

Community Involvement Within Your Organization



Purdue Road School

March 8, 2016

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Vice President | Indiana Office Leader

Mark C. Jacob | **citizens energy group**

Vice President | Capital Programs & Engineering and Quality Systems

Agenda

- Safety Moment
- Benefits of Corporate Community Involvement
- Getting Started
- Citizens Energy Group - EBCs

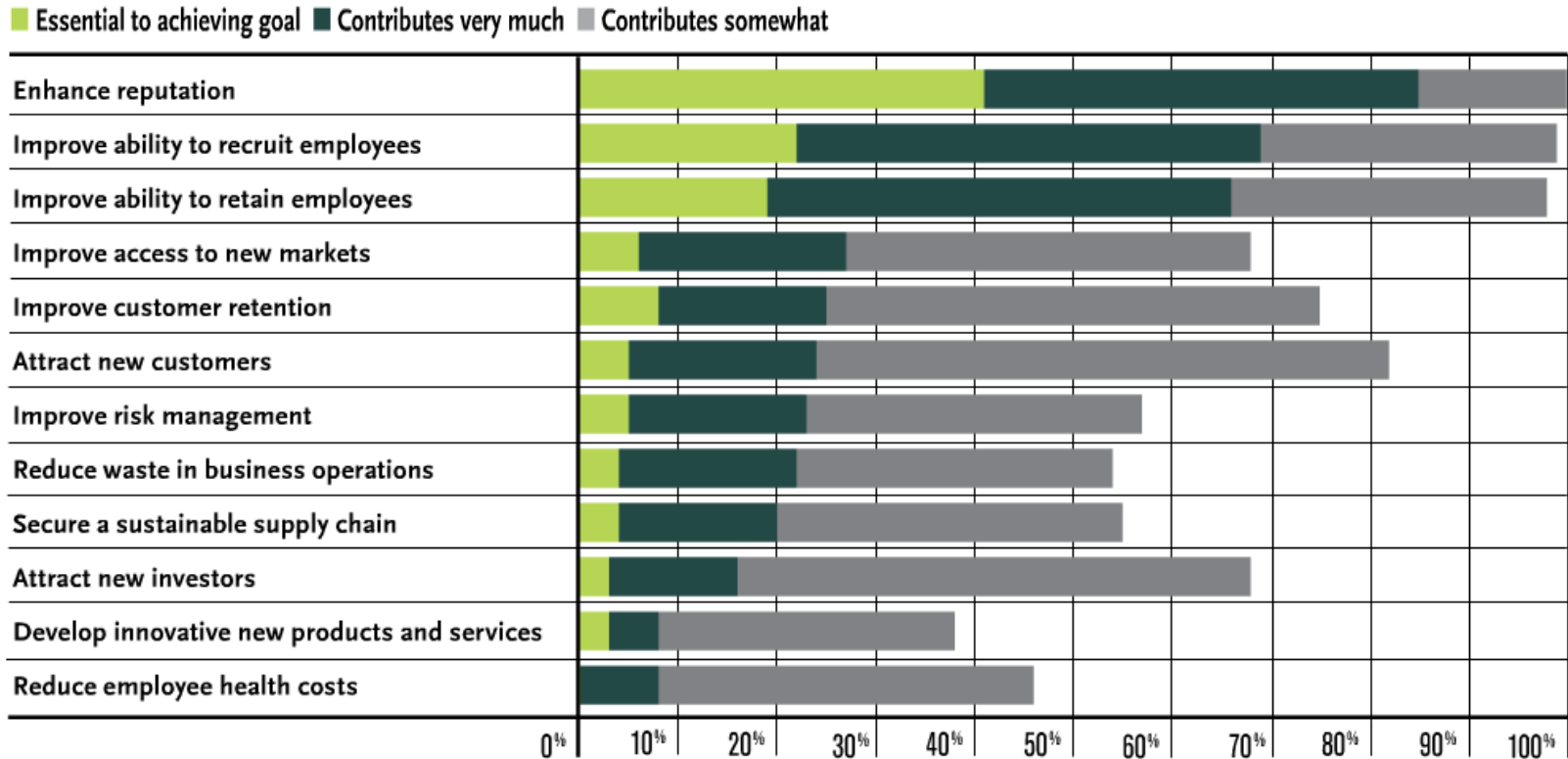
Safety Topic

Accident Causes & Prevention

- Accident –an unplanned and unwanted event which may or may not cause injury and/or property damage
- 88% of accidents - caused by unsafe acts
- 10% of accidents - caused by unsafe conditions



Top Business Goals For Community Involvement



236 US Based Medium and Large Companies - Boston College Center for Corporate Citizenship - 2015

Importance of Community Involvement

- It's the right thing to do...
- Employee Engagement
- Employee Development
- Attracting the Best Employees



Employee Engagement

- Engaged employees are fully involved in, enthusiastic about and committed to acting in a way that benefits their organization
- Engagement boosts operating income, increases employee productivity, lowers turnover risk, provides a greater ability to attract top talent and leads to higher total returns
- Provides a human face to your company

Employee Engagement

- 45% of employees who have volunteered w/their company or co-workers are very satisfied with their jobs, compared to 30% who haven't
- 89% - positive correlation between participation in volunteering and employee engagement
- Highly engaged employees are twice as likely to be top performers, miss fewer days of work and are likely to stay with the organization longer

Employee Development

- Volunteering Develops Range of Skills
 - Communication
 - Teamwork
 - Networking (internal and external)
 - Leadership



Employee Development

- Employees lead and champion volunteer programs
- 83% reported volunteering developed leadership skills
- 78% reported development of communication skills
- Employees work across departments to develop relationships



Attracting the Best Employees

- 65% of employees entering job market today expect to make a social and environmental impact through work
- 44% would be willing to take a pay cut to do so
- 86% of Millennials and 85% of Boomers believe it is important that their work involve “giving back.”
- “Employees don’t stay with a company because of benefits. It’s the long-term relationship-building that attracts people to stay.” Timberland CEO Jeff Schwartz

How to Get Started

- Build relationships in your community
 - Where are the needs?
- Get employees on board
 - What is important to staff?
- Create a custom volunteer plan
 - Draw upon business strengths.



