

---

## City of Indianapolis – Quality of Life Plan

**Primary Contact:** Richard Wise  
2700 South Belmont Avenue  
Indianapolis, Indiana 46221  
Phone: (317) 327-2237  
FAX: (317) 327-2274  
Email: [rwise@indygov.org](mailto:rwise@indygov.org)

**Secondary Contact:** Kumar Menon, Director  
City of Indianapolis – Department of Public Works  
200 East Washington Street, Suite 2460  
Indianapolis, Indiana 46204  
Phone: (317) 327-4000  
FAX: (317) 327-4954

---

### I. Mission Statement

In developing the Quality of Life Plan contained in the following pages, the City of Indianapolis (City) established a distinctive mission statement for the Comprehensive Local Environmental Action Network (CLEAN) Community Challenge Program, which was adopted on April 27, 2006, via Executive Order by Mayor Bart Peterson. A copy of the Executive Order is attached to this Plan. Our mission is:

*To build a world-class community and enhance the quality of life for residents of and visitors to Indianapolis by providing efficient, effective, high quality customer service. This will be accomplished by complying with all Local, State and Federal requirements and by making voluntary commitments to pollution prevention, sharing environmental decisions and performance information with the community, and striving for continuous environmental improvement.*

### II. Responsibilities Defined

This Quality of Life Plan is a comprehensive document covering the vast majority of City services. The following list notes the internal stakeholder group responsible for the contents in the Quality of Life Plan, and their area of specialty. This group is comprised of Managers and/or Administrators. The Department of Public Works (DPW) upper management and City administration participate on an advisory basis. Additional stakeholders may be added as time progresses.

Richard Wise: Field Services Manager, Environmental Services (Indianapolis CLEAN Lead)

Bruce Northern: Program Manager, ToxDrops Program (Indianapolis CLEAN Co-Lead)

Shawn Brock: Assistant Administrator, Solid Waste Services (Indianapolis CLEAN Co-Lead)

Carlton Ray: Deputy Director, Engineering  
Mario Mazza: Administrator, Water Management Services  
John Workman: Administrator, Maintenance Services  
Anthony McDaniel: Assistant Administrator, Buildings and Grounds  
Angie Nussmeyer: Public Information Officer, Public Information Office  
Felicia Robinson: Administrator, Environmental Services  
Mark Richards: Project Manager, Environmental Services – Water  
Amanda Hennessy: Manager, Environmental Services – Air Permits  
Larry Jones: Administrator, Traffic Engineering  
Victoria Cluck: Administrator, Strategic Planning  
Michael Williams: Chief Financial Officer, Purchasing  
Pat Carroll: Deputy Director, Fleet Services  
Tim Method: Coordinator of Environmental Policy and Compliance

Serving as “champions”, these individuals oversee all aspects of their respective areas. They, or their designated staff, manage, maintain, and measure activities associated with projects and programs in their division. Information will be requested and provided as appropriate regarding the projects and programs referenced in this Quality of Life Plan.

In addition to the aforementioned internal stakeholder group, there are several community advisory groups. The City provides information and receives input from a variety of people on various issues, some of which are documented in the Quality of Life Plan. Because of the size of the city and the magnitude of some of the issues, individual stakeholder groups have been formed. These stakeholder groups discuss issues and concerns surrounding a specific operation. For example, the Clean Stream Advisory Group discusses wastewater collection systems issues; the Advanced Wastewater Treatment (AWT) Advisory Committee discusses items pertaining to the wastewater treatment plants; and the Solid Waste Planning Group discusses improvements and enhancements to the collection and disposal services offered by the City and its contractors. These groups are provided project and program updates on issues relevant to each specific group on a regular basis, and have the opportunity to assist in the decision making process by supplying City officials with their feedback on these and other concerns. Additionally, these stakeholder groups review and comment on documents such as the City’s Combined Sewer Overflow (CSO) Long-Term Control Plan.

### **III. Environmental Goals**

The City is working continuously to improve the quality of the City’s air and the quality of the water in our streams. The City is also working continuously to maintain effective services which provide for the proper management of waste materials generated within the City and to manage rainwater to avoid potential health issues and neighborhood problems associated with sewer backups, failing septic, and improper drainage. The City is committed to meeting all commitments and obligations under state and federal law related to air quality, wastewater, stormwater, land contamination, waste management, etc. The City is also committed to finding ways to supplement these efforts and meet our Quality of Life mission in a number of ways.

