

# STATE OF THE CITY

DAVID A. WOOD  
MAYOR

MARCH 12, 2018



2018



*City of Mishawaka, Indiana  
Administrative Officials  
For the Year Ending  
December 31, 2017*

*David A. Wood  
Mayor*



*Geoffrey D. Spiess  
Corporation Counsel*

*Deborah S. Block  
City Clerk*

*Rebecca S. Miller  
City Controller*

*Mishawaka Common Council  
Matt Mammolenti (At-Large)  
President*

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

*S. Michael Compton (5<sup>th</sup> District)  
Ron Banicki (6<sup>th</sup> District)  
Joe Canarecci (At-Large)  
Bryan Tanner (At-Large)*



City of Mishawaka

# State of the City Address

March 12, 2018

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**City of Mishawaka**  
**2018 State of the City Address**

***“A Groundbreaking Year”***

*Mayor David A. Wood*

**Introduction**

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

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

So, what is the state of our City? **Mishawaka continues to be fundamentally STRONG, GROWING, FINANCIALLY STABLE and SAFE.** We continue to strive to be the most livable, competitive city in Northern Indiana. We are intently focused on growing Mishawaka in an orderly fashion and having each and every resident and 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 do business in.

From a City perspective, 2017 was not just another productive year, it was by far **our best year since the start of the great recession in 2008, and one of our best years ever.** We had 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.

As a result, the theme I have chosen for this year's State of the City is **“A Groundbreaking Year”**. Being Mayor has its ups and downs, like any job. One aspect that is really gratifying though is when the City is growing, and you are able to witness the interest and excitement that comes in the form of new bricks, mortar, and ideas realized through construction.

## **Homegrown Mishawaka**

Our success is not possible without a great number of people contributing at every level. In 2017 life moved on in the City and I want to give well deserved recognition to a few of our homegrown citizens that have made a huge impact on our City.

### Reg Wagle

Since 1984 Reg Wagle served as President of Mishawaka Parks Board of Trustees. Reg was appointed by Mayor Robert Beutter and continued serving under both former Mayor Jeff Rea and current Mayor Dave Wood. For 34 years Reg has enjoyed working with leaders who see parks and recreation as a City priority that improves the real quality of life for Mishawaka families. Reg expressed that parks are driven by the importance that creating convening places for all people, promoting interactions and engagement. Playscapes like Central Park and Camp LaSalle leverage healthier development in early ages. “The work of all children is play”, is a common quote from Reg, and during his tenure, the “play” in Mishawaka is certainly better because of his contributions!

### Doctor M. Gilbert Eberhart

At the end of 2017 Dr. Eberhart was struck with a sudden inability to continue to serve on the City Redevelopment Commission in a full capacity. Gib was past President and member of the City of Mishawaka Redevelopment Commission for over 34 years from 1983 to 2017 serving under three mayors. In that time, Dr. Eberhart was part of the leadership team that drove investment in the north side of the City including the Edison Lakes Corporate Park, the Main Street Bridge construction over the Indiana Toll Road, the acquisition and demolition of the former Uniroyal properties, the construction of the Main Street Underpass under the Canadian National Railroad, the construction of the Riverwalk, and countless other projects. Mishawaka is truly a better place because of his service and dedication to the City!

### Dot Wiekamp

Dorothy “Dot” Wiekamp, passed away in May of 2017. Born as Dot Stone, according to her obituary, she lived in Mishawaka, within a mile of her birthplace, all of her 103 years of life. She graduated from Mishawaka High School in 1931. She married her high school sweetheart, the late Dar Wiekamp. She and Dar lived their lives in committed to the community and prosperity of Mishawaka. Dot and Dar were great philanthropists in our community and gave generously to many worthwhile endeavors in their lifetimes. Dot was a lifelong member of the First United Methodist Church of Mishawaka and loved all things Mishawaka. She was a walking history of Mishawaka as she saw and lived every change over 103 years. Dot, you are missed but the imprint you left on Mishawaka reminds us that, as you would say, “Every Day is a Good Day!”

### Lt. Tim Williams

Our own Lt. Tim Williams was chosen as the D.A.R.E. Officer of the Year for the State of Indiana in 2017! A testament to Lt. Williams’ work is that our D.A.R.E. program is thriving in our school system. This program continues to make a positive impact on our younger generations. A Mishawaka D.A.R.E. graduate finished first runner-up in this year’s Indiana D.A.R.E. State Champion essay competition. Another top award was the Mishawaka D.A.R.E.

car being picked as the winner at the National D.A.R.E. car show in Texas. Lt. Williams has been a long-time champion of our children through the D.A.R.E. program. Congratulations, Tim, on this well-deserved achievement!

### Mishawaka Veterans

2017 was a great year for veterans in our region as the new state of the art, 38-million-dollar, St. Joseph County VA Clinic was completed along Trinity Place in Mishawaka this year. The City also started our Mishawaka Military Hometown Heroes Banner program. This endeavor led by my assistant Lou Ann Hazen, was created to honor and recognize military personnel (active, honorably discharged or deceased) that reside or have resided in the City of Mishawaka; those who call Mishawaka their hometown. We installed approximately 60 banners in 2017 with funds for the banners coming primarily from friends and family of the honoree without taxpayer dollars. We are currently accepting applications for the program again this year in 2018 and all of last year's participants will be displayed between Memorial Day and Veterans Day. I'd like to thank Councilman Ross Deal for formulating the idea after seeing a similar tribute in another community.

### Mishawaka (CAPS) Volunteers

I'd like to thank those dedicated men and women who volunteer their time to participate in our Citizens in Alliance with Police (CAPS) Program. This program has been in operation for ten years patrolling the Riverwalk and City parks with two teams of volunteers that can be seen on event nights and the weekends. This year we had a record breaking 50 volunteers sign up for the program. Mishawaka is a safer and friendlier place because of their efforts.

### **School Accomplishments**

Every year it seems that our schools in Mishawaka have a notable accomplishment to mention. 2017 brought another State Championship for the Penn High School Girls Soccer Team. Back to back championships are truly an achievement!

Mishawaka's own Anna Rohrer won three individual Atlantic Coast Conference titles in 2017. Competing for Notre Dame, she won the indoor track 5,000 meters and the outdoor 5,000 and 10,000 meters. Ann finished third in the NCAA Indoor Championship meet. She also won the 2016 ACC cross country title, giving her four ACC gold medals over a single school year.

### **Mayor's Youth Advisory Council**

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

The Youth Advisory Council had a tremendous amount of interested students nominated by their peers, school counselors, teachers, community members and parents. The application process was rigorous with over 50 applications sent to interested students. In 2017 we gave the students

many opportunities to learn about their local government and City of Mishawaka Departments. We visited the Mishawaka Police Dept., Mishawaka Fire Dept., Mishawaka Electric Linemen Training Facility, Mishawaka Parks Department, Mishawaka Food Pantry and participated in a mock council meeting with Notre Dame law students giving advice and guidance.

The students collected money and food for their largest community service project, the Mayor’s Thanksgiving Food Drive, and again were able to provide 60 Mishawaka families in need with a full Thanksgiving dinner, as well as stock the shelves of the Mishawaka Food Pantry.

**Mishawaka Police Department**

There is no service provided by local government more vital than public safety. As Mayor, one of the accomplishments that I am most proud of is the fact that overall crime reporting numbers have decreased consistently in my tenure. Since taking office in 2010, every year but 2016 has had a decrease in the overall crime rate.

*Crime Rate is Down...Again*

I am pleased to report that in 2017, we once again had an overall decrease in crime. Uniform Crime Report statistics that are sent to the FBI data base show a decrease of 2% in overall reported crime. We had double digit number decreases in rape, robbery, assault, and larceny-theft.

Like other cities throughout the Midwest, Mishawaka continues to face 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.

| Uniform Crime Report Statistics |       |       |        |
|---------------------------------|-------|-------|--------|
| Offense                         | 2016  | 2017  | Change |
| Homicide                        | 2     | 3     | +1     |
| Rape                            | 33    | 8     | -25    |
| Robbery                         | 64    | 54    | -10    |
| Assault                         | 832   | 809   | -23    |
| Burglary                        | 276   | 285   | +9     |
| Larceny-Theft                   | 2,065 | 2,034 | -31    |
| Auto Theft                      | 205   | 204   | -1     |
| Arson                           | 5     | 5     | 0      |

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 that our Police Department has always had a plain, old-fashioned hard work ethic. Mishawaka is strong because the men and women of the Mishawaka Police Department keep her safe.

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

**2017 Lifesaving Award**

On November 16, 2017, Officer Psc. James Bartlett was advised by dispatch of a “vehicle into a pond call”. When he arrived at the scene, he could see that the rear end of the vehicle was the only part of the car not under water. When he exited his vehicle, he heard the screams of a woman stating that there was still someone in the submerged vehicle in very cold water. The rear window was still above water. Officer Bartlett swam to the vehicle climbed on top of the roof

and used his elbow to strike the rear window shattering it. Once the window was gone, the vehicle began to rapidly sink. The victim appeared through the back window and began to crawl out. Officer Bartlett, along with Mishawaka Fireman Mark Taylor, assisted in getting the victim completely out of the vehicle and then swam to shore.

Officer Bartlett and Fireman Taylor acted without hesitation to save the life of another without regard for their own safety. Because of their quick response to the situation, they without doubt, saved a life. Mishawaka recognizes their vigilance and bravery.

### **Mishawaka Fire Department**

The Mishawaka Fire Department had another record setting year as the Department responded to 7,432 calls for service in 2017 compared to 7,201 in 2016. The greatest numbers of calls for service continue to be medically (EMS) related. Our ambulances and fire trucks responded to 5,731 calls that required EMS response. This was nearly a 4% increase over 2016. In addition, the Mishawaka Fire Department had 149 calls that involved a commercial, residential, apartment or other type of fire. The remaining 1,552 calls included requests by the public involving investigations, gas leaks, citizen assists, and a variety of other issues.

As the number of calls go up, so have the billings for the service. Collections were up for ambulance billing making 2017 the greatest revenue year to date. We collected \$1,518,428 dollars for services provided, over \$50,000 more than in 2016.

#### 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 2017, the Fire Prevention Bureau performed over 1,109 fire inspections of buildings in the City. Fire Investigators from the Bureau were called out 32 times to investigate commercial, residential, apartment and vehicle fires in 2017.

#### New Equipment

The City took delivery of two new vehicles in 2017, a Sutphen fire engine and a PL Custom ambulance. We also have plans to re-chassis a medium-duty ambulance in 2018 and purchase a new Water Rescue Response vehicle for Boat 2. We are also in the process of completing specifications that will allow us to bid a new ladder truck to replace Quint #5 which has been unserviceable and can't be re-certified. This truck should be ready for service in early 2019.

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

### **St. Joseph County Consolidated Dispatch**

We continue to see progress in merging the 911 operations in the county into a single, county-run, department, made up of dispatchers from Mishawaka, South Bend, St. Joseph County police and St. Joseph County Fire. On January 18<sup>th</sup>, 2017 all the dispatchers moved into their new

building and continued to dispatch for their respective organizations. On June 26<sup>th</sup>, 2017 the new Computer-Aided Dispatch (CAD) software was launched and the cross-training of dispatchers to serve multiple agencies began.

Following some organizational issues, in October the then Executive Director stepped in to a new role as IT Director managing the entire PSAP network. The City of Mishawaka took a proactive step and loaned our Fire Department Assistant Chief of Operations, Raymond Schultz, to PSAP while a national search was conducted. In January of 2019, Chief Schultz was offered and accepted the role of Executive Director of PSAP. We are proud of the progress that the 911 center has made in the short time under Chief Schultz's leadership. He has taken the lessons learned and Mishawaka values gained over his 23 years in the Mishawaka Fire Department and applied them to the entire County.

## **City Finances**

Working with the Common Council in 2017, Mishawaka passed another honestly balanced budget for 2018 that provides investment in public safety, streets, and parks, while including a modest 1% plus \$500 cost of living increase for our employees. Budgets are about making choices and setting priorities. Mishawaka's success continues to be based on being fiscally conservative and not incurring long-term legacy costs that could jeopardize our stability in times of uncertainty.

### General Fund

Even with losing \$4.9 million due to property tax caps in 2017, the General Fund's balance increased by \$1.66 million. Much of this increase is due to conservative budgeting. Growing the General Fund balance, the equivalent of having cash in our checking account, continues to be a priority in 2018 and beyond.

### Use of the City of Mishawaka Bond Bank

Along with the new fire truck and ambulance received in 2017, our local Bond Bank, which utilizes funds received from a past legal settlement, is financing an upgrade to the Police Department's records management system. Borrowing from our own local Bond Bank which the City created saves our taxpayers money with lower interest rates and lessens the burden on our cash reserves by spreading the payments out over time. Interest paid goes back into the bond bank to grow the funds available for future City financing.

### Controller Software Upgrade

The Controller's Office has transferred Mishawaka Utilities' financials to the City's software system. This transfer reduces duplicity in accounts payable entry and the time-consuming balancing of two systems is no longer necessary. The workload reduction and efficiency gained is so great that two bookkeeper positions lost through attrition have not been filled.

### Property Tax Caps

Currently, property tax caps are at 1, 2, and 3% of net assessed value for residential, rental, and business owners respectively, with caps of 1 ½, 2 ½, and 3 ½% on any taxes tied to debt. Though

the City of Mishawaka does not have general obligation debt, our citizens pay taxes on debt for the schools, townships, and libraries that are in their taxing districts.

State law stipulates in 2020 that ALL of St. Joseph County's caps be reduced to 1, 2, and 3%. Good news for property owner's wallets, but a burden to schools and municipalities who must find a replacement for this funding. H.B. Umbaugh & Associates has prepared a long-term analysis of future revenue and the effects of these new caps. These losses, called Circuit Breaker Credits, are \$4.9 million in 2017. This is up approximately \$700,000 from 2016. As costs and debt grows for all taxing entities who are sharing out of the same capped percentage of revenue, and assessed valuation doesn't keep pace, these losses will be ever increasing even without the pending fiscal cliff. The current financial model funding local government in St. Joseph County is in need of serious repair.

### Fiscal Cliff

In 2020, the loss with the full implementation of the tax caps is estimated to be **\$9.5 million**. Finding revenue and/or cutting millions and millions of dollars from our budget is truly a challenge. Shifting expenses to non-property tax funds and conservative budgeting are just a couple strategies we are engaging in preparation to mitigate the losses. Another option that may need to be considered in the future is an income tax increase. While not desirable, the State, in adopting property tax caps and increasing the ability to provide additional income taxes, has purposefully directed a shift in the burden of taxes from property owners to wage earners. As we continue to update the forecasted numbers we stay proactive instead of reactive in analyzing how best to increase revenue and reduce expenses to weather this fiscal cliff.

### Increase in Budget Continues to be Driven by Health Care Expenses

The total Civil City budget for 2018 increased 4.55% to \$52,847,785. Despite significant efforts to make the City healthier, the health care costs for the City increased 27% to \$13,999,412. Being self-insured, the percentage increase is largely attributable to an increased number of claims for very expensive illnesses. This has also caused changes to the City's Health insurance program to change benefits to offset the increases.

As part of the 2018 budget, public safety increased 9.7%, Motor Vehicle Highway (MVH) 11%, and Parks and Recreation 0.6%. Outside of health care expenses, capital outlays and rising utility costs were primary causes for the increases. The wage increase for employees was only 1.0% and \$500 for 2018 which is roughly in line with inflation which was estimated at roughly 2.0% for 2017.

### City Employee Health and Wellness Clinic

In 2017, the City of Mishawaka Activate Health Clinic saw tremendous participation from City employees and their spouses in its second full year of operation. Among the clinic's 4,728 appointments, 82% of employees and 80% of insured employee spouses visited the clinic at least once in 2017. 6,874 common medication prescriptions were filled on-site at no charge to employees as an incentive to use generics and stay healthy. The clinic expanded its hours in 2017 and has added new procedures, all of which were designed to improve the health of our workforce and contribute to maintaining the City's health insurance costs at reasonable levels.

### Assessed Valuation

As I reported in past years, in 2007 the assessed valuation of the City reached a peak of \$1.75 billion. Since then, following the Great Recession, the Princess City has weathered an overall lower assessed valuation since that time. Between 2016 and 2017, assessed valuation increased from \$1,341,719,802 to \$1,391,035,674 an increase of close to 50 Million dollars. I am pleased to report that the assessed valuation increased again in 2017 to 2018 but only from \$1,391 billion to \$1,409 billion. This modest 18-million-dollar rise is concerning since there is both significant construction activity and a robust housing market. The City continues to work with the Penn Township Assessor and enFocus to analyze and make recommendations on realistic updates to processes that we believe will help provide more accurate, fair, and consistent valuations.

### Excellence in Financial Reporting

For the 31<sup>st</sup> consecutive year, the City of Mishawaka was recognized in 2017 with the Certificate of Achievement for Excellence in Financial Reporting for the 2016 reporting year. 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!

### **City Clerk and Common Council - the Legislative Business of the City**

During 2017 the City Clerk Block’s Office and Mishawaka Common Council handled the legislative business of the City which included passing 31 resolutions, 50 ordinances, 2 annexations and 3 street vacations.

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

### **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 2017 season, Central Services removed 12,088 cubic yards of leaves, significantly more than the 9,300 cubic yards of leaves removed in 2016. The Mishawaka Traffic Department

recorded 895 tasks in 2017. 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. The Department also maintains the City's fleet of police cars, fire trucks, utility vehicles, and equipment.

In addition to their normal duties, we also ask Central Services to perform some smaller construction projects to help our tax dollars go even further. Two of the construction projects accomplished by Central Services in 2017 were the Installation of the Twin Branch Playground and the placement of former street pavers in seating nodes on the Riverwalk.

## **Epic Flooding**

In the spring of 2018 the City experienced the worst flooding I have witnessed in my lifetime. Following significant snow falls and accumulation that remained on the ground, the temperatures climbed, and a large continuous rainstorm hit the City starting on Monday February 19<sup>th</sup>. Over the next three days the City received 6.4 inches of rain while all the ice and snow on the surface of the ground melted. Although the surface accumulation melted, the ground was still predominantly frozen which prevented any significant infiltration of water. Much of the 4,685 square mile St. Joseph River watershed experienced similar rainfall and snow melt, contributing to the flooding in Mishawaka. The St. Joseph River crested on Thursday February 22<sup>nd</sup> at record levels, a half a foot above the 100-year flood level; 11.1 feet above the normal water level as measured at the city Wastewater Treatment Plant and one inch higher than the previous record flood of 1908.

Despite widespread flooding along the river and our parks systems, I am pleased to report that I am unaware of any evacuations that took place from private residences or businesses. Only a couple of roads required temporary closures for part of a day. Our neighboring communities had declared emergencies, had multiple evacuations, and roads closed for extended periods of time. In Mishawaka, I heard of numerous back-ups and basement flooding, but at no point did I hear of unfixable property damage. I believe that Mishawaka weathered this event so well in comparison because of the long term significant investments in infrastructure that have occurred over decades. Mishawaka's sewer system and wastewater treatment plant were able to stay in operation continuously and perform as designed.

One of the City's historic treasures, the Castle Manor lodge building in Merrifield Park is located within the 100-year flood plain and had the potential to be flooded and significantly damaged. Our City crews from Central Services, the Mishawaka Fire Department, and our current remodeling contractor Hoerstman Construction all contributed to the effort to save this historic structure from significant water damage. Sand bags were placed, and a temporary pump was



*Castle Manor take before the flood levels peaked*

installed in the crawl space which prevents significant water from entering the building and kept the floor dry despite the surrounding water level being about a foot above it.

## **Booming Construction!**

The City of Mishawaka continued to grow and have significant investment made in 2017. As part of our groundbreaking year, the City issued permits with a total estimated construction cost of \$136.4 million, an impressive 39% increase over the total estimated construction cost of 2016 which was a good year at \$98.4 million.

Since 2013 the City had four 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%). The City issued permits worth \$85.2 million in 2015, a 15% increase in estimated value between 2015 and 2016. Since 2013, every year the City has had a minimum year to year growth in estimated new construction values of greater than 15% and \$14 million per year. In 2017, the City more than doubled that rate with a 38-million-dollar increase, which was a 39 percent increase over 2016.

The City continues to reap the benefits of our central, regional geographic location. Combining long-term strategic decision making such as the re-investments made downtown, the extension of infrastructure to the Exit 83 interchange of the Indiana Toll Road, and the creation of a medical hub that occurred with the relocation of the St. Joseph Regional Medical Center and the construction of the new VA Clinic; the long-term forecast in construction is still difficult to project. Although it is early in 2018, and development interest is still high, it would be difficult to project a similar booming year in 2018 to that which occurred in 2017.

### *Building and Development Activity*

New commercial building activity increased again. In 2017, commercial permits were issued with an estimated construction cost of \$96.9 million, a significant \$10.7 million increase over the \$86.2 million issued in 2016. In addition, 21 new commercial building permits were pulled for new freestanding buildings in 2017 compared to 13 in 2016. The single largest permit was for the new Mill at Ironworks Plaza project being constructed by Flaherty & Collins on the former Uniroyal properties with a \$34 million estimated construction cost.

Construction in 2017 came from many different projects and illustrates a vibrant economy. Relative to housing, the Reserve, a project by Watermark of Indianapolis is building 300 units of larger apartments with garages made significant progress in 2017 and will be completed in 2018. The project is located at the southwest corner of where Fir Road crosses the Indiana Toll Road. The City also had two developers propose separate low income senior assisted living projects. One of those projects started construction in 2017. Silver Birch of Mishawaka is being constructed by Chicago, Illinois based Vermilion Development just south of the southeast corner of Edison Road and Hickory Road.

### *Commercial Building*

The City also had quite a few stand-alone smaller commercial buildings started in 2017. Centier Bank built a new branch in Heritage Square. United Federal Credit Union entered our market by choosing a prime location to build at the southeast corner of Main Street and Edison Lakes Parkway. We also had a long-vacant site at the northeast corner of Ironwood Avenue and Lincolnway West obtained and developed by Dollar General with a new store.

One of the developments that excites the community is when a new restaurant comes to town. 2017 didn't disappoint in this regard. Earlier in the year, Longhorn Steakhouse was constructed on the former site of Famous Dave's BBQ across from the University Park Mall. Qdoba started construction on north Main Street. CoreLife and Bigby Coffee located into existing centers. Chase properties built a new two-tenant building on Grape Road that brought Firehouse Subs. The most excitement came when Portillo's announced they were building a new location on north Main Street which is expected to open in March of 2018.

### Industrial Development

2017 also had some significant development activity on the industrial/manufacturing side. Siemens quietly made a 16-million-dollar investment in their facility located at 430 Beiger Street. Lippert Components purchased the former AM General Parts Distribution facility that was housed on the former Wheelabrator site at 408 South Byrkit Avenue. Their purchase of the former Independent Concrete Pipe site on Beiger Street also gave them significant room for expansion and will mean that hundreds of additional jobs will be housed in this location in the coming years.

### Single-Family Home Construction

In 2017, one of the real bright spots was the construction of new single-family homes. In 2016, there were only 36 new homes constructed in the City. In 2017, this more than doubled to 78 new single-family homes. As indicated in previous reports, this is still lower than the number of single family starts that occurred prior to 2007 but this increase is still significant despite the continued greater demand for apartments.

### Sewer Permits

Another sign of our "Groundbreaking Year" is the number of permits issued by the Engineering Department. In 2017, Engineering issued 573 Excavation Permits generating \$13,970 in fees. In addition, there were 162 Sanitary Sewer Connection and Inspection Permits issued in 2017 that totaled \$286,789 compared to \$173,320 collected from 124 permits in 2016. The increase in Sewer Connection and Inspection Permits has remained steady and is directly related to the pace of private property development.

## **Park Improvements**

### Twin Branch

Under the leadership of Park Superintendent Phil Blasko, the focus for 2017 was on improving ourselves through community engagement, partnerships, and new programming. We are proud to report that as part of our groundbreaking year the students from Twin Branch School were able to cut the ribbon on a brand new playground at Twin Branch Park, featuring inclusive play for kids of all abilities. Improvements also included new walks, a small parking lot off of Charles Street and site lighting.

### Eberhart-Petro Golf Course

Although the season began with our new GPS system that gave us the capability to not only play more often during rain events and golfers may now order food from their cart. Unfortunately, that wasn't the big news in 2017 for Golf in Mishawaka. We had a chemical application error that killed the grass on our greens and ruined play for much of 2017. I am pleased to report that we installed nineteen new bentgrass greens, which will give a new fresh look and experience for the course. The newly sodded greens will improve putting and be more disease and drought tolerant. Golf is back for 2018!

### Merrifield Park - Riverwalk Expansion

In 2017, the City continued to implement future expansions of the Riverwalk. The City worked with MACOG to obtain federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. The 3-million-dollar project being built by Rieth-Riley Construction Co. will be substantially completed in the spring of 2018. The project includes the relocation of the existing access drive, the construction of the Riverwalk, creation of a more formal boat launch, pavilions, new parking, and restroom replacement. Upon completion, this section will extend the Riverwalk from the "Merrifield/Crawford Park Connector" to the intersection of Prospect and Indiana Avenue.

### Castle Manor

This park building located in Merrifield Park was built by the National Youth Administration (NYA), a subsidiary of the Works Progress Administration (WPA). The building first opened in September 1941. In 2017, the City of Mishawaka undertook a substantial renovation including structural improvements, a small storage addition, metal roof, new HVAC, re-established the front porch of the structure, and added an adjacent patio. The work, being performed by Hoerstman General Contracting of Mishawaka, should be completed (simultaneously with receding flood water) in the spring of 2018. Once completed, we believe this lodge will be an even more sought-after destination with an ideal setting and accompaniments.

### 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 of making a park improvement. In reviewing the City needs and what would make sense to accomplish, the decision was to build a passive overlook space as part of a larger regrading and signage project on the east end of Battell Park, overlooking the cable-stayed Riverwalk bridge and downtown. The space includes two custom bench swings that were fabricated by Deluxe Sheet Metal of South Bend and will be officially dedicated in the spring 2018.

### Battell Community Center

Following its renovation, we are pleased the community is becoming more aware of the Battell Community Center and all that it has to offer. As a result, our evening rental space has become quite limited, with groups consistently utilizing the facility. We are active on Facebook and

Instagram, allowing us to significantly increase event and program visibility, helping us to better reach and interact with the community.

The newly designed special events have not only grown in selection, but in attendance as well. The new Battell Community Center's 'Spooky Night' was massively popular and benefited the Mishawaka Food Pantry. A few additional special events included the Mom-to-Mom Sale, Small Business Saturday Craft Market, Family Fun Nights, Brunch and a Classic Movie, Winter Concert Series, Grandparents and Me Series, and National Coffee with a Cop Day.

### Recreation - Youth Sports

With the expansion of our youth sports programming, we are experiencing positive momentum in the recreation division. The new energy is coming from the implementation of new t-ball, cross country, flag football, winter skills clinics, volleyball, and three soccer leagues. These new programs have grown in popularity, allowing us to connect with school age children, a population that we have worked hard to involve more consistently.