Ideas for Your First Event and Program

- Team based walks and races
- Host a drive... for food, coats, books, etc.
- Broaden your impact by getting customers/clients involved
- Recognize, reward and communicate

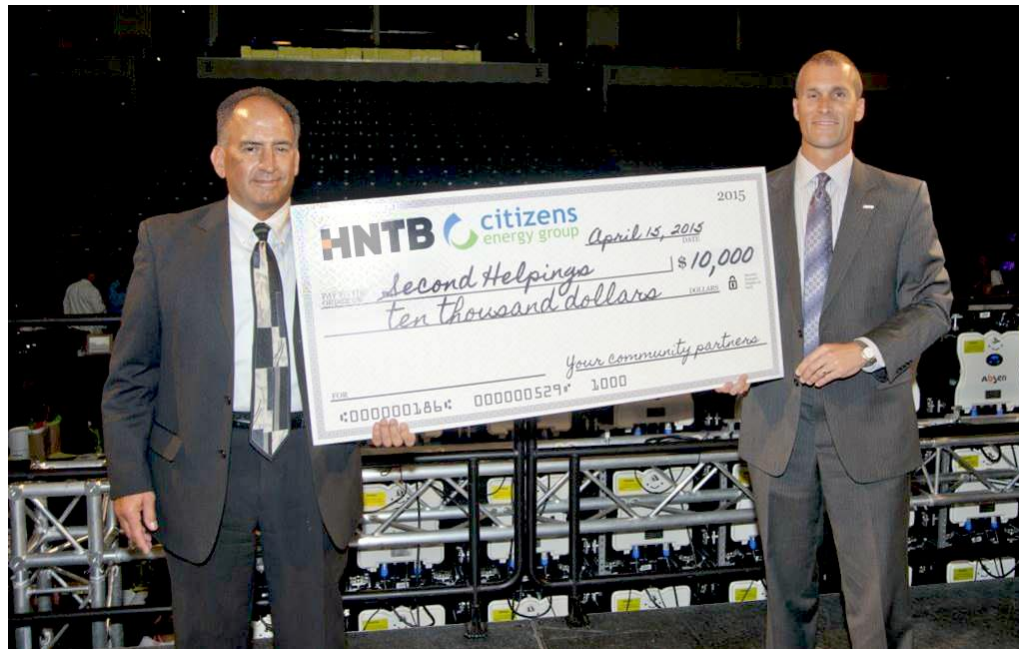


A Leveraged Success

- 2014 - HNTB 100 year anniversary competition
- 100 hour community service competition between offices
- Partnership with Citizens Energy Group
- Determined the need
- We were shocked by the results!

Leveraged Success

- Over 1,700 hours of community service
- \$5,000 prize turned into \$32,000 for Second Helpings



The Citizens Public Charitable Trust

- Established 1887
- Operated since then as a public charitable trust
- For the benefits of the inhabitants of Marion County
- Does not operate the Trust passively
- Devise and implement strategies to build and renew the businesses of the Trust
- Keeping the Trust competitive and adding value creates greatest long term benefit for the beneficiaries of the Trust

Citizens Energy Group and CWA Authority Inc.

A Public Charitable Trust

- Energy
 - Citizens Gas
 - Steam
 - Chilled Water



Citizens' Perry K Steam Plant utilizes clean-burning natural gas in its 8 boilers to generate 240°-600°F steam to heat buildings throughout the downtown area.

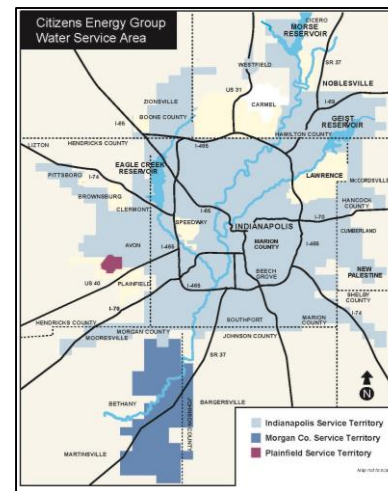
- Water
 - Indianapolis (area) Water (1M customers)
 - Indianapolis (area) Wastewater (CWA)

- Shared Services
 - Corporate Support Services
 - Shared Field Services

- Citizens Resources
 - Kinetrex Energy
 - Oil Exploration & Production
 - Citizens Gas of Westfield
 - Citizens Southern Madison
 - Westfield Water
 - Westfield Wastewater



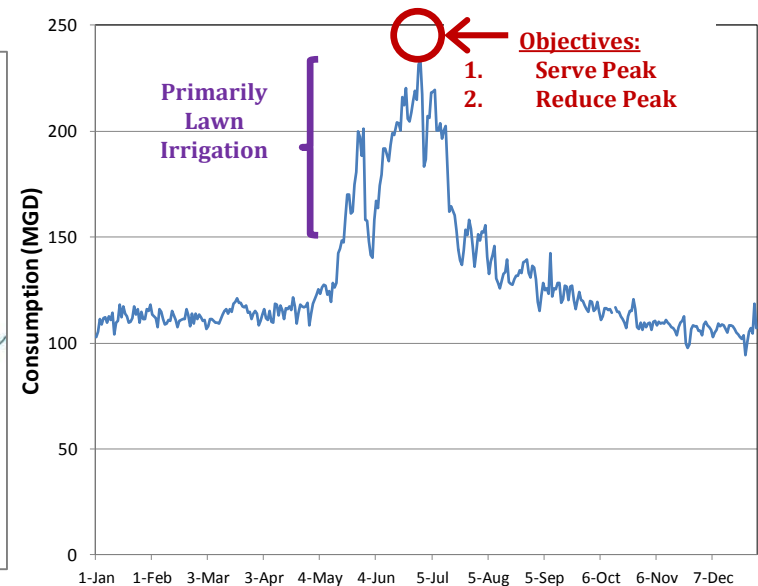
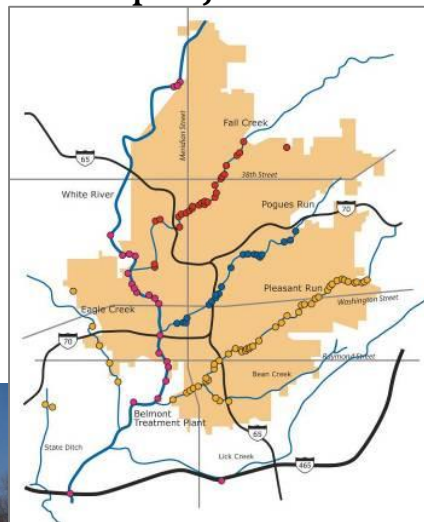
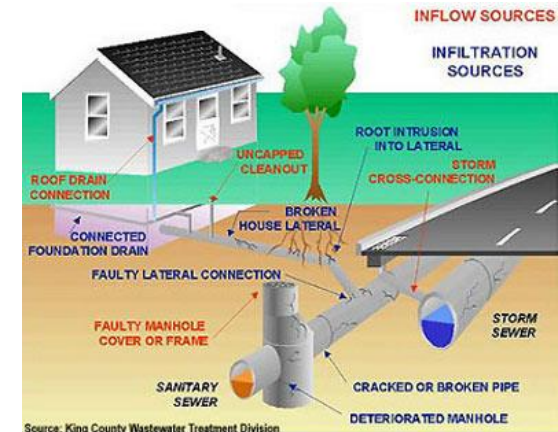
Underground Storage Operations in Greene County has 160 gas wells operating at 500-750 psi.



A tunnel boring machine with a 20-foot diameter cutter head is now drilling the Deep Rock Tunnel Connector, the first segment of the 25-mile Indianapolis Tunnel System that will capture combined sewer overflows.

