was instituted with PO Sells' start in the field training program and the program will continue to be used on all Probationary Officers that follow. The program is an important asset to Field Training Officers and Probationary Officers.

The MPD consists of 21 dedicated officers who are instructors as well. These officers have been keeping up to date on the requirements set forth by the State of Indiana (ILEA). Through the diverse knowledge of these officers, we have been able to have training opportunities beyond the normal scope of training topics. In 2016, Lt. Nowacki instituted outlines for recording training material and events. It allows us to be able to show what we are training in terms of curriculum.

Memorial Service

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



Mishawaka Police Department's Honor Guard

(l to r). – Pfc. Frank “Bo” Ennis, Sgt. Richard Freeman, Sgt. Randy Wisler, Pfc. Steve Egendoerfer, Capt. Robert Reppert and Pfc. Brian Long

National Child Safety Council Program

The MPD implemented the National Child Safety Program in 2016. This program specifically targets children featuring the character, SafetyPup®. In cooperation with the MPD, citizens and businesses will help the Department provide an assortment of child/senior safety educational materials to our Community. These materials are distributed in our schools, at safety fairs, through public presentations and to children when they visit the MPD. These materials feature vital information, specifically for the age groups, about crime prevention safety for individuals and their families.

Mishawaka Utilities Business Office

Virginia Frasz, Business Office Manager

Mission

We are part of an organization committed to providing our community with the best products and services in electric, water and wastewater treatment.

Mishawaka Utilities strives to:

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

The Mishawaka Utilities Business Office strives to provide service more efficiently while improving customer service and for this reason, we sometimes need to invest in new technology to improve service and keep your rates low. This important department provides centralized customer service, trash service support, billing, data processing, finance/accounting and administrative functions for our three operating divisions of Mishawaka Utilities: Electric, Water and Wastewater Treatment. Today, these three utilities serve a population of more than 47,000 people (27,000 customers).

It has been 33 years since Mishawaka Utilities Business Office last changed the billing system for its customers. We began the process of a long overdue update in 2013 and I am happy to report that we have completed our system upgrade and went live on November 1, 2016. The system is functioning well and allows us to be more customer friendly. Our goal in improving the system was to increase productivity, work flow, gather data more efficiently, accommodate a future Automated Meter Reading System and eliminate costly hardware and software upgrades while lowering maintenance costs. What was a very outdated system is now one that is current with a custom software system and hardware technology. Although the system is new and efficient there remains some ongoing changes that will in the end serve our customers much more effectively.

The Mishawaka Utilities management and staff have been preparing for this conversion over three years. This required extra hours for staff and management, putting daily work aside, to prepare for a very challenging task as preparation data was gathered from our older system to convert over to the new system. This conversion entailed taking information from billing, balancing the services, payments and other important data to ensure a clean transition. This required software and hardware specialists who had knowledge of how utilities in medium to large municipalities worked and how data could be tracked and then billed. Specialists then trained management and then management trained office staff. There was a steep learning curve and mastering the new system is time consuming. Training continues with our staff, but in the end, we hope our Mishawaka customers will be happy with the changes and better service they receive.

I would like to give a special thanks to you, our customers, for your patience through our conversion. As with any conversion, there our bumps in the road and we certainly had experienced some of those bumps and appreciate your understanding while these issues were corrected. The Mishawaka Utilities Business Office welcomes a new year and looks forward to the opportunity to better serve our customers.

Electric Division

Sedrick Springman, Division Manager

Mishawaka Utilities – Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 28,074 customers. We have 11 substations located throughout the city. Our 46-person staff, located at 1646 E. 12th Street, engineer, construct and maintain the distribution system, consisting of nearly 127 miles of overhead, 176 miles of underground distribution lines and seven miles of transmission lines, primarily 34.5 kV, with a small 69 kV section feeding our University Park substation. This system serves a population of 48,252 as of 2010 census. Mishawaka's electric rates are slightly below average for cities our size in Indiana, which is one of the nation's lowest-cost energy states. Consumers enjoy electric bills that are lower than those of neighboring utilities. While owned by the City of Mishawaka, we are not supported by tax dollars. We are a division of Mishawaka Utilities; our operation is totally financed by the customers we serve.



Mishawaka Utilities Electric Department

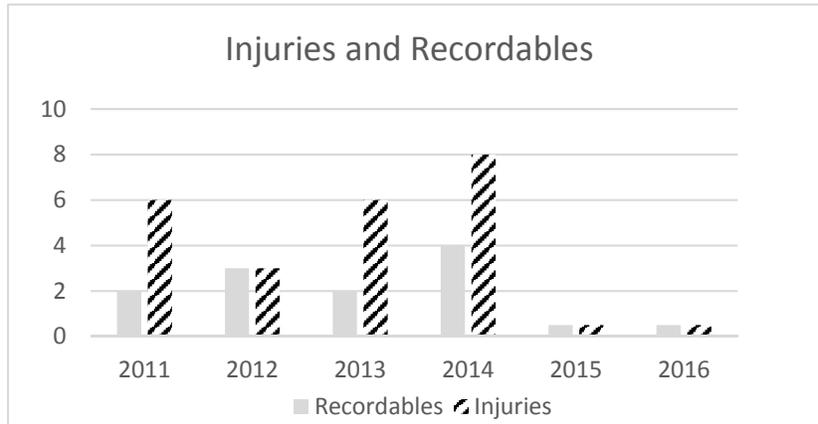
Electric Division Process Measures

Process Measure	2015	2016	Percent Change
Peak Demand Month (month and kW peak demand)	September 128,001	August 136,604	+6.72
Total Energy Purchased (kWh)	608,730,253	618,966,600	+1.70
Total Energy Sold (kWh)	571,855,392	583,460,972	+2.00
Total Number of Customers Billed	27,435	28,074	+2.30
Engineering Projects Completed	158	205	+29.75
Number of Transformers Set	62	50	-19.00
Number of Metering Department Work Orders Completed	28,558	23,808	-16.00

Personnel Safety

All Construction personnel participated in bucket rescue and pole top rescue at our Logan Street Training Facility. Training was administered by the IMEA. This is a recurring annual training item.

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



System Energy Consumption

In August we hit our annual peak demand of 136.6 MW, 7.83 percent less than the previous high of 147.3 MW set in August 2006. All distribution equipment operated within design constraints. SCADA provided continuous up-to-date information of transformer loading and system supply voltages. Also, our energy consumption, total energy purchased for the year, was 618,966,660 kWh, up 1.7 percent from the previous year.

Reliability/Performance Enhancements

- Fixed leaking Logan T1.
- Installed new breaker at Union.
- Installed new relays at Clover.
- Replaced approximately twenty 34.5kV insulators at 12th substation
- Completed implementation of the Trip Coil Monitoring program (TCM). The design change was implemented in response to a protective system fuse failure at Union substation that went undetected for an unknown period of time.

Employee Training and Lineman's Rodeo

Our apprenticeship program is in its 29th year, having begun in February of 1988. The JATC program is a cooperative effort between Local Union IBEW 1392 and the Mishawaka Utilities Electric Division and is recognized and registered with the Department of Labor Bureau of Apprenticeship and Training.

- Lineman Rodeo competitions show the talents of the lineworker and are judged on national APPA safety regulations at international levels. We have very successful employees compete. Construction department personnel participated in the following Lineman Rodeos:
 - The 2016 APPA National Rodeo in Minneapolis Minnesota: We sent a Journeyman team consisting of Captain Chuck Bailey, Jak Kudlacz and Robert Verholstra.