The purpose of this “Environmental Goals” section is to identify some of the processes addressed in the City’s Quality of Life Plan that exceed commitments under current state and federal law and to outline the environmental impacts, both positive and negative, associated with each process. An objective and target, which details how the City plans to reduce the negative and/or increase the positive impacts, follow each environmental impact, as does the action plan. The action plan will note how the objective and target will be achieved. The action plan, in addition to other internal performance measures previously established within each office, will facilitate measuring the success of the Plan. The measurement parameters for each objective are indicated in the respective action plan. The outcomes will be noted in the Annual Performance Report. The action plan may be altered throughout the implementation process as warranted by the responsible parties and/or DPW upper management. Additionally, relevant legal requirements and/or official obligations associated with the environmental impacts are documented, as appropriate.

The operations and activities referenced in the “Environmental Goals” section of this Quality of Life Plan are not all inclusive for the City of Indianapolis. Stakeholders wanted to provide a global perspective by including a wide variety of projects and programs. Therefore, it was determined that the initial CLEAN submittal would be a snapshot of services offered and project/program enhancements planned. Since the quality of life for our community depends on our stewardship of all the environmental media, the Environmental Goals were selected with the intent of both illustrating several of the most environmentally progressive specific initiatives being accomplished by DPW and demonstrating the paramount importance of protecting and enhancing the air, water, and land in our community. The Environmental Goals cited below are meant to communicate, by example, the City’s multi-media, pro-active and innovative approaches to moving Indianapolis forward as a world-class community.

Since identifying our Environmental Goals and developing our Quality of Life Plan within the CLEAN Community Challenge program, the City has reevaluated and enhanced its environmental stewardship and sustainability efforts. Although strategies are already in place to help the City achieve a greener community, the City is expanding those efforts. The Environmental Goals have not changed; however, they have become a part of a much broader, City-wide strategy called “Indy GreenPrint”. The Indy GreenPrint (attachment A) lays out the City’s vision for sustainability, energy efficiency, and natural resource stewardship. Our GreenPrint will be accompanied by a specific City Action Plan and the City will work with a Green Commission to develop community-wide action steps. Many of the projects and programs included within this Quality of Life Plan are a part of the Indy GreenPrint. The GreenPrint was developed after review and signing of the U.S. Conference of Mayors’ Climate Protection Agreement, a review of how other municipalities have approached meeting a comparable vision and will progress with broad input from the community and City staff.

A majority of these projects and programs fall completely under DPW, however, in many cases, coordination between agencies is vital for successful implementation and sustained

progress. The five operations listed, along with their corresponding activities, are not necessarily listed in order of priority, as each is important. Each project and/or program is a priority within the division it falls under, and it was selected for inclusion in the City's first Quality of Life Plan for that reason.

**A. Operation: Fleet Operation**

**1. Activity: Vehicle Maintenance**

**a. Aspect: Fine Particulate (PM2.5) and Volatile Organic Compounds (VOCs), i.e. benzene, emissions from vehicles**

**i. Impact: Air emissions**

- **Objective:** Decrease the number of air emissions from City packer trucks and non-road vehicles by retrofitting them with diesel oxidation catalysts (DOCs). Seek arrangements to retrofit as many of the City buses (public and school) as possible. Encourage area businesses to retrofit their diesel-powered vehicles.
- **Target:** Reduced diesel particulate and carbon monoxide emissions by at least 30% and hydrocarbon emissions up to 50% per vehicle through diesel-powered vehicle retrofits
- **Action Plan:** Seek funding and implementation of comparable efforts for other City, County, school, and area business fleets. Create educational material on diesel emissions for dissemination to area businesses by 1<sup>st</sup> quarter 2007. Assist the Indianapolis Fire Department, Indianapolis Airport Authority, Citizens Gas, and other municipalities and municipal corporations retrofit their applicable diesel vehicles and equipment in 2007 and 2008. Encourage municipal agencies, businesses, and schools implement idle reduction and other air quality improvement policies throughout 2007 and 2008.
- **Official Obligation/Legal Requirement:** Agreement between EPA and the City via the Great Cities Partnership and the Regional Geographical Initiative Grants. Memorandums of Agreement (MOAs) between the City and other participating municipal corporations for ordering and installing DOCs. Once finalized by the State, comply with the State Implementation Plan.
- **Responsible Champion(s)**<sup>1</sup>: Felicia Robinson, Administrator – Office of Environmental Services; Pat Carroll, Deputy Director – Fleet Services
- **Measurement:** The diesel retrofit program project manager maintains a list of vehicles that have been retrofitted along with a list of those vehicles that have not been retrofitted.