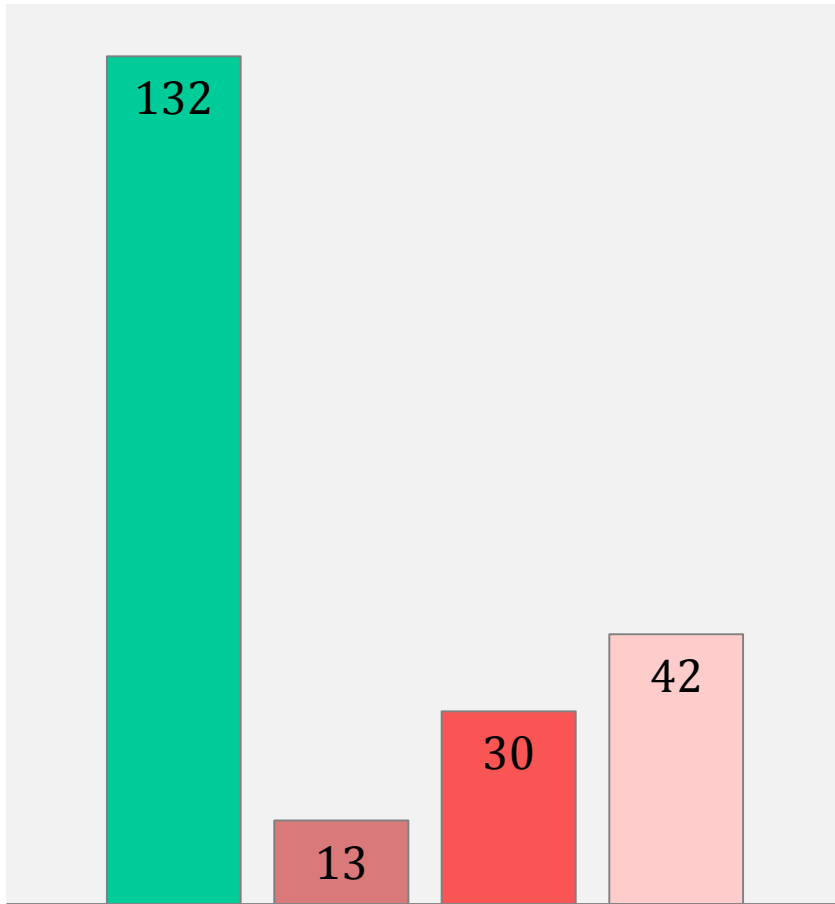
Infrastructure Challenges We Face

- Annually - 6 Billion gallons of sewage was flowing to the city's streams and rivers
- \$1.9 B Combined Sewer Overflow (CSO) Consent Decree
- Aging infrastructure and expansion needs
- Aging workforce
- Capital investments are a constant need
- Bring / keep our Water, Wastewater and Energy Utilities at acceptable / affordable performance levels
- Large and diversified water system
- Significant septic tank elimination project (STEP) needs
- Future water supply

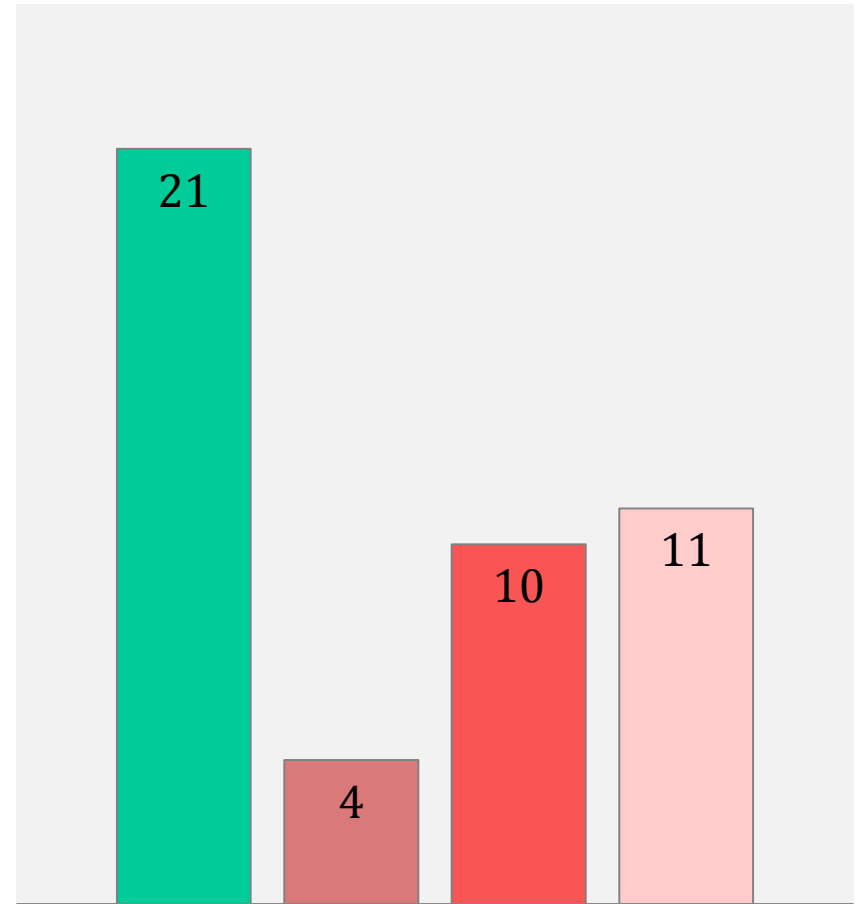


Workforce Challenges We Face

■ Total Management ■ Eligible to Retire Now ■ Eligible to Retire within 5 years ■ Eligible to Retire within 10 years



All CP&E Employees



Management Employees

Our Mission

To contribute to the affordability and quality of life in our communities

- Safe, reliable services
- Low rates and sound financial management
- Build and renew the Trust
- Good stewards of the environment

Our Key Work Systems

Obtain & Deliver Gas – Produce and Deliver Steam – Produce and Deliver Chilled Water
Obtain, Treat and Deliver Water – Collect and Treat Wastewater

Our Pathways

CUSTOMER SATISFACTION

Needs Assessment – Service Commitment – Knowledgeable Employees – Relationships
Options – Assistance

OPERATIONAL EXCELLENCE

Safety – Technology – Reliable Systems – Continuous Improvement – Innovation

COMMUNITY COLLABORATION

Economic Development – Neighborhood Revitalization – Supplier Diversity
Environmental Leadership – Philanthropy – Education – Volunteerism

EFFICIENCY AND VALUE

Synergies across all businesses – Corporate Shared Services – Shared Field Services
Construction Planning and Engineering

FINANCIAL INTEGRITY

Regulatory Expertise – Bond Rating – Risk Management – Growth – Capital/Cost Management

EMPLOYEE ENGAGEMENT

Leadership – Meaningful Work – Inclusion – Learning & Professional Development – Teamwork
Communication – Recognition

PERFORMANCE MANAGEMENT

Strategic Objectives – Key Performance Indicators – Trust Scorecard – Divisional Scorecards
Initiatives – Action Plans – PPR/DPF

Our Vision

We will fulfill the promise of the Trust to serve our customers and communities with unparalleled excellence and integrity.

Our Values

Quality – Teamwork – Safety – Diversity – Integrity

Engineers....

III. Professional Obligations

2. Engineers shall at all times strive to serve the public interest.

a. Engineers are encouraged to participate in civic affairs; career guidance for youths; and work for the advancement of the safety, health, and well-being of their community.

Community Involvement Statistics and Benefits

- Spreads the word about your values and intentions
- Get to know our customers and helps build stronger relationships with them
- Getting to know our vendors and build stronger relationships with them
- Over 50% of 18-26 year olds “would prefer to work for a company that offers volunteer opportunities
- Over 50% of those surveyed said a company’s work on charitable causes helped influence them to accept job
- Most consumers have a better outlook on businesses that give to a charity that they care about
- Americans gave over \$350 billion in 2014 (a 7.1% increase from 2013)
- It is estimated total charitable contributions will total between \$21 and \$55 trillion between 1998 – 2052
- Over 98% of high net worth households give to charity
- 63% of high net worth donors cite “giving back to the community” as a chief motivation for giving
- In 2015 there were over 1.5 million charitable organizations in the United States

Part of the Community

Employees Pave the Way for Another Successful United Way Campaign in 2014



2014 United Way Campaign Key Events and Highlights:

- Citizens' United Way Golf Outing conducted on June 21 at the Wood Wind Golf Club in Westfield.
- Pre-Campaign Corn Roast at the Waterway facility on August 19
- Chick-fi-A Breakfast at the Langsdale and Perry K facilities on September 9*
- Chick-fi-A Breakfast at Waterway on September 10*
- Hamburger and Hot Dog Cook-Out at the Corporate Office on September 11*
- Ten employee raffle winners will have the parking spot of their choice next year at the Langsdale and Corporate Office facilities.
- Over \$2,000 in prizes were awarded to winning employees through the daily donor raffles conducted during campaign week.
- A total of 110 fleece jackets were ordered for first-time donors who contributed a minimum of \$52 to the campaign, and pre-existing donors who increased their giving by at least \$104.

*Events conducted during Citizens' United Way Campaign week, September 8 through September 12.

Special thanks to the members of the Citizens' United Way

Help Three Local Families this Holiday Season through the Paul Riggins Giving Tree

As the upcoming holiday season draws near, Citizens looks forward to ushering in an annual company tradition. The Paul Riggins Giving Tree provides another opportunity to make a difference for those who are less fortunate by honoring the memory of the late, Citizens retiree Paul Riggins. The project started 10 days before Christmas in 1992, when Paul taped a 55 ball to the outline of a tree, expecting that someone would take it. He vowed that if it remained, he would give it to charity. To Paul's surprise, other employees started taping on bills, and word spread quickly about what is now an annual tradition, the Paul Riggins' Giving Tree.

Again this year, Citizens has partnered with United Way to identify three Marion County families; and with your help, we will be able to present them with clothes, toys, groceries and other essentials the week before the Christmas holiday. Members of Citizens' United Way Committee will be hanging the family wish lists on trees for employees to have the option to purchase some of the items along with presenting monetary donations from designated Citizens locations. (The wish list items will be positioned on the trees in the form of paper ornaments at locations to be announced at Langsdale and the General Office.)

In addition, the United Way Committee will again be selling beautiful glass ornaments handmade by employee Ken Whittington. The proceeds from this fundraiser will be combined with the Paul Riggins Giving Tree donations and gifts, and be used to purchase gifts and food for the three families.

Watch for more information about the Paul Riggins Giving Tree, the designated families and the upcoming glass ornaments sale in the coming weeks.

Thanks in advance for your generous giving this holiday season, and for honoring the memory of a dear friend, the late Paul Riggins.



Many Thanks to our Employees Who Contributed to This Year's United Way Campaign



Mike Sullivan, Director of Energy Distribution Engineering, braces himself for a plunge in the dunk tank to help raise donations during Citizens United Way Campaign Week.

Citizens Partners with IFD Recruits in "Badges to Burn Camp" Hydrant Project

Project Intended to Help Citizens and IFD Give Back to Burn Survivors and Community

Citizens Energy Group teamed up with the Indianapolis Fire Department (IFD) on October 3 to paint the town teal and raise money for a great cause. Under the direction and supervision of Paul Dicken, Director of Water Distribution, Citizens Water Distribution employees joined members of the IFD Recruit Class #80 in cleaning and repainting 150 Citizens-owned hydrants in the downtown Indianapolis area. Citizens also provided all of the paint, brushes and supplies needed from the company's current inventory.

The event, which is known as "Badges to Burn Camp", is part of a requirement all IFD recruit classes to select, develop, implement and complete a community service project during their 22-week recruiting



IFD recruits are joined by (left to right, on the far left) Paul Dicken, Jeff Willman and IFD Chief Ernest Malone at the IFD Headquarters; and Jeff and Karen Saturday in the firefighter hats.



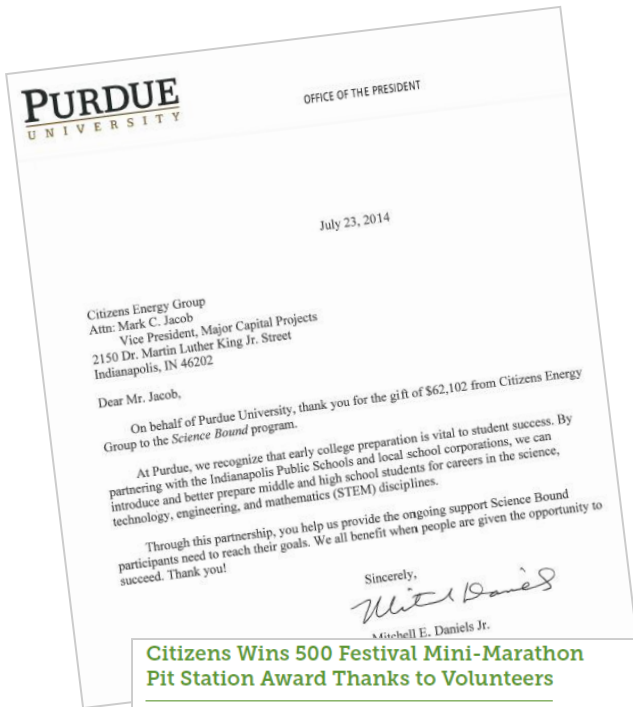
This year's United Way campaign was another one to put in the books. Multiple events were conducted at the Trust throughout the week of August 10. The campaign kicked off on Monday with breakfast sandwiches from Chick-fi-A at Langsdale and the General Office, and our annual corn roast lunch at Langsdale on Tuesday. On Thursday, there was an ice cream social during the noon hour at the General Office, and another ice cream social with a water dunk tank at Langsdale that afternoon. In addition, directors from a number of departments volunteered to be dunked numerous times by their fellow employees.

Despite the decision to drop the rollover option (automatic paycheck deduction donations year-after-year without further action), 253 employees still made pledges for 2016. Of those 252 individuals, 213 increased their pledge donation from last year, and 29 employees are new pledgers. In total, our employees pledged \$186,605 to United Way this year, and their donations will certainly help to benefit many in need in Central Indiana.



Citizens Supports United Way's Day of Giving pg. 5

Part of the Community



Citizens Helps Launch Groundwork Indy and Indy Do Day Project

Citizens Energy Group recently partnered with several other organizations to help launch Groundwork Indy, and make its first "Indy Do Day" community project. The project focused on transforming the area where Burdsal Parkway crosses the Central Canal, and enters a neighborhood gateway on the near northwest side of Indianapolis. The Groundwork Indy launch was conducted in conjunction with Indy Do Day, and was the culmination of a three-day public art, beautification and cleanup effort.

The transformation project was conducted on October 1-3, and the other organizations that joined Citizens in supporting Groundwork Indy and coordinating the effort were Layne Construction, Riverside Civic League, Summit Construction, the Indianapolis Museum of Art (IMA) and the Department of Public Works.

Groundwork Indy's youth Green Team and volunteers filled newly placed planters with flowers and dug holes for planting new trees provided by Citizens and Layne Construction. IMA volunteers also installed a vibrant new mural by artist David Anderson.

Groundwork Indy officials stated the project would not have been possible without the coordination and support of Citizens. They also reflected on how the youth Green



Groundwork Indy's youth Green Team members pause for a moment after planting one of trees donated by Citizens and Layne Construction for Indy Do Day Project.

Citizens Wins 500 Festival Mini-Marathon Pit Station Award Thanks to Volunteers



Thanks again to 80-plus employees, family members and friends who volunteered their time at this year's 500 Festival Mini-Marathon on May 2. While representing Citizens, the volunteers provided water to over 31,000 participants along the course.

Once they arrived at 5:30 a.m., the volunteers set up the Citizens pit station at turn one of the Indianapolis Motor Speedway.

In addition to operating our company pit station, the volunteers helped two other stations that had a low turnout of volunteers.

Thanks to their efforts and success in quenching the thirst of the Mini-Marathon participants, Citizens was named the 2014 winner of the Mini-Marathon Pit Station Contest. In addition to winning the traveling Pit Station Contest Trophy, our volunteers were invited to spend a day in the 500 Festival Suite at the Indianapolis Motor Speedway during practice.

Thanks to Citizens' Corporate Events Coordinator **Jennifer Mentink**, who planned and coordinated our company's participation in this year's Mini-Marathon. Words of appreciation are also in order for all of our volunteers, including the following employees:

Vicky Anderson, Maria Aranda, Victoria Bickers, Kim Brodie-Bonner, David Clark, Craig Cordt, Leroy Delph, Jamie Dillard, Faith Du, Jim Gunn, Robert Guthrie, Jeffrey Hammonds, Olivia Hawbakker, Toni Hewson, Anthony Hopwood, Chris Hull, Terah Jackson, Dan Koira, Christian Kuner, Victor Lopez, Giovanni Lucero, Bob Masbaum, Jennifer Mentink, Marla Mitchell, John Morgan, Alice Nicks, Natalie Offitt, Carlos Olvera, Marcia Patterson, Mike Powell, Curtis Rhim, Nataly Rodas, Tommy Roper, Topacio Ruiz, Jimmy Saddler, Kenneth Sanders, Ebony Samsing, John Scott, Lisa Sellers, Amber Sells, Sandy Shafer, TaSheka Surney, Paula Tomlin, Russell Toon, Bryan Wertz, Sandra Wilburn, Shante Williams, Ted Williams, Terri Williams, Wanda Williams, Daryl Wismeier and Tony Zhu.

Thanks also to the following employees and their families who volunteered as balloon handlers during the 500 Festival Parade on May 24:

Steve Berube, Jackie Campbell, Jacquelyn Edwards, Robert Guthrie, Zarkes Hall, Nina Jefferson, Kimberly Kindred, Katie and Kristie Legar (Tom Legar's daughters), Bill Margason, Katrina Milliner, Alice Nicks, Carlos Olvera, Marcia Patterson, Robert Reese, John Scott, Jerry Sikes, Wynde Sims, Debbie Spain, TaSheka Surney and Theresa White.

Controllership, Treasury and Regulatory Employees Donate School Supplies to IPS #14

Many thanks to the employees of Citizens Controllership, Treasury, and Regulatory Departments who recently contributed over \$600 to purchase school supplies for students (grades K-6) at Washington Irving School #14 (also known as Indianapolis Public School, [IPS] #14).

The school supplies were delivered to Charise McGill of IPS #14 on August 4, and this year represents the third year donations have been made to IPS #14 by the aforementioned departments.

IPS #14 is also the school whereby Citizens employees participated in the school's ReadUp reading tutor program several years ago.

Thanks again to our employees who made donations to help the students of IPS #14, as well as those who contributed to the recent BackPack Attack program.



Diversity

- Strengthening a diverse business community economically contributes to the overall economic growth of our markets.

- Minimum participation goals
 - 15% for Minority – Owned Businesses
 - 8% for Woman – Owned Businesses
 - 3% for Veteran – Owned Businesses

Citizens Celebrates Diversity & Inclusion

Citizens Supply Chain Department Reaches Major Milestone



Employee representatives of Citizens are alongside the attendees of the 2015 National Association of Women Business Owners (NAWBO) in Longwood, Florida's Longwood.

- In 2015, Citizens exceeded these goals with \$128.6 million of spending with diverse suppliers:

Eligible Expenditures	\$364.2 million	% of Eligible Total	Supplier Diversity Goals
MBE Expenditures	\$63.4 million	17.5%	15%
WBE Expenditures	\$49.8 million	13.7%	8%
VBE Expenditures	\$15.4 million	4.2%	3%
Total MBE/WBE/VBE	\$128.6 million	35%	26%

Sustainability

What the Engineer Said: The purpose of this white paper is to start the discussion for an outline of potential elements of an overall sustainability initiative or charter for Citizens Energy Group (CEG), which consist of green infrastructure projects, the use of sustainability rating systems, sustainable metrics, and coordination across CEG business units and potentially with partners outside the utility as well. Due to its recent integration of energy, water, and wastewater business units, CEG currently has an unprecedented opportunity to implement sustainable projects and initiatives to reduce capital costs, improve the natural environment, increase energy efficiency, and provide aesthetic benefits and reduced costs to its customers, within its unique characteristics and consolidated utilities and significant operational and capital programs. CEG has the opportunity to become a recognized leader in sustainability throughout the country.

What the CEO Said: “...it’s really about the EBC’s....The **E**nvironment, the **B**usinesses, and the **C**ommunity. A strong utility supports strong EBC’s and strong EBC’s make a strong utility.”

Environment: “...our efforts to sustain our environment are being achieved through unprecedented infrastructure investments in each of our utility systems.”

Business: “As we make wise long-term investments in our utility systems, we are sustaining our business through disciplined cost control efforts; sound financial and strategic planning; adherence to documented quality processes; and development of new businesses to support community investment activities”.

Community: “...promote development of a more sustainable community” (e.g. Winter wise, education, Earth Day, environmental clean up, day of sharing, sustainable neighborhoods, youth programs, etc.).

Citizens Scores it's Vendors' Community Philanthropy

Commitment to Community Investment

To the extent that your company captures community investment information, please complete the table to reflect your firms commitment to community investment.

	Company Response
Percentage of pre-tax profits representing donations and contributions to qualifying charitable organizations (under section 501(c)(3) of the Internal Revenue Code) in the prior 12 months	<input type="text"/>
To the extent that employee volunteerism is formally tracked, enter the average number of volunteer hours per employee provided to qualifying charitable organizations (under section 501(c)(3) of the Internal Revenue Code) in the prior 12 months.	<input type="text"/>

Strategies for Long Term Success

- Incorporate **Sustainability** – ‘EBC’s – Environment, Business, Community
- **Voice of the Customer**
- **Customer Affordability**
- **Safe, Affordable, Reliable** utility services
- **Partnerships for Excellence in Research & Learning (PERL)** – Partnerships with Purdue, IUPUI, Rose-Hulman, etc.
- **Vendor Partnerships** – Cost Controls, Innovation, Community Involvement
- **Economic Benefits** – Jobs
- **Peer City Collaboration** – Share experiences with other cities – Two way learning opportunities
- **Effective management** of the CSO **Consent Decree** - Our single biggest capital investment

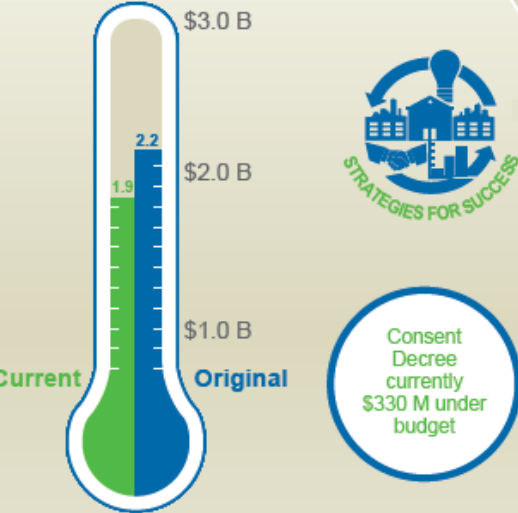


Geist Deep Water Storage

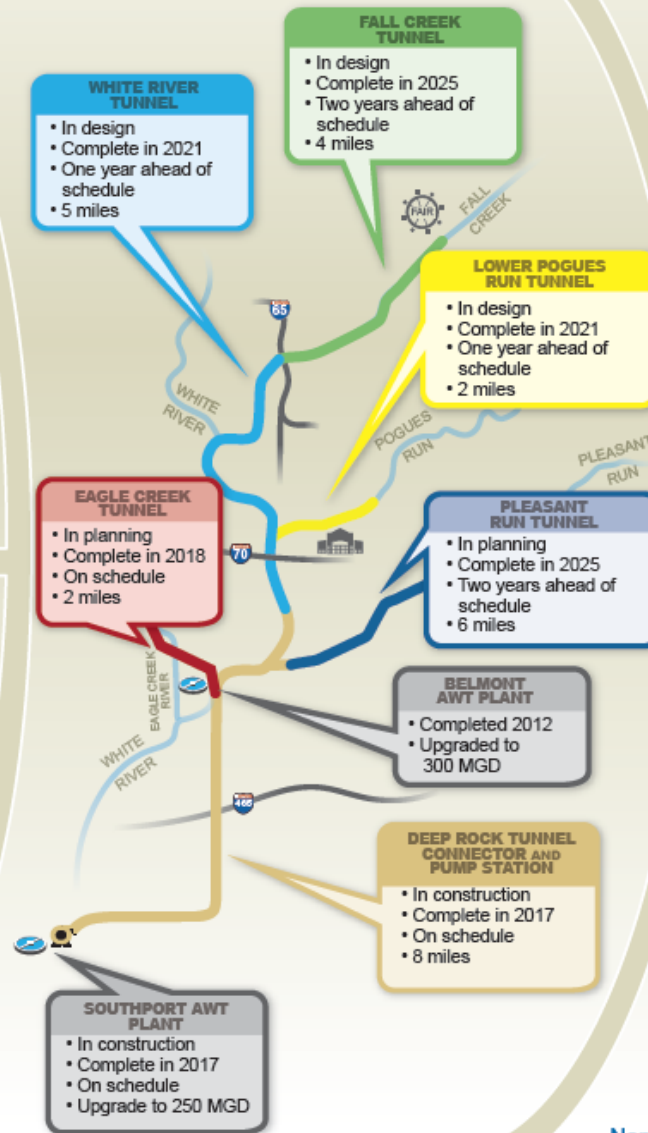
- **Location:** Olio Road & Geist Reservoir
- **Property:** 74 Acre / 8 Acre Potential Plant Site
- **Quarry Depth:** 230 Feet
- **Geist Reservoir:** 6.7 Billion Gallons
- **Quarry Water Storage:** 3.2 Billion Gallons
- **Supply:** 20-25 MGD (Summer Supply)
- **Projection:** 10-15 Years System Growth



Consent Decree Budget (2012 Dollars)

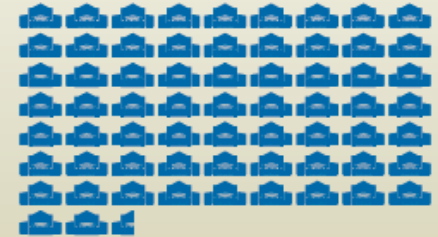


Primary Consent Decree Projects



CSO Volume Removed (2012–2025)

The total volume of CSO prevented from entering Indianapolis waterways would fill Lucas Oil Stadium more than **650** times.



10 Lucas Oil Stadiums (approximately 3250 million gallons)

From 2012–2025, Citizens will prevent 213.4 billion gallons (BG) of combined sewer overflows from entering Indianapolis waterways by implementing Consent Decree projects and by effectively operating and maintaining their treatment plants and wastewater system.

Combined Sewer Overflow Control Measures



Control Measures are associated with projects and specific design and performance criteria in the Consent Decree. Citizens is currently ahead of schedule on Control Measure completion.

Quick Links

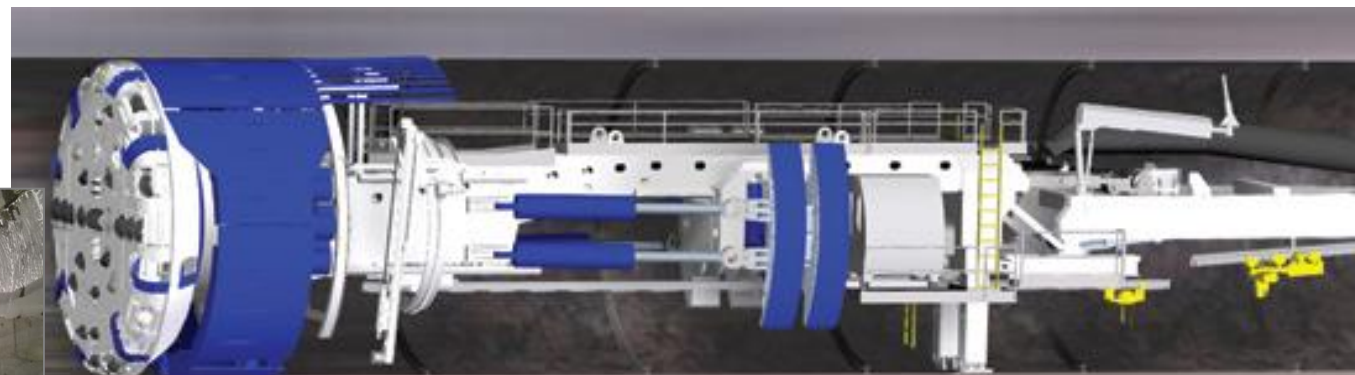
Follow these links to learn more about Consent Decree projects and programs.

- [Overview 1](#)
- [DigIndy Tunnel System 2](#)
- [Deep Rock Tunnel Connector Pump Station 7](#)
- [Eagle Creek CSO Abatement Project 9](#)
- [Advanced Wastewater Treatment Plants 10](#)
- [Consent Decree Schedule 13](#)
- [Timeline of Key Consent Decree Dates 14](#)
- [Annual CSO Remaining 15](#)
- [Economic Impacts 16](#)
- [Strategies for Success 17](#)
- [Non-Project Programs and Requirements 18](#)

DigIndy Tunnel System Construction Timeline

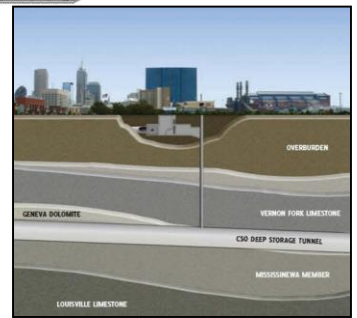
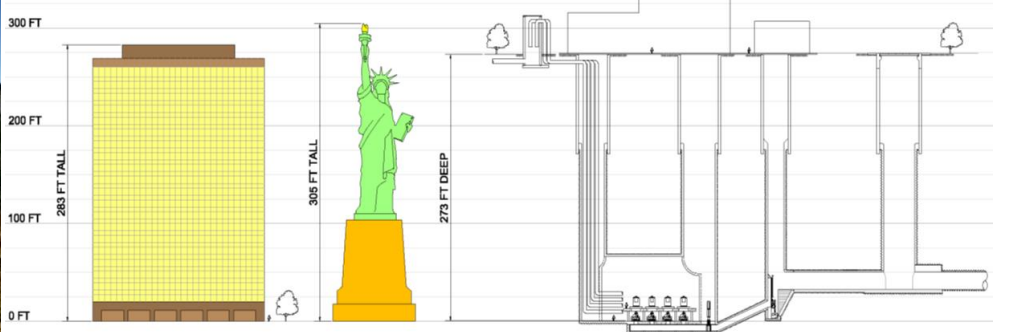
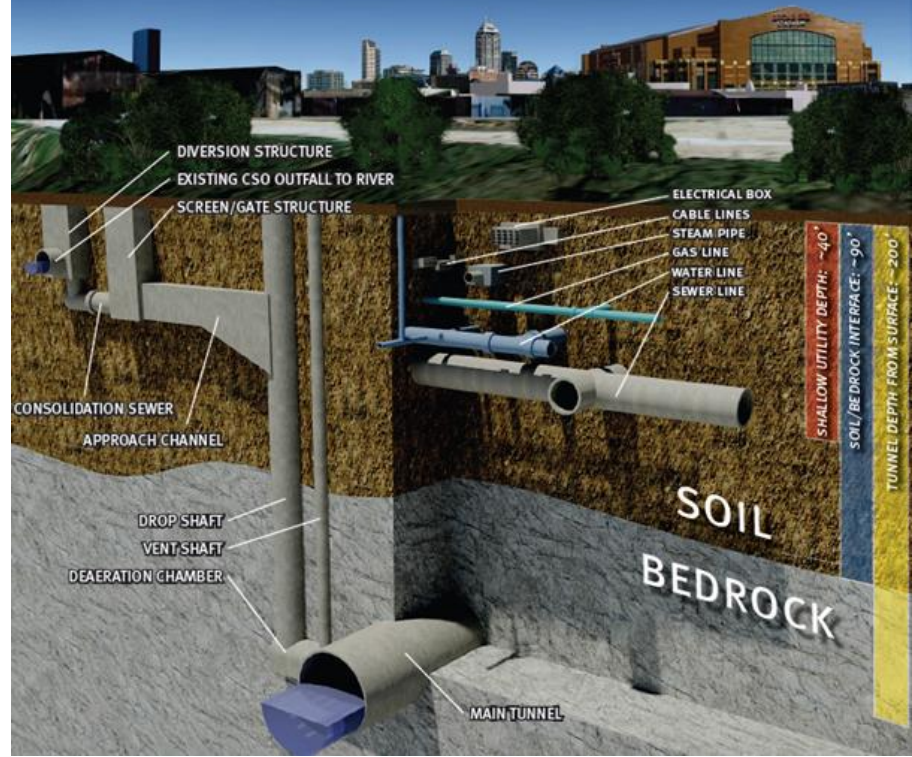


Deep Tunnel System Components



Robbins Main Beam Tunnel Boring Machine

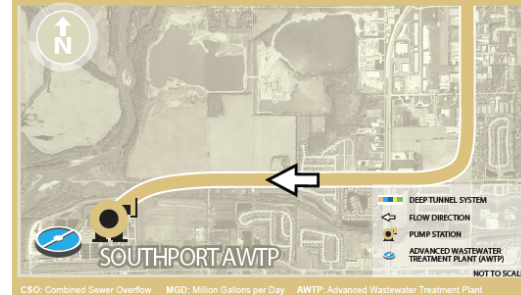
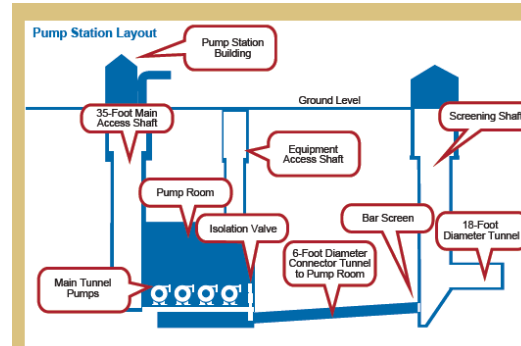
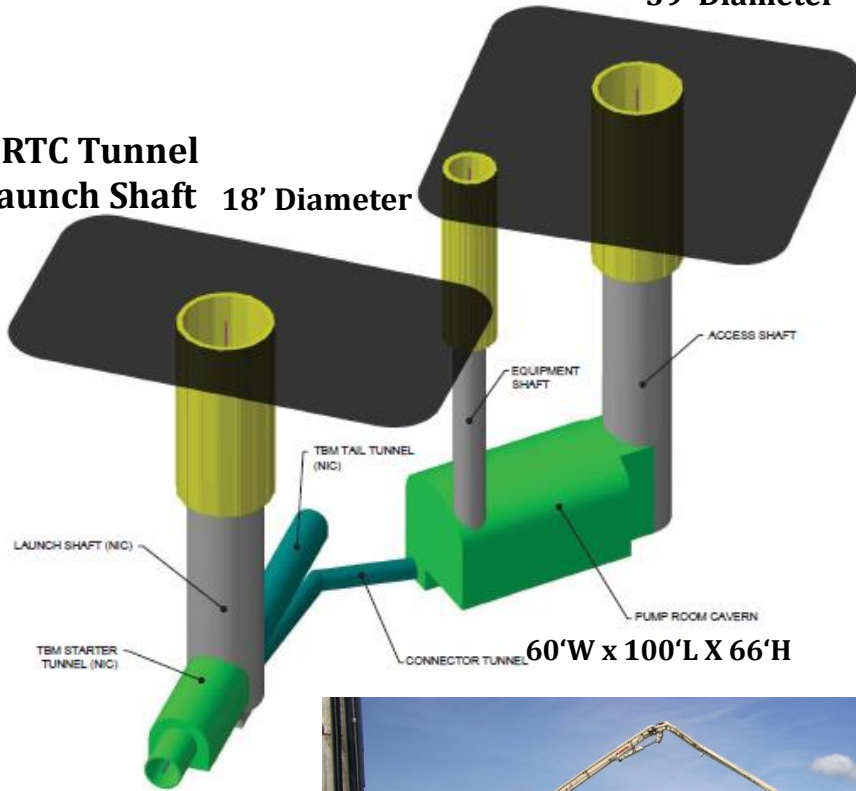
<http://www.youtube.com/watch?v=JOYqpZCoYEQ>



