

Citizens Prepares to Serve Expanded Convention Center

Citizens Thermal is preparing to serve the expanded Indiana Convention Center with district steam and chilled water.

Continuing to utilize Citizens Thermal's steam and chilled water allows the Convention Center to avoid capital costs and space allocation for energy facilities. It also allows the Convention Center to focus on its mission, rather than providing energy to the sprawling complex. District energy also provides environmental and efficiency advantages over individual facilities operating and maintaining energy facilities.

With the demolition of the RCA Dome, the construction of the expanded convention center is under way. Citizens Thermal is installing a new chilled water supply service to the expanded facility from the southwest corner side of the complex. The new 24-inch diameter feed will improve the reliability and capacity of the chilled water distribution system.

The expansion of the Indiana Convention Center, when completed in 2010, will feature 72 meeting rooms with a total of 118,000 square feet of meeting space and more than 566,000 square feet of exhibit space. The expanded Indiana Convention Center will be connected to Lucas Oil Stadium via a climate-controlled walkway.

The stadium and convention center expansion will give Indianapolis more than 745,000 square feet of space for trade shows and 131,000 square feet of meeting space, making it the 17th largest facility in the country.

The Indiana Convention Center & Lucas Oil Stadium are physically connected via skywalks to more hotel rooms (4,700) than any convention center in the U.S. Of those hotel rooms, more than 1,600 will come on line when a new JW Marriott Complex is completed in 2011. The complex, featuring a JW Marriott tower and three other Marriott properties, will boast 100,000 square feet of meeting and event space, including a 40,500 square foot grand ballroom - the largest hotel ballroom in the Midwest.

The combination of the new multi-purpose Lucas Oil Stadium and an expanded Indiana Convention Center means Indianapolis will be able to offer 3.4 million square feet of exhibit and meeting space. The combined new space will make the Indiana Convention Center the nation's 16th largest. It currently is 32nd.

The growth of the facilities is partly driven by location. Indianapolis is within one day's drive of more than half of the nation's population. Its airport is just 15 minutes from downtown. The Convention Center is located in the heart of Indianapolis' revitalized downtown, connected by skywalks to eight hotels, 3,200 rooms and Circle Centre shopping and entertainment complex with more than 100 stores, shops and restaurants.



▲ The south view of the Indiana Convention Center when complete.

▼ The long-awaited expansion of the Indiana Convention Center is under way.



Embassy Suites/Claypool Courts and Indiana Theatre Added to Chilled Water System

Citizens Thermal is in the process of adding Embassy Suites/Claypool Courts and the Indiana Theatre building to its ever expanding chilled water system.

The three new customers chose Citizens Thermal for their cooling needs to avoid having to maintain or replace their aging chiller systems, which have recently experienced operating problems. The new customers will require 1,000 tons of cooling capacity.

Embassy Suites/Claypool Courts is an 18-story hotel



and retail complex built in 1985. The building includes 360 suite rooms, an off-track betting facility and the Weber Grill Restaurant.

The Indiana Theatre building, constructed in 1927 to house a once-luxurious movie palace, is now home to the Indiana Repertory Theatre (IRT). In the same building is the stylish Indiana Roof Ballroom, which resembles an outdoor Spanish plaza, with a three-story domed ceiling painted to look like the sky.

Seasonal Start-up Assistance Available

Citizens Thermal has a number of chilled water customers that do not need or cannot use chilled water during the winter heating season. In this situation, they often shut-down and isolate their own system piping from the district system. This seasonal shut-down is appropriate and normal for customers that use this method of heating and cooling control.

Citizens will assist customers in this situation with the spring start-up of their system, if they so desire. The following are our recommended steps for bringing the chilled water cooling system back into service after the winter shut-down:

1. Drain the residual water from the building's cooling system.
2. Fill the system with clean city water and add a chemical-cleaning agent. Citizens can provide the chemical cleaning materials at no cost to the customer. If you prefer to use your own chemicals, please contact Citizens before cleaning to make sure the chemicals are compatible with our water treatment chemicals.
3. Circulate the cleaning solution through the building's cooling system. This will help flush contaminants from the system, and the cleaning agent will remove any bacteria, oils and greases, and reduce the risk of corrosion inside the piping.
4. Check and clean air handler(s) and pump strainers before draining.
5. Drain the cleaning solution from the system and refill with clean city water.
6. Flush all coils, drains, and system blow downs until the water flowing from the drain piping is clear.
7. Call the Citizens Thermal control room (317-236-6700) before opening the isolation valves to re-connect the building to the Citizens Thermal district cooling system.

Following this simple procedure will help insure that a cooling system operates efficiently and effectively for many years. The pre-season cleaning and preparation steps will help reduce problems from dirty cooling coils, bacteria contamination, plugged cooling lines, and poor space conditioning.

Citizens can also provide onsite assistance during the start-up process at no cost to the customer.

If you have any questions, or would like to take advantage of this service, please do not hesitate to call us at (317) 236-6700.

Dragons are Coming and So Should You to Chilled Water Luncheon

Topics: Investing in our Community
Chilled Water Business - Now and into the future

Special Guest Speaker: Michael I. Crowther, President & CEO, Indianapolis Zoo

Date: Wednesday, April 15, 2009

Place: Indianapolis Zoo, 1200 West Washington Street, Indianapolis, IN 46222
www.indianapoliszoo.com

Time: 11:15 am - 1:30 pm

Registration: 11:15 am - 11:30 am

Lunch: 11:30 am - 12:00 noon

Presentation: 12:00 noon - 12:30 pm

Special behind the scenes tours: 12:30 pm - 1:00 pm

RSVP online at www.citizensthermal.com/lunch by Friday, April 10th

If you have questions, contact Lacy Wooden at 927-4305 or lwooden@citizensenergygroup.com



Citizens Introduces Lean and Kaizen Continuous Improvement Concepts



Troy Robb (left) and Kim Brodie-Bonner participate in process to help improve the organization and control of Chilled Water parts inventory.

Since implementing our Customer Satisfaction Process in 1986, Citizens' employees have made great strides in identifying continuous improvement opportunities and capitalizing on the savings for the benefit of our customers.

The focus of the process remains on satisfying the customer while improving the way we operate. Our company is always searching for additional enhancement philosophies and tools that will help us fulfill our commitment to be a world-class organization. With this in mind, Lean (waste elimination) and Kaizen (continuous improvement) concepts have been introduced at Citizens to help us fulfill our vision to serve our customers and

communities with unparalleled excellence and integrity.

GEI Inc. consultant, J.J. Gufreda, who worked with Citizens when we initially developed our Customer Service Process, has been instrumental in the introduction of Lean and Kaizen within our company.

Two Citizens Thermal teams recently held a Kaizen Event, which is an intense five-day activity whereby the team identifies "muda" (a term that means waste) and works aggressively to eliminate or reduce it. Through the implementation of the team's efforts, the process and level of work are improved, customer satisfaction is increased and cost is lowered.

Citizens Chilled Water Operation was selected for one of two pilot projects, with a goal to reduce energy costs by improving scheduling, routing and equipment utilization; reducing costs in maintenance; and improving equipment reliability. The Steam Operations Team was the second cross-functional team that was formed and given the task of reducing the inventory costs of the Steam Operation while maintaining or improving reliability.

The Chilled Water team found a total of 20 solutions that could reduce energy costs by improving operational efficiency, including a procedure to reduce steam demand charges. The Steam team identified 19 action items, including enhancement of the parts acquisition process and the consolidation of two storage areas.

"Within just five days, the teams were able to accomplish a substantial improvement in how we manage our inventory of parts and improve equipment utilization and reliability. This helps us increase the efficiency of our operations," says Don Lukes, Midstream Assets Manager, Strategic Growth. He adds, "We now have a great opportunity to close our remaining action items and move what we've learned across the organization in the name of continuous improvement."

Citizens Sharing the Dream Event Revitalizes Brookside Park

Thanks to 200-plus employee volunteers who donated their time, energy and skills, Citizens successfully completed a make-over of the Brookside Park Family Center on January 14 and 16.

The make-over, which represented Citizens' first "A Day of Caring" opportunity, was conducted in recognition of the birthday and contributions of Dr. Martin Luther King Jr., and named the "Sharing the Dream" event. The make-over, which included 1,600 dedicated employee hours and \$50,000 worth of improvements, was not only intended to provide a more inviting environment for its users and staff members, but also emulate Dr. King's commitment to human rights and service to others.

Joining Citizens volunteers in cleaning, painting and laying carpet in the recreation center were representatives of the Indianapolis Department of Parks and Recreation and the Indy Parks Foundation.

"What Citizens Energy Group did is a prime example of how a corporate partnership with Indy Parks can work," said Cindy Porteous, executive director of the Indianapolis Parks Foundation. "The Parks Foundation is committed to helping socially responsible businesses and individuals find ways to be a part of our city's parks. For some, that is donating money. For others, it is volunteering hours. For Citizens, it was both.

In the initiative coined Sharing the Dream 2009 to commemorate Dr. Martin Luther King Day, Citizens Energy Group provