

2020



STATE
OF
THE CITY



DAVID A. WOOD
MAYOR

MARCH 23, 2020

*City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2019*

*David A. Wood
Mayor*



*Patrick J. Hinkle
Corporation Counsel*

*Deborah S. Block
City Clerk*

*Rebecca S. Miller
City Controller*

*Mishawaka Common Council
Gregg Hixenbaugh (At-Large)
President*

*Dale "Woody" Emmons (1st District)
Mike Bellovich (2nd District)
Anthony "Tony" Hazen (3rd District)
Kate Voelker (4th District)*

*S. Michael Compton (5th District)
Ron Banicki (6th District)
Maggie DeMaegd (At-Large)
Matt Mammolenti (At-Large)*

City of Mishawaka

State of the City Address

March 23, 2020

Table of Contents

Executive Summary

Introduction.....	1
In Memoriam – Mayor Robert C. Beutter.....	1
Mayor’s Youth Advisory Council.....	3
Mishawaka Police.....	4
Mishawaka Fire.....	6
City Finances.....	8
City Clerk / Common Council.....	10
Central Services.....	11
Building and New Construction.....	12
Continued Commercial Growth.....	13
Downtown Development.....	14
Parks and Recreation.....	16
Mishawaka Riverwalk.....	21
Protecting Neighborhoods - Code Enforcement.....	21
Community Development.....	22
Public Infrastructure Projects.....	23
Infrastructure Planning.....	27
Wastewater Long-Term Control Plan (LTCP).....	28
Long-Term Control Plan Construction.....	32
Mishawaka Utilities Wastewater Division.....	33
Mishawaka Utilities Water Division.....	33
Mishawaka Utilities Electric Division.....	34
Coming in 2020.....	34
Liberty Mutual Office Building – New City Municipal Services Building.....	36
Habitat for Humanity.....	40
Conclusion.....	41

Department Reports

Mayor’s Office.....	45	Parks and Recreation.....	84
City Clerk.....	54	Community Development.....	89
Controller’s Office.....	56	Building and Planning.....	93
Law.....	58	Code Enforcement.....	112
Human Resources.....	59	Fire Department.....	115
Information Technology.....	60	Police Department.....	122
Central Services.....	61	Mishawaka Utilities.....	140
Engineering.....	63		

City of Mishawaka
2020 State of the City Address

“Focused on the Fundamentals”

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 trying to keep up with both the positive development and routine activities of City government. Like everything good that happens in the Princess City, the State of the City wouldn't happen without a team effort. Once again, I would like to thank Karl Kopec, Tim Brill, Brent Chupp, Ken Prince and our department managers for their help in compiling all this valuable information.

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

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

Every year I choose a theme for the State of the City, the theme I have chosen for this year is ***“Focused on the Fundamentals”***. In this case, I was not just inspired by one event or statistic, but rather the continued passage of time that illustrates the work and efforts of our businesses, citizens and employees who continue to make Mishawaka a better place to live. Like a basketball team working on our passing skills and layups. Sometimes, these activities and statistics generated are not attention grabbing, but on the court year after year, our success is illustrated through the outcomes associated with our continued practice, dedication, discipline, and steady leadership.

As a testament to the City's leadership and the person who taught many of us “The Fundamentals”, this year's State of the City is dedicated to former Mayor Bob Beutter who passed away in January.

In Memoriam - Mayor Robert C. Beutter (1935-2020)

Known affectionately to many as “Mayor Bob”, Robert C. Beutter served the City of Mishawaka for most of his life including as the longest serving Mayor in the City's history, having served for

five terms from 1984 - 2003. Mayor Bob was a Mishawaka icon who leaves behind a great legacy in the Princess City.

Bob was a great family man, devoted husband and father. Bob had the talents to go anywhere and been successful. He would have made any community he lived in better, but he made a choice to never leave his beloved hometown. We are eternally grateful that he stayed. Indeed, Bob could have been many things: successful businessman, high-powered attorney, stand-up comedian, Governor, or just about anything else he set his mind to. But his calling as Mayor was much more impactful. Local government is where the proverbial rubber meets the road, and thus in my opinion he achieved the highest and best title in all politics: MAYOR of the Princess City, MAYOR of the best Hometown in America.

Bob was THE quintessential mayor, the epitome of what a mayor should be. He possessed the greatest qualification for the job; a true love and passion for the city and citizens whom he served. In his role as Mayor, he led Mishawaka from a small town to one of the fastest growing cities in the State. Though he would never claim to be a politician, he was masterful in accomplishing his agenda of providing great city services and diversifying the economy during a time of uncertainty and transition. That is because he was first and foremost, a citizen of our City. He approached the job with an expectation for great services, so he surrounded himself with a great team of public servants to provide them. Politically, he was a Republican although he got elected in a Democratic city. That is because he put city over party; fundamentally he put Mishawaka first, as it should be.



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I'll never forget the first time I met Mayor Bob. I was in my mid-20's and was attending a meeting with my grandfather who was a Uniroyal retiree. Uniroyal had closed after operating continually on site for over 100 years. The plant, in the heart of our downtown, was not only our largest employer, it was our biggest taxpayer and was engrained in the fabric of our city. The company had closed and left Mishawaka with a massive tax burden, 50+ abandoned buildings that had 1.7 million square feet under roof that was essentially as industrial wasteland. Worse, it left Mishawaka families without jobs and income. The large crowd was obviously concerned about their futures and the future of Mishawaka. It was THE pivotal moment in the last half century history of Mishawaka.

I remember the plans that were shared by Mayor Bob and future Mayor Jeff Rea to remove the buildings in the heart of the downtown then add a park and riverwalk to stimulate redevelopment. I also remember the criticism. It went something like this: "You mean to tell me we just lost our major employer and livelihoods and you want to tear down our factories and build a sidewalk?"

What are you crazy?" But Mayor Bob fundamentally knew the seriousness of the moment. He knew that Uniroyal wasn't coming back, and he was determined to move Mishawaka forward because he wasn't about to sit back, watch his hometown slowly die while he managed its decline. It was a big vision and a time for bold leadership.

I recall Mayor Bob instantly took command of the room. He quickly disarmed a contentious crowd with his legendary humor. He gained the full trust and confidence of everyone there and got the consensus he needed to proceed. Then, before he left, he made his rounds and left no hand unshaken (another Mayor Bob trait). Now, he didn't know me at the time but that made a tremendous impact on me and inspired this kid just getting started, to stay in his hometown, to love it, and help build its future.

Of course, Mayor Bob followed through on his plans in his typical showman style. He didn't just demolish the buildings, he blew them up, making national news in the process. He then moved heaven and earth to clear the site and the rest is history. Look around today. Mishawaka is thriving, Mishawaka is strong. That is only possible because of Bob Beutter's transformative leadership in Mishawaka's critical time of need.

Mayor Bob focused on the fundamentals and did them as well as anybody. Guided by values important to him—faith, family, honesty and integrity. He executed the duties of his office with dignity and honor and gained not only the confidence and support of our citizens but recognition and respect from far beyond our borders.

Long after his retirement, Mayor Bob remained a valued presence at City Hall where he served as a part-time staff attorney. Everyone greatly benefited from his steady presence. The staff valued his advice and I valued his influence on our staff. To the last days, Bob's life was instructive. As he aged, he taught us how to handle adversity head-on just the way he lived his life, with dignity, humor, and kindness.

Mayor Bob's legacy will live on. It runs deep and will last generations because of the multitudes that he touched and the future leaders he developed. Loving husband and father, loyal friend, mentor and coach to hundreds of public servants, shepherd to his flock, and a citizen who left his home, neighborhood, city and country better than he found them.

Mayor's Youth Advisory Council

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

The 2018-2019 Mayor's Youth Advisory Council (MYAC) is proud to have completed another successful year of community service, local government studies, education opportunities with area businesses and volunteer work for many events. This year's group consisted of 30 members. Every year one of the Youth Council's signature events is the Thanksgiving Food Drive.

Representatives from each of our high schools led the initiative and provided 80 dinners to families in need. Not only did the Youth Council collect extra food for the Mishawaka Food Pantry, with the leftover money from the Thanksgiving Food Drive, the group then decided to adopt three families for Christmas. They not only provided gifts of toys and clothes, they also provided a Christmas dinner and extra food for the families.

This year the students learned about the Engineering Department, Code Enforcement and Building, Mishawaka Parks, the Mishawaka Police and Fire Department, and were presented with unique community service and volunteer opportunities throughout the year.

In March, the students visited the Indiana Statehouse with other Youth Council members from across the State. They met with their local State Representatives, Dale Devon and Ross Deal and met State Senators, Ryan Mishler and Linda Rogers.

To finalize the year, a Mock Council Meeting took place in the Council Chambers on June 10th. With coaching from Mayor Wood, Councilman, Mike Bellovich and City Clerk, Deb Block, the students flawlessly conducted a council meeting. Roles were chosen randomly and the students played the parts of Mayor, City Clerk, Council Members, attorneys, citizens and business owners. They were given scenarios of situations similar to what the Mishawaka Council deals with in the Princess City and these students took their roles seriously. One issue that was sure to be voted down actually passed unanimously due to the presentation by one of the students. It was a lesson in Local Government that these students will never forget.

Mishawaka Police Department

There is no better expression of focusing on the fundamentals in local government than keeping law and order the way that the Mishawaka Police Department does. Mishawaka's proactive approach to police work continues to keep the City of Mishawaka a safe place to live. The constant patrols, painstaking detective work, active community involvement, and attentive training are all fundamental strengths of the department. I continue to be thankful every day for the outstanding work that is performed by the Mishawaka Police Department.

The Crime Rate Continued to Drop in 2019!

There is no service provided by local government more vital than public safety. As Mayor, one of the accomplishments that I am most proud of is the fact that overall crime reporting numbers have decreased in 8 of my 10 years as mayor. Since taking office in 2010, every year except 2016 and 2018 has had a decrease in the overall crime rate.

Mishawaka's low crime rate and continued decreases in crime is even more impressive when considering our City's continued expansion and the constant influx of daily visitors to the largest retail shopping area in the region.

Crime Report Statistics – City of Mishawaka				
	2018	2019	Change	Percent
Homicide	5	0	-5	-100%
Rape	16	19	+3	+19%
Robbery	48	40	-8	-17%
Assault	829	975	+146	+18%
Burglary	248	210	-38	-15%
Larceny / Theft	2,032	1671	-361	-18%
Auto Theft	252	235	-17	-7%
Arson	15	16	+1	+7%
Totals	3445	3166	-279	-8%

I am happy to report that the overall crime rate dropped 8% between 2018 and 2019. I am also very thankful to report that no murders occurred in Mishawaka in 2019. As part of these statistics, I am also pleased to report that Larceny-Theft represented the biggest drop with an 18% decrease in 2019 compared to 2018.

In 2019 the City of Mishawaka saw a 17% decrease in robberies from 2018, from 41 to 24 reported cases. Illustrating fundamentally good police work, the Detectives assigned to robbery cases also solved 52% of these cases. The National Average for robbery clearance rates is only 25% to 30% for cities.

Police in the Community

In reporting on crime rather than police activity as a whole, we can get too caught up in the negative. In contrast, I want to continue to emphasize the incredible amount of community support given and received by the Mishawaka Police Department every year. Our officers specifically work to engage and be an active part of the community. In 2019 the Police Department participated in events including Coffee with a Cop, Chill with a Cop, National Night Out, Trunk or Treat, and our annual Christmas Tree Lighting. In addition, the City’s DARE program continues to be one of the best in the State of Indiana.

In 2019, the department had “No Shave November”. With the help of MPD officers, Veterans Affairs Police and private donations, the MPD raised over \$3,062 for Center for Hospice Care in the month of November. In the month of December, MPD officers raised and collected \$3,380 for the Ronald McDonald House Charities of Michiana. Through donations by our local Grape Road Meijer store, 28 children received a special Christmas experience at the “Christmas With A Cop” event. Children were able to ride in a police car to Meijer on Grape Road. Each child received at least \$100 in Christmas gifts purchased at the store.

To illustrate the MPD’s community involvement, each year also I try to highlight a special story.

This past year, Officer Ennis was dispatched to a welfare check on an elderly woman and learned that she liked to paint but didn’t have any painting supplies. With his own money, Officer Ennis went straight to the store and returned with painting supplies. Two days later, Officer Ennis returned to check on her, bringing some food from the MPD food pantry. When he arrived he found that she had already started on a painting for Officer Ennis!

When I refer to Mishawaka as the “Best Hometown in America”, this is just one example of what I am referring to!

Moving Forward

As we move forward, I am confident in the abilities of the Mishawaka Police Department. The reason we have consistently low and stable crime rates is that our Police Department has always had a plain, old-fashioned hard work ethic. Mishawaka is strong because the men and women of the Mishawaka Police Department keep her safe.

Mishawaka Fire Department

A fundamental service provided by any City is responding to the public in times of crisis. The Mishawaka Fire Department (MFD) continues to focus on providing exemplary service. Statistically, the department had another record setting year as the Department responded to 8,330 calls for service. This is 321 more calls than were received in 2018. In comparison, the Department responded to 8,009 calls for service in 2018. Overall, calls have increased by 31% since 2014.

Fire Department Calls for Service		
Year	Calls	Yearly Change
2019	8,330	+321
2018	8,009	+577
2017	7,432	+231
2016	7,201	+486
2015	6,715	+362
2014	6,353	-72
2013	6,425	---

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The greatest number of calls for service continued to be for emergency medical services (EMS). Our ambulances and fire trucks responded to 6,136 calls that required EMS response in 2019. This is a 4% increase over the 5,908 calls that required EMS response in 2018.

In comparison, the MFD had only 154 calls that involved a commercial, residential, apartment or other type of fire. This is down 2.5% from the 158 calls received in 2018. The remaining 2,040 calls included any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. As a result of the increase in calls, collections were also up slightly for ambulance billing making 2019 the largest revenue year for the department. The City collected \$1,590,208 in fees for services provided.

Fire Prevention

Focusing on the fundamentals is trying to prevent fires and the devastating consequences of them. Our Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and existing, to ensure the safe occupancy of the people who work in and visit them. In 2019, the Fire Prevention Bureau performed over 1,850 fire inspections of buildings in the City. Fire Investigators from the Bureau were called out 70 times to investigate commercial, residential, apartment and vehicle fires in 2019.

Health and Safety

In January 2019 the fire department took delivery of brand-new sets of turnout gear, 115 in total, for every firefighter and implemented a replacement program that will buy new sets every 5 years. NFPA standards state all gear must be replaced after 10 years. As the program builds it will allow each firefighter to have 2 full sets of gear. This allows our Firefighters to change into a fresh set after a fire while immediately cleaning the dirty set of all the contaminants that pose a risk to the firefighter's health well after the fire has ended.

New Fire Equipment

As our current fleet of apparatus ages, we need to be vigilant in maintaining and replacing our trucks in the most cost-effective manner. We took delivery of a new aerial in 2019, a new 100ft Sutphen Ladder truck in May in 2019 and this aerial now runs out of our Station 3 on Douglas Road as Ladder 3. This purchase allowed us to move the previous aerial to reserve status and decommission a ladder truck that was over 27 years old. We also sent a medium-duty ambulance to be re-chassis'd for delivery in early 2020.

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

Equipment for Changing Times

Another significant equipment addition in 2019 was made possible by the hard work of Firefighter Jessica Hostetler. Firefighter Hostetler applied for a grant from Firehouse Subs Public Safety Foundation, Inc for 40 tactical bullet proof vests. The Mishawaka Fire Department was awarded this grant for \$18,720 and it enabled us to place a vest on every frontline seat in our fleet. With an ever-changing society, we must continually evolve and be in the forefront of safety to better protect our members so they can accomplish the goal of assisting our citizens in their times of need.

Part of the Community

Our MFD does more than fight fires and serve as our first responders. They are stewards of our community.

The Mishawaka Fire Department continued to give back to the community in 2019. The department goes into people's homes daily and sees those in need. The MFD Needy Family Fund is spearheaded by Firefighter Nicola DeCicco and raised \$3,344 this year and distributed funds to seven families with thirty-four children in their time of need.

Our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. For the 7th year, the fire department sold limited edition t-shirts that benefited Honor Flight of Northeast Indiana. Our firefighters through other functions, such as their annual golf outing, continue to fund and distribute two \$1000 college scholarships for local students from the City.

The Fire Department also performs, at no extra cost to the citizens, many hours of public service and education. Some of the many examples of additional public services provided are fire extinguisher training and demonstrations, smoke detector installations, car seat inspections and installations, Survive Alive, Little Red, Fitness with a First Responder, MDA Fill the Boot, and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed countless man-hours of public service to its community in 2019, interacting with close to 7,570 adults and children.

City Finances

Focusing on the fundamentals associated with the management of finances very simply represents the difference between cities that are thriving and struggling. To thrive as a City requires that we have adequate funding and that the money is managed wisely. In 2019, Mishawaka passed another balanced budget for 2020 that provides investment in public safety, streets, and parks, while including well deserved raises for our employees. Budgets are about making choices and setting priorities. Mishawaka's success continues to be based on being fiscally conservative and not incurring long-term legacy costs that could jeopardize our stability in times of uncertainty. Our strong financial management is in large part due to the ongoing efforts of our Controller, Rebecca Miller and her staff.

General Fund

Even with losing \$5.8 million to property tax caps in 2019, the General Fund's balance increased by \$3.86 million. Much of this increase is due to conservative budgeting and spending. Growing the General Fund balance, the equivalent of having cash in a checking account, continues to be a priority in 2020 and beyond, given the ongoing uncertainties associated with the full implementation of the tax caps.

Property Tax Caps

In 2019, we continued to build cash balances to weather the fiscal cliff in 2020 when property tax caps lower from 1.5% / 2.5% / 3.5% to 1% / 2% / 3%. In 2020 our property tax revenue will be reduced an estimated additional \$2.4 million. In 2023, our loss of property tax is estimated to be \$10.0 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 employing to prepare to mitigate the losses.

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

As 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. The current financial model for funding local government in St. Joseph County continues to be in need of serious repair.

There is no better illustration of this than the funding of the St. Joseph County 911 call center. The citizens of Mishawaka pay a larger percentage than they should, yet some residents of the county pay little if anything for the same access to the mission critical service. The Executive Board of the center, of which I am a part of, recommended a new funding model to distribute the costs equally throughout the entire county using existing Local Income Tax (LIT) funds. This model was chosen because it would not impact school funding.

Although there was a lot of publicity on the potential cut to library's tax revenue, I don't feel that adequate attention was given to the higher burden Mishawaka citizens continue to pay. If the recommended plan were approved by the tax council, consisting of the Mishawaka, South Bend, and St. Joseph County councils, Mishawaka would have more funding for vital public safety needs such as police cars and fire station #2 replacement.

I remain hopeful that a more equitable solution can be reached in 2020 between St. Joseph County and the City of South Bend and I call on the Mishawaka Common Council to adopt the recommended plan or some other reasonable option. For my part, I will support any reasonable equitable option that the tax council approves.

Employee Raises

Focusing on the fundamentals means recognizing that our employees are the life blood of the City. Although, many of our surrounding communities have decided to have employees bear a portion of the circuit breaker revenue losses by going for years without providing wage increases, during my tenure Mishawaka continues to provide an annual cost of living increase for employees. In 2019 for 2020, the City provided a larger than normal cost of living adjustment. Firefighters received a 3.5% increase, and police received a 5.2% increase plus the ability to have an additional 1% from a match on deferred compensation retirement savings. All other employees received a 3% increase. Each year we analyze the City budget closely to determine what can be afforded.

Employee Healthcare Costs

The City's self-funded health plan finished 2019 \$1.9 million under budget. Significantly fewer employees and their family members experienced catastrophic illnesses than the prior year. Medical and prescription drug claims were 9% lower than the prior year. We believe this is at least partially due to the many proactive initiatives that have been taken to help employees improve their health and health care choices. Also, with the employee clinic at 85% utilization, the City has realized savings through early detection and cost-effective management of chronic conditions. As time goes on, the City will continue to seek innovative ways to lower employee health care costs while improving access to high quality medical care.

Assessed Valuation

As I reported in past years, in 2007 the assessed valuation of the City reached a peak of \$1.75 billion. Since then, following the Great Recession, the Princess City has weathered an overall lower assessed valuation. In fact, as of 2019 the City assessed valuation remains 18% lower than our peak in 2007 despite **over a billion dollars** in construction activity since that time.

Assessed Value History				
2015	2016	2017	2018	2019
\$1,372,100,311 +5.28%	\$1,341,719,802 -2.21%	\$1,391,035,674 +3.68%	\$1,409,003,003 +1.30%	\$1,443,063,119 +2.4%

The City continues to work with the Penn Township Assessor to analyze and make recommendations on realistic updates to processes that we believe will help provide more accurate, fair, and consistent valuations. I am pleased to report that the assessed valuation increased again for the third consecutive year in 2019 but only from \$1,409 billion to \$1,443 billion. This small 34-million-dollar increase is concerning since there continues to be both significant construction activity and a robust housing market where home market values are significantly higher than what they had been even a few years ago.

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

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

Legislative Business

During 2019 the City Clerk Block’s Office and Mishawaka Common Council handled the legislative business of the City which included 32 resolutions, 39 ordinances, 2 annexations, 2 alley vacations, and 4 resolutions honoring schools or individuals.

Public Access

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

Government Is Here to Serve

As I have said on many occasions, but bears repeating here, I believe that one of the reasons that Mishawaka stands apart from most other communities (or other levels of government for that matter) is the quality of our elected officials. Mishawaka elected officials have historically, with few exceptions, placed the best interests of the City above their own interests or party politics. I think this cooperation is a direct reflection of the community we represent and the wisdom of the voters who put us in office.

Although there were issues in 2019, which included the only veto I have issued in my 10 years as mayor regarding a salary ordinance that is in conflict with a binding collective bargaining agreement, I am hopeful that this issue was only a bump in the road. For my part, I will do what I can to continue to make sure my administration openly works and communicates with the Council

in 2020 and beyond. I also would like to thank the Common Council and Clerk Block for their continued dedicated service to the City.

City-wide Election

Every four years there is a city-wide election in Mishawaka where all 11 elected positions are on the ballot. In 2019 there were five uncontested positions that included, Mayor, City Clerk, the 1st District Council seat, the 4th District Council seat, and the 6th District Council Seat. Following the 2019 election there were two seats that changed hands on the Common Council. I would like to welcome Tony Hazen as the new third district councilman and Maggie DeMaegd as our new councilwoman at-large.

The following are your elected officials who began serving you with a four-year term on January 1, 2020:

- Mayor – David A. Wood “Mayor Dave” – I have served the citizens of Mishawaka since 2000, first as a Council member then as Mayor since September of 2010.
- City Clerk – Deborah S. (Ladyga) Block, IAMC, MMC has been the Mishawaka Clerk since 1994 making her Mishawaka’s longest serving elected official. She served as Chief Deputy City Clerk from 1979 to 1986.
- 1st District Councilman – Dale “Woody” Emmons, starting his 5th term
- 2nd District Councilman – Mike Bellovich starting, his 3rd full, four-year term
- 3rd District Councilman – Anthony “Tony” Hazen, starting his 1st term
- 4th District Councilwoman – Kate Voelker, starting her 2nd full, four-year term
- 5th District Councilman – Mike Compton, starting his 4th term
- 6th District Councilman – Ron Banicki, starting his 5th term
- Councilwoman At Large – Maggie DeMaegd, starting her 1st term
- Councilman At Large – Gregg Hixenbaugh, starting his 1st full, four-year term after replacing Councilman Roggeman in 2018 (he also served three previous terms 1999 – 2011)
- Councilman At Large – Matt Mammolenti, starting his 3rd term

Congratulations to these incumbents and newly elected public officials who will be serving you for the next four years. I’d also like to acknowledge and thank Bryan Tanner, Councilman at Large (2016 – 2019) and Stacy Petko-Reisdorf, Councilwoman 3rd District (2018 – 2019) for their service to Mishawaka.

Central Services

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

It is the responsibility of the Central Services Department to maintain all green areas of city-owned properties, consisting of nearly 700 acres. They also maintain 330 lane miles of roadway. During the winter months, in addition to the streets, they remove nearly 19 miles of snow on all city-

owned sidewalks. These areas include the Riverwalk, all City owned lots, utility business office, City Hall, sidewalks on all bridges and all other walkways adjacent to city-owned property. It is also the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 300,000 square feet of city-owned buildings.

Some notable statistics include:

Street Sweeping: The City sweeps streets 9 months out of the year. A complete cycle is made throughout the city every nine to eleven days, and in 2019 we removed 5,819 cubic yards of debris from City streets.

Leaf Pick-Up: Differentiating ourselves from other local communities, and depending on how soon snow arrives, the City offers pick-up opportunities up to seven times over the course of the year. During the 2019 season, we removed 11,550 cubic yards of leaves from residential homes.

Doing More Year After Year

The Mishawaka Traffic Department completed 1,605 tasks in 2019. This is 466 more tasks than were completed in 2018. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs. The Traffic Department is also responsible for the pavement markings applied to the road surfaces.

Fleet Maintenance

To provide services requires the City to have a fleet of vehicles and equipment that needs to be maintained. The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2019, Fleet Maintenance recorded 1,110 repairs at a cost of 362 thousand dollars. The City of Mishawaka also used approximately 194 thousand gallons of unleaded gas and 96 thousand gallons of diesel fuel with a total fuel cost of 525 thousand dollars.

Building and New Construction

The bottom line is construction is a fundamental element to any city. Although construction goes up and down with the economy, the outcome of focusing on the fundamentals is steady long-term growth and development. Construction needs to be not just in the form of new buildings and uses, but to be truly successful, we also need to have continued reinvestment in older areas and buildings. I am pleased to report that Mishawaka continues to have this combination of investment and remains a thriving community.

Construction Activity Drops After 5 Consecutive Years of Double-Digit Percentage Growth

From 2013 to 2018 the City experienced five straight years of double-digit percentage growth from year to year. In 2019, the 79.7 million total estimated construction cost fell back to a level consistent with dollar growth levels we had in 2014 and 2015 and is relatively consistent with the City's 10-year average.

In 2019, the City continued to see significant new construction as permits were issued for **58 new single-family homes**. This is two more than the 56 home permits that were issued in 2018. As indicated in previous reports, this is still significantly lower than the number of single family starts

that occurred prior to 2007, but our continued modest single-family housing growth is still significant. This single-family growth combined with the continued growth of apartments and other housing opportunities, provides for a healthy and diverse housing market in the City.

Continued Commercial Growth

In 2019, commercial permits were issued with an estimated construction cost of 62.7 million dollars. It is important to note that this number can fluctuate significantly from year to year based on the timing of when permits are pulled for a few large projects. By the numbers, 9 new commercial building permits were pulled for new free-standing buildings in 2019 compared to 15 in 2018. The single largest permit was for the Hellenic Senior Living Center at 1540 South Logan Street. This project had a 17.5 million dollar estimated construction cost.

Construction in 2019 continued to come from many different projects and illustrates the solid economy of the region. A significant development that continues to grow is the Grandview Planned Unit Development located north-west of the intersection of SR 23 and Gumwood Road. The owner of the property, Great Lakes Capital, pulled permits for significant additions in 2019 including adding new buildings with apartments and lower level commercial space to the existing apartment complex on the development site that began construction in 2016.

Mishawaka continues to reap the benefits of our geographic location being centered in the South Bend-Elkhart region. The City has promoted our development with long-term strategic decision making such as the continued investments being made downtown, the extension of infrastructure to the Exit 83 interchange of the Indiana Toll Road, the creation of a medical hub with the relocation of the St. Joseph Regional Medical Center, the construction of the VA Clinic, and now the Beacon Health System expansion on Beacon Parkway. The long-term forecast for new construction remains promising!

More Medical Facilities Continue to Be Built In Mishawaka

Quality healthcare is a fundamental part of any community. In Mishawaka, we are served well by being the ideal service location for the greater region.

As identified last year, Vibra Hospital and Beacon Granger Hospital were two of the larger project permits that were issued in 2018. In 2019, Vibra Hospital which is an acute long-term care facility neared completion. It is intended to provide long-term care that traditional hospitals are not designed for.

Beacon's Granger Hospital in Mishawaka is a small hospital concept that opened in the fall of 2019. The hospital has only 8 in-patient beds and was built to handle the traditional emergency room visit, the vast majority of which do not require an overnight stay. Although it is a fully equipped hospital, including operating facilities, it also has an ambulance on site to allow for the transfer of patients who require more specialized treatment available in larger hospitals.

Beacon continued to grow on the north side of Mishawaka in 2019 with the construction of a 12.1-million-dollar administrative building at 3245 Beacon Parkway, just south of their Health and Wellness facility on Beacon Parkway adjacent to the Indiana Toll Road. We are proud that Beacon has chosen this site to consolidate their operations in Mishawaka and they have been a great partner with the City. As part of this project Beacon built a walking path that surrounds the campus.

Rather than wait for the City to install a multi-use path on Beacon Parkway, they decided to undertake the expense along the frontage of their campus and install the public walk. This walk installation was completed at the end of 2019.

In 2019, the Center for Hospice Campus completed the Ernestine M. Raclin House care facility that began construction in 2018. This 12-bed facility was an additional 10-million-dollar investment in the campus. The Center for Hospice Care continues to be an integral partner in the City's vision of growing and diversifying the central part of the City.

Reinvestment

Remodels and continued investments in existing facilities continued to be a trend in 2019. Some of the larger investments in 2019 included: Target started a 4-million-dollar remodel of their existing store located at the intersection of Main Street and University Drive. Costco on University drive performed a 1.6-million-dollar upgrade that including adding additional fueling pumps. Chick-fil-A completed a 1.5-million-dollar renovation to their Main Street restaurant north of Douglas Road.

Downtown Development

We are seeing the benefits of decades of focusing on the fundamentals regarding the redevelopment of our historic downtown. Mishawaka has consistently been reinvesting in the cultural heart of our City and promoting our greatest natural resource, the St. Joseph River.

Regional Cities Initiative/Flaherty and Collins

In 2016, the Regional Development Authority, as part of then Governor Pence's Regional City initiative to stop brain drain in the state, awarded Flaherty and Collins just over 5 million dollars to assist in building a new 233-unit high amenity mixed-use apartment building "The Mill" on the site of the former Uniroyal Complex south of Beutter Park in downtown Mishawaka.

In 2017, the City issued a Tax Increment Financing Bond for close to 11 million dollars to assist in funding the City's contribution to the project. The public infrastructure included in the project included a public parking garage that provides the public the ability to park for up to three hours for free. In addition, Ironworks Avenue was extended with on-street angled parking, and Hill Street, north of Front Street, was 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 was made productive again and that it is now generating over a half-million dollars a year in local property taxes. The developer broke ground in late 2017 and the building, which is roughly 450,000 square feet, encompassing two city blocks, was estimated to take approximately two years to build is now substantially complete!

Currently, the building already has 60 residential units leased, one commercial tenant, the Kalon Salon, with another tenant, Jack's Donuts signed. Flaherty and Collins expects that full occupancy will take approximately one year.

More 2019 Downtown Activity

In addition to the Mill at Ironworks Plaza, the City continued to see development interest and reinvestment in other parts of the downtown as well. Chicory Café bought the former Knights of Columbus building and remodeled it into a thriving restaurant and event facility. The outside dining and mural is exactly the type of place making redevelopment the City would like to continue to see in our downtown!



Chicory Café renovation – Outside Patio

In 2019, the City also continued development agreements with multiple developers interested in constructing significant projects downtown.

Front Street Opportunity Fund LLC.

In 2018, the City Redevelopment Commission approved a development agreement with Front Street Opportunity Fund LLC. This is for the development of a mixed use commercial and residential building located on the block at the southwest corner of Front Street and Spring Street. In 2019, at the request of the City, the developer worked on a modified design to allow for the widening of Hill Street. The City desires to widen Hill Street to provide for more on-street public parking. The Developer also has a desire to add more units. We expect that a revised development agreement will be presented to the Redevelopment Commission in 2020, and that construction will start on the project in 2021.

Barak Group Boutique Hotel

In 2018, the City continued a development agreement with the Barak Group concerning their interest in building a boutique hotel on the island property north of the City Police Station that used to house the former Uniroyal Power Plant and coal yard. The developer continued to work on refining plans in 2019. To move the project forward, the City is required, per our development agreement, to pipe the western portion of the former mill race that provides the water supply for Beutter Park before turning the site over to the developer for construction. In 2019, through our consultant, Lawson Fisher Associates of South Bend, the City had multiple meetings with the

regulatory authorities concerning the piping of the raceway. From a regulatory perspective, the raceway, although manmade, was determined to be an integral waterbody to the St. Joseph River and is permitted like it is a natural waterbody. As such, there is an extensive amount of work needed to be accomplished, as well as compensatory mitigation required, to allow for the piping of the raceway. The City plans on bidding this work in late spring of 2020 with a goal of being completed and out of the way of the developer who now plans to begin construction in 2021. The City has viewed this piping project as essential to make the property viable for redevelopment, regardless of the use that is ultimately constructed.

Riverwalk Apartments

The principals involved in the Riverwalk Apartment project have met with the staff in 2019 and have indicated that they would still like to proceed with a reconceived project in 2020. Specifically, the developer currently desires to change the intended use from apartments to a condominium project. They believe that condominiums will be the more successful given current market demands. This project is located on a triangular shaped property south of Mishawaka Avenue, just west of where Sarah Street ends on the north side of the river. We expect that a new development agreement will be submitted in early 2020 that would allow for the change in use and updated project timelines if approved.

Parks and Recreation

Focusing on the fundamentals means elevating our quality of life by providing quality parks with a variety of recreational opportunities. Every day, the City of Mishawaka Parks Department provides opportunities and plays a vital role in enhancing the lives of the people living in our community. In the last year the Park Department continued to program activities and special events to provide opportunities for all ages and abilities. In fact, the parks department pushed the envelope from having 36 events in 2018 to over 50 events in 2019. Some of the highlights from 2019 included:

- *Easter Egg Hunt* was a huge success – for the second year in a row a helicopter dropped thousands of pieces of candy over a field filled with 30,000 eggs.
- At *Kids to Parks Day*, the City was able to help provide fun and free food for over 700 children, thanks to partnerships with local organizations and churches
- *Independence Day Celebration* with July 4th Fireworks
- The *80's Color Run* continues to be one of our most popular events – with people of all ages getting dressed in their best 80's gear to walk and run through bursts of color.
- We introduced new events that will continue into 2020: *Tent the Island*, *Wags of Welcome*, and *Slide the Hill*.
- Youth Basketball, Soccer and Volleyball reached maximum participation in 2019.
- Our *Summer Concert Series* was as popular as ever. The City provided free family friendly entertainment three nights a week for the majority of the summer. Mondays were at Battell, Wednesdays at Eberhart, and Thursdays at Central Park.
- Eberhart-Petro Golf Course generated nearly 18,000 rounds golf in 2019, increasing from the previous season by 2,000 rounds.
- The *Big Explorer's Summer Camp* experienced a record-breaking year in both attendance and revenue. Each themed week was at capacity. This program provided

quality care, creative programming, lunch, and entertainment at an incredibly affordable rate.

- The Merrifield pool hosted the *7th Annual Blazin' Buffalo Swim Invitation*. The City had multiple new special events throughout the season, including *Neon Glow Swims*, *Dive-In Movie*, and the *21 & Over Beach Bash*.
- The *Halloween Spooktacular* created big scares for a good cause. For the third year in a row, the Haunted House was a food drive benefiting the Mishawaka Food Pantry. Around 3,000 community members stopped by over the course of two weekends!

Mishawaka Farmers Market

In 2019, the City introduced the Mishawaka Farmers Market at Central Park. The Market ran from May to September on Sundays from 11am – 3pm. This was a popular program not only for vendors, but the citizens of Mishawaka. At the end of the season, 40 rotating vendors were participating including local farmers, crafters, bakers, and free cooking classes. The success of the market inspired us to extend the season to 20 weeks in 2020. The Farmers Market is quickly growing into a Mishawaka staple!

Continued Investment in Parks

In Mishawaka, focusing on the fundamentals also means that we are constantly reinvesting in our park system. The Mishawaka Parks and Recreation Department celebrated ribbon cuttings at four new amenities in 2019; Mary Gibbard Park, Central Park Stage, Mishawaka Education Foundation Community Greenhouse, and Veterans Plaza at Battell Park.