Deep Rock Tunnel Connector Pump Station Update

39' Diameter

DRTC Tunnel
Launch Shaft 18' Diameter



PROJECT DESCRIPTION

The Deep Rock Tunnel Connector captures and conveys combined sewer overflows to the pump station. The core function of the pump station is to empty the tunnel system and deliver the flow to the Southport Advanced Wastewater Treatment Plant.

PROJECT STATS

- Project in construction
- Pump room is approximately 270 feet below grade
- Located at Southport Advanced Wastewater Treatment Plant
- Four main tunnel pumps for dewatering are each rated at 30 MGD
- Pump station firm capacity (with one pump out of service) of 90 MGD
- Project to be completed by December 31, 2017



FACT SHEET

- Pumps are “dry pit vertical centrifugal”.
- 3 pumps need 4,500 kilowatt – hours
- Deepest floor is almost 280 feet below the ground surface
- Cavern excavation produced over 16,000 cubic yards of rock
- Pump Station houses four (4) 30MGD pumps
- Each pump is rated at 2,000 horsepower
- Flow enters the Pump Station through a 72-inch diameter tunnel extending from the Screen & Grit Shaft
- Pumps discharge into twin 42-inch diameter pipes
- Water is lifted over 300 feet before flowing into Southport AWT

Southport Advanced Wastewater Treatment Plant Update

- *New screening and grit removal @ Headworks*
- *Evaluate need for pump station upgrades*

- *Convert ANS tanks to reverse flow*
- *New mixed liquor channel to convey flow to ONS*
- *Increase ONS capacity and rehab clarifiers*

Projects: 1) Headworks 2) Secondary Expansion 3) Primary Clarifiers and 4) Wet Weather (UV) Disinfection

Contractor: Bowen Engineering Corporation

Bid Price: \$87,584,040.00

Notice To Proceed Issued: March 27, 2014

DRTC Pump Station

Headworks

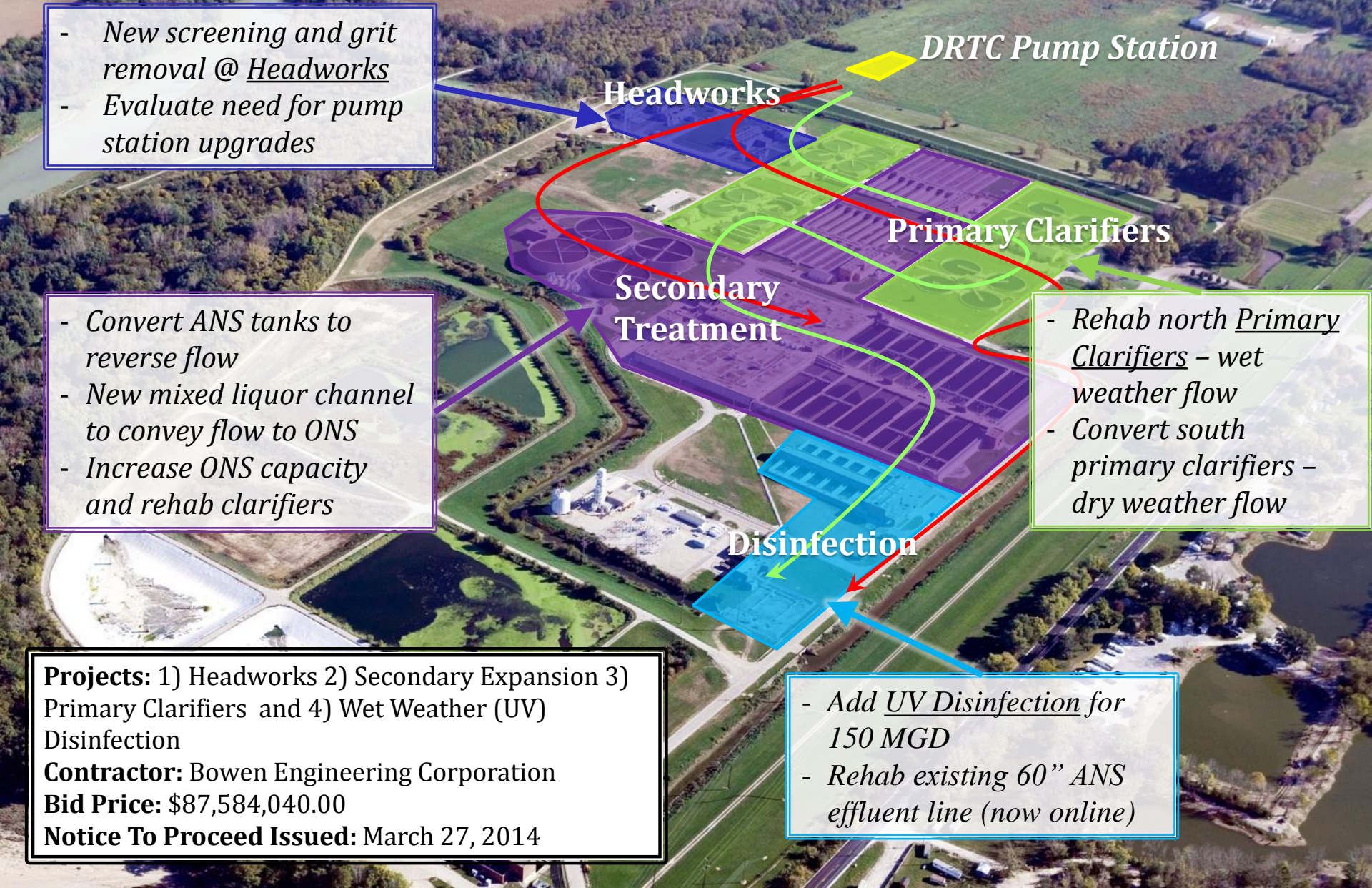
Primary Clarifiers

Secondary Treatment

Disinfection

- *Rehab north Primary Clarifiers – wet weather flow*
- *Convert south primary clarifiers – dry weather flow*

- *Add UV Disinfection for 150 MGD*
- *Rehab existing 60" ANS effluent line (now online)*





Questions?