We also believe there is a greater regional opportunity that remains untapped. Travel leagues represent a great untapped opportunity for the region to boost tourism and hotel stays. Currently, Visit South Bend/Mishawaka is evaluating the responses they have received in a formal "Request For Interest" they released in the Fall of 2017. As part of the City of Mishawaka submission, we encouraged them to look at a site adjacent to Juday Creek Golf Course where the predominance of hotels and restaurants would have a complimentary effect on the existing regional destination on the north side of Mishawaka. We are hopeful that this site will be seriously considered as the process moves forward.

### Special Events

I am a firm believer that special events greatly contribute to the quality of life of our community. In 2017, our first ever Independence Day Celebration was held with a crowd of nearly 10,000 people spanning Central, Beutter and Kamm Island Parks. The day-long festival was filled with events and activities for people of all ages. The Mishawaka Heritage Festival continued paying homage to the ethnic, religious, and industrial heritage of the Mishawaka Community and featured local musicians, food vendors, and a new decorated bike parade. Our Winterfest experienced one of its largest crowds, which featured a new winter wonderland for Santa and the Elf Spaghetti Eating Contest. The Summer Concert Series was as popular as ever, featuring free family friendly music at Beutter Park, the Battell Park Bandshell, and the Eberhart Golf Course Clubhouse Deck.

### **Community Development**

In 2017, a portion of Community Development Block Grant (CDBG) federal funding that we receive was utilized for Public Infrastructure to continue with curb, sidewalk, drive approaches and ADA ramp replacement. The improvements were made along Elizabeth Street from Lawrence Street to Battell Street and along Ann Street from Grove Street to Broadway. The total investment was close to \$200,000. In 2017, our Community Development staff also worked to reallocate some of funds to demolish the Mary Gibbard Pool complex. By using these funds for demolition, the local City budgeted funds are able to go further toward the replacement improvements for the park.

CDBG funds were also used in 2017 to provide grants to the YWCA Domestic Violence Program, the REAL Services Adult Guardianship Program, the United Way Kindergarten Readiness Program, the Boys and Girls Club, and the Mishawaka Food Pantry.

### *Mishawaka Food Pantry Community Garden*

The City of Mishawaka, in partnership with Penn Township and the Mishawaka Food Pantry, constructed a garden at the southeast corner of Hill Street and Lincolnway West in the spring of 2017. The site is located immediately west of the Mishawaka Food Pantry located at 315 Lincolnway West. The project included 14 raised planting beds that are being used to provide fresh vegetables for the Food Pantry. The project also included outside tables, a bike rack, decorative fencing, and plantings. In 2010, the City reached an agreement to purchase the former brake shop/service station at 327 Lincolnway West. The site was cleared in 2011 and was reviewed for potential redevelopment opportunities. The small size of the property and its location adjacent to the pantry made the garden an ideal use of the property.

### *Student Weekend*

Through Community Development, funds are provided for materials for the Summer of Service Student Weekend. This event encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. On June 19 and 20, 2017, students gathered at Bethel College along with supervisors to clean, rake and re-mulch. Given this year's flooding we are hopeful for their return in 2018!

### **Protecting Neighborhoods - Code Enforcement**

Mishawaka has always been known for its clean and well-kept neighborhoods and neighborhood stability remains a priority. Vacant or blighted structures can become a haven for criminal activity and other undesirable issues that can have a very negative impact on a neighborhood. As a City, the quick and remedial action taken on a daily basis for these types of properties helps prevent the deterioration of neighborhoods. Code officers investigated a total of 5,803 public nuisance cases in 2017 ranging from tall grass, peeling paint, to substandard structures. 5,419 cases were closed with the violations remedied. It is important to note that to close these cases code officers had 10,211 follow-up inspections.

Continued implementation of our Top 100 Program is one of the reasons why you won't see many substandard structures in Mishawaka. This yearly initiative begins in the winter months when the code officers scout their areas in search of the houses, garages, or commercial buildings that need the most attention. In the spring the code office will begin contacting the property owners in question and point out the issues to them. In 2017, Code was able to bring 71 of these structures into compliance. The Top 100 program has played a huge role in the continued clean and maintained overall appearance of Mishawaka.

### **Public Infrastructure Projects**

We continued to both build and repair infrastructure in 2017. 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.

### Community Crossings Grant

The State of Indiana conceived the Community Crossings Grant program in 2016 to help address maintenance issues with roadways throughout the State. In August 2016, the City was granted \$767,500, which we were required match equally with City funds, for three project locations within the City. The match required for this grant is also one of the reasons why MVH increased 11% this year. The 2017 projects included 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 portions of McKinley Avenue.

Due to the high volume of traffic on Grape Road, all milling and asphalt paving operations were performed at night. Damaged or failing curb and gutter throughout the project limits were removed and replaced. For the Dragoon Trail project, some areas required structural patching prior to milling or scarifying. As grant and matching funds were limited, the McKinley Avenue project was shortened to only include Charlotte Street to 500' east of Division Street.

These three projects were completed in 2017 with a total investment of \$1.55 million. A ribbon cutting for these projects was held on Friday, August 11, 2017. In 2017, the City applied for the second year of Community Crossings Grants and received an award of a \$650,000 matching grant for 2018 construction of various streets throughout the City.

### Summer Street Paving Program

The Engineering Department and Street Department coordinated 23,000 linear feet of street milling, sealing, and resurfacing in 2017. The streets were milled from curb to curb to remove 1" to 1.5" to retain as much curb exposure as possible. Milling expenses totaled \$154,000, resurfacing totaled \$501,000, sealing totaled \$47,000, pavement markings totaled \$23,000, and concrete work totaled \$29,000, for a total summer street paving program investment of \$754,000.

### Curb and Sidewalk Program

Instituted in 1986, this program encourages single-family homeowners to repair or replace deteriorated public curb and sidewalks adjacent to their property and provides for a 50/50 split of the repair cost of curbs, sidewalks, and drive approaches between the homeowner and the City. This year a total of \$316,100 was invested in neighborhoods on curb and sidewalk improvements.

### Douglas Road Improvements - Phase I

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 for Douglas Road from Fir Road to the eastern City Limits. The design plans include two travel lanes in each direction with a center left 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 magnitude of utility coordination, a phased approach to the project was necessary. Phase I construction began

in August 2017 and includes utility extensions, stormwater management, and subgrade preparation.

### Linden Area Long Term Control Plan Improvements

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. The plan, which is separate from the previously planned tunnel, includes the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Fourth Street, and Roosevelt Avenue. The 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 to storm sewers.

In 2017 projects included the continuation of the 66” storm sewer in Club Boulevard to Byrkit Avenue and in Byrkit Avenue from Club Boulevard to Linden Avenue. A separate phase included the continuation of the storm sewer on Linden Avenue from Victoria Street to Miami Club Drive and Victoria Street and Miami Club Drive from Linden Avenue to Lincolnway.

The last phase constructed in 2017 included the continuation of the existing 60” storm sewer with 42” storm sewer on Byrkit Avenue between Sixth Street and Eighth Street. The total investment for these three projects in 2017 was over 3.3 million dollars.

These Linden Area improvements were also necessary in anticipation of the second phase of the Twelfth Street Improvement Project, from Downey Avenue to Campbell Street, which will allow a storm outlet for the planned improvements on Twelfth Street. It was critical to complete these Linden Area projects as scheduled to not jeopardize the funding in place for the planned Twelfth Street Improvements.

### Twelfth Street - Phase II (Campbell Street to Downey Avenue)

The design for Phase II of the improvements on Twelfth Street, between Campbell Street and Downey Avenue, was completed in 2017. The additional right-of-way was acquired along the length of the project throughout 2016 and finalized in early 2017. Through 2017, utility relocation plans were reviewed and permits issued to multiple utility companies to complete their relocations before project bidding in July 2018. This is why the number of utility poles has temporarily doubled along this section of 12<sup>th</sup> Street. The project will widen Twelfth Street from its present two lanes to three lanes including a continuous center left turn lane. The street will be reconstructed along with curb and gutter, storm sewer, traffic signal, and street lighting. The construction is estimated to cost \$7.5 million, with 80% being federally funded. Due to the federal procedures for design, right-of-way acquisition, and utility relocation, it is anticipated that this project will begin construction in late summer 2018 and be completed early in 2020. We also received word in 2017 that the funding for Phase III, which is the area between Dodge Avenue and Campbell Street, was programmed with 80% federal funding with an anticipated start date of 2023. The estimated project cost of this third phase with inflation is approximately 9 million dollars.

### Signage and Wayfinding

In 2017 the City completed a number of signage projects. The City partnered with the School City of Mishawaka to install a new monument sign at Mishawaka High School that included an electronic reader board that will allow the City and School system to work together in advertising community events, and as necessary emergency messages such as Amber alerts.

In cooperation with Visit South Bend/Mishawaka through the hotel/motel tax board that provided \$100,000 grant, the City installed new branding and wayfinding signage. Given that Mishawaka serves as the commercial shopping and service hub of the region, the wayfinding and branding signage should provide some assistance to those who are new or visiting the area to find their way around.

### Cemetery Fencing / Streetscape

In 2017, the City moved forward with a project that had been envisioned for a number of years. For decades the section of Jefferson Boulevard and Liberty Drive streetscape adjacent to three different cemeteries was a negative image for the community from the predominance of rusted barbed wire chain link fencing that was in various stages of disrepair. The City reached out to the board of Fairview Cemetery and the diocese for the Catholic Cemetery to obtain additional easements and permission to close Fairview's signalized access at the intersection of Jefferson Boulevard and Liberty drive. The third cemetery, the City Cemetery, didn't have room to donate easements, but was in need of improvements in the same manner as the other two. Based on the age and records, we actually had to probe for grave sites to make sure the proposed improvements would not be in conflict. The end result was that the City installed over  $\frac{3}{4}$  of a mile of decorative black fencing and provided a few extra feet of precious sidewalk space for pedestrians. The streetscape is now an appropriate and respectful tribute to the great number of our citizens who have been laid to rest in these sacred places.

### WPA Stonework

In 2017, the City continued with the repair of some of the historic Works Progress Administration (WPA) depression era stonework in the City. Specifically, the Petro Park Shanower Drive Arches were restored along with a bench in Battell Park and other work. The Roosevelt Administration in the 1930's believed that the only way to improve that morale of the country and return life "back to normal" was to create work programs that required people to get back to their Protestant work ethic roots and collectively work together to reverse the direction of the country. The relief-era projects that were built throughout the City of Mishawaka park system helped to put citizens back to work and foster a positive energy and environment within the community. These are important artifacts of the City's history and we will continue to make investments in restoring the best of this work.

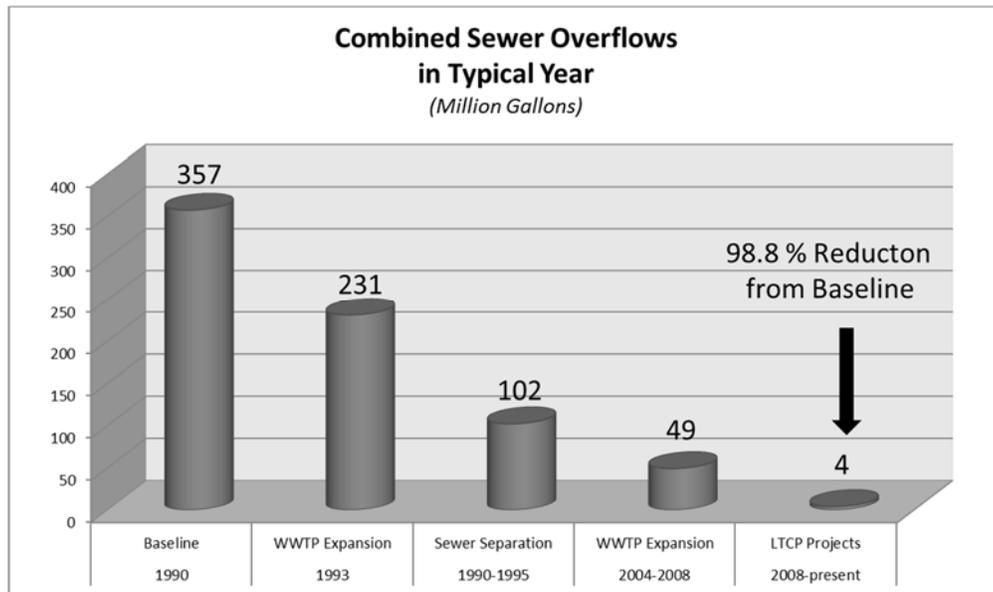
### **Wastewater LTCP**

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

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

Over the last 27 years, Mishawaka has reduced its combined sewer overflows to 4 million gallons in a typical year. This is a 98.8% reduction from the baseline. Studies have shown that eliminating the remaining 1.2% of Mishawaka’s CSO volume would result in no measurable improvement in river water quality. The CWA and US EPA require a level of CSO control where the cost of compliance surpasses the point that results in an equivalent environmental benefit. The cost to get the last 1.2% cannot be justified. The phenomenon of diminishing marginal returns is common when dealing with water pollution controls. The incremental costs often far exceed the incremental benefits to eliminate the last CSOs. The bottom line is that if LTCP improvements are required to be built as currently mandated, the average home could have a sewer bill alone that exceeds \$130 a month. This is entirely unacceptable to me based on our understanding that the end result would not measurably improve the water quality of the St. Joseph River and would be crippling relative to the modest means of most of our citizens.

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



My ultimate goal is to save the City and our ratepayers many millions of dollars. We have developed a great negotiation strategy with our team of experts. Our aim is to greatly reduce the burden and liability that ultimately we would all have to bear. We are reasonably optimistic that some good ol’ Princess City common sense will prevail. If it does, we will save many millions of our ratepayer’s dollars collectively.

## **Mishawaka Utilities Water Division**

As 2017 ended the Mishawaka Utilities Water Division was close to completing final design on our new 2-million-gallon reservoir. Bids should go out in May with construction beginning in late summer or early fall. Total construction time is 18 months to 2 years. There will also be a new booster station and 7000' of water main associated with this project, along with rehabilitation of our 89-year-old, 3-million-gallon reservoir. This will increase our system storage by 2 million gallons and give our system greater redundancy.

Planning for our new wellfield at Juday Creek continued. We ran a pilot treatment plant in 2017 to determine the best treatment process. The study was a success and we have a good plan moving forward. We are currently designing the treatment plant layout and building design. The plan is to be breaking ground in late 2020 or early 2021 on our new wellfield and treatment facility.

2018 should be another exciting year, as our crews will be kept busy updating existing infrastructure, including the removal of old lead services and adding new infrastructure as Mishawaka continues to blossom and grow.

## **Mishawaka Utilities Electric Division**

The Electric Division continues to serve over 26,000 customers and employs 46 people. Our division is segmented into 4 departments - Engineering, Construction, Metering and Operations. We are members of the Indiana Municipal Electric Association and our apprenticeship program and lineworkers are recognized worldwide as a model program, commonly finishing in the top ten in competitions both nationally and globally. Our division holds monthly safety and training meetings, and all linemen are trained annually in pole top and bucket truck rescue.

2017 included the IMEA State Lineworkers Rodeo that occurred at beautiful Central Park right here in Mishawaka on September 15<sup>th</sup> and 16<sup>th</sup>. With the help of other City departments, one of the most beautiful parks in the state was transformed into a pole climbing competition ground for events that showcased some of the most skilled utility linemen from Indiana and surrounding states. This event demonstrated to our city's residents the training and skill sets required to provide our customers with the world class service that the Electric Division strives to provide.

In 2017, the engineering and substation departments continued to provide reliability and performance enhancements. Installation of a new switch gear at the 4<sup>th</sup> Street Substation allowing us to take the station offline without de-energizing the 34.5k feed to Wastewater. We installed a new primary circuit allowing us to feed the St. Joseph Regional Medical Center from our Russ Substation if our Grape substation was to go offline.

As energy costs continue to rise, Mishawaka customers continue to enjoy affordable residential rates, remaining slightly below the rates of the surrounding communities.

### *12-thousand-volt (12kv) upgrades needed*

Traditional 4kv distribution circuits are becoming obsolete due to the expansion of utility networks and the ever-increasing demand for electrical power. The industries tendency to upgrade to higher voltage systems like 12kv has led to 4kv equipment shortages and consequent

price increases. Most of our 4kv equipment has reached or exceeded its design life. Many manufactures have stopped maintaining their 4kv equipment inventories, so longer lead times are required to obtain new equipment. The City is looking to upgrade from 4kv to 12kv that will provide some savings from reduced line losses; however, the most significant impact would be system reliability. The cost of this upgrade is expensive estimated to be 60 million dollars. Our goal for completion is 12-15 years, however this timeline will be dependent on other infrastructure demands and available funding. We hope to begin the process in 2018, with the Union St. station being first upgrade.

### **Coming in 2018**

Every year one of my privileges as Mayor is to identify the upcoming projects that are coming in the near future. 2018 and beyond does not disappoint!

#### *Douglas Road Improvements - Phase II*

Phase II of the Douglas Road Improvements will include a five-lane concrete street with two travel lanes in each direction with a center left turn lane, stormwater management that is sensitive to the adjacent Juday Creek, concrete curb and sidewalk, street lighting, and buried utility conduits. Due to the complexity of the corridor, the sanitary sewer, stormwater, and water main improvements have been constructed through Phase I in 2017. Phase II is scheduled for construction in spring 2018 with an estimated completion in the fall 2019. The total City investment is estimated to be \$3.5 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 Juday Creek Well Field and construct Veterans Parkway, which will extend north from Douglas Road to Juday Creek. The project will also include a bridge over Juday Creek, gravity sanitary sewer main, water main, stormwater management, and street lighting. The design of Veterans Parkway progressed through 2017 and found it to be more cost effective to include the parkway project as part of the Douglas Road, Phase II bid process, which is scheduled to bid spring 2018. The City's investment is currently estimated to be \$4 million.

#### *Mary Gibbard Park*

The Mishawaka Parks Department recently bid and awarded a construction contract for the long-awaited improvements to Mary Gibbard Park. The project should be open mid-summer of 2018. The park will include an updated playground including areas for inclusive play, open play areas for youth sports and new walking paths. The renovations will also feature a new splash pad, a small BMX bike park, a pavilion, and a new restroom. The overall investment to accomplish these improvements will be in excess of 1.5 million dollars.

#### *Central Park Stage*

The City is working with Arkos Design and Lawson Fisher Associates to design a new permanent stage for Central Park. The stage will be located at the south end of the looped walk surrounding the event lawn on the west side of the park. The goal is to have the platform portion constructed to allow the summer concert series to be held in Central Park for the next two

summers as the construction adjacent to Beutter Park significantly limits parking and access to Beutter Park. The roof of the structure and completion of the project will likely occur in the fall of 2018, following this year’s concert series.

### Mishawaka Fitness Court

I am pleased to report that the City has met its goal! We will be constructing a new, outdoor fitness court in Central Park in 2018. The NFC Fitness Court™ is a world class outdoor gym re-imagined to fit in and transform modern public spaces. The NFC model uses an outdoor fitness court and combines a simple, seven-minute, high quality workout with connected, digital platforms to promote fit communities through bodyweight circuit training. We believe that the Riverwalk is the perfect place for people to walk, run, and workout for free! This project is one of the first of its kind in the State of Indiana and the equipment will be purchased without the use of taxpayer dollars thanks to Patronicity. In this case \$35,000 was raised by community sponsors and interested citizens allowing us to receive a dollar-for-dollar matching grant from IHCD’s CreatING Places program.

### Digital Art Sculpture

As part of the Flaherty & Collins Mill at Ironworks Plaza project currently being constructed on the former Uniroyal properties, the City reserved a space at the northwest corner of the intersection of Mill Street and Front Street to place public art. We didn’t just want a traditional public sculpture, but something that would fit with the urban contemporary vision we have established for the downtown, that is still mindful of our past. The City, working with a software application company, Ugray, has envisioned a digital art display where LED screens would be used to display a Princess Mishawaka character. The scenes and images of the character are intended to change based on the time of day and potentially the weather. The idea is to have a dynamic changing art piece that is modern and cool, symbolic of the spaces being created in downtown Mishawaka. Our inspiration was “Ann Dancing” which can be found in Indianapolis along the Cultural Trail. This project will likely be installed in 2019, concurrent with much of the site work and occupancy of the buildings on the Flaherty & Collins project.



*Picture of Ann Dancing and an artist concept of Princess Mishawaka*

### Riverwalk - Race Street to Cedar Street Bridge

In 2017 the City continued to take strides to expand the City's Riverwalk system. The most impactful decision was to proceed with the acquisition of two properties that came up for sale by the previous owner that were immediately adjacent to Cedar Street to the west. The City acquired the single-family home located at 209 north Cedar Street from the Center for Hospice Care, who in acquiring the property from the previous property owner offered higher than appraised value as an incentive for that owner to sell. The acquisition of this property allows for the immediate connection of the Riverwalk to Cedar Street on the north side of the river. Previously, the Riverwalk connected to Madison Street because of the City's inability to acquire this home. This walkway should be constructed in the spring or early summer of 2018.

The City also acquired the Quilting Loft, a commercial business that was located at the southwest corner of the intersection of Lincolnway and Cedar Street. This was the last "full" property that was required to make the connection from behind the Police Station at the dead end of Race Street to connect to Cedar Street on the south side of the river. Since acquiring these properties the City has entered into a professional services agreement with DLZ of Indiana to finalize preliminary plans that would allow the City to start making offers on the partial properties needed to complete this section of the Riverwalk. We also had DLZ submit an application to receive federal funding for the widening of the Cedar Street Bridge to accommodate a wider protected walkway on the west side of the bridge. This application was made possible by the City's acquisition of these two properties. Our understanding is that based on the limited availability of federal funds being provided to this region, right now the soonest this bridge widening could be funded would be in 2023.

### Regional Cities Phase II

In August of 2017, the City submitted an application to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, only a \$114,000 was awarded to the City.

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

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

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

The design as currently envisioned includes a variety of components:

### Signature Café

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

### Ironworks Plaza

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

### Skating Path / Winter Activity Area

The skating path winter activity area, not only provides an activity, but in connecting it to the Signature café, the close location of other restaurants, the downtown, and the Riverwalk, the amenity has the ability to attract people even if they are not directly participating in the skating. We love Elkhart's NIBCO park, and wanted to use a similar theme but place it in an environment with a diversity that adds to the attraction. We are looking at this as a Mishawaka scaled version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing and restaurants all contribute to the activity. The skate portion of the building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage. If constructed, this facility will likely replace the City's current rink in Merrifield Park which is at the end of its life and is in need of replacement.

### Picnic Area / Beer Garden / Restrooms

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

### Cable-stayed Bridge Lighting

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

### **Habitat for Humanity - Carter Work Build**

I was originally hoping to announce this event at last year's State of the City Address but couldn't because of the timing of the announcement from Habitat for Humanity. So now, I am

pleased announce that the Habitat for Humanity Jimmy & Rosalynn Carter Work Project is occurring in the City of Mishawaka in 2018. This build, that has occurred internationally, is coming to Mishawaka in part to honor the contributions of local architect Leroy Troyer who has been a family friend of the Carter's and a contributor on the "Carter Work Build" project from the beginning.

The location at the northwest corner of the intersection of Byrkit Avenue and Jefferson Boulevard has taken shape with much of the necessary infrastructure being installed in 2017. We are proud to partner with Habitat for Humanity of St. Joseph County to bring a brand new neighborhood to Mishawaka that will bring many new families to the City in an area served by School City of Mishawaka. The City contributed part of the infrastructure improvements needed for the project totaling roughly \$300,000.

The build week will take place August 26-31, 2018 and volunteers should be able to sign up now. Having personally traveled to participate in this event, it is truly a spectacle worth participating in! The build will likely involve thousands, with more than 500 people a day on site. As in the past, we expect that Country singers Garth Brooks and Trisha Yearwood will join hundreds of volunteers from around the world for this one-week building blitz.

## **CONCLUSION**

### **Summary**

Although my summary highlights some of our ongoing efforts, I would encourage everyone 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**

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

# City of Mishawaka

## State of the City Address

### Departmental Reports for 2017





## **Mayor's Office**

*David A. Wood, Mayor*

*Lou Ann Hazen, Administrative Assistant*

*Debra Gregg, Secretary*

The Mayor's Office continues to represent the entire City of Mishawaka giving support to all City offices, businesses and citizens alike. Public service is foremost in the mind of this office, and we continue to provide the world-class service that our foundation is based upon.

In an age of automation, we continue to answer our telephone personally serving and helping each and every person who calls our office. We serve the people of Mishawaka honorably, faithfully and diligently and do our best to answer every question, big or small, that comes our way. If we don't know the answer, we will find it.

Following are just a few highlights of significant happenings in 2017.

### **2017 Mishawaka Drum Major Awards**

#### *Gary West*

Gary West is as responsible for Mishawaka's growth and development as any other single public servant in City history. Gary is a leader and has been the driving force behind many of the significant projects that have occurred in Mishawaka during his 32 years as the Director of Engineering under four different Mayors. Gary conceived and implemented programs in the City that have improved the quality of life for homeowners, residents, and businesses and provided security and opportunity to untold thousands through his commitment to improving Mishawaka's infrastructure.

Gary served as President and Board Member of the Board of Public Works and Safety for the City of Mishawaka, President of the Osceola Little League, President and Board Member of the Taper Lock Credit Union, Member of the Mishawaka 4-H Club, Mishawaka School PTA, Mishawaka High School Band Boosters, Mishawaka Alumni Club and was coordinator for the Mishawaka 4-H Model Building and Rocketry program for over ten years. Gary has served on many committees for School City of Mishawaka; the most notable during the combining of the two middle schools in our City, Beiger and John Young Middle School.

Gary has worked tirelessly to ensure that he has had a positive influence on his colleagues and every project that he has encountered during his career. Gary is married to Ellen and is the proud father of three and an even prouder grandfather of two. Gary retired from the City of Mishawaka on November 30, 2016 and will be greatly missed.



*Gary West - Drum Major Award Recipient*

### Jimita Potter

A Mishawaka native, Jimita Baldoni Potter, has family heritage of community and political involvement. When she moved back to the area in 1991, she wasted no time getting involved in the community. She joined the Junior League of South Bend, and soon coordinated the Silent Witness initiative with the YWCA that highlighted the plight of battered women. She has been a tireless member of the Junior League over the last 25 years working on numerous community projects, working on the Board and eventually rising to the Presidency of the Junior League. A senior member, she now enjoys mentoring young members like her daughters. Through the Junior League, she became involved with the Dismas House, supporting non-violent offenders as they make the transition back into society. She has supported this organization for many years, sat on its board and is a recent past President.

Jimita has also been involved with her alma mater, Mishawaka High School, supporting and serving on the board of the Mishawaka Education Foundation. She has been active in the community for almost 25 years while working full-time as a teacher for 12 of those years at the Byrkit Alternative High School. Working with at-risk kids and watching them successfully complete their high school education account for many of her most rewarding moments. She continues her volunteer efforts through many initiatives at her current employer, Notre Dame.

### Timothy Hacker

Timothy J. Hacker retired from AM General in 1986. Tim was the UAW election chairman for 36 years and for the past 17 years has served as the UAW Retiree Chairman. Tim has always made a strong commitment to community and public service in St. Joseph County. For the past 40 years, he has been involved in helping the Toys for Tots, various food drives and food basket preparations during the holidays, provided rides for vets and senior citizens to the doctor's office, and provided rides to voting places on election day. Tim has used his classic car collection for community parades, weddings and charities.