<sup>1</sup> “Responsible Champion(s)” refers to the stakeholder(s) over the area and/or responsible for achieving the actions/tasks. It is likely that the stakeholder(s) will delegate tasks to their various staff members. The stakeholder(s), however, remains the primary contact for purposes of this program.

This list includes vehicle identification numbers, and in most cases DOC part number (if retrofitted), and is shared with Fleet Services. At present time, U.S. EPA handles the emissions calculations under this initiative.

**2. Activity:** Vehicle Operation

**a. Aspect:** Fuel for vehicles

**i. Impact:** Depletes natural resources and contributes to air quality problems

- **Objective:** Decrease the amount of fuel used by City vehicles by making routed activities more efficient, and increase use of alternative and cleaner fuel in City fleet vehicles.
- **Target:** Lower standard fuel consumption and increase the use of alternative fuels (E85 and biodiesel) in City vehicles
- **Action Plan:** Review vehicle fleet purchasing policies and assess the efficiency of routed activities. Seek grant funding for the installation of additional E85 and biodiesel fueling pumps. Restrict availability of standard diesel fuel at City fueling sites for diesel-powered vehicles once pumps are brought online. Consider purchasing additional alternative fuel vehicles, including hybrids, when and where appropriate.
- **Official Obligation/Legal Requirement:** City-wide memo from James A. Garrard, Director, DPW
- **Responsible Champion(s):** Pat Carroll, Deputy Director – Fleet Services; Felicia Robinson, Administrator – Office of Environmental Services
- **Measurement:** Fleet Services maintains fuel use records for the City fleet, calculating and tracking the annual amount (in gallons) and type of fuel (E85, biodiesel, unleaded) used. This information is provided when requested in a fuel use spreadsheet.

**B. Operation:** Energy Consumption

**1. Activity:** Lighting

**a. Aspect:** New light emitting diode (LED) lights

**i. Impact:** Reduced energy consumption

- **Objective:** Reduce energy consumption, costs, and emissions by replacing incandescent bulbs with LEDs in traffic signals
- **Target:** Increase the use of LED lights in traffic signals from the current 50 intersections by 2007
- **Action Plan:** Create a traffic signal database in Hansen Infrastructure Management System (IMS). Exchange one-quarter of the current incandescent inventory with LEDs via a grant from Indianapolis Power and Light Company

(IPL) by December 31, 2007. Seek additional funding for further incandescent change outs. Develop and implement a standard operating procedure to standardize traffic signal tracking procedures, ensure accurate DPW Traffic Signal billing by IPL, and improve the communication and coordination of traffic signal data collection systems utilized by DPW Engineering and Operations sections by 3<sup>rd</sup> quarter 2007.

- ❑ **Official Obligation/Legal Requirement:** There are no specific legal requirements for disposing incandescent bulbs, however, spent incandescent bulbs will be disposed of in an appropriate manner.
- ❑ **Responsible Champion(s):** John Workman, Administrator – Maintenance Services; Larry Jones, Administrator – Traffic Engineering
- ❑ **Measurement:** Maintenance Services, with the assistance of Traffic Engineering, records the number of intersections with LED lights. Traffic signals using LEDs use up to 90% less energy than those using incandescent lamps.

## C. Operation: Snow Removal

### 1. Activity: Road Salt Storage

#### a. Aspect: Stored in covered building

##### i. Impact: Reduced potential for runoff

- ❑ **Objective:** Monitor and maintain integrity of building
- ❑ **Target:** The City will ensure there is zero runoff from the salt storage shed(s) during calendar year 2007
- ❑ **Action Plan:** Ensure winter materials are stored in enclosed buildings. Cover building entrances with appropriate material during non-winter months. Clean all spills from the loading process of rock salt promptly, placing the material back in the storage building. Increase the presence of a City environmental official at garages and/or loading facilities. Look for an environmentally responsible disposal method for the unused calcium chloride. Continue to monitor the storage facilities, updating them as warranted.
- ❑ **Official Obligation/Legal Requirement:** Local and state ordinances
- ❑ **Responsible Champion(s):** John Workman, Administrator – Maintenance Services; Richard Wise, Field Services Manager – Office of Environmental Services
- ❑ **Measurement:** Maintenance Services monitors the salt storage shed(s) area before, during and after snow events to ensure proper storage and handling.