- *Mary Gibbard Park*

The newly renovated Mary Gibbard Park is a project that was designed by the students at LaSalle Elementary. The park features a new playground with a number of inclusive amenities for children of all abilities, as well as a new restroom building, BMX bike course, splash pad, pavilion, born learners walking trail, and open play area. By allowing the youth to have a voice in the park design, it not only brought new energy to the neighborhood, but provided them with a sense of ownership of the park.

- *Central Park Stage*

In 2019, our \$800,000 stage project that started in 2018 in Central Park was completed. The stage is located at the south side of the looped walk surrounding the event lawn on the west side of the park. The project was successful in that the artists performing on this stage have expressed a preference for this venue over any other in the City. Attendance in the summer of 2019 was great and the only real complaint we have received was the lack of shade. Unfortunately, given the southward facing slope, it will be many years before the trees that have been planted will provide any real shade to the area. Bring your hats and umbrellas in 2020!

- *Community Greenhouse*

The Mishawaka Education Foundation Community Greenhouse was one of our highlights of 2019. This project was made possible by the hard work of the Landscape

Department Staff, Mishawaka High School Landscape & Gardening Club, and financial contributions from over 77 patrons from across Mishawaka. This project stands out due to the involvement of our dedicated students in the Club that helped plan, fundraise, and construct the building, which opened in October. Surrounding the building are beautiful pollinator gardens, a community vegetable garden, a small fruit tree orchard, several raised garden beds and a picnic area. This building allows the Parks Department to host our amazing Landscape & Gardening Club in a true greenhouse where we can expand the involvement of our students in educational and park stewardship activities. Plants and produce from the greenhouse will make their way to our Farmers Market, where students will help run a booth to support our club activities.

- *Battell Park – Veterans Plaza*

As part of the City’s phased implementation of the Battell Park master plan, in 2019 the City created Veterans Plaza. The project included relocating and restoring the Civil War Monument and creating a gathering place with a flag array honoring each branch of the military. Although long term the plan is to build a memorial walkway, funding limitations narrowed the scope to just the monument restoration and creation of the plaza. The project started in the spring of 2019 and was substantially complete by Veteran’s Day with the exception of the monument which requires almost a year to restore. Our Veterans Day event was well attended despite inclement weather where we opened a time capsule that had been placed in the base of the monument. Our plan is to be able to fully dedicate the newly restored monument and plaza on Memorial Day in 2020.



Veteran’s Plaza at Battell Park – March, 2020

Crawford Park Master Plan

In 2019, the City contracted with DLZ to develop a master plan for Crawford Park. The impetus for this initiative was the planned combined sewer overflow separation improvements that required the center of the park to be torn up and required the demolition of certain existing park improvements like the Lion's Pavilion.

Focusing on the fundamentals of how to plan for improvements to a neighborhood park, we sought the direct involvement of our citizens. The City sent hundreds of notices out to the adjacent neighborhood along with a copy of the plan, inviting everyone to a public meeting for input in October of 2019.

Key components of the draft master plan included:

- Establishing a unique identity for the park unlike any other in the City. Thematically creating a "Nature Park" that would include man made constructed wetlands.
- Moves major park elements like play equipment out of the floodplain.
- Creates an active play area that would include nature themed equipment and a water element for smaller children in the area of the current splashpad. The playground will feature inclusive components for children of any ability.
- Establishes a neighborhood lawn area for open play and special events like a movie or concert.
- Build a new restroom building adjacent to the play area that would also be convenient for visitors to the Shiojiri Niwa Japanese Garden across the street.
- Adds multiple sidewalks and board walks in the park to improve handicapped accessibility to equipment/restrooms

Our meeting was well attended, and I am pleased to report that we now have a revised master plan that incorporated many of the suggestions we received at that meeting including adding basketball back to the park.

Given the cost of improvements, implementation will likely occur in phases as funding becomes available. This spring the City will send an updated plan out to the neighborhood for a final review and comment.



Mishawaka Riverwalk

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

Riverwalk - Race Street to Cedar Street Bridge

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

Over the course of 2019, the City was able to obtain four of the properties. Acquisition of the additional four properties is in process and is expected to be completed in 2020. Construction of this phase could begin as soon as 2021 and is dependent on the prioritization of available funding.

Cedar Street Bridge Widening

The City, with the permission of St. Joseph County who owns and maintains the bridge, is working on plans to widen the Cedar Street Bridge over the St. Joseph River. The bridge widening will allow for the expansion of the Riverwalk across Cedar Street and will serve as a connection between the Riverwalk on the north side of the river with the proposed Riverwalk along the south side of the river. In addition to the widening, the work on the bridge will include replacement of the bridge rails. The bridge lighting will be replaced with ornamental lighting. The construction portion of project was selected to be a Federal Aid project where 80% will be funded with federal funds. Currently bidding for construction is scheduled for October 2023 with an estimated total construction cost of \$4.3 million.

Protecting Neighborhoods - Code Enforcement

Focused on the fundamentals means the City is staying on top of problem conditions and properties. Mishawaka has always been known for its clean and well-kept neighborhoods and neighborhood stability remains a top priority. It is well known that vacant or blighted structures can become a haven for criminal activity and other undesirable issues. Code Enforcement's quick and remedial action taken on a daily basis for these types of problem conditions and properties helps prevent the deterioration of neighborhoods. Code not only works to address blighted properties, but also addresses tall grass, snow removal, inoperable vehicles, trash, animal issues, and other general nuisance issues. Many neighborhoods in cities across our region continue to deteriorate while Mishawaka's neighborhoods continue to thrive. This can be attributed not only to the hard work, diligence, and dedication exhibited by the staff in Code, but also to the great relationship Code maintains with homeowners, property managers and businesses in Mishawaka.

Code opened over 4,000 cases in 2019. On these cases, code officers conducted over 16,000 follow-ups and brought into compliance 3,925 nuisance cases and 240 substandard cases.

Teamwork

The Code Department works in close collaboration with the Police Department and our Legal Department. This collaboration has had a great success rate with properties that have been deemed a Public Nuisance. Although there are not many of these in Mishawaka, these properties are by far the most detrimental to the health of a neighborhood. I am pleased to report that with properties that have a landlord/property manager an almost 100 percent eviction rate has been achieved. In the last two years there have been 32 public nuisance letters sent out.

Community Development

In Mishawaka, our Community Development staff's primary function is to administer grants from the U.S. Department of Housing and Urban Development (HUD). As a Community Development Block Grant (CDBG) entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2019 we were granted \$465,290 to focus on those directives.

In 2019, a portion of CDBG funding was utilized for public infrastructure including curb, sidewalk, drive approaches, and ADA ramp replacement.

A little over 71 thousand dollars of CDBG funds were used in 2019 to provide grants to the YWCA Domestic Violence Program, the REAL Services Adult Guardianship Program, the Boys and Girls Club, and the Mishawaka Food Pantry.

The City of Mishawaka is a member of the St. Joseph County Housing Consortium along with the City of South Bend and St. Joseph County. The St. Joseph County Housing Consortium receives the allocation of federal HOME Funding for all of the County. A majority of HOME funding that is projected for Program Year 2020 will fund a project proposed by South Bend Heritage Foundation which entails construction of 1 new multi-unit permanent supportive housing structure in South Bend to assist 18-20 chronically homeless individuals in St. Joseph County.

Summer of Service and Student Weekend

Being part of a community fundamentally means partnering with local volunteers to make a difference. In 2019, through the use of CDBG funds, materials were provided for both our Summer of Service and Student Weekend projects. The City partnered with volunteers to perform scraping, painting, replacement of siding and light repairs for low income applicants. These are individuals who typically are not able to make repairs on their own and have issues with the exterior of their homes that do not meet code enforcement standards. The two homes repaired in 2019 included 548 West Fourth Street and 319 West Seventh Street.

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. In 2019 students worked on City beautification projects such as placing mulch, brush removal, and weed removal clean up. Students also worked on the municipal lot on the corner of Third and Mill. The lot is shared with County Services, the St. Joseph Church, and the downtown area.

Curb and Sidewalk – Community Development Block Grant

The Department of Redevelopment received a 2019 Federal Grant for curb and sidewalk improvements within the low to moderate income census tracts. With these funds, the Engineering Department bid the project to replace 3,960 linear feet of curb and sidewalk to meet the current ADA standards and install new handicap ramps. The improvements began in the fall of 2019 and will be completed in the spring of 2020. The improvement area is along Third Street from Byrkit Avenue to the first alley east of Virgil Street and Virgil Street from Fourth Street to Third Street. The estimated cost is \$281,000.

Public Infrastructure Projects

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

In 2019 projects under construction were funded with Long Term Control, Tax Increment Financing, Cumulative Sewer, Redevelopment CDBG, Local Road and Street, Sewer Maintenance, and INDOT/Federal Highway Funds. Construction completed in 2019 totaled approximately \$12.4 million. Some of the significant projects worked on in 2019 included:

Douglas Road Phase II, Including Veterans Parkway and Northeast Wellfield Utility Access

The City's annexation, subsequent acquisition of the Juday Creek Golf Course, and plans for the proposed Northeast Wellfield emphasized the need for improvements to Douglas Road from the existing County two-lane configuration. Due to the magnitude of utility coordination, a phased approach to the project was necessary. Douglas Road improvements included a five-lane concrete street with two travel lanes in each direction, a center left turn lane, concrete curb and sidewalk, street lighting, and multiple buried utility corridor conduits. Veterans Parkway, includes one lane in each direction and protected left turn lanes incorporated with landscaped islands, a bridge over Juday Creek, water main, stormwater management, street lighting, gravity sanitary sewer main, and associated forcemain for future lift station. At the close of 2019, the improvements to Douglas Road and Veterans Parkway were substantially complete. Final completion is anticipated late spring of 2020 with a total City investment of \$6.5 million.

Fourth Street Improvements – Phase II

As a continuing effort to reduce combined sewer overflow (CSO), Fourth Street from Laurel Street to Merrifield Avenue was fully reconstructed in 2018. Construction in 2019 included replacement of water services and sanitary laterals, replacement of selected curb, and rehabilitation of pavement on Laurel Street between Third Street and Lincolnway and on Third Street from Laurel Street to Cedar Street. The total City investment was \$1.1 million.

Elmwood Avenue Realignment

The City partnered with the developer of the parcels on the west side of Bremen Highway which allowed the reconfiguration of Elmwood Avenue to utilize the existing traffic signal at Bremen

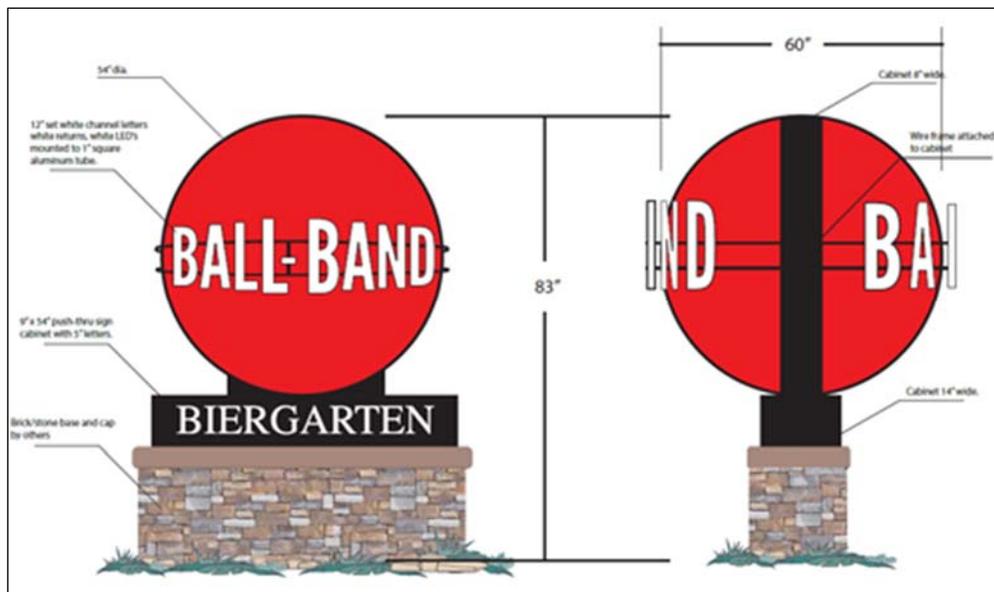
Highway and Meijer Drive. The developer committed to granting the required right of way and sharing in the construction costs. Therefore, the City commenced with construction of the realignment including utility extensions, storm sewer, full depth asphalt pavement, concrete curb and gutter, an added right turn lane on Bremen Highway, street lighting, and upgrading the existing traffic signal. Construction was complete in 2019 with a total project cost of \$900,000. Since these improvements have been completed, new interest has already been expressed in further commercial development along Bremen Highway.

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

One of the City’s long anticipated projects to be completed has been the widening of 12th Street. I am pleased to report that this project was substantially completed in 2019! Construction was originally scheduled to start in August 2018; however, due to utility relocations, construction was delayed until April 2019. The project widened Twelfth Street from two lanes to three lanes which includes a continuous center left turn lane from roughly Downy Avenue to Campbell Street. The street was reconstructed along with curb and gutter, storm sewer, traffic signal, sidewalks, and street lighting. The street was fully opened to traffic by Thanksgiving Day 2019. There are a few final clean-up components to be completed in early 2020 while open to traffic. The Twelfth Street construction was funded through the Federal Aid Program where 80% is funded by INDOT/FHWA and the remaining 20% is funded by a local match from the City. The estimated total investment is \$6.1 million where the City’s match was \$1.2 million.

Ironworks Plaza Improvements

In 2019, the City completed two phases of the design of Ironworks Plaza and started construction on significant infrastructure improvements and the Picnic Area/Beer Garden/Picnic Space. I am excited to report that the Picnic area has now been branded as the “Ball-Band Biergarten” in homage to the great industrial presence that used to exist on this site. The branding is not only cool, with a 3 – foot diameter round red ball, but it will serve as a reminder for future generations of what used to be on this site.



Sign Rendering – US Signcrafters

As identified in last year's report, in August of 2017, the City applied to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, \$112,000 was ultimately awarded to the City.

Given the high cost of this signature project, the City has phased the construction. Right now, the City envisions four total phases for the project. The first two phases are currently under construction. The first phase includes the extension of the Hill Street parking area, underground utilities, and shore improvements adjacent to the cable stayed pedestrian bridge. The cost of these improvements are roughly 5 million dollars. The second phase includes the proposed beer garden/picnic area (Biergarten) at a cost of roughly 2 million dollars. This area has space for a few hundred people and contains a public restroom/concession building.

The first and second phases will be completed by Memorial Day 2020. Our intent is to have a christening event to open the space to the public honoring and celebrating the life of former Mayor Bob Beutter who passed away in January. May, Bob's wife, indicated that one of the first public campaign events they held was a root beer social. We could think of no better way to open the Biergarten than having a root beer social to celebrate Mayor Bob.

Depending on the availability of funds, the City will proceed with the next phase in late 2020 with lighting the cable stayed bridge cables. The last phase includes the café, rink, and event space which by itself is likely to exceed 14 million dollars. Right now, the City's plan is to limit expenditures and save tax increment financing dollars to minimize or eliminate any need for having to finance the project. Based on the size and large cost of this project, the number and size of other tax increment financed projects will be reduced in the coming years. Our current estimate is that this project will begin in late 2022 and will open for the 2023 skating season.

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. The City was awarded a \$572,850 matching grant, which the City utilized during the 2019 construction season to repair curb and patch, mill, and overlay Grape Road from McKinley Avenue to Edison Road and Edison Lakes Parkway from Main Street to Main Street. The streets were milled 2 inches and resurfaced with full depth patching as required throughout the project limits. New pavement markings were placed and a pedestrian crossing was installed at Grape Road and Catalpa Drive. This project was completed in 2019 with a total City investment of \$1.1 million.

In conjunction with this project, a new multi-use 8-foot path was installed along the west side of Grape Road between McKinley Avenue and Imus Drive. Completion of this path is anticipated in early 2020. The path was funded by TIF with a total City investment of \$400,000.

In October 2019, the City was awarded an additional \$427,150 Community Crossings Matching Grant for the 2020 construction season. In 2020 this grant will fund repaving Grape Road from Indian Ridge Boulevard to State Road 23 and University Drive from Grape Road to Main Street.

Summer Street Paving Program

With the completion of the City's pavement rating system, every year the Engineering Department and Street Department coordinate activity to address our streets that have the greatest need. In

2019 the City invested 923 thousand dollars for 26,000 linear feet of street milling on 32 different streets. Work varied based on needs and included resurfacing, replacement of handicap ramps, and pavement markings.

Alley Paving Program

Having been in existence since 1833, Mishawaka has many traditional neighborhoods that are served by alleys, many were created as dirt and gravel paths before the automobile even existed. The 2019 alley paving program surfaced 2,960 linear feet of alleys for an investment of \$75,000. 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 2019 ten 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 over 23 miles of new curb and sidewalk has been shared by the City and its residents. Additionally, several areas of sidewalk and curb were replaced due to drainage issues, trip hazards, or damages. In 2019 a total of \$308,000 was invested in neighborhoods on curb and sidewalk improvements as part of the program.

Lincolnway S.R. 933 Restriping

In 2018, the City asked for a partnership with INDOT to restripe Lincolnway to provide for a uniform three lane road section between Capital Avenue and Logan Street. This project was envisioned because even though it is a State Road that is maintained by INDOT, Lincolnway was one of the roads the City had received the most complaints about. Lincolnway is truly a Historic Roadway that has evolved over time and existed in part before the automobile. The road passes through the historic downtown, neighborhoods, and past the Historic Mishawaka High School. Mishawaka Schools remain a “walk on” school district which results in many of the students being driven or using Lincolnway as a walking corridor.

This historic development and changes in the corridor over time have resulted in road width changes as frequently as block to block. At points, many drivers had previously used it as a four-lane roadway even though it had been designed for only two lanes. The City contracted with the Troyer Group to prepare plans to restripe the roadway to create a three-lane section (one travel lane in either direction and a center turn lane).

I am pleased to report that in 2019, INDOT completed the resurfacing project and implemented the striping as requested by the City. Although the lane widths vary, the same three lane section now exists between Capital Avenue and Logan Street. We believe that the striping plan has significantly improved traffic flow and safety through the corridor. Overall, the City spent approximately \$100,000 to prepare the plans, pay INDOT for the additional striping, and install two radar speed limit signs in residential areas of the project. We can think of no bigger bang for the buck project that the City has undertaken in the last decade! We are very appreciative of this

partnership with INDOT and I want to thank them again for their willingness to work with the City on this project.

Infrastructure Planning

Being focused on the fundamentals means that the improvements to our City do not happen by accident. The City continues to constantly plan for future improvements. The following projects are currently under design or are currently being studied by the City.

Cedar Street from Mishawaka Avenue to Edgewater Drive

Cedar Street is a continuation of the Mishawaka Avenue area projects, which the design progressed to 95% complete in 2016. The project has been impacted by the adjacent Cedar Street Central Service Facility rehabilitation. The City facility was demolished in 2017, and in 2019 the brown field requirements and associated process has slowed. The Cedar Street project may be programmed for construction once the rehabilitation has progressed or earlier if the budget permits. The project will include sewer separation, street reconstruction, concrete curb, sidewalk, and digital solar speed signs with an estimated City investment of \$1.35 million.

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

Just as Twelfth Street Phases I and II were selected to receive 80% federal highway funds for construction and construction observation, Phase III was also selected in 2018 as a viable project. The project engineering commenced in summer 2018 with survey work, and design was well underway throughout 2019. Like Phase II, this project includes a widened Twelfth Street from its present two lanes to three lanes, includes a continuous center left turn lane, new storm sewer, concrete curb and gutters, and 8-foot multi-use pathway. The federal process also requires deliberate design, environmental study, and right of way acquisition milestones that will span until 2024 or 2025 when the start of construction has been programmed. The total investment for construction is estimated to be \$7.8 million.

Bendix Pond / Beiger Street / Byrkit Avenue Storm Drainage Study

A storm drainage study for the area bounded by Byrkit Avenue, Twelfth Street, Downey Avenue, and the Norfolk Southern railroad, which includes Bendix Pond and its outfall system, Beiger Street, and Byrkit Avenue, was substantially complete in 2019. Bendix Pond receives water from the Laing Ditch watershed and outlets into the Roosevelt Avenue storm sewer, which discharges into the St. Joseph River. During extreme wet weather events, water surface elevations within Bendix Pond can cause flooding of the adjacent properties. The study evaluated options for drainage improvements to address the stormwater needs of the area. At the close of 2019, the study identified a promising and economic option to provide conveyance of Bendix Pond overflow and Beiger Street storm drainage to the converted Byrkit Avenue storm sewer. The study recommendations will be finalized in 2020.

Partial Raceway Reconstruction and Main Street Widening

To facilitate the development of the island between the St. Joseph River and the River Race formerly used for industry, a plan is being developed to bring utilities to the island. To create additional land for development, a portion of the River Race will be enclosed. The project will

include development of a water feature utilizing the River Race. The Riverwalk will continue to travel along the island. Main Street will be widened as part of the master plan for downtown traffic flow allowing an added left turn lane at the intersection of Main Street and Front Street to accommodate vehicular access to the island.

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

In conjunction with the raceway reconstruction and associated redevelopment of the island, the new developments in the central business district west of Main Street, and the continued interest of the area shown by developers, a traffic study that included generating a computer traffic model of the City system was conducted during 2019 for the Main/Church Street corridor. Consideration was given to two scenarios with the goal of successfully moving the north-south through traffic while still allowing the local traffic to exit/enter the corridor safely. However, with the proposed repurposed use of the Liberty Mutual building, the area being considered has been expanded, and this additional consideration is now being studied with an anticipated completion in 2020.

Various Sites in Downtown Mishawaka

There are proposed parking improvements on First Street and Hill Street, which are components of a master plan to create a vibrant downtown district in Mishawaka. With the formerly vacant properties being transformed into residential and commercial space, downtown parking is at a premium. These street improvement projects take steps to create additional public parking around these developments. Parking on First Street from West Street to Hill Street will increase from 13 to 34 spaces. Parking on Hill Street from First Street to Front Street will increase from 28 to 50 spaces. Both sections are planned to increase the number of designated ADA parking spaces as well as address the existing sidewalk ramps at those intersections. In particular, the Hill Street improvements will carry the streetscape theme present on Hill Street to the north. The widened walkways, lighting, and boulevard-feel will serve residents, business owners, and downtown visitors alike.

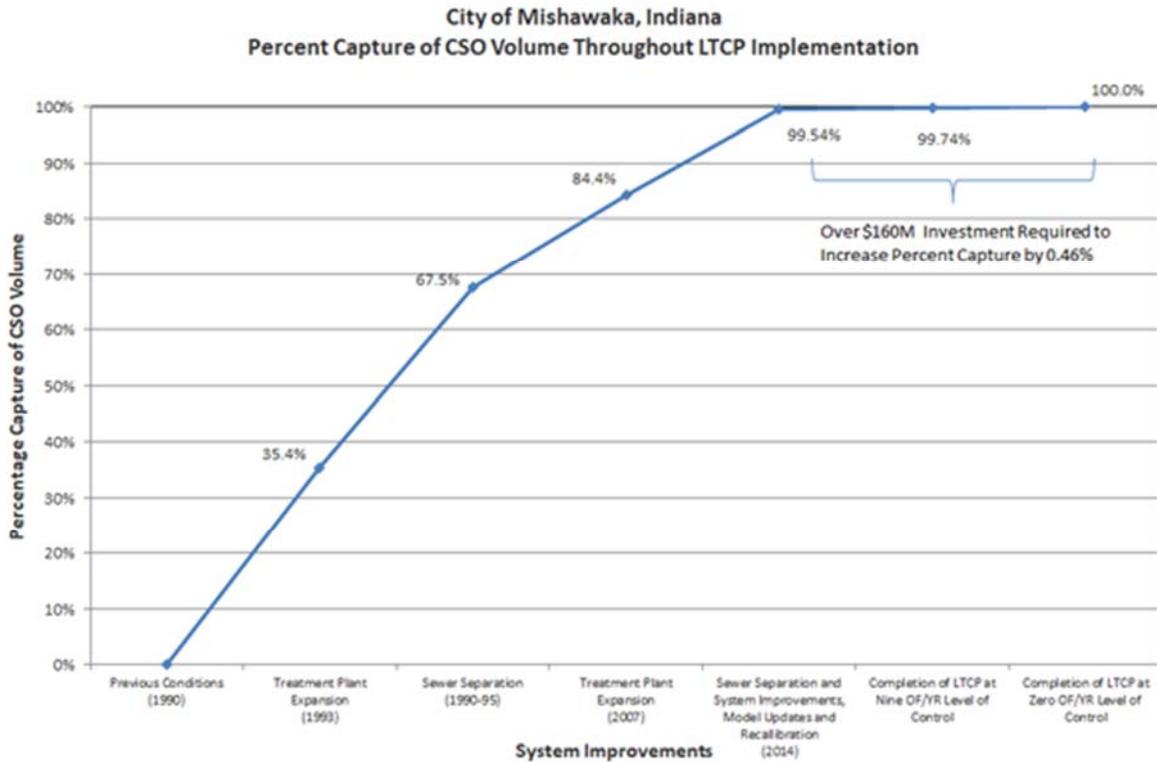
Wastewater Long Term Control Plan (LTCP)

As I have reported in previous State of the City Addresses, the single greatest issue facing the City is the renegotiation and implementation of a new long-term control plan that addresses the ongoing separation of our combined sewers. Ultimately, our plan has to work for both our ratepayers and the environment. Like many other Indiana communities, Mishawaka was developed with a combined sewer system (CSS). During large storms the CSS, which carries both sewage and storm water, can become overloaded resulting in discharges of raw sewage into the St. Joseph 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 30 years, Mishawaka has reduced its combined sewer overflows from 314 million gallons to 4.1 million gallons in a typical year. This is a 98.7% reduction in CSO volume from the baseline year of 1990 and represents capture and treatment of 99.54% of wet weather flow. Studies have shown that eliminating the remaining 1.3% of Mishawaka's CSO volume would result in **no measurable improvement** in river water quality. The cost to remove the last 1.3% which is

currently estimated at over 160 million dollars can simply not be justified. *A rate increase of that magnitude would be financially crippling relative to the modest means of many of our citizens!*

Mishawaka continues to be engaged in ongoing discussions with EPA, the State of Indiana, and the Department of Justice to modify our consent decree and negotiate an affordable, justifiable endpoint that will protect the environment while not oppressively burdening the citizens of Mishawaka.



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

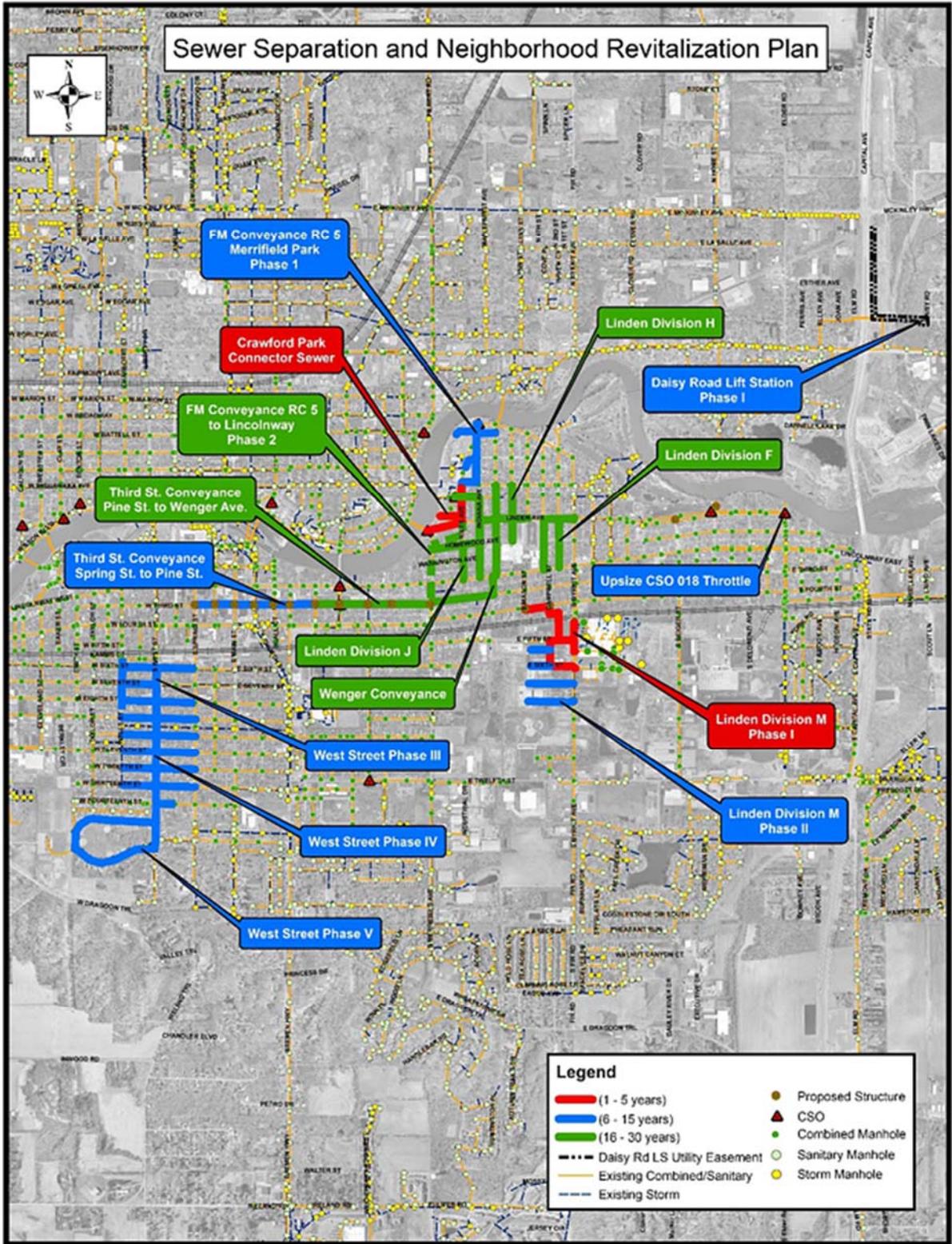
In parallel to our renegotiation, I have directed that the City continue in good faith to move forward on LTCP projects that do not require the deep storage and conveyance tunnel to be viable.

In 2019, I also directed our staff and consultants to develop a further refined plan that concentrates more on reconstruction and separation rather than storage: ***“The Sewer Separation and Neighborhood Revitalization Plan”***.

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

This emphasis just mimics some of our already implemented phases of the Long-Term Control Plan. In previous years, in certain areas the City removed entire streets to install separate sanitary and storm lines. As part of that removal and replacement, lead water services were replaced, and the neighborhood ended up with brand new streets and sidewalks. From a river water quality perspective, separation better ensures a long-term reduction in Combined Sewer Overflows because it helps remove the unpredictable nature of storms and ice melt from the sanitary system. The downside is that this process is extremely expensive and only a block or two can be done in any given year with our current utility rates. This means that even if we are able to fully implement this plan, getting to zero overflows would not occur in our lifetime, but with an ongoing yearly commitment, we would eventually get there with a much better sustainable system. My ultimate goal is to save the City and our ratepayers many millions of dollars and to still improve our wastewater collection and treatment system and the environment in practical, meaningful ways.

We have developed a great negotiation strategy with our team of experts. We are reasonably optimistic that some good ol' Princess City common sense will prevail. We expect negotiations will continue well into 2020 and perhaps beyond.



Rose Park Master Plan

The neighborhood sewer separation improvements planned along with the continued deterioration of elements in Rose Park, combined with the decreased use of baseball and softball fields, warrants that we start planning for what this park is going to be to best serve future generations. Similar to the planning process that was done for Crawford Park, the City will be contracting with the Troyer Group to develop a master plan for Rose Park.

Fundamental to this process will be the direct involvement of our citizens. The process will start in the summer of 2020 and we will look to hold a public meeting in the fall of 2020 to obtain feedback on a draft master plan. The master plan is important to develop at this time even though the sewer improvements may be five or more years away because of the deterioration and change in use that has occurred in the park. We are planning to phase some improvements sooner that are desperately needed like replacing or renovating the restroom building. The master plan will help ensure that our phased improvements work with the overall vision for the park.

Long-Term Control Plan Construction

Linden Area – Long Term Control Plan

The Linden Area sewer separation is an element of the original Long Term Control Plan (LTCP), which includes the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Fourth Street, and Roosevelt Avenue. The recommended plan consists of three main components: rehabilitating the existing combined sewer system to act as a separated sanitary sewer system, constructing a new separate storm sewer system including a new storm outfall to the St. Joseph River, and converting the existing combined sewers in parts of Byrkit Avenue, Indiana Avenue, and Joseph Street to storm sewers.

The first of the Linden Area construction projects began in 2016 with additional projects occurring every year since. A storm outlet for the anticipated improvements from the second phase of Twelfth Street, from Downey Avenue to Campbell Street, was constructed in 2019.

The next series of projects were designed throughout 2019 as Twelfth Street Phase II was being constructed. Due to the extensive area, the project will be divided into multiple phases. The first construction phase will be bid in March 2020 and will extend north under the railroad from Fifth Street and connect to the sanitary sewer at Mason Street and Fourth Street. The second section of Phase I will be bid in summer 2020 and will include Fifth Street, Byrkit Avenue, Campbell Street, and Sixth Street.

Crawford Park Connector Sewer

The Linden Area Study also identified significant deficiencies in the conveyance system between Niles Avenue and the combined sewer overflow in Crawford Park. Construction commenced in October 2019 starting with the replacement of the existing combined sewer outfall at the river. The construction will continue into 2020 with the installation of 450 feet of new 72-inch sanitary sewer within Crawford Park, rerouting of the existing 48-inch sanitary sewer, and installing two concrete diversion structures. The project also includes the milling and resurfacing of Niles Avenue between Mishawaka Avenue and Lincolnway East. Project completion is anticipated for fall 2020 with an estimated City investment of \$3.7 million.

Mishawaka Utilities Wastewater Division

One of the truly essential predominantly unseen fundamental services of our city is provided by Mishawaka Utilities Wastewater Division. Every day the Wastewater Division protects public health and the water environment of the community and provides efficient service at a reasonable cost. Mishawaka's wastewater treatment plant has a design capacity of 20 million gallons per day (MGD) and is one of the largest and most complex treatment facilities in the state. The treatment facility operates 24 hours per day, 365 days a year. The twenty-five employees of the Wastewater Division have over 444 years of combined wastewater experience. Seven members of the staff hold Indiana's highest level of professional operator certification. Speaking at the "BusinessH2O Water Innovation Summit" in September, the EPA's assistant administrator for water, David Ross, referred to those who clean our country's water and wastewater as "silent, everyday unsung heroes." I just wanted to take this opportunity to "sing" our Wastewater Division's praises. What our Wastewater Division does is as critical as any service that is provided by the City.

Mishawaka Utilities Water Division

I continue to say that one of the fundamentals of a thriving community is represented by what our citizens are able to take for granted. Due to the hard work of the Mishawaka Utilities Water Division, a constantly available supply of clean water is on that list. In 2019, we treated 2.508 billion gallons of water for a daily average of 6.87 million gallons. Our employees worked 1,384 hours of overtime as we have people on call 24 hours a day, 7 days a week to monitor and repair distribution system and treatment facility issues. Every day, 365 days a year, our Water Quality Staff collects samples, tests the samples and adjusts the treatment plants accordingly to provide water that meets and exceeds the standards set by the Environmental Protection Agency and the Indiana Department of Environmental Management. This group performed 21,600 tests in 2019 to ensure Mishawaka has a continually safe supply of water.

New Ireland Trail Reservoir

At the end of 2019 our new 2-million-gallon concrete reservoir on Ireland Trail was completed. This concrete tank designed by DLZ and constructed by HRP Construction is so substantive that I envision a future Mayor will be writing about this engineering marvel 100 years from now. With a floor and walls two feet thick and a roof eighteen inches thick a total of 2,900 cubic yards of concrete were used. The weight of that concrete is 11.7 million pounds. For structural integrity, 50 miles of rebar were used in the concrete; that is about 10 miles greater than the perimeter of Mishawaka.

Once the new tank was completed, on December 10th, 2019 after ninety years in service, our 3-million-gallon reservoir which is adjacent to the new one, affectionately known as Mabel's, so named for the former caretaker of the site, went offline.