Tim served as a member of the St. Joseph County Circuit Court Jury Commission for 14 years. He is a recipient of the United Way of St. Joseph County Hero Award and is a member of Landmark Missionary Baptist Church. Tim was married to Sharon for 46 years and they raised three wonderful daughters.

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

The City of Mishawaka has always been proud to call themselves partners with the Mishawaka Business Association and has been supportive of the many events that the MBA hosts each year. Each year the MBA holds their Annual Dinner and Meeting in February to honor citizens who contribute greatly to our community and announce the Mishawaka Business and Person of the year award.

This year the Mishawaka Business Association felt it was important to “honor their own” and gave special recognition to their longest serving members:

- 1st Source Bank
- Mutual Bank
- Christianson Furniture
- Bingham & Loughlin
- Doc Pierce's Restaurant

Special recognition was also given to men’s basketball coach Mike Lightfoot of Bethel College. Mike Lightfoot guided one of the most successful NAIA programs in the country and retired at the end of the 2016–17 season after a 28-year career with the Bethel Pilots. The Pilots have been equally successful in the classroom under Lightfoot where 98% of his players have graduated.

This year’s event was emceed by Gary Sieber and the keynote speaker was award-winning comedian, Brad Tassell. A “homegrown Mishawaka man”, Tassell returned to the City of Mishawaka and entertained MBA members and their guests. He is the bestselling/award-winning author of *Don’t Feed the Bully*, which is read by more than 6000 students in classes each year.

### MBA Person of the Year

Considering the recent support given by the Mishawaka Republican Party Chairwoman, Jan Winn and City Clerk, Deborah Ladyga-Block in the passing of the School City of Mishawaka referendum, the MBA felt it was fitting that these two women be named Persons of the Year. They showed how two political parties could come together for the betterment of the Community. They both worked tirelessly to support School City in educating the public about the upcoming referendum; transparency was the key to passing of this referendum and these two women were the “cheerleaders” in this campaign to make sure that all Mishawaka citizens understood the importance and the meaning of this referendum. Jan and Deb were humbled by the award as they have both been in public service their entire lives and are proud to call the City of Mishawaka their home.

### MBA Business of the Year

Locally owned and operated, Zolman’s Tire & Auto Care has serviced the automotive, tire, and wheel needs of customers throughout Michiana for the past 39 years. Bud and Diane Zolman moved to Mishawaka in 1978 and over the years have expanded into seven locations throughout Michiana. A family business in every sense, Bud’s experiences were being taught and soaked up by his son, Nate. Growing up around the business, Nate developed a love and passion for all things automotive. He knew that his goal was to someday earn the right to carry the family name and business into its 2<sup>nd</sup> generation and after graduating from Ball State in 1992, Nate started as an entry level employee and worked harder, longer, and faster than everyone else to move forward. Zolman continues today to be the best it can be at what it does—taking care of Michiana!

### **Optimist Club Student Honorees**

Each year, members of the Mishawaka Optimist Club honor the achievements of a select few Mishawaka graduating students based not only on their accomplishments in their studies but also in their non-classroom activities. These students take part in bettering our community and our world through their optimistic set of values. Optimists consider the Optimist Creed to be the hallmark of Optimism and these honorees exemplify its message. Mayor Wood was honored to attend the breakfast and present these exemplary students



with the Optimist Award. Congratulations to the 2017 Optimist Club student honorees:

- Marian High School: Mackenzie Hester, Alex Dlugosz
- Mishawaka High School: Erin Czyz, Anthony Rector
- Penn High School: Samantha Miller, Luis Muro

### **Mayor's Youth Advisory Council**



*2016-2017 Mayor's Youth Advisory Council*

The 2016-2017 Mayor Dave Wood Youth Advisory Council had a tremendous amount of interested students nominated by their peers, school counselors, teachers, community members and parents. The application process was rigorous with over 50 applications sent to interested students. This year we decided to try something different and since there were four adult coordinators, we would allow 40 students; ten per adult coordinator. This would enable more students to take part in the Youth Council this year since there were so many interested. Needless to say, it was a challenge. Not that we couldn't handle 40 students at a time, rather it was the issue of field trips. Our group was large, so it was difficult for the different businesses and city departments to handle the group of 40 at one time. This was a successful year in that we had so many students who wanted and were able to take part in our group.

This year we gave the students many opportunities to learn about their local government and City of Mishawaka Departments. We visited the Mishawaka Police Dept., Mishawaka Fire Dept., Mishawaka Electric Linemen Training Facility, Mishawaka Parks Department, Mishawaka Food Pantry and participated in a mock council meeting with ND law students giving advice and guidance.

The students collected money and food for their largest community service project, the Mayor's Thanksgiving Food Drive, and again were able to provide 60 Mishawaka families with a full Thanksgiving dinner and stock the shelves of the Mishawaka Food Pantry. They volunteered many hours of community service giving their time to



*Youth Advisory Council Thanksgiving Food Drive*

help at City of Mishawaka functions and volunteered for different non-for-profit Mishawaka organizations. It was another successful year for these students and our community alike. Following are the members of the 2016-2017 Mayor Dave Wood Youth Advisory Council:

Members:

- Marian High School:* Alexia Alvarado, Marielle Corbett, Madeline Dennison, Emma Griesinger, Hannah Majewski, Taylor Ryan-Sizemore (*Secretary*), Gina Tordi, Natalie Winters, Abbey Wood (*President*) and Michael Wuszke
  
- Mishawaka High School:* Kerri Clark, Luke Kasznia, Austin Laymon, Skylar Madison, Devyn Miller, Abigail Mueller, Parker Norris, Skylar Norris, Jacob Orbin, Lindsey Pelletier, Maxwell Pickenpaugh, Gabrielle Reinoehl, Alexandria Shide, Kaitlyn Vandygriff, Kaitlin Ward and John Zylstra
  
- Mishawaka High School:* Jack Bender, Kyle Cocquyt, Samantha Grocock, Reis Kennedy (*Treasurer*), Alexis Marks, Logan McGuire (*Vice President*), Collin Pica, Evan Pica, Bo Schuster, Hannah Smith, Celine Wang and Maya Wright

**Proclamations**

The City of Mishawaka Mayor’s Office issues Proclamations each and every year. I am proud of the events we celebrate in our city and some years are busier than others. This year was celebrated with Proclamations and following are the events that called for a City of Mishawaka Proclamation:

Retirements:

- Linda Dotson, Mishawaka Clerk’s Office, 20 years 01/03/2017
- Ross Portolese, Mishawaka Plan Commission, 30 years 01/10/2017
- Gary West, City Engineer, 32 years 01/25/2017
- Dave Kyle, Mishawaka Water Department, 17 years 03/02/2017
- Michael L. Mezykowski, Mishawaka Wastewater, 23 years 03/08/2017
- Matthew Breden, Mishawaka Fire Department, 27 years 04/19/2017
- Wayne Ryan, Mishawaka Fire Department, 33 years 09/21/2017

Other Notable Proclamations:

- Arbor Day 04/28/2017
- Worker’s Memorial Day 04/28/2017
- National Day of Prayer 05/04/2017
- Wound Care Awareness Month 06/05/2017
- Dr. Bryan Glenn – 21 years of Service to the Community 06/15/2017
- Pete Stebbins – 90<sup>th</sup> Birthday Celebration 06/25/2017
- Celebration of Michiana Women Leaders 08/26/2017
- Citizens in Alliance w/Police Program – 10-year anniversary 08/27/2017
- Manufacturing Day 10/06/2017
- Mackey & Miles Day – B100 Radio 10/31/2017

## **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, we continue to work with the Police Department regarding this matter.

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

### **Conducting the Legislative Business of the City**

During 2017 the City Clerk's Office and Council handled the legislative business of the City which included:

#### **COUNCIL BUSINESS 2017 REPORT**

| <b>Proposed Ordinances</b> |    |
|----------------------------|----|
| Proposed Ordinances        | 50 |
| Carried over from 2016     | 2  |
| Ordinances withdrawn       | 2  |
| Ordinances Passed          | 50 |
| Proposed Ordinance Failed  | 0  |
| Annexations                | 2  |
| Alley Vacations            | 3  |

| <b>Resolutions</b>              |    |
|---------------------------------|----|
| Resolutions                     | 29 |
| Carried over from 2016          | 2  |
| Resolutions passed              | 31 |
| Withdrawn                       | 0  |
| Failed                          | 0  |
| Honoring Individuals or Schools | 5  |

### **Ordinance Violations Bureau**

The Ordinance Violation Department collected \$7,450.00 in fines during 2017:

| <b>Collections</b>         |            |
|----------------------------|------------|
| Code Enforcement Citations | \$4,500.00 |
| Animal Citations           | \$50.00    |
| Police Citations           | \$300.00   |
| Police False Alarms        | \$2,350.00 |
| Fire Prevention Citations  | \$100.00   |
| Planning Code Violations   | \$150.00   |

Once again in 2017 most of these fines were written from the Code Enforcement Department who diligently keeps an eye out for violators of the Municipal Code and City Ordinances. They also work with the St. Joseph County Humane Society who writes citations for animal violations. Police Citations consist of Noise Ordinance violations, Curfew Violations, and False Alarms just to name a few. The Fire Department enforces fire lane violations and False Alarms.

Beginning in 2017 the Clerk's Office took over the writing and sending of Police False Alarm Citations to ease the burden on the Police Department and to ensure the timely processing of citations and enforcement of the code. In 2017 we saw an increase from \$175.00 collected in 2016 to \$2,350.00 in collections last year.

Krisor and Associates continues to set hearings and try to collect outstanding fines for the Ordinance Violation Bureau. \$3,154.08 was collected by Krisor and turned over to the City in 2017.

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

The Clerk's Office will continue to support the Common Council, City Departments, the Administration, and our citizens. We strive to find ways to increase efficiencies and elevate the level of service we provide. Much of the Princess City History is in the Clerk's Office and it is our duty and privilege to maintain these records for future generations.

## **Controller's Office**

*Rebecca Miller, Controller*

The Controller's Office has a staff of seven full-time employees: the Controller, Deputy Controller, Purchasing Agent, Payroll Clerk, two Accountants and one Bookkeeper.

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 and ratepayer'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

Although the City received nearly a 100% tax collection in 2017, it was offset by \$4.9 million in property tax losses due to tax caps known as the "Circuit Breaker". Due to this loss of revenue we must continue to plan and budget conservatively to deliver the exceptional services our citizens are accustomed to receiving.

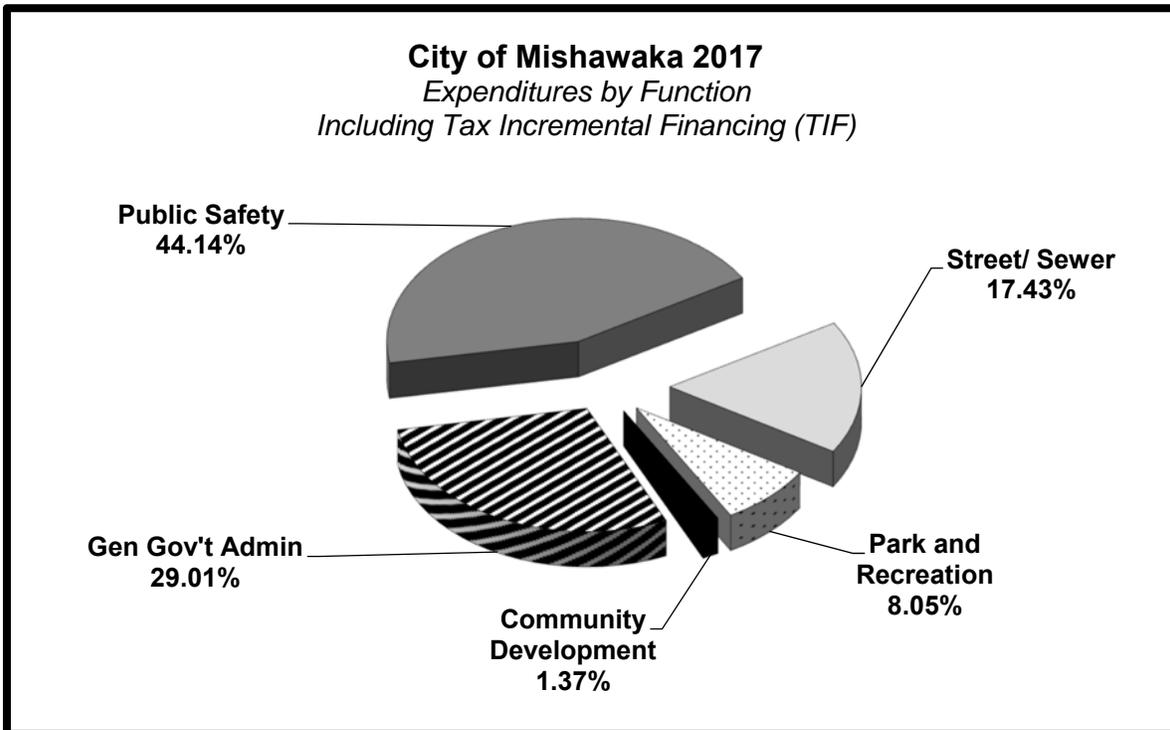
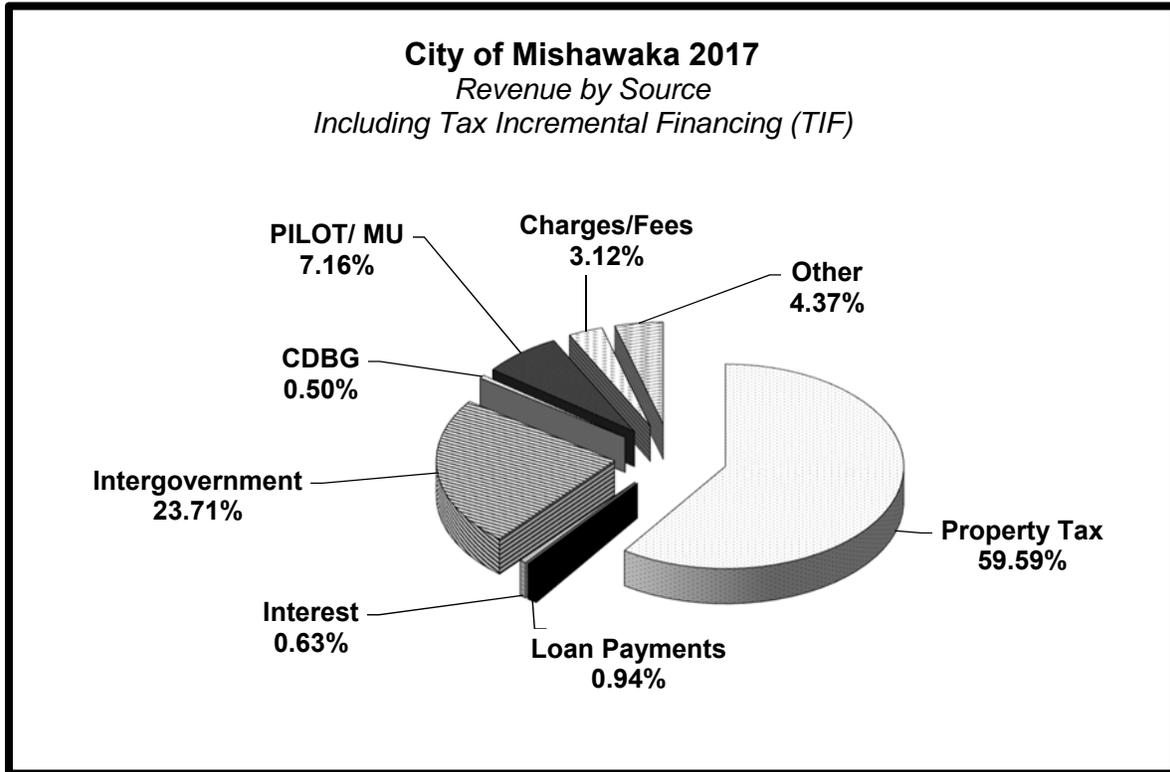
Making sure that funds are deposited and accounted for on a daily basis results in considerable savings to Mishawaka citizens. This cash handling procedure assures that the City's funds are available for any interest earnings in a timely manner. The Controller's Office prides itself on being good stewards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

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

The cash balance in the General Fund increased \$1.66 million from \$4,730,384 to \$6,392,197. We continue to budget conservatively to increase our cash reserves. This is critical as we face additional property tax losses in the future.

The total Civil City budget for 2017 went down 4.5% to \$50,454,983. The General Fund budget decreased 5.7%, MVH 2.4% and Parks and Recreation increased 2.4%. Reductions in capital spending and fuel costs resulted in the decreases, with utility and insurance costs being the main reason for increases. In 2017, the wage increase for employees was 1.0% for the third year in a row.

These charts show the revenue sources and expenditures for 2017.



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

| Year End General Fund Balance |                           |                           |                           |
|-------------------------------|---------------------------|---------------------------|---------------------------|
| 2014                          | 2015                      | 2016                      | 2017                      |
| \$2,075,521                   | \$2,877,933               | \$4,730,384               | \$6,392,197               |
| Tax Rate History              |                           |                           |                           |
| 2014                          | 2015                      | 2016                      | 2017                      |
| \$2.0062<br>+5.11%            | \$1.8795<br>-6.32%        | \$1.997<br>+6.25%         | \$1.999<br>+.07%          |
| Assessed Value History        |                           |                           |                           |
| 2014                          | 2015                      | 2016                      | 2017                      |
| \$1,303,292,258<br>-1.97%     | \$1,372,100,311<br>+5.28% | \$1,341,719,802<br>-2.21% | \$1,391,035,674<br>+3.68% |
| Budget Book Totals            |                           |                           |                           |
| 2014                          | 2015                      | 2016                      | 2017                      |
| \$53,144,344<br>+1.59%        | \$49,964,351<br>-5.98%    | \$52,926,916<br>+5.93%    | \$50,545,983<br>-4.5%     |
| Wage Increases                |                           |                           |                           |
| 2014                          | 2015                      | 2016                      | 2017                      |
| 1.5%                          | 1.0%                      | 1.0%                      | 1.0% + \$500              |

New in 2017 was the full inclusion of the Mishawaka Utilities financials into the City's financial software. This, together with the shifting of new and old employees, has allowed our office to reduce our workforce by two full time employees. This follows a reduction of two full time employees previously.

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*

*David V. Bent, Assistant City Attorney*

*Robert C. Beutter, Assistant City Attorney*

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

In 2017, 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 Kile, Assistant Director*

*Dawn Krop, Office Manager*

*Josh Callander, Safety Department Coordinator*

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

In 2017, the City of Mishawaka Activate Health Clinic saw tremendous participation from City employees and their spouses. Among the clinic's 4,728 appointments, 82% of employees and 80% of insured employee spouses visited the clinic at least once in 2017. 6,874 prescriptions were filled on-site at no charge to employees. The clinic expanded its hours in 2017 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 2017, Human Resources received 487 applications for employment and hired 24, including 6 police officers and 5 firefighters, bringing the total workforce to 551. Seasonal employment increased the total by 110 in our Parks and Central Services departments. The workforce was reduced by 28 separations, including 14 retirements. 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. While 2016 was our most outstanding year for the lowest amount of OSHA recordable injuries and illnesses, it was nearly matched in 2017. The past 2 years have been the lowest 2-year cycle on record. It has been over 9 years since anyone at City Hall has missed any time due to a work-related injury. It has also been more than 3 years since anyone at the Electric, Water or Parks Departments has missed any time due to a work-related injury. The City's Safety Committee, consisting of departmental representatives, will begin its 12<sup>th</sup> consecutive year of meeting to discuss safety enhancement. The increasingly proactive approach to safety by our employees has been evident, and we will continue to be innovative when it comes to the overall safety of the employees of the City of Mishawaka.

## **Information Technology Department**

*Patrick Stokes, Director*

The Information Technology Department is responsible for the oversight of the City's computers, printers, copper and fiber network infrastructure, audiovisual systems, VoIP phone system, building access systems, fire monitoring, security monitoring 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.

The past year was very busy for our department. We finalized our Riverwalk camera project that covered the following parks: Beutter, Merrifield, Crawford, Kate's Garden, Lincoln, and Central Park. This year we began plans to expand the system to cover the entrances to restroom and mechanical facilities due to vandalism. We are also planning to install cameras to cover the Columbus statue on Mishawaka Ave.

The past year we continued to expand our building access system. We installed the following systems at our Utilities Business Office: building access, security and video surveillance systems. The expansion of our building access system has been useful for our 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. As we work to upgrade our users there is a mix of older workstations with Windows 7 with Office 2010 while users with new workstations are on Windows 10 and Office 2016.

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

## **Central Services**

*Tim Ryan, Director - Central Services / Street Commissioner*

The Central Service Division was created in 2010 with the merging of several departments. The Central Services is divided into five divisions within itself. They consist of the Street maintenance, Grounds maintenance, Building maintenance, Fleet maintenance and Traffic Division.

### **Motor Vehicle Highway**

Motor Vehicle Highway, more commonly known as Street Department, is an essential part of the Central Services Division. The Street Department is responsible for the maintenance of all the public streets in the City of Mishawaka. The 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.

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 in December. During this time, we make one complete pass through the city on a weekly basis. This program is one of the most successful programs in the area, serving the citizens of Mishawaka with pick up opportunities up to seven times over the course of the program. During the 2017 season, we removed 12,088 cubic yards of leaves.

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

### **Traffic Department**

The Mishawaka Traffic Department recorded 895 tasks in 2017 at a cost of \$39,088. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs.

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

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

## **Grounds Maintenance**

It is the responsibility of the Central Services Department to maintain all green areas of city owned properties consisting of nearly 700 acres. We are currently on a 5-day mowing schedule that has 8 full-time employees and up to 8 seasonal workers. Some of our smaller projects include weed eating, edging, blowing off sidewalks, picking up trash and tree removal in all City parks. Some of our larger projects include stump grinding, cutting down trees along the Riverwalk and pouring concrete 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 snow on nearly 15 miles of sidewalks. These areas include the Riverwalk, all City lots, business office, City Hall, sidewalks on all bridges and all other walkways adjacent to city-owned property.

Some accomplishments performed by Central Services in 2017:

- Installation of the Twin Branch Playground
- Installation of paver bricks on Riverwalk

## **Building/Facilities Maintenance**

It is the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 300,000 square feet of city owned buildings. Some examples are the Fire Stations, Police Department, City Hall and other business offices. The Maintenance Department addresses plumbing, electrical, lighting, and general environmental issues in and around these facilities. In addition, we maintain an extensive amount of irrigation systems surrounding these buildings and parks within the city.

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

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

## **Fleet Maintenance**

The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utility vehicles. These services range from oil changes to engine rebuilds. In 2016, Fleet Maintenance recorded 1,223 repairs at a cost of \$232,425. The City of Mishawaka also used 183,228 gallons of unleaded gas and 87,814 gallons of diesel fuel at total cost of \$450,321. With the addition of the automated carwash, we were able to provide 6,126 washes in 2017.

## **Parkview Apartment Fire**

I would like to recognize two Central Service employees for their selfless act on Wednesday, July 19, 2017.

On that evening, Adam Gilson and Brandon Voorde were scheduled to work the Kamm Island Fest at 7:00 pm. They rode to work together and stopped at the gas station on the way in. When leaving, they noticed smoke coming from the Parkview Apartments. They pulled over to the side of the road and called 911.

While waiting for Dispatch to answer, they noticed that there were tenants or bystanders standing outside the dwelling. After informing Dispatch about the fire, they ran to the apartment building. The first section door was locked, so Brandon forced it open and placed a rug in front of the doors to keep them from closing shut behind them. The first two sections of the building were quickly filling with smoke, so they worked together, pounding on doors, yelling "FIRE" to get the tenants attention and help them to get out to safety. Brandon helped an elderly person, with their oxygen tank get out of the basement in one of the sections. Adam escorted a mother and several children out from the top floor of another section. The mother carried some of the children, and Adam carried one and held onto another's hand until they were safely outside. Both men ran back into the building checking all four floors, in each section, until everyone was out safely.

When the Fire Department arrived, Adam and Brandon informed them which rooms were locked and there was no answer, and which ones were clear. When they asked the Fire Department if there was anything else they could do, they were told by MFD that they had already helped enough. When they called me to let me know what had transpired, I asked them to get some trucks and barricades to block traffic. They waited at the scene for me to arrive and relayed this heroic story to me. They then left and proceeded to Kamm Island to finish the balance of their overtime for the night.

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

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

The City was fortunate to fill the Assistant Director of Engineering position in August 2017. The Assistant Director continues to be responsible for review of all site plans, subdivisions, variances, rezonings, and annexations for conformance with current engineering standards and specifications including: stormwater management, site access, sanitary sewer connection, erosion and sediment control, and overall plan conformity. Additional responsibilities include:

- Review construction plans and specifications for improvements of public streets, sewers, and drainage in proposed subdivisions
- Assist consultants, developers, land owners, and contractors with determining feasibility of potential projects to help streamline review process
- Work with consultants to complete design plans and cost estimates for various public infrastructure projects
- Facilitate as-built drawing process once construction is complete

- Coordinate with Wastewater Treatment staff, consultant Lawson-Fisher & Associates, and Bethel College staff in the development and implementation of the MS4 Program
- Participate in the Michiana Stormwater Partnership, which is a local MS4 Educational Committee focused on providing the community with information on the importance of good environmental stewardship
- Serve as City of Mishawaka representative on the St. Joseph River Basin Commission, where various topics related to the water quality within the watershed are discussed
- Oversee GIS staff personnel

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

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

The Traffic Manager oversees the operation of the City's traffic signal management system and coordinates repairs by the City's maintenance contractor. The Traffic Manager is also responsible for addressing citizen complaints, 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 land acquisition documentation and project files, processing purchase orders and payment applications, and processing utility excavation permits and sanitary sewer construction and connection applications and permits. The Project Coordinator is back-up for City address assigning and assists the President of the Board of Public Works and Safety.

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

The Locate/Permit Coordinator is responsible for reviewing all locate tickets, updating the locate database, and gathering historic sewer as-built information for distribution to the Sewer

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

### **GIS (Geographic Information Systems) Staff**

The GIS staff includes the GIS Director and GIS Coordinator. Beginning in the fall 2017, the GIS staff now reports to the Assistant Director of Engineering. The GIS staff is responsible for managing the overall Citywide GIS technology including:

- Creating and maintaining all base map layers including aerial photography, building outlines, road edges, hydrology, streets, addresses, business locations, and other data layers
- Managing 11 data servers and administering databases on them
- Maintaining all aspects of GIS software including installs, upgrades, applications, and technical support for all City employees utilizing GIS
- Assisting in interfacing primary GIS software with other software systems including permitting, inspection management, and other department-specific applications
- Providing and maintaining online web-based maps available to the public and City internal use only
- Creating mobile map applications for field editing on mobile devices
- Coordinating other interagency projects related to GIS

### **Engineering Services**

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

The Department also investigates complaints received from residents throughout the City to resolve concerns within their 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 2017 over 8,500 locate tickets were processed, resulting in over 1,900 sites which required underground facilities to be located. When these locates are required for an ongoing project, remarking of the facilities is required every 3 weeks.

### **Excavation Permitting and Sanitary Sewer Connections for 2017**

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.

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 2017, Engineering issued 573 Excavation Permits generating \$13,970.00 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 2016 when \$11,830.00 was collected from 570 Excavation Permits. In addition, there were 162 Sanitary Sewer Connection and Inspection Permits issued in 2017 that totaled \$286,789.11 compared to \$173,320.34 collected from 124 permits in 2016. The increase in Sewer Connection and Inspection Permits has 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 owners of single family dwellings from paying catastrophic sewer lateral repair costs. The homeowner is responsible for paying all routine sewer lateral cleaning costs, and if the lateral requires repair, they pay the \$250 deductible fee for an owner-occupied home or the \$500 deductible fee for a renter occupied single family home. The Sewer Insurance Fund pays all repair costs in excess of the deductible for the repair of a private sewer lateral connection from the foundation wall of the home to the trunk sewer main. The costs of removal and replacement of public streets, curbs, and sidewalks as a result of the repair are included. The monthly sewer insurance fee for single family residential dwellings was increased to \$1.50 per month in 2008.

The fund is also occasionally used to replace existing sewer laterals that are located within sewer main replacement projects to minimize the need to excavate a sewer lateral in a newly reconstructed street. Fees collected in 2017 totaled \$228,187.83 with expenses of \$285,912.19. In 2017, the Sewer Department received 213 complaints of sewer lateral issues where 48 residents signed up for the Sewer Insurance Program. Of the 48 residents, there were 27 residential contractor repairs performed with an ending balance in the fund of \$250.00. The costs for the sewer lateral repairs ranged from \$1,295.00 to \$40,446.87.

### **Review of Commercial, Industrial, and Residential Developments in 2017**

The City continued to experience steady growth of proposed commercial property and residential developments. The Mill at Ironworks Plaza (290 W. Front Street), which is a mixed-use development in the downtown area adjacent to Beutter Park, is an excellent example of the momentum to redevelop the City's central business district. This four-story development will incorporate residential apartments, commercial storefronts, and a parking garage. The Reserve by Watermark Apartments (6205 N. Fir Road) is a 30 building apartment complex approved in

2017. The City once again collaborated with Habitat for Humanity and the Jimmy and Rosalynn Carter Work Project to build approximately 30 homes in Mishawaka. The infrastructure improvements for this project were approved and constructed in 2017 at the northwest corner of Jefferson Boulevard and Byrkit Avenue (The Fields at Highland Subdivision). Other site development projects approved in 2017 were the Dollar General Store (2806 Lincolnway West), AHEPA Senior Living Facility (1128 Dragoon Trail), Family Express Fueling Station and Convenience Store (1720 Union Street), Qdoba Restaurant (5310 N. Main Street), Heritage Financial 4 unit strip mall (5327 Grape Road), Portillo's Restaurant (5102 N. Main Street), United Federal Credit Union (4840 N. Main Street), Silver Birch Retirement Facility (3708 Hickory Road), and Pemberton Davis Office Expansion (902 and 916 E. McKinley Avenue).

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

During 2017, staff prepared for potential construction and post-construction audits by IDEM. City staff met with the IDEM inspector for our region for field training on IDEM soil erosion control expectations at private construction sites. IDEM will be choosing a subset of the regulated communities for the in-depth audit in 2018. We are unsure if Mishawaka will be chosen as an audit site for 2018, but we will continue to handle construction and post-construction in accordance with applicable regulations to ensure that the results of a potential audit will be favorable.

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

The City continued its participation in the Michiana Stormwater Partnership (MSP), which is a consortium of all MS4s within St. Joseph County, to ensure consistent messaging and a pooling of resources. MSP works collectively to implement the public education and outreach programs required by each entity's NPDES permit. During 2017, the MSP again partnered with the Tippecanoe Partnership for Water Quality and other municipalities for the development of educational videos with messages targeted to statewide MS4 priorities.

Historically, the City contracted with St. Joseph County for Storm Water Pollution Prevention Plan (SWPPP) reviews. With the change in City staff, in 2017 the department duties were restructured giving the Assistant Director of Engineering responsibility of City SWPPP reviews.

The Indiana Association of Floodplain and Stormwater Managers (INAFSM), which supports MS4 education and outreach throughout Indiana, held 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.

2017 was the City's fourth year of the third NPDES permit term (5-years per each term). IDEM has indicated their MS4 Permit Program may undergo restructuring that may bring changes to the local MS4 programs, including the potential for revised permit requirements. Program efforts throughout 2018 will focus on continuing outreach education, erosion control permitting with construction site monitoring, and educating City staff in making any necessary adjustments to the City's MS4 program that result from program changes made at IDEM.

### **Fats, Oils, and Grease (FOG)**

The Common Council approved revisions to the Sewer Use Ordinance to cover fats, oils, and grease (FOG) in the summer 2010, which established maintenance requirements and provided a regulatory framework for recovering costs incurred by the City 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 2017 January restaurant license renewal. The list of food service establishments that fall under the provisions of the ordinances was reevaluated. As the program has grown and developed, additional food service establishment types have been identified for inclusion in the program. Those newly identified establishments were included in the registration and education for 2017.

### **Traffic Engineering Services**

#### *Maintenance and Operation*

Traffic Engineering is responsible for maintaining the effective use of the City's streets for the motoring public. This includes ensuring that the traffic signals are operating correctly, traffic signs are clearly and consistently displayed, and the City's rights of way are clear of obstructions. The following bullets details some of these efforts during 2017.

#### *Traffic Signals*

- Total of 63 traffic signals; all cabinets received an annual cleaning to protect the cabinet electronics, which includes replacing air filters and evaluating the LED bulbs and battery back-up system
- 13 school warning devices
- 2 intersections with four-way red flashers
- 2 intersections with all-way yellow warning flashers
- Completed 144 traffic signal maintenance repairs
- Additional repairs and maintenance of luminaires on traffic signal poles
- Additional repairs of guardrails

#### *Traffic Signage, Pavement Markings, and Dumpster Permits*

- 65 work orders issued for signage and pavement markings
- Annual inventory of all traffic control signage near public and private schools including repainting school crosswalks and replacing damaged, faded, or missing

signs, which maintains compliance with Federal guidelines as outlined in the Indiana Manual on Uniform Traffic Control Devices for all schools in Mishawaka

- 20 on-street disabled parking spaces were added following recommendation from the Mishawaka Police Traffic Division and approval by the Board of Public Works and Safety
- 13 on-street disabled parking spaces were removed since they were no longer required
- 49 dumpster permits were issued

### Traffic Studies, Modifications, and Traffic Commission

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

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

### **GIS (Geographic Information Systems)**

Geographic Information Systems, or GIS, is a computer technology that maps out location related elements along with associated data. It is estimated that 80-90 percent of all information kept by local governments have geographic location associated with it. Therefore, it is essential that the City use GIS technology to maintain the relationship between information and its corresponding geographic location.

The GIS staff oversees and coordinates the City's use of this smart mapping technology. This allows interaction within most departments, work performed out in the field, relationships with other agencies such as South Bend, St. Joseph County, and MACOG, and provides convenient visually oriented information for City employees, residents, and businesses to utilize.

Software, databases, and all related information must be created, maintained, and coordinated so that it all works together. Some City departments create and maintain their own data, while others rely on the GIS staff to maintain their data. One of the primary responsibilities of the GIS staff is to maintain and coordinate base mapping data such as aerial photography, building outlines, road edges, hydrology (bodies of water), streets, addresses, business locations, and many other data layers.

The GIS staff continues to manage 11 data servers and administer the databases on these servers. All aspects of the primary GIS software are maintained by the staff, including software installations, upgrades, and applications. This includes trouble-shooting when problems with GIS and related software are encountered. It also involves the interfacing of the primary GIS software with other software systems for permitting, inspection management, and other department-

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

The GIS staff also coordinates Mishawaka's interagency projects such as providing streets, addresses, and business locations to the St. Joseph County 911 Dispatch Center and providing updated residential addresses to the U.S. Census Bureau.

### GIS Projects

In 2017, the following projects were started and/or completed, beyond the normal tasks and responsibilities of the GIS staff:

- Coordinated upgrade of sanitary sewer video inspection software (GraniteNet) and integration with City GIS.
- Worked with new permitting software company (EnerGov) to integrate with City GIS.
- Initiated process of the Local Update of Census Addresses (LUCA) as part of the 2020 Census. GIS staff will continue to review, verify, and update all residential addresses to ensure complete and accurate population. Submission to the U.S. Census Bureau will be completed in early 2018.
- Developed plans and made preparations for major software upgrade of primary GIS software. Full implementation will take place in mid-2018.
- Started redrawing process of pavement edges throughout City limits to correlate with the many road improvements and updated aerial photography. Project to be completed by the end of 2018.

### **Construction Projects**

Engineering is responsible for plan development and construction management of public works projects. These construction projects are funded from several sources. In 2017 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 2017 totaled approximately \$10.2 million. Specific details of the 2017 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phase during 2017 are also discussed with intent of future construction.

### **TIF Construction Projects**

#### Douglas Road Improvements, Phase I

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 for Douglas Road from Fir Road to the eastern City Limits. The design plans include two travel lanes in each direction with a center left 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 magnitude of utility coordination, a phased approach to the project was necessary. Phase I construction began in August 2017 and includes utility extensions, stormwater management, and subgrade preparation. Phase I is scheduled to be complete in May 2018 with an estimated investment of \$1.2 million.

#### Ironworks Development Area Utility Design

The City entered into a developmental agreement regarding The Mill at Ironworks Plaza planned unit development bound by Front Street, Mill Street, Ironworks Avenue, and Hill Street. The City committed to utility improvements that was ultimately split into two phases. In 2017, the City completed Phase I of the sanitary sewer service improvements at Mill Street that will accommodate the future retail elements of the development. Sanitary sewer improvements in Phase I included a total City investment of \$72,000. Phase II is more extensive and will extend sanitary sewer, storm sewer, electric, and water in Hill Street and Ironworks Avenue. Construction is planned for 2018 at an estimated investment of \$300,000.

#### **2017 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. The project is impacted by the adjacent Cedar Street Central Service Facility site rehabilitation. The facility was demolished in 2017, and it is anticipated that the brown field requirements will be complete in 2018. The Cedar Street project may be programmed for construction once the rehabilitation is fully complete. At that time the project will include sewer separation, street reconstruction, concrete curb, and sidewalk with an estimated investment of \$1.2 million.

##### Douglas Road Improvements, Phase II

Phase II of the Douglas Road Improvements will include a five lane concrete street with two travel lanes in each direction with a center left turn lane, stormwater management that is sensitive to the adjacent Juday Creek, concrete curb and sidewalk, street lighting, and buried utility conduits. Due to the complexity of the corridor, the sanitary sewer, stormwater, and water main improvements have been constructed through Phase I in 2017. Phase II is scheduled for construction in spring 2018 with an estimated completion in the fall 2019. The total City investment is estimated to be \$3.5 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 street with landscaped islands. The project will also include a 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 gallons 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 design of Veterans Parkway progressed through 2017 and found it to be more cost effective to include the parkway project as part of the Douglas Road, Phase II bid process, which is scheduled to bid spring 2018. The City's investment is currently estimated to be \$4 million with a total investment of \$7.5 million for Douglas Road, Phase II including Veterans Parkway.

#### *Grape Road and Douglas Road Right of Way Study*

The parcel located at the southwest corner of the Grape Road and Douglas Road intersection was proposed for redevelopment in 2017. A Douglas and Grape Road intersection study was initiated and completed in 2017 that identified the need for an ultimate build-out of double left turn lanes, two through lanes, two receiving lanes, and a right turn lane on each approach. The new owners partnered with the City to accommodate much needed intersection improvements by granting additional right of way for the parcel frontages of Douglas and Grape Roads. However, the full build-out will require additional right of way from all quadrants of the intersection and not just the southwest corner. Therefore, a phased approach to the improvements is planned with the initial phase including the Douglas Road right turn lane in conjunction with new development frontage. Construction is planned for spring 2018 with an estimated investment of \$800,000.

#### *Railroad Bridge Signage – Main Street Underpass and Church Street Underpass*

Both contracts for adding City of Mishawaka signage to each of the railroad underpasses were bid and awarded in 2017, but due to late season timing, the construction will begin in spring 2018. Main Street Underpass signage is an anticipated investment of \$126,000, and Church Street Underpass signage is an anticipated investment of \$148,000.

### **Public Works Projects**

#### *Community Crossings Grant*

In August 2016, the City was granted \$767,500, which the City must match, 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.

Due to the high volume of traffic on Grape Road, all milling and asphalt paving operations were bid to be performed at night. Four (4) inches of the existing pavement from Indian Ridge to Edison Road was milled and repaved with asphalt binder and surface. Damaged or failing curb and gutter throughout the project limits were removed and replaced. Curb inlets and manhole castings located within the pavement were also adjusted to grade where necessary. After paving was completed, new thermoplastic pavement markings were placed throughout the project limits, including grooving for all longitudinal pavement markings.



For the Dragoon Trail project, instead of milling, the pavement was scarified prior to paving. The only exception was the curbed section of pavement from Main Street to Bremen Highway, which was milled. Following the milling or scarifying, the street was then repaved with one and half inches of asphalt surface. Some areas required structural patching prior to milling or scarifying. New thermoplastic pavement markings were placed throughout the project. A ribbon cutting for the project, including the other two Community Crossings projects, was held on Friday, August 11.

As grant and matching funds were limited, the McKinley Avenue project was shortened to only include Charlotte Street to 500' east of Division Street. The existing pavement was milled and repaved with one and half inches of asphalt surface. After paving was completed, new thermoplastic pavement markings were placed throughout the project.

These three projects were completed in 2017 with a total City investment of \$1.55 million. In 2017, the City applied for the second year of Community Crossings Grants and received an award of \$650,000 matching grant for 2018 construction of various streets throughout the City.

### Summer Street Paving Program

With the completion of the pavement rating system, the Engineering Department and Street Department coordinated 23,000 linear feet of street milling, sealing, and resurfacing. The entire street was milled from curb to curb to remove 1" to 1.5" to retain as much curb exposure as possible. Milling expenses totaled \$154,000, resurfacing totaled \$501,000, sealing totaled \$47,000, pavement markings totaled \$23,000, and concrete work totaled \$29,000, for a total summer street paving program investment of \$754,000.

### Alley Paving Program

The 2017 Alley Paving Program surfaced 4,000 linear feet of alleys for an investment of \$75,000. A field inspection of each alley is conducted to determine the feasibility of paving the alley. The residents along the alley benefit from this work because of the reduction of the dirt and dust generated by traffic. The Street Department also benefits by not having to grade or apply dust palliative to the paved alley for many years. There are approximately 48.5 total miles

of alley that are open to the public, and a significant number of these have been paved by this program. In 2017 eleven alleys were surfaced with this program.

### *Curb and Sidewalk Program*

Instituted in 1986, this program encourages single-family homeowners to repair or replace deteriorated public curb and sidewalks adjacent to their property and provides for a 50/50 split of the repair cost of curbs, sidewalks, and drive approaches between the homeowner and the City. Since the beginning of this program, the cost for reconstruction of approximately 115,000 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 \$316,100 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 about 2,600 linear feet of curb and sidewalk to meet the current ADA standards and install new handicap ramps. The improvements were made along Elizabeth Street from Lawrence Street to Battell Street and along Ann Street from Grove Street to Broadway. The total investment was \$200,000.

### **Long Term Control Plan Projects**

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

The City's Long Term Control Plan (LTCP) was endorsed by the Common Council in January 2014, and Final Judgment was filed on May 23, 2014 by the United States District Court. The construction documents for the deep storage and conveyance tunnel and lift station/control structure were completed to 90% in the spring 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. The north interceptor is integral to the deep tunnel as it conveys major storm flows into it 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 reevaluate the LTCP as a whole. Since we are bound by a schedule and specific elements within the 2014 Consent Decree, we continued to progress the deep tunnel plans to 90% in good faith. Since technology has changed in the last ten years of the LTCP development, options were reevaluated in 2017 and concluded reopening negotiations with the US EPA and Department of Justice was necessary in pursuit of

relief. Official written notice was presented in November 2017 resulting in the first meeting scheduled for January 31, 2018. However, in parallel to renegotiation, the City will continue in good faith to progress projects that do not require the deep storage and conveyance tunnel to be viable.

### Linden Area Long Term Control Plan

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

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



Construction of Division A – Phase I began in 2016. This phase included large diameter (36” to 72”) trunk storm sewer in 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 was completed in 2017. The total investment for Division A – Phase I was \$1.7 million.

Division A – Phase II includes the continuation of the 66” storm sewer in Club Boulevard to Byrkit Avenue and in Byrkit Avenue from Club Boulevard to Linden Avenue. Construction was complete in 2017 with a City investment of \$1 million.

Division B includes the continuation of the storm sewer on Linden Avenue from Victoria Street to Miami Club Drive and Victoria Street and Miami Club Drive from Linden Avenue to Lincolnway. Construction was complete in 2017 with a City investment of \$1.4 million.

Division C includes the continuation of the existing 60” storm sewer with 42” storm sewer on Byrkit Avenue between Sixth Street and Eighth Street. Construction was complete in 2017 with a City investment of \$930,000.



Linden Area Divisions A, B, and C were also necessary in anticipation of the second phase of Twelfth Street Improvement Project, from Downey Avenue to Campbell Street, which will allow a storm outlet for the improvements on Twelfth Street. The Twelfth Street project is programmed through MACOG where 80% will be funded by INDOT/Federal Highway and the remaining 20% will be funded by a local match from the City. The Twelfth Street construction cost is currently estimated at \$7.5 million and has been programmed to bid in July 2018. It was 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.

Design of Linden Area Divisions N & P were initiated in the fall 2017 with anticipation of construction during 2018. These sections plus completion of future sections Linden L and M will fully separate the existing 60-inch sewer located in Byrkit Avenue. At that time, the 60-inch Byrkit sewer with the new twin 54” outfalls will be utilized as solely a storm sewer eliminating contribution to CSO. Exhibit A more clearly defines the magnitude of area these improvement projects serve.

## **Wastewater Funds**

### *Milburn Boulevard Area Divisions K and M*

Milburn Boulevard Area Divisions K and M are not included in the Consent Decree for the LTCP, but the City elected to continue the concept due to the positive results for the neighborhood. These Divisions included Hendricks Street, Queensboro Avenue, and Geyer Avenue (Ewing Avenue to Delaware Street). This project includes sewer separation, sewer lateral replacement, water service replacement, pavement, curb and sidewalk replacement, and continued investigation and lining of remaining laterals on Lincolnway. This project will be complete in early 2018 with an estimated City investment of \$2.1 million.



### Milburn East Area Design Project

The City elected to continue the redevelopment concept for Alabama Street, Jackson Street, and Burdette Street within the Milburn Area even though they are also not included in the Consent Decree for the LTCP. The improvement elements will include sewer separation, sanitary sewer lateral replacement, water service replacement, asphalt pavement, and curb and sidewalk replacement. The construction is scheduled for summer 2018 with an anticipated investment of \$2.1 million.

### **2017 LPA Design Project**

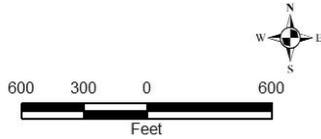
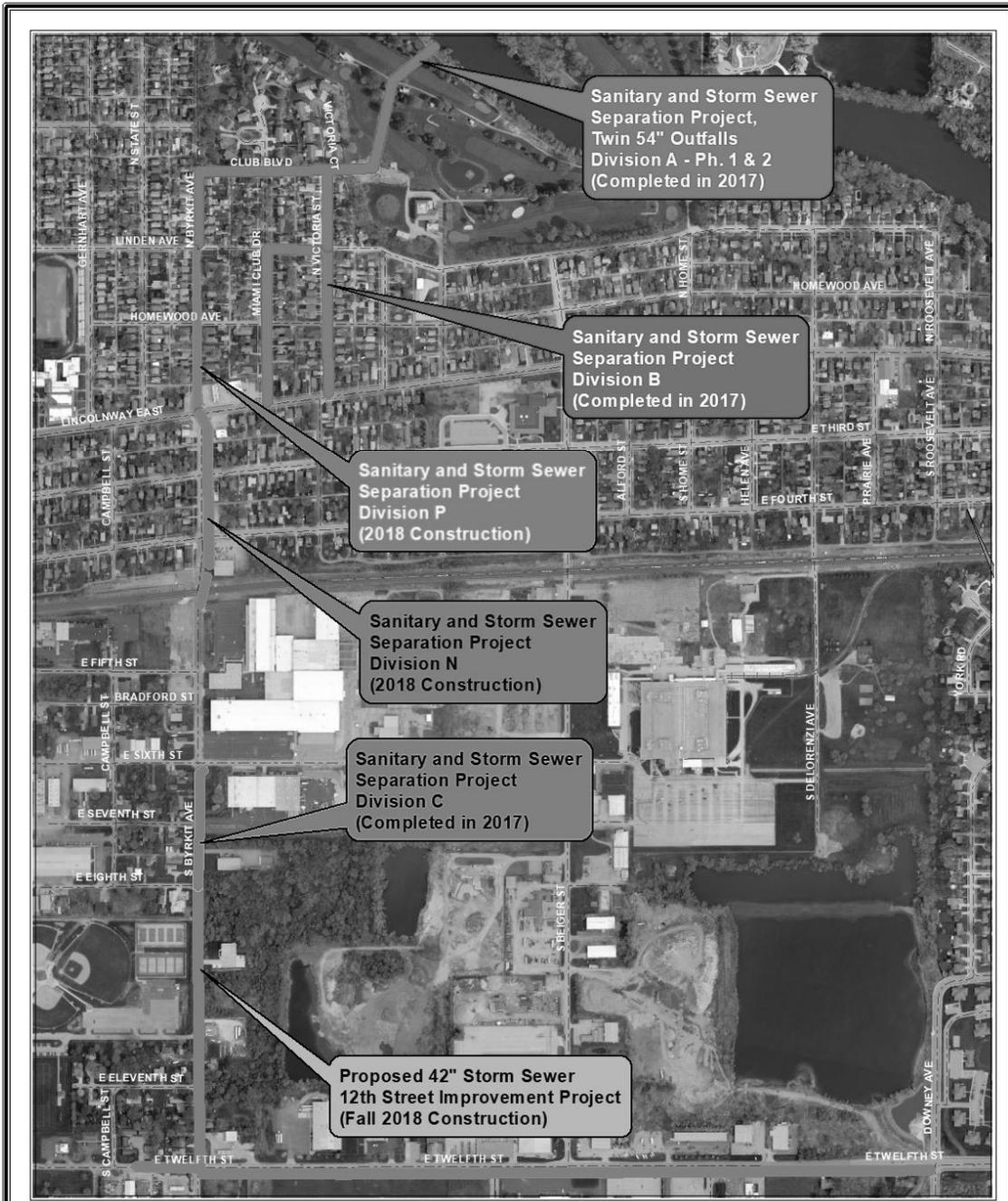
#### Twelfth Street, Phase II (Campbell Street to Downey Avenue)

The design for Phase II of the improvements on Twelfth Street, between Campbell Street and Downey Avenue, was completed in 2017. The additional right of way was acquired along the length of the project throughout 2016 and finalized in early 2017. Through 2017, utility relocation plans were reviewed and permits issued to multiple utility companies to complete their relocations before project bidding in July 2018. The project will widen Twelfth Street from its present two lanes to three lanes including a continuous center left turn lane. The street will be reconstructed along with curb and gutter, storm sewer, traffic signal, and street lighting. The construction is estimated to cost \$7.5 million, with 80% being federally funded. Due to the federal procedures for design, right of way acquisition, and utility relocation, it is anticipated that this project will begin construction in late summer 2018 and be completed early in 2020.

## Future Projects

| <u>Project</u>  | <u>Completion Date</u> | <u>Estimated Cost</u> |
|---|------------------------|-----------------------|
| <b><u>Wastewater Funded Area</u></b>  |                        |                       |
| Linden Area, Divisions N & P (LTCP) (Byrkit – Linden to railroad)                                     | Nov 2018               | \$2,250,000           |
| Linden Area, Division L (LTCP) (Byrkit – sanitary re-route railroad)                                  | Nov 2019               | \$700,000             |
| Linden Area, Division M (LTCP) (divert 42" Indiana to 48" Linden)                                     | Nov 2019               | \$3,900,000           |
| Milburn East Area (Alabama, Jackson, Burdette)  | Nov 2018               | \$2,250,000           |
| Milburn West Area (Berlin, Dale, Grand)   | Nov 2019               | \$2,200,000           |
| Crawford Park Connector Sewer Project   | Nov 2019               | \$3,250,000           |
| <b><u>TIF Area</u></b>  |                        |                       |
| Hill Street & Ironworks Utility Extension   | Aug 2018               | \$300,000             |
| Douglas Road at Grape Road (eastbound right turn lane)  | June 2018              | \$800,000             |
| Douglas Road and Grape Road Intersection (additional turn lanes)                                      | Nov 2019               | \$2,500,000           |
| Douglas Road Widening, Phase II (3000LF east of Fir Road)   | Nov 2018               | \$3,500,000           |
| Douglas Road Widening, Phase II (Veterans Parkway)  | Nov 2019               | \$4,000,000           |
| Main Street Left Turn Lane (south of Edison Lakes Parkway)  | June 2018              | \$780,000             |
| Cedar Street Improvements (Mishawaka Avenue to Edgewater)   | Nov 2019               | \$1,200,000           |
| Fourth Street (Laurel Street to Merrifield Avenue)  | Nov 2018               | \$1,300,000           |
| West St. Storm Relief Sewer – West St. (6th St. to 15th St.)  | Nov 2020               | \$2,450,000           |
| West St. Storm Relief Sewer – 8th St. (West St. to Logan St.)   | Nov 2021               | \$1,850,000           |
| West St. Storm Relief Sewer – 15th St. & 16th St. (Rose Park)   | Nov 2022               | \$3,200,000           |
| <b><u>LPA Project (FHWA w/ 20% Local Share)</u></b>   |                        |                       |
| Twelfth St. Ph II (Campbell St. to Downey Ave.) – Construction (80% Federal funds and 20% City funds) | Apr 2020               | \$7,500,000           |
| Twelfth St. Ph III (Dodge Ave. to Campbell St.) – Construction (80% Federal funds and 20% City funds) | Nov 2025               | \$7,800,000           |

Path: I:\gis\Vector\Engineering\Department\Mapfiles\10\_3\_1\Mayor\Year End\Figure X - Linden Area ABC, NP and 12th.mxd  
 Date: 2/16/2018 Time: 9:12:51 AM Author: User: jhansen



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

**Exhibit A**

## **Parks and Recreation Department**

*Phil Blasko, Superintendent*

Our focus for 2017 was on reinventing ourselves through community engagement, partnerships, and new programming. We are proud to report that the students from Twin Branch School were able to cut the ribbon on a brand new playground at Twin Branch Park, featuring inclusive play for kids of all abilities.



The students from LaSalle Elementary had the opportunity to act as architects and were able to share their ideas to help design the new Mary Gibbard Park. The renovations will feature a new splash pad, inclusive playground, BMX bike park, large pavilion, sports fields, and a new restroom. Lastly, the renovations to Merrifield Park will bring new life to Castle Manor, add new pavilions and extend the Riverwalk.



Our departments, focus on reinventing ourselves has also given us the opportunity to offer an Adopt-a-Park program, gardening club, seven new youth sports leagues, monthly Brunch and Classic movies, indoor summer day camp, preschool programming, our first annual Independence Day Celebration and Haunted House. Through new programs and events, we are now reaching our community, from preschool age children to senior citizens. We are proud to report that we have something for all ages and abilities at the Mishawaka Parks Department.

## **Partnerships**

The department is excited to report new partnerships with the following organizations: Crossroads Community Church, Young Adults program through School City of Mishawaka, The Indiana DNR, The Village at Arborwood, American Senior Communities, Mishawaka Business Association, Comcast Cares Day, National Fitness Campaign, and Patronicity. These partners have brought new life, opportunities, and programs and events, allowing community engagement at a level never before experienced.

## **Battell Community Center**

The Community Center has also continued with the overall vision for the Parks Department by expanding on new special events, youth and adult activities, partnerships, sports, and evening and weekend rentals. We're pleased the community is becoming more aware of the Battell Community Center and all that it has to offer. As a result, our evening rental space has become quite limited, with groups consistently utilizing the facility. We are active on Facebook and Instagram, allowing us to significantly increase event and program visibility, helping us to better reach and interact with the community.

The newly designed special events have not only grown in selection, but in attendance as well. The new Battell Community Center's "Spooky Night" was massively popular and benefited the Mishawaka Food Pantry. Our Trunk or Treat and The Haunted House proved to be a fun, safe and affordable alternative to trick-or-treating door-to-door. Candy was passed out by local businesses and city departments. A few additional special events include the Mom-to-Mom Sale, Small Business Saturday Craft Market, Family Fun Nights, Brunch and a Classic Movie, Grandparents and Me Series, and National Coffee with a Cop Day.

In June, we kicked off the new Lil' Explorers Adventure Day Camp! This was the perfect first camp experience and proved to be a nurturing introductory program for preschoolers. Our camp counselors did a wonderful job embracing the creativity and imagination of each child to create an inventive and inclusive environment.

Our partnership with Crossroads Community Church has been mutually beneficial, as they've become greatly involved in every event the Parks Department has hosted thus far. We look forward to continually building and maintaining these positive partnerships within the community.

## **Merrifield Complex**

The Merrifield Complex hit the ground running with new events and programs, as well as changes to the pool season fee structure. This pool season was kicked off by hosting the 5<sup>th</sup> Annual Blazin' Buffalo Swim Invitational. New to this pool season was our DJ night, where the community danced in the water and on the pool deck, the showing of *Moana* with the screen visible from inside the pool, and the birthday party area. All of these events and additions helped to raise our admission and concession revenue compared to 2016. This year, we were able to cut back on our seasonal costs greatly. Our very popular Central Park Splash Pad was able to stay open until September 17<sup>th</sup>.

The Merrifield Ice Rink closed early in February, due to the warm temperatures, but December turned out to be a successful month. Utilizing a new combination season pass with George Wilson Tubing Hill has given our community the opportunity to visit both amenities by purchasing one season pass. We were able to accomplish all of this, while also having no major injuries reported for patrons or employees.

## **Recreation**

With the expansion of the youth sports programing, we are experiencing positive momentum in the recreation division. The new energy is coming from the implementation of new t-ball, cross country, flag football, winter skills clinics, volleyball, and three soccer leagues. These new programs have grown in popularity, allowing us to connect with school age children, a population that we have worked hard to involve more consistently.

## **Special Events**

Our first ever Independence Day Celebration with a crowd of nearly 10,000 people was held at Central, Beutter and Kamm Island Parks. The day-long festival was filled with events and activities for people of all ages. The Mishawaka Heritage Festival paid homage to the ethnic, religious, and industrial heritage of the Mishawaka Community and featured local musicians, food vendors, and a new decorated bike parade. Our Winterfest experienced one of its largest crowds, which featured a new winter wonderland for Santa and the Elf Spaghetti Eating Contest. The Summer Concert Series was as popular as ever, featuring free family-friendly music at Beutter Park, Battell Park Bandshell, and the Eberhart Golf Course Clubhouse Deck. We are excited to offer our Thursday evening concerts this year at Central Park.



The Department partnered with local businesses to bring the first ever Small Business Saturday event. The new event concluded with the lighting of the Christmas Tree and the arrival of Santa. We also had the opportunity to host the Lineman’s Rodeo at Central Park. The Lineman’s Rodeo brought in teams from across the state to compete to find which city had the “best of the best” lineman.

## **Landscape Division**

In 2017, the Landscaping and Urban Forestry Division accomplished many significant goals, but three achievements stand out above the rest. The Department created an official Adopt-a-Park program to engage the community in park stewardship and conservation. We had over fifteen organizations and several individuals take part in a variety of tasks around the City and we expect this program to continue to grow and expand this year. Our most significant partnership in the Adopt-a-Park program is with the Young Adults program through School City of Mishawaka. This program, working with special needs students, has yielded rewarding work experiences with the students involved in the program. Weekly job shadowing and projects engage these students in the community, help provide valuable work experience, and bring joy to both the students and Landscape staff.

Our partnership with School City of Mishawaka has allowed the Department to utilize the Greenhouse at Mishawaka High School. The Landscape and Gardening program started last year, allowing students to become involved in growing flowers, learn about horticulture, and become involved in various park projects such as our wildflower planting areas. Students in this program were able to learn a great deal and two of them came to work on the Landscape Staff last year. These three partnerships have allowed the Department to expand the scope of what can be done in a year without having to increase or strain our budget. Partnerships will continue to expand and grow in the years to come and are a rewarding way to engage the community in outdoor activism.

The Landscape Division partnered with Comcast Cares Day, bringing the community together to clean the parks along the Riverwalk. Over 300 volunteers gave their time and effort to clean debris, rake mulch, lay mulch, plant flowers and complete other jobs to prepare the parks for the summer season.

**Eberhart-Petro Golf Course**

The season began with the purchase of twenty-six new Club Car golf carts, featuring our new GPS system for a better experience on our course. The GPS system gives us the capabilities to not only play more often during rain events, but golfers may now order food from their cart. The Eberhart-Petro Golf Course installed nineteen new bentgrass greens, which will give a new fresh look and experience for our patrons. The newly sodded greens are a blend of grass varieties that will improve putting and be more disease and drought tolerant.

**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 2017 were:

| 2017 Board of Parks and Recreation |                |
|------------------------------------|----------------|
| 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;
- Reduce blight and clear unsafe structures.
- Assist individuals and families with support through public services.

### **Staff**

The Department of Community Development staff facilitates and manages redevelopment and revitalization programs. They work with City officials and other City departments to implement the development activities approved by the Mayor, Common Council, and Redevelopment Commission. Community Development is currently staffed by three full-time employees.

Roger Shields has served as the Construction Manager for the department since 1997 and has played a vital role in the department’s programs such as spot blight demolition, Summer of Service, and Student Weekend. Roger also assists Code Enforcement with Weights 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 sub-recipients, serves as a clerk to the Redevelopment Commission, and many other filing and bookkeeping tasks throughout the department.

Laura Viramontes, Grant Manager, has been in her position since May of 2012 has handled the Neighborhood Stabilization Program (NSP) grants, Community Development Block Grant (CDBG) and HOME grants.

### **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.

| <b>2017 Mishawaka Redevelopment Commission Members</b> |                |
|--|----------------|
| Jim Pingel   | President      |
| Gary O’Dell  | Vice President |
| Kris Ermeti  | Secretary      |
| Dr. Gilbert Eberhart                                   | Member         |
| William Pemberton                                      | Member         |
| Janet Whitfield Hyduk                                  | Member         |
| Robert Beutter   | Attorney       |

## **Honoring the Service of Dr. M. Gilbert Eberhart**

At the end of 2017, Dr. Eberhart was struck with a sudden inability to continue to serve on the City's Redevelopment Commission in a full capacity. This section of the annual report has been assembled to honor and recognize his service to the City. Dr. Eberhart was past President and member of the City of Mishawaka Redevelopment Commission for over 34 years from 1983 to 2017. He was appointed by three different mayors. During his tenure, Dr. Eberhart was part of the leadership team that drove investment in the north side of the City including the Edison Lakes Corporate Park, the Main Street Bridge construction over the Indiana Toll Road, the acquisition and demolition of the former Uniroyal properties, the construction of the Main Street Underpass under the Canadian National Railroad, the construction of the Riverwalk, and many other projects.

A 1953 Graduate of Mishawaka High School, Gib married his high school sweetheart Barbara on June 8, 1956 and are the parents of three children, Kathryn Payne of Fishers, Indiana, Laurel Coppens and Brian Eberhart both of Mishawaka.

Dr. Eberhart started private practice of Dentistry in 1960 and retired in 2014. He is past President and Member of the Mishawaka, St. Joseph County and North Central Dental Societies. From 1960 to 1977 he provided charity dental care to the Children's Dispensary of St. Joseph County. He served on the Mishawaka Dental Society Fluoridation Committee resulting in the addition of fluoride to the City of Mishawaka's water supply in 1963 which resulted in a 60% drop in cavities of children. He was appointed to the State Board of Dental Examiners in 1977 serving for 9 years.

From 1979 to 2008 he served as an outside Director of Mishawaka Federal Savings then later Mutual Bank. In 1986 he was named Sagamore of the Wabash for service to the State of Indiana and in 1988 he was inducted into the International College of Dentists.

Dr. Eberhart served 8 years as a member of the Mishawaka Housing Authority. He was highly involved in the development of Battell School Apartments and played a significant role in public housing in maintaining housing for families in Barbie Creek Apartments and for the elderly and handicapped at Riverview 500 during this time.

Mishawaka is truly a better place because of his service and dedication to the City!

## **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 Community Development 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 2017 we were granted \$462,542 to focus on those directives, and we responded with the following programs: Spot Blight Elimination; Summer of Service; Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding.

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

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$70,689 in CDBG funds in program year 2017:

|   |          |
|---|----------|
| YWCA Domestic Violence Program            | \$10,000 |
| REAL Services Adult Guardianship Program  | \$12,000 |
| United Way Kindergarten Readiness Program | \$6,000  |
| 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 participates in the St. Joseph County Housing Consortium along with the City of South Bend and the unincorporated areas of St. Joseph County. The St. Joseph County Housing Consortium receives the allocation of HOME funding, and the City of South Bend is responsible for the administration of the HOME funds and funded projects. 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 2017, Habitat was awarded funding from the Consortium for the construction of two properties to be built in the City of Mishawaka and be sold to an income eligible homebuyer. These will be completed soon. 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.



848 East 4<sup>th</sup> St  
First-Time Homebuyer property

After several attempts to sell two vacant Self-Sufficient properties that were purchased and rehabbed with CDBG and NSP funds, the City of Mishawaka along with the Redevelopment Commission decided to donate these two properties to Habitat for Humanity to be sold to two



313 W 8<sup>th</sup> St.



718 W 7<sup>th</sup> St.

income eligible Homebuyers. In the summer of 2017 these properties were sold and are occupied by eligible first-time homebuyer families.

### **Student Weekend**

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. On June 19 and 20, 2017, students gathered at Bethel College along with supervisors and then went into the community to clean, rake and re-mulch.



### **Summer of Service Program**

The 2017 Summer of Service project was a success. The City of Mishawaka Redevelopment Department partnered with volunteers from Epic Church to perform scraping, painting, replacement of siding and light repairs to eligible properties in the City of Mishawaka. The properties addressed were: 1511 E. Third St., 912 Reddick St., 609 S. Middleboro and 637 Studebaker.



*912 Reddick St. (before)*



*912 Reddick St. (after)*

## **Building and Planning Department**

*Brock Hundt, Building Commissioner*

*Kenneth B. Prince, ASLA, AICP, City Planner*

### **Overview**

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

- Work with developers who have an interest in developing projects in, or adjacent to the City. This includes working with developers in the design of site plans to ensure that they are consistent with the City's ordinances, goals, objectives and policies.
- Issue and track all building permits, including electric permits, plumbing permits, HVAC permits and other miscellaneous permits. In addition, all Adult Care Homes are inspected annually.
- Provide information to the public on matters relating to zoning, rezoning, annexation, 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 helps the builder, owner or tenant meet code requirements. Most of this is done through the inspection process.

In 2017, the Building Department conducted 2,659 inspections. Each inspector conducts 4 to 7 inspections per work day. Approximately 40 to 60 minutes are spent per inspection. Other building department duties include review of building design drawings and meetings with contractors, owners and tenants to explain and help with building code interpretation and enforcement.

The Building Department 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 to our clients.

## **Building and Development Activity**

In 2017, the construction industry continued to grow in activity over recent years. One of the real bright spots was the construction of new single family homes. In 2016, there were only 36 new homes constructed in the City. In 2017, this more than doubled to 78 new single-family homes. As indicated in previous reports, this is still lower than the number of single family starts that occurred prior to 2007 but is still significant. Also, there continues to be a greater demand for apartments.

New commercial building activity increased again. In 2017, commercial permits were issued with an estimated construction cost of \$96.9 million, a significant \$10.7 million increase over the \$86.2 million issued in 2016. By the numbers, 21 new commercial building permits were pulled for new free standing buildings in 2017 compared to 13 in 2016. The single largest permit was for the new Mill at Ironworks Plaza project being constructed by Flaherty & Collins on the former Uniroyal properties with a \$34 million estimated construction cost.

The City of Mishawaka continued to grow and have significant investment made in 2017. The City issued permits with a total estimated construction cost of 136.4 million - an impressive 39% increase over the total estimated construction cost of 2016 which was a good year at 98.4 million.

### **Booming Construction!**

Since 2013 the City has now had four 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%). The City issued permits worth \$85.2 million in 2015, a 15% increase in estimated value between 2015 and 2016. Since 2013, every year the City has had a minimum year to year growth in estimated new construction values of greater than 15% and \$14 million per year. In 2017, the City more than doubled that rate with a 38-million-dollar increase, a 39 percent increase over 2016.

Although the City continues to reap the benefits of our geographic location centered in the region, combined with long-term strategic decision making such as the re-investments made downtown, the extension of infrastructure to the Exit 83 interchange of the Indiana Toll Road, and the creation of a medical hub that occurred with the relocation of the St. Joseph Regional Medical Center and the construction of the new VA Clinic; the long-term forecast in construction is still difficult to project. Although it is early in 2018, and development interest is still high, it would be difficult to project a similar booming year in 2018.

Construction in 2017 came from many different projects and illustrates a vibrant economy. Relative to housing, in addition to the single-family housing starts, the Reserve, a project by Watermark out of Indianapolis to build 300 units of larger apartments with garages made significant progress in 2017 and will be completed in 2018. The project is located at the southwest corner of where Fir Road crosses the Indiana Toll Road. The City also had two developers propose separate low income senior assisted living projects. One of those projects started construction in 2017. Silver Birch of Mishawaka is being constructed by Chicago, Illinois based Vermilion Development just south of the southeast corner of Edison Road and Hickory Road.



*The Reserve apartments, by Indianapolis-based developer Watermark*



*Start of construction of Silver Birch of Mishawaka*

Another significant development that still has a great deal of potential is the Grandview Planned Unit Development. In late 2017, the developer, Great Lakes Capital, proposed modifying the existing Planned Unit Development to add over a 100 new apartments and lower level commercial space to the existing apartment complex on the site that started construction in 2016 and is now full. The commercial portion of the development located at the northwest corner of the intersection of State Road 23 and Gumwood Road is expected to follow in the coming years.

As mentioned in last year’s State of the City report, 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 it continues to be 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. Our understanding from the local office is that the existing facility in Edison Lakes added more employees in 2017.

The City also had quite a few stand-alone smaller commercial buildings started in 2017. Centier Bank built a new branch in Heritage Square. United Federal Credit Union entered our market by choosing a prime location to build at the southeast corner of the intersection of Main Street and Edison Lakes Parkway. We also had a long vacant site at the northeast corner of the intersection of Ironwood Avenue and Lincolnway West obtained and developed by Dollar General with a new store.



*Centier Bank at Heritage Square*



*Dollar General on Lincolnway West*

One of the developments that excites the community is when a new restaurant comes to town. 2017 didn't disappoint in this regard. Earlier in the year, Longhorn Steakhouse was constructed on the former site of Famous Dave's BBQ across from the University Park Mall. Qdoba started construction on north Main Street. CoreLife and Bigby Coffee located into existing centers. Chase properties built a new two-tenant building on Grape Road that brought Firehouse Subs. The most excitement came when Portillo's announced they were building a new location on north Main Street which is expected to open in March of 2018.



*Longhorn Steakhouse*



*Portillo's currently under construction*

2017 also had some significant development activity on the industrial/manufacturing side. Siemens quietly made a 16-million-dollar investment to their facility located at 430 Beiger Street. Lippert Components purchased the former AM General Parts Distribution facility that was housed on the former Wheelabrator Site at 408 South Byrkit Avenue. Their purchase of the former Independent Concrete Pipe site on Beiger Street also gave them significant room for expansion and will mean that hundreds of additional jobs will be housed in this location over time.



*Lippert components*



*Lippert loading dock located off of Bieger Street*

## 2017 Planning and Building Permits

A summary of the 2017 permit activity is as follows:

### Residential

- \$17.1 million in estimated construction costs (a \$4.9 million increase over 2016)
  - 78 new single-family homes
  - 545 residential alterations/additions

### Multi-Family

- \$22.3 million in estimated construction costs
  - 22 new buildings/units (11 in 2016)

### Commercial / Industrial

- \$96.9 million in estimated construction costs (\$10.7 million more than 2016)
  - 21 new commercial buildings
  - 114 alterations/additions

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

## Annexations

The City continues to grow in a steady and orderly fashion. There were two voluntary annexations, adding 8.3 acres to the City in 2017. In comparison, the City grew by 33.69 acres in 2016. The existing area within the City limits, according to our Geographic Information System, is now 18.01 square miles.

2017 annexations included:

1. **Pemberton Davis Electric & Direct Line Communications – 914 & 916 E. McKinley Avenue**  
5.5 acres annexed and zoned I-1 Light Industrial for a proposed communications infrastructure and consulting business. The proposed development plans include a new 6,000 to 12,000 sq. ft. building, parking and drives, outdoor storage areas, and other related infrastructure improvements.
2. **NRP Group Apartment Building (Name TBD) – 16839 Douglas Road**  
2.7 acres annexed and zoned R-3 Multi-Family Residential for a proposed 80-unit senior apartment building.

## Downtown Development

### Regional Cities Initiative/Flaherty and Collins

As identified last year, 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 trend has been that a disproportionate number of Indiana’s college graduates end up leaving the state to find work or pursue a career in cities such as Chicago and

other large metropolitan areas. They are leaving not just to find work matching their education, they are leaving seeking a specific quality of life. In the Regional Cities Initiative, the State program formed a competition for regions of the State to develop plans to fund projects that will help combat this trend. Ultimately, the North Central Region, which includes the City of Mishawaka, was awarded one of the \$42 million awards.

Mishawaka initially only submitted one project for the initiative working with Indianapolis Developer Flaherty and Collins. In 2016, the Regional Development Authority awarded Flaherty and Collins just over 5 million dollars 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 downtown Mishawaka.

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

We are excited that after 20 years, 4 acres of the former Uniroyal complex is being made productive again and that it will be generating over a half-million dollars in local property taxes a year at the project's completion. The developer broke ground in late 2017 and the building which is roughly 450,000 square feet encompassing two city blocks will take approximately two years to complete. Foundations were being placed in January of 2018.



*Ironworks Avenue and Mill Street looking southwest*



*Artist's rendering of the project*

### *Regional Cities Phase II*

In August of 2017, the City submitted an application to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, only a little over \$100,000 was awarded to the City.

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

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

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

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

The design as currently envisioned includes a variety of components:

#### *Signature Café*

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

#### *Ironworks Plaza*

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

#### *Skating Path / Winter Activity Area*

One of the challenges in this region is embracing outdoor winter activities. The skating path winter activity area, not only provides an activity, but in connecting it to the Signature café, the close location of other restaurants, the downtown, and the Riverwalk, the amenity has the ability to attract people even if they are not directly participating in the skating. We love Elkhart's NIBCO park, and wanted to use a similar theme but place it in an environment with a diversity that adds to the attraction. We are looking at this as a Mishawaka scaled version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing and restaurants all contribute to the activity. The building requires sensitive design and is envisioned to be separate from the café but with an overhead roof connection. The building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage. If constructed,

this facility will likely replace the City’s current rink in Merrifield Park which is at the end of its life and is in need of replacement.

Picnic Area / Beer Garden / Restrooms

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

Cable-stayed Bridge Lighting

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



*Proposed cable stayed bridge lighting illustration*

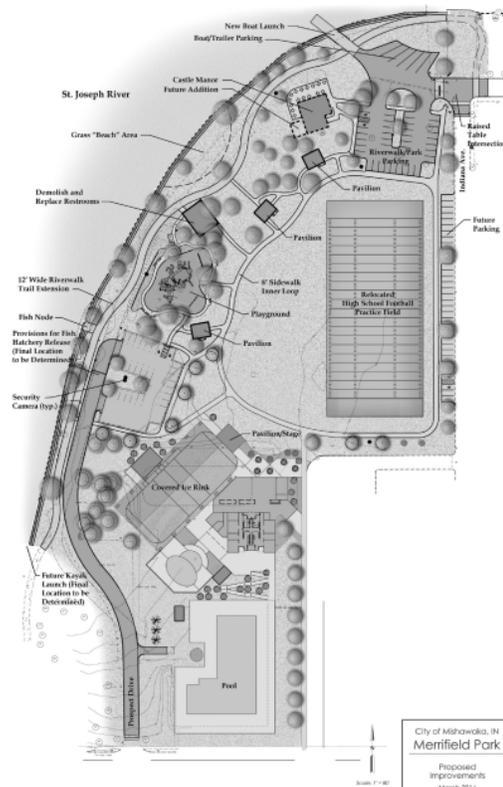
**Public Works Projects**

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 2017, the Planning Department was responsible for directing private firms and assisting other City departments on several significant public works projects.

Mishawaka Riverwalk

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

In 2017, the City continued to implement future expansions of the Riverwalk. The City worked with MACOG to obtain Federal Transportation



*Plan View of the proposed Riverwalk extension through Merrifield Park*

Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. In 2017, INDOT bid the project twice in early 2017 after originally rejecting the first bid 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 3-million-dollar project being built by Rieth-Riley Construction Co. will be substantially completed in the spring of 2018.

The project 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. Upon completion, this section will extend the Riverwalk from the “Merrifield/Crawford Park Connector” to the intersection of Prospect and Indiana Avenue.



*View of the Riverwalk and new restroom building under construction in Merrifield Park*

### *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 as part of a larger regrading and signage project on the east end of Battell Park, overlooking the cable-stayed Riverwalk bridge and downtown. The space includes two custom bench swings that were fabricated by Deluxe Sheet Metal of South Bend and will be officially dedicated in 2018.



*Views of Rosemary's Garden at the east end of Battell Park*

### Signage and Wayfinding

In 2017 the City completed a number of signage projects. The City partnered with the School City of Mishawaka to install a new monument sign at Mishawaka High School that included an electronic reader board that will allow the City and School system to work together in advertising community events, and as necessary emergency messages such as Amber alerts.

In cooperation with Visit South Bend/Mishawaka through the hotel/motel tax board that provided \$100,000 grant, the City installed new branding and wayfinding signage. Given that Mishawaka serves as the commercial shopping and service hub of the region, the wayfinding and branding signage should provide some assistance to those who are new or visiting the area find their way around.



*Installed directional sign and monument sign at Mishawaka High School*

### Cemetery Fencing/Streetscape

In 2017, the City moved forward with a project that had been envisioned for a number of years. For decades the section of Jefferson Boulevard and Liberty Drive streetscape adjacent to three different cemeteries was a negative image for the community from the predominance of rusted barbed wire chain link fencing that was in various stages of disrepair. The City reached out to the board of Fairview Cemetery and the diocese for the Catholic Cemetery to obtain additional easements and permission to close Fairview's signalized access at the intersection of Jefferson Boulevard and Liberty drive. The third cemetery, the City Cemetery, didn't have room to donate easements, but was in need of improvements in the same manner as the other two. Based on the age and records, we actually had to probe for grave sites to make sure the proposed improvements would not be in conflict. The end result was that the City installed over  $\frac{3}{4}$  of a mile of decorative black fencing and provided a few extra feet of precious sidewalk space for pedestrians. The streetscape is now an appropriate and respectful tribute to the great number of our citizens who have been laid to rest in these sacred places.



### Castle Manor

This park building, located in Merrifield Park, was built by the National Youth Administration (NYA), a subsidiary of the Works Progress Administration (WPA). The building first opened in September 1941, “dedicated to the Girlhood of Mishawaka”, and was known simply as the “girls lodge”. In 1947, the building was renamed Castle Manor to honor late Mayor Carl J. Castleman. Renovated in 1965, it has provided a place for the community to come together to celebrate class reunions, family reunions, and weddings in addition to its original function as a gathering spot for girl and women’s organizations. In 2017, the City of Mishawaka undertook a substantial renovation including structural improvements, a small storage addition, metal roof, new HVAC, re-established the front porch of the structure, and added the adjacent patio. The work, being performed by Hoerstman General Contracting of Mishawaka, should be completed in the Spring of 2018.



*Castle Manor and the adjacent patio under construction*

### Mishawaka Food Pantry Community Garden

The City of Mishawaka, in partnership with Penn Township, and the Mishawaka Food Pantry constructed garden at the southeast corner of the intersection of Hill Street and Lincolnway West in the spring of 2017. The site is located immediately west of the Mishawaka Food Pantry located at 315 Lincolnway West.

This project was completed by Acorn Landscaping of South Bend. The design of the garden was by Pat Brown of SITESCAPES Inc, a Mishawaka based Landscape Architect. Funding for the project came from the City’s consolidated Tax Increment Finance District. The project includes 14 raised planting beds that are being used to provide fresh vegetables for the



*Mishawaka Food Pantry Garden located at the southeast corner of Lincolnway West and Hill Street*

Food Pantry. The project also included outside tables, a bike rack, decorative fencing, and plantings. Adding to the City’s Art in Public Places, the City purchased and installed a stainless-steel sculpture from local Mishawaka artist Bob Bloss as part of the project. Mayor Wood indicated that “The sculpture was installed at the street corner to symbolize the transformation of the space from a former brownfield to part of our growing and transforming downtown”.

In 2010, the City reached an agreement to purchase the former brake shop/service station at 327 Lincolnway West. The site was cleared in 2011 and was reviewed for potential redevelopment opportunities. The small size of the property and location adjacent to the pantry made the garden an ideal use of the property.

## **Projects Moving Forward in 2018**

### Central Park Stage

The City is working with Arkos Design and Lawson Fisher Associates to design a new permanent stage for Central Park. The stage would be located at the south side of the looped walk surrounding the event lawn on the west side of the park. The goal is to have the platform portion constructed to allow the summer concert series to be held in Central Park for the next two summers as the construction adjacent to Beutter Park significantly limits parking and access to Beutter Park. The roof of the structure and completion of the project will likely occur in the Fall of 2018.