**D. Operation: Solid Waste Services**

**1. Activity: Solid Waste Management**

**a. Aspect: Residential recycling**

**i. Impact: Increase residential recycling**

- **Objective:** Increase the tonnage of recyclable materials collected
- **Target:** Increase the tonnage of recyclable materials by 5-10 tons per quarter by January 2008
- **Action Plan:** Post bilingual signs on the City's drop-off containers noting items acceptable for recycling by June 2007. Expand paper recycling to other City offices by July 2007. Continue the implementation of 96-gallon carts by deploying an additional 14,000, for a total of 50,000 carts, by 2007. Re-evaluate the City's residential recycling program, both curbside and drop-off, and identify options for increasing diversion of residential waste, such as increasing the number of drop-off sites from the current 29 by incorporating additional sites at City parks. Create a free and/or low cost white-goods collection program similar to that of the Freon recovery program by 4<sup>th</sup> quarter 2007. Increase the amount of used motor oils collected via the ToxDrops program and authorized motor oil recycling vendors by 10%. Develop an educational program to promote recycling, making residents more aware by 2008.
- **Official Obligation/Legal Requirement:** Resource Conservation and Recovery Act (RCRA); Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA); US Department of Transportation codes; local ordinances
- **Responsible Champion(s):** Shawn Brock, Assistant Administrator – Solid Waste Services; Bruce Northern, Program Manager – ToxDrops; Richard Wise, Field Services Manager – Office of Environmental Services
- **Measurement:** Solid Waste Services records the amount of residential recyclable materials collected (in tons) per quarter and tracks it on a recycling spreadsheet. ToxDrops also tracks the tonnage of household hazardous waste and other materials delivered to the ToxDrops collection sites. These reports are available upon request.

**IV. Implementation and Operation Procedures**

The "Implementation and Operation Procedures" section notes how employees' and the general public are made aware of environmental issues, programs and projects; and the steps in place should an environmental emergency occur or deficiencies are discovered.

Communication

The City strives to provide various avenues and opportunities to receive input. City staff and community members alike are welcomed and encouraged to provide input and comment on efforts undertaken by the City and/or its agencies.

#### *External Communication*

It is recommended that all comments and questions filter through the public information office regardless of their content. Questions, comments, and/or complaints pertaining to a City service should be referred to the Mayor's Action Center, which is then filtered to the appropriate person for response, often times the administrator or department director. The administrator and/or department director then addresses the inquiry directly or requests their staff to address the question or remedy the situation if necessary. It is the responsibility of each administrator to ensure that their staff has the necessary knowledge, skills, and training to handle all aspects of their job, including internal and external customer service.

The City will utilize various mechanisms for keeping the community abreast of the projects and programs offered. These include posting updates on the website, attending advisory group meetings, and participating in community events. The various City agencies also utilize the Neighborhood Liaisons, Public Information Officers, and the Mayor's Action Center to disseminate information to the public. This occurs on a regular basis and will continue.

#### *Internal Communication*

The City currently notifies employees of environmental events, such as Knozone Air Quality Action Days, CSO discharges, and emergency event notifications, by group messaging through the existing phone and e-mail systems. Program notifications and recognition are publicized through the in-house newsletters published by DPW and other City agencies. In July 2005, the City instituted an e-mail newsletter, utilizing the existing Mayor's Neighborhood Liaisons, to make information regarding the City's environmental programs and initiatives easily and readily available to neighborhood groups and private citizens.

#### Training

The City of Indianapolis encourages the development of employees through education and training. Programs are designed to enhance an employee's ability to perform present duties and increase the employee's potential for future service. The noted responsible champions, along with their respective counterparts in other offices, are responsible for ensuring that their respective employees are trained and competent on how their activities can potentially impact the environment. In most cases, the administrator has a list of required trainings for their specific area. Many of the trainings are held at the DPW training center. Employees can register for additional training through Human Resources. Those sessions are typically held at the City-County Building. Most, if not all, of the trainings end with evaluations in which employees can provide their feedback. There are several trainings that include mandatory attendance on an annual basis.



There are likewise periodic opportunities for City staff to attend training programs offered by agencies and organizations outside of the City. Administrators and department directors may authorize attendance, with or without pay, at job-related conventions, training sessions, and other functions. The City may reimburse allowable expenses for approved training when the employee submits original receipts. Guidelines and procedures for reimbursement are available through the department's finance person, Human Resources, and the Controller's Office.

Periodically there is employee turnover. When new employees start, they are required to attend a new employee orientation in which they receive and review the new employee toolkit. This toolkit includes the employee manual and other City policies and procedures. In addition to general City employment information, it is the responsibility of each administrator to ensure that their employees know any department or position specific guidelines, policies, and procedures. The administrator and/or his or her designee is also responsible for bringing the new employee up to speed with respect to any projects they might be working on.