For reference, ninety plus years ago in 1929 a loaf of bread was 9 cents, a gallon of gas a quarter, and a new car \$643.00. The stock market crashed that year, and it was the beginning of the great depression. Since that time and a lot of history, it has served Mishawaka citizens without fail, and now the old 3-million-gallon reservoir has been drained and cleaned and will be rehabilitated over the coming months and put back in service to continue to serve our city. It was found in remarkably good condition and was an engineering marvel of its time. It will function in unity with the new 2-

million-gallon reservoir to give us 5 million gallons in storage in this location, and importantly, add redundancy to maintain pressure and supply our other pressure districts. The rehabilitation project should be complete by early fall.

Mishawaka Utilities Electric Division

The Mishawaka Utilities Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to over 27 thousand customers. We have 11 substations located throughout the city. Our 48-person staff, 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. We are members of the Indiana Municipal Electric Association and our apprenticeship program produces lineworkers are recognized worldwide with our linemen commonly finishing in the top ten in competitions both nationally and globally.

There were 19 unplanned circuit outages in 2019, with a cumulative outage time of 19 hours. In comparison, there were 10 unplanned circuit outages in 2018, with a cumulative outage time of 19 hours. The number of unplanned outages increased but limiting the total outage time to 19 hours is impressive! In neighboring jurisdictions, it is not uncommon for storms to cause outages that last for days from a single storm.

Purchase Power Agreement

Significantly, in 2019 the Utility Board signed a new amendment to the purchase power agreement with Wolverine Power Cooperative that was signed in 2018. This extends the agreement to 10-years which will allow Mishawaka Utilities to maintain the lowest residential electric rates in the area. The savings will also allow us to make major improvements and upgrades to our system and issue a utility bond for the utilities participation in the new combined City Municipal Services building project that includes the replacement of the Mishawaka Utilities Business Office. Depending on transmission cost increases and the timing of our capital improvements, this may even allow for a small reduction in our already low rates!

12-Kilovolt Upgrades

In 2019, Mishawaka Utilities Electric Division continued to move forward with the process of designing/upgrading our existing outdated 4-kilovolt (kv) system to an all new 12kv system with Spectrum Engineering Corporation. These improvements are necessary because of the outdated 4kv system where even replacement parts are getting harder to find. These upgrades will allow us to provide more reliable power and keep up with today's ever-increasing electrical demands. In 2020, the Union Substation will be the first of eight substations to be upgraded, with the others to follow over the years to come.

Coming in 2020

Every year one of my privileges as Mayor is to highlight just a few of our special projects that are coming in the near future. 2020 and beyond does not disappoint!

Neighborhood Park Improvements

As I mentioned, one of our fundamental practices is to constantly reinvest in our park system. In 2020 the City will be undertaking neighborhood park improvements in three parks, Twin Branch Park, Temple Park, and Hums Park.

In 2019 the City quoted a project to replace the restrooms in Twin Branch Park. Even though it was a simple two stall restroom building, our low quote was \$240,000 with others being over \$300,000. After rejecting the quotes because of the high cost, we re-evaluated the project to come up with better options. We think we found a solution that saves over \$100,000. We are currently working with a prefabricated concrete building manufacturer and believe that these prefabricated structures made of reinforced concrete slabs is the way to economically replace our neighborhood restroom buildings over time. We are working to replace the restrooms in both Twin Branch and Temple Parks in 2020.

Also in Twin Branch Park, after multiple upgrades over the last 5 years, the City plans to fully implement the master plan for the Park in 2020. We are using the Patronicity matching grant program to fund the City's first pickle ball court. Other planned improvements include new walks, basketball, a new small pavilion adjacent to the splashpad, and repairs to the existing large Lion's Club pavilion.

I am also excited to report that we are working with the Mayor's Youth Council to implement teen-oriented improvements to Hums Park. Our plan is to have the Youth Council work with our Department Heads to design, specify and build these improvements within a specified budget. Have you ever played ping-pong on an outside table made of concrete? You just might be able to at the end of this year!

Juday Creek Wellfield, University Park Pressure District

Being focused on the fundamentals means that we know when it is time to invest in infrastructure, particularly in areas that are growing. In 2019, our design continued for a new well field to be constructed at the Juday Creek Golf Course and a treatment plant to be built on the adjoining property. Currently, our design is at 90% complete with projected bidding by early summer. This is the first building project to occur off of the recently completed Veterans Parkway.



DLZ rendering of proposed Juday Creek Water Treatment Plant

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

As part of the development of the wellfield, a new 1.5-million-gallon elevated tank is planned be constructed at the site of the current Gumwood Wellfield. This tank will increase storage and pressure in the University Park pressure district. We are hoping to break ground in August for both of these projects. It will take between eighteen months and two years to complete this work.

Liberty Mutual Office Building - New City Municipal Services Building

I saved the largest news from a City perspective for the end. Being focused on the fundamentals means that one of the things the City of Mishawaka does as well as any other City is that we catch the balls that are thrown at us.

In 2019, we got to “play catch” with insurance giant Liberty Mutual. In 2019, Liberty Mutual contacted the City after announcing the closure of their large call center facility located in downtown Mishawaka at 100 Lincolnway West. This led ultimately to the City’s purchase of their building and adjacent properties.

The issue that drove the City’s purchase of the building is that the City currently has three buildings that need significant work or replacement in the coming years.

The first is the Mishawaka Utilities Business Office located at 126 North Church Street. This building that was constructed in the 1950s has needed to be replaced for over 10 years. The building is not ADA accessible. It has no elevator which makes the basement and second floor difficult to use without adequate public access. It doesn’t have enough lobby space and there is no room to grow with the times. The second floor has a very low ceiling height, has inoperable restrooms, and is minimally being used for storage. The building has had water leakage issues and has just been repaired as minimally necessary to keep it in operation. We have essentially just been waiting for the right opportunity to replace it. Ideally, my goal was always to combine it with the replacement of City Hall.

Second, our existing City Hall located at 600 East Third Street was created from a conversion of the former Bingham Elementary School in the mid-1980s. Although the building has served us well, we have continually struggled with being located in a residential neighborhood and operating in former classrooms. As some Departments have grown, some have way too little space, others have more than enough. With the block walls of the building it is extremely cost prohibitive to modify the classrooms for small changes, the results are that smaller departments such as the Building Department have moved three times in the last 15 years in an effort to gain and redistribute space to other departments. There are also frequent occasions when the Council Chambers and Board of Works room do not have enough room for the public where it is standing room only and we have people outside waiting in the hallway.

Lastly, the Police Station which was constructed in the mid-1990s is a beautiful facility but it has a number of systems that are reaching the end-of-life after close to 25 years of service. The roof and HVAC system need replacement. The bigger issues with the Police Station are associated with our continued growth of the department and changing needs of the force. When the facility was constructed it was before much of our wireless capability including having laptops in cars for

reporting. We also continue to have a greater percentage of female officers which are changing the locker room and restroom needs. With laptops in cars, there is less of a need for desks. There is a much greater need to have a training room on-site. Right now, the roll call room serves a dual purpose. There is also a greater need for evidence storage and for specialized vehicles (motorcycles and ATVs) which were not planned for when the building was constructed.

So, we knew we had an overall need for these three facilities, but last year at this time, other than maintenance items, we were not in a rush and we were not considering the necessary replacement or additions for a few years given other funding priorities.

This changed when the Liberty Mutual building became available. The City was contacted by Liberty Mutual following their announcement that they were converting the call center jobs located at the facility to work at home positions and would be vacating the building. The City had previously attempted to work with Liberty Mutual to acquire two small parking areas they own south of First Street for years, so upon hearing the announcement, we wanted to pursue those acquisitions. We then were asked by Liberty Mutual to consider the purchase of the whole facility.

Before we were willing to even identify an interest, we hired Alliance Architects of South Bend to evaluate our existing buildings and need independent of the Liberty Mutual building. Once our needs were identified, we then had them perform a conceptual layout of the Liberty Mutual building to determine if it would in turn meet the City needs. Our basic goals in considering the project were as follows:

- **Facilities need to better serve the public!**
- Must be consistent with or accelerate our continued redevelopment efforts.
- Bring the City up to date regarding technology.
- Any solution must provide for some flexibility to allow for growth and changes over time
- Create a long-term solution
- Be as efficient as possible on expenditures

Upon the conclusion of our studies and investigations, we concluded that if acquired and renovated, the building would provide a unique opportunity to better serve the public by not only combining three separate buildings into one for efficiency, but it would also better serve the public simply by its central location. It is directly across the street from the County Services building and a block away from the public library in the heart of our historic downtown. It also has the ability to open up hundreds of formerly private parking spaces up for public use which is becoming increasingly more critical as we redevelop and bring new events and activities downtown.

Since it was built as a national call center with large open spaces for cubicles, incorporating technology could be easily addressed in the building's renovation. At over 90,000 square feet, the architects estimate that the building is about 5% larger than what is currently needed by the City allowing some room for growth over time. The building has a steel structure and masonry exterior. Once windows, HVAC, and roofs are replaced, the building has the ability to be set up to serve the City for decades to come without significant capital expenditures. The last issue, and one of the most important was the cost. As part of the architect's evaluation, the cost estimates for completing the renovation ranged from 14-20 million dollars. When considering the acquisition costs, the overall project cost started competing with new construction. The City then contracted

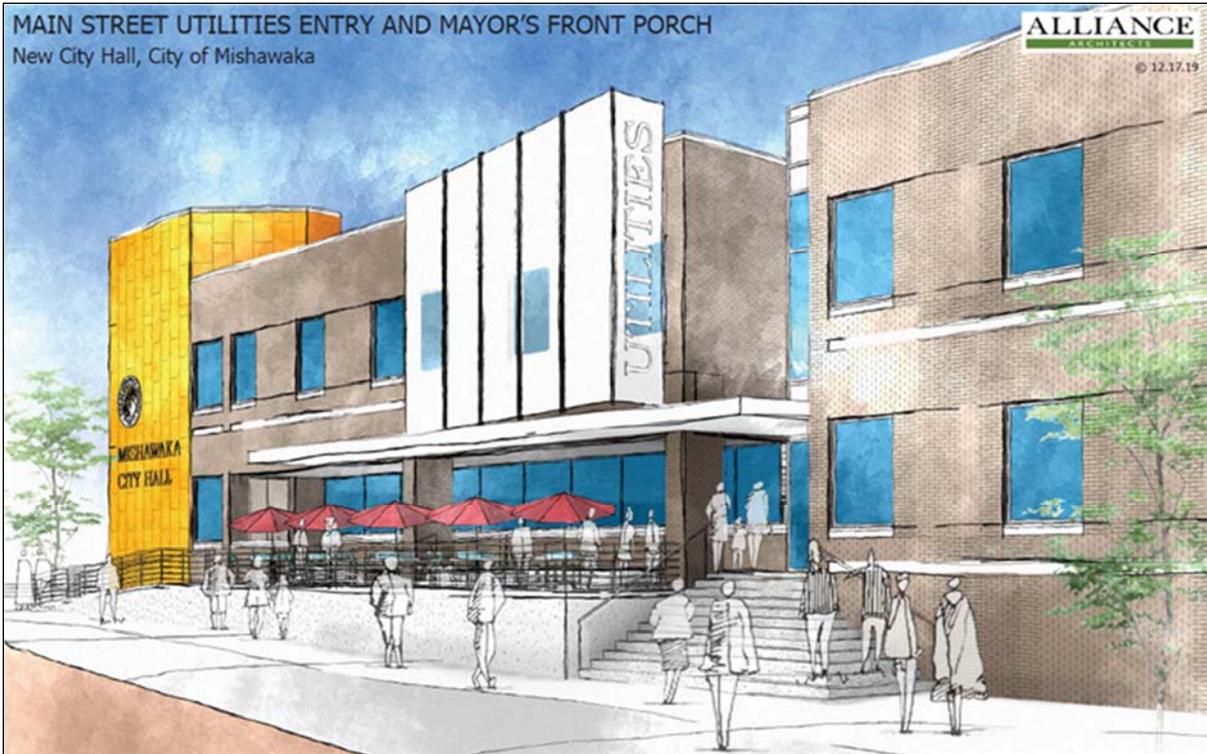
with NAI Cressy to negotiate the purchase price of the building. The acquisition price agreed to by Liberty Mutual was 2.35 million dollars, well below the appraised value which is just over 5 million dollars. With this revised purchase price, we felt that our established goals were met and we decided to move forward with the acquisition.

As part of the process, the City Council agreed that the purchase was in the best interest of the City, but also requested that the administration market the building for a brief period of time to see if any other large user would be interested in the building to bring more jobs to the City. Although it is unlikely that another large user will be interested, the building has been marketed by NAI Cressy since mid-January when the City acquired the building with no significant interest being expressed to date. If no real interest is received by mid-April we will stop our marketing efforts as we continue to spend more and more funds on the redesign of the building.

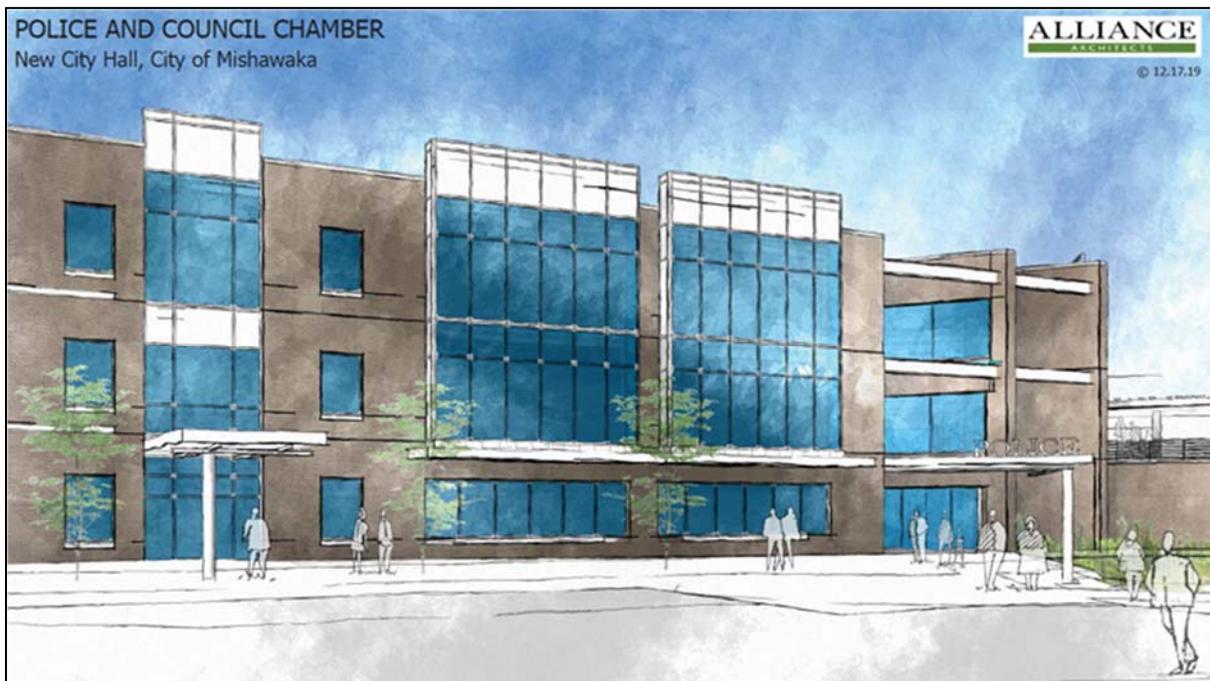
I am pleased to share with you the concept architectural images prepared by Alliance Architects of what the structure might look like when the renovation takes place. Better integrating our new facilities into the fabric of our downtown is a fundamental priority. The building will have three distinct public access points, one for City Hall, one for the Mishawaka Utilities Business Office, and one for the Police Department. The concept includes a storefront for the Mishawaka Utilities Business office on Main Street along with a “porch” where my hope is that in good weather I can hold office hours and drink some lemonade with our citizens! These are only concepts that will continue to be refined in the coming months. This time next year we plan to be under construction. At that time, I will have much more refined images to share!



Alliance Architects rendering of the new City Hall Entrance on Lincolnway West



Alliance Architects rendering of the new Mishawaka Utilities Business Office Entrance and porch on Main Street



Alliance Architects rendering of the new Police Station Entrance south of First Street

To close this report, I want to promote the Habitat for Humanity Work Project that will occur here in Mishawaka again in 2020 that will expand on the 2018 Carter Work Build. Since the first 23 homes were built, there have been some exciting developments in this Habitat project.



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

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

With this great news, in 2019 the City stepped in and built portions of the additional infrastructure necessary for the new homes including streets and water lines to prepare for the 2020 build.



Crew working on prepping a home for the 2020 Cost of Home Build, March 2020

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

CONCLUSION

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

Thank you

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

City of Mishawaka

State of the City Address

Departmental Reports for 2020



Mayor's Office

David A. Wood, Mayor

Lou Ann Hazen, Administrative Assistant

Debra Gregg, Secretary

This year was an election year, and after an unopposed Mayoral race, Mayor Wood will continue serving the City of Mishawaka for another four-year term beginning 1/1/2020. Mayor Wood promises to continue to lead the Princess City by focusing on strong economic growth, sound fiscal responsibility, efficient city services and promoting clean and safe neighborhoods.

Mishawaka continues to thrive under Mayor Wood's leadership in many areas due to a strong and dedicated team of employees and department managers who carry on his strong ethic of providing world-class service to the citizens of Mishawaka. Following is a short recap of the highlights that the Mayor's office experienced in 2019.

Drum Major Award Recipients for 2019

Each year Mayor Wood has the honor and privilege to present Drum Major Awards at the Annual Martin Luther King Jr. Breakfast. This year, as always, the three awards were given to very deserving Mishawaka recipients who have made a significant impact in our community. Following are the Drum Major Award Recipients for 2019:

Janice and Murray Winn

Janice and Murray Winn began their life together on November 25, 1972 after meeting at the University of North Dakota. Both were brought up to work hard, keep smiling, and thank God for what you have. This upbringing has helped them through their years of employment, service in the community, and 46 years of marriage.

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In 1972, Janice and Murray moved to the City of Mishawaka which has become their home and extended family. Janice has served on many boards and worked for the City of Mishawaka since 1986, retiring in 2018. She recently received the John Hurty Award for her service in the Water Industry and received the distinguished Sagamore of the Wabash Award from the Governor upon her retirement for the exemplary service she has given to others. Jan served as a Board Member of the Salvation Army and as past President of the Salvation Army Women's Auxiliary. She was an active member of Mishawaka Business & Professional Women's Organization, served as Republican Vice-Chairman for St. Joseph County, Secretary for the



*(l-r): Murray and Jan Winn, Mayor Wood,
Janet Hines-Norris, Jim Williams*

Congressional District, and District Chairman for 34 years. Jan is currently a member of the Portage Manor Board, American Water Works Association, St. Joseph County Water Resource and Indiana Water Resource Advisory Boards and is the Mishawaka Republican City Chairperson.

Murray served in the US Army and was a design engineer for Laidig Inc. from 1973 to 2013. He has been a past member of the Mishawaka Breakfast Optimist Club, Mishawaka Salvation Army Advisory Board, St. Joseph County Voting Machine Technician, Mishawaka Republican City Chairman, St. Joseph County Republican Chairman and currently serves on the Mishawaka City Plan Commission since joining in 1984. Murray has also served our voters with integrity and honesty on the St. Joseph County Election Board since 2008.

Jan and Murray Winn have spent their entire lives serving others and knowing that you treat others like family and that the good of the community always comes first.

Janet Hines-Norris

Janet Hines-Norris was born in South Bend to a family of twelve children. Janet began her singing career at the early age of seven singing in church and school choirs. Later, Janet became a popular vocalist and began singing with community and regional groups.

In 1980, Janet traveled to Los Angeles performing lead and background vocals in several theaters and venues. Janet returned to South Bend to be with her family while continuing to use her vocals in the church congregation and at corporate events and conferences.

In 2014, Janet was among 300 contestants to participate in WNIT's Michiana Rising Star where she was crowned the winner. In 2015, she got to showcase her talent for the AARP Life at 50 competitions in Miami, Florida. Competing against 1,300 contestants, she was crowned the winner and named AARP's Superstar.

The past several years Janet regularly gives her time as a Big Sister through the Big Sister Program. She shares her time at outings, educational events, travel and music with her little sister, Jarrah Reid. Janet's desire is to continue giving back to others and to express her love through music. "It is a gift to bring others into a place of happiness, joy and peace, which only flows from the heart".

Jim Williams, CEO Habitat for Humanity, St. Joseph County

Jim Williams has been the President and CEO of Habitat for Humanity of St. Joseph County, Indiana since 2009. Under his leadership, Habitat for Humanity of St. Joseph County has received Indiana's Affiliate of the Year Award, the Community Foundation of St. Joseph County's Leighton Award for Nonprofit Excellence, and Habitat International's Affiliate of Distinction Award. In 2018, Jim was elected to Habitat's National Advisory Board, called the U.S. Council.

Last year, Jim and his team led the effort to bring the world-renowned Jimmy & Rosalyn Carter Work Project to the City of Mishawaka. Leading up the event, 17 housing projects were completed in South Bend; and then from August 26-31, two thousand volunteers joined President and Mrs. Carter, Garth Brooks and Trisha Yearwood in building 23 homes in Mishawaka. The week kicked off with an opening ceremony at the University of Notre Dame's Purcell Pavilion and concluded with the highest compliment from President Carter, "This has been the best organized, most

pleasant and well-prepared build that we have ever experienced—and we have had some good ones!”

Jim and his wife Shauna have three adult children and one 10-month old granddaughter.

South Bend Regional Chamber Salute to Business Luncheon Awards

In February 2019, the South Bend Regional Chamber held their Annual Salute to Business Luncheon celebrating top individual and business achievements. Following are the Mishawaka business and individuals honored by the Chamber.

Small Business of the Year

Lehman & Lehman

Lehman & Lehman are landscape architects, planners and place makers. According to Chuck Lehman, President & CEO, “Lehman & Lehman assists clients and communities in seeking and defining their desired future. We refer to this process as transforming horizons.”

Now entering its 31st year, Lehman & Lehman practices with an emphasis on social economic and purposeful design strategies. It crafts sustainable landscapes, sites and places that create positive change through cross-disciplinary collaborations.

Lehman & Lehman is more than a landscape architecture firm; rather, the company is a visionary of the land, present and future. Their approach is holistic, shaping human perspectives to encourage richer thinking that is deeper and more meaningful in both scope and magnitude. Their project involvement includes the planning and design of Mishawaka’s Central Park.

With the economic downturn in 2008-2009, the company reinvented itself, making the decision to stay small to offer enhanced focus. While the company reinvented itself, so did Chuck, building relationships and investing time in the community. This engagement means participation on various boards and committees, including serving on two regional cities advisory committees and serving on the board of the South Bend-Elkhart Regional Partnership. He is also board chair of the South Bend Heritage Foundation and member of the Mishawaka Education Foundation.

Athena Award

Amy Gillin

Amy Gillin is one of those unassuming leaders that simply goes about her work, yet not recognizing the impact she is making not only with her job performance but also with the people she interacts with. It’s those people who laud her tireless commitment to collaboration and talent development.

Amy has worked for nearly 12 years at the Mishawaka company, Bayer, in various capacities focusing on organizational effectiveness. Amy is an influential role model and driver of diversity and inclusion at the Bayer Edison Lakes site and is the executive sponsor for the Women’s Leadership Initiative and the Customer Logistics Service Center Diversity & Inclusion team.

In her first two years of executive sponsorship, Amy has not only provided development opportunities for the members but has doubled membership and extended the company's footprint within the community by growing the partnerships with the American Cancer Society, Food Bank of Northern Indiana and local food trucks. Within the Customer Logistics organization, Amy mentors more than 10 women.

Distinguished Business Leader

Craig Kapson

Craig Kapson joined his father, Jordan Kapson, at his Mishawaka Ford Dealership in 1972 after graduating from Olivet College with a degree in economics. Craig proved his business prowess by expanding the business to include seven additional franchises in the Mishawaka and Elkhart areas. Craig was also responsible for adding the commercial fleet business to the company's footprint. For 17 years, the fleet service was the largest-volume Ford Fleet Dealership in the U.S., and for two years, Jordan Automotive's Toyota Fleet business was the largest-volume Toyota Fleet in the nation.

Among his business achievements, Craig helped develop the Toyota Customer Satisfaction experience for the U.S., which continues to be implemented throughout all Toyota dealerships today. In 1990, under Craig's leadership as president, Jordan Automotive was named the Automotive Dealer of the Year by Automotive News. Craig is a recipient of the President's Award for both Toyota and Ford. The State of Indiana also recognized him with The Herman R. Goodin Civic Service Award.

Community is very important to Craig. Over the years, locally, he gave of his time serving on the boards of the South Bend Mishawaka Automotive Dealer Association, South Bend Temple Beth-El, South Bend Symphony, WNIT Public Television, Notre Dame Library, Memorial Hospital and 1st Source Corporation.

After selling the business in 2018, Craig and his wife established several scholarships: Cultural and Performing Art Fund for Jewish Federation of St. Joseph Valley, College Scholarship for Jewish Federation of St. Joseph Valley, Bicentennial Scholarships in Music as well as Business and Economics at IU South Bend..

Mishawaka Business Association Annual Dinner and Meeting

The Mishawaka Business Association held its annual Dinner on March 7, 2019. The Mishawaka Business Association is dedicated to the promotion and growth of the Mishawaka community and business environment. They are a committed advocate for the success of their members and a facilitator for the continued development of the business community.

This year's event was fashioned with a 1920's theme titled "The Juice Joint will be Jumpin". Special thanks were given to Amanda and Brian Rutherford, owners of Burns Special Events, for graciously offering their showroom to host the event. Amanda, Brian, and their staff transformed The Burns Special Events



Wayne Ryan with Mayor Wood

showroom into a 1920's prohibition style dance club and amid business members dressed as "gents" and "flappers", the 2019 Business Awards were presented.

MBA Persons of the Year

David Nufer

David Nufer was born and raised in South Bend. He graduated from LaSalle High School. David's wife, Susan, was born in Sturgeon Bay, Wisconsin, and moved to South Bend in 1998. They have four children and eight grandchildren. Recently David and Susan moved from Granger to Barrington Estates in Mishawaka.

In 1961, Burton's Laundry began with David's grandparents, Burton and Lottie Cebulski. Their first Laundromat was on Lincolnway West in South Bend. Burton and Lottie's daughter and son-in-law, Louise and Don Nufer, took over the operations in 1972. One of their children, David, enjoyed working with his father and grandfather. In 1972, David purchased his first laundromat at 305 E. Jefferson in Mishawaka.

Following the Nufer tradition, David and Susan are passing down the operations of the businesses to their children; teaching them the knowledge he obtained from his grandparents and parents. With eight grandchildren, David and Susan can see the long-range future and know the tradition of passing down the business will continue for another generation.

Currently, their business ventures include thirteen laundromats, two car washes, two Fastsigns, a dry cleaner, furniture store, and the Goodson Event Center. David and Susan are proudly involved in their community: Kamm Island Fest, Mishawaka Food Pantry, Nuner Primary Center, Mishawaka Lions Club, St. Jude Catholic Church, Salvation Army, Suits for Vets, Boy Scouts Pack 364, Get Wet for a Vet, Potawatomi Zoo, and Meals on Wheels. David and Susan have served on several local boards: Mishawaka Food Pantry, River Park Business Association, South Bend Alumni Association, Chiara Home, and the Potawatomi Zoo.

Mishawaka is a great place to do business and live and David and Susan are happy to call Mishawaka home.

MBA Business of the Year

Hazen Enterprises LLC

Tony and Lou Ann Hazen started their business, Hazen Enterprises LLC, in August of 2005 after a unique opportunity was presented to them. A convenience store that they had owned 20 years earlier became available and they decided to purchase the business at Capital and 12th Street, a convenience store with gasoline known as Hazen's since 1985. They saw an opportunity to operate a convenience store in a neighborhood they loved and serve the neighborhood with the great customer service that they have always believed in. This was their first location and is no longer in operation due to the State of Indiana expanding Capital Avenue and needing this property.

Since that time, Tony and Lou Ann began taking over convenience stores in good locations that were struggling. They ran the businesses with their simple motto of "providing a clean store with

quality products and great customer service.” These are the qualities that they believed would make a good store great!

Over the years, Tony and Lou Ann have turned around seven locations with the help of their children and grandchildren. They have provided full and part-time jobs to many people in our community, young and old alike, and support local schools and charities. They are most proud of their latest venture, a brand new (from the ground up) location in Mishawaka which provides Marathon gasoline along with a Subway restaurant and a Broaster chicken deli. This location is a “labor of love” from the entire family and many days you can see even the youngest grandchildren helping out.

Tony and Lou Ann contribute their success to good employees and a loyal customer base that they have served for over 30 years. They have always believed in service to others and giving back to the Mishawaka community which has given them so much support over the years.

Optimist Club Student Honorees

The Mishawaka Optimist Club held its annual breakfast to honor the achievements of Mishawaka seniors from each of the Mishawaka local high schools. These awards are given yearly to a select few students based not only on their accomplishments in their studies but also on their non-classroom activities.

Mayor Wood was honored to attend the breakfast and present these exemplary students with the Optimist Award.

2019 Optimist Club Student Honorees	
Marian High School	Kathryn (Kath) Verslype and Armel Iradukunda
Mishawaka High School	Morgan Hardy and Richard (Ricky) King
Penn High School	Elisabeth (Elly) McKinney and Collin Mott

Mayor’s Youth Advisory Council

The 2018-2019 Mayor’s Youth Advisory Council (MYAC) is proud to have completed another successful year of community service, local government studies, education opportunities with area businesses and volunteer work for many events. This year’s group consisted of 30 members including a Senior Advisor, Celine Wang, a Penn High School Senior. Celine helped organize the group and was a Senior Advisor that gave great advice to the students. She encouraged them to “get out of their comfort zone” and get involved with the volunteer projects that were offered to them. She helped organize the Thanksgiving Food Drive, attended all meetings and field trips and was instrumental in the success of this group.

The MYAC started their year on September 9th with a family invited cook-out and approximately 100 people attended to meet fellow members, Mayor Wood and their Adult Coordinators. On September 17th, an official Swearing-In-Ceremony was held in the Council Chambers during the Mishawaka Common Council Meeting and their first meeting took place shortly after. Officers were elected: Karen Wang-President, John Tordi-Vice President, Libby Voor-Secretary and Abraham Cannon-Treasurer. These students would be responsible for leading the MYAC business meetings, field trips and events.

In October, the students were visited by Mary Nucciarone, Director of Financial Aid from the University of Notre Dame, and were given insight on applying for college. This process is daunting for most students and families, and Ms. Nucciarone brought her expertise on this topic to share with these students. One of their largest community service projects, the Annual MYAC Thanksgiving Food Drive, took several months to organize and complete and in November, the students collected, packed and delivered 80 full Thanksgiving dinners to Mishawaka families.



(l-r): A. Katzelis, D. Fox, J. Wood, N. Majewski, N. Winters, A. Horvath, J. Wood, Mayor Wood, G. Sandefur

Representatives from each high school led the initiative and not only extra food collected for the Mishawaka Food Pantry, but money was donated to help purchase the 80 turkeys. With the leftover money from the Thanksgiving Food Drive, the group decided to adopt three families for Christmas, and students from each high school shopped for their “adopted” family. They not only provided gifts of toys and clothes, but they also provided a Christmas dinner and extra food for the families. This year the students learned about the Engineering Department, Code Enforcement and Building, Mishawaka Parks, the Mishawaka Police and Fire Department, and were presented with unique community service and volunteer opportunities throughout the year.

In March, the students visited the Indiana Statehouse with other Youth Council members from across the State. They met with their local State Representatives, Dale Devon and Ross Deal and met State Senator, Ryan Mishler and Linda Rogers. At this meeting, My Community, My Vision recipients from around the state presented winning projects of how to engage Youth in Their Community.



(l-r): Mayor Wood, Abraham Cannon, Alicia Katzelis, Joshua Lange

There were five recipients in the state of Indiana and each group was presented with a \$5,000 check to further their project in their hometown. This youth planning partnership between the Indiana Housing and Community Development Authority and IUPUI School of Public and Environmental Affairs Graduate Program was one that the students felt they would like to participate in next year. It would be a unique opportunity for them to organize a project that would leave a lasting impact on their community.

To finalize the year, a Mock Council Meeting took place in the Council Chambers on June 10th. With coaching from Mayor Wood, Councilman, Mike Bellovich and City Clerk, Deb Block, the students flawlessly conducted a council meeting. Roles were chosen randomly and the students played the parts of Mayor, City Clerk, Council Members, attorneys, citizens and business owners. They were given scenarios of situations similar to what the Mishawaka Council deals with in the Princess City and these students took their roles seriously. One issue that was sure to be voted down actually passed unanimously due to the presentation by one of the students. It was a lesson in Local Government that these students will never forget.



Mayor's Youth Council – Mock Council Meeting

2018-2019 Mayor's Youth Council	
Adams High School	Joey Grabill
Marian High School	Emily Clark, Joe Griesinger, Anna Gruber, Hannah Hopson, Gracie Molnar, Jasmine Rodriguez, Joseph Tordi, John Tordi, Rosa Trippel, Elizabeth Voor, Joseph Wood
Mishawaka High School	Eric Arseneau, Jozalyn Bryce, Abraham Cannon, Anna Carpenter, Tyler Colborn, Logan DeSchepper, C.J. Fisher, Alicia Katzelis, Kaylee Kern, Joshua Lange, Kendall Miller, Courtney Pelletier, Adrianna Pickens, Taylor Stanton
Penn High School	Max Bender, Noah Cocquyt, Luke Schuster, Karen Wang and Student Mentor/Advisor, Celine Wang



2018-2019 Mayor's Youth Council

Santa Claus is Comin' to Town

In support of Small Business Saturday, the City of Mishawaka welcomed the arrival of Mayor Wood and Santa on a decorated firetruck into downtown Mishawaka on Small Business Saturday, November 30th.

The festivities began around 5:00pm on the northwest lawn of the Mishawaka Police Station with live music, the Rulli's Pizza food truck, and special appearances by Frozen's Anna and Elsa. The Mayor's Youth Advisory Council served hot chocolate, donated by Hazen's Marathon, and cookies, donated by Martin's Supermarkets, while the children waited for Santa's arrival. With sirens, flashing lights and Santa's ho-ho-ho, the procession traveled along Main Street and arrived around 6:00pm.

This year's tree (the largest ever) was donated by the new owners of Village Green mobile home park, Meritus Communities, and the VIP family, the Mathis family, had the honor of "flipping the switch" to light the tree. Santa met with the hundreds of youngsters in attendance to hear what they wanted for Christmas while parents took pictures. It was another successful start of the Christmas season in the City of Mishawaka.

Proclamations

Each year Mayor Wood is called upon to honor notable events and occasions with Proclamations. Following are the 2019 Mayoral Proclamations.

City of Mishawaka Retirements

- Don McCampbell, Plan Commission, 19 years 02/12/19
- Yolanda Hahn, Mishawaka Utility Business Office, 8 years 04/10/19
- Paul Gleissner, Mishawaka Fire Department, 33 years 04/25/19
- Keith Cooper, Mishawaka Water Department, 40 years 08/15/19
- Dale Francis, Mishawaka Fire Department, 20 years 09/13/19

Other Notable Proclamations

- Mary Ann Weber, 91st Birthday 01/04/19
- Maureen McFadden, retirement from WNDU, 40 years 03/14/19
- Farmworkers Awareness Week 03/25/19
- Arbor Day 2019 04/23/19
- Worker's Memorial Day 04/26/19
- National Day of Prayer 05/02/19
- Pam Newman, retirement from Leadership, 27 years 06/12/19
- Dave Weber, retirement from School City, 40 years 06/25/19
- National Rail Safety Week 09/22/19
- Mike Lane, 50 years at Mishawaka Barnaby's 10/02/19
- Manufacturing Day 10/04/19
- Coach Tony Natali, 34 years of coaching 10/25/19
- Peter J. DeKeever, Historian Laureate of Mishawaka 11/11/19
- Coach Tony Violi, retirement, 36 years 11/27/19

City Clerk

Deborah S. Block, City Clerk, IAMC, MMC

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

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

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

Conducting the Legislative Business of the City

During 2019 the City Clerk's Office and Council handled the legislative business of the City which included:

COUNCIL BUSINESS 2019 REPORT

Ordinances	
Proposed Ordinances	39
Carried over from 2018	2
Ordinances Withdrawn	2
Tabled Indefinitely	1
Carry over to 2020	1
Ordinances Passed	37
Proposed Ordinance Failed	0
Annexations	2
Alley Vacations	2

Resolutions	
Resolutions	32
Carried over from 2018	0
Resolutions passed	31
Withdrawn	1
Failed	0
Honoring Individuals or Schools	4

Ordinance Violations Bureau

The Ordinance Violation Department collected \$12,750.00 in citations during 2019:

Once again in 2019 most of these fines were written from the Code Enforcement Department who diligently keeps an eye out for violators of the Municipal Code/Ordinances. They also work with the St. Joseph County Humane Society who writes citations for animal violations. Police citations consist of noise ordinance 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 the Police false alarm citations to ease the burden on the Police Department and to insure the timely processing of citations and enforcement of the code.

Krisor and Associates continues to set hearings and try to collect outstanding citations for the Ordinance Violation Bureau. \$1,275.00 was collected by Krisor and turned over to the City in 2019.

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

We would also like to thank Chief Deputy Clerk Hazen for her 34 years of service to the citizens of Mishawaka. Mrs. Hazen will retire at the end of March 2020.

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's history is in the Clerk's Office and it is our duty and privilege to maintain these records for future generations.

Controller's Office

Rebecca Miller, Controller

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

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

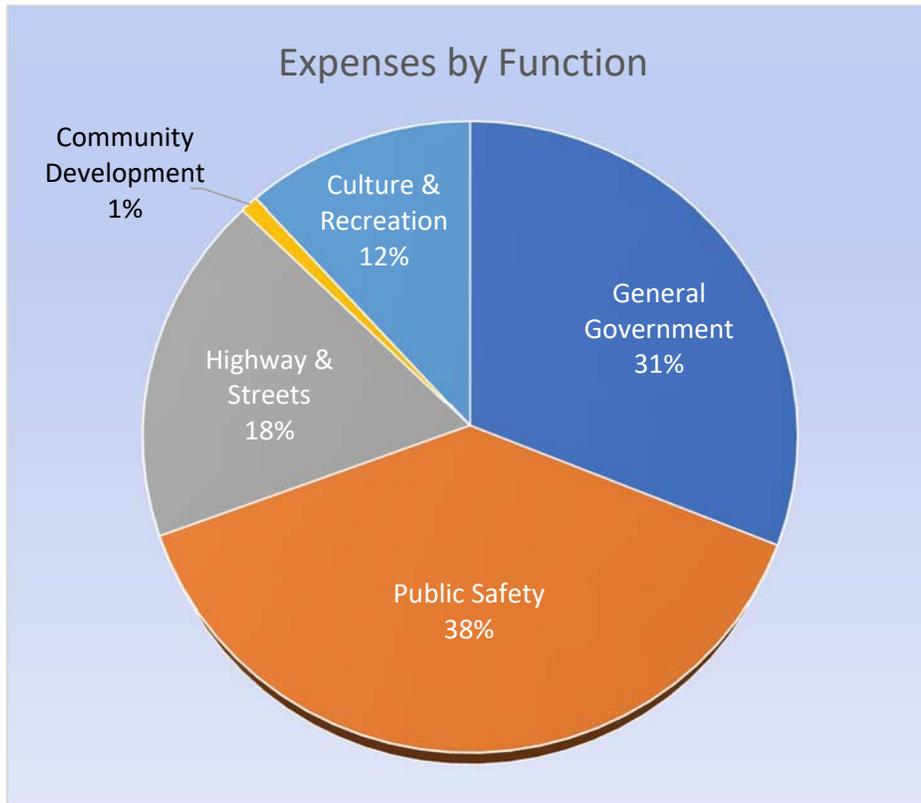
Internal controls are very important to provide oversight and checks and balances. Our office practices segregation of duties and has adopted cash handling and internal control policies that all City and Utility departments follow.

Other responsibilities include:

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

In 2019, we continued to build cash balances to weather the fiscal cliff in 2020 when property tax caps lower from 1.5% / 2.5% / 3.5% to 1% / 2% / 3%. In 2020 our property tax revenue will be reduced an additional \$2.4 million. In 2023, our loss of property tax is estimated at \$10.0 million. For comparison purposes, our loss in 2019 was \$5.8 million. As a whole, the City continues to strive to keep budgets flat and payroll costs reasonable, reviews health insurance plans annually for savings and cost reductions, engages the Common Council in the budget process, and stays up-to-date on any legislative changes that would affect our fiscal health.

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



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

General Fund Balance			
2016	2017	2018	2019
\$4,730,384	\$6,392,197	\$9,851,063	\$13,715,625
Tax Rate History			
2016	2017	2018	2019
\$1.997 +6.25%	\$1.999 +.07%	\$2.0516 +.026%	\$2.0701 +.009%
Assessed Value History			
2016	2017	2018	2019
\$1,341,719,802 -2.21%	\$1,391,035,674 +3.68%	\$1,409,003,003 +1.30%	\$1,443,063,119 +2.4%
Budget Book Totals			
2016	2017	2018	2019
\$52,926,916 +5.93%	\$50,545,983 -4.5%	\$52,847,785 +4.5%	\$55,749,918 +5.5%
Wage Increases - civilians			
2017	2018	2019	2020
1.0%	1.0% + \$500	1.5% + \$500	3.0%

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

Law Department

Patrick J. Hinkle, Corporation Counsel

John Roggeman, City Attorney

David V. Bent, Assistant City Attorney

The Law Department provides legal assistance and counsel to the 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.

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; and it 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 from future lawsuits, and managing ongoing litigation.

Human Resources

Susan Kile, Human Resources Manager

Dawn Krop, HR Generalist / Office Manager

Josh Callander, Safety Coordinator

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

In 2019, the City of Mishawaka Activate Health Clinic saw tremendous participation from City employees and their spouses. Among the clinic's 5,404 appointments, 89% of employees and 84% of insured employee spouses visited the clinic at least once in 2019. 9,404 prescriptions were filled on-site at no charge to employees. The clinic has added new procedures which are improving the health of our workforce and helping maintain the City's health insurance costs at reasonable levels.

Workforce

In 2019, Human Resources received 798 applications for employment and hired 45, including 7 police officers, 5 lateral transfers and 5 firefighters, bringing the total workforce to 492. Seasonal employment increased the total by 71 in our Parks and Central Services departments. The workforce was reduced by 43 separations, including 13 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. The second half of 2019 was particularly outstanding as the loss ratio dipped to near 25% for only the third time in well over a decade. It has also been over a decade since anyone at City Hall has missed any time due to a work-related injury. It has been more than 5 years since anyone at Water, MU Business Office or Parks Departments have missed any time due to a work-related injury. Additionally, the Wastewater and Sewer Departments experienced improvement, with both exceeding 2 ½ years. The City Safety Committee, consisting of departmental representatives, will begin its 14th consecutive year of meeting to discuss safety enhancement and saw particularly positive trending in 2019 with various implementation procedures. The increasingly proactive approach to safety by our employees has been evident, and we will continue to be innovative when it comes to the overall safety of the employees of the City of Mishawaka.

Information Technology

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 and testing, security monitoring and video surveillance systems. This past year we added public safety and departmental radio systems oversight as well. Some of the specific duties include network administration, website maintenance, social media presence, computer repairs and upgrades, along with resolving a multitude of miscellaneous technical issues and problems.

Over the past year and into 2020, the Mishawaka IT Department has undertaken the largest IT-related project in its history – a replacement and upgrade of the entire city-wide networking infrastructure. This involves replacing network hardware at every city-owned site throughout Mishawaka, upgrading existing cabling and endpoint hardware, and ensuring the end of life equipment around the city is replaced with state-of-the-art technology that will see Mishawaka far into the future. Part of the network infrastructure upgrade also includes network security features, such as isolation of rogue internet traffic-generating devices and providing end-to-end encryption of all city traffic on our network. This provides additional shielding against some of the malicious malware and crypto-locking issues other cities have experienced all over the country.

This year, the IT Department will continue focusing on safety and security as a top priority by continuing to expand the camera system that first debuted along the Mishawaka Riverwalk. With many park renovations completed and more to come, cameras continue to be a major focus for Mishawaka as it will continue to enhance the protection of city property, employees and Mishawaka citizens. Central Park, Mary Gibbard Park, Battell Park and Buetter Park are just a few of the areas that are benefiting from new and expanded coverage.

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

Central Services

Tim Ryan, Director

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

Motor Vehicle Highway

Motor Vehicle Highway, more commonly known as Street Department, is an essential part of the Central Services Division. The Street Department is responsible for the maintenance of all the public streets in the City of Mishawaka. The type of street maintenance work depends on the season. In the spring, three street sweepers begin cleaning up the debris left from the winter. Once sweeping begins, it will continue for approximately 9 months out of the year. A complete cycle is made throughout the city every nine to eleven days; in 2019 we removed 5,819 cubic yards of debris from city streets. Spring street maintenance also includes pothole repair which generally keeps six to eight employees busy making these repairs.

Warmer weather allows the department to work on many jobs such as alley grading, street painting, street sweeping and resurfacing the roads that didn't fare well over the winter.

As fall approaches, we gear up for our annual leaf pick-up program. The leaf pick-up program begins in mid-October and continues through the first week in December. During this time, we make one complete pass through the city on a weekly basis. This program is one of the most successful programs in the area, serving the citizens of Mishawaka with pick up opportunities up to seven times over the course of the year. During the 2019 season, we removed 11,550 cubic yards of leaves from residential homes.

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



Anti-Icing truck/tank combo

Traffic Department

The Mishawaka Traffic Department completed 1,605 tasks in 2019 at a cost of \$59,991.00. These tasks consisted of sign repairs, new sign installations, inspections, field data collection and manufacturing of signs.

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

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

Grounds Maintenance

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

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



Multi-Use Tractor set up for sidewalk snow removal

Building / Facilities Maintenance

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

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

Fleet Maintenance

The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2019, Fleet Maintenance recorded 1110 repairs at a cost of \$362,046.00. The City of Mishawaka also used 194,064 gallons of unleaded gas and 95,747 gallons of diesel fuel at total cost of \$525,312.

Engineering Department

Christine Jamrose, PE, City Engineer/Director of Engineering

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 for conformance with current engineering standards and specifications. The Department also manages the MS4 program, citywide GIS, addressing, traffic signal system, traffic cameras, right of way records, and as-built record drawings for locating right of way infrastructure, such as the City fiber optic system and the sanitary and storm sewer systems.

Engineering Staff

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

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

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

The Assistant Director of Engineering continues to be responsible for reviewing site plans, subdivisions, variances, rezonings, and annexations for private developments to ensure 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 assisting consultant engineers with design of various public works projects; reviewing construction plans and specifications for improvements of streets, sewers, and drainage; and tracking required project documentation such as permits, testing reports, inspections, material tickets, bonds, and as-built drawings for infrastructure to be perpetually maintained by the City.

The Assistant Director of Engineering also serves as the City's representative on the following committees:

- Member of the Michiana Stormwater Partnership

- Proxy member for the Mayor on the St. Joseph River Basin Commission
- Representative for the Juday Creek Task Force

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

The Project Manager is responsible for overseeing smaller public works projects, the curb and sidewalk program, the summer street-paving program, assigns 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 invoices for consulting services and construction projects. The Project Manager also manages the allocation of funding from multiple funding sources to ensure adequate monies are available to complete smaller local construction projects.

The Traffic Manager oversees the operation of the City's traffic signal management system, including the emergency vehicle preemption system and twenty-one (21) City traffic cameras, and coordinates repairs by the City's maintenance contractor. The Traffic Manager is also responsible for addressing citizen complaints, traffic signal timings, traffic studies, and traffic work orders for installation of traffic signs and markings.

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

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

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

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

The GIS Manager is responsible for managing the overall citywide GIS technology. This includes maintaining all aspects of the GIS software such as installations, upgrades, applications, and technical support for all City employees utilizing GIS. The GIS Manager also manages the GIS

data servers, administers databases on those servers, assists in interfacing primary GIS software with other software systems, and maintains all base map layers including aerial photography, building outlines, road edges, hydrology, streets, addresses, business locations, and other data layers.

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

Engineering Services

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

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

A significant responsibility is the underground public works utilities locate service for the City. The facilities located are the sanitary trunk sewers, sanitary sewer lateral connections, storm sewers, fiber optic interconnects, traffic signal control systems, and the ChoiceLight (previously Metronet) shared conduit system. In 2019 over 10,500 locate tickets were processed, resulting in over 2,900 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.



Drainage Ditch along Logan Street

Excavation Permits and Sanitary Sewer Connections for 2019

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 2019, Engineering issued 500 Excavation Permits generating \$13,800 in fees for all categories of excavation, such as telephone, cable, gas, electric, fiber optic, boring, street, sewer, water, and irrigation. This is a decrease in fees from 2018 when \$16,500 was collected from 570 Excavation Permits. In addition, there were 160 Sanitary Sewer Connection and Inspection Permits issued in 2019 that totaled \$205,900 compared to \$169,400 collected from 190 sewer permits in 2018. Though there was a decrease in the number of permits issued for Sewer Connection and Inspection, there was an increase in funds collected, which is directly related to the pace of private property development.

Sewer Insurance Program

The Engineering Department maintains all sewer records and provides administrative assistance 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, the owner pays the \$250 deductible fee for an owner-occupied home or the \$500 deductible fee for a renter-occupied single-family home. The Sewer Insurance Fund pays all repair costs in excess of the deductible for the repair of a private sewer lateral connection from the foundation wall of the home to the trunk sewer main. The costs of removal and replacement of public streets, curbs, and sidewalks as a result of the repair are included. The monthly sewer insurance fee for single-family residential dwellings has been \$1.50 per month since 2008, but in March 2019, it was increased to \$2.20 per month to cover the rising costs of repairs.

The fund is also occasionally used to replace existing sewer laterals that are located within sewer main replacement projects to minimize the need to excavate a sewer lateral in a newly reconstructed street. Fees collected in 2019 totaled \$315,000 with expenses of \$367,000. In 2019, the Sewer Maintenance Department received 77 complaints of sewer lateral issues where 77 residents signed up for the Sewer Insurance Program. Of the 77 residents, there were 48 residential contractor repairs performed with an ending balance in the fund of \$11,000. The costs for the sewer lateral repairs ranged from \$250 to \$18,000.

Review of Commercial, Industrial, and Residential Developments in 2019

The City continued to experience steady growth of proposed commercial property and residential developments. One of the larger examples of this growth is the continued development along the Main Street corridor between Edison Lakes Parkway and Douglas Road. Main Street Commons is a three-lot commercial development fronting Main Street between Portillo's and Qdoba. This development is planned to have multiple restaurants and a designated lot for a new office building. Adjacent to this property, between Portillo's and the St. Joseph Regional Medical Center, is a Planned Unit Development (PUD) called Saxon Residences at Edison Lakes. This PUD will include 5 new apartment buildings with approximately 370 units and potential commercial space. The developers for both projects are working through final details with construction expected to begin in 2020.

Other major site development projects approved in 2019 were Urban Air Adventure Park, which is at the former site of the USA Skate Center (3909 N. Main Street), and Generations AdventurePlex, which is adjacent to Cinemark Movies 14 (1018 W. Edison Road). Both of these

developments are indoor children entertainment venues with features such as laser tag, bowling lanes, arcade games, climbing walls, and trampolines.

Residential subdivisions continued to be developed with another section of Reverewood, Savannah Pass at the Forest, and The Fields at Highland, which will be the final phase of Habitat for Humanity Carter Work Project scheduled for September 2020.

MS4 (Municipal Separate Storm Sewer System)

During 2019, staff prepared for potential construction and post-construction audits by IDEM. While some local entities were audited in 2019, the City was not among them. We anticipate an audit in 2020. 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, has continued to update its adaptive GIS layer to assist developing, storing, and retrieving MS4 program data. The GIS layer was further enhanced to include the locations of industries that have a potential to affect stormwater. The GIS layer will serve as a tool going forward to target areas for enhanced monitoring of illicit discharges and will be a useful screening tool if an illicit discharge is detected. In addition, the Sewer Department has been enhancing the GIS to target maintenance of the City's sanitary and storm sewers. These activities are above and beyond the requirements of our MS4 permit, and at our last good housekeeping audit, IDEM was impressed with the breadth of our sewer maintenance program and the City's integration of GIS with maintenance activities.

The City continued its participation in the Michiana Stormwater Partnership (MSP), which is a consortium of all MS4s within St. Joseph County, to ensure consistent messaging and a pooling of resources. MSP works collectively to implement the public education and outreach programs required by each entity's NPDES permit. The MSP helped plan and co-sponsor a contractor education event in conjunction with the Soil and Water Conservation District. The event occurred in March at the Izaak Walton League.

The City's NPDES permit (5-year term) was renewed for a fourth time in 2019. IDEM is currently working on changes to the MS4 Permit Program, which will impact our approved permit. The revisions will require permit restructuring that may bring changes to the local MS4 programs, including the potential for revised permit requirements. Program efforts throughout 2020 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 January 2019 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 2019.

Traffic Engineering Services

Maintenance and Operation

Engineering is responsible for maintaining the effective use of the City's streets for the motoring public. This includes ensuring that the traffic signals are operating correctly, clearly and consistently displayed, and the City's rights of way are clear of obstructions. The following bullets detail some of these efforts during 2019.

Traffic Signals

- Total of 63 traffic signals: all cabinets received an annual cleaning to protect the cabinet electronics, which includes replacing air filters and evaluating the winter heat source and battery back-up system
- Completed 122 general traffic signal and luminaire maintenance repairs
- 13 school warning devices
- 2 intersections with four-way red flashers
- 2 intersections with all-way yellow warning flashers
- 6 solar speed limit warning signs
- 7 Main Street and 7 Grape Road intersections north of McKinley Avenue were modernized with LED luminaires
- General repairs and maintenance of guardrail

Traffic Signage, Pavement Markings, and Dumpster Permits

- 53 work orders issued for traffic signage and pavement markings
- Annual inventory of all traffic control signage near public and private schools including repainting school crosswalks and replacing damaged, faded, or missing signs, which maintains compliance with Federal guidelines as outlined in the Indiana Manual on Uniform Traffic Control Devices for all schools in Mishawaka
- 13 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
- 6 on-street disabled parking spaces were removed since they were no longer needed
- 40 dumpster permits were issued

Digital Solar Speed Signage

In 2018, the first of three pairs of digital solar speed signs were added to the City right-of-way located on Main Street between Leyte Avenue and Ardennes Avenue. They are typically installed in pairs, one for each direction of travel. In spring 2019, INDOT completed resurfacing of Lincolnway, which included the City's request to revise the pavement markings to clearly define one lane of travel in each direction and add a center left turn lane. Digital solar speed signs were installed at Baker Street for the eastbound traffic and at Delorenzi Avenue for the westbound traffic.

These signs act as a traffic calming measure and bring attention to the new pavement configuration. Before the end of 2019, a third set of digital solar speed signs were installed on Dagoon Trail near

the Blair Hills office for eastbound traffic and near George Wilson Park for westbound traffic. The total City investment was \$29,500 for both locations.

Traffic Studies, Modifications, and Traffic Commission

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

Requests are received for additional four-way stops, time limited parking, and restricted parking which require a recommendation by the Traffic Commission and, in many instances, action by the Mishawaka Common Council before implementation. A thorough investigation and, in some instances, a study is completed to determine the merits of each request. These studies are then presented to the Traffic Commission for review and recommendation to the Common Council. Upon adoption of an Ordinance by the Mishawaka Common Council, the Engineering Department issues a work order to install the modified signage or pavement markings. In 2019, the City did not receive any formal requests requiring consideration by the Traffic Commission.

GIS (Geographic Information Systems)

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

One of the primary responsibilities of the GIS staff is to maintain all aspects of GIS software and coordinate base mapping data such as aerial photography, building outlines, road edges, hydrology (bodies of water), streets, addresses, business locations, and many other data layers. This includes 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 16 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 City streets, addresses, and business locations to the St. Joseph County Public Safety Answering Point (PSAP) and providing updated residential addresses to the U.S. Census Bureau.

GIS Projects

In 2019, the GIS staff completed an overall citywide GIS software upgrade to ArcGIS version 10.6.1. This upgrade was necessary in continuing to provide City Departments with consistent and reliable use of their GIS data. All servers and databases were updated along with individual workstations to the new version. Other projects completed, beyond the normal daily tasks and responsibilities of the GIS staff, were as follows:

- Upgraded GraniteNET sewer video inspection software to integrate with GIS and improved methodology for managing inspection videos and data
- Updated aerial photography to 2019 imagery provided by MACOG
- Provided streets, addresses, and business locations to the St. Joseph County Public Safety Answering Point (PSAP) to be incorporated into the new Motorola Computer Aided Dispatch software
- Created a mobile application for collecting data on pavement surface conditions to better prioritize repaving schedules
- Created a mobile application for collecting hydrant flow data
- Added new map features for public viewing including traffic alerts, summer street paving, cured in place pipe (CIPP) locations, and designated truck routes in the City

The GIS staff will continue to coordinate GIS software installation and troubleshooting on all internal workstations, assist individual Department GIS editors with various issues, and collaborate with all City Departments to improve their mapping capabilities.

Construction Projects

Engineering is responsible for plan development and construction management of public works projects. These construction projects are funded from several sources. In 2019 projects under construction were funded with Wastewater bond revenues, Tax Increment Financing (TIF), Cumulative Sewer, Redevelopment CDBG, Local Road and Street, Sewer Maintenance, and INDOT/FHWA Funds. Construction completion in 2019 totaled approximately \$12.4 million. Specific details of the 2019 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phases during 2019 are also discussed with intent of future construction.



TIF Construction Projects

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

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



Douglas Road Phase II

improvements included a five-lane concrete street with two travel lanes in each direction, a center left turn lane, concrete curb and sidewalk, street lighting, and multiple buried utility corridor conduits. Veterans Parkway, which will provide access to the proposed Northeast Well Field and water treatment facility, includes one lane in each direction and protected left turn lanes incorporated with landscaped islands, a bridge over Juday

Creek, water main, stormwater management, street lighting, gravity sanitary sewer main, and associated forcemain for future lift station. At the close of 2019, the improvements to Douglas Road and Veterans Parkway were substantially complete with the exception of asphalt surface and associated pavement markings for Veterans Parkway. Final completion is anticipated late spring of 2020 with a total City investment of \$6.5 million.

Fourth Street Improvements – Phase II

As a continuing effort to reduce combined sewer overflow (CSO), Fourth Street from Laurel Street to Merrifield Avenue was fully reconstructed in 2018. In addition to the full depth pavement, storm sewer was installed allowing for the separation of the stormwater flows from the sanitary sewer lines. A small step in green infrastructure was included with the new storm sewer; pervious pavers were installed on the upstream sides of the storm inlets to catch water for treatment/percolation and slow the discharge to the storm system. We will monitor the performance of the pervious paver in the coming years.



Fourth Street Improvements – Phase II

All sanitary sewer laterals and water services were replaced within the public right of way. Laurel Street from Third Street to Fourth Street was also reconstructed and a sanitary sewer was constructed to separate the sanitary and storm flows. Both street sections also included new concrete curbs, gutters, and sidewalk. Though we had good progression of the project in 2018, the quantity, age, and size of the various buried utilities made this project a challenge; and therefore, it was necessary to suspend construction for winter weather. Construction in 2019 included replacement of water services and sanitary laterals, replacement of selected curb, and rehabilitation of pavement on Laurel Street between Third Street and Lincolnway and on Third Street from Laurel Street to Cedar Street. The total City investment was \$1.1 million.

Ironworks Plaza Improvements

Ironworks Plaza is a multi-use facility north of Mill at Ironworks development along the St. Joseph River Race in Beutter Park with connections to Battell Park and Central Park utilizing the pedestrian bridge and Riverwalk. The Plaza is being developed in phases.

Phase I is establishing the extensive infrastructure necessary for Ironworks Plaza and the surrounding development including a new 72-inch storm sewer outfall to the St. Joseph River; sanitary sewer connection; water supply; electrical, fiber optic, phone, and cable utilities; additional parking areas; and beautification along the river including a fishing area. Phase I will be completed prior to the 2020 summer events with an anticipated City investment of \$4.7 million.



Ironworks Plaza Improvements – Fishing Area

Phase II includes restroom facilities and a Biergarten with a shade structure and furnishings for relaxing. Phase II will also be complete prior to the 2020 summer events with an anticipated City investment of \$2.2 million. Phase III will include a vegetated winding mist path for summer walks which will convert to an ice-skating ribbon in the winter, a multi-use building with a café, an event stage, and public art including interactive sculptures. The facilities and architecture will celebrate the history of Mishawaka and bring it to the future making the area a centerpiece for all to enjoy in the heart of the City. Phase III is currently planned for 2023.



Ironworks Plaza Improvements - Biergarten

Elmwood Avenue Realignment

The City partnered with the developer of the parcels on the west side of Bremen Highway which allowed the reconfiguration of Elmwood Avenue to utilize the existing traffic signal at Bremen Highway and Meijer Drive. The developer committed to granting the required right of way and sharing in the construction costs. Therefore, the City commenced with construction of the realignment including utility extensions, storm sewer, full depth asphalt pavement, concrete curb and gutter, an added right turn lane on Bremen Highway, street lighting, and upgrading the existing traffic signal. Construction was complete in 2019 with a total City investment of \$900,000 and interest has already been expressed in further commercial development along Bremen Highway.



Elmwood Avenue Realignment

2019 TIF Design and Study Projects

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

Cedar Street is Phase III of the Mishawaka Avenue area projects, which the design progressed to 95% complete in 2016. The project is impacted by the adjacent Cedar Street Central Service Facility rehabilitation. The City facility was demolished in 2017, and in 2019 the brown field requirements and associated process has slowed. The Cedar Street project may be programmed for construction once the rehabilitation has progressed. At that time the project will include sewer

separation, street reconstruction, concrete curb, sidewalk, and digital solar speed signs with an estimated City investment of \$1.35 million.

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

Just as Twelfth Street Phases I and II were selected by INDOT/FHWA to receive 80% funds matched to the City's 20% funds for construction and construction observation, Phase III was also selected in 2018 as a viable project to receive these funds in the future. The project engineering commenced in summer 2018 with survey work, and design was well underway throughout 2019. The project will include a widened Twelfth Street from its present two lanes to three lanes. This expansion includes a continuous center left turn lane, new storm sewer, concrete curb and gutters, and 8-foot multi-use pathway. The INDOT/FHWA process also requires deliberate design, environmental study, and right of way acquisition milestones that will span until 2024 or 2025 when the start of construction has been programmed into the INDOT/FHWA system. The total investment for construction is estimated to be \$7.8 million.

Cedar Street Bridge Widening

The City, with concurrence from St. Joseph County, is making plans to widen the Cedar Street Bridge over the St. Joseph River. The bridge widening will allow for the expansion of the Riverwalk across Cedar Street and will serve as a connection between the Riverwalk on the north side of the river with the proposed Riverwalk along the south side of the river. In addition to the widening, the work on the bridge will include replacement of the bridge rails. The bridge lighting will be replaced such that it is consistent with current City street lighting standards and provide accent lighting to improve the aesthetics of the bridge.

The project will also make provisions for an overlook in the southwest corner of the bridge. Trail connections at the north end of the bridge and a pedestrian actuated signal at the north end of the bridge will allow for the safe crossing of Cedar Street at Edgewater Drive. The construction portion of project was selected to be a Federal Aid project where 80% will be funded by INDOT/FHWA and a local match from the City will fund the remaining 20%. Currently bidding for construction is scheduled for October 2023 with an estimated total construction cost of \$4.3 million.

Bendix Pond / Beiger Street / Byrkit Avenue Storm Drainage Study

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

Partial Raceway Reconstruction and Main Street Widening

To facilitate the beautification and development of the island between the St. Joseph River and the River Race formerly used for industry, a plan is being developed to bring utilities to the island. To create additional land for development, a portion of the River Race will be enclosed. The project will include development of a water feature utilizing the River Race. The Riverwalk will continue to travel along the island. Main Street will be widened as part of the master plan for downtown traffic flow allowing an added left turn lane at the intersection of Main Street and Front Street to accommodate vehicular access to the island.

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

In conjunction with the raceway reconstruction and associated redevelopment of the island, the new developments in the central business district west of Main Street, and the continued interest of the area shown by developers, a traffic study that included generating a computer traffic model of the City system was conducted during 2019 for the Main/Church Street corridor. Consideration was given to two scenarios with the goal of successfully moving the north-south through traffic while still allowing the local traffic to exit/enter the corridor safely. The limits of the model were Fourth Street on the south and Broadway on the north. Both scenarios modeled adding a traffic signal at the intersection of Front Street and Main Street.

The first scenario modeled the effects of the new traffic signal without making any changes to the current corridor configuration. The second scenario considered the effects of the new traffic signal in addition to making three changes to the current configuration: removing the traffic signal at the intersection of Church Street and Main Street, reconfiguring the center medians on Main Street and Church Street to prohibit left turns (except for northbound traffic on Church Street) due to the removal of the traffic signal, and replacing the traffic signal at the intersection of Main Street and First Street with an all-way stop.

Interestingly, the modeling showed that both scenarios would be equally successful in the short term. The second scenario showed better success in the long term. However, with the proposed repurposed use of the Liberty Mutual building, the area being considered has been expanded, and this additional consideration is now being studied with an anticipated completion in 2020.

Various Sites in Downtown Mishawaka

There are proposed parking improvements on First Street and Hill Street, which are components of a master plan to create a vibrant downtown district in Mishawaka. With the formerly vacant properties being transformed into residential and commercial space, downtown parking is at a premium. These street improvement projects take steps to create additional public parking around these developments. Parking on First Street from West Street to Hill Street will increase from 13 to 34 spaces. Parking on Hill Street from First Street to Front Street will increase from 28 to 50 spaces. Both sections are planned to increase the number of designated ADA parking spaces as well as address the existing sidewalk ramps at those intersections. In particular, the Hill Street improvements will carry the streetscape theme present on Hill Street to the north. The widened walkways, lighting, and boulevard-feel will serve residents, business owners, and downtown visitors alike.

Public Works Projects

Community Crossings Matching Grant

The City was awarded a \$572,850 matching grant in grant round 2019-1, which the City utilized during the 2019 construction season to repair curb and patch, mill, and overlay Grape Road from McKinley Avenue to Edison Road and Edison Lakes Parkway from Main Street to Main Street. The street was milled 2 inches and resurfaced with full depth patching as required throughout the project limits. New grooved inlaid wet dry bead thermoplastic pavement markings were placed and a pedestrian crossing was installed at Grape Road and Catalpa Drive. This project was completed in 2019 with a total City investment of \$1.1 million.



Community Crossings – Edison Lakes Parkway

In conjunction with this project, a new multi-use 8-foot path was installed along the west side of Grape Road between McKinley Avenue and Imus Drive. Completion of this path is anticipated in early 2020. The path was funded by TIF with a total City investment of \$400,000.



Community Crossings – Grape Road Path

In October 2019, the City was awarded a \$427,150 Community Crossings Matching Grant 2019-2 for the 2020 construction season. In 2020 this grant will fund repaving Grape Road from Indian Ridge Boulevard to State Road 23 and University Drive from Grape Road to Main Street.

Summer Street Paving Program

The pavement rating system (PASER) which was updated in 2019, is used in prioritizing street repairs. The Engineering Department coordinated an additional 26,000 linear feet of street milling, resurfacing, replacement of handicap ramps, and pavement markings for various streets. The pavement was milled from curb to curb to remove 1½ to 2 inches to retain as much curb exposure as possible, increase drainage, and wedge and level for a smoother surface. Milling expenses totaled \$222,000, wedge and level/resurfacing totaled \$679,000, and pavement markings totaled \$22,000. The City's summer street paving program investment of \$786,000, plus \$137,000 of funds made available from a previously earmarked project that was tabled, brought the 2019 total City pavement investment to \$923,000.

The progress we have made in street paving was also assisted by the Sewer Department. When drainage improvements were necessary, most noticeably on Cedar Road between Lincolnway and Bay Char Court, the Sewer Department facilitated the drainage improvements, and the Engineering Department completed the improvements with resurfacing with pavement.

Street Name	From	To
Battell Street	Cedar Street	50 feet east of Maple Street
Beacon Court	Bennington Drive	Dead End
Bennington Drive	200 feet east of Darien Court	150 feet east of Beacon Drive
Bridgeton Drive	Bennington Drive	Dead End
Byrkit Avenue	North of Club Blvd	Mishawaka Avenue
Castine Walk	Prescott Drive	Prescott Drive
Cedar Road	Lincolnway East	North 520 feet
Clay Street	Mishawaka Avenue	Lawrence Street
Conner Drive	632 Conner Drive	813 Conner Drive
Day Road	East City Limits	280 feet east of Savannah Pass
Eighth Street	Main Street	Union Street
Fifth Street	Capital Avenue	West to Dead End
Handlebar Road	Blair Hills Drive	Dead End
Hodson Avenue	York Road	Fifth Street
Hodson Avenue	Alley south of Lincolnway East	Third Street
Hook Road	Handlebar Road	Dead End
Laurel Street	Lincolnway East	Third Street
Liberty Drive	Broadway	Grove Street
Lindahl Drive	Harding Avenue	Dead End
Logan Street	Lincolnway West	RR tracks south of Fourth Street
Lovechio Drive	625 Lovechio Drive	819 Lovechio Drive
McKinley Avenue	Miracle Lane	Charlotte Street
Merrifield Avenue	Melody Downs Entrance	North 300 feet
Mishawaka Avenue	Logan Street	Calhoun Street
Oakland Avenue	Cottage Avenue	Cassell Avenue
Orchard Court	Merrifield Avenue	Niles Avenue
Prescott Drive	Lexington Boulevard	Lexington Boulevard
Providence Court	Providence Drive	Dead End
Rodich Drive	Tripple Drive	Zappia Drive
Third Street	Walnut Street	East to Dead End
Third Street	Beiger Street	Virgil Street
Tripple Drive/Stefan Drive	Douglas Road	5719 Stefan Drive

Alley Paving Program

The 2019 alley paving program surfaced 2,960 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 2019 ten 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 121,800 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 \$308,000 was invested in neighborhoods on curb and sidewalk improvements.

Curb and Sidewalk – Community Development Block Grant

The Department of Redevelopment received a 2019 Federal Grant for curb and sidewalk improvements within the low to moderate income census tracts. With these funds, a separate project was bid as performance (design/build) to replace 3,960 linear feet of curb and sidewalk to meet the current ADA standards and install new handicap ramps. The improvements began in the fall of 2019 and will be completed in the spring of 2020. The improvement area is along Third Street from Byrkit Avenue to the first alley east of Virgil Street and Virgil Street from Fourth Street to Third Street. The estimated cost is \$281,000.

Long Term Control Plan Projects

In 2014, the City of Mishawaka entered into a Consent Decree with the United States Environmental Protection Agency (U.S. EPA), the United States Department of Justice (U.S. DOJ), and the Indiana Department of Environmental Management (IDEM) regarding the City's Long Term Control Plan (LTCP). The LTCP has the goal of reducing the combined sewer overflows (CSOs) to the St. Joseph River to zero during a typical year. The Consent Decree identifies specific projects that must be completed within an agreed upon timeframe in order to reach the goal of zero overflows. As the City advanced the planning and design associated with the projects required under the Consent Decree, it was determined in 2017 that the cost to construct the deep tunnel projects was unaffordable, created economic hardship for the citizens of Mishawaka, and resulted in no appreciable benefit to water quality in the St. Joseph River. The City, with its official notice as of November 2017, began the intricate process of renegotiating the Consent Decree with the U.S. EPA, U.S. DOJ, and IDEM. The details of progress from the regulation perspective are fully outlined within the report from the Wastewater Division.

The specific projects proposed as alternatives to the original Consent Decree and currently under the umbrella of renegotiation are affordable, achieve the proposed renegotiation level of control, still protect the City's interest regarding long-term growth, focus on neighborhood improvements, and ultimately meet the needs of the City's citizens. The proposed alternative projects have Linden Area elements and north-east growth elements from the original Consent Decree, but also include the West Street area and smaller conveyance elements. The renegotiation continues to evolve with plan refinement. In good faith, the City will continue to progress projects that are common in both the original and proposed alternative LTCP that are in the best interest of its citizens. We are confident that the alternative plan is good for Mishawaka, and the Mayor has endorsed the plan going forward to be known as the Sewer Separation and Neighborhood Revitalization Plan (see Exhibit A).

Linden Area – Long Term Control Plan

The Linden Area sewer separation is an element of the original Long Term Control Plan (LTCP), which includes the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Fourth Street, and Roosevelt Avenue. The recommended plan consists of three main components: rehabilitating the existing combined sewer system to act as a separated sanitary sewer system, constructing a 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 several years.

The first of the Linden Area construction projects began in 2016 with Division A – Phase I. Division A – Phase II, Division B, and Division C were completed in 2017. Divisions N & P were completed in 2018. Linden Area Divisions A, B, and C were necessary to provide a storm outlet for the anticipated improvements from the second phase of Twelfth Street, from Downey Avenue to Campbell Street, constructed in 2019.

Division M, which connects Division C to Division N, was designed throughout 2019 as Twelfth Street Phase II was being constructed. Due to the extensive area included in Division M, the project will be divided into multiple phases. The first construction phase will be bid in March 2020 and will extend north under the railroad from Fifth Street and connect to the sanitary sewer at Mason Street and Fourth Street. The second section of Phase I will be bid in summer 2020 and will include Fifth Street, Byrkit Avenue, Campbell Street, and Sixth Street. Exhibit B shows the phasing of Division M, and Exhibit C shows the magnitude of the area served by these Linden Area improvement projects.

Crawford Park Connector Sewer

The Linden Area Study also identified significant deficiencies in the conveyance system between Niles Avenue and the combined sewer overflow in Crawford Park, CSO 14. As the efforts expended in 2017 and 2018 to determine alternatives for the LTCP, a solution was determined for the overflows of the manhole within Crawford Park if the City were not held to the goal of zero overflows during the typical year. This solution was to add a new parallel 72-inch sewer conveyance through Crawford Park to the existing 48-inch and construct a relocated CSO control structure at the river. If the City is required to adhere to the goal of zero overflows, the 72-inch conveyance can be continued. Construction commenced in October 2019 starting with the replacement of the existing combined sewer outfall at the river. The construction will continue into 2020 with the installation of 450 feet of new 72-inch sanitary sewer within Crawford Park, rerouting of the existing 48-inch sanitary sewer, and installing two concrete diversion structures. The project also includes the milling and resurfacing



Crawford Park Connector Sewer

of Niles Avenue between Mishawaka Avenue and Lincolnway East. Project completion is anticipated for fall 2020 with an estimated City investment of \$3.7 million.

Wastewater Funds

Milburn Boulevard Area – Somerset Avenue and Logan Street

Two more street sections within the Milburn Area were completed in 2019. One section was Somerset Avenue from Sixth Street to Delaware Street. Somerset Avenue received full depth pavement replacement, concrete curb, sidewalk, storm sewer, and water and sanitary lateral service replacements. The other section included Logan Street from Dragoon Trail to Milburn Boulevard.



Milburn Boulevard Area – Logan Street

Logan Street was rebuilt from Dragoon Trail to Eleventh Street adding sanitary and storm sewer systems along with rehabilitating the storm drainage ditch. Logan Street from Eleventh Street to Milburn Boulevard was milled and resurfaced, and storm drainage was reestablished on Logan Street at Ninth Street.

The traffic signals were improved at the intersections with Dragoon Trail and Milburn Boulevard. The total City investment was \$1.7 million. Providing funding is available, the remaining blocks in the Milburn Area (Russell Avenue, Geyer Avenue, and Hubbard Avenue) are programmed for completion in 2020 and 2021.

2019 LPA Construction Project (20% Local Match)

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

Construction was scheduled to start in August 2018; however, due to utility relocations, construction was delayed until April 2019. The project is 800 feet short of one mile long and widened Twelfth Street from two lanes to three lanes including a continuous center left turn lane. Byrkit Avenue was also reconstructed from Twelfth Street to Eighth Street. In addition, new concrete curb and gutter, storm sewer, and street lighting were installed, and the traffic signal at Byrkit Avenue and Twelfth Street was upgraded.

This project was originally scheduled to span two construction seasons; however, we encountered much more difficult construction due to utilities, groundwater, and unfortunately the public's lack of obeying construction traffic control. It became apparent that it would not be safe to keep the one lane open to traffic to use during construction.



Twelfth Street (Campbell to Downey)

The City chose to close Twelfth Street, which afforded the unique opportunity to perform multiple construction elements concurrently instead of independently. This sequencing resulted in multiple savings that enabled the project to be completed in one construction season and ultimately saving funds that allowed the pavement limits to be extended on Byrkit Avenue from original termination point of Eleventh Street north to Eighth

Street. The street was fully opened to traffic by Thanksgiving Day 2019. There are a few final clean-up components to be completed in early 2020 while open to traffic. The Twelfth Street construction is funded through the Federal Aid Program where 80% is funded by INDOT/FHWA and the remaining 20% is funded by a local match from the City. The estimated total investment is \$6.1 million where the City's match is \$1.2 million.

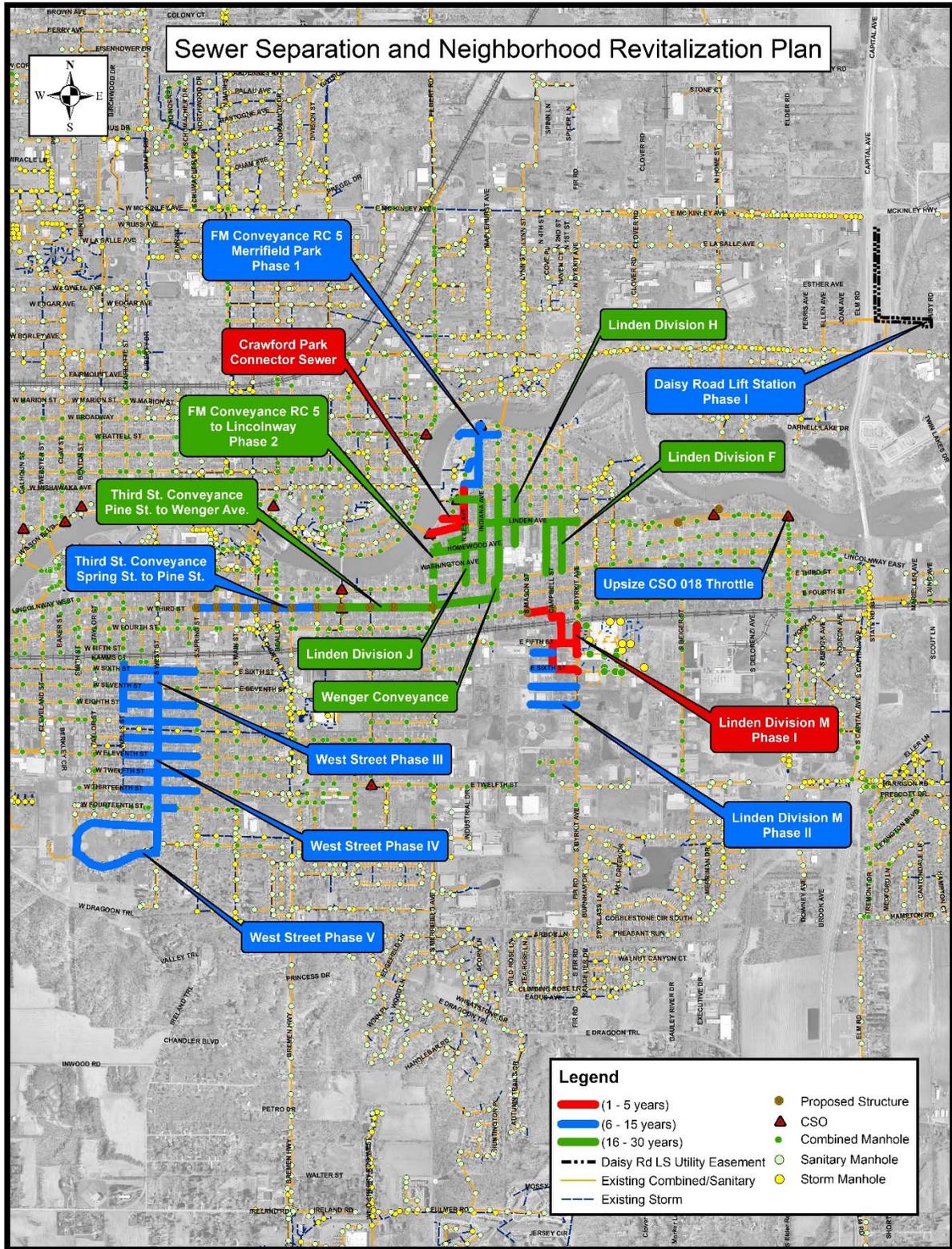


Exhibit A –Sewer Separation and Neighborhood Revitalization Plan

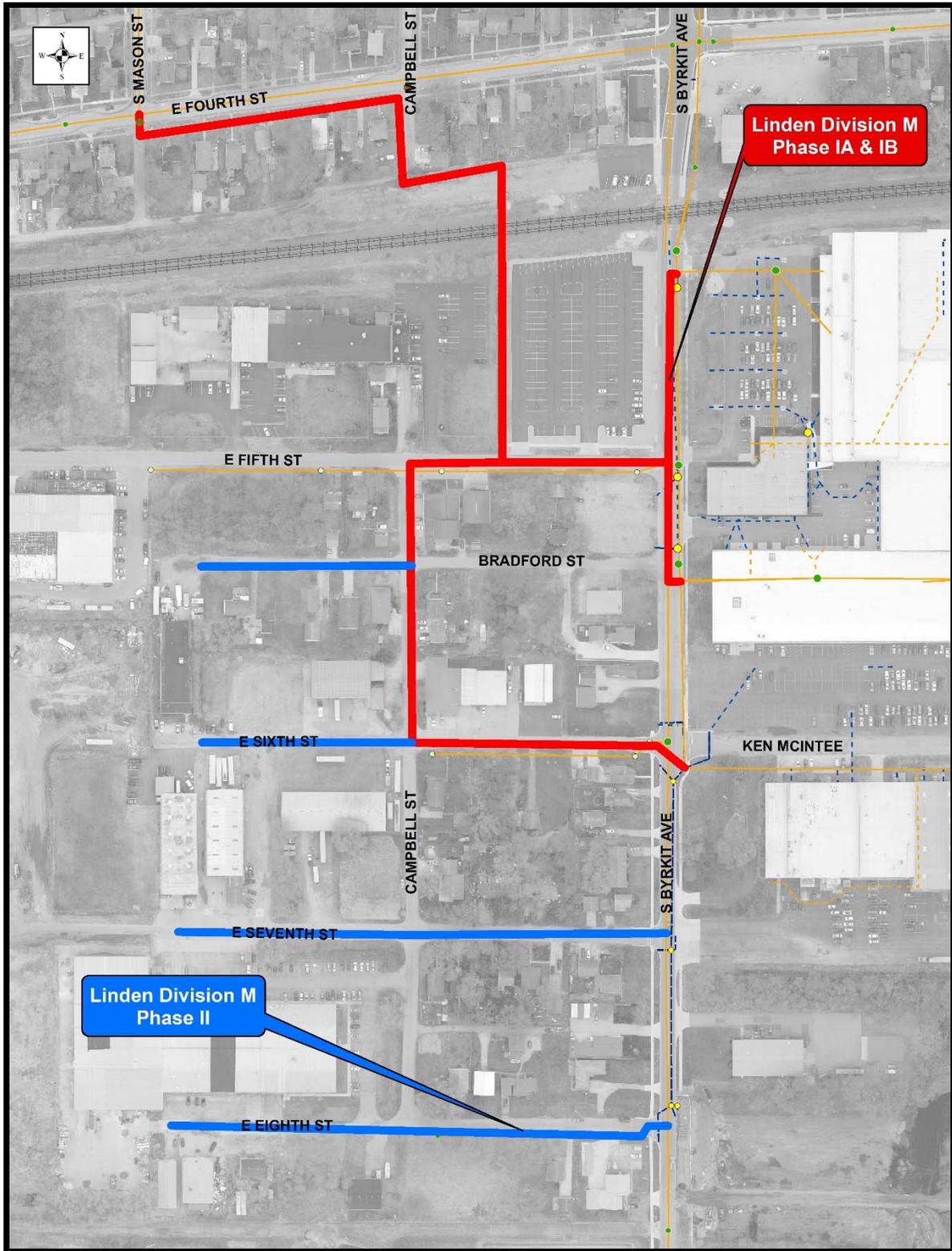


Exhibit B – Linden Area, Division M

Path: Z:\Engineering Department\Mapfiles 10_6_1\Wayons Year End 2019\Exhibit B - Linden Area ABC, NP and 12th M & L.mxd
 Date: 2/18/2020 Time: 11:35:59 AM Author: User: jhansen

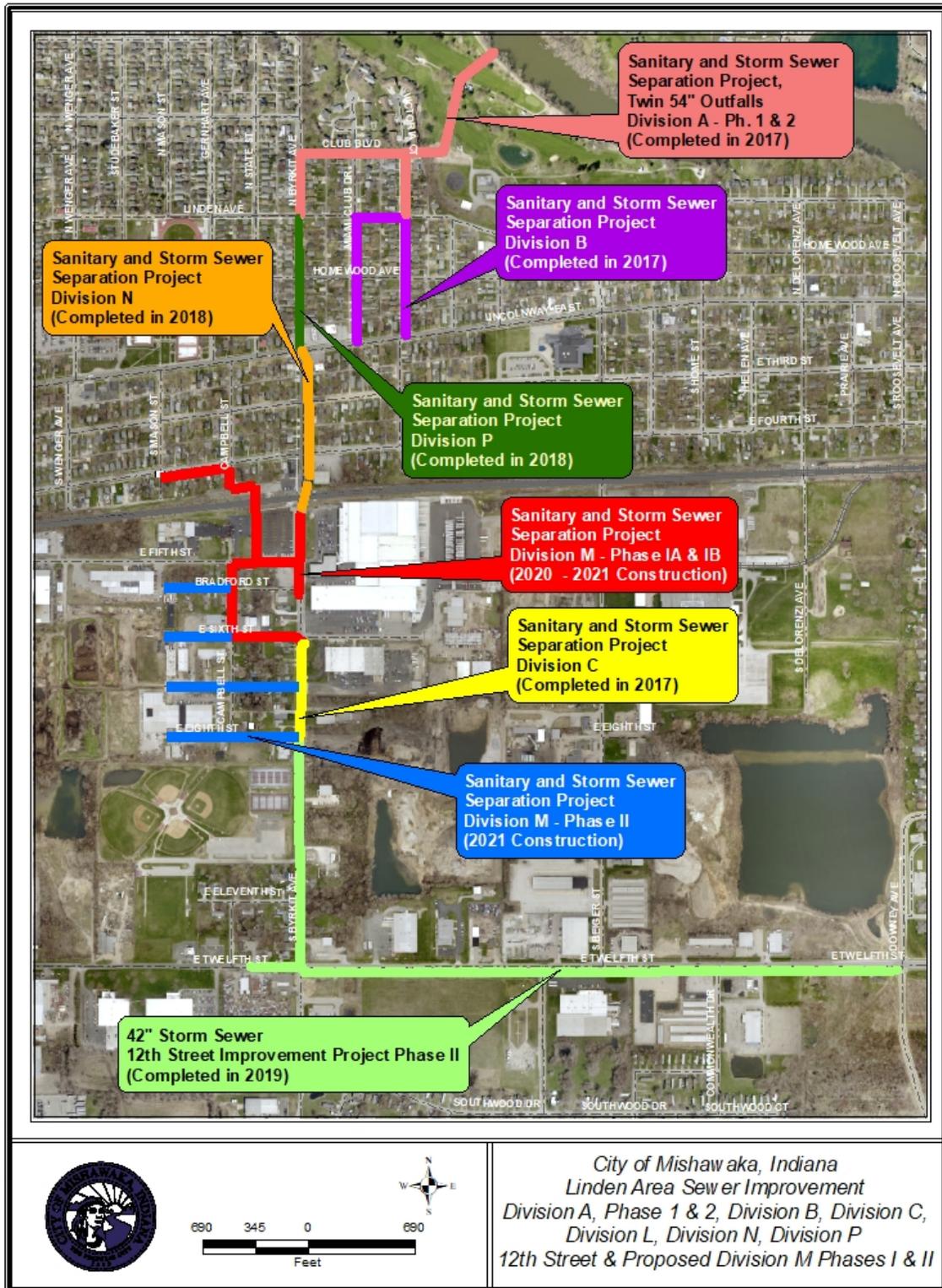


Exhibit C – Linden Area, completed and future phases

Mishawaka Parks and Recreation Department

Phil Blasko, Director

The Mishawaka Parks and Recreation Department celebrated ribbon cuttings at four new amenities in 2019; Mary Gibbard Park, Central Park Stage, Mishawaka Education Foundation Community Greenhouse, and Veterans Plaza. The newly renovated Mary Gibbard Park is a project that was designed by the students at LaSalle Elementary. The park features a new playground with a number of inclusive amenities for children of all abilities, as well as a new restroom building, BMX bike course, splash pad, pavilion, born learners walking trail, and open play area. By allowing the youth to have a voice in the park design, it not only brought new energy to the neighborhood, but provided them with a sense of ownership of the park.



Mary Gibbard Park

The first Thursday of June kicks off the summer concert series every year for the Mishawaka Parks Department. This year's concert featured a new event stage at Central Park. It enabled us to bring more than just music this summer. Through many new partnerships, the stage featured Story Time in the Park, fitness classes, Color Run, Zoo to You program, and church services.

The leadership of the students in the Mishawaka Garden Club enabled us to successfully complete our second ever Patronicity Campaign and build the new Mishawaka Education Foundation Community Greenhouse. Generous donations from the Mishawaka Education Foundation, service groups, and businesses played a substantial role in the completion of this project. It was featured at the Indiana Parks and Recreation State Conference, showcasing how unique it was for being funded, built and programmed by the students at Mishawaka High School!



Central Park Stage

The greenhouse transformed an unused open grass area into a vibrant space for all residents to enjoy.

The opening of the newly constructed Veterans Plaza is the first step in many changes at Battell Park that will honor the city's veterans. This initial phase of the project included relocating and restoring the Soldiers and Sailors Civil War Monument and creating a gathering place with a flag array honoring each branch of the military. The Flag Raising Ceremony was an event that allowed our city the opportunity to celebrate the things we should be thankful for.

We believe that the Mishawaka Parks and Recreation Department plays a vital role in the enhancement of the quality of life for residents of Mishawaka. Our commitment to engage with the community through new events, programs, and activities has been the primary focus of our department. This year, we proved that our positive momentum is here to stay. We are proud to report that we have provided opportunities for all ages and abilities at the Mishawaka Parks Department.

Special Events and Activities

One of the largest areas of growth in 2019 was in park events. The parks department pushed the envelope from having 36 events in 2018 to over 50 events in 2019! Thanks to an increase in partnerships with local organizations and departments, we were able to host an average of one event per week, with many weeks offering up to 3 events. These events ranged from massive city-wide events to small family-focused gatherings. We were thrilled to offer a variety of options to the citizens of Mishawaka. Our Easter Egg Hunt was a huge success – for the second year in a row a helicopter dropped thousands of pieces of candy over a field filled with 30,000 eggs. Thousands of children left this event with a smile on their face. At Kids to Parks Day, we were able to help provide fun and free food for over 700 children, thanks to partnerships with local organizations and churches. Independence Day Celebration, July 4th Fireworks, Senior’s Night Out, and the 80’s Color Run all experienced a growth in attendance.

The 80’s Color Run continues to be one of our most popular events – with people of all ages getting dressed in their best 80’s gear to walk and run through bursts of color. That event is all about living it up, and Mishawaka does not disappoint. One of our biggest new attractions was our Foam Machine – families loved the good, clean bubble fun! We introduced new events that will continue into 2020: Tent the Island, Wags of Welcome, and Slide the Hill. Tent the Island was our first ever camping trip in the Parks.



Slide the Hill

This year we are bringing it back and giving Mishawaka a taste of good old-fashioned outdoor fun.

At Wags of Welcome, every pet was either adopted or had a request to adopt form filled out. Slide the Hill was a huge success! We had two 300-foot-long slip-n’-slides that launched from the teepee at George Wilson Park. Foam, a DJ, food, and great vibes made for one of the best days ever! We are excited to bring it back in 2020, bigger and better than last year.

We introduced the Mishawaka Farmers Market at Central Park. This is the first ever Farmers Market to launch in Mishawaka! The Market ran from May 12 through September 15 on Sundays from 11am-3pm. We started with 20 vendors and ended our season with 40 rotating vendors. The Market featured local farmers, crafters, and bakers. There truly was something for everyone. We also gave non-profits an opportunity to participate, offered free kids classes cooking with the Health Department, and frequently had live music. This was a popular program not only for vendors, but the citizens of Mishawaka. The success of the market inspired us to extend the season to 20 weeks in 2020. The Farmers Market is quickly growing into a Mishawaka staple. We cannot

even begin to express how excited we are to grow the Market! Be on the lookout for a new mascot in 2020.

We also offered weeknight entertainment for those who couldn't wait for the weekend to get out and explore. Our Summer Concert series was as popular as ever. We provided free family friendly entertainment three nights a week for the majority of the summer. Mondays were at Battell,



Central Park Concert

Wednesdays at Eberhart, and Thursdays at Central Park. This is a program that continues to be a great investment for our city. We also offered free fitness classes at least two nights per week, sometimes three. We provided Story Time in the Park. The popularity of the Story Times has prompted us to increase the frequency of that program to once per week this upcoming summer.

The Big Explorer's Camp experienced a record-breaking year in both attendance and revenue. Each themed week was at capacity. This program provides quality care, creative programming,

lunch, and entertainment for our campers at an incredibly affordable rate. For the first time ever, we offered parents the ability to sign their campers up for swim lessons and we took the campers to those lessons. We ventured to Potato Creek State Park for the first time ever and provided the campers with some hands-on nature learning. This is a program that has continued to grow since 2018 and is on-track to expand in 2020 and beyond.

Eberhart-Petro Golf Course

Although we lost nearly sixty days of golf at the start of spring, we were able to still generate nearly 18,000 rounds in 2019, increasing from the previous season by 2,000 rounds. With this increase in rounds, the golf course bounced back nicely, increasing revenue by \$31,000 over 2018. In placing our focus on engaging with the community, the course grew its participation through the Junior Program, outings and the Men's Metro.

Merrifield Complex

The summer aquatics season started with the 7th Annual Blazin' Buffalo Swim Invitation. Throughout the season, the pool saw a steady crowd of both residents and non-residents enjoying this great amenity. Focusing on expanding what we offer at the pool, we hosted multiple new special events throughout the season, including Neon Glow Swims, Dive-In Movie, and the 21 & Over Beach Bash. For the first time ever, we extended our season for weekend use until Labor Day. Our very popular Central Park Splash Pad was able to stay open from Memorial Day until mid-October.

On December 7th, Merrifield Ice Rink opened for the season to a large crowd at Winterfest. Free ice-skating was offered to everyone at the event. In addition to our public skate hours, Irish Youth Hockey League utilized the facility three nights a week for their practices and games. The growth in skating lessons has allowed us to reach more of the youth in our community. Two nights per week, the ice rink hosted adult and child pick-up hockey.

Landscape Division

The Mishawaka Education Foundation Community Greenhouse was the highlight of 2019 for the Landscape Department. This massive project was made possible by the hard work of the Landscape Department Staff, Mishawaka High School Landscape & Gardening Club, and financial contributions from over 77 patrons from across Mishawaka. This project stands out due to the involvement of our dedicated students in the Club that helped plan, fundraise, and construct the building, which opened in October. Surrounding the building are beautiful pollinator gardens, a community vegetable garden, a small fruit tree orchard, several raised garden beds and a picnic area.

This building allows the Parks Department to host our amazing Landscape & Gardening Club in a true greenhouse where we can expand the involvement of our students in educational and park stewardship activities. Several community partners and Park Staff are hosting monthly classes for the community in 2020. Our partners in the Young Adult Services program through School City of Mishawaka are learning how to tend to the plants and water them throughout the week. Plants and produce from the greenhouse will make their way to our Farmers Market, where students will help run a booth to support our club activities. This building has been a truly amazing project that shines as an example of what a strong community can accomplish when working together. We are excited to see how our programs grow and expand into this new building throughout 2020 and beyond.



MEF Greenhouse

Recreation

The Recreation Division experienced record-breaking participation with nearly four thousand participants. Two highlighted leagues are the soccer leagues and tee ball. The Soccer league doubled in size from the previous year and tee ball has tripled in participation since 2017, with over 300 participants in 2019. Our growth in recreation leagues has opened the door to new camps and clinics to keep kids involved in the offseason. By focusing on making sure kids come smiling and leave smiling, we believe our growth in recreation will continue for years to come.



Battell Community Center

The Battell Community Center is dedicated to providing organized programming for the development of our children and teens, activities and services for adults and senior citizens, and affordable recreational, social, and educational activities to community members of all ages. Our daily and free rec clubs continue to meet the social needs of our Mishawaka residents.

Youth programming and special events have grown immensely over the past year. Youth Basketball, Soccer and Volleyball reached maximum participation in 2019, while delivering quality coaching from our wonderful volunteers. We will continue to work with a wide variety of partners and advocates for a combined quality effort. This year's partnerships with Crossroads Community Church, REAL Services, United Way, Mishawaka Public Library, St. Joe Health Systems, South Bend Civic Theater, 574 Theater and the Lions Club have proven to be not only successful, but mutually beneficial to members of our community. Building rentals continue to be in demand with auditorium rentals doubling in revenue from 2018.

This year's Halloween Spooktacular celebration took place over a six-day period as compared to the previous year's three-day period. The Halloween Spooktacular created big scares for a good cause. For the third year in a row, the Haunted House was a food drive benefiting the Mishawaka Food Pantry. Around 3,000 community members stopped by over the course of two weekends! The Spooktacular featured the Haunted House, Kids Fun House, Graveyard Walk, Trunk or Treat, inflatables and a DJ. Trunk or Treat was a huge success with over 35 local businesses and nonprofit groups handing out candy from their decorated trunks. Some additional popular special events included Teen Nerf Night, Daddy Daughter/Mother Son Dances, Grandparent and Me, Magical Moms, Fam-Fam Sale, Holiday Craft Fair, Family Fun Nights, and Chill with a Cop.

Department of Community Development

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

- Investing in neighborhood public improvements such as streets, curbs, sidewalks
- Seeking opportunities to partner with local organizations to leverage resources to create homeownership opportunities for low-moderate income families
- Reducing blight and clearing unsafe structures
- Assisting individuals and families with support through public services

Staff

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

Roger Shields has served as the Construction Manager for the department since 1997 and has played a vital role in the department's programs such as spot blight demolition, Summer of Service, and Student Weekend. Roger also assists Code Enforcement with Weight and Measures activities as needed.

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

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

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

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

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. Jim Pingel served as President for the Redevelopment Commission until October 2019 he resigned from the position and Gary O'Dell served as interim President until 2020 elections.

2019 Mishawaka Redevelopment Commission Members	
Jim Pingel / Gary O'Dell	President
Janet Whitfield-Hyduk	Vice President
Kris Ermeti	Secretary
Dr. Lindsey Jon Kintner	Member
William Pemberton	Member
Gary West	Member
Robert Beutter	Attorney

Community Development Block Grant (CDBG)

The City of Mishawaka Department of Community Development's programs, staff and administrative costs are funded by grants from the U.S. Department of Housing and Urban Development (HUD).

As a CDBG entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2019, \$465,290 in federal funds were allocated to focus on those directives, and we responded with the following programs: Spot Blight Elimination; Summer of Service, Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding.

A portion of CDBG funding was utilized for Public Infrastructure to continue with curb, sidewalk, drive approaches, and ADA ramp replacement. Three income eligible homeowners were assisted with the owner-occupied repair program known as the Summer of Service Program. The City continues to support and provide funding for public service organizations to help sustain a suitable living environment for Mishawaka residents.

The City of Mishawaka continued to partner with Habitat for Humanity for a phase 2 of the Jimmy Carter Build Project. This partnership will assist additional income eligible first-time homebuyers to achieve their dream of owning their own home.

The City continues to support the Mishawaka Food Pantry which assists households by delivering food assistance, clothing, household items and other miscellaneous assistance. Many clients assisted are under-employed or unemployed and are not aware of other types of aid available to them. The food pantry is often a first step to find other services and assistance.

Overall, the Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$71,391.71 in CDBG funds in Program Year 2019:

CDBG Public Agency Funding 2019	
YWCA Domestic Violence Program	\$12,652
REAL Services Adult Guardianship Program	\$10,000
Boys and Girls Club	\$20,000
Mishawaka Food Pantry	\$20,000
United Way Kindergarten Program	\$8,739

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. In 2019 Habitat was awarded funding from the Consortium for the construction of properties in the Jimmy Carter Project as part of Phase 2. The new homes provide affordable housing for low to moderate income families.

A majority of HOME funding that is projected for this program year will fund a project proposed by South Bend Heritage Foundation which entails construction of 1 new multi-unit permanent supportive housing structure to assist 18-20 chronically homeless individuals.



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.



In the 2019 summer students worked on City beautification projects such as placing mulch, brush removal, and weed removal clean up. Students also worked on the municipal lot on the corner of Third and Mill. The lot is shared with County Services, the St. Joseph Church, and the downtown area.

Summer of Service Program

The 2019 Summer of Service project was a success. The City of Mishawaka Redevelopment Department partnered with volunteers to perform scraping, painting, replacement of siding and light repairs to income eligible applicants in the City of Mishawaka. The properties addressed in program year 2019 were all Code Enforcement referrals and the homeowners meet eligibility criteria.



548 W. Fourth St. – The homeowner had violations because the aluminum siding was faded from sun and weather exposure. The home was power washed to remove the dirt and faded dull paint, then painted. The property now meets code standards and violations were removed.



319 W. 7th St. – The homeowner had violations because the aluminum siding was faded from sun and weather exposure. The windows, casings, sills, sashes, jambs, and troughs were in need of scraping and rotten brick molding on the bottom of the windows needed replacement. The exterior of the home was power-washed and painted as well as the windows, casings, sills, sashes and jambs. The overhead garage door was inoperable and was replaced by the Summer of Service program as well. The house now meets code standards.



1834 Peace Rose Lane – The garage door was broken and had been secured by an outside repair company but was inoperable. The Summer of Service program replaced the door. The garage now meets code standards.



Building and Planning Department

Brock Hundt, Building Commissioner

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Overview

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

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

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

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 2019, the Building Department conducted 2,703 inspections. Each inspector conducts 4 to 7 inspections per workday. Approximately 40 to 60 minutes are spent per inspection. Other building department duties include review of building design drawings and meetings with contractors, owners, and tenants to explain and help with building code interpretation and enforcement.

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

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

Building and Development Activity

In 2019, the City continued to see significant new construction. Permits were issued for 58 new single-family homes in 2019. This is two more than the 56 home permits that were issued in 2018. As indicated in previous reports, this is still significantly lower than the number of single-family home starts that occurred prior to 2007, but our continued modest single-family home growth is still significant. This single-family home growth combined with the explosive growth of apartments, provides for a healthy and diverse housing market in the City.

Continued Commercial Growth

In 2019, commercial permits were issued with an estimated construction cost of 62.7 million dollars. Although much less than the 110.5 million dollars of permits issued in 2018, this number is more consistent with historical average City growth. It is also important to note that this number can fluctuate significantly from year-to-year based on the timing of when permits are pulled for a few large projects. By the numbers, 9 new commercial building permits were pulled for new freestanding buildings in 2019 compared to 15 in 2018. The single largest permit was for the Hellenic Senior Living Center at 1540 South Logan Street. This permit had a 17.5 million dollar estimated construction cost. Another large project for 2019 included the Beacon Health Systems administrative headquarters building located at 3245 Beacon Parkway. This permit had a 12.1 million dollar estimated construction cost.

The City of Mishawaka continued to grow had significant investments were made in 2019. The City issued permits with a total estimated construction cost of \$79.7 million – although significant investments occurred, this is significantly less than the 158 million dollars of total estimated construction cost 2018.

The fees generated by the Building Department are intended to significantly cover the costs of administering development in the City. The City through its fee structure has determined that the fairest way to assess a fee is when a project is being constructed and that cost can be rolled into the project cost as a small percentage. In 2019 the Building Department collected fees totaling \$619,685. On average, the fees charged by the Building Department represent less than one half of one percent of estimated construction costs for a given project. In comparison, the Planning Department collected fees totaling \$49,235 in 2019.

Construction activity drops after 5 consecutive years of double-digit percentage growth

From 2013 to 2018 the City experienced five straight years of double-digit percentage growth from year to year. In 2019, the 79.7 million total estimated construction cost fell back to a level consistent with dollar growth levels seen in 2014 and 2015 and is relatively consistent with the City's 10-year average.

As a City, Mishawaka continues to reap the benefits of our geographic location being centered in the region. The City has promoted development with long-term strategic decision making such as the continued investments made downtown, the extension of infrastructure to the Exit 83

interchange of the Indiana Toll Road, and the creation of a medical hub with the relocation of the St. Joseph Regional Medical Center, the construction of the VA Clinic, and the Beacon Health System expansion on Beacon Parkway.

Year	Estimated Construction Value	Dollar Change	Percentage Change
2010	43.0 Million	-10.0 Million	-23.3%
2011	45.0 Million	+2.0 Million	+4.4%
2012	52.0 Million	+7.0 Million	+13.5%
2013	53.4 Million	+1.4 Million	+2.6%
2014	67.8 Million	+14.4 Million	+21.2%
2015	85.2 Million	+17.4 Million	+20.4%
2016	98.4 Million	+13.2 Million	+13.4%
2017	136.4 Million	+38.0 Million	+27.9%
2018	158.0 Million	+21.6 Million	+13.7%
2019	79.7 Million	-78.3 Million	-98.2%
10-Year Total	818.9 Million		
10-Year Average	81.9 Million	+2.7 million / year	+3.3% / year

Even with this continued growth, the long-term forecast in construction remains promising but is still difficult to project based on the national and world economic influences that the City cannot control.

The continued trade war with China, the Coronavirus outbreak fear, and the presidential election will all likely impact general construction decisions made by larger corporations in 2020. Although as we indicated in 2019 that it would be overly optimistic to project a similar double-digit percentage year of growth in 2019, we think it is also reasonable to expect an average year of construction in 2020.

Construction in 2019 continued to come from many different projects and illustrates the solid economy of the region. A significant development that continues to grow is the Grandview Planned Unit Development. The owner of the property, Great Lakes Capital, pulled permits for significant additions in 2019 including new buildings with apartments and lower level commercial space adding to the existing apartment complex on the site that began construction in 2016.

The commercial portion of the development located at the northwest corner of the intersection of State Road 23 and Gumwood Road is still expected to follow in the coming years and represents a prime area for the continued development, enhancement, and growth of Mishawaka’s consolidated northern retail area. Bar Louie announced it is relocating to Grandview from the University Park Mall. Menards applied to amend the planned unit development to allow for outside storage which would have enabled them to relocate from their current location at Main Street and University Drive to Grandview. This request was withdrawn after receiving much opposition from residential groups predominantly located in unincorporated St. Joseph County.

As indicated in previous year’s reports, the City had two developers propose separate low income senior assisted living projects in 2017. Silver Birch of Mishawaka was constructed by Chicago, Illinois based Vermilion Development. Located just south of the southeast corner of Edison Road and Hickory Road it was substantially completed in 2018 and continued to be leased in 2019.

The second project, by AHEPA (Hellenic Senior Living), is located directly east of Marian High School at the northeast corner of the intersection of Logan Street and Dragoon Trail closed on their financing at the end of 2018 and began construction on the site in the beginning of 2019. The building rose in 2019 and the attractive building is a welcome new addition that will serve low income seniors for decades to come.

As identified last year, Vibra Hospital and Beacon Granger Hospital were two of the larger project permits that were issued in 2018. In 2019, Vibra Hospital which is an acute long-term care facility, that is intended to provide care for living that traditional hospitals are not designed for, neared completion.



Vibra Hospital nearing completion, February 2020

Beacon’s Granger Hospital is a small hospital concept that opened in the fall of 2019. The hospital has only 8 in-patient beds and is being built to handle the traditional emergency room visit, the vast majority of which do not require an overnight stay in the hospital. Although it is a fully equipped hospital, including operating facilities, it also has an ambulance on-site to allow for the transfer of patients who require more specialized treatment available in larger hospitals. Both of these facilities will reduce the demand for rooms at the St. Joseph Regional Medical Center that at times have asked for elective surgeries to be postponed based on the lack of available beds.

Beacon continued to grow on the north side of Mishawaka in 2019 with a 12.1-million-dollar administrative building which was constructed just south of the Health and Wellness facility on Beacon Parkway adjacent to the Indiana Toll Road. We are proud that Beacon has chosen this site to consolidate their operations and has been a great partner for the City. As part of this project Beacon built a walking path that surrounds the campus. Rather than wait for the City to install a multi-use path on Beacon Parkway, they decided to incur the expense of installing a public walk along the frontage of their campus. This installation was completed at the end of 2019.



Beacon Granger Hospital



Beacon Administrative Facility, February 2020

In 2019, the Center for Hospice Campus completed the Ernestine M. Raclin House care facility that began

construction in 2018. This 12-bed facility was an additional 10-million-dollar investment in the campus. The Center for Hospice Care continues to be an integral partner as part of the City’s vision for growing and diversifying the central part of the City.

Remodels and continued investments in existing facilities continued to be a theme in 2019. Target started a 4-million-dollar remodel of their existing store located at the intersection of Main Street and University Drive. Costco on University drive performed a 1.6-million-dollar upgrade that including adding additional fueling pumps. Chick-fil-A performed a 1.5-million-dollar renovation of their Main Street restaurant north of Douglas Road.

2019 Planning and Building Permits

A summary of the 2019 permit activity is as follows:

Residential

- 17.0 million in estimated construction costs (a \$1.5 million decrease compared to 2018)
 - 58 new single-family homes
 - 640 residential alterations/additions

Multi-Family

- No new permits, although significant construction (carried over from 2018)
 - 13 new buildings were started in 2018

Commercial / Industrial

- 62.7 million in estimated construction costs (\$47.8 million less than 2018)
 - 9 new commercial buildings
 - 209 alterations/additions

New Single-Family Home Construction by Year	
2019	58 Homes
2018	56 Homes
2017	78 Homes
2016	36 Homes
2015	47 Homes
2014	43 Homes
2013	39 Homes
2012	28 Homes
2011	22 Homes
2010	22 Homes
2009	32 Homes
2008	46 Homes
2007	112 Homes

Annexations

The City continues to grow in a steady and orderly fashion. There were two voluntary annexations, adding approximately 6.6 acres to the City in 2019. This represents an increase of 0.01 square miles. In comparison, the City grew by 140 acres in 2018. The existing area within the City limits, according to our Geographic Information System, is now 18.24 square miles.

2019 annexations included:

1. **FHS Investment LLC (d/b/a Indiana Pain & Spine Clinic) – 53013 Fir Road**
3.2 acres annexed and zoned C-6 Linear Commercial to allow for the expansion of the adjacent medical office use. Preliminary development plans include an approximate 6,000 sq. ft. office building, parking lot, landscaping/screening, stormwater retention basin, and other related infrastructure improvements.
2. **Don Jr. & Jennifer Shaum, and DJSJ, LLC – 16525 Arthur Street & 52781 Grape Road**
3.39 acres annexed and zoned R-1 Single Family Residential and R-3 Multi-Family

Residential to allow residential development. Conceptual development plans include six single-family residential lots and a three-story building with seven town home units.

The effective date of both the above annexations was January 1, 2020. Municipalities are not permitted to annex property during the year preceding a federal decennial census.

Downtown Development

Regional Cities Initiative/Flaherty and Collins

As identified in previous annual reports, in 2015 the State of Indiana, led by former Governor, and now Vice President Mike Pence, proposed an initiative to help thwart the on-going brain drain occurring in the State of Indiana. Specifically, the trend has been that a disproportionate number of Indiana’s college graduates end up leaving the state to find work or pursue a career in cities such as Chicago and other large metropolitan areas. They are leaving not just to find work matching their education, they are leaving seeking a specific quality of life.

In the Regional Cities Initiative, the State program formed a competition for regions of the State to develop plans to fund projects that will help combat this trend. Ultimately, the North Central Region, which includes Elkhart, Marshall, and St. Joseph counties, was awarded one of the \$42 million awards.



The Mill – North Entry & Leasing Area

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

In 2017, the City issued a Tax Increment Financing Bond for close to 11 million dollars to assist in funding the City’s contribution to the project. The public infrastructure included in the project included a public parking garage that provides the public the ability to park for up to three hours for free. In addition, Ironworks Avenue was be extended with on-street angled parking, and Hill Street, north of Front Street, was 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 was made productive again and that it is now generating over a half-million dollars a year in local property taxes. The developer broke ground in late 2017 and the building, which is roughly 450,000 square feet, encompassing two city blocks, was substantially complete at the end of 2019!

Currently, the building already has 60 residential units leased, one commercial tenant, the Kalon Salon, with another tenant, Jack’s Donuts signed. Flaherty and Collins expects that full occupancy will take approximately one year.



The Mill – Inside Courtyard

Ironworks Plaza/Beutter Park Phase II

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

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 cannot change is the weather. One thing we can change is our collective attitude toward the weather and its impact on how livable our region can be.

The thrust of the 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 Beutter Park 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 at a 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 down version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing and restaurants all contribute to the activity. The building required a sensitive design which evolved in 2019. One building is now proposed that contains three distinct uses: a café, the rink functions, and an event center. The rink portion of the building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage.

If constructed, this facility will likely replace the City's current rink in Merrifield Park which is at the end of its life and needs replacement. The event space was added to take advantage of the geographic position of the building and to fulfill a continued event space need that has been identified by the City Parks Department. This will be the "high end" space available for rental through the Parks Department.

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

Picnic Area / Beer Garden / Restrooms

The City felt that eating and drinking outside in an urban park was a critical component of our on-going park improvements. Serving liquor requires the area to be separated from the other areas during events, but on a year-round basis the area would be used for picnics and seating. Overhead lighting and the architectural theme of the café is envisioned to include 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.

2019 Progress

In 2019, the City completed two phases of the design of Ironworks Plaza and started construction on significant infrastructure improvements and the Picnic Area/Beer Garden/Picnic Space that has now been branded as the "Ball-Band Biergarten".

As identified in last year's report, in August of 2017, the City applied to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, \$112,000 was ultimately awarded to the City.

Given the high cost of this signature project, the City phased the construction. Right now, the City envisions four total phases for the project. The first two phases are currently under construction. The first phase includes the extension of the Hill Street parking area, underground utilities, and shore improvements adjacent to the cable stayed pedestrian bridge. The cost of these improvements are roughly 5 million dollars. The second phase includes the proposed beer garden/picnic area at a cost of roughly 2 million dollars. This area will have seating for a few hundred people and contains a public restroom/concession building.

The first and second phases will be completed by Memorial Day 2020. Our intent is to have a christening event to open the space to the public honoring and celebrating former Mayor Bob Beutter's life who passed away in January. May, Bob's wife, indicated that one of the first public events they held was having a root beer social. We could think of no better way to open the Biergarten than having a root beer social to celebrate Mayor Bob.

Depending on the availability of funds, the City will proceed with phase three in late 2020 with lighting the cable stayed bridge cables. The last phase includes the café, rink, and event space which by itself is likely to exceed 14 million dollars. Right now, the City's plan is to limit expenditures and save tax increment financing dollars to minimize or eliminate any need for having to finance the project. Based on the size and large cost of this project, the number and size of other tax increment financed projects will be reduced in the coming years. Our current estimate is that this project will begin in late 2022 and will open for the 2023 skating season.



Biergarten under construction, February 2020

Front Street Opportunity Fund LLC

In 2018, the City Redevelopment Commission approved a development agreement with Front Street Opportunity Fund LLC. This is for the development of a mixed use commercial and residential building located on the block bordered by Front Street, First Street, Hill Street, and

Spring Street (between Mill Street and Jesus restaurant). The development team includes J. Patrick Matthews who has had success with many projects including student housing adjacent to Notre Dame, Joe Grabill Sr. who has extensive local commercial real estate and development experience, Stephen Studer with Krieg DeVault LLP is providing legal counsel, and the Architectural design is being performed by Spalding Design Group of Mishawaka. We are excited about the potential project that will bring new residential units and commercial storefront space to downtown Mishawaka. In 2019, at the request of the City, the developer worked on a modified design to allow for the widening of Hill Street. The City desires to widen Hill Street to provide for more on-street public parking. The Developer also has a desire to add more units. We expect that a revised development agreement will be presented to the Redevelopment Commission in 2020, and that construction will start on the project in 2021.

Barak Group Boutique Hotel

In 2018, the City continued a development agreement with the Barak Group concerning their interest to build a boutique hotel on the island property north of the City Police Station that used to house the former Uniroyal Power Plant and coal yard. The developer continued to work on refining plans in 2019. To move the project forward, the City is required, per our development agreement with the Barak Group, to pipe the western portion of the former mill race that provides the water supply for Beutter Park before turning the site over to the developer for construction. In 2019, through our consultant, Lawson Fisher Associates of South Bend, the City had multiple meetings with the regulatory authorities concerning the piping of the raceway. From a regulatory perspective, the raceway, although manmade, was determined to be an integral waterbody to the St. Joseph River and is permitted like it was a natural waterbody. As such, there is an extensive amount of work needed to be accomplished, as well as compensatory mitigation required, to allow for the piping of the raceway. The City plans on bidding this work in late spring of 2020 with a goal of being completed and out of the way of the developer who currently plans to begin construction in 2021. The City has viewed this piping project as essential to make the property viable for redevelopment.

Riverwalk Apartments

The principals involved in the Riverwalk Apartment project have met with the staff in 2019 and have indicated that they would still like to proceed with a reconceived project in 2020. Specifically, the developer currently desires to change the intended use from apartments to a condominium project. They believe that condominiums will be most successful in meeting current market demands. This project is located on a triangular shaped property south of Mishawaka Avenue, just west of where Sarah Street ends on the north side of the river. We expect that a new development agreement will be submitted in early 2020 that would allow for the change in use and updated project timelines if approved.

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 2019, the Planning Department was responsible for directing private firms and assisting other City departments on several significant public works projects.

Mishawaka Riverwalk

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

Riverwalk – Race Street to Cedar Street Bridge

In 2018, we worked with our consultant DLZ to apply to receive federal funding for the widening of the Cedar Street Bridge to accommodate a wider protected walkway on the west side of the bridge. We received word that the funding for this close to four-million-dollar project was approved with construction estimated to start in 2024. In 2018, the City also began negotiating with property owners on the south side of the river between Race Street and Cedar Street on the south side of the river. A total of eight additional parcels are required to make this Riverwalk connection.

Over the course of 2019, the City was able to obtain four of the properties. Acquisition of the additional five properties is in process and is expected to be completed in 2020. Construction of this phase could begin as soon as 2021 and is dependent on the prioritization of available funding

Central Park Stage

In 2019, the stage project that started in 2018 in Central Park was completed by Ziolkowski Construction. The \$800,000 project was designed by Arkos Design and Lawson Fisher Associates. The stage is located at the south side of the looped walk surrounding the event lawn on the west side of the park. The goal was to have the platform portion constructed to allow the summer concert series to be held in Central Park. The project was successful and the artists performing on this stage have expressed a preference for this venue over any other in the City. Attendance in the summer of 2019 was great and the only real complaint we have received was the lack of shade. Unfortunately, given the southward facing slope, it will be many years before the trees that have been planted will provide any real shade to the area.



Completed Central Park Stage decorated for Christmas 2019

Crawford Park Master Plan

In 2019, the City contracted with DLZ to develop a master plan for Crawford Park. The impetus for this initiative was the planned combined sewer overflow separation improvements that required the center of the park to be torn up and required the demolition of certain existing park structures like the Lion’s Pavilion.

In October of 2019, the City sent hundreds of notices out to the adjacent neighborhood along with a copy of the plan, inviting everyone to a public meeting for input. Key components of the draft master plan include.

- Establishing a unique identity for the park. Thematically creating a “Nature Park” that would include man-made constructed wetlands.
- Moves major park elements like play equipment out of the floodplain.
- Creates an active play area that would include nature themed equipment and a water element for smaller children in the area of the current splashpad. The playground will feature inclusive components for children of any ability.
- Establishes a neighborhood lawn area for open play and special events like a movie or concert.
- The design accommodates the location of required combined sewer separation improvements that recently started construction.
- Build a new restroom building adjacent to the play area that would also be convenient for visitors to the Shiojiri Niwa Japanese Garden across the street.
- Construction of three new picnic shelters/pavilions to meet increased demand. One adjacent to the play area, one in the center of the park, and one adjacent to Niles Avenue. Installation of a small off-street parking lot at Niles Avenue south of the intersection of Linden Avenue to better meet the parking requirements for the proposed activities.
- Adds multiple sidewalks and board walks added in the park to improve handicapped accessibility to equipment/restrooms.

Given the cost of improvements, implementation will likely occur in phases as funding becomes available. At the public meeting there were extensive discussions regarding wetlands, the need to continue to have basketball courts, the location of parking, and the proposed restroom location. In the Spring of 2020, the City plans to send out an updated plan incorporating many of the comments received for further review and comment.



Public meeting at Castle Manor on the Crawford Park Master Plan – October, 2019

Lincolnway S.R. 933 Restriping

In 2018, the Planning Department led an initiative to develop a partnership with INDOT to restripe Lincolnway to provide for a uniform three lane road section between Capital Avenue and Logan Street. As noted in last year’s report, the City held a public meeting on this initiative in July of 2018 where hundreds of letters were sent to every property owner along this corridor informing them of the City’s desired change and inviting them to provide comments on the proposed project. Even with hundreds of letters being sent, only a handful of comments were received. Of the comments the City did receive, almost all were supportive with just a few raising concerns about speed and safety characteristics that are already inherent to the corridor.

This project was envisioned because even though it is a State Road that is maintained by INDOT, Lincolnway is one of the roads the City receives the most complaints about. Lincolnway is truly a Historic Roadway that has evolved over time and existed in part before the automobile. At one-

point downtown was serviced by a trolley that was located in the center of the street. The road passes through the historic downtown, neighborhoods, and past the Historic Mishawaka High School. Mishawaka Schools remain a “walk on” school district which results in many of the students being driven or using Lincolnway as a walking corridor.

This historic development and changes in the corridor over time have resulted in various road sections, sometimes the road width changes, as frequently as block to block. At points, many drivers had used it as a four-lane roadway even though it had been designed for only two lanes. The City contracted with the Troyer Group to develop a three-lane section (one travel lane in either direction and a center turn lane).

In 2019, INDOT completed the resurfacing project and implemented the striping as requested by the City. Although the lane widths vary, the same three lane sections now exist between Capital Avenue and Logan Street. We believe that the striping plan as prepared by the Troyer Group has significantly improved traffic flow and safety through the corridor. Overall, the City spent only \$100,000 to prepare the plans, pay INDOT for the additional striping, and install two radar speed limit signs in residential areas of the project. We can think of no bigger bang for the buck project that the City has undertaken in the last decade! We are very appreciative of this partnership with INDOT and wish to thank them for their willingness to work with the City on this important local issue.

Battell Park – Veterans Plaza

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



Veterans Plaza construction

Liberty Mutual – New Municipal Services Building

In the Spring of 2019, the City was contacted by Liberty Mutual following their announcement that they were vacating their call center located at 100 Lincolnway West in the heart of downtown to convert work at home positions. The City had previously attempted to work with Liberty Mutual to acquire two small parking areas they own south of First Street for years, so upon hearing the

announcement, we wanted to pursue those acquisitions. We then were asked by Liberty Mutual to consider the purchase of the whole facility.

Before we were willing to even express an interest, we hired Alliance Architects of South Bend to evaluate our existing buildings and needs, independent of the Liberty Mutual Building. Once our needs were identified, we then had them perform a conceptual layout of the Liberty Mutual building to determine if it would meet the City needs. Our basic goals in considering the building purchase were as follows:

- Facilities need to better serve the public!
- Must be consistent with or accelerate our continued redevelopment efforts.
- Bring the City up to date regarding technology.
- Any solution must provide for some flexibility to allow for growth and changes over time
- Create a long-term solution
- Be as efficient as possible on expenditures

Upon the conclusion of our studies and investigations, we concluded that if acquired and renovated, the building would provide a unique opportunity to better serve the public by not only combining three separate buildings into one for efficiency (Moving City Hall, Police, and the Mishawaka Utilities Business Office), but it would also better serve the public simply by its central location. It is directly across the street from the County Services building and a block away from the public library in the heart of our historic downtown. It also has the ability to open up hundreds of formerly private parking spaces for public use which is becoming more critical as we redevelop and bring new events and activities downtown.



Liberty Mutual Building, 100 Lincolnway West – Summer of 2019

Since it was built as a national call center with large open spaces for cubicles, incorporating technology could be easily addressed in the building's renovation. At over 90,000 square feet, the architects estimate that the building is about 5% larger than what is currently needed by the City allowing some room for growth over time. The building has a steel structure and masonry exterior. Once windows, HVAC, and roofs are replaced, the building could be set up to serve the City for decades to come without significant capital expenditures. The last issue, and one of the most

important is the cost. As part of the architect’s evaluation, the cost estimates for completing the renovation exceeded 14 million dollars. When considering the acquisition costs, the overall project cost started competing with new construction.

The City then contracted with NAI Cressy to negotiate the purchase price of the building. The acquisition price agreed to by Liberty Mutual was 2.35 million dollars, well below the appraised value which is just over 5 million dollars. With this revised purchase price, we felt that our established goals were met, and we decided to move forward with the acquisition. As part of the process, the City Council agreed that the purchase was in the best interest of the City, but also requested that the administration market the building for a brief period of time to see if any other large user would be interested in the building to bring more jobs to the City. Although it is unlikely that another large user would be interested, the Mayor agreed to both simultaneously market the building once we have title early this year, as well as continue to prepare plans for a combined City Services building.

2019 Activity of Commissions and Boards

Plan Commission

A total of 46 petitions were filed before the Plan Commission in 2019. This is 15 less than the 61 petitions filed in 2018. Although the activity is less than the previous few years, it is still steady. In comparison our filings are still significantly lower than the peak of 104 petitions filed in 2007. Petitions for 2019 included 20 rezoning/annexation requests, 17 final site plans and 9 Plats/Re-plats.

2019 Plan Commission		
Matthew Lentsch	President	Mayor Appt.
Christopher Tordi	Vice President	Park and Rec. Board
Dale Freeman	Member	BPWS
Chris Jamrose, PE	Member	City Engineer
Murray Winn	Member	Mayor Appt.
Nick Troiola	Member	Mayor Appt.
Chris Nebalski	Member	Mayor Appt.
Kathy White Gadacz	Member	Mayor Appt.
Dale (Woody) Emmons	Member	Common Council

Board of Zoning Appeals

The Board of Zoning Appeals heard a total of 51 appeals in 2019. This is 8 more than the 43 appeals heard in 2018. Although this is a slight increase when compared to 2018, the activity of the Board has historically varied and is not directly related to construction trends.

2019 Board of Zoning Appeals	
Charles Trippel	Chairman
Christopher Tordi	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.

Historic Preservation Commission Members	Advisory Members
Doug Merritt, Chairman	Matthew Crawford
David Eisen, Vice Chairman	Alan Grzeskowiak
Mike Bultinck	Shirley McAlister
Terry DeMaegd	Thomas Morris
Judy Gray	Jason Stoller
Jennifer Johns	
Nancy Seidler	
Faye Sullivan	
Kate Voelker (Common Council)	

An overview of the 2019 activities and accomplishments are as follows:

Two certificates of appropriateness were approved in 2019. The first COA concerned the creation of the new Veteran’s Plaza in Battell Park, specifically the moving of the Soldier’s and Sailor’s Monument. The other COA was for a fire damaged garage at 2729 N Main Street, in the Normain Heights Conservation District.



(l-r): Greg Lawson, current property owner; Pete Dekever, Mishawaka Historian Laureate; Capt. Richard Brenneman; Christa Hill, Secretary, Mishawaka Historic Preservaion Commission.

Mayor Wood and Captain Brenneman

The third Mishawaka Historical Marker was erected at 1801 E. Third Street, honoring Captain Richard Brenneman. The marker was to recognize Captain Brenneman’s 5+ years spent in a POW camp during the Vietnam War. Mr. Brenneman, who retired from the Air Force in 1993, was present for the celebration.

During May, which is National Historic Preservation Month, the Commission distributed over eighty yard-signs, to promote awareness of historic properties and the value they bring to the community. Twenty of those signs were first time installations.

A plaque was installed at the Eberhart house, 732 Lincolnway East. Street toppers were installed at Riviera Place and Normain Heights.

The Historic Preservation Commission was invited to hold its March meeting on Bethel University's campus. This started a dialogue on how the university could highlight the architectural and cultural significance of the university and its founders.



Riviera Place Street Topper



Normain Hgts Street Topper

For the fourth year, the Historic preservation Commission was an exhibitor at the Mishawaka Heritage Festival. Visitors to our booth inside Castle Manor were encouraged to participate in a coloring contest of local landmarks.

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 2019, 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 2019, 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.

One tax abatement was submitted and approved in 2019. Jamil Packaging Corporation, a manufacturer of corrugated paper boxes and distributor of shipping supplies, received a personal property tax abatement for a \$1.55 million capital investment in new manufacturing equipment. The abatement petition indicated that a new Flexo folder-gluer for converting corrugated board will be added to their production line in the second quarter of the year. The equipment will allow for increased production as customer demand had exceeded manufacturing capacity.

Since 1986, the City has approved a total of 60 tax abatements for 40 different companies. Currently, there are 10 active abatements in the City including the following companies: BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, WellPet LLC, Barak River Rock LLC, Patrick Industries, River Walk Development Group LLC, Jamil Packaging Corporation, and Lippert Components.

Code Enforcement

Joe Van Nevel, Director

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

Code is staffed by its Director Joe 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 105 years of service to the City of Mishawaka.

In 2019, a new software program was implemented to record and track Nuisance and Substandard cases. With the implementation each officer has received an iPad which allows the Code Officer to be more efficient and productive in the field. This allows each Code Officer to make changes to cases, initiate new cases, and take photos while out in the field. The iPad allows access to e-mails in the field, which allow the Code Officer to respond to the property managers/landlords via-email with the violation which allows for a quicker response. There has been some trial and error with the new program which has affected the case load numbers for the year.

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

Public Nuisance Violations

The main public nuisance ordinances that the code officers enforce include the following: snow removal, tall grass, accumulated trash/litter, improper storage of building materials and household items, and abandoned vehicles. Overall totals for 2019 were down compared to 2018 due to the implementation of the new software program, a decrease in snow removal totals due to the mild winter, and a decrease of grass cases due to the dry weather.



Before



After

Approximately 4,000 nuisance cases were opened. It is important to note that for every case that is opened by a code officer, two to three follow-ups are required totaling approximately 12,000 follow-ups.

Substandard Structures

The continued implementation of the Top 100 Program helps keep the number of dilapidated structures in the City of Mishawaka to a minimum. Code is now in the fourteenth year of the Top 100 Program, which means 1,400 of the worst structures have been addressed. Structures damaged by fire are monitored to make sure repairs are completed in a timely manner, and if not become included into the program. This program begins in the winter months when the code officers inspect their areas in search of houses, garages, or commercial buildings that need the most attention. In the spring, letters are sent out to the owners describing the issue or issues that need to be addressed.

With the implementation of the new software program approximately 300 substandard cases had to be converted from the old system to the new system –which was very time consuming for the Code team. Including the Top 100, Code opened 660 substandard cases and conducted approximately 4,200 follow-ups. Code successfully resolved and closed 240 substandard cases.



721 Berlin Ave. – Before



721 Berlin Ave. – After



Before



After

Case Hearings

In 2019 Code summoned a total of 3 properties for substandard issues and their respective owners before our hearing officer. Currently 4 cases remain on the docket from 2019 with many more planned for 2020. These cases involve substandard structures where the owners have made no progress or progress has stopped. Many of these cases get resolved before or shortly after the initial hearing.

The Mishawaka Animal Control Commission

Thirty-two hearings were held in 2019 involving 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 803 devices in 2019.

Stewardship

A total of \$12,087.50 was spent in 2019 for mowing, brush removal, clean-ups and board-ups by our contractor. The Code Department recouped a total of \$4,715 in 2019, for this contracted work.

Fire Department

Bryon Woodward, Chief

Response Summary

The Mishawaka Fire Department had another record setting year as the Department responded to 8,330 calls for service. The greatest number of calls for service was EMS in nature. Our ambulances and fire trucks responded to 6,136 calls that required EMS response. In addition, the MFD had 154 calls that involved a commercial, residential, apartment or other type of fire. The remaining 2,040 included any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. In addition, collections were up for ambulance billing making 2019 the largest revenue year. We collected \$1,590,208 for services provided.

We continue to research ways to increase efficiency in the way we handle emergency responses. Big changes happened with improved technology at the all call center in 2019, a new Motorola CAD system was purchased and went into service in November. With this new system we are anticipating continuously improving our response times and level of service to our citizens.



Fire Prevention

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2019, the Fire Prevention Bureau performed over 1,850 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 70 times to investigate commercial, residential, apartment and vehicle fires in 2019. 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 2019, as in previous years, 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 2019, many seminars and presentations were given to businesses on topics such as evacuation drills, fire safety plans, fire extinguisher use, emergency planning and preparedness, smoke and carbon monoxide detectors, fire suppression systems, and fire alarm systems. Our priority continues to be those occupancies that contain the elderly and children.

For the third year in a row, the Mishawaka Fire Department hosted an open house for Fire Prevention Week. The open house was conducted at Fire Station 4 on October 10th from 6 to 8 p.m. and was open to the public. The open house had a bounce house for the children donated by Burns Rent-All, cake and drinks donated by Mishawaka Fire Department Local 360, cookies from Firehouse Subs, and building kits that were donated by our Home Depot in Mishawaka. Our Fire Prevention Bureau fire extinguisher training unit helped train the adults and children 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 into the future. Educating our citizens on fire safety is a top priority!

Training

We believe in the mantra “You can never know enough for a job that can kill you” so the training division continuously strives for improvement. The wide variety of services we provide makes our continuing education paramount to firefighter safety. The men and women of the MFD spent over 24,042 hours in the classroom, and on the training grounds. Our longstanding, common goal is for each firefighter to survive the shift and return home to his or her family. We are taking this to a higher level with additional training in cancer prevention, PTSD recognition, and suicide prevention to give each firefighter the opportunity for a long, prosperous career and retirement.

The department is continuously upgrading our data management programs 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.



We now have an online learning system that dials into specific topics or trainings that can reach department wide or specific training allowing us to place focus and training where it needs to be.

Health and Wellness

We are always 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 sixth year. We are always evaluating our physical fitness equipment to see how it best fits our needs to keep firefighters in shape. In 2019 new treadmills in multiple stations were on the top of the list, which were successfully procured including a new service plan to keep all our treadmills in working order to benefit our members. We look forward to 2020 as we will be looking into other areas, such as cancer prevention, to help elevate our health and wellness to a higher level.

In January 2019 the fire department took delivery of brand-new sets of turnout gear, 115 in total, for every firefighter and implemented a replacement program that will buy new sets every 5 years. NFPA standards state all gear must be replaced after 10 years. As the program builds it will allow each firefighter to have 2 full sets of gear. This is vital as it will allow us to change into a fresh set after a fire while immediately cleaning the dirty set of all the contaminants that pose a risk to the firefighter's health well after the fire has ended. The purchasing of this gear has been a great asset to our members, and they are doing their part in maintaining the care and use of the gear so this program can continue to be beneficial to their health and safety.

Finally, another improvement we made was to overhaul the exhaust systems in our fire stations to better clear the air of many cancer-causing particulates. The new exhaust removal systems are a vertical air flow design, ceiling hung, re-circulating air filtration system that uses a "4-stage" filter pack that is UL tested and certified, OSHA approved, industry standard sized and are strategically placed throughout the apparatus floors based on the size of the building.

Apparatus / Equipment

As our current fleet of apparatus ages, we need to be vigilant in maintaining and replacing our trucks in the most cost-effective manner. We took delivery of a new aerial in 2019, a new 100ft Sutphen Ladder truck in May in 2019 and this aerial now runs out of our Station 3 on Douglas Rd. as Ladder 3.



This purchase allowed us to move the previous aerial to reserve status and decommission a ladder truck that was over 27 years old. We also sent a medium-duty ambulance to be re-chassised for delivery in early 2020.

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

Many notable equipment purchases were completed and delivered in 2019 including all new battery-operated Hurst Rescue Extrication Equipment on Rescue 1 and then on Ladder 3, consisting of new spreaders or better known as the "Jaws of Life," cutters, and combi-tools (combination spreader and cutter) to name a few. These new tools save precious seconds when only minutes can count to affect the outcome of a traumatic event. We also took possession of four new Thermal Imaging Cameras (TICs) to replace outdated and worn equipment. This is the first half of the replacement program for these cameras, with the second and final half to be completed in 2020.

Another upgrade we made was purchasing a vending machine for our medical supplies. This machine will allow us to be more efficient and enable better tracking and control of the costs of our medical supplies, giving us better control of our inventory and where we allocate our funds.

One of our biggest equipment additions in 2019 was made possible by the hard work of Firefighter Jessica Hostetler. Firefighter Hostetler applied for a grant through Firehouse Subs Public Safety Foundation, Inc for 40 tactical bullet proof vests. Our department was awarded this grant for \$18,720 and it enabled us to place a vest on every frontline seat in our fleet. With an ever-changing society, we must continually evolve and be in the forefront of safety to better protect our members so they can accomplish the goal of assisting our citizens in their times of need.



Charitable Causes

The Mishawaka Fire Department continued to give back to the community in 2019. As a fire department we go into people's homes daily and see those in need. We always like to give back to the community we serve when we are able. Our Needy Family Fund is spearheaded by Firefighter Nicola DeCicco and raised \$3,344 this year to distribute to seven families with thirty-four children in their time of need. The money comes from donations from firefighters and a GoFundMe drive that was established. With the money raised we provided Christmas gifts for the children, food for the families and various types of gift cards to help the families meet other needs. One new change to the program in 2019 was instead of just interviewing families and their children, the firefighters took them shopping as well. Members of the department met the families at local merchants and allowed to the children to pick their gifts on the spot. This was a huge hit with everyone, especially

the children, who not only received gifts but had a great time interacting and spending time with the firefighters, creating a bond that will hopefully continue in their futures.

The Mishawaka Fire Department has several firefighters trained as car seat technicians who check dozens of vehicles for proper installation of child passenger seats. Our technicians are required to do outreach and continuing education to maintain their certifications and one of the ways they achieve this is to participate in car seat events. During these events we check seats for proper installation, and proper fit for the child's height and weight. We have given away numerous seats to children through these events as well.



In 2019 Mishawaka Fire Fighters again ran two very successful t-shirt campaigns to raise funds and awareness for some great causes.

For the 7th year, the fire department sold limited edition t-shirts that benefited Honor Flight of Northeast Indiana. This project was the creation of Driver/Operator Eric Hiatt, who is a veteran himself, and still heads up this amazing cause. The shirts were sold to the public and firefighters to be worn on duty in the month of May. Honor Flight transports veterans from World War II, Korea, and Viet Nam to Washington DC and back at no cost to the veteran. While in D.C. the veterans get a chance to visit their memorials and connect with other veterans. MFD has risen over \$10,000 to date, and local veterans have benefited from the Honor Flight program. The Mishawaka Fire Department would like all our veterans, including Driver/Operator Hiatt, and current members of military service to know their service is greatly appreciated by all of us here, God bless you and thank you!

Our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. As firefighters we take cancer very seriously as studies have shown that not only is firefighting inherently dangerous, it is associated with occupational exposures that increase the risk of cancer in our profession. Nobody takes this cause more seriously than Driver/Operator William Mason who met this challenge head on and continuously produces spectacular results. A different limited edition, pink t-shirt is created every year and is worn through the month of October to raise money and awareness for breast cancer patients and survivors. Because of the firefighter's efforts and outreach, 2019 was our best fundraising year yet with 403 shirts sold, raising \$4,662. This year we were proud to have partnered for this fundraiser with an incredible organization called EyeCandy Apparel and its owner Candance Brown. All proceeds raised in this campaign went to an amazing woman, Shelia Hall. Our department would like to thank all those who donated along with our members for their gracious and generous gifts to make this experience possible.



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Lastly, our firefighters through other functions, such as their annual golf outing, continue to fund and distribute two \$1000 college 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, smoke detector installations, car seat inspections and installations, Survive Alive, Little Red, Fitness with a First Responder, MDA Fill the Boot, and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed countless man-hours of public service to its community in 2019, interacting with close to 7,570 adults and children.



In July of 2019, the Fire Department collaborated with the South Bend, Clay, and Penn Township Fire Departments to bring an app called PulsePoint to our county. PulsePoint is a mobile application that alerts citizen responders to cardiac arrest events in our community. Once you download the app, you can follow these departments and receive messages when there is an emergency within their respective areas. Additionally, PulsePoint also has an adjunct application that will help you locate defibrillators nearby, saving precious time when it counts the most.

PulsePoint

Our department shares the philosophy of the International Association of Fire Chiefs which states, *“Sudden Cardiac Arrest is not just a job for emergency responders but rather a community-based issue that requires a community-based response. In no other medical situation is there such a vital reliance on the community.”* With this approach in mind, Firefighter Randi Sotelo is spearheading a community outreach campaign that will educate any interested individuals or groups in the Pulse Point application, it’s uses, and CPR.

In Memoriam

On November 22nd, 2019 the Mishawaka Fire Department lost one of its most beloved members, former Chief of EMS and Training Division Chief, Mike Hargreaves to cancer. Chief Hargreaves remained active for over 52 years in fire and EMS until shortly before his passing. Mike moved to the City of Mishawaka and became our first paramedic ever. He was the creator and pioneer who laid the groundwork for the EMS system the department runs today. He assisted in delivering 39 babies, worked 550+ fires, 500+ CPR incidents and more than 15,000 ambulance calls during his career.

When he wasn't working, he was teaching, Mike was one of the most well-known and respected educators in the state. Chief Hargreaves will always be in our hearts and minds as his work ethic and care for his community were second to none.



Michael R. Hargreaves

Police Department

Kenneth Witkowski, Chief

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



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

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

Department Personnel	
Chief of Police	1
Division Chief	3
Captains	6
Lieutenants	15
Sergeants	20
Patrol Officer – First Class	40
Patrol Officer – Second Class	15
Probationary Officers	3
Recruits	7

Uniform Patrol Division

The Uniform Division, commanded by Uniform Division Chief Jason Stefaniak, is comprised of 72 Uniformed Officers, working six sections of the city, and divided into 3 separate shifts. Each shift is supervised by one Captain, one Lieutenant, and 3 Sergeants.

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

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



Officer Frank "Bo" Ennis was dispatched to a welfare check on an elderly woman and learned that she liked to paint but didn't have any painting supplies. With his own money, Officer Ennis went straight to the store and returned with painting supplies. Two days later, Officer Ennis returned to check on her, bringing some food from the MPD food pantry only to find that she had already started on a painting for Officer Ennis!

Crime Report Statistics – City of Mishawaka				
	2018	2019	Change	Percent
Homicide	5	0	-5	-100%
Rape	16	19	+3	+19%
Robbery	48	40	-8	-17%
Assault	829	975	+146	+18%
Burglary	248	210	-38	-15%
Larceny / Theft	2032	1671	-361	-18%
Auto Theft	252	235	-17	-7%
Arson	15	16	+1	+7%
Totals	3445	3166	-279	-8%

New Recruits

- Maria Duncan
- Jordan Annis
- Megan Borrelli
- Andrew Branson
- Ronald Thornton
- Brian Walker

Newly Sworn Officers

- Recruit Miles Andrews
- Officer Ryan Hiipakka
- Officers Zach Alfrey, Elijah Aries and Kyle Lindzy

- The MPD hired four (4) Lateral Transfers from the South Bend Police Department

Promotions

- Prob. Patrol Officers Emma Gaipa and Aaron Lower were promoted to Patrol Officers Second Class.
- Psc. Daniel Braniff was promoted to Patrol Officer First Class.
- Prob. Patrol Officers Jaymes Heare, Clayton Pendl, Brent Vanderzwaag & Rachel Wright were promoted to Psc.
- Civilian Stacy Madison transferred from the Services Division as a Services Secretary to the Investigative Division as an Administrative Secretary.
- Prob. Patrol Officer Corey Cronk was promoted to Psc.
- Sgt. Brandon Ruth, of the Investigative Division, was promoted to Lieutenant.
- Pfc. Robert Pfeiffer was promoted to Sergeant in the Investigative Division - SVU.
- Prob. Patrol Officer Garrett Schock was promoted to Psc.
- Prob. Patrol Officer Garrett Baresel was promoted to Psc.
- Psc. Zach DeGeyter, of the Investigative Division, was promoted to Sergeant.
- Pfc. Josh Mortimore, Training Manager, was promoted to Sergeant.
- Pfc. Mike Dube was promoted to Sergeant in the Uniform Division, Midnight Shift.
- Prob. Patrol Officer Andrew Bauer was promoted to Psc.
- Pfc. Steve Headley was promoted to Sergeant in the Uniform Division, Day.
- Psc. Kelli Sells was promoted to Pfc.
- Pfc. Jeff Giannuzzi was promoted to Sergeant in the Uniform Division, Day Shift.
- Prob. Patrol Officer Ryan Hiipakka (SBPD Lateral Transfer) was promoted to Pfc.
- Prob. Patrol Officer Kyle Lindzy (SBPD Lateral Transfer) was promoted to Pfc.
- Prob. Patrol Officer Zachary Alfrey (SBPD Lateral Transfer) was promoted to Pfc.
- Prob. Patrol Officer Elijah Arias (SBPD Lateral Transfer) was promoted to Pfc.
- Pfc. Jonathan Yoder was promoted to Sergeant in the Special Victim's Unit.

Demotions

- Sgt. Mike Janicki voluntarily relinquished his rank of Sergeant to that of Pfc.
- Capt. Robert Reppert took a voluntary demotion to Lieutenant of the Community Relations Unit.
- Sgt. Steve Treber is took a voluntary demotion to Pfc. and filled the position of SRO for MHS.

Transfers

- Sgt. Mike Dube transferred from the Investigative Division to the Uniform Division and took a voluntary demotion to Pfc.
- Pfc. Jon Yoder transferred from the Uniform Division, Midnight Shift to the Investigative Division.
- Pfc. Greg Dawson was promoted to Sergeant in the Uniform Division, Afternoon Shift.
- Parking Personnel Loretta Kronewitter transferred to Services Secretary.
- Pfc. Bruce Faltynski transferred from the position of School Resource Officer for MHS to the Community Relations Unit.

Deployment

- Pfc. Keith Holzer was deployed for Active Duty (Department of the Army). He will be deployed for approximately 400 days.

Return from Active Duty

- Psc. Garrett Baresel returned from Active Duty (Marine Corps).

Retirements

- Pfc. Joseph Makowski, of the Uniform Division, retired on 1/12/19 after 23 years of service.
- Civilian Paulette Steinke, Administrative Secretary for the Investigative Division, retired on 4/1/19 after 20 years of service.
- Lt. Brad Haney, of the Investigative Division, retired on 4/29/19 after 20 years of service.
- Pfc. Randy Holland retired on 7/13/19 after 29 years of service.
- Sgt. Robert Ashburn retired on 8/24/19 after 24 years of service.

Resignations

- Probationary Patrol Officer Dayne Nordman resigned on 4/29/19.
- Pfc. Chad Winger resigned on 7/26/19.
- Sgt. Nathan Wojtysiak resigned on 8/1/19. Will be working for the family business.
- Sgt. Scott Robinson resigned on 10/26/19. He took a position with the FBI.

Recognitions

Officer of the 1st Quarter – Sgt. Jeff Giannuzzi

On February 3, 2019 Low Bob's Tobacco was the victim of an armed robbery. Days later South Bend Police Department reported an armed robbery with a suspect description that matched the Low Bob's robbery suspect.

SBPD investigators forwarded a partial plate number and vehicle description to the MPD Investigators. This information was sent out to officers. Officer Giannuzzi, on his own initiative, ran the alphabet to locate the missing character from the suspect plate. He then located a vehicle returning to a Mishawaka address. Even though the vehicle description did not match the description from South Bend, he continued his investigation by going to the registered address and verifying the vehicle and plate. Officer Giannuzzi then located a blue Honda in the driveway with the plate number that he had obtained. Mishawaka Detectives were immediately called to the scene. The investigation continued and quickly revealed a potential suspect. The suspect was then located, arrested and interviewed by investigators in Mishawaka



(l-r): Sgt. Jeff Giannuzzi, Mayor Dave Wood, and Chief of Police Ken Witkowski

and South Bend. Ultimately, the suspect confessed to committing both robberies. Officer Giannuzzi was the key in the identification of this suspect who was charged with 2 counts of Armed Robbery.

Officer of the 2nd Quarter – Sgt. Eric Petersen

Sgt. Petersen was nominated by his fellow officers on the Afternoon Shift for locating and apprehending a couple of “wanted” individuals.

On June 6, 2019, Sgt. Petersen was given information about a subject that was wanted for First Degree Murder out of Illinois in the area of Parkview Terrace Apartments. After checking the area Sgt. Petersen was able to locate and apprehend the subject as he was walking in the area.

One June 12, 2019, Sgt. Petersen was following up on information regarding a wanted subject out of Michigan. The subject was reported to be staying in the area of Cobblestone Circle. Sgt. Petersen was able to locate the subject inside a home and talked him out the residence without incident. The subject was an escapee wanted for Felony Resisting Law Enforcement and Robbery.

As a result of Sgt. Petersen’s tireless efforts, he was able to prevent any further crimes by these suspects. His actions bring great credit upon himself and reflect highly upon the Mishawaka Police Department.



Sgt. Eric Peterson with Mayor Dave Wood

Officer of the 3rd Quarter – Pfc. Kendy Baker

Officer Baker, assigned to the Midnight Shift, consistently works at a high-level pace. Her proactive approach to police work continues to keep the City of Mishawaka a safe place to live. Her tenacious approach to traffic stops, her attention to detail when called and her undeniable perception make her an important member of the Uniform Division. Below is a short synopsis of her work in the third quarter of 2019.

- July 12 – Performed a traffic stop and arrested the driver on 2 warrants.
- July 19 – Performed a traffic stop that resulted in a vehicle pursuit. She later arrested the driver for Operating While Intoxicated and Resisting Law Enforcement.
- August 5 – Used her skills as a Crime Scene Technician to assist in the apprehension of a stabbing suspect.
- August 8 – Performed a traffic stop and arrested the driver with Possession of PCP, Warrants and False Informing.
- August 10 – Performed a traffic stop after observing unusual behavior. The driver was later arrested for Resisting Law Enforcement.



Pfc. Kendy Baker

- August 19 – Performed a traffic stop after observing suspicious activity. Later the driver was arrested for Possession of Methamphetamine, Possession of a Syringe and Arrest Warrants.
- August 20 – Performed a traffic stop and after a vehicle pursuit, the driver was arrested for Operating while Intoxicated and Resisting Law Enforcement.
- September 2 – Performed a traffic stop and later arrested the driver for Operating while Intoxicated.
- September 4 – Performed a traffic stop after observing suspicious activity. The driver and occupant were arrested for Alcohol Tobacco and Firearms (ATF) Warrants.
- September 5 – Responded to an unwanted person. During the arrest, the suspect resisted arrest and officers had to use force. During the fight, Officer Baker suffered a lower back injury.
- September 25 – Located a suspicious person looking into vehicles. The subject was taken into custody where it was later learned that he was wanted for escaping a juvenile detention facility in Berrien County.

Officers of the 4th Quarter – Psc. Rachel Wright & Psc. Emma Gaipa

Officers Wright and Gaipa are assigned to the Afternoon Shift and were nominated by Capt. Don Weber and fellow officers of the Afternoon Shift.

On November 20, 2019, Officers Wright and Gaipa responded to a resident who requested that they check her alarm system at her home. The alarm had malfunctioned and she was concerned that it was tampered with by her ex-boyfriend who had been stalking her. Upon arrival they found the alarm was disabled and it appeared that someone had tried to kick in the door. After making entry, they began to search the home and eventually located the ex-boyfriend hiding in the basement. He was ordered up the stairs where he was placed in custody.

Officers Wright and Gaipa’s bravery, patience and investigative skills allowed for the peaceful arrest of a potentially dangerous subject. Upon completion of the investigation, the subject was charged with Residential Entry, Level 6 Felony and Criminal Mischief.

Officer of the Year 2018 (Award Presented in 2019) – Lt. Eric Laudeman

Eric Laudeman served his country for 7 years in the United States Army. He became a sworn Mishawaka Police Officer on January 12, 1999. He has been assigned to the Uniform Division on the afternoon shift since the beginning of his career. After being promoted to Corporal in 2002, it took him only 16 months to be promoted again, this time to Sergeant on the afternoon shift.

In 2004, Sgt. Laudeman was among several officers who were recognized for saving a young child who had fallen into an icy pond. Later that year, he was given a Letter of Commendation for his off-duty actions in assisting with the arrest of a bank robbery suspect. Due to his continued service, Sgt. Laudeman was selected as Officer of the Year in 2004.



Lt. Eric Laudeman

On January 29, 2008, he was promoted to Lieutenant on the afternoon shift, a position he continues to hold today. Later that year, he was chosen as Officer of the 4th Quarter after arresting several suspects with stolen merchandise and narcotics.

On August 1, 2010, Lt. Laudeman successfully completed a Motorcycle Rider Course and was placed on the Department's Motorcycle Detail. He proudly serves and represents the MPD as a Motorcycle Officer. He has served on several high-profile escorts from the Notre Dame Football team to the President of the United States. He continues his active role on the motorcycle, and you will often see him patrolling the Riverwalk.

On April 12, 2018, Lt. Laudeman responded to a call where witnesses observed a person pointing a firearm at a juvenile. Being familiar with the suspect, Lt. Laudeman began searching the area and quickly located him. As he approached and commanded the suspect to stop walking away, the suspect turned toward him and placed his hand into his pocket. Before the suspect could further react, Lt. Laudeman took control of him and placed him on the ground. During a pat down, a .380 caliber handgun was found in the suspect's shorts pocket and a .40 caliber handgun was found in the suspect's sweatshirt pocket. He was later charged with resisting law enforcement and 2 counts of illegally possessing a firearm.

On October 28, 2018, the South Bend Police Department reported that a robbery had occurred in their city and officers were in a vehicle pursuit of the suspects. Information relayed to the Mishawaka Police Department was that the suspects were armed and dangerous. Lt. Laudeman entered the pursuit on Edison Lakes Parkway as it turned East on Day Road. As the pursuit continued into St. Joseph County, the driver continued to drive in a reckless manner, endangering the lives of anyone on the road. Lt. Laudeman performed a PIT Maneuver that immediately ended the pursuit. His execution of the PIT maneuver was near flawless.

The term "hero" is defined as *"a person who is admired or idealized for courage, outstanding achievements, or noble qualities"*. Throughout his 20-year career, Lt. Eric Laudeman has demonstrated each of these qualities. From the beginning of his career, he has shown professionalism during the most trying circumstances. He has shown patience alongside appropriate force. He has been an example of bravery and leadership. His achievements and commendations are noble, but above all, he has exhibited an immense dedication to service.

Firearms Training – "Top Shot" Award

- Pfc. Andrew Sark (third year in a row)
- Psc. Brent Vanderzwaag
- Pfc. Joshua Watt

Additional Recognition

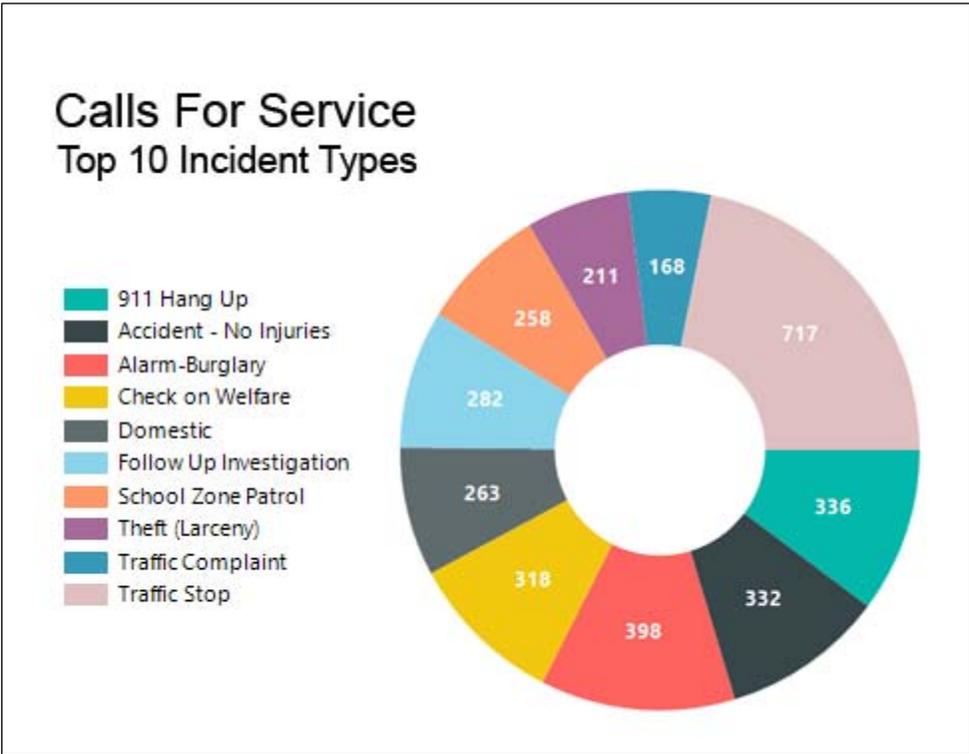


The YWCA recognized officers Bauer, Craft, Boyd and Phipps for their dedication to fight and end domestic violence in Indiana. Every day, police officers protect and serve victim, family members and the community from dangerous situations.



On a cold night, this pup was wandering in the street after being struck by a vehicle. Officer Bauer comforted the dog until the Humane Society arrived.

Calls for Service



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 2019, Sgt. Thomas and Jax, and Pfc. Anthony Stachowiak and his partner Max, continued to assist local agencies such as the South Bend and St. Joseph Police Departments and the Indiana State Police. Both K-9 Officers also participate in the local schools with random searches of school grounds and lockers as well as providing demonstrations for local civic groups. Their training, teamwork, and dedication continue to show the importance the K-9 program to the City of Mishawaka. Pfc.

The K-9 unit also includes James Bartlett and his K-9, Bailey, who is a single-purpose dog used in drug detection.

Traffic Division

Capt. Tim Spencer and Lt. Scott Parker are assigned to this Division and are responsible for the collection, review, correction, and transmission of all crash reports. The Division also investigates any traffic related case reports generated by the Department. This includes the review of case reports, and all follow-up investigations, the majority of which involve serious injury, fatalities, or are hit and run crashes. The Division also supplements case and crash reports and refers appropriate cases to the Prosecutor's Office. Additionally, the Traffic Division conducts traffic studies and makes recommendations to the City's Traffic Commission. As re-constructionists, both officers assigned to the Traffic Investigations Bureau serve as Lead Investigators for serious crashes as well as any other traffic related issues that arise, in an on-call capacity, 24 hours per day.

Additionally, both Capt. Spencer and Lt. Parker serve as members of the county-wide Fatal Alcohol Crash Team (F.A.C.T.). This team investigates serious injury and fatal crashes that occur within the boundaries of St. Joseph County that involve drug or alcohol impairment. Capt. Tim Spencer serves as the F.A.C.T. Commander with Lt Parker serving as a squad leader. Other Mishawaka officers that serve on F.A.C.T. are Captain Mike Arney, Capt. Bryan Fox, Lt. Tim Williams, Sgt. Mark Flemming, Lt. Brandon Ruth, Sgt. Rob Pfeiffer, and Pfc. Steve Egendoerfer

There was a total of 2,246 crashes reported in 2019 consisting of 1,914 property damage crashes, 329 injury crashes (443 total injuries reported), and 3 fatality crashes. There were 462 leaving the Scene of an accident cases were referred to the Traffic Division for additional investigation.

The following grants were awarded by the Indiana Criminal Justice Institute (Governor's Council on Impaired & Dangerous Driving). All grants provided overtime pay so officers could work extra hours primarily focusing on seat belt enforcement patrols, sobriety check points, and saturation patrols for impaired and dangerous drivers.

Operation Pull Over & “Click It or Ticket”

The Indiana Criminal Justice Institute awarded \$65,172.81 for overtime allowing officers to participate in saturation patrols for blitzes; 96, 97, 98 and 99.

During these traffic stops drivers were found to be wearing seat belts while driving passenger vehicles 97% of the time. With pick-up trucks included, the percentage dropped by 1%.

D.U.I. Taskforce Indiana

The department was awarded a grant for \$7,681.66 to pay overtime allowing officers to participate in sobriety check points, saturation and wolfpack patrols targeting impaired and dangerous drivers. Officers working the D.U.I. Taskforce averaged 4.52 contacts per hour and a D.U.I. arrest every 8 hours. Numbers are down in both grants due to fewer officers working grant overtime because of the increase in department overtime.

Investigative Division

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

There are also Mishawaka Police detectives assigned to five St. Joseph County Metro Units: Family Violence Unit, Drug Investigative Unit, Fatal Alcohol Crash Team (F.A.C.T.) and the Homicide Unit.

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

Operation Pull Over and “Click It or Ticket”	
Criminal Misdemeanor Arrests	80
D.U.I. Arrests	55
Seat Belt Violations	438
Driving While Suspended	213
Child Restraint Violations	36
Criminal Felony Arrests	20
Speeding	792
Warnings	1,325
Other Traffic	1,116
Total Traffic Stops	4,075

Indiana D.U.I. Taskforce	
Criminal Misdemeanor Arrests	19
Misdemeanor D.U.I. Arrests	18
Felony D.U.I. Arrests	1
Driving While Suspended	31
Underage Alcohol	0
Criminal Felony	2
Speeding	59
Warnings	258
Other Traffic	246
Total Traffic Stops	634

2019 Investigation Division Statistics		
Detective Bureau cases	7,009	+6.89%
Cases referred to the Traffic Division	460	-13.5%
Warrant arrest cases (not referred)	295	+50.5%
Assigned to the SCU/CRU/SRO	204	-17.44%
Direct referral to the Prosecutor's Office, JJC, Family Violence, etc.	3,096	+15.2%

2019 Investigation Division Statistics

In 2019 the Investigative Division handled and solved serious felony 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 these officers and the assistance of other outside agencies, these crimes would have gone unsolved or not convicted. To keep in communication with outside agencies, Mishawaka Police investigators continue attending the weekly crime intel strategy session to share and talk about crime trends, incidents and suspects being investigated. This meeting is attended by all area law enforcement agencies, including the St. Joseph County Prosecutor's Office, U.S. Prosecutor's Office and the community correction officers.

In 2019 the City of Mishawaka saw a 17% decrease in robberies from 2018, from 41 to 24 reported cases. The detectives assigned to robbery cases solved 52% of these cases. The national average for robbery clearance rates is 25% to 30% for cities. In 2019, there were no reported homicides in the city.

Personnel Changes/Transfers in the Investigative Division

- The Investigative Division Secretary Paulette Steinke retired after 20 years of service. We will truly miss her and her dedication to the MPD! Thank you!
- Stacy Madison transferred from the Services Division to the Investigative Division as Secretary.
- Detective / Sgt. Zach DeGeyter, who transferred from St. Joseph County's Family Violence Unit (FVU) to the Investigative Division.
- Detective / Sgt. Robert Pfeiffer, who transferred from St. Joseph County's Family Violence Unit (FVU) to the Investigative Division.
- Detective / Pfc. Johnathon Yoder who transferred from the Uniform Division to St. Joseph County's Family Violence Unit (FVU).

Community Relations Unit

The Community Relations Unit is a philosophy and organizational strategy that promotes a partnership with citizens to work together to identify and solve community crime and disorder problems with the goal of improving the overall quality of life in the community. This form of Community Policing rests on the belief that the citizens and the police department, only by working together, can improve the quality of life in the community. It challenges all unit personnel to find ways to develop new proactive initiatives aimed at solving community problems, targeting, and identifying criminal and quality of life issues within the city of Mishawaka.

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

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

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

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

D.A.R.E.

Lt. Tim Williams is assigned to D.A.R.E. where he presents the D.A.R.E. program to all ten public and parochial elementary schools in Mishawaka. Schools that have 5th grade D.A.R.E. are: Battell, Beiger, Emmons, Hums, LaSalle, Liberty, Twin Branch, Mishawaka Catholic (St. Monica and St. Joseph campuses) Queen of Peace and Covenant Christian School. Lt. Williams graduated from the D.A.R.E. Officer Training on March 22, 2002. Lt. Williams was certified at the 2009 D.A.R.E. conference to instruct the new middle school program, "*Keepin' it REAL*". Williams instructed the new middle school program at Mishawaka Catholic (St. Monica) Queen of Peace and Covenant Christian School this past fall.

Lt. Williams is also certified to instruct the high school D.A.R.E. curriculum and has instructed the 9th grade classes at Mishawaka High School and Marian High School. The high school program talks about current drug trends and why our youth gives into peer pressure. Lt. Williams awards students from each class an essay award for the best essay. The winning essays from each semester compete against each other to be crowned city champion. Two city champion essays are chosen and sent down state to compete for the state champion. Emily Callan of Mishawaka Catholic was chosen as the city champion for having the best essay. Mishawaka's D.A.R.E. program has had 4 State Champion essay winners since 2004.

Stranger Danger

The Mishawaka Police Department provides a Stranger Danger program for local schools. Lt. Tim Williams talks about child lures, internet safety and bullies. WNDU Channel 16 and United Way helped produce a Stranger Danger video that is used to help educate students and care givers about the lures used to kidnap children. The 15-minute video features Jack Nolan (WNDU-16) along with local police officers Lt. Tim Williams (Mishawaka Police Dept.), Sheriff Frank Canarecci, Sgt. Bill Redman, Cpl. Dave Sult (St. Joseph County Police Dept.), and Sgt. Scott Ross (South Bend Police Department).

Kid Print IDs

The Mishawaka Police Department D.A.R.E. program had several requests for Kid Print IDs. Since the beginning of this program, more than 2900 IDs have been made at local and private events such as Chill with a Cop, the University Park Mall, United Methodist Church, Lexus of Mishawaka, Diabetes Walk, and Cub Scouts.

School Resource

Sgt. Steve Madison is assigned full-time to John Young Middle and Pfc. Bruce Faltynski is the School Resource Officer assigned full-time to Mishawaka High School. Pfc. Nathan DeVreese is

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

Street Crimes Unit

The Street Crimes Unit is a special investigatory unit staffed by Lt. Eric Beckham, Sgt. Ryan Corbett and Pfc. James Bartlett. The primary function of the unit is to investigate “vice” type crimes and to address various quality of life issues as they arise within the City. The SCU works in conjunction with the Investigative Division and the Community Relations Unit to identify criminals and solve crimes within neighborhoods. With the assistance of the community, crime analysts, and other units within the MPD, pertinent data on the type of criminal activity is reviewed. Where crime is the most severe, the unit determines what types of 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.

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

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

C.A.P. Program

The Civilians in Alliance with Police (C.A.P) program partners the Mishawaka Police and Parks Departments with community volunteers to help report on acts of vandalism in the parks and along the Riverwalk. The volunteers are given basic training in first aid and on what to do if they encounter a problem. After completing this training, they 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 during events throughout the season such as, fireworks, festivals, Memorial Day Parade, park concerts, Lineworkers Rodeo, etc. These volunteers are a very dedicated and loyal group of people that truly care about the City of Mishawaka. The MPD is thankful for their commitment to the CAP Program and appreciate their service.

Services Division

The Services Division is assisted by 5 civilian support staff and one officer. They provide administrative services to the Department. These services include the Department budget, management of the property room, and administration of the Training Division. The Division is

also responsible for the maintenance and upkeep of the Police Department facility along with the Department's inventory of officer equipment, cars and supplies.

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

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

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

Training Unit

The State of Indiana requires that law enforcement officers must acquire 24 hours of training per year at a minimum. Of that minimum 24 hours, 6 are to be attributed to the following categories: 2 hours for firearms, 2 hours for emergency vehicle operation and 2 hours for physical tactics.

The Mishawaka Police Department Training Unit constantly strives to train its officers far beyond the state standards. As in previous years, we have officers (not counting the highest top ten officers) with an average amount of training hours more than two times what the state requires. When factoring out the bottom ten averaging officers with the least amount of training hours (retires, departures, separations), the average training hours per officer for the year is 2.5 times higher than the state requirement.

Training Hours Summary	
Total training hours acquired by officers	5,717
Average of training hours per officer	56.05
Average of hours per officer (minus lowest 10)	59.79
Average of hours per officer (minus highest 10)	46.85

Not counting twenty-four SWAT training events, the Mishawaka Police Training Unit offered 280 training opportunities throughout 2019.

Training Highlights for 2019

Sgt. Joshua Mortimore was added as a Training Manager to the Training Unit in February of 2019. The addition of Sgt. Mortimore has been welcomed as an absolute asset to the unit. Sgt. Mortimore has been instrumental in helping oversee several important areas of training. Other departments the size of the Mishawaka Police Department have 2-3 additional training unit members so the addition of another officer to the unit was a welcome addition.

The Field Training Program Manager oversees the training and scheduling of new officers. Sgt. Mortimore utilizes VCS for scheduling and manages oversight of the new hires through the field

training software program Agency360. This software evaluates scores and daily observation reports submitted by Field Training Officers.

There is a copious amount of paperwork and checks and balances that Sgt. Mortimore must pay attention to with a new hire's training. Training records are an absolute necessity for the Training Unit to document and record through the Indiana Law Enforcement Academy training database, Acadis. Sgt. Mortimore is entrusted with the logging of training credentials.

Instructors are an important resource for the Mishawaka Police Department and must be able to specialize in several skills with the main psychomotor skills being firearms, physical tactics and emergency vehicle operations. Sgt. Mortimore is well versed in instructing Mishawaka Police Instructors, managing the training courses coupled with scheduling that is required.

Sgt. Mortimore has been instrumental in assisting Assistant Uniform Division Chief Jason Stefaniak in the review and deployment of policies through Lexipol. Sgt. Mortimore's knowledge on policies and the working contract of the FOP has helped ease the process of this large undertaking.

PoliceOne Academy Online Training is a software program that the MPD began subscribing to in October of 2019. This online training program allows officers (while on duty) to take training courses that are accredited through the State of Indiana. It also allows the training unit to get important up-to-date training information out to officers.

Now with PoliceOne Academy Training, we can record the information and when officers come into work, they can review this training online (recorded videos of the representative's presentations, notes, lesson plans) and their forms can be disseminated through this program as well.

Since the inception of the PoliceOne software, officers can complete required training online and on duty. Officers completed 258 hours of training through PoliceOne Academy Training in the fourth quarter of last year. This has been a savings of approximately \$11,300 in time owed or overtime in just 2.5 months. This value far outweighs the cost for the subscription saving the city thousands of dollars with just a couple of months of use. Although this program has significant value, practical hands-on training is not being abandoned and cannot be substituted. The online training offers a supplemental training avenue for keeping officers with up to date informational training.

Outside Agencies within St. Joseph County were sought out or contacted the Mishawaka Police Department Training Unit to come in and discuss topics pertinent to law enforcement. Mishawaka PD Training seeks out and welcomes its partners within the community to come and instruct our officers to make our department the most professional law enforcement agency in the county. Officers received training on topics ranging from trauma medical assistance, domestic violence issues and RR crossing collision investigations along with other relevant topics. Some of the trainers included Andre Gammage, St. Joseph County Magistrate; Thomas Saunders, St. Joseph Prosecutor's Office; Stacie Bobeck MSN, RN, CEN, CPEN, TCRN, SANE-A, Memorial Hospital Trauma Educator and Outreach/Injury Prevention Coordinator South Bend Memorial Trauma Center; Jeffrey Price, Conrail North Special Agent and Community Service Officer; and Craig Redman, Juvenile Justice Center, Probation Supervisor.

Motorola PremierOne RMS and Motorola Mobile Client are two pieces of software that the training unit was charged with instructing the police department on. Competing training on both programs in one year was a significant task. Both pieces of software are absolutely essential to law enforcement functionality. PremierOne RMS is a records management software system and stores and manages all police digital record keeping. The software integrates with other pieces of software for law enforcement functionality such as Command Central Vault (body camera footage and digital evidence storage).

PremierOne Mobile Client is a software program that is used by both emergency services dispatch and public safety such as law enforcement to dispatch and collect data reference call for services. Mishawaka Police Officers have had training in the past on other CAD (computer aided dispatch) programs which helped officers being able to grasp the foundations of PremierOne Mobile Client. Officers were trained using hands on training with spare mobile data terminals. Executing the programs functions on the overhead screen while officers executed the same functions on their own MDTs helped to reinforce the learning process.

In 2019 the Department continued Psychomotor Skills Training. The psychomotor skills are training sessions that enhance physical skills needed by law enforcement officers such as physical tactics, firearms and emergency vehicle operations. These trainings are designed to keep the officers safe while serving the public.

Mishawaka Police, in cooperation with Tire Rack on Vorden Parkway in South Bend, IN utilized their test track for officers to practice driving maneuvers. Vehicle operation training stresses safe emergency driving in the squad car coupled with good decision making on an officer's ability to call off a pursuit or to drive with due regard for the public while responding to calls in emergency situations.

Tactical handgun and rifle training were conducted throughout the year. Numerous opportunities were offered, allowing officers to hone their firearms target acquisition and precision skills. The Mishawaka Police Department requires all officers to qualify each year on their duty pistol, off-duty pistols and patrol rifles. Mishawaka Police even had a FATS Simulator (Firearms Training Simulator) on station during the course of the training year. The FATS Simulator helps reinforce shoot/don't shoot simulations which forces an officer to make split-second decisions and then to make them reflect on those decisions.

Physical tactics training deals with training ranging from handcuffing, takedowns, and defeating physical attacks any officer can be confronted with. Numerous opportunities are afforded for officers to get trained and officers are encouraged to attend a multitude of the trainings. Being skilled in the ability to control and restrain combative subjects helps reduce injury and liability for all involved.

The SWAT team, in conjunction with other law enforcement agencies in St. Joseph County, continues their strict regimen of training twice a month in firearms and tactics.

Technology upgrades are always a welcome addition at the Mishawaka Police Department. The training unit continued to roll out new tasers and Motorola's body camera, the Si500. The new tasers are more advanced than the old predecessors, X26. The tasers are moisture and shock resistant. The deployment of tasers has proven to decrease injuries on behalf of officers and

suspects. It is a proven technology that is not only trained on for skill but also sound decision making that the officer must call upon. Taser classes are taught in conjunction with operating policies to help reinforce safe deployment. More tasers are needed to replace the old tasers some officers still carry.

The Si500 body camera from Motorola continues to be deployed among officers. This valuable tool captures digital evidence and helps the prosecution of crimes that our officers are arresting for. They have proven invaluable in refuting claims of excessive force by an officer. The digital evidence of video and photographs are housed in digital evidence storage allowing for less clutter with DVDs and CD-Rs that are burned in for evidence. The camera also functions as a combination speaker and microphone that integrates with the officer's natural tendency to use equipment they are used to operating. Officers are adapting to the new technology and how to care for the digital evidence. All uniform patrol officers will be outfitted with body cameras by February of 2020.

The MPD Training Unit attended a SIMS Instructor Training class in 2019 that we will apply in early 2020. This training is being revitalized with new scenarios and encounters that will help with decision making when an officer responds and makes decisions in those stressful split-second moments that are critical.

Women's Self-Defense Classes

Self-defense classes for women are held several times throughout the year and are instructed by Division Chief Jason Stefaniak, Sgt. Rich Freeman, Sgt. Brian Long, and Pfc. Dave Ruiz. It continues to be a very popular class with a maximum amount of attendance. These classes will continue throughout 2020. 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.



Sgt. Long and Pfc. Ruiz instructed a Women's Self Defense Class for the Mishawaka High School Women's Basketball Team

Other Community Involvement



No Shave November: With the help of MPD officers, Veterans Affairs Police and private donations, we raised over \$3,062 for Center for Hospice Care in the month of November



In the month of December, MPD officers raised and collected \$3,380! This was donated to the Ronald McDonald House Charities of Michiana!



28 children received a special Christmas experience at Christmas With A Cop! Children were able to ride in a police car to Meijer on Grape Road, and through donations by our local Grape Road Meijer store, each child received at least \$100 in Christmas gifts purchased at the store. Officers Wright, Bauer, Bartlett, and K-9 Bailey, were among several officers participating.



*Mishawaka Police and Fire Honor Guard
Honoring our veterans at the opening of the Veterans Plaza Memorial*

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 hometown service to our customers and we look forward to the New Year and the opportunity to serve you better.

Electric Division

Sedrick Springman, Division Manager

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

Mishawaka Utilities strives to:

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

The Mishawaka Utilities Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 27,477 customers. We have 11 substations located throughout the city. Our 48 person staff, located at 1646 E. 12th Street, engineer, construct and maintain the distribution system, consisting of nearly 127 miles of overhead, 176 miles of underground distribution lines, and seven miles of transmission lines (primarily 34.5 kV, with a small 69 kV section feeding our University Park substation). This system serves a population of 48,252 (as of the 2010 census).



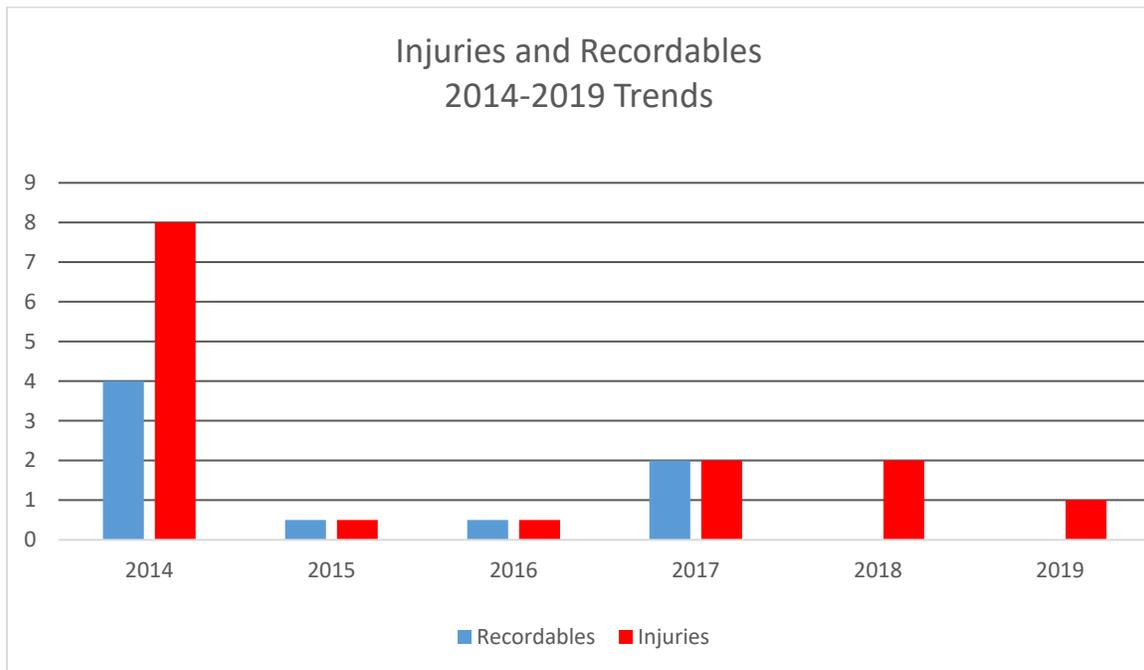
*Mishawaka Utilities Electric Division
1646 East Twelfth Street*

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 and our operation is totally financed by the customers we serve

Electric Division Process Measures

Process Measure	2018	2019	Percent Change
Peak Demand Month (month and kW peak demand)	June 139,218	July 133,951	-3.78%
Total Energy Purchased (kWh)	618,873,618	598,175,892	-3.34%
Total Energy Sold (kWh)	582,555,158	594,917,937	+2.12%
Total Number of Customers Billed	26,836	27,477	+2.40%
Engineering Projects Completed	351	300	-14.50%
Number of Transformers Set	81	78	-3.70%
Number of Metering Dept Work Orders Completed	25,073	22,385	-10.72%

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 training recurs annually.

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

System Energy Consumption

In July we hit our annual peak demand of 133.9 [MW] (9.09 percent less than the previous high of 147.3 [MW], set in August 2006). All distribution equipment operated within design constraints. SCADA provided continuous up-to-date information on transformer loading and system supply voltages. Also, our energy consumption (total energy purchased) for the year was 598,175,892 [kWh], down 3.34 percent from the previous year.

Reliability / Performance Enhancements

- Replaced obsolete breakers (3) at Bercado station.
- Replaced obsolete breaker relays (15) at 12th, Bercado, Logan, University stations.
- Replaced all capacitor bank switching mechanisms (7) after a failure at Bercado station.
- 12th St. T1 LTC serviced by Solomon due to heavy gassing.
- Replaced 12th St 52-T1 breaker bushings (6) due to imminent failure (moisture ingress).
- Last Replaced Bercado 52-7 breaker vacuum bottles (3) due to imminent failure (loss of vacuum)

Organizational Changes

Administration Department

- Justin Overholser was promoted to Senior Engineering Assistant

Construction Department

Six Apprentices were hired last year.

- Omero Brioli
- Grant Ginter
- Tyler Gruler
- Michael Hedman
- Daniel Stoehr
- David Whitaker

We had three Journeymen resign: Chuck Bailey, Shawn Bolinger, and Keegan Putz

We had five Apprentices resign: Jeffery Fisher, Ryan Frances, Sean Guzy, Colin Leonard, and Joshua Stachowiak.

We promoted one hourly Dispatch employee to a salary position: Jeffrey Erickson was promoted to GIS Engineering Assistant.

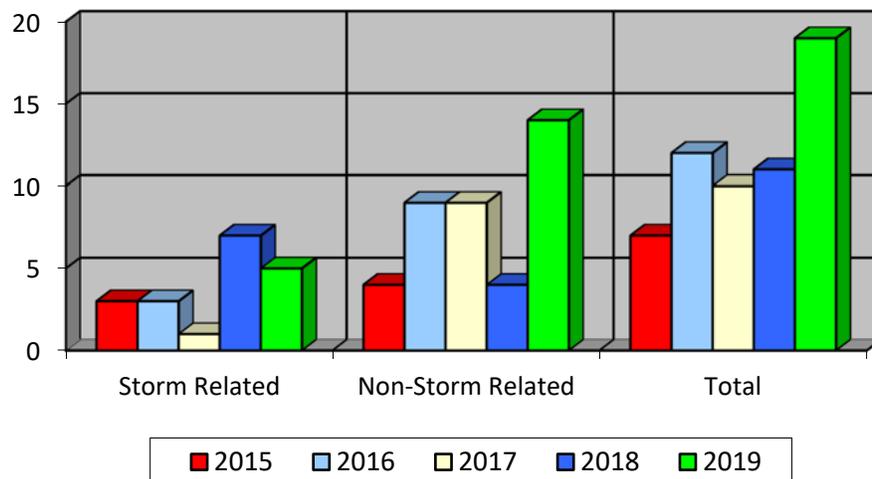
Engineering and Construction

General

Unplanned Outages

There were 19 unplanned circuit outages in 2019, with a cumulative outage time of 19 hours. The number of unplanned outages was 73% higher than the previous year (11 in 2018).

Unplanned Power Outages



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 enhanced 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 with our substation PM program to help prevent and mitigate failures, and prolong equipment life

GIS (Geographic Information System)

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

The MUE GIS implementation expanded further throughout 2019 with daily application of the data collected and maintained in the GIS system. These tasks include:

- Maintained construction and street light workflow.
- 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.
- Implemented electronic UG inspections software, eliminating paper records.
- Maintained pole quality inspection reports to alert crews when pole change-outs were necessary.
- Introduced Futura Catalyst. Replacing ArcGIS as our online source for MUE facility information.
- Issued new laptops to crews. Crews are now able to edit in the field using Futura Mobile software.
- Nearing completion of the pole attachment reporting to help generate revenue for the Electric Division

Project Engineering Activities

2019 was another busy year for the Electric Division's Projects staff. The projects team oversaw 300 new projects for the year. Included in that number are 60 new residential underground house services and 22 new commercial three phase services.

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

- Electric distribution improvements (line maintenance projects)
 - 12th Street Pole line relocation from Downey Ave. to Campbell Ave.
 - Installation of new Engo units to reduce low voltage issues in problem areas
 - Installed equipment to allow switching circuits for St. Joseph Hospital without interrupting service
 - Installed at multiple location 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
 - Mary Gibbard Park
 - Grandview Apartments Phase II
 - Beacon Hospital
 - The Mill
 - Hellenic Assisted Living Center
 - Elmwood Ave.
 - New Hospice Building
 - Condemned pole replacements
 - Douglas Rd./Veterans Parkway improvements
- System PM
 - Vault hazard testing
 - SF6 gas inspection and servicing of all puffers in service
 - Transformer inspections

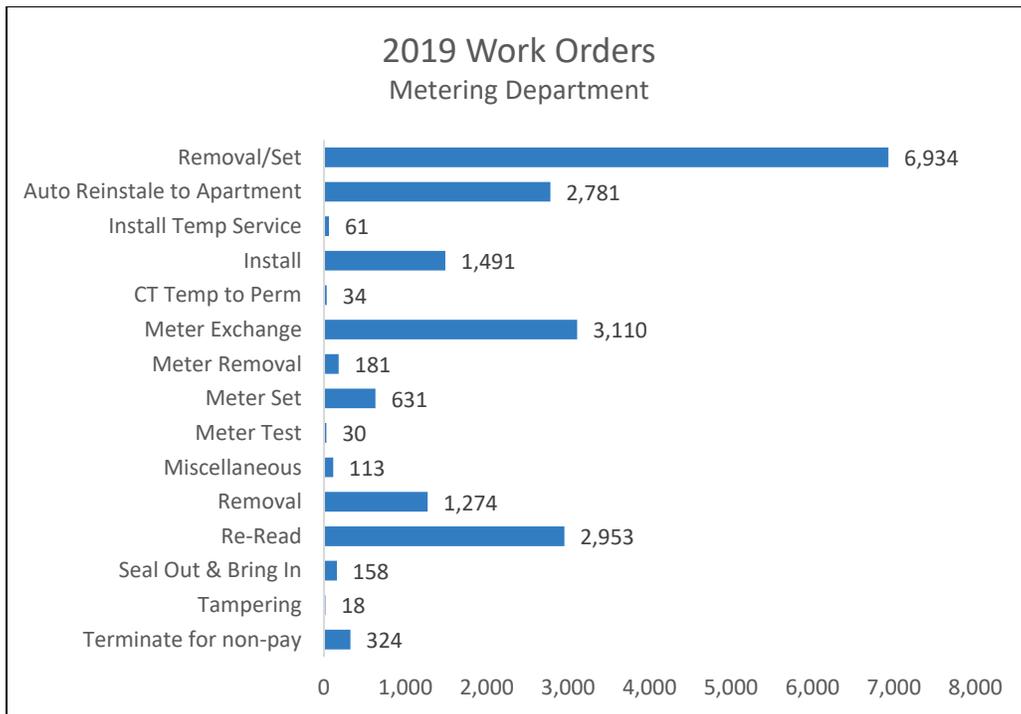
Metering

The Mishawaka Utilities Metering Department is comprised of the Metering Manager, five Service Representatives (Reps) and 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 sole responsibility of the meter readers to read an average of 27,477 electric customers and 18,040 water customers on a monthly basis (18,040 based on July 2019 which includes sprinkling accounts). The Metering Manager has been able to keep the monthly reading schedule at or near 30 days.

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

The Service Reps duties include doing power quality test and recording procedures along with replacing existing meters, throughout the City, 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 needs to provide access.

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



The Service Reps, who run the disconnect truck completed 182 disconnect lists which included 3,102 customers. A processing fee of 25.00 is incurred by each customer on the disconnect list. For the year 2019 there would have been \$77,550 in charges (\$25.00 fee x 3,102). There are seven areas (cycles) in the City for which disconnect lists are performed on a monthly basis. These lists are for customers who are delinquent on their utility bills. The disconnect truck also runs special disconnects throughout the month that could be for delinquency on payment plans or deposits. During follow-up visits, to disconnected customers, 68 were found to have tampered which resulted in tampering fees totaling \$5,100 (\$75.00 x 68).

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 3,110 mechanical meters to AMR meters.

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

Operations

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

Other key functions of the Operations Department include:

- Dispatching crews and providing assistance to both customers and other divisions
- 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 poly-phase meter sockets to electrical contractors
- Tracking the SCADA system that monitors the entire substation network

The Operations Department is headed by Ross Trimboli, the Operations Coordinator, who is starting his 35th year of service. The Electric Dispatch office is staffed by Clerk Dispatcher “A” Chuck Brunner, the senior member and crew leader with 21 years of service. A new employee, Sedrick Springman, Jr. was hired on May 6, 2019 as a Clerk Dispatcher “B” to fill the open position resulting from the reassignment of Jeff Erickson to the Engineering Department. These individuals continue to be strong, capable employees that provide critical support to the rest of the Electric Division.

There were numerous new acquisitions to our fleet in 2019. We purchased three 2019 Chevrolet Silverado 4x4 pickup trucks for our Superintendent, Construction Foreman and Project Manager, two 2019 Ford Ranger 4x4 pickup trucks for our Metering Department, and a 2019 Ford F550 4x4 bucket truck with 42’ Altec boom for the Overhead Construction Department. In the process of acquiring these new vehicles, we traded a total of 6 aged vehicles. We also took delivery of a new Vermeer trencher for the Underground Construction department and a new Toyota 5,000 lb. forklift for the Operations 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 2019 totaled \$47,922.45.

In 2019, inventory purchases were down \$72,186.00 compared to 2018. We continue our partnership with Anixter Power Solutions by utilizing their Vendor Managed Inventory system, or VMI. Mishawaka Utilities entered into this partnership in January of 2009 to provide a computerized inventory management system with Anixter acting as our primary vendor for line construction and maintenance material.

The following chart breaks down our inventory spending, comparing 2018 to 2019:

Item	Dollars Spent		Percent Change
	2018	2019	
Aerial Transformers	\$13,178	\$88,428	571.03%
Padmount Transformers	\$469,551	\$385,013	-18.00%
Transformer Accessories	\$51,941	\$90,502	74.24%
Pipe	\$88,294	\$72,837	-17.51%
Pipe Accessories	\$10,373	\$2,608	-74.86%
Meters	\$243,423	\$206,828	-15.03%
Meter Accessories	\$24,552	\$22,498	-8.37%
Wire	\$406,188	\$441,631	8.73%
Wire Accessories	\$94,867	\$79,142	-16.58%
Poles	\$125,927	\$144,726	14.93%
Pole Accessories	\$45,448	\$36,066	-20.64%
Street Light Poles	\$162,200	\$56,925	-64.90%
Lighting Accessories	\$149,846	\$152,374	1.69%
Service Materials	\$93,588	\$104,176	11.31%

The Operations Department strives for efficiency in the administration of procurement and accounting, the management of materials and services, and the maintenance of the fleet and facilities. It serves as a support department for the Electric Division. When called upon, Operations also assists other Mishawaka Utilities divisions as well as City of Mishawaka departments with any tasks necessary. As the Operations Department looks ahead to meeting the new challenges of 2020, it welcomes the opportunity to build upon past accomplishments and to develop our future successes.

Sewer Maintenance Department

Tom Dolly, Manager

The Sewer Department cleaned a total of 104,705 feet of sewer lines and televised 133,266 feet of sewer lines in 2019. The collection system has over 200 miles of sanitary sewers and storm lines. Cleaning and televising is important to the process of maximizing the 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 repairs are often identified and sent to the Engineering Department for bidding.

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

Video Surveillance Program

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

The video surveillance crew records all visual data and all manually documented information 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 ensure that the construction meets our City specifications.

The video inspection trucks are also equipped with a lateral launch system that gives us the ability to televise residential laterals from the main line in the street up to the house to determine blockages or damage. We are 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 2019, over 3,501 feet of residential laterals were televised with the push cam system for a grand total of 136,767 feet of main line and lateral lines televised.

The employees assigned to push cam inspections may also be assigned to do sewer locates for contractors and follow ups to residential issues. These employees performed 145 sewer excavation inspections in 2019.

Mishawaka Sewer Maintenance Department 2019



*Front (l-r): Jon Jozwiak, DJ Schidler, Grady Faulkner, Melanie Weber, Gary Isle, Steve Weston, Chad McCann, James Clark.
Back (l-r): Tom Dolly, Skyler Ryan, Ashtin Galletti, Justin Hill, Mathew Hazinski, Ryan Lewis, Aaron Koszyk, John Francis, Joe Sutherland, Ian McAllister.*

In 2019, over 3,501 feet of residential laterals were televised with the Push-Cam system

Sewer Insurance Program

Over the past year, 214 calls were received from residents during normal working hours and 15 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 to contractor cleaned laterals. Of the 229 total calls, 77 residents qualified for the sewer insurance program. These 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 2019

As part of ongoing infrastructure improvements, Cured-in-Place-Pipe (CIPP) lining totaled 10,551 feet rehabilitating 35 various key sewer lines. The project also included the structural rehabilitation of 53 manholes with polyurethane lining. This was indeed our largest most comprehensive rehabilitation project with an investment of \$852,598.

The Sewer Department continues to strive to improve its preventative maintenance programs and, through cost-effective measures, maintain the current level of services provided. Through its various programs, the division endeavors to preserve and maintain its major infrastructure system investment. Working together as a team with all Departments has proven to be one of the most important keys to success in 2020.



Wastewater Division

Karl R. Kopec, Manager

Overview

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



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

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

Speaking at the "BusinessH2O Water Innovation Summit" in September, the EPA's assistant administrator for water, David Ross, referred to those who clean our country's water and wastewater as "silent, everyday unsung heroes." While not as celebrated as others who dedicate themselves to public service, such as police officers, firefighters, and teachers, they are every bit as essential – if not more so. "Without this sector, we don't have society as we know it," Ross said.

We are proud of what we do and the contribution we make to the wellbeing of our fellow citizens.

Wastewater Long Term Control Plan (LTCP)

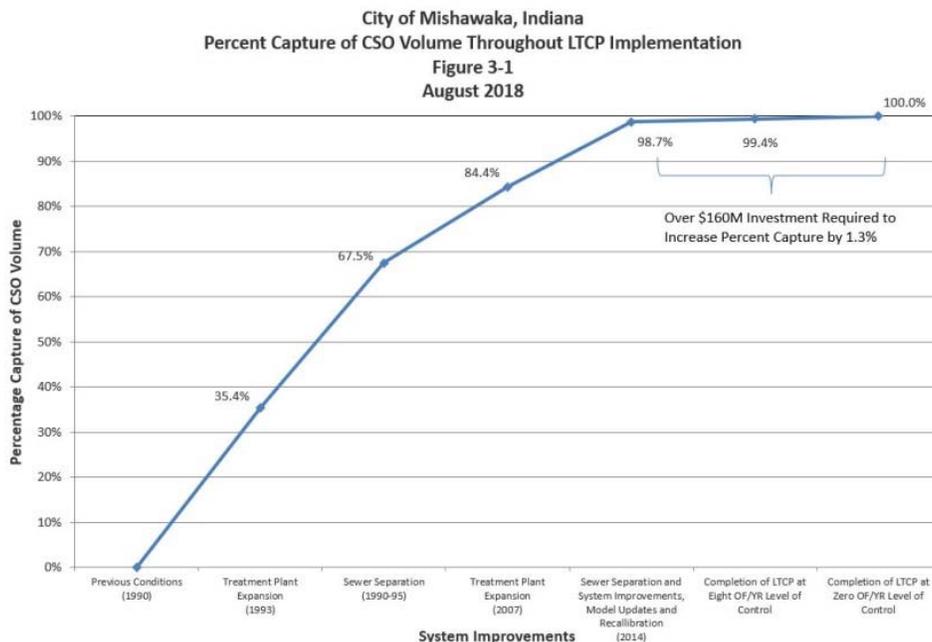
Like many other Indiana communities, Mishawaka was developed with a combined sewer system (CSS). During large storms the CSS, which carries both sewage and storm water, can become overloaded resulting in discharges of raw sewage into the St. Joseph River. The Clean Water Act (CWA) requires cities with 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 30 years, Mishawaka has reduced its combined sewer overflows from 314 million gallons to 4.1 million gallons in a typical year. This is a 98.7% reduction in CSO volume from the baseline year of 1990 and represents capture and treatment of 99.54% of wet weather flow. Studies have shown that eliminating the remaining 1.3% of Mishawaka's CSO volume would result in no measurable improvement in river water quality. The CWA and US EPA require a level of CSO

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

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

From January through August of 2018 the City and its engineering and legal consultants developed an alternative CSO Long Term Control Plan. The City seeks to not construct a \$100 million storage and conveyance tunnel with negligible benefit to either CSO reduction or water quality. In place of the tunnel, a **“Sewer Separation and Neighborhood Revitalization Plan”** would be just as protective of the environment and would bring tangible improvements to neighborhood infrastructure. The new plan is more affordable and would result in an overall CSO percent capture of 99.74%, with an annual overflow volume of 2.3 million gallons. The cost for the alternate plan would be around \$8 million, saving our ratepayers over \$152 million. On August 23, 2018 the new plan was formally submitted to USEPA and IDEM. It is currently under review by the agencies and negotiations are ongoing. This remains a top priority for the City!



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

Our impressive reduction in CSO volume places Mishawaka well ahead of most Indiana CSO communities. Our new plan makes sense, protects the environment and our ratepayers. We are optimistic that reason will prevail, saving many millions in spending that would provide no environmental benefit. Our consent decree renegotiations are ongoing.

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

Biosolids Facility

The Biosolids Facility is located on South Logan Street. This site is the location for the solids dewatering operation and the storage of biosolids prior to land application. Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2019, 1,205 dry tons of biosolids were produced. Farmers desire biosolids because it contains nitrogen and phosphorus, reducing the amount of commercial fertilizer that must be used. It also improves the quality of the soil.

Industrial Pretreatment

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

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

Lift stations and Biofilters

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

There are 5 remote odor control facilities including biofilters and carbon adsorption systems. The Wastewater Division is responsible for the maintenance of these systems. The biofilter media in Central Park was removed and replaced in December. Monitoring and reporting on the activity of the 21 CSO structures, and the operation of the combined sewer overflow control program is also a Division responsibility.

Laboratory

The Wastewater Division operates a laboratory that provides process control testing and regulatory compliance analysis required in our NPDES permit. This includes analysis of samples from each process to ensure optimum efficiency, monitoring of the effluent to verify compliance with discharge limitations, and analysis of industrial samples to ensure compliance with federal and local pretreatment standards.

During the summer, the laboratory performs bacteriological tests for Mishawaka's swimming pools and the splash pad at Central Park. Labs that conduct biological analysis on pools and splash pads must be inspected and certified by the Indiana State Department of Health. Our state certification was renewed in 2019.

Annually the laboratory is required to participate in the EPA's Discharge Monitoring Report - Quality Assurance (DMR-QA) program. This Federal program consists of analyzing samples with unknown concentrations for all of the parameters in the NPDES permit, including biomonitoring. The results of the testing give the EPA and the Indiana Department of Environmental Management assurance that the data we submit is accurate. In 2019 the laboratory successfully passed all required DMR-QA analyses.

The Treatment Process

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

Solids generated in the treatment process are biologically converted in an anaerobic environment into simple organic compounds and become known as biosolids. These biosolids are dewatered at the Biosolids Facility and are land applied on area farm fields for soil conditioning and fertilizing. Land application of biosolids is recycling in its truest sense.

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

Statistics

Mishawaka's wastewater facility has an average design flow capacity of 20 million gallons per day (MGD) and a peak design flow capacity of 42 MGD. The highest peak flow rate treated in 2019 was 55.8 MGD on September 27th. The maximum total flow treated on a single day was 19.06 million gallons on June 10th. The following are statistics for 2019.

Statistical Summary						
	2014	2015	2016	2017	2018	2019
Average Flow (MGD)	9.69	9.35	10.57	10.33	11.53	11.39
Peak Flow (MGD)	60.9	65.2	70.0	60.0	51.5	48.4
BOD Removed (%)	98	98	98	98	98	98
Phosphorus Removed (%)	82	85	82	83	84	83
Ammonia Removed (%)	95	96	94	97	98	97
Solids Removed (%)	98	98	98	98	97	98
Biosolids Produced (dry tons)	1047	1169	1351	1269	1280	1245
Electricity Use (MkWh)	4.9	5.2	5.3	5.2	5.3	5.2
Natural Gas Use (Mcf)	6.4	5.1	4.9	6.0	7.4	10.8
Total Precipitation (inches)	41.44	35.92	46.70	43.53	49.18	44.57

2019													
	J	F	M	A	M	J	J	A	S	O	N	D	Total
Total Flow Treated (Billion Gallons)	0.31	0.31	0.32	0.36	0.47	0.47	0.40	0.33	0.32	0.34	0.29	0.24	4.16
Pollutants Removed (Million Pounds)													
Organic compounds	0.62	0.63	0.69	0.70	0.85	0.72	0.69	0.69	0.68	0.72	0.68	0.72	8.39
Phosphorus	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.12
Ammonia	0.05	0.04	0.04	0.05	0.05	0.04	0.04	0.04	0.04	0.04	0.04	0.05	0.52

2019 Highlights

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

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

On October 14 the Wastewater Department was faced with a catastrophic failure of the Willow Creek Lift Station. A pump separated from its base and flooded the dry pit which contains the pumps, motors, and electrical control cabinet. Everything in the flooded pit was ruined. On the day of the failure and throughout the first night, sewer vacuum trucks were used to pump out the wet

well to prevent sewer backups or overflows. The next morning the City contacted HRP Construction for assistance in setting up bypass pumping, taking the flooded pump pit out of the loop. This bypass is still being used while the treatment plant staff works to rebuild the lift station. A new electrical control panel has been built and is now mounted above ground so that it can never be subjected to flooding. New motors and one new pump were purchased and are being installed. The re-built lift station should be on-line by early spring of 2020 and the bypass system will be removed. The Wastewater Division is grateful for the vital assistance provided by HRP Construction and our Sewer Maintenance Department. A well-coordinated team effort averted what could have easily become an environmental disaster.

Not every project at the Wastewater Division requires an emergency response. The staff performs significant preventive maintenance projects throughout the year. A large project of note was the replacement of the fiberglass railing that surrounds the aeration tanks. These railings, which were installed in the plant expansion of 1992, have become brittle and worn. New aluminum railing was purchased and is being installed by the plant maintenance staff without contractor assistance. Two of the three tanks were completed during the year.

In addition to preventative maintenance, the Division periodically makes capital improvements to replace equipment that is at the end of its life span or to provide for adequate redundancy. During the year, construction of two projects were completed. The first project included the addition of a new influent bar screen, hazardous gas monitoring system replacement, new hypochlorite bulk storage tank with improved circulation piping, and CSO 9 level monitoring. The bids were opened in December of 2018 and the low bid was \$1,177,000, which was \$703,000 below the engineer's opinion of probable construction costs. After Change Orders during construction, the final cost was \$1,205,154. The project was constructed by Kokosing Industrial of Westerville, Ohio.

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

Award Winning

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

The Mishawaka Wastewater Division was recognized at the Indiana Water Environment Association Annual Conference. The Mishawaka Wastewater Laboratory received the Laboratory Excellence Award for the 18th consecutive year. The Division also received the Safety Award for the 4th consecutive year. This award recognizes continuing safety excellence.

Lindsay Grossmann, a chemist in the wastewater laboratory, received a Tumblebug Award. The Tumblebug is awarded to those who have labored industriously on behalf of the Indiana Water Environment Association. Lindsay joins Mishawaka's three other Tumblebugs: Jill Norton, Tim Brill, and Karl Kopec.



Lindsay Grossmann

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.

In Memoriam – Adrian Peterson

In 2019, April 15th took on a new meaning for everyone at the Wastewater Plant. Taxes would become last thing on our minds. The day started like every other day, until we got a call that one of our operators was found unresponsive. Our staff immediately began CPR and setup the AED machine. They took turns providing care until the ambulance arrived. Sadly, their efforts were not enough to save our friend and coworker, Adrian Peterson. It fell upon us to try and make sense of this loss. Adrian was happy and healthy. This was the last thing anyone expected.

Since that day, our staff has been there for his family as much as possible. Through this loss, we have formed an unbreakable bond with his wife, Sheila and daughters, Emily and Kayley. Adrian was always talking about his family and how blessed he was to have them. It wasn't until he was gone that we got the opportunity to experience first-hand their love for each other.

During the summer, the DLZ Engineering firm had a charity golf challenge at their annual golf outing to benefit Adrian's family. Golfers were asked to make a donation to have a chance at hitting a target on the green of one of the holes. DLZ Engineering matched the donations collected and provided a pizza luncheon for Adrian's family, DLZ employees and Mishawaka staff.



(l-r): Mark Curtis, Tim Brill, Karl Kopec, and Tim Erickson

Knowing the holidays were going to be difficult, we also wanted to do something for his family during this time. Adrian's Wastewater family really came through with donations that we used to buy gifts for Adrian's wife and daughters. Shelia and the girls were so appreciative of our efforts to make their Christmas a little better. Shelia said it was Adrian's way of still watching out for them even though he couldn't be here. Bringing them a little bit of happiness helped all of us, though we cannot truly imagine their loss.

Water Division

Dave Majewski, Manager

On December 10, 2019 after ninety years in service, our 3-million-gallon reservoir affectionately known as Mabel's (she was the caretaker of this site years ago) which supplies water to the entire distribution system went offline at 2:26 p.m. as a new 2-million-gallon reservoir came online simultaneously.

In 1929 a loaf of bread was 9 cents, a gallon of gas a quarter, and a new car \$643.00. The stock market crashed that year, and it was the beginning of the great depression. Since that time and a lot of history, it has served Mishawaka citizens without fail, and now the old 3-million-gallon reservoir has been drained and cleaned and will be rehabilitated over the coming months and put back in service to continue to serve our city. It will function in unity with the new 2-million-gallon reservoir to give us 5 million gallons in storage to maintain pressure and supply our other pressure districts. The rehabilitation project should be complete by early fall. After years of design and planning and just over a year of construction, this new tank has become a reality. It is complimented with a booster station that now gives us a redundant feed to the south side of Mishawaka. Over one mile of new water main was installed to complete this loop.



New 2-million-gallon water tank under construction

With a floor and walls two feet thick and a roof eighteen inches thick a total of 2900 cubic yards of concrete were used. The weight of that concrete is 11,745,000 pounds. For structural integrity, 50 miles of rebar were used in the concrete; that is about 10 miles greater than the perimeter of Mishawaka. This tank, thoughtfully designed by DLZ, is an engineering marvel that will serve the citizens of Mishawaka for generations to come. HRP did an outstanding job as the general contractor overseeing many sub-contractors, including Grand River Construction who built the tank. This project funded by SRF (State Revolving Fund) is one of the most important projects we have undertaken, as it ensures the safety and quality of Mishawaka's drinking water, and infrastructure which is a top priority for this administration.

Our design continues for a new well field to be constructed at the Juday Creek Golf Course and a treatment plant to be built on the adjoining property. As this report is being delivered, our design is at 90% with projected bidding by early summer. This also includes a new 1.5-million-gallon elevated tank to be constructed at the same time. This tank will increase storage and pressure in the University Park pressure district. We are hoping to break ground in August for these projects. It will take between eighteen



Rendering of the Juday Creek area treatment plant

months and two years to complete this work. Construction of the new Veteran’s Parkway culminated in 2019 with a bridge over Juday Creek where the treatment plant will be built.

This new well field will supply an additional 8.2 million gallons, with room for expansion to supply up to 12.5 million gallons of water per day and will be able to keep up with the new growth in the University Park Pressure District. It will also be able to supply other areas of the city as needed and as demand continues to increase.

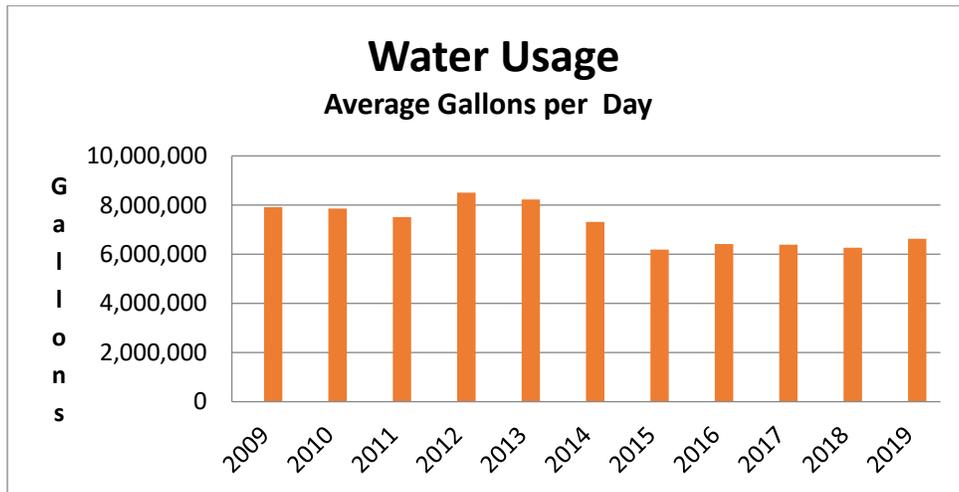


Blair Hills Tank



Dell Allen flushing new distribution line

In 2019 we treated 2.508 billion gallons of water for a daily average of 6.87 million gallon. Our employees worked 1384 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

As every year goes by testing requirements grow more stringent. In 2019 we had two sampling events for UCMR 4, which are unregulated contaminants. These tests help the EPA determine future testing requirements. Looking ahead to 2020, we have our tri-annual lead/copper testing, and we also re-certify our lab with proficiency testing to make sure our results are accurate. We test our water supply daily and make adjustments as necessary. We took over 600 bacteria samples along with over 21,000 other water quality tests in 2019 to ensure our drinking water supply is safe.

Mishawaka Utility Water takes great pride in delivering potable water that meets and exceeds Federal and State requirements to 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 over 300 miles of water distribution main. Tony Galassi oversees the Water Quality and Maintenance group and takes on whatever we pile on him. So as we move into 2020, he will be our new assistant manager, while still taking care of the aforementioned departments. Tony will continue to do a great job for us.

Purchasing

All good things must come to an end, and after an impressive 40 year run at Mishawaka Utilities our Operations/Purchasing Coordinator Keith Cooper said goodbye. Keith was a fixture for many years, and his knowledge will be missed. In retirement you may see him around the city taking pictures as he is an accomplished photographer. Thanks for all you have meant to Mishawaka Utilities and the City of Mishawaka.

Angelina Griesinger has taken over Keith's duties as well as continuing her other responsibilities. She has a lot on her plate, but she loves the challenge, and we know she will excel in her new position.



Keith Cooper adding his name to the retirement board.

Maintenance

Our Maintenance Team keeps things working and is responsible for the upkeep of our main office, 3 treatment plants, 22 well houses, booster stations, elevated tanks, in-ground storage reservoirs, and all of the equipment inside of them. This includes but is not limited to the HVAC systems, hundreds of feet of chemical feed and water lines from ½” up to 24”. This group receives chemical deliveries and oversees the maintenance of the wells and high service pumps that are the lifeblood of our distribution system. This group is small, but their work is big, and they handle the challenge every day.



Water Main Installation – Beacon Pkwy

Well Head Protection

Water covers more than two-thirds of the earth's surface, but it is mostly salty and undrinkable. The available freshwater resource is only 2.7% of the available water on earth, but only 1% of the available freshwater is accessible. We must be stewards of this precious and valuable resource. Our Well-Head protection program monitors our aquifers and what is happening around them to keep them safe for future generations.

Meter & Backflow

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

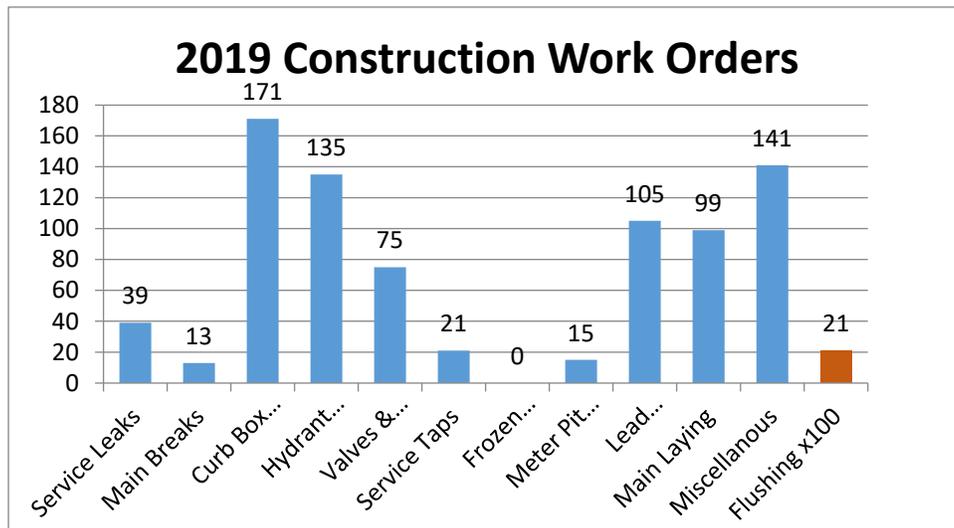


Employees from Mishawaka Water Dept. and DLZ Engineering inspecting the new tank.

I am proud of this group's dedicated work. They completed 6,871 work orders in 2019. In addition, we also tested 3,909 backflow devices. Backflow devices prevent the potentially harmful contaminants from commercial, industrial, and irrigation activities from siphoning back into Mishawaka's water supply.

Distribution

Our construction team keeps the water flowing in the distribution system. They are responsible for installing new water main, fixing service leaks and main breaks, removing lead services, and flushing hydrants. These are just a few examples of what they do on a daily basis. This past year we acquired a valve insertion system which allows us to install new valves into pipes that are under pressure. This is a great tool that lets us work on replacing old valves without shutting down parts of the system.



Our crews kept busy installing new water main, over 4 miles or 22,445 feet of pipe anywhere from 6" to 12". We also added 54 new fire hydrants to our system. Our mission to eliminate lead services continues as we removed 105 lead service lines and replaced them with copper. Helping our

efforts, Ryan Powell was promoted to an operator’s position. We hired a new pipefitter, Cody Tungate, who has been immersed in all aspects of water main construction and repair.

Some 2019 projects included the next phase of the Habitat for Humanity project, Beacon Parkway loop, Vibra Hospital, Helenic Living Center, and Savannah Pass, just to name a few. Another piece of equipment we acquired this past year has already made an impact. Our new hydro excavator allows us to dig in ever-increasingly difficult areas that are packed with utilities, allowing little room to dig. It is basically a big shop-vac on wheels that vacuums out the soil, water, and debris and makes our crew’s job easier and safer as it helps us find damage to and avoid the other buried infrastructure.

2019 Construction Projects	
Beacon Parkway	Reverewood Stoneham Drive
Meijer Drive	Shepard's Way
Habitat Build – Phase 2	12 th Street – Beiger to Byrkit
Ireland Road / Ireland Trail	Logan Street
Savannah Pass / Chapel Hill Drive	

Helping keep our system strong for fire protection is another key role of this department. This past year, improvements in our system along with data we supply helped the Fire Department improve their ISO rating which is short for Insurance Services Office. This classification program plays an important role in the underwriting process of insurance companies, and most use this information to determine policy prices which benefit the consumer.

Experience

At our fall conference the American Water Works association presents its service awards. John Stewart (40) years and Jim Wiesjahn (35) years are two examples of passion to service. John, an operator has installed miles and miles of water main over his years here. Jim, a senior utilityman, is an integral part of our Water Quality and Maintenance Team.



John Stewart and Jim Wiesjahn receive their service awards

Our dedicated staff continues to support Water For People which raises money to help fund clean drinking water and adequate sanitation throughout the world. 1 in 3 people or 2.1 billion do not have access to safe drinking water and 1 in 2 people (4.5 billion) do not have adequate sanitation. Last year alone 800,000 people died due to a lack of safe drinking water.

The Indiana Section of Water for People led the nation for the 4th consecutive year as we donated over \$163,000 dollars in 2019 to work toward an end in fixing this problem.

Our staff maintains multiple licenses through the Indiana Department of Environmental Management. These licenses include Water Treatment, Distribution System Construction and Maintenance, and Backflow. Every year our staff must acquire continuing education credits to

keep their certification current. I am proud of our staff and their dedication to our mission which is clean, safe, drinking water. Mishawaka Water works every day to bring them the best product possible and will always strive to do our best.



Mayor Dave helping out at the new tank



Pumping concrete to the top of the tank



Concrete roof pour



Booster station arrival



Valve insertion equipment installation

We are proud to serve the citizens of Mishawaka. The coming years will bring new treatment facilities, water tanks, water main, and many other improvements that will keep our infrastructure strong for generations to come.