- The Fallen Lineman Rodeo in Clearfield Pennsylvania: Our team consisted of Captain Chuck Bailey, Don Beck and Robert Verholstra. Sean Guzy also competed as an apprentice. Mishawaka's team and apprentice finished in the top ten of their respective divisions.
- The IMEA Rodeo in Lawrenceburg IN: We had a Journeyman team attend, Captain Chuck Bailey, Shane Reynolds and Robert Verholstra. We also had 3 apprentices, Seth Anglemeyer, Ryan Francis and Tyler Sommers. Journeyman team: 1st place in the Cross Arm Change Out and 2nd place in Hurtman Rescue. The team also took 2nd place overall. Apprentices: Seth Anglemeyer 2nd place Mystery Event, Tyler Sommers 3rd place Mystery Event and Ryan Francis 1st place Dead End Change Out. Individual Journeyman: Chuck Bailey 1st place Hurtman Rescue, 2nd place Dead End Change Out and 2nd place Overall Journeyman. Mutual Aid Event: Chuck Baily 1st place and Tyler Sommers 3rd place
- The International held in Bonner Springs, Kansas: We sent a 3-man team Chuck Bailey, Don Beck, Robert Verholstra and one apprentice Sean Guzy. 206 teams from around the world competed with Mishawaka finishing 37th in their division. 284 apprentices from around the world competed and Sean Guzy finished 33rd in his division.

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

Also, the following training was attended:

- Don Beck and Chuck Bailey attended National Training Institute (NJATC) training 7/23-7/29

Organizational Changes

Organizational changes this past year were as follows:

Engineering Department

- Adam Severns was promoted from Substation Technician to Substation Supervisor.
- Gary Kull was promoted to Substation Technician from Service Rep in the Metering Department.

Construction Department

- We hired 4 Apprentices last year:

1. Jon Hurley	3. Michael Miller
2. Justin McCloskey	4. Tyler Somers

Metering Department

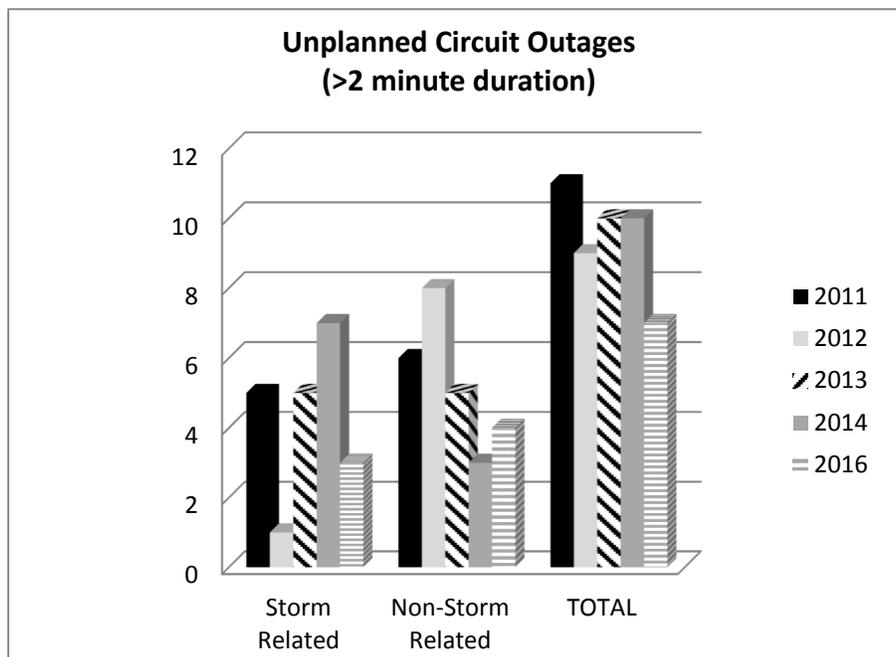
- Adam Maust was hired as Meter Reader.
- Paul Dorbin was promoted from Meter Reader to Service Representative

Engineering and Construction

Unplanned Outages

There were 11 unplanned circuit outages in 2016, with a cumulative unplanned outage time of 25 hours. The number of unplanned outages was 57% more than the 7 outages in 2015.

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



Support Services

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

Preventive Maintenance (PM)

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

GIS (Geographic Information System)

The Electric Division has effectively used its GIS base map to assist outage response teams. GIS information provides both a concise location of the affected residence or business and the necessary information to hone in on the outage extent.

The MUE GIS implementation expanded further throughout 2016 with daily application of the data collected and maintained in the GIS system. For example:

- Maintained construction and street light work flow.
- Maintained Street Light Database and created reports for monthly billing for Business Office.
- Implementing new Futura Field Pro Inspection Software for crews to use in the field.
- Maintained Circuit Maps updates, Futura updates (GPS included) and the transformer database.
- Maintained all laptop computers and iPads for Engineering and Construction crews. Continued training crews on Futura software to help Construction Workflow to be more efficient.
- Trained new Engineering staff on Futura Editing and Staking
- Supported Construction with detailed maps for underground facility inspections.
- Maintained Pole Quality Inspection reports. Alerted crews when Pole change outs were necessary
- Currently working on the completion of the Pole Attachment Reporting. Will help generate Revenue to the Electric department.

Project Engineering Activities

2016 was another busy year for the Electric Department Projects staff. Joe Watkins and Justin Overholser oversaw 205 new projects for the year. Included in that number were 55 new underground electric house services installed, 3 new hotels, 4 new restaurants, 3 new service stations, a new Beacon Healthcare facility and a new V.A. Clinic. Also installed were 30 single phase transformers and 15,000 feet of single phase primary, 18 three phase transformers and 20,000 feet of three phase wire. Todd Fizer managed the inspection of 2000 utility poles performed by a private testing company. Todd's other duties include keeping the electric departments mapping system updated and managing the departments pole attachments account.

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

- Electric distribution improvements (line maintenance projects):
 - Utility Pole Ultrasonic Testing
 - Replaced over 90 Condemned poles from testing results
 - Installed new MOAB on Douglas Rd.
 - Installed 600 amp switches to reduce outage times

- Substation Support:
 - Scheduled projects to support:
 - ❖ Switching
 - ❖ Nyloncraft Transformer Testing
 - ❖ Breaker Testing Switching

- Major City Jobs:
 - Holiday Inn at Toscana
 - Holiday Inn on Douglas Rd.
 - Candlewood Inn on Douglas Rd.
 - The V.A. Clinic on Trinity Pl.
 - Beacon Healthcare on Beacon Parkway
 - Longhorn Restaurant
 - Grandview Apartments on Gumwood Road.

- System PM:
 - Vault Hazard Testing
 - SF6 gas inspection and servicing of all puffers in service
 - Transformer and Closure verification and inspections

Metering

The number of electric customers increased 2.3% from 27,435 to 28,074. The Metering Department service trucks completed 17,455 install/removal work orders this year. The Meter Technicians completed 1,678 work orders and several power quality tests and recording procedures. The Meter Technicians are responsible for replacing existing meters throughout the city, to radio read meters (AMR – Automated Meter Reading). By installing an AMR meter, an accurate reading is obtained monthly without requiring meter access. The AMR meter is not only time efficient for the Metering Department but is also a convenience for the customer who no longer has to provide access. The Metering Department has been able to keep the monthly reading schedule at or near 30 days in addition to completing over 2,559 re-read work orders.

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

Work Orders	2015	2016	Percent Change
Removals	11,879	8,755	-26%
Installs	11,665	8,700	-25%
Sets	112	428	+282%
Re-reads	3,686	2,559	-30%
Change Meters	1,071	1,570	+46%
Miscellaneous	145	148	+2%
Totals	28,558	23,808	-16%

The disconnect truck completed 114 disconnect lists which included 2,243 customers. The list was for both scheduled monthly disconnects along with special disconnects. In addition to performing disconnects the truck reconnected 1,887 customers resulting in \$50,060 in charges.

The disconnect truck during follow-up visits found 30 customers had tampered with the disconnected meter resulting in the customers receiving tampering fees. The disconnect truck is also able to read meters and help the service trucks when necessary.

The Metering Department is making great strides to change meters from three-phase mechanical thermal demand meters to electronic solid-state meters. In addition, single-phase A-type base adaptor upgrades were also performed. This year, with the support of Itron and the business office successful implementation of the FC300 handhelds was accomplished. The decrease in the number of re-reads is ensuring that accurate readings are being obtained through the use of the new FC300 handhelds.

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

Shut-offs	2015	2016	Percentage Change
Past-Due Amount	\$271,707	\$277,514	+2%
Totals Amount Due	\$539,191	\$563,213	+4%
Shut-Offs (#of Customers)	2,179	2,243	+2%
Bad Checks	19	13	-31%
Payment Plans & Extensions	68	68	0
Payment Plans Deposits	169	115	-31%
# of Non-Pay	12	64	+433%
Shut-Off Totals	2,447	2,490	+1.75%

Over the past year, the Metering Department sent Paul Dorbin to the Great Lakes Electric Metering School in Grand Rapids to further his education. The Metering Department attended several training sessions including bi-monthly IMEA safety training and in-house training sessions. The Metering Department continues to move forward with the AMR program to ensure the best quality service for the citizens of Mishawaka.

Operations

Within the Mishawaka Utilities Electric Division, the Engineering, Construction and Metering Departments all rely on the Operations Department for support. The Operations Department purchases, coordinates and maintains all goods, services and rolling stock for the Electric Division. In conjunction with the Business Office, the Operations Department generates bills for contracted services set up by Engineering and damage claims to our facilities due to traffic accidents and contractor dig-ins. The Operations Department also assists the Accounting Department in keeping accurate material and accounts payable records and by generating all purchase orders and job costing reports.

Other key functions of the Operations Department include:

- Dispatching crews and providing assistance to both customers and other divisions over the telephone and two-way radio.
- Maintaining all records for use by Accounting, Engineering and Construction pertaining to transformers, meters and inventory material.

- Maintaining the storeroom and issuing materials to construction crews.
- Issuing polyphase meter sockets to electrical contractors.
- Tracking the SCADA system that monitors the entire substation network.

An ongoing alliance that we continue to benefit from is the transformer salvage program with our partners at Anixter and transformer vendors Solomon Electric in Solomon, Kansas. In today's market, many transformer salvage companies charge to destroy used transformers. However, the agreement we reached with Solomon to have them process non-functioning or technologically out-of-date transformers, allowing us to receive credit based on the salvage values of the recovered materials. Normally, we would only be allowed to use this credit with Solomon towards the purchase of transformers from their company. But, by forming this 3-way alliance, the credit is issued to Anixter and saved on account for to us for use on any equipment, material or services that Anixter would sell to us outside of the VMI agreement. Last year, we declared 108 line transformers as salvage and received over \$28,490.00 in usable credit with Anixter. We were able to use this credit towards invoices for line materials, tools, inspection services and other miscellaneous items. Normally, the credit dollars would be higher, but we also had Solomon recycle barrels of reclaimed transformer oil, PCB contaminated transformers and obsolete pad mounted switches. Costs for those items were paid out of the initial salvage dollars before the credits were issued.

We also continue our partnership with Anixter Power Solutions of Mattoon, Illinois by utilizing their Vendor Managed Inventory system, or VMI. Mishawaka Utilities entered into this partnership in January of 2009 to institute an inventory management system with Anixter acting as our primary vendor for line construction and maintenance materials.

The following chart breaks down our inventory spending, comparing 2016 to 2015.

Item	Dollars Spent		Change
	2015	2016	
Aerial Transformers	\$200,454	\$23,596	-176,858
Pad mounted Transformers	\$172,348	\$497,921	+325,573
Transformer Accessories	\$159,318	\$74,622	-84,696
Pipe	\$67,999	\$26,440	-41,559
Pipe Accessories	\$3,568	\$14,612	+11,044
Meters	\$104,333	\$149,225	+44,892
Meter Accessories	\$22,916	\$23,425	+509
Wire	\$507,197	\$307,497	-199,700
Wire Accessories	\$49,078	\$67,043	+17,965
Poles	\$29,163	\$60,931	+31,768
Pole Accessories	\$14,289	\$52,171	+37,882
Street Light Poles	\$87,348	\$0	-87,348
Lighting Accessories	\$248,825	\$39,295	-209,530
Service Materials	\$146,759	\$103,669	-43,090

In 2016, our inventory purchases were down almost \$400,000.00 compared to purchases in 2015. This was achieved despite the fact that we were forced to replace roughly 240 condemned wood poles found in our system after an inspection conducted by American Energy Services, Inc.

2016 proved to be a little more active than in 2015 in terms of new acquisitions to our fleet. We replaced four aged vehicles in the fleet with four new Ford Escape AWD SUVs for supervision and metering. We also replaced an aged service truck with a new 2016 F350 Super Crew utility body pickup truck. One of our bucket trucks was condemned and deemed unfit for use, so that unit was replaced with a new Freightliner truck equipped with an Altec 2-man insulated aerial platform (bucket). Finally, it was necessary to replace two 3-phase wire reel trailers deemed hazardous to use with one new Brooks wire reel/job trailer.

Operations assists in generating additional revenue for the Electric Division by processing billings for traffic accidents, damage to facilities by contractors and construction costs outside the normal scope of service. Billings generated in 2016 totaled over \$30,875.00. This figure includes billings to support Kingsford Heights Municipal and City of Bremen on mutual aid trouble calls, to install a special service for the ice rink at University Park Mall and to bill for damages from traffic accidents.

On the personnel side of the Operations Department, we are staffed by Chuck Brunner, the senior member and crew leader in the Dispatch Office. Chuck is in his eighteenth year as a Clerk Dispatcher A. Working with Chuck is Jeff Erickson, who is in his second year as Clerk Dispatcher A. Both Chuck and Jeff continue to be strong, capable employees that provide critical support to the rest of the Electric Division. As I enter my 32nd year with the Mishawaka Utilities, I rely on these very capable people each and every day to keep the Operations Department running smoothly. I am confident that they will be up to the task again this year.

The Operations Department strives for efficiency in the administration of procurement and accounting, the management of materials and services and the maintenance of the fleet and facilities. We serve as an integral support department for the Electric Division. We are also here to aid other divisions within Mishawaka Utilities and departments in the City of Mishawaka with any tasks that we can. As the Operations Department looks ahead to meeting the new challenges of 2017, we welcome the opportunity to build upon our accomplishments and to develop our future success.

Sewer Maintenance Department

Tom Dolly, Manager

The Sewer Department is responsible for the maintenance and rehabilitation of the collection system which includes over 200 miles of sanitary sewers and storm lines. The responsibilities of the Department include televising, cleaning, repairing minor defects in the sanitary and storm sewer systems, and cleaning leaves or snow off storm inlets, responding to residential calls for sewer concerns, inspecting new construction sewer taps and locating sewer lines for contractors.



Cleaning and Jetting of Lines

The significant responsibility of the Sewer Department is to maximize the volume of flow transported to the Wastewater Treatment Plant. This is accomplished by preventive maintenance and inspection of the sewers on a well-planned, rigorous schedule. The department cleaned 230,975 feet in 2016. This includes all sanitary manholes, storm sewers, inlets and catch basins.

Video Surveillance Program

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



On the two video inspection trucks, there are two robotic cameras that can drive down any sewer pipe from 8” to 60” in diameter and up to 1,200 feet in length. The cameras have articulating heads with zoom, as well as pan and tilt capabilities. The computers that drive these cameras can record all visual data and all manually documented information entered by our camera technicians. This information is uploaded to the City GIS Department and

Engineering for further study and updating of the City GIS sewer map. Inspections of new sewer system extensions through sewer televising are conducted to ensure that the construction meets our City specifications.

The video inspection trucks are also equipped with a lateral launch camera 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 2016, over 5,965 feet of residential laterals were

In 2016, over 5,965 feet of residential laterals were televised with the push cam system...

televised with the push cam system for a grand total of 305,610 feet of main line and lateral lines televised.

The employees assigned to push cam inspections may also be assigned to do sewer locates for contractors and follow-ups to residential issues. These employees performed 116 sewer excavation inspections in 2016.



Sewer Insurance Program

Over the past year, 237 calls were received from residents during normal working hours and 42 after hours requests for our personnel to check the sewer main. These calls ranged from homes with sewer problems, odors coming from the sewer line, water standing in the street or follow-up to contractor cleaned laterals. Of the 279 calls, 62 residents qualified for the sewer insurance program. These 62 sewer insurance work order calls were taken, set-up and completed by our office personnel.

These residents had repairs that ranged from a simple second opinion cleaning and 1 year guarantee against tree roots, to a more in-depth project such as an excavation and lateral repair. This program has proven to be very successful in assisting Mishawaka's residents offset the high cost of sewer lateral repairs. More of the specifics regarding the sewer insurance program can be found on our City's website.

GIS Projects - Mini-cam Mapping Layer

The Sewer database, created and maintained by the Sewer Department, contains archives of all mini-cam operations performed by the sewer department. This database has records dating back to 1996 and gives us the ability go back and review a particular inspection work order.

Using this information and the city's GIS software, Sewer GIS coordinator Bill Moody has created a GIS file dataset that will provide a visual and geographical point to be viewed on the Sewer Department's maps. Each inspection will be plotted as a point on the map, as its own unique feature, matching the appropriate address. Each point will contain an attribute table, with information like dates of inspections, whether or not the sewer insurance program was utilized and which contractor performed the work. To supplement this information, we will be able to pull up links to the individual



inspection sheets, filled out by the operators, as well as, links to the video files. All this is done easily with the software just by clicking on the points on the map.

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

GPS Collection

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



CIPP Sewer Rehabilitation Various Locations 2016

As part of ongoing infrastructure improvements, Cured-in-Place Pipe (CIPP) lining was installed in a total of 5,552 feet to rehabilitate 17 various key sewer lines. The project also included the structural rehabilitation of 33 manholes with polyurethane lining. The total project investment was \$500,000.

The Sewer Department continues to strive to improve its preventative maintenance programs and, through cost-effective measures, maintain the current level of services provided. Through its various programs, the division endeavors to preserve and maintain its major infrastructure system investment. Working together as a team with all Departments has proven to be one of the most important keys to success in 2016.

Wastewater Division

Karl R. Kopec, Manager

Overview

The mission of the Wastewater Division is to protect public health and the water environment of the community and to provide efficient service at a reasonable cost. Mishawaka's wastewater treatment plant is a Class IV facility with an average design capacity of 20 million gallons per day (MGD). Class IV facilities comprise the largest and most complex treatment facilities in the state.

The service area that contributes flow to the wastewater facility extends beyond the city limits. Areas served include new developments in Osceola and parts of the county north, east and south



of the city limits. Expanding the service area protects groundwater, our drinking water source and increases the customer base, lowering the overall wastewater cost per household. In 2016 there were 14,823 inside city customers and 691 customers outside the city limits.

Mishawaka's wastewater treatment facility serves residential, commercial and industrial accounts. The population served exceeds 50,000. In 2016, over 3.9 billion gallons of wastewater were treated and over 6.1 million pounds of pollutants were removed

prior to discharge into the St. Joseph River.

The treatment facility operates 24 hours per day, 365 days a year. The twenty six employees of the Wastewater Division have over 328 years of combined wastewater experience. Eight members of the staff hold Indiana's highest level of professional operator certification.

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

“In 2016, over 3.9 billion gallons of wastewater were treated and over 6.1 million pounds of pollutants were removed ...”

Biosolids Facility

The Biosolids Facility is located on South Logan Street. This site is the location for the solids dewatering operation and the storage of biosolids prior to land application. Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2016, 1351 tons of biosolids were produced. Farmers desire biosolids because it contains nitrogen and phosphorus, reducing the amount of commercial fertilizer that must be used. It also improves the quality of the soil.

Industrial Pretreatment

The Industrial Pretreatment program is responsible for enforcing all federal, state and local environmental regulations. This includes the monitoring and inspecting of all Significant Industrial Users (SIUs) within the City. The City currently has six permitted Significant Industrial Users and several non-permitted industries that are routinely monitored and inspected. Pretreatment programs are intended to prevent industrial pollutant discharges from causing interference, upset, or pass through at municipal wastewater treatment plants.

Lift stations and Biofilters

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

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

Laboratory

The Wastewater Division operates a laboratory that provides process control testing and regulatory compliance analysis 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.

During the summer, the laboratory performs bacteriological tests for Mishawaka's swimming pools and the splash pad at Central Park. The laboratory conducts the bacterial analysis through its Indiana State Department of Health Certificate, which is required in order to perform bacteriological testing of drinking water and pools.

Every year the laboratory is required to participate in the EPA's Discharge Monitoring Report - Quality Assurance (DMR-QA) program. This Federal program consists of analyzing samples with unknown concentrations for all of the parameters of the NPDES permit, including biomonitoring. The results of the testing give the EPA and the Indiana Department of Environmental Management assurance that the data we submitted is accurate. In 2016, all the parameters were analyzed correctly.

The Treatment Process

Mishawaka's wastewater treatment consists of the following processes: influent screening, grit removal, primary settling, activated sludge secondary treatment, final clarification, disinfection, post aeration and anaerobic digestion. The treatment facility operates in a conventional activated sludge mode. The activated sludge process is a biological treatment process in which a mixture of wastewater and activated sludge bacteria are aerated and mixed. Single stage nitrification is used to convert toxic ammonia to nitrate. Phosphorus is removed by chemical precipitation.

Solids generated in the treatment process are biologically converted in an anaerobic environment 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.



Digester gas booster pumps

A byproduct of anaerobic digestion is methane gas. This gas is 65% methane and is captured, compressed and is used as a fuel in the treatment plant boilers. Digester gas is a free and renewable source of energy. Utilizing digester gas offsets the amount of natural gas that must be purchased and significantly reduces carbon dioxide emissions from the facility. Approximately 60,000 cubic feet per day is generated, replacing purchased natural gas.

Statistics

In 2016, the wastewater facility treated over 3.86 billion gallons, averaging 322 million gallons monthly and 10.6 million gallons per day. Over 6.1 million pounds of pollutants were removed in the treatment process and the quality of treated discharge to the Saint Joseph River was

exceptional. Pollutants removed during 2016 included 5.7 million pounds of organic compounds, 62,000 pounds of phosphorus and 371,000 pounds of ammonia nitrogen.

Mishawaka's wastewater facility has an average design flow capacity of 20 million gallons per day (MGD) and a peak design flow capacity of 42 MGD. The highest peak flow rate treated in 2016 was 70 MGD on August 16th. The maximum total flow treated on a single day was 34.7 million gallons also on August 16th.

Epic Rainstorm

At 1:00 p.m. on August 15th, rain began falling in Mishawaka. When the rainfall ended at 9:00 a.m. the next day, Mishawaka had experienced a thousand-year rainstorm. The treatment plant rain gauge measured 8.1 inches of precipitation over a 20-hour period. A thousand-year storm has a 0.1% chance of occurring in any given year. Some areas reported up to 11 inches of rain. It was the largest rainstorm in Mishawaka's recorded history.

The 8.1 inches of rainfall over the 11,400 acre Mishawaka city limits equals 2.5 billion gallons of water. This is enough water to fill 3,785 Merrifield pools or to flood an area of 1,168 acres six feet deep.

In spite of severe and widespread flooding in neighboring communities, Mishawaka's sewer system and wastewater treatment plant handled this tremendous volume of water with few serious problems. Years of investment in sewer system and treatment plant upgrades along with rigorous maintenance of the collection system paid huge dividends in protecting our city from calamity during this historic storm.

2016 Statistical Summary						
Category	2011	2012	2013	2014	2015	2016
Average Flow (MGD)	11.43	9.19	9.92	9.69	9.35	10.57
Peak Flow (MGD)	59.7	58.0	60.4	60.9	65.2	70.0
BOD Removed (%)	98	98	98	98	98	98
Phosphorus Removed (%)	79	80	80	82	85	82
Ammonia Removed (%)	90	95	92	95	96	94
Solids Removed (%)	97	98	97	98	98	98
Biosolids Produced (dry tons)	1078	1105	1040	1047	1169	1351
Electricity Use (MkWH)	4.9	4.9	5.1	4.9	5.2	5.3
Natural Gas Use (Mcf)	7.1	5.4	6.6	6.4	5.1	4.9
Total Precipitation (inches)	43.33	34.52	38.17	41.44	35.92	46.70

2016 Accomplishments

Combined Sewer Overflow Reduction Efforts

One of the greatest and most expensive accomplishments of the Wastewater Division has been its work on the reduction of Combined Sewer Overflows (CSO). As the City prepares to begin its largest public works project ever, to meet federally mandated further reduction in CSO it is important to look back over the past 25 years of improvements that have occurred.

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

Through sewer separation projects, sewer system capacity upgrades, two expansions of the wastewater treatment facility and aggressive sewer maintenance, the total combined sewer overflow volume discharged to the river in 2016 was 17.5 million gallons, a 94% reduction from our 1990 baseline. Of the 17.5 million gallons of overflow in 2016, 7.3 million gallons was from one storm on August 15 and 16 when over 8 inches of rain fell on Mishawaka.

As part of our LTCP a 7,000 foot long, 10-foot diameter tunnel was planned to be installed under 3rd Street to store wet weather flow when the treatment plant had reached its hydraulic capacity during rainstorms. As design began, soil borings along the tunnel route indicated that the planned tunnel depth of 30 feet would have placed the tunnel in very poor soils for a tunneling operation and there was also a high probability of encountering boulders. It was determined that lowering the tunnel depth to 70 feet placed it much better soil conditions. Original cost estimates of approximately \$40 million for the shallower tunnel grew to over \$100 million as design of the deep tunnel progressed. It was decided that this cost escalation was not acceptable and the tunnel design was suspended.

While the cost of the remaining CSO mitigation work is significant the City has and will continue to look at alternative means and methods to optimize the projects and technologies necessary to comply with the federal regulatory requirements while striving to limit the costs incurred by the rate payers.

Potential CSO Ban

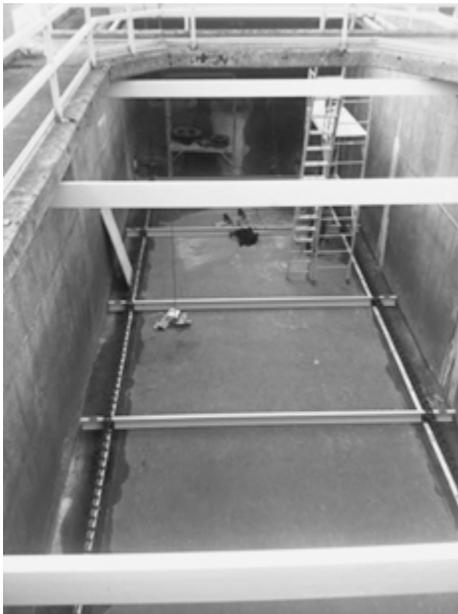
The 2016 Federal Budget Bill initially contained a provision that would have prohibited any CSO discharges into tributaries of the Great Lakes by 2035. Discharges after this date would have resulted in fines of \$100,000 per occurrence. This ban of CSOs from the 184 Great Lakes CSO communities would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

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

2016 Projects

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

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



Primary Tank 3 Rebuild

Also, during the summer, the Central Park biofilter had the carbon from air scrubber removed and replaced. The spent carbon had an extremely low pH and had to be disposed of as a hazardous waste.

The Number 4 aeration tank was taken offline and its contents were transferred to aeration tank 5. Only one of these two tanks is required for current plant flow and loadings. Switching tanks is a tricky operation. The contents of the tanks are living biological systems. Care must be taken to not cause an upset of the biomass which would affect treatment efficiency.

Work began in late 2016 on the replacement of the Oakland Ave. Lift Station. Equipment delays caused this project to extend into 2017.

In 2016 there were four leaks in the plant's underground sodium hypochlorite circulation loop. This piping loop is continuously circulating and delivers chlorine to the east and west contact tanks. The largest leak resulted in a loss of 3,500 gallons of hypochlorite into the ground. All of the leaks required pavement removal and hydro-excavation to expose the sections needing repair. The contaminated soils were hauled to our Biosolids Facility for remediation. All leaks occurred at elbows or couplings in the 2-½ inch PVC piping. It appears that over time the hypochlorite

dissolves the glue used to solvent weld the pipe. We have begun looking at alternatives to the underground piping loop to avoid future probable leaks.

Award Winning

The Mishawaka Wastewater Division was recognized at the Indiana Water Environment Association Annual Conference, held in Indianapolis August 17–19. The Mishawaka Wastewater Laboratory received the Laboratory Excellence Award for the 15th consecutive year.

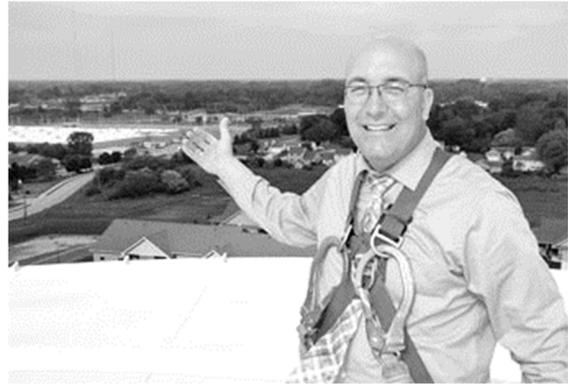
The operation of the treatment facility is accomplished by a team of dedicated operators who provide coverage 24 hours a day, seven days a week. This includes three shifts with two operators on each shift, two swing shift operators and two utility operators. Each pair of operators is responsible for making process control decisions on their shift. On off-shifts, weekends and holidays the facility is staffed solely by these two-person crews.