### Digital Art Sculpture

As part of the Flaherty & Collins Mill at Ironworks Plaza, the City reserved a space at the northwest corner of the intersection of Mill Street and Front Street to place public art. The City, working with a software application company, Uhray, has envisioned a digital art display where LED screens would be used to display a Princess Mishawaka character. The scenes and images of the character are intended to change based on the time of day and potentially the weather. The idea is to have a dynamic changing art piece that is modern and cool, symbolic of the spaces being created in downtown Mishawaka. Our inspiration was “Ann Dancing” which can be found in Indianapolis along the Cultural Trail. This project will likely be installed in 2019 concurrent with much of the site work and occupancy of the buildings on the Flaherty & Collins project.



*Picture of Ann Dancing and an artist concept of Princess Mishawaka*

Riverwalk - Race Street to Cedar Street Bridge

In 2017 the City continued to take strides to expand the City’s Riverwalk system. The most impactful decision was to proceed with the acquisition of two properties that came up for sale by the previous owner that were immediately adjacent to Cedar Street to the west. The City acquired the single family home located at 209 north Cedar Street from the Center for Hospice Care, who in acquiring the property from the previous property owner offered higher than appraised value as an incentive for that owner to sell. The acquisition of this property allows for the immediate connection of the Riverwalk to Cedar Street on the north side of the river. Previously, the Riverwalk connected to Madison Street because of the City’s inability to acquire this home from the previous property owner. This walkway should be constructed in the spring or early summer of 2018.

The City also acquired the Quilting Loft, a commercial business that was located at the southwest corner of the intersection of Lincolnway and Cedar Street. This was the last “full” property that was required to make the connection from behind the Police Station at the dead end of Race Street to connect to Cedar Street on the south side of the river. Since acquiring these properties the City has entered into a professional services agreement with DLZ of Indiana to finalize preliminary plans that would allow the City to start making offers on the partial properties needed to complete this section of the Riverwalk. We also had DLZ submit an application to receive federal funding for the widening of the Cedar Street Bridge to accommodate a wider protected walkway on the west side of the bridge. This application was made possible by the City’s acquisition of these two properties. Our understanding is that based on the limited availability of federal funds being provided to this region, the soonest this bridge widening could be funded would be in 2023.

**2016 Activity of Commissions and Boards**

Plan Commission

A total of 58 petitions were filed before the Plan Commission in 2017. This is just two less than the 60 petitions filed in 2016. Although the activity is steady, it is still significantly lower than the peak of 104 petitions filed in 2007. The private sector activity was similar when comparing 2017 and 2016. Petitions for 2017 included 16 rezoning/annexation requests, 33 final site plans and 9 Plats/Re-plats.

| 2017 Plan Commission |                |                     |
|----------------------|----------------|---------------------|
| Murray Winn          | President      |                     |
| Matthew Lentsch      | Vice President |                     |
| Dale Freeman         | Member         | BPWS                |
| Chris Jamrose, PE    | Member         | City Engineer       |
| Christopher Tordi    | Member         | Park and Rec. 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 48 appeals in 2017. This is slightly less than the 50 appeals heard in 2016. Although a slight decrease when compared to 2016, the activity of the Board has historically varied and is not directly correlative with construction trends.

| 2017 Board of Zoning Appeals |               |
|------------------------------|---------------|
| Don McCampbell               | Chairman      |
| Charles Trippel              | Vice Chairman |
| Larry Stillson               | Member        |
| Charles Krueger              | Member        |
| Marcia Wells                 | Member        |

**City of Mishawaka Historic Preservation Commission**

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

local historic preservation related activities and events. As of January 2018, 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 2017 activities and accomplishments are as follows:

The Common Council approved the City’s first Conservation District in the Normain Heights neighborhood, after almost a year of dialogue between the Mishawaka Historic Preservation Commission and residents of the subdivision. A Conservation District only requires review of new construction, demolition, or moving a primary structure.

The first Historical Marker was placed at 524 W Grove, family home of baseball pitcher Freddie Fitzsimmons.

This prompted the creation of guidelines with criteria, supporting documentation, submission deadlines, and a review process. The Mishawaka Historical Marker Program was developed to identify areas of historical significance that may not qualify as a Landmark.



Mishawaka Fire Station No. 4, 2319 Lincolnway East, previously designated as a local landmark, was entered in the National Register of Historic Places on September 18, 2017 and was featured on the television show “You Live in What?”

The only certificate of appropriateness approved in 2017 was for the Rosemary’s Garden project inside Battell Park. The construction approved included removal of trees; installing a new “Mishawaka Riverwalk” sign; installing front porch style swings; installing 1 new light; and paving landscaping around the sign and swings.

During May, which is National Historic Preservation Month, the Commission distributed over 60 yard signs; to promote awareness of historic properties and the value they bring to the community. This year we included new sites in the Normain Heights Conservation District and some of our award winners.

The bi-annual preservation awards were presented at the June City Council meeting.

- The Mayor’s Award was presented to Pete DeKeever, author of *With Our Past, Freddie Fitzsimmons: A Baseball Life, Past to Present, and Walking Mishawaka: Self-Guided Tours of Historic Sites in the Princess City books*. Mr. DeKeever’s research on Freddie Fitzsimmons provided much of the information for the Historical Marker.
- The Cultural Heritage Award was presented St. Michael Ukrainian Catholic Church (712 Lawrence St). The description given at the meeting was so mesmerizing, the September meeting was held at the church, where Father Yuri described the different artistic accents and their meaning in the church.
- 1207 Prospect and owner Mary Watt were the recipients of the Heritage Home Award.  
Three generations of the same family have lived in the home. Mrs. Watt still has the original building permit and several construction-related documents, like receipts.
- Todd Zeiger with Indiana Landmarks was given the Award for Service. Indiana Landmarks has always been a resource for the Historic Preservation Commission, but in 2016 Mr. Zeiger was a big help in forming the Normain Heights Conservation District, by meeting with neighbors, and researching other Conservation Districts in the State.
- Joey Balderas, the Eagle Scout who completed the gym floor piece project, was presented the Award for Outstanding Achievement. Subsequently, the HPC nominated Mr. Balderas for the Indiana Landmarks Servaas Award Youth Category.

Planning Intern Ashlee McQuarters updated our brochure to highlight the new features, such as the Conservation District and Historical Marker Program. She also compiled descriptions of each landmark to complete the online story map and Appendix A-Landmark Site Details of the Member Handbook. As a final presentation to a project she had been working on all summer, Ms. McQuarters presented her design for the Battell Park Playground.

As part of outreach to the community, the Mishawaka Historic Preservation Commission marched in the Mishawaka Memorial Day Parade had had a booth at the Mishawaka Heritage Festival. The center court section of gym floor from Main Junior High was donated to the new Mishawaka Historical Museum.

Please refer to the 2017 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 2017, 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 2017, 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.

Three tax abatements were submitted and approved in 2017. The River Rock Development Group LLC received real property abatement for a proposed multi-family residential project on an approximate 2-acre city-owned site. The site is generally located east of N. Main Street between Mishawaka Avenue and the St. Joseph River. The proposed \$12.5 to \$13.5 million project includes an approximate 120,000 sq. ft. building with 50 to 60 apartment units. At the time of filing the abatement request, the developer anticipated construction to begin in May 2018 with an anticipated completion by August 2019.

Jamil Packaging Corporation, a manufacturer of corrugated paper boxes and distributor of shipping supplies, received a personal property abatement for a \$1.5 million capital investment in new manufacturing equipment and facility upgrades. The abatement petition indicated that a new digital printer will be added to their production line in August 2017 allowing for growth outside their existing territory.

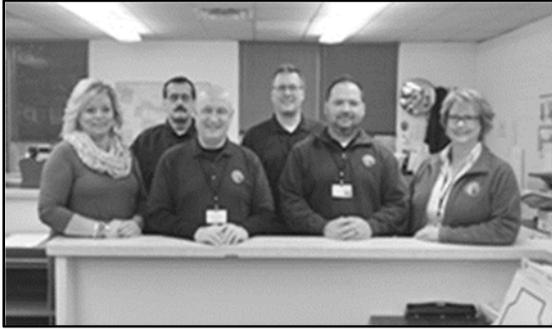
Lippert Components received real and personal property abatements to support the consolidation

of part of their operations and renovation of the former AM General Warehousing facility on S. Byrkit Avenue. This facility had been vacant since 2016 when AM General moved its parts business to South Bend. The proposed improvements, which began in 2017 and are continuing today, will allow the building to be used as a distribution facility, a service center for recreational vehicles, and a call center. Total investment in the property is anticipated at approximately \$9 million with an estimated employment of nearly 450 jobs within a few years.

Since 1986, the City has approved a total of 59 tax abatements for 40 different companies. Currently, there are 12 active abatements in the City including the following companies: BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, North American Composites (NAC), WellPet LLC, Barak River Rock LLC, Dearborn Crane, Bayer Healthcare, Patrick Industries, River Walk Development Group LLC, Jamil Packaging Corporation, and Lippert Components.

## **Code Enforcement**

*Joe Van Nevel, Director*



*Code Enforcement Staff*

Code Enforcement is responsible for enforcing city ordinances as they pertain to public nuisance issues, which is the condition of the property 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.

Code is staffed by its Director Joe Van Nevel, Office Manager Carrie Lytle and four Code Officers – Cris Campbell, Randy Redman, Mike Carpenter and Victor Kasznia Jr. with a combined total of 93 years of service to the City of Mishawaka.

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

### **Public Nuisance Violations**

The total numbers for 2017 were lower compared to 2016 because snow cases were down due to a mild winter. Tall grass cases were down due to a dry summer. There was a dramatic increase with General Public Nuisance cases due to focusing on alleyways and the change of trash and recycling pick up to the front of the resident's property. Code officers investigated a total of 5,803 public nuisance cases in 2017 of which 5,419 cases have been closed with the violations remedied. It is important to note that code officers had 10,211 follow-ups on these violations.

| 2017 CODE VIOLATIONS    |       |
|-------------------------|-------|
| Tall grass              | 1753  |
| Snow removal            | 439   |
| Abandoned autos         | 293   |
| Animal issues           | 55    |
| Noise                   | 22    |
| General public nuisance | 3,241 |

### **Substandard Structures**

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

In the spring the code office began contacting the property owners in question and point out the issues to them. In 2017, Code was able to bring 71 of these structures into compliance. Code is now in the 12th year of the Top 100 Program which means 1,200 of the worst cases have been addressed.

Including the Top 100, Code addressed 455 substandard (Interior/Exterior) cases in 2017 and conducted over 3,616 follow-ups to substandard structures in 2017 while closing 371. Some of those closed cases were from previous years.



*Before*



*After*

### **Hearing Cases**

In 2017 Code summoned a total of 4 properties for demolition and their respective owners before our hearing officer. Currently 3 cases still remain on the old docket for 2018, with many more planned for 2018. These cases involved substandard structures where the owners have made no progress or progress has stopped. Many of these cases get resolved before or shortly after the initial hearing.

### **The Mishawka Animal Control Commission**

Eleven hearings were held in 2017 which involved animal permit appeals and violations.

### **Weights and Measures**

Roger Shields is the City's Weights and Measures inspector and he inspects all kinds of measuring devices such as computing scales, prescription scales, taxi meters, package scales and gas pumps. Roger inspected and certified a total of 971 devices in 2017.

### **Stewardship**

A total of \$13,966.50 was spent in 2017 for mowing, brush removal, clean-ups and board-ups by our contractor. The code department recouped a total of \$5,128.75 for 2017 in weed, trash and lien monies, and an increase from 2016.



*Roger Shields*

## **Fire Department**

*Bryon Woodward, Chief*

### **Response Summary**

The Mishawaka Fire Department had another record setting year as the Department responded to 7,432 calls for service. The greatest number of calls for service were EMS in nature. Our ambulances and fire trucks responded to 5,731 calls that required EMS response. This was nearly a 4% increase over 2016. In addition, the MFD had 149 calls that involved a commercial, residential, apartment or other type of fire. The remaining 1,552 include any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types. In addition, collections were up for ambulance billing making 2017 the greatest revenue year. We collected \$1,518,428 dollars for services provided.



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

***“...the Department responded to 7,432 calls for service”***

### **Fire Prevention**

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2017, the Fire Prevention Bureau performed over 1,109 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 32 times to investigate commercial, residential, apartment and vehicle fires in 2017. 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 2017, 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 2017, 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.

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



On Saturday June 10<sup>th</sup>, 2017 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 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! 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 20,604 hours in the classroom, and on the training grounds. Our longstanding, common goal is for each firefighter to survive the shift and return home to his or her family. We are taking this to

a higher level with additional training in cancer prevention, PTSD recognition, and suicide prevention to give each firefighter the opportunity at a long prosperous career and retirement.

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

In 2017 we continued 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 24/7/365.



### **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 fourth 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 option 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 2017, a Sutphen fire engine and a PL Custom Ambulance. We also have plans to re-chassis a medium-duty ambulance in 2018 and purchase a new Water Rescue Response vehicle for Boat 2.

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

We also continue to explore software improvements which increase the efficiency of the way we conduct our day to day operations. 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 run within the department.

### **Charitable Causes**

The Mishawaka Fire Department continued to give back to the community in 2017. As a fire department we go into people's homes on a daily basis and see those in need. We like to give back to the community we serve when we are able. Our Needy Family Fund raised \$5,598 this year to distribute to 8 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.

The Mishawaka Fire Department has 6 firefighters trained as car seat technicians. During last year, they checked 42 vehicles for proper installation of a child passenger seat. Once a year we host a car seat event along with Memorial Hospital's children hospital at Martins on Bittersweet.

In 2017 we held a second event at Fire Station #4. During these events we check seats for proper installation, and proper fit for the child's height and weight. We have given away numerous seats to children through these events as well.

In 2017 Mishawaka Fire Fighters ran two very successful t-shirt campaigns to raise funds and awareness for some great causes. First, for the 5th year, the fire department sold limited edition t-shirts that benefited Honor Flight of Northeast Indiana. The shirts were sold to the public and worn on duty in the month of May. Honor Flight flies veterans from World War II, Korea and Viet Nam to Washington DC and back at no charge to the veteran. While in D.C. the veterans get a chance to visit their memorials and connect with other veterans. MFD has raised over \$9,000 to date, and local veterans have benefited from the Honor Flight program.



Second, our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. Another 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. 2017 was our best fundraising year yet with 222 shirts sold, raising \$3000.



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

## Public Service

The Fire Department also performs, at no extra cost to the citizens, many hours of public service and education. Some of the many examples of additional public services provided are fire extinguisher training and demonstrations, car seat inspections and installations, Survive Alive, Little Red, MDA Fill the Boot, and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed over 17,918 man-hours of public service to its community in the year 2017.



## **Police Department**

*Kenneth Witkowski, Chief*

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

The MPD is budgeted for 106 officers and 8 Civilian Support Staff dedicated to the safety of Mishawaka city residents and visitors by enforcing the law, protecting property and reducing civil disorder.

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

| Department Personnel        |        |
|-----------------------------|--------|
| Position                    | Number |
| Chief of Police             | 1      |
| Division Chief              | 3      |
| Captains                    | 6      |
| Lieutenants                 | 13     |
| Sergeants                   | 20     |
| Patrol Officer First Class  | 44     |
| Patrol Officer Second Class | 10     |
| Probationary Officers       | 6      |
| Recruits                    | 4      |

### **Uniform Patrol Division**

The Uniform Division, commanded by Uniform Division Chief Jason Stefaniak, is comprised of 71 Uniformed Officers, working six sections of the city, and divided into 3 separate shifts. Each shift is supervised by one Captain, one Lieutenant, and three Sergeants.

The overall goal of the Uniform Division is to improve the sense of safety and security within the city. Through daily interactions with the community, the Uniform Patrol Officer works to promote a positive working relationship with the public will help them enforce laws, maintain order, and preserve peace within the community.

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

| Uniform Crime Report Statistics |       |       |        |
|---------------------------------|-------|-------|--------|
| Offense                         | 2016  | 2017  | Change |
| Homicide                        | 2     | 3     | +1     |
| Rape                            | 33    | 8     | -25    |
| Robbery                         | 64    | 54    | -10    |
| Assault                         | 832   | 809   | -23    |
| Burglary                        | 276   | 285   | +9     |
| Larceny-Theft                   | 2,065 | 2,034 | -31    |
| Auto Theft                      | 205   | 204   | -1     |
| Arson                           | 5     | 5     | 0      |

## New Officers

Dustin Boyd, Jacob Craft and Evan Stahley were all hired as Recruits in October of 2016. They graduated from the Indiana Law Enforcement Academy in February of 2017 and were sworn in as Probationary Patrol Officers on February 21, 2017.



*Officers Dustin Boyd & Jacob Craft, Mayor Wood,  
Officer Evan Stahley & Chief Ken Witkowski*

- Recruit Brian Lagodzinski was sworn in as a Probationary Patrol Officer on April 25, 2017.
- Recruit Harold Yost was sworn in as a Probationary Patrol Officer on May 2, 2107.

## Promotions

- Pfc. Scott Robinson, Investigative Division, was promoted to Sergeant on January 17, 2017.
- Psc. Daniel Braniff, Uniform Division, was promoted to Pfc. on February 2, 2017.
- Sgt. Robert Wilson, Uniform Division, was promoted to Lieutenant on February 3, 2017.
- Sgt. Jen Wilson, Uniform Division, was promoted to Lieutenant on February 3, 2017. On March 1, 2017, she transferred to the Community Relations Unit where she is in charge of Internal Affairs Investigations and is a New Hire Recruiter.
- Pfc. Robert Ashburn, Uniform Division was promoted to Sergeant on February 3, 2017.
- Pfc. Don Magnuson, Uniform Division, was promoted to Sergeant on March 1, 2017.
- Pfc. Steve Treber, Uniform Division, was promoted to Sergeant on March 1, 2017.
- Psc. Jonathan Phipps, Uniform Division, was promoted to Pfc. on March 18, 2017.
- Probationary Patrol Officer, Zach DeGeyter was promoted to Pfc. on August 2, 2017.
- Pfc. Brian Long, Uniform Division, was promoted to Sergeant on October 17, 2017.
- Sgt. Matt Porter, Investigative Division, was promoted to Lieutenant on October 17, 2017.
- Probationary Patrol Officer, Kelli Sells was promoted to Psc. on October 25, 2017.

## Retirements

- Lt. Matthew Weber, Uniform Division, retired on January 3, 2017 after 34+ years of service.
- Lt. Ron Treely, Uniform Division, retired on January 3, 2017 after 34+ years of service.
- Sgt. Eugene Trippel, Uniform Division, retired on January 3, 2017 after 33+ years of service.
- Lt. Robert Pawlowski, Investigative Division, retired on August 17, 2017, after 40 years of service.

## Resignations

- Pfc. Adam Northcutt resigned and accepted a position with the Elkhart Police Department on August 12, 2017.
- Probationary Patrol Officer Brian Lagodzinski resigned and accepted a position with the City of Elgin Police Department on December 31, 2017.

## **Recognitions**

### *Officers of the 1st Quarter – Lt. Craig Nowacki and Psc. Zachary DeGeyter*

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

After an extensive search, the Visual Computer Solutions Company, (VCS) was selected. The program was purchased and installed however, the project was far from complete. Lt. Craig Nowacki worked with the Administration, FOP and Controller's Office to ensure the program would meet everyone's needs. He took on this extremely time task, while maintaining his police training coordinator duties.

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

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

On January 20, 2017, Officer DeGeyter performed a traffic stop on Union Street. As he approached the vehicle, the driver drove away from the scene. Officer DeGeyter initiated a vehicle pursuit that led officers into Bendix Park. After crashing into a fence, the driver fled on foot, leaving his female passenger behind. After a short foot pursuit, the suspect was apprehended. The suspect was later charged with: Felony Resisting Law Enforcement, Possession of Marijuana, Possession of Paraphernalia, Reckless Driving, Criminal Mischief, and Driving While Suspended. The driver was also wanted on a local criminal arrest warrant.

On February 25, 2017, Officer DeGeyter located a vehicle that was displaying a stolen license plate. When Officer DeGeyter stopped the vehicle, he positively identified the three occupants. Two of the subjects had active criminal arrest warrants. Upon further investigation, officers recovered 2 stolen handguns from inside the vehicle. The stolen handguns led to a larger investigation into a residence on Walnut Street in Mishawaka. Together with St. Joseph County SWAT, ATF, Drug Investigations Unit and the Nappanee Police Department, the resident on Walnut Street was served with a search warrant that led to the recovery of further stolen property, a counterfeit money operation and narcotics.

Since the first of the year, Officer DeGeyter has been responsible for 10 Operating While Intoxicated Arrests, several Resisting Law Enforcement Arrests including 3 vehicle pursuits, numerous arrests involving stolen property, possession of narcotics and Criminal Arrest Warrants. His return to the Mishawaka Police Department in 2016 was welcomed by all, and his efforts since his return should be commended.

Officer of the 3rd Quarter – Psc. Jeff Grzegorek

Officer Grzegorek was nominated by Uniform Division Chief, Jason Stefaniak. Chief Stefaniak brought to light several incidents from July to September, 2017 in which Officer Grzegorek played a major role. The following highlights are a just a few of those incidents:

On July 7th, Officer Grzegorek, while on routine patrol, stopped a vehicle in the area of Main and McKinley. During the stop, he located several thousand dollars in US Currency, 2 cell phones, and marijuana that was packaged to be sold. The driver was arrested and charged with possession of marijuana, and the passenger was arrested for an outstanding warrant.



*Police Chief Ken Witkowski,  
Officer Jeff Grzegorek & Mayor Dave Wood*

On August 29th, while on routine patrol, Officer Grzegorek initiated a traffic stop on Logan Street. As he approached the vehicle, he immediately smelled marijuana coming from inside the vehicle. A subsequent search of the vehicle revealed one 9mm handgun, Ecstasy pills, marijuana, and US Currency. The driver was found to have 3 local warrants and did not have a permit to carry a firearm. He was taken into custody where he faces multiple felony charges.

On September 23rd, Officer Grzegorek and additional officers responded to 502 E. Grove Street in reference to a loud party. Upon their arrival, they noticed several people inside the house, including several juveniles. During the course of the investigation, 6 adults were taken to jail. Charges included Visiting a Common Nuisance, Minor Consuming, Disorderly Conduct, and Resisting Arrest. Five juveniles were remanded into the custody of the Juvenile Justice Center. As a result, the owner of the property was served with multiple City Ordinance Violations.

These three incidents are only a fraction of responses or calls for service that Officer Grzegorek self-initiated. Others include, recovery of additional drugs and money, several felony warrant arrests, including an ATF warrant for possession of a firearm while being a convicted felon and operating a motor vehicle while under the influence. He also aided in the search and seizure of evidence that led to the successful prosecution of an armed robbery suspect.

Officer Grzegorek's actions throughout this period of 2017 should be commended. Many of the incidents noted were when Officer Grzegorek was performing his daily patrol duties. His willingness and self-motivation to initiate investigations display the proactive attitudes that make the Mishawaka Police Department what it is today.

Officer of the 4th Quarter – Lt. Kevin Will and Psc. James Bartlett

Lt. Will was recognized for his exceptional work in an investigation where he worked on a Conspiracy to Commit Robbery case. He coordinated with outside agencies, including SJCPD and FBI, along with the MPD, SCU, Uniform Division and the Detective Bureau. He also worked on a Burglary at Michiana Dodge where he was involved in locating a stolen vehicle and the arrest of a suspect.

On November 16, 2017, Officer Bartlett was advised of a “vehicle into a pond call” by dispatch. When he arrived at the scene, he could see that the rear end of the vehicle was the only part of the car not under water. When he exited his vehicle, he heard the screams of a woman stating that there was still someone in the submerged vehicle. The rear window was still above water, Officer Bartlett swam to the vehicle climbed on top of the roof and used his elbow to strike the rear window shattering it. Once the window was smashed, the vehicle began to sink at a rapid rate. The victim appeared through the back window and began to crawl out. Officer Bartlett, along with Fireman Mark Taylor, assisted in getting the victim completely out from the vehicle and then swam to shore.

Officer Bartlett conducted himself in a most proficient and skilled manner and acted without hesitation to save the life of another with no regard for his own safety. Because of his quick response to the situation he, no doubt, saved the life of the victim. His vigilance and bravery are to be commended.

Officer of the Year for 2016  
*Sgt. Chad Thomas and K-9 Rex*  
*(award presented in 2017)*

Sgt. Thomas and K-9 Rex finished up 2016 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. Their training, teamwork, and dedication continue to show how valuable both officers are to the City of Mishawaka.



*Sgt. Chad Thomas & K-9 Rex*

**Indiana D.A.R.E. Officer of the Year**

Lt. Williams was nominated by Mayor Dave Wood for Indiana D.A.R.E. Officer of the Year for 2017. On October 24, 2017, at the School City of Mishawaka School Board Meeting, Mayor Wood announced that Lt. Williams was selected as the D.A.R.E. Office of the Year for the State of Indiana.



*Chief Ken Witkowski, Lt. Tim Williams,  
 Mayor Dave Wood, and Capt. Robert Reppert*

## 2017 Lifesaving Awards

### Psc. James Bartlett

November 16, 2017 incident where Officer Bartlett saved the life of a gentleman trapped in his vehicle that was submerged in a pond. He was also recognized as Officer of the 4th Quarter for this incident.



*Psc. James Bartlett*



*Psc. Daniel Braniff*

### Psc. Daniel Braniff

Officer Daniel Braniff was honored on September 11, 2017 at the St. Joseph Regional Medical Center's annual 9/11 Memorial Ceremony. Earlier in the summer, while off duty, Officer Braniff pulled a drowning child from a swimming pool saving her life.

## MPD Firearms Training “Top Shot” Award

### Sgt. Brian Long, Pfc. Joshua Watts and Psc. Josh Biggs



*Chief Ken Witkowski, Sgt. Brian Long, Psc. Josh Biggs,  
Pfc. Joshua Watts, and Uniform Division Chief Jason Stefaniak*

## 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 2017, 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 and St. Joseph County Police Departments and the Indiana State Police. Both K-9 Officers also participate in the local schools with random searches of school grounds and lockers as well as providing demonstrations for local civic groups.

## Traffic Division

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

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

As re-constructionists, both officers assigned to the Traffic Investigations Bureau serve as Lead Investigators for serious crashes as well as any other traffic related issues that arise, in an on-call capacity, 24 hours per day. Additionally, Lt. Parker serves as a squad leader for the 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 1,353 criminal cases assigned to and investigated by the Traffic Bureau in 2017. There were 1,874 property damage crashes reported and 370 injury crashes with 506 injured and 2 fatality crashes with 3 fatalities.

### Operation Pull Over and “Click It or Ticket”

The Division received an Operation Pull Over and Big City/Big County “Click It or Ticket” grant from the Governor’s Council on Impaired and Dangerous Driving. This grant, for \$143,778 pays overtime for officers to participate in focusing on seat belt enforcement patrols, sobriety check points, and saturation patrols for impaired and dangerous drivers.