#### Document Control

The Quality of Life Plan and other related documents associated with the CLEAN program are housed in the lead's office. Electronic documents are placed on the City's shared drive. Members of the internal stakeholder group will have access to a "read-only" electronic version of the Plan, whereas the lead and co-lead have access to revise and update the Plan and are responsible for disseminating revised documents to the internal stakeholder group. The lead and co-lead will manage obsolete versions by placing such electronic documents in an "Outdated" file folder. Printed Quality of Life Plan documents are neither controlled nor maintained. The lead and co-lead maintain a list of internal stakeholders so stakeholders are made aware of when revised documents are available.

The City has several contingency plans in place to address environmental concerns during natural and manmade disasters, defining the role of the separate entities within DPW and various City agencies. These plans outline the steps that must be taken to restore vital public services to residents. In the past, DPW workers have participated in emergency actions ranging from clean-ups of large fish kills to going underground to determine the cause of numerous manhole explosions that rocked downtown in 2004. The City and all of its departments take great pride in their readiness to respond in any emergency situation.

There are a variety of offices and positions that assume the role and responsibility of ensuring that the City complies with all applicable laws, regulations, and permit conditions. Given the grand scope of these efforts, it would be difficult for one person to serve in this capacity. Therefore, it is up to the individual department directors and administrators to facilitate compliance with all environmental requirements that apply to their respective agencies. Each and every member of our management team is expected to ensure that the City is properly addressing its environmental responsibilities. Staff at the City's Office of Environmental Services (OES) routinely serves as environmental

consultants to other City departments when special projects like lead or asbestos abatement projects arise and must be managed. OES also serves as a resource for regulatory interpretation and up-to-date environmental information for all of DPW as well as other departments.

For all City operations that are handled by contractors (solid waste disposal, ToxDrops and operation of the wastewater plants are three of the largest functions that could impact the environment), contract provisions ensure that those contractors are responsible to be familiar with and compliant with all environmental requirements. City personnel provide oversight for those contractual obligations.

Environmental and pollution prevention planning is incorporated, as appropriate, into the development and/or modification of processes and services. Our Indy GreenPrint focuses on making all City operations as environmentally benign as possible. Energy conservation, recycling and green purchasing policies are all in the works. In addition, the City has promulgated a “Vehicle Idle Reduction Policy” that applies to all City vehicles and equipment. Given our evolving environmental strategy, it is certain that even more pollution prevention possibilities will be explored and implemented.

## **V. Monitoring and Progress Review**

### Management Review

Throughout the two-year duration of the City’s Quality of Life Plan, the City, specifically the Department of Public Works, will monitor the Plan and review progress with its implementation. The City’s Quality of Life Plan will be reviewed annually and updated as appropriate by the CLEAN lead and co-leads with the assistance of the various stakeholders noted. As time progresses, additional items may be added. At the present time, the method for reporting the status of the Plan will fall to the lead and co-leads of the CLEAN Internal Stakeholder group. Serving as the gatekeepers, the lead and co-lead will work with the stakeholders to update their respective sections of the Plan.

DPW upper management and City administration will have an opportunity to review, comment, and contribute to all progress updates prior to submission of any update. The lead and co-leads will report back to the IDEM CLEAN Community Challenge Program Coordinator on an annual basis via an Annual Performance Report. Specifically, the action plan noted with each Environmental Goal, in addition to other internal performance measures previously established within each office, will facilitate measuring the success of the Plan with the outcomes being noted in the Annual Performance Report. Additional status reports will be provided as warranted. The City reserves the right to modify the review and update process at any time.

### Corrective Action

In any organization, there may be differences of opinion about working conditions, discipline, rules, and other employee concerns. In order for the City of Indianapolis to successfully achieve the Mayor’s goals, everyone must be committed to open communication and continually seek opportunities to perform our jobs more effectively.

When inefficiencies are discovered, staff will work together to modify and remedy the situation, ensuring all parties are on the same page. Many times issues can be resolved through open communication.

Staff are expected to conduct themselves as professionals and in a manner consistent with City policies, as outlined in the employee manual. It is up to the administrator and/or department director to ensure that personnel are made aware of these policies and the disciplinary corrective actions that can result should the policies not be adhered to. When warranted, the administrator and/or department director has the ability to reprimand employees when appropriate, following the corrective action procedure outlined in the employee manual. The corrective action taken is dependent on the issue. In most instances, employees are reprimanded via written notice and placed on an employee improvement plan. If the behavior continues, employees can receive additional written notices, suspension, and/or termination.

In some circumstances, an employee charged with a criminal offense may be suspended from his or her position pending resolution of the charges. Consequently, employees who are charged with a criminal offense or who are under criminal investigation are required to report the matter immediately to their supervisor. The administrator is responsible for notifying Human Resources and the department director. Upon notification, Human Resources will organize a panel to determine what action should be taken. The employee is invited to attend the panel meeting to make a statement.

The City of Indianapolis is required to ensure that employees have an appropriate and safe work environment. In addition to corrective action for job performance and criminal offenses, procedures are in place to address grievances and complaints, safety standards and risk management, sexual harassment, and substance abuse. These procedures are outlined in the employee manual, which is disseminated as a part of the new employee toolkit and available on the City's intranet site.

Periodic audits, incident review, changes in legal requirements or City activities, and the annual review of the Quality of Life Plan may indicate Plan procedures are outdated. The stakeholders annually determine if the Plan and procedures are in need of revision, and if so, the lead and co-leads make the necessary corrections. Corrective actions are documented by the lead or co-leads using the "Corrective Action Spreadsheet". All Quality of Life Plan revisions are maintained according to the Document Control procedure referenced in Implementation and Procedures.

## **VI. Community and Business Outreach**

"Community and Business Outreach" is closely integrated into activities of City government. Most of this interaction occurs through partnerships, advisory groups, close communication between residents and neighborhood liaisons and City staff members programs and projects, and spans all areas. The purpose of this outreach is to communicate the City's goals, inform residents and the business community about the various programs and services offered, and educate all Indianapolis citizens as to their

part in making Indianapolis a world-class city. Involving the community as a part of the process of day to day governance is essential in making Indianapolis a city that will continue to thrive.

The City works in cooperation with the community and businesses to participate on a variety of levels and on numerous issues. This is a two-way street. The City provides programs and services to the community and encourages participation. Given the vast span of outreach, this section is divided into General, Air, Water and Land; and does not encompass everything that is currently being done as a part of community and business outreach.

**A. General:** “General” refers to those outreach efforts that cross all boundaries and typically provide direct interaction with the community. These include community events such as the Earth Day Indiana Festival and Black Expo—just to name a few—and a variety of neighborhood meetings. Additionally, the City continuously reviews its current public-private partnerships and seeks opportunities to enhance service delivery to Indianapolis residents.

**1. The DPW Show:** In April 2005, the Department of Public Works launched its own show on one of the City’s government access channels (Channel 17). Each month, the show showcases different DPW initiatives from the progress on 38<sup>th</sup> Street to the CSO Public Notification Program, as well as ways the community can get involved such as participating in Bike-to-Work Week or Earth Day Indiana. The DPW Show is just one approach DPW is taking to publicize the core services it provides day in and day out.

**2. Latino Community Outreach:** The City as a whole is enhancing its outreach efforts to the Latino community. This includes, but is not limited to, producing bilingual brochures and pamphlets, attending cultural events and festivals, and encouraging staff to learn Spanish so that communication is no longer a barrier.

**3. Infrastructure Management System:** The City is working on an initiative to enhance the Infrastructure Management System (IMS) by integrating it with the Mayor’s Action Center and DPW Customer Service. The endeavor will streamline the process for handling citizen complaints and requests.

**B. Air:** The following programs are just a few of the outreach opportunities that are currently occurring, and should not be interpreted as being “all inclusive”.

**1. Knozone:** Indianapolis created Knozone, the City’s voluntary ozone-reduction program, to reduce levels of ground-level ozone in the Indianapolis area. The Knozone program has successfully involved all Indianapolis citizens and businesses in a campaign to minimize the number of days when the air is unhealthy for sensitive groups. Presently, Knozone is expanding to incorporate all of Central Indiana, as well as Marion County, into its area of coverage and adding an effort to reduce fine particles in addition to ozone.

2. **Air Quality Permitting:** The City has three main initiatives in the Air Permitting program. First, an enhanced permit public participation process has been established by DPW's Office of Environmental Services (OES) to afford all citizens, especially those with environmental justice concerns, the ability to meaningfully contribute to the environmental decision making that affects their neighborhoods. Second, the Air Permitting Section is working with businesses to ensure that our permitting services are delivered in a way that fosters economic development in our City. Finally, OES will hold periodic discussions designed to both better assess the needs of Indianapolis businesses subject to air permitting requirements and to communicate information that may be of interest to those businesses on an ongoing basis.
3. **Diesel Retrofit:** With the financial assistance, in part, from EPA's Great Cities Partnership and the Regional Geographical Initiative Grant and the Indiana Department of Environmental Management, the City implemented a diesel retrofit program. The purpose of this program is to reduce the amount of pollutants emitted from the exhaust of City fleet vehicles and non-road equipment, as well as other municipal vehicles, limiting diesel emissions by retrofitting them with diesel oxidation catalysts (DOCs). These grants also include funding for education and outreach to the public and business community. By raising the awareness of the air quality benefits of retrofits and their economic feasibility, the City of Indianapolis leads by example and can stimulate other parties to retrofit vehicles. The City has completed the initial municipal retrofits, retrofitting eighty-four (84) diesel-powered vehicles and equipment for DPW, the Marion County Health Department, Indianapolis-Marion County Public Library, and the City of Lawrence. In addition, working with IDEM, the City was able to retrofit one-hundred-seventy-five (175) Indianapolis Public Schools system school buses. The City will continue its efforts to retrofit other publicly owned vehicles and equipment and discuss this opportunity and avenue of improving air quality with local groups and businesses.

C. **Water:** "Water" includes a wide range of items from the collection system and wastewater treatment to stormwater and groundwater. The community and business outreach components noted in this section represent a very small sector of water related outreach.

1. **CSO Public Notification Program:** In spring 2002, the City of Indianapolis implemented the State's first CSO public notification program. The program notifies affected and interested persons when sewage overflows are likely to occur; educates as to the health hazards and impacts associated with sewage in our waterways; and enables people to take the appropriate steps to protect themselves from hazards associated with sewage in waterways. The City utilizes four (4) methods of notifying the public. They include a telephone hotline, an e-mail listserv, warning signs and television notification when overflows are occurring or likely to occur in the waterways of Marion County based on predicted or actual

precipitation. Members of the community can participate in the CSO Public Notification Program any time night or day by calling the telephone hotline and/or signing up for the e-mail listserv via the City's website. Additionally, warning signs are posted at outfall points and throughout the county at various locations including parks and public access points warning people of the hazards associated with contact.

2. **Correct Connect:** Each household or business that redirects stormwater out of the sewer helps prevent sewage from backing up into our basements or overflowing into our waterways. Our sewer system does not have unlimited capacity. In areas with separate sewers, rainwater should flow to storm sewers and sewage to sanitary sewers; but sometimes downspouts and sump pumps are illegally connected to the sanitary sewers, adding more flow than the sewers are meant to handle. In a neighborhood of 200 homes, it only takes six (6) to eight (8) sump pumps working full time in wet weather to cause a backup into basements, streets or our waterways.
3. **Fats, Oil & Grease:** The City of Indianapolis has begun an aggressive program to reduce grease in the sewer collection system through outreach and effective enforcement of sewer system use ordinances. Outreach vehicles include the City's website and presentations to restaurant associations and the Chamber of Commerce. Once in place, the enforcement procedure may include progressive penalties for every instance when sewer lines need to be cleaned because of grease blockages. This outreach program will aid in improving the quality of life for residents and businesses alike.
4. **Water Sampling:** DPW's Office of Environmental Services (OES) samples and documents water quality on the White River and its tributaries throughout Marion County and at one site in Johnson County. One component of this process involves continuous monitoring of several water quality parameters using electronic equipment at eight (8) locations, five on White River, two on Fall Creek, and one on Pleasant Run. Equipment is in place and operating from late April through early December and is programmed to record monitoring data at 15-minute intervals. Parameters recorded include temperature, dissolved oxygen, pH and specific conductivity. Data accumulated during the operating period is checked for quality and placed in Microsoft Excel in spreadsheet form. Four (4) sites have been upgraded to allow "real time" data transfer via cell phone modem to a computer located at the OES office. This improvement allows the equipment to supply water quality information remotely without the need to go to the site and manually download the data from the equipment. As part of our process improvement, OES is planning to upgrade two (2) additional sites, allowing for real time data transfer, while the site located at 75<sup>th</sup> Street and Keystone Avenue over the White River will receive telemetry equipment. An older site located on State Road 144 over the White River at Waverly Indiana is to be upgraded also pending approval for work on the bridge by the Indiana Department of Transportation. Upgrade of these two sites will allow real time



observation of the quality of the White River as it enters Marion County and after it has passed through the county downstream of the CSO area and the Belmont and Southport wastewater treatment plants.

- 5. Capacity Assurance, Management, Operation and Maintenance:** DPW is responsible for the planning, design, construction, operation, and maintenance of the sanitary sewers and wastewater treatment systems serving most of Marion County, Indiana. DPW manages, operates and maintains the sanitary sewer collection system in partnership with United Water, formerly White River Environmental Partnership. United Water is the contract operator and co-permittee for the City's wastewater collection and treatment system. This partnership with United Water has created a system for collection system planning and maintenance activities. The City has implemented a Capacity Assurance, Management, Operation, and Maintenance Program (CMOM), which it began to develop in 2000, with a goal of improving documentation, communication, and coordination of activities already occurring across organizations responsible for the City's sewer system. The CMOM report provides current procedures, reports, ordinances, contracts, and other materials that document the management, operations, and maintenance of the City's collection system. The report includes the management programs, operations programs, and the maintenance programs for their sanitary sewer collection and treatment system. The completed CMOM report was submitted July 2004 and has been reviewed by U.S.EPA. The CMOM Program Report's innovative electronic format enables staffs in multiple locations to access both current and historical documents, such as legal requirements, maps, contracts, reports, procedures, and other materials.
- 6. Stormwater:** The City receives drainage complaints related to water quality, poor drainage, flooding, stream protection, and other environmental impacts. The complaints are investigated, prioritized, and incorporated into the Capital Improvement Program (CIP), if warranted. Stormwater management programs address flooding through the use of proactive land planning and management. Good stormwater management benefits property owners by reducing flood damage and increasing the quality of receiving streams. The City is working with Butler University, Indiana University Purdue University of Indianapolis, Marian College and the University of Indianapolis ensuring that they meet the specified requirements of the City's Stormwater NPDES permit. The incorporated cities of Beech Grove, Lawrence, Southport and Speedway are excluded from this permit, however, participate on the City's Stormwater Technical Advisory Committee.

**D. Land:** The "Land" category includes projects and programs that impact the land. The City of Indianapolis has a Land Quality section that provides planning, technical assistance and contract oversight for City or City-supported environmental projects. Land activities include, but are not limited

to, household hazardous waste disposal and delineation and remediation of contaminated properties.

1. **Operation My Town:** Teaming up with Keep Indianapolis Beautiful, Operation My Town (OMT) is an on-going litter abatement program with a goal of involving more people to help keep their neighborhoods clean. Utilizing block coordinators to coordinate with residents of specific blocks, this program will encourage, support, and reward those blocks that keep their boundaries clean and free of litter. Monitoring will be done on a monthly basis with rewards given to those who achieve a specified level of cleanliness within a designated time period. A Steering Committee will meet to determine the specifics of the program.
2. **Alley Clean-Up:** DPW employees supervise and work in tandem with community service workers to help maintain and enhance the infrastructure of alleys throughout the city. The general scope of alley maintenance activities include removing graffiti, trash, and illegal dumping debris, along with performing vegetation control. In 2004, the program cleaned over 80 miles of the almost 400 miles of alleys in the City, removing more than 1,400 tons of brush and debris. Residents can help keep the city looking its best by pitching in to maintain the alleys' new look after DPW crews have completed their work.
3. **Conditionally Exempt Small Quantity Generator:** The City implemented a fee-based Conditionally Exempt Small Quantity Generator (CESQG) program for small businesses. The program offers low cost proper disposal to small businesses; increases awareness and proper disposal of chemical waste generated by small businesses; and increases participation in proper disposal by small businesses.
4. **ToxDrops:** As a service to Indianapolis residents, the City offers a year-round "ToxDrops" collection program that makes it easier for Indianapolis residents to dispose of their household hazardous waste (HHW). ToxDrops helps residents make their homes safer while preventing damage to the environment. This program is the natural evolution of the City's 10-year-old HHW program, providing convenient weekday and weekend hours to encourage participation and make sure these wastes are disposed of properly.
5. **eCycling:** In 2004 the City held two (2) successful computer collection events. All material collected, which included monitors, CPUs, printers and other computer-related equipment, was reused and/or recycled in a proper, environmentally friendly manner. Given the huge success of these events and the continuation of inquiries regarding the next event, DPW added eCycling as a permanent component to the current ToxDrops program. This new addition enhances the protection of public health by educating the public as to the hazards associated with improper disposal of computers and computer-related equipment via informational brochures and outreach.
6. **Brownfield Redevelopment:** Brownfields are abandoned, idle or under-utilized industrial or commercial property. As part of the City's

---

Department of Metropolitan Development's economic development effort, the City provides technical assistance for the redevelopment of brownfields, promoting economic growth, community development and neighborhood revitalization.

As the nation's 12<sup>th</sup> largest city, Indianapolis is a thriving city. The City of Indianapolis strives to provide residents and visitors alike a clean and safe environment to live, work and play in. The Department of Public Works is at the forefront of this endeavor on a daily basis, keeping the infrastructure in top condition and providing a broad range of services to the public from picking up trash to treating water and monitoring air. Without these services and those provided by the remaining City agencies, Indianapolis would not be the world-class city it has become.