Mishawaka is fortunate to have a modern wastewater treatment plant with capacity to keep Mishawaka able to accept flow increases associated with growth and development. Aggressive combined sewer overflow control efforts have positioned the city well ahead of many Indiana communities. Protecting and enhancing the Saint Joseph River as well as promoting health in the community are benefits that help to make Mishawaka the Best Hometown in America.

Water Division

Dave Majewski, Manager

Towards the end of 2016, the City was getting close to the final acquisition of Juday Creek Golf Course and the Penn family farm, the site of our new Well Field and Treatment Facility. Phase 1 of our advanced facility plan was completed in 2016 and gave us guidance on our backwash treatment. Phase 2 of the plan will include a pilot treatment plant study which will give us the best options for finished water treatment. The pilot plant will function like a fullsize water treatment facility and the data we capture will be crucial to the design of the new well field and water treatment process. Upgrades on Douglas Road east of Fir will begin in 2017, as new infrastructure needs to be installed to serve the new plant.



Mayor Wood looking over Mishawaka from atop the Blair Hills Water Tower

The other major infrastructure project the Department is working on includes building a new 2-million-gallon reservoir on the south side of Mishawaka. This will allow us to take our 88-year-old 3-million-gallon reservoir offline for rehabilitation. When this project is done, it will provide redundancy to the Southside of Mishawaka and give us another 2 million gallons of water storage. These tanks will complement each other as they will be interconnected. Work began in 2016 with a site assessment of where the new tank will be placed and a conceptual layout on possible designs. While these projects are early in their design, we are diligently working every day to bring these concepts to reality over the coming years.

Mishawaka Utility Water strives to supply world class service each day to our roughly 46,500 customers by delivering potable water that meets and exceeds Federal and State requirements via 17,000 plus service connections. Our three water treatment facilities can put out a maximum of 31.5 million gallons a day of water into our distribution system if needed which encompasses 316 miles of water distribution main.

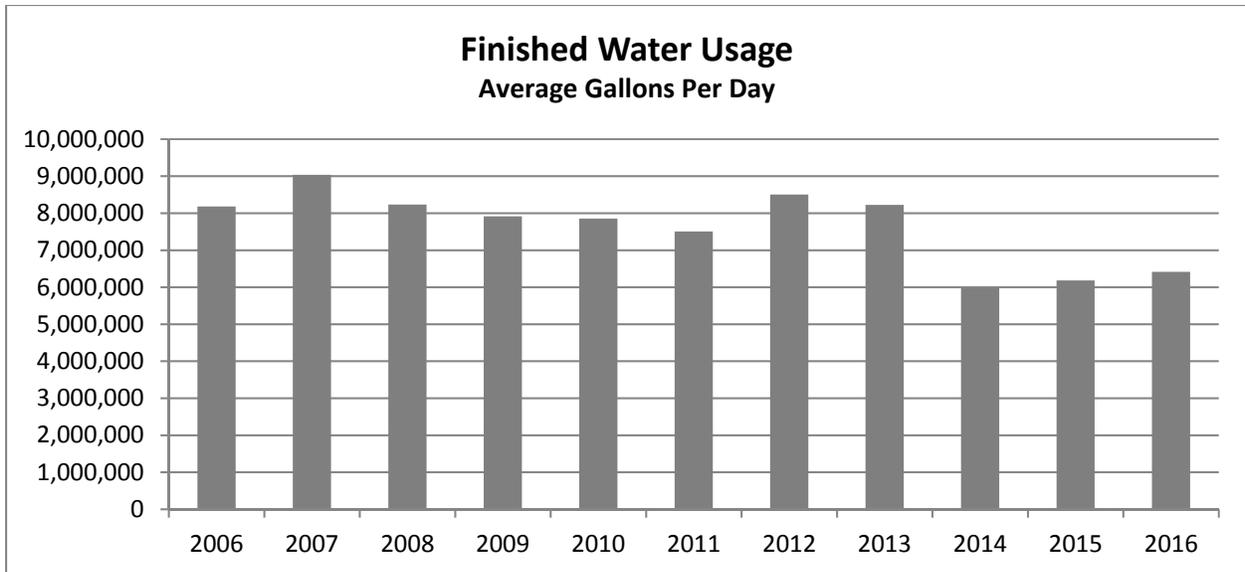
In 2016 we treated 2.34 billion gallons of water for a daily average of 6.41 million gallons per day. The last two years we have seen modest increases in water usage amount to just over a 7% gain. Our employees worked 965 hours of overtime as we have people on call 24 hours a day, 7 days a week to monitor and repair distribution system and treatment facility issues.

Water Quality

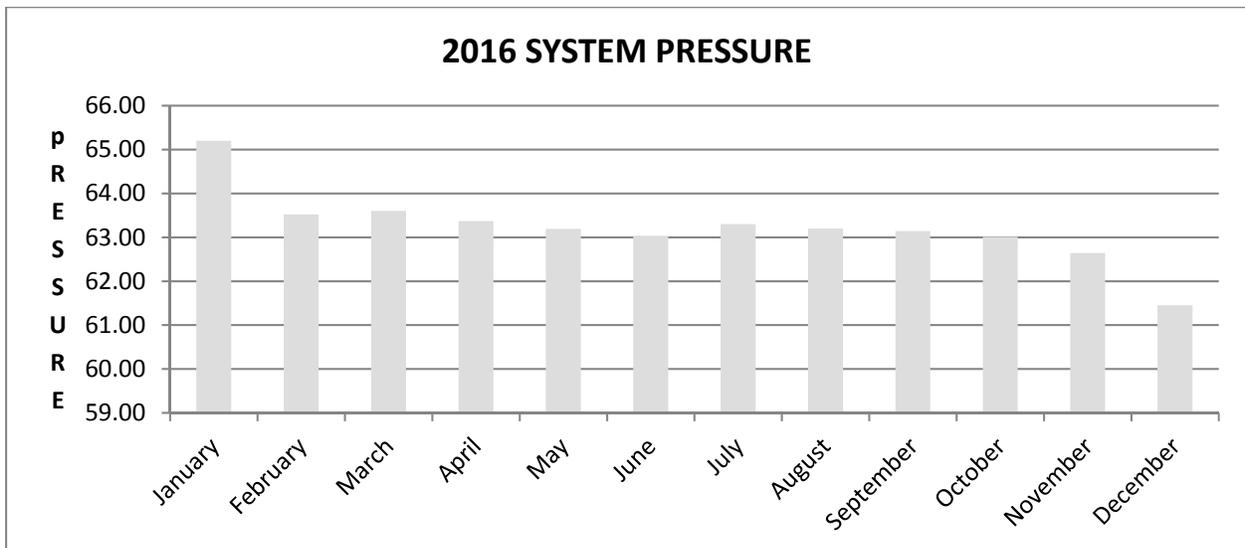
Our Water Quality staff, led by Tony Galassi, is here 365 days a year to test and make sure water quality meets and exceeds the standards set by the Environmental Protection Agency and Indiana Department of Environmental Management. The Water Quality staff performed almost 21,000 tests on our drinking water in 2016. Every 3 years the state conducts a sanitary survey of all water department sites. We are happy to report after this year's survey no serious deficiencies were found. For the 14th year in a row, our lab has received the Fluoridation Award from the State of Indiana for maintaining proper residuals of fluoride to help promote dental health. Along with testing, this group is responsible for all state reporting requirements.

The Water Quality team is preparing for lead and copper sampling in 2017 along with possible revisions to the lead/copper rule. On the horizon, we are looking at UCMR 4, which is sampling for unregulated contaminants. Water Quality must keep abreast of new and ever changing technology and rules as the Flint, Michigan crisis brought national attention to lead contamination in drinking water. The Water Quality group also supervised a contingent of summer help this past summer as that crew painted approximately 1000 of the city's 3000 hydrants. With the 1000 that were done in 2015 we have painted approximately 2000 total the last two years. Educating the public about our drinking water is one of our primary missions. We have acquired a water model, which provides a cut a way view of our aquifer. It is a great teaching tool on how the water below us flows and reacts to contamination.

Mishawaka Utilities Water Division Water Quality Laboratory Testing Totals 2016														
TEST	MONTH	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Conductivity		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Manganese		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Iron		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Hardness-Calcium		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Alkalinity		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Total Hardness		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Fluoride		114	108	138	111	115	134	114	116	134	136	112	115	1,447
Phosphate		84	84	92	84	88	88	84	92	88	84	88	88	1,044
Free Chlorine		174	166	191	174	174	177	178	184	181	177	172	176	2,124
Total Chlorine		174	166	191	174	174	177	178	184	181	177	172	176	2,124
pH		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Temperature		126	126	160	126	132	154	126	138	154	148	132	132	1,654
Routine Bacti		50	50	50	50	50	50	50	50	50	50	50	50	600
Other Bacti		0	0	13	0	0	7	4	10	11	3	2	2	52
Raw Bacti		0	0	22	0	0	22	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	39	0	0	0	39	0	0	0	0	78
IOC		0	0	0	0	0	0	0	0	0	0	0	0	0
Radionuclides		0	0	0	0	3	0	0	0	0	0	0	0	3
Nitrate		0	0	0	3	0	0	0	0	0	0	0	0	3
TTHM/HAA5		0	24	0	0	24	0	0	24	0	0	24	0	96
Monthly Totals		1,606	1,608	1,979	1,645	1,686	1,889	1,618	1,805	1,901	1,835	1,678	1,665	20,915
Total Tests completed for 2016 - 20,915														



In 2016, 2.34 billion gallons of water were treated for a daily average of 6.41 million gallons. Over the last 17 years we have averaged 8 million gallons a day



Well Head Protection

The protection of our aquifer is overseen by our Well Head Protection Coordinator, Jan Winn. In 2016, potential sources of contamination were identified and confirmed. These activities include locating and abandoning wells, septic tanks and catch basins. The identification of commercial and industrial activities that have the potential to contaminate the ground water must also be identified. One of Wellhead groups major projects in 2016 was to work on the proposed wellhead protection time of travel area for the proposed Juday Creek Wellfield. Wellhead protection also coordinates the compilation of our Consumer Confidence Report and keeps track

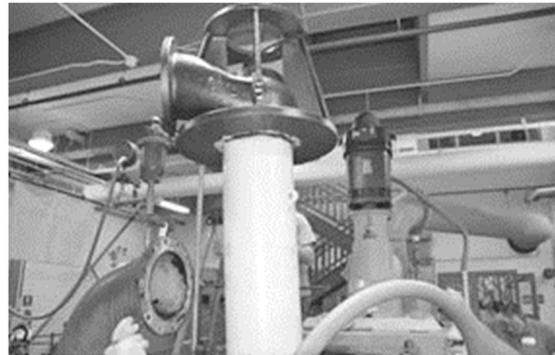
of new and emerging water security measures that can help us protect our aquifers and gain insight on what is happening throughout the water industry.

Maintenance

Our Maintenance staff is a small but dedicated group. They maintain our three treatment plants and over 30 buildings which include wells, booster pumps, water tanks and in-ground storage reservoirs, along with our operations center and numerous sample stations. Some of the projects this past year included the exterior cleaning of East Tank, a new heating and air unit at Division Treatment Plant, a new booster pump at our Day Road Station, rehabilitation of High Service Pump #1 at Division Street and well cleanings at Virgil Street. This group also led inspections of the interior of our elevated tanks. Each tank was inspected by a remote control ROV unit, which looked at the condition of the tanks. No serious defects were found.



Exterior Tank Cleaning East Tank



High Service Pump Rehabilitation at Division Treatment Plant

Ongoing maintenance of our main offices at Jefferson continued as brickwork and painting is nearly finished. We acquired a vactor truck from our Sewer Maintenance Division this past year to help us with hydro excavating. Ron Austin and Randy Ellsworth rehabbed the truck in house for a savings of \$80,000. Our Scada and electrical engineering team kept things running smoothly. New more robust battery back-ups were placed at Virgil and Division to keep our computers running longer in case of power failure. We also continued the task of replacing our chemical feed pumps at our plants. This group lost a longtime member to retirement in 2016 as John Gibson said goodbye to the Water Department after 25 years of meritorious service.

Meter and Backflow

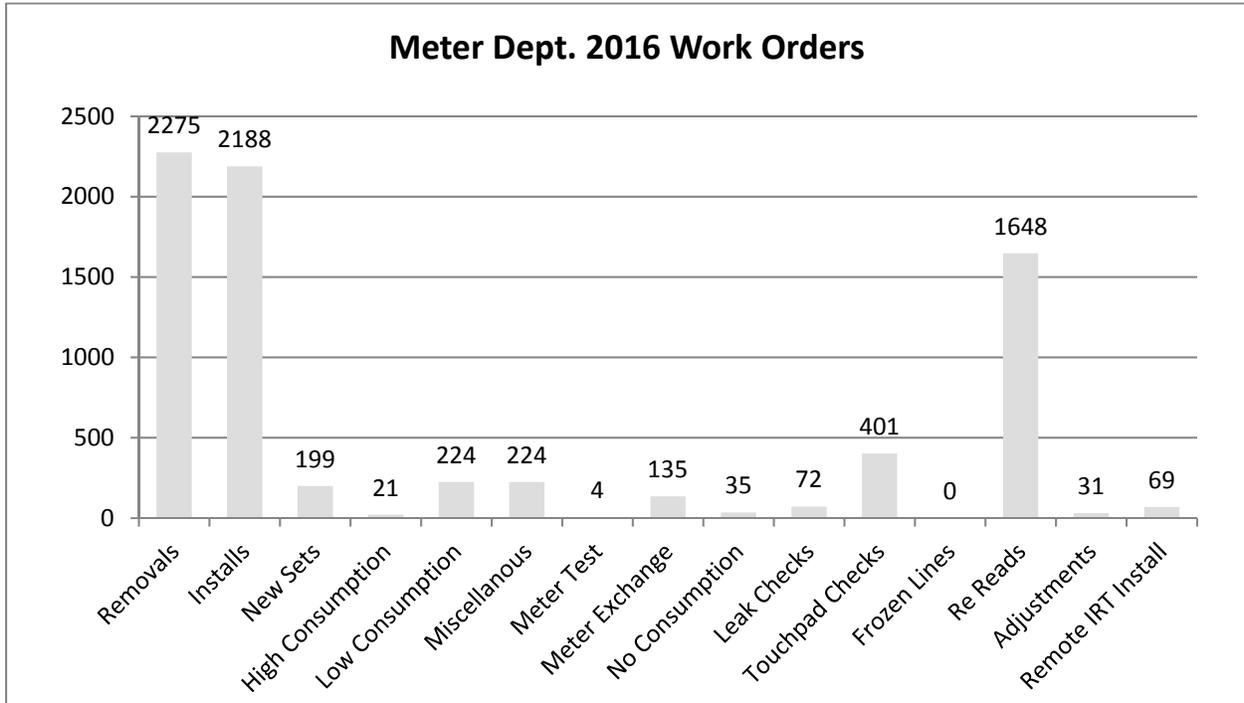
The Water Metering/Backflow/Cross Connection Group works to install, remove and test our water meters. After 42 years of service, we said goodbye to Meter Backflow Supervisor Frank Unruh who retired. Brian Galletti stepped right in and did not miss a beat, as he will lead this group with his knowledge and expertise for years to come. This group has the task of not only taking care of all scheduled meter and backflow work but also takes care of emergency shut offs for leaks, low pressure calls and many other customer questions that may present



Steel Plate used for valve removal and minimize water outage.

themselves during the day.

This group completed 7,526 work orders in 2016, which is an average of 21 per day. In addition to those work orders, we also tested 3,814 backflow devices. The purpose of these devices is to prevent the back siphoning of potentially harmful contaminants from commercial, industrial, or irrigation activities into Mishawaka’s potable water supply. Backflow devices are required on all commercial and industrial buildings and on all irrigation systems that receive water from Mishawaka Utilities.



Distribution

The Water Distribution System Maintenance and Construction group is under the leadership of Fabian Chavez. Whether it be running a new water main, a new service line, fixing a main break, or handling miscellaneous work orders there is almost nothing these dedicated workers can’t do. 6,845 feet of new water main was added to our distribution system in 2016 bringing the total length of pipe to 316 miles in our system. The ductile iron pipe we use is made up of 98% recycled content. In just a mile of 24” water main, the pipe can have up to 150 recycled cars in it. Our crews are also responsible for assisting contractors on other projects associated with our water main. On these jobs we may replace old valves, lead services, hydrants and relocate water main, along with



Site assessment work at proposed 2 mg reservoir

inspecting and testing any water main installed by a contractor. The construction crew is also responsible for flushing and maintenance on all of our public hydrants. In 2016, 117 work orders were created for fire hydrants, a 67% increase over 2015. Most of these were caused by vehicles leaving the road and striking the hydrant.

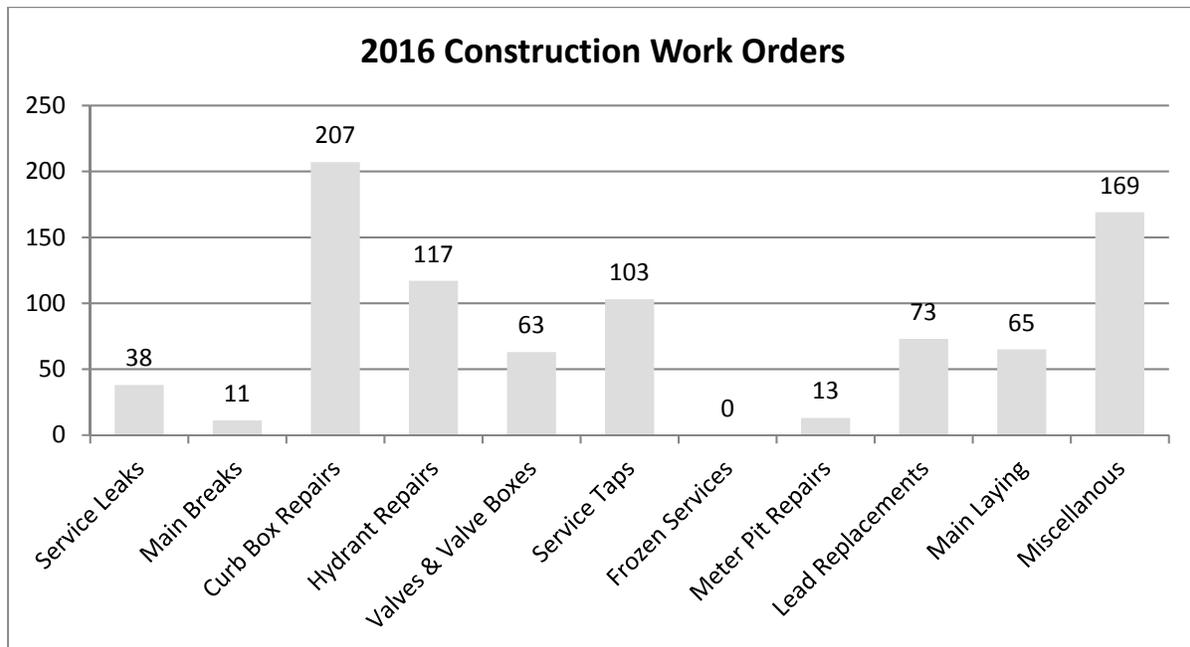
Over time it is our goal to replace all the lead service connections in Mishawaka. In 2016, 73 lead lines were replaced with copper service connections. We also replaced three valves dating back to 1912, two of which were 20 inch, one was 6 inch. Our construction crew came up with a plan to have stainless steel plates fabricated by a local machine shop to limit water outages



1912 -20" Valve replaced this year

during these valve replacements. We were able to remove the top section keeping the base in place and what could have been a 12-hour job turned into a 2-hour job with minimal interruption in service. It was an outstanding effort by all. Properly functioning valves are vital to the health of the distribution system.

We welcomed a new pipefitter this past year. William Mudd joined our team and brings years of experience in the utility construction field.



**Construction Projects 2016
(Installed by MU Water)**

V.A. Clinic
Pine Street
Elizabeth Street
Newbury Point
Fir Road Meadows
Family Express Douglas Road & Edison Road
Fiera Vista Villas
Rosetta Place
Home 2 Suites
Potbelly Subs/Pie Five

**Construction Projects 2016
(Assisted by MU Water)**

State Road 23

Lead Replacements 2016

East 4th Street 36 Lead Replacements
Pine Street 3 Lead replacements
Liberty and Mishawaka Avenue 15 Lead
replacements
Miscellaneous locations 25 Lead Replacements

Service to the community and the world is very important to our employees. The Mishawaka Utilities Water for People section raises money to help fund clean drinking water and adequate sanitation for people throughout the world. This past year with the efforts of our annual pie sale for the 17th consecutive year, Mishawaka employees presented a check of at least \$ 1,000 to the National Water for People organization. Employees also served on other Water for People Committees that brought an additional \$30,000 to Water for People.



*Presenting check to Water for People
at the annual conference*

Four of our employees were honored in 2016. Brian Galletti and John Gibson each received the Hurty Award for service in the water industry. The Governor of Indiana signs this award and to be eligible you must have at least 25 years of service. Mario Brioli and Janice Winn each received a 30-year pin for service. These four employees have a combined total of 110 years' experience in the water industry.



*Janice Winn, 30-year Service Award;
John Gibson, Hurty Award Recipient*



*Mario Brioli, 30-year Service Award;
Brian Galletti, Hurty Award Recipient*



*John Gibson adds his name to retirement board.
25 years of service*



*Frank Unruh adds his name to retirement board.
42 years of service.*

Moving forward, water is our future. *The average American household spends 47% of monthly utility costs on phone, internet and cable services and only 8% on water and wastewater services.* We are blessed in Mishawaka with an almost limitless supply of drinking water as we sit atop one of the most prolific aquifers in the state, if not the world. It is our job to protect and use this resource wisely. That is the mission of our staff, and we take this responsibility seriously and are proud to serve the Citizens of Mishawaka. **WATER IS LIFE!**