### 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.

| Operation Pull Over and “Click It or Ticket” |       |
|--|-------|
| Criminal Misdemeanor Arrests                 | 154   |
| D.U.I. Arrests                               | 174   |
| Seat Belt Violations                         | 825   |
| Driving While Suspended                      | 605   |
| Child Restraint Violations                   | 153   |
| Criminal Felony Arrests                      | 20    |
| Speeding                                     | 2,031 |
| Warnings                                     | 2,797 |
| Other Traffic                                | 2,453 |

Total Traffic Stops 9,212

| Indiana D.U.I. Taskforce   |       |
|----------------------------|-------|
| Criminal Misdemeanor       | 96    |
| Misdemeanor D.U.I. Arrests | 303   |
| Felony D.U.I. Arrests      | 18    |
| Driving While Suspended    | 259   |
| Underage Alcohol           | 14    |
| Criminal Felony            | 10    |
| Speeding                   | 463   |
| Warnings                   | 610   |
| Other Traffic              | 1,232 |

Total Traffic Stops 3,005

## Investigative Division

The Investigative Division is supervised by Assistant Chief Dan Gebo and is composed of 16 officers that are tasked with the investigation of crimes that occur within the City of Mishawaka and St. Joseph County. The Investigative Division has six sub-divisions: Street Crimes Unit, Community Relations Unit, School Resource Officers, Special Victims Unit, Drug Investigative Unit, and the County Metro Homicide Unit. *(1 officer is assigned to the CMHU, 1 officer is assigned to the DIU and 2 officers are assigned to the SVU.)*

All criminal cases filed through the Mishawaka Police Department are referred to the Investigations Division and are reviewed and handled on a case by case bases. 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 2017, the Division handled 7,439 cases. In 2016, there were 7,477 cases. A decrease of 0.51%. The Division handled and solved numerous of high profile and serious criminal cases, along with misdemeanor crimes. Through interviewing suspects and witnesses, collecting and combing through the evidence found at crime scenes, and reviewing case reports, cases were solved. Without the hard work of our detectives and the assistance of other outside agencies, these crimes would have gone unsolved or not convicted.

### 2017 Investigation Division Statistics (case referrals)

| Investigative Division Statistics                                | # Cases | % + / -<br>2016 |
|--|---------|-----------------|
| Total cases direct referred to Prosecutor, JJC, FVU, etc.        | 2,704   | - 0.37%         |
| Total cases assigned to Detectives                               | 1,466   |                 |
| Total cases referred to Street Crimes, Community Relations, SROs | 243     | + 57.79%        |
| Total cases referred to Traffic Division                         | 511     | - 8.59%         |
| Total cases - No Investigation                                   | 2,042   | + 4.34%         |
| Total warrant arrests (not referred)                             | 228     | + 7.045         |
| Total property only cases  | 220     | - 14.73%        |
| Total cases w/information. only (not referred)                   | 25      |                 |
| Total # of cases reviewed by Investigative Division in 2017      | 7,439   |                 |

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

In 2017, the Detective Bureau added Detective Sgt. Brandon Ruth to the St. Joseph County Cyber Crimes Unit. With the growing trend of technology and the increase of online crimes and the use of computers, the Bureau believes it is important to have skilled investigators to handle these types of cases. One of the exemplary investigations conducted by Detective Ruth involved a college student who reported to police she was receiving sexually graphic, offensive, and threatening text messages via anonymous communication applications.

Through issuing multiple search warrants to electronic providers he unmasked and identified the suspect. A search warrant was conducted on the suspect's residence and, through further follow-up, he discovered he had been sending these types of explicit messages to hundreds of victims. Through Detective Ruth's investigative techniques with electronic warrants and the forensic analysis of digital devices, he brought justice to a number of citizens who had been victimized by the suspect. The St. Joseph County Prosecutor's Office charged the suspect with 16 criminal counts related to stalking and harassment.

In 2017 the City of Mishawaka showed a 16% decrease in robberies from 2016. The Detectives assigned robbery cases solved 49% of them. The national average for robbery clearance rates is 25% to 30% for cities. Some of the high-profile robberies that occurred in the City of Mishawaka in 2017 were committed on businesses, persons, and banking institutions. In the month of January two individuals went on a robbery crime spree, responsible for committing seven armed robberies to different businesses throughout St. Joseph County and LaPorte County. One of the robberies occurred at a local pizzeria in Mishawaka. In cooperation with several local police agencies these suspects were caught and apprehended. The suspects were federally indicted and are now serving time in federal prison.

In September, a victim reported he went to a trailer park to visit a person he knows. Once inside the trailer, several subjects pointed handguns at his head and started beating him. They then took the victim to another trailer and continued beating him. The police were called by a person that knew something was going on. The police arrived and took the suspects in custody without incident. Handguns and drugs were recovered from the scene. Suspects were charged with criminal confinement, battery resulting in bodily injury and conversion.

In November, the Detective Bureau received a tip that a group of known criminals were going to execute an armed bank robbery on a specific day and time. With the cooperation of the FBI, South Bend Police, St. Joseph County Police, the St. Joseph County Prosecutor, and U.S. Prosecutor, a plan of action was taken that prevented this crime from happening. This case ended with several arrests and recovery of guns and thousands of dollars of stolen property. This case shows that local and federal police agencies can work together to accomplish their mission! The Mishawaka Police Detective Bureau, also had other high-profile cases that are not listed. These cases were anything from high dollar frauds, shoplifting rings, to aggravated assaults. A high percentage of these cases were solved by the efforts of the uniformed officers handling the initial call, to the investigators following up the case to be presented to the Prosecutor's Office.

In 2017, there were personnel changes in the Detective Bureau. Detective Lt. Robert Pawlowski retired from the department with 40 years of service. Detective Lt. Bradley Haney transferred from St. Joseph County's Special Victim's Unit (SVU) to the Detective Bureau.

### **Community Relations Unit**

Community Relations Unit adheres to a philosophy and organizational strategy that promotes a partnership with citizens to work together to identify and solve community crime and disorder problems with the goal of improving the overall quality of life in the community. This form of Community Policing rests on the belief that the citizens and the police department, only by working together, can improve the quality of life in the community. It challenges all unit personnel to find

ways to develop new proactive initiatives aimed at solving community problems, targeting, and identifying criminal and quality of life issues within the City of Mishawaka.

The CRU is commanded by Capt. Robert Reppert with assistance from six officers. The unit is divided into three entities; Community Relations Officers, DARE, School Resource Officers (SROs) and a newly implemented position for 2017, an IAD/New Hire Recruiter. The Unit serves as a specialized enforcement unit that handles neighborhood complaints, provides patrol, and investigative support utilizing various measures to accomplish their goals and objectives.



*Pfc. Faltynski, Sgt. Flemming, and Capt. Reppert of the Community Relations Unit patrolling the Riverwalk*

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

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

### 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.” In the spring of 2017, Lt. Williams instructed the middle school program at Mishawaka Catholic (St. Monica) and Covenant Christian School.

Lt. Williams awards students from each class for the best essay. The winning essays from each semester compete against each other to be crowned City Champion. Two student’s essays were chosen in 2017. Samantha Gruber from Mishawaka Catholic and Renee Rosswurm from Queen of Peace were named City Champions. The Mishawaka D.A.R.E. program has had 4 State Champion essay winners since 2004.

In 2017, Lt. Williams and the D.A.R.E. program welcomed Disney Channel and country singer/songwriter Celeste Kellogg to all School City of Mishawaka schools from May 8<sup>th</sup>-12<sup>th</sup>. Ms. Kellogg also held a special nighttime concert at Bethel College on May 10<sup>th</sup>.

### 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 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*

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

### *School Resource*

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

### **Street Crimes Unit**

The Street Crimes Unit (SCU) is a special investigatory unit staffed by two Sergeants and a Lieutenant. The primary function of the Unit is to investigate “vice” type crimes and to address various quality of life issues as they arise within the City. The SCU works in conjunction with the Investigative Division and the Community Relations Unit to identify criminals and solve crimes within neighborhoods. With the assistance of the community, other units within the MPD, and crime analysts, data pertinent to the type of criminal activity and location is determined. The SCU determines 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 partners with the Mishawaka Police and Parks Departments with community volunteers to help report on acts of vandalism in the parks and along the Riverwalk. 2017 marked 10 years that the CAP Program has been in existence with a record breaking 50 volunteers signing up in 2017. The volunteers are given basic training in first aid and on what to do if they encounter a problem. After completing this training, they are named as a member of CAP, equipped with a Mishawaka Police radio and sent out in a golf cart to patrol the downtown parks and Riverwalk.

They also assist with events throughout the season such as fireworks, festivals, Memorial Day Parade, park concerts, IMEA Lineworkers Rodeo, etc. These volunteers are a very dedicated and loyal group of people that truly care about the City of Mishawaka. We at the MPD are thankful for their commitment to the CAP Program and appreciate their service.

## Services Division

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

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.

| Services Division Statistics |        |
|------------------------------|--------|
| Custodial Arrest Reports     | 972    |
| Proxy/Citation Arrests       | 1,412  |
| Code 1's (Information only)  | 29,039 |
| Code 2 Reports               | 5,839  |
| Crime Reports                | 5,399  |
| Citations: UTT               | 1,768  |
| Parking Citations            | 710    |
| Warning Citations            | 10     |
| Ordinance Citations          | 17     |
| Red Tags                     | 184    |
| Call for Service             | 42,891 |

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, to a lab for testing, be returned to the owner, or destroyed, is documented with the date, time and reason.

In 2017, the two-way portable and mobile radios were replaced citywide. They were replaced with the most current technology.

The radio system was consolidated with the State (IPSC) System. The main purpose was to facilitate PSAP radio operations. Having a unified radio system allows all public safety personnel to be dispatched from any radio console. It also increased coverage for all public safety across the county and decreased the radio system maintenance cost shared across all agencies in the county.

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 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 Technology will benefit from a 24/7 building and the location within the Police Department meets future requirements for security. IT moved to the MPD in the Spring of 2017.

Police Officer Scheduling System (POSS) was implemented in March of 2017. It is uniquely designed to accommodate the City and FOP working agreement rules. The system will provide a consistent uniform method for awarding overtime while maintaining officer's schedules and time off banks. It has the ability to recognize the need for overtime, assemble a list of eligible officers

and order them according to working agreement rules. The system is capable of performing this task in seconds where previously it took a supervisor several minutes.

## **Training Division**

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

### *Training Highlights from 2017*

In 2017, the MPD met and surpassed the state mandated minimum 24 hours per officer by providing an average of 44.3 hours per officer. 107 Officers received a total of 4,740.5 hours of Training/Classes in 2017.

The transition to VCS Scheduling was a heavy task for training in the year. Officers were trained on the use of the system in various steps. Videos and guides were designed allowing officers easier access to adapt to the new system, which was very different from the years of using notebooks to track overtime and days off.

Officers had to transition to New World CAD dispatching software in 2017. Officers were met with on an individual basis for training to ensure their ability to log into the system and operate within the context of it. Problems that arose from the initial use were logged to the PSAP Help Desk to alleviate those issues and help ensure as smooth as possible transition from PMDC.

Two instructors attended training for ALERRT Active Shooter Training and Rescue Task Force Instructor. The new protocols are going to be instructed on during the 2018 training year affording officers new tactics to successfully engage threats in the unfortunate event of an active shooter situation. The training also taught instructors scene safety to assist Fire and EMS units with the evacuation of injured parties needing to be treated.

The Reid Technique of Interviewing and Advanced Interrogation once again held training at the Mishawaka Police Department. We are proud to announce that they actively seek us out as a training location due to the high numbers that enroll in the class and then attend at our department. Louis C. Senese is the VP of John E. Reid and Associates had even added additional spots at no cost to our department for our officers due to our department being so accommodating to him. This excellent high-quality training is a staple for good interviewing and interrogation and is a source we plan on retaining for the Mishawaka Police Department.

The Basic Tactical Officer Course was once again employed with new probationary officers. In conjunction with the MPD/SJCPD SWAT team and a host of instructors, probationary officers were taught the fine points of building clearing tactics, shooting and engaging threats. This course has become a staple every year for newer officers and filed training officers comment on the new set of skills it provides probationary after they have taken the week-long course.

Indiana Drug Enforcement Agency brought training to the Mishawaka Police Department twice in 2017. Patron Saints of the Mexican Drug Cartel was instructed by Robert Almonte who is a retired Deputy Chief and former US Marshall for the Western District of Texas. He has received numerous awards for his work including several from the White House. His knowledge and undercover work involving the drug trade and Mexican Cartel trained officers on spotting drug trafficking as well as gang affiliation signs officers should watch out for.

The Department was also fortunate enough to have Peter F. Boyce train De-escalation and constitutional policing in the 21st Century. Peter F. Boyce is a lawyer with over 30 years of experience representing and training police officers. His class looks at a wide range of topics impacting law enforcement including constitutional policing, crisis intervention, risk avoidance and the use of force. The class was a revelation for some officers.

PFC James Bartlett trained at a Grant Writing School dedicated to uncovering ways for police departments to gain access to equipment. The training provided him with different avenues to gain access to grants. We feel this is a good step to help alleviate burdens that the cost of equipment places on the City. Grant funding could be used to purchase equipment for the training department to more effectively instruct officers. PFC Bartlett has a desire expand his responsibilities for the betterment of the department.

Fair and Impartial Policing was instructed in 2017. Officers of MPD received bias training to help identify and contain any bias they have. Bias training is good introspection for officers to have to help them police more effectively in today's environment.

Staples of training are emergency vehicle operation, firearms and physical tactics which continue to be trained on beyond what ILEA wants as a requirement. Several combat shoots (tactical and qualifying) were afforded to officers during the year. Physical tactics instructors stepped up and had a varying amount of topics covered in numerous physical tactics courses offered such as handcuffing low-light, and low-light engagements.

Agency360 is the software supplier for our field-training program and they maintain it on their servers. We elected to do their upgrade to our system in 2017 at no additional cost. This upgrade greatly improves on how the field-training officers report on probationary officer's progress in the field-training program. Alerts and objective notifications help the field training officer track the progress of the trainee and ensures they are meeting levels they should be functioning at. The new upgrade also ties me in as the coordinator of the actions and provides me with alerts and better handling on their progression through the program.

### **Memorial Service**

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

## **Women's Self-Defense Classes**

Self-defense classes for women were held several times throughout 2017 and were instructed by Division Chief Jason Stefaniak, Sgt. Rich Freeman, Sgt. Brian Long and Pfc. Dave Ruiz. It proved to be a very popular class with a maximum amount of attendance. These classes will continue throughout 2018.

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



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

## **Mishawaka Utilities**

*James M. Schrader, General Manager*

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

## **Mishawaka Utility Business Office**

*Virginia Fras, Business Office Manager*

### **Mission**

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

Mishawaka Utilities strives to:

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

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

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

## **Electric Division**

*Sedrick Springman, Division Manager*

### **Mission**

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

Mishawaka Utilities strives to:

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

### **Background**

Mishawaka Utilities – Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 26,259 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 Utilities Electric Department*

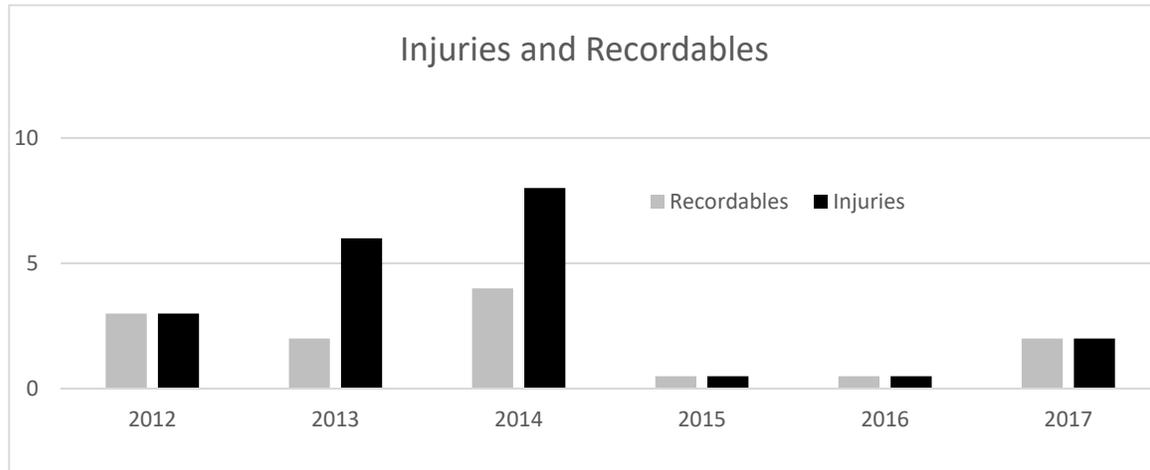
Mishawaka's electric rates are slightly below average for cities our size, in Indiana. It is one of the nation's lowest-cost energy states. Consumers enjoy electric bills that are lower than those of neighboring utilities. While owned by the City of Mishawaka, we are not supported by tax dollars. We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

### **Electric Division Process Measures**

| Process Measure                              | 2016              | 2017            | Percent Change |
|--|-------------------|-----------------|----------------|
| Peak Demand Month (month and kW peak demand) | August<br>136,604 | July<br>128,450 | - 6.00 %       |
| Total Energy Purchased (kWh)                 | 618,966,600       | 604,889,100     | - 2.00 %       |
| Total Energy Sold (kWh)                      | 583,460,972       | 561,313,966     | - 3.79 %       |
| Total Number of Customers Billed             | 28,074            | 26,259          | - 6.50 %       |
| Engineering Projects Completed               | 162               | 293             | + 81.00 %      |
| Number of Transformers Set                   | 62                | 74              | + 19.00 %      |
| Metering Dept Work Orders Completed          | 23,808            | 23,381          | - 1.80 %       |

## Personnel Safety

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



## System Energy Consumption

In August we hit our annual peak demand of 128.5 [MW] (12.77 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 604,889,100 [kWh], down 2.33 percent from the previous year.

## Reliability / Performance Enhancements

- Replaced University T1 MOAB A phase
- Rebuilt Grape T1 capacitor bank
- Installed new relays at Borley, Grape, and Union
- Replaced approximately twenty 4kV insulators at Russ substation
- Installed new circuit for SJRMC, allows tying to Russ station
- Installed new puffer at 4th station, allows taking station offline without de-energizing 34.5kV

## Employee Training and Lineman's Rodeo

Mishawaka Utilities Electric Division's in-house NJATC apprenticeship training program, which started in February of 1998, is now in its 30th year. Our program is a cooperative effort with IBEW Local 1392. The program is recognized by and registered with the Department of Labor Bureau of Apprenticeship and Training. Don Beck and Chuck Bailey attended National Training Institute (NJATC) instructor training classes this past July at the University of Michigan in Ann Arbor. The classes are necessary for these instructors to maintain their certification as trainers in our apprentice

program. Kevin McGann, Construction Superintendent, functions as the president of Mishawaka's National Joint Apprenticeship and Training Committee.

Lineman rodeo competitions showcase the talents and training of the line worker. Judging follows APPA safety regulations at international levels. Our most accomplished employees attend these rodeos competitions. Electric Division Construction Department personnel participated in the following events in 2017:

- *The APPA National Rodeo* held in San Antonio, Texas on May 5<sup>th</sup> & 6<sup>th</sup>. We sent a Journeyman team consisting of Captain Chuck Bailey, Don Beck, and Shane Reynolds. Colter Hurley also competed as an apprentice.
- *The Fallen Lineman Rodeo* held in Clearfield, Pennsylvania on June 16<sup>th</sup>. Our team consisted of Captain Chuck Bailey, Don Beck, and Robert Verhostra. Ryan Francis also competed as an apprentice. Mishawaka's team placed 3<sup>rd</sup> overall with perfect scores in all events.
- *The IMEA State Lineworkers' Rodeo* hosted by Mishawaka at beautiful Central Park on September 15<sup>th</sup> & 16<sup>th</sup>. Mishawaka Utilities hosted this event in 2014 as well. With the help of other city departments, one of the most beautiful parks in the state was transformed into a competition ground for events that showcased some of the most skilled utility linemen from Indiana and surrounding states. This event demonstrated to our city's residents the training and skill sets required to provide our customers with the world class service that the Electric Division strives to provide.

Our journeyman team consisted of Captain Chuck Bailey, Don Beck, and Shane Reynolds. Chuck Bailey and Shane Reynolds also competed as individual journeyman, and Chuck Bailey as a senior individual journeyman. Ryan Francis, Sean Guzy, Colter Hurley, Mike Miller and Robert Verhostra all competed at the apprentice level. Awards included Journeyman Team - 1<sup>st</sup> place overall, Individual Journeyman Chuck Bailey - 2<sup>nd</sup> place overall, Shane Reynolds - 6<sup>th</sup> place overall, Senior Individual Journeyman Chuck Bailey - 1<sup>st</sup> place overall, Apprentice Colter Hurley - 2<sup>nd</sup> place overall, Apprentice Robert Verhostra - 3<sup>rd</sup> place overall, Apprentice Sean Guzy - 4<sup>th</sup> place overall, Apprentice Ryan Francis - 6<sup>th</sup> place overall and Apprentice Mike Miller - 13<sup>th</sup> place overall. Kevin McGann served as the IMEA Lineworkers Rodeo committee chair.

- *The International Lineman Rodeo* was held in Bonner Springs, Kansas on September 12<sup>th</sup>. We sent a journeyman team consisting of Chuck Bailey, Don Beck and Shane Reynolds. Ryan Francis also competed as an apprentice. With over 200 teams from around the world competing, Mishawaka finished 35<sup>th</sup> in their division. And with 284 apprentices from around the world competing, Ryan Francis finished 12<sup>th</sup> in his division.

## Organizational Changes

Organizational changes this past year were as follows:

### Administration Department

- Ruth Lichnerowicz was promoted to Project Coordinator

### Construction Department

We lost 3 Apprentices last year:

- Seth Anglemyer
- Justin McCloskey
- Tyler Somers

### Metering Department

- Lisa Brabhan was hired as Meter Reader.

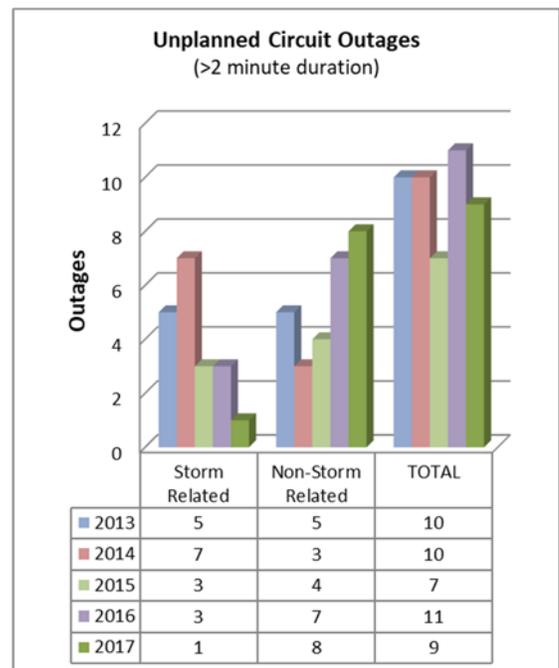
## Engineering and Construction

### General

#### Unplanned Outages

There were 9 unplanned circuit outages in 2017, with a cumulative unplanned outage time of 13 hours. The number of unplanned outages was 18% lower than the 11 outages in 2016.

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



### Support Services

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

### **Preventive Maintenance (PM)**

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

### **GIS (Geographic Information System)**

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

The MUE GIS implementation expanded further throughout 2017 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.
- Maintained Futura inspection software to help record issues with pole conditions.
- Maintained circuit maps updates, Futura updates (GPS included), and the transformer database.
- Maintained all iPads/laptops for Engineering and Construction crews.
- Re-implemented Futura staking. Helps track work orders electronically.
- Supported Construction with detailed maps for underground facility inspections.
- Maintained pole quality inspection reports. Alerted crews when pole change outs were necessary
- Close to completion of the pole attachment reporting. This will help generate revenue to the Electric Department.

### **Project Engineering Activities**

2017 was another busy year for the Electric Department projects staff. The projects staff oversaw 296 new projects for the year. Included in that number are 78 new residential house services. Also installed were 46 single phase transformers and 21,000 feet of single phase primary, 23 three phase transformers and 24,000 feet of three phase wire. We installed 131 new utility poles as a result of our pole inspection project.

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

#### ***Electric distribution improvements (line maintenance projects):***

- Installation of a new breaker at the Union St. substation.

- Fir road pole line rebuild from Jefferson north to the railroad tracks.
- 12th street pole line rebuild from Campbell to Downey.
- Installed at multiple locations new 600 amp switches and fault indicators to reduce outage times.

***Substation Support:***

- Scheduled projects to support:
  - Switching
  - New G.O.A.B. installed at University substation
  - Breaker Testing Switching

***Major Projects:***

- Home 2 Suites on Day Rd.
- The Fields at Highland Village (Jimmy Carter Habitat Project)
- Merrifield Park (North Side)
- Dollar General on LWW
- Lippert Components on Byrkit Ave.
- The Villas at Reverewood
- Qdoba Restaurant on N. Main
- Emmons School Closure Removal
- Wilshire Plaza-Firehouse Subs, Vision Works, Ulta, Core Life Eatery, Carters, Oshkosh

***System PM:***

- Vault Hazard Testing
- SF6 gas inspection and servicing of all puffers in service
- Electric pedestal verification and inspections

**Metering**

The Mishawaka Utilities Metering Department is comprised of the Metering Manager, five Service Representatives (Reps) and five Meter Readers. It is the responsibility of this department to maintain all electric meters and read all electric and water meters in the City. It is the responsibility of the meter readers to read an average of 26,259 electric customers and 17,360 water customers on a monthly basis. The Metering Manager has been able to keep the monthly reading schedule at or near 30 days.

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

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

The Service Reps, who run the disconnect truck, completed 175 disconnect lists which included 3,337 customers. There are seven areas (cycles) in the City for which disconnect lists are performed on a monthly basis. These lists are for customers who are delinquent on their utility bills. The disconnect truck also

runs special disconnects throughout the month that could be for delinquency on payment plans or deposits. Along with disconnecting services the Service Reps reconnected 2,386 customers resulting in \$59,650 in charges (\$25.00 fee x 2,386). During follow-up visits to disconnected customers, 78 were found to have tampered which resulted in tampering fees totaling \$5,460 (\$70.00 x 78).

The Metering Department continues to make strides in changing meters from three-phase mechanical thermal demand meters to electronic solid-state meters. In addition, single-phase A-base adaptor upgrades were also performed. As a team, we were able to change 3,676 mechanical meters to AMR meters.

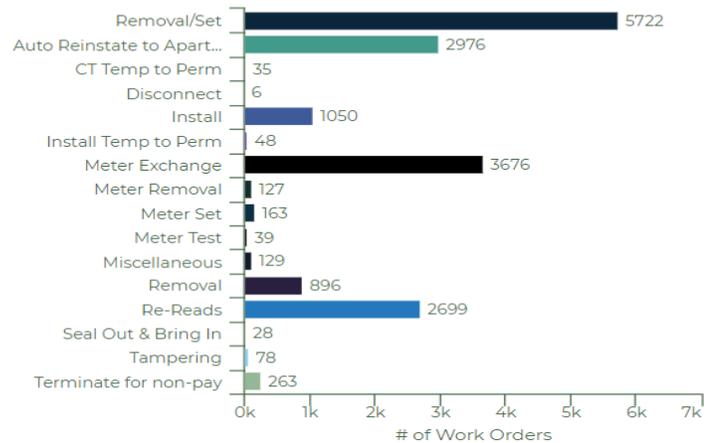
In October, with the help of Anixter, we were able to host a Meter School attended by many. The Metering Department attended several training sessions including bi-monthly IMEA Safety & Training and in-house training sessions. The Metering Department strives to implement the newest metering technology to insure 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:

## 2017 METER DEPARTMENT WORK ORDERS



- 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 from which we continue to benefit is the transformer salvage program with our material distribution partners at Anixter Power Solutions of Mattoon, Illinois and transformer vendor 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 has them process non-functioning or technologically out-of-date transformers and allow us to receive credit based on the salvage values of the recovered materials such as copper, aluminum, and core and casing steel.

Normally, we would only be allowed to use this credit with Solomon towards the purchase of transformers from their company. 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 current Vendor Managed Inventory (VMI) agreement. Last year, we declared 32 line transformers as salvage and received \$35,203 in usable credit with Anixter. We were able to apply this credit toward invoices for non-VMI line materials, tools, inspection services, and other miscellaneous items. Solomon recycled barrels of reclaimed transformer oil and disposed of some PCB contaminated transformers. Costs for those services were paid out of the initial salvage dollars before the credits were issued.

We also continue our partnership with Anixter Power Solutions by utilizing their Vendor Managed Inventory system, or VMI, mentioned earlier. Mishawaka Utilities entered into this partnership in January of 2009 to provide a computerized inventory management system with Anixter acting as our primary vendor for line construction and maintenance materials. The following chart breaks down our inventory spending, comparing 2017 to 2016:

In 2017, our inventory purchases were down over \$157,000 compared to purchases in 2016. This was achieved despite active projects to change out aged steel light poles to fiberglass poles, to replace numerous

| Item                     | Dollars Spent |           | Change (dollars) |
|--------------------------|---------------|-----------|------------------|
|                          | 2016          | 2017      |                  |
| Aerial Transformers      | \$23,596      | \$18,068  | - 5,528          |
| Pad mounted Transformers | \$497,921     | \$215,072 | - 282,849        |
| Transformer Accessories  | \$74,622      | \$90,462  | + 15,840         |
| Pipe                     | \$26,440      | \$36,063  | + 9,623          |
| Pipe Accessories         | \$14,612      | \$7,329   | - 7,283          |
| Meters                   | \$149,225     | \$208,009 | + 58,784         |
| Meter Accessories        | \$23,425      | \$9,496   | - 13,929         |
| Wire                     | \$307,497     | \$160,177 | - 147,320        |
| Wire Accessories         | \$67,043      | \$112,870 | + 45,827         |
| Poles                    | \$60,931      | \$97,763  | + 36,832         |
| Pole Accessories         | \$52,171      | \$61,412  | + 9,241          |
| Street Light Poles       | \$0           | \$97,763  | + 97,763         |
| Lighting Accessories     | \$39,295      | \$129,263 | + 89,968         |
| Service Materials        | \$103,669     | \$39,590  | - 67,079         |

electric meters, to rebuild the 12<sup>th</sup> Street pole line between Byrkit and Downey Avenues, and to prepare to refit existing high-pressure sodium street lighting with new LED technology.

2017 again proved to be financially active in terms of new acquisitions to our fleet. We replaced four aged vehicles with two new Ford Escape AWD SUVs for metering, a new Ford F150 4x4 pickup truck for our Substation Supervisor, and for the Construction Department, a new International 4400/Altec digger derrick truck. Additionally, we acquired a new John Deere Gator 4WD compact utility vehicle and a new Bobcat tracked mini-excavator for use in our Construction Department.

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 2017 totaled \$156,197. This figure includes billings to support Kingsford Heights Municipal Utility for line work, Midwest Energy in Michigan for mutual aid storm assistance in March 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 nineteenth year as a Clerk Dispatcher “A”. Working with Chuck is Jeff Erickson, who is in his third 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 33<sup>rd</sup> 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 2018, we welcome the opportunity to build upon our accomplishments and to develop our future successes.

## **Sewer Maintenance Department**

*Tom Dolly, Manager*

The Sewer Department cleaned a total of 285,256 feet of sewer lines, and televised 319,300 feet of sewer lines in 2017. The collection system has over 200 miles of sanitary sewers and storm lines. Cleaning and televising is an important process in maximizing flow of sewage to the Wastewater Treatment Plant and determining what needs to be repaired or replaced. Reports of larger sewer/storm infrastructure that need to be repaired are often identified, and sent to the Engineering Department for bidding.



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

### **Video Surveillance Program**

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

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

The video inspection trucks are also equipped with a lateral launch system that gives us the ability to televise residential laterals from the main line in the street up to the house to determine 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 2017, over 3,011 feet of residential laterals were televised with the push-cam system for a grand total of 322,311 feet of main line and lateral lines televised.

***In 2017, over 3,011 feet of residential laterals were televised with the push-cam system...***

The employees assigned to push-cam inspections may also be assigned to do sewer locates for contractors, and follow-ups to residential issues. These employees performed 140 sewer excavation inspections in 2017.

## Sewer Insurance Program

Over the past year, 199 calls were received from residents during normal working hours and 14 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 following up on contractor cleaned laterals. Of the 213 total calls, 48 residents qualified for the sewer insurance program. These 48 sewer insurance work order calls were taken, set-up and completed by our office personnel.

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



## CIPP Sewer Rehabilitation Various Locations 2017

As part of ongoing infrastructure improvements, Cured in Place Pipe (CIPP) lining was used for a total of 8,100 feet to rehabilitate 21 various key sewer lines. The project also included the structural rehabilitation of 51 manholes with polyurethane lining. The total project investment was \$700,000.



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 2017.

## **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 2017 there were 15,038 inside city customers and 719 customers outside the city limits.

Mishawaka's wastewater treatment facility serves residential, commercial, and industrial accounts. The population served exceeds 50 thousand. In 2017 over 3.7 billion gallons of wastewater were treated and over 6.5 million pounds of pollutants were removed prior to discharge into the St. Joseph River.

***“In 2017 over 3.7 billion gallons of wastewater were treated and over 6.5 million pounds of pollutants were removed ...”***

The treatment facility operates 24 hours per day, 365 days a year. The twenty-six employees of the Wastewater Division have over 418 years of combined wastewater experience. Eight members of the staff hold Indiana's highest level of professional operator certification.

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

### **Biosolids Facility**

The Biosolids Facility is located on South Logan Street. This site is the location for the solids dewatering operation and the storage of biosolids prior to land application. Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2017, 1269 tons of biosolids were produced. Farmers desire biosolids because it contains nitrogen and phosphorus, reducing the amount of commercial fertilizer that must be used. It also improves the quality of the soil.

## **Industrial Pretreatment**

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

## **Lift stations and Biofilters**

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

There are 5 remote odor control facilities. The Wastewater Division is responsible for the maintenance of these systems. Monitoring and reporting on the activity of the 21 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 2017, 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.

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

## Statistics

In 2017, the wastewater facility treated over 3.77 billion gallons, averaging 314 million gallons monthly and 10.3 million gallons per day. Over 6.5 million pounds of pollutants were removed in the treatment process and the quality of treated discharge to the St. Joseph River was exceptional. Pollutants removed during 2017 included 6.1 million pounds of organic compounds, 65 thousand pounds of phosphorus, and 393 thousand pounds of ammonia nitrogen.

| 2017 Statistical Summary      |       |       |       |       |       |       |
|-------------------------------|-------|-------|-------|-------|-------|-------|
|                               | 2012  | 2013  | 2014  | 2015  | 2016  | 2017  |
| Average Flow (MGD)            | 9.19  | 9.92  | 9.69  | 9.35  | 10.57 | 10.33 |
| Peak Flow (MGD)               | 58.0  | 60.4  | 60.9  | 65.2  | 70.0  | 60.0  |
| BOD Removed (%)               | 98    | 98    | 98    | 98    | 98    | 98    |
| Phosphorus Removed (%)        | 80    | 80    | 82    | 85    | 82    | 83    |
| Ammonia Removed (%)           | 95    | 92    | 95    | 96    | 94    | 97    |
| Solids Removed (%)            | 98    | 97    | 98    | 98    | 98    | 98    |
| Biosolids Produced (dry tons) | 1105  | 1040  | 1047  | 1169  | 1351  | 1269  |
| Electricity Use (MkWh)        | 4.9   | 5.1   | 4.9   | 5.2   | 5.3   | 5.2   |
| Natural Gas Use (Mcf)         | 5.4   | 6.6   | 6.4   | 5.1   | 4.9   | 6.0   |
| Total Precipitation (inches)  | 34.52 | 38.17 | 41.44 | 35.92 | 46.70 | 43.53 |

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 2017 was 60 MGD on July 4th. The maximum total flow treated on a single day was 20.4 million gallons on February 7th.

## 2017 Permit Renewals

Mishawaka applied for and received a new NPDES permit effective May 1, 2017. The 52 page permit is valid for 5 years and it gives authority for the treatment plant to discharge treated wastewater into the St. Joseph River. The permit sets limits on the amount of pollutants that may be discharged, and establishes monitoring and reporting requirements. The permit also requires an ongoing preventative maintenance program for the sanitary sewer system, a requirement to operate an industrial pretreatment program, authorizes discharges from the City's combined sewer system, implementation of a CSO Operational Plan, sewer use ordinance review/revision and enforcement, and the ongoing implementation of a mercury minimization program.

Significant changes from the prior permit are new discharge limits for copper and an increase in the frequency of monitoring. The expired permit required quarterly monitoring for copper and there were no numerical limits on the concentration discharged. The new permit requires weekly monitoring for copper and establishes a monthly average concentration limit of 0.037 parts per

million (ppm) and a single sample maximum limit of 0.074 ppm. Of the 36 copper samples analyzed since the new permit became effective, all have been below the limits.

A renewal of the Biosolids Land Application Permit was also required in 2017. This renewal of this permit allows Mishawaka Wastewater to continue with land application of biosolids on local farm fields. All prospective fields need to be identified in the permit application. This requires pH testing and soil maps of all fields as well as notification to all adjacent land owners in advance of application.

In addition to the renewal of the NPDES Permit and the Land Application Permit, the wastewater plant was required to renew their Minor Source Operating Permit for air emissions from their boilers. The wastewater plant has maintained an air permit for almost twenty-five years, however, recent changes in regulations allowed the plant to apply for an exemption. In June, an exemption was granted by the State of Indiana which removed monitoring and reporting requirements for the plant's insignificant air pollutant discharge.

In 2017, Mishawaka Wastewater conducted a re-evaluation of its Local Limits and Sewer Use Ordinance (SUO) as required by the National Pretreatment Program and its National Pollutant Discharge Elimination System (NPDES) Permit. The City's Local Limits and Sewer Use Ordinance are periodically reviewed, and revised as necessary, to respond to changes in infrastructure, operations, regulations, or industrial user base.

A re-evaluation of the City's Sewer Use Ordinance determined no modifications are necessary or proposed at this time. A Local Limits Re-Evaluation determined that no changes to the existing local limits were warranted, except for the lowering of the Mercury local limit from 0.066 mg/l to 0.0003 mg/l, which was requested by the U.S. EPA. The City's Sewer Use Ordinance was modified to incorporate the Mercury local limit change. Mishawaka Wastewater was subject to a "Schedule of Compliance for Mercury", under which Mishawaka must attain a final effluent limit for Mercury of 1.3 ng/l (parts per trillion). This required Mishawaka to implement a local limit of 0.0003 mg/l, which is more restrictive than the previous local limit of 0.066mg/l.

The U.S. EPA reviewed the re-evaluation report and concluded that retaining the existing SUO and Local limits, as well as lowering the local limit for Mercury, are non-substantial modifications. Therefore, Mishawaka implemented the modifications.

## **2017 Projects**

Several preventive maintenance projects were done in the summer. Aeration tank number one was taken down for service to be cleaned. The diffuser membranes were replaced and then the tank was returned to service. Also, during the summer, two grit tanks at the plant were drained and cleaned.

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



*Oakland Ave. Lift station replacement*

Pump number one at Corby St. Lift Station was replaced with a new grinder pump. This greatly reduced the number of call-outs to the lift station to remove debris that clogs the pumps. The Juday Creek Lift Station also received some updates. All three pumps are being rebuilt and the work will be completed in early 2018.

Clarifier number two had to be taken down for repairs in 2017. A large tree from Lincoln Park fell during a wind storm causing damages to the fence and tank. With help from Central Services, the tree was cut and the debris was disposed of. During this time, the hill inside the west boundary of the plant was cleared of unwanted scrub trees and brush.

In December of 2017, a large section of a final clarifier fiberglass trough broke off, forcing a complete shutdown of the clarifier. The break was unrepairable and resulted in the fast-tracking of new clarifier troughs to be designed, built, and installed in early 2018.



*Final Clarifier Damage*

### **Award Winning**

The Mishawaka Wastewater Division was recognized at the Indiana Water Environment Association Annual Conference, held in Indianapolis August 22–24. The Mishawaka Wastewater Laboratory received the Laboratory Excellence Award for the 16<sup>th</sup> consecutive year. The Division also received the Safety Award for the second consecutive year. This award recognizes continuing safety excellence.

The operation of the treatment facility is accomplished by a team of dedicated operators who provide coverage 24 hours a day, seven days a week. This includes 3 shifts with 2 operators on each shift, two swing shift operators, and two utility operators. Each pair of operators is responsible for making process control decisions on their shift. On off-shifts, weekends, and holidays the facility is staffed solely by these two-person crews.

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

## **Water Division**

*Dave Majewski, Manager*

2017 was another exciting year at Mishawaka Water. Final design on our new 2-million-gallon reservoir and Booster station has just been completed. Construction on the new tank should begin late this summer, or by early fall. The new reservoir will be complimented with a booster station and approximately 7000 feet of water main. This will provide a redundant supply of water to the south side of Mishawaka, and increased storage capacity for the entire distribution system. Once completed, our 89-year-old 3-million-gallon reservoir will be taken offline for renovation. Total construction time is expected to be 18 months to 2 years.



*Site assessment work at proposed 2 mg reservoir*

Acquisition of the Juday Creek Golf Course property along with a portion of the Penn Family Farm is complete, and design is in full motion for our new Water Treatment Facility. In 2017 we ran a pilot treatment plant study to determine the water treatment process required the new facility. We are excited to announce the study was very successful and we now have a course of treatment moving forward as we design the new plant.

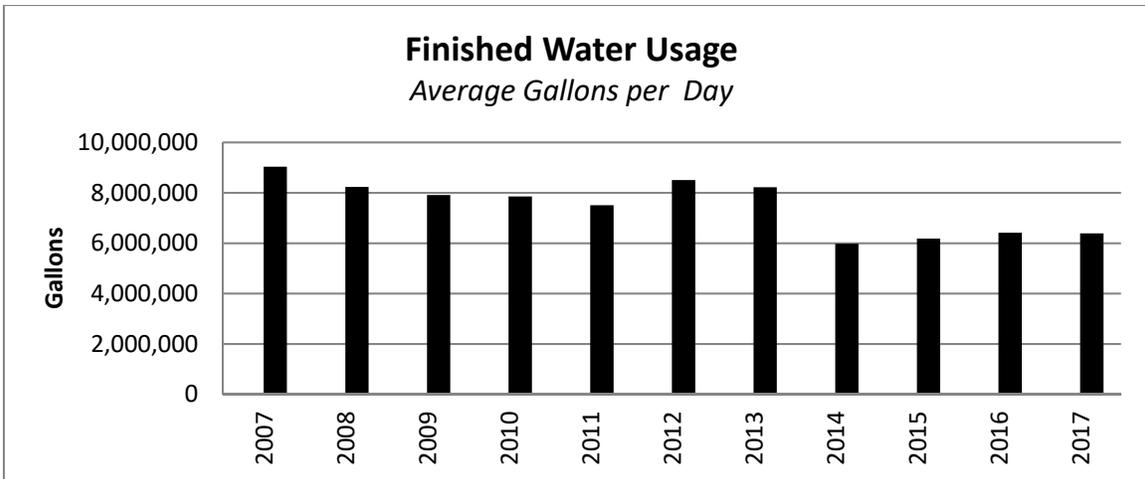


*Test well drilling at Juday Creek*

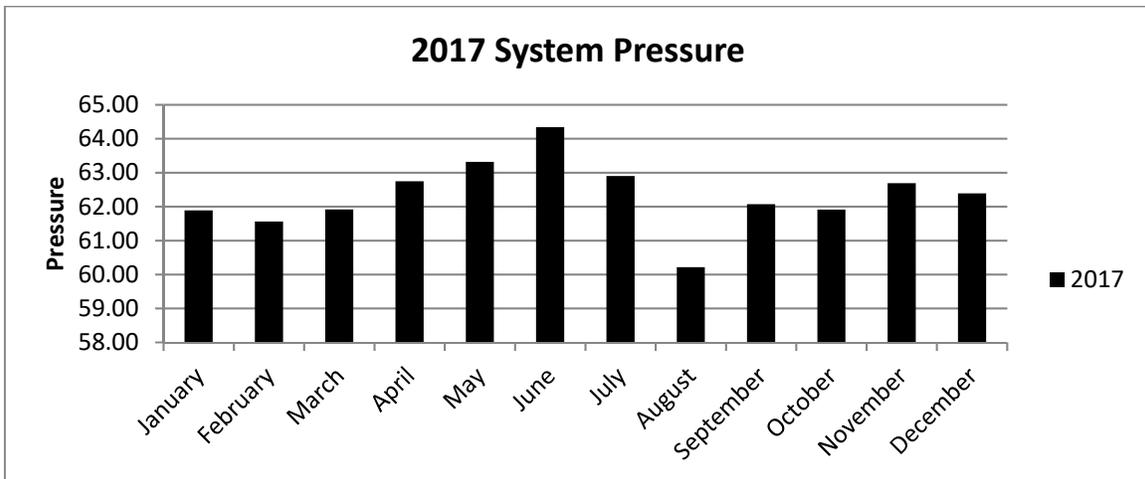


*Pilot Treatment Plant at Juday Creek*

New infrastructure was installed last year along Douglas Road and installation will continue with widening of Douglas Road east of Fir to the new Veteran's Parkway which will take us over Juday Creek to the site of the new Water Treatment Plant. There are a lot of moving pieces that need to happen before ground breaking, currently forecasted for late 2020 or early 2021.



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 over 17,500 service connections. Our three water treatment facilities can put out a maximum of 31.4 million gallons a day of water into our distribution system if needed which encompasses 320 miles of water distribution main.



In 2017 we treated 2.31 billion gallons of water for a daily average of 6.32 million gallons per day. That is roughly the same as 2016. Our employees worked 937 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 works 365 days of the year to test your drinking water to make sure it meets and exceeds the standards set by the Environmental Protection Agency, and the Indiana Department of Environmental Management. This group performed over 20,000 tests to ensure Mishawaka has a safe supply of water. For the 15<sup>th</sup> 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.

The Discharge Monitoring Proficiency Study evaluates the analytical ability of our laboratory. Our lab received all acceptable evaluations on the parameters we are required to test. Lead/Copper sampling was another large effort conducted by our Water Quality Team in 2017. I am happy to report we are in compliance with the lead/copper rule and did not exceed the action level for lead or copper.

With our corrosion control program and our lead service replacement program, Mishawaka Water strives to keep our public water system in full compliance. In 2017 we replaced over 250 lead service lines.

### **Wellhead Protection**

Although source protection is mandated by federal and state statutes, protecting ground water depends on the actions of those that live, work, and recreate in and around our aquifer recharge area. Source protection requires a cooperative effort among the public water supply system, local governments, the private sector, and the public at large.



*Mishawaka Business Association  
Person of the Year - Jan Winn,  
Well Head Protection Coordinator*

Successfully protecting ground water requires the participation of all of us. We started a program that protects not only our four wellhead protection areas, but gives us the ability to properly address any contamination that affects Mishawaka's ground water outside of these areas. We have to date located 1,025 wells and 1,000 septic systems in our wellhead protection areas and those areas outside of the wellhead protection area that are serviced by us. This is an ongoing project which we feel is the responsibility of the Mishawaka Water Utility to protect public health, safety and general welfare.

Congratulations to our Well Head Protection coordinator Jan Winn. She was named Mishawaka Business Association Person of the Year.

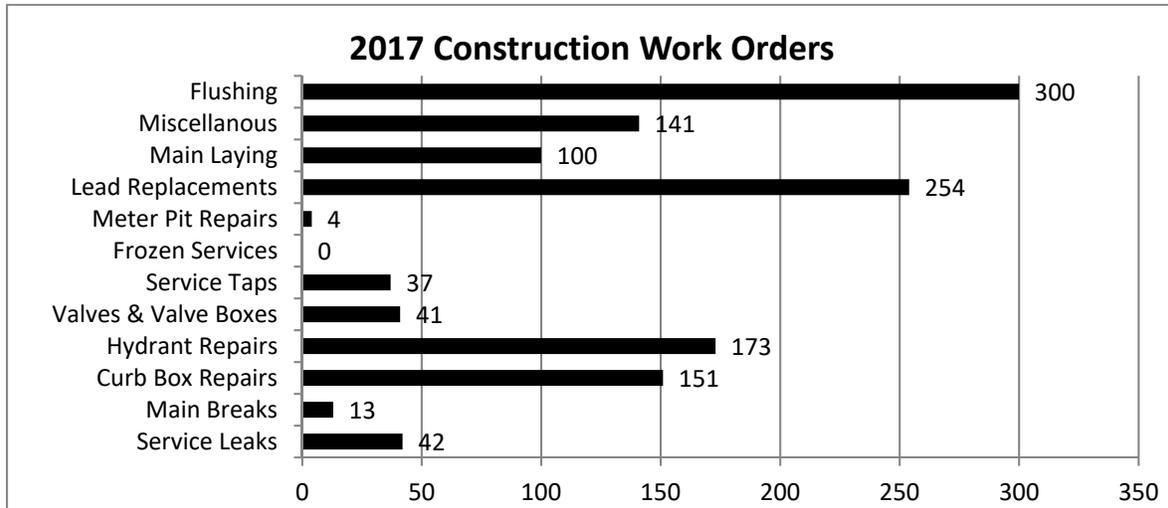
### **Maintenance**

Our Maintenance Team was kept busy in 2017. This group is responsible for maintaining 3 treatment plants, and over 30 buildings. This includes wells, booster pumps, water tanks, and in-ground storage reservoirs. They also maintain our operations center, and numerous sample stations throughout the city. Some of the projects this group completed this past year include replacing all 3 booster pumps at our Fir road booster station, and the exterior cleaning of Blair Hills tank. Periodic well cleanings are necessary to keep the well and the aquifer in top condition. Three wells were cleaned at our Virgil facility this past year.



*Exterior Tank Cleaning Blair Hills Water Tower*

Work on our SCADA system that controls the distribution network is ongoing we terminated our fiber optic switches at our two main treatment plants. The use of fiber optics will give us quicker response time and more redundancy in our computer network. Work on the network upgrade should be completed by year's end.



### Meter & Backflow

The Water Metering/Backflow/Cross Connection Group works to install, remove and test our water meters. In 2017, long time employee Dave Kyle retired. Dave was a municipal employee for 40 years, his last 17 with Mishawaka Water. We wish Dave well in a much-deserved retirement. Dave's replacement, Cody Pratt, has been a great addition to the meter group. He has done a great job learning all the facets of his position and is a team player ready to serve the citizens of Mishawaka with world-class service.

This group completed over 6,600 work orders in 2017. In addition, we also tested 2,624 backflow devices last year. Backflow devices prevent the potentially harmful contaminants from commercial, industrial, and irrigation activities to siphon back into Mishawaka's water supply. Backflow devices are required on all commercial and industrial buildings and on all irrigation systems that receive water from Mishawaka Utilities. This group is called upon daily for emergency shut offs, along with answering questions from customers and contractors.



*Fixing a service leak on Cedar Street*

## Distribution

Take a bunch of guys with passion for their job and you have our construction crew. Maintaining nearly 320 miles of water main, over 17,500 service connections, 3000 plus fire hydrants, and thousands more valves, the construction crew not only maintains, but installs new water main and service connections.

Our main laying crew was kept busy throughout 2017 with numerous projects. New pipe was being installed through the end of December. We also replaced over 250 lead service lines with copper, and flushed every hydrant in the city at least once.

One project we are extremely proud of is the Jimmy and Rosalynn Carter Work Project. We put in the entire underground water infrastructure for this Habitat for Humanity project which will really start to take shape later in 2018.

Comprehensive training and planning are a key factor in the success of our department. Our crews must attend continuing education courses to maintain their Water System Distribution and Water Treatment licenses.

The construction group works closely with contractors and engineers to help plan, expand, and coordinate work on our distribution system.

Our construction crew added a new pipefitter in 2017. We are happy to have Ryan Powell as part of our team.



*Foreman Mario Brioli providing valuable job location insight*



*Mishawaka Water honored to help with the Habitat Project*

| 2017 CONSTRUCTION PROJECTS  |  |
|-----------------------------|--|
| Villa's at Reverewood       | Silver Birch                               |
| The Reserve                 | Portillo's                                 |
| The Mill at Ironworks       | QDoba                                      |
| Kamm Island Condo's         | Dollar General ( <i>Lincolnway West</i> )  |
| Fields at Highland          | Dollar General ( <i>McKinley Highway</i> ) |
| Family Express Union Street | Pulliam Enterprises                        |
| Centier Bank                | Ulta Cosmetics                             |
| First Federal Credit Union  |  |

| LEAD REPLACEMENTS 2017 |                     |
|------------------------|---------------------|
| Street                 | No. of Replacements |
| Victoria               | 38                  |
| Miami Club             | 36                  |
| North Byrkit           | 20                  |
| South Byrkit           | 6                   |
| Hendricks              | 56                  |
| Queensboro             | 41                  |
| Ewing                  | 7                   |
| Geyer                  | 28                  |
| Delaware               | 4                   |
| Miscellaneous          | 25                  |

We continue our service both locally and worldwide. Mishawaka Utilities Water for People section raises money to help find clean drinking water and adequate sanitation for people throughout the world. For the 18<sup>th</sup> consecutive year Mishawaka employees presented a check of at least 1,000 dollars to the National Water for People organization. Mishawaka employees also served on committees that raised over \$30,000 for Water for People.



*Presenting the check to Water for People*

Three employees were honored in 2017. Randy Ellsworth 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. Dennis Lutz received a 35-year pin, and Dave Kyle a 40-year pin for service. These 3 employees have a combined 100 years of experience. Congratulations!



*David Kyle adds his name to retirement board 17 years of service*



*Randy Ellsworth  
Hurty Award Recipient*

Every day we work hard to bring you a top quality product. We work closely with our engineering partners and contractors to make sure our system will remain strong today, tomorrow, and 100 years from now.

We are proud that Mishawaka's drinking water meets and surpasses all state and federal water quality standards, and that the price you pay is still just pennies per gallon. We are honored to give world class service to the citizens in America's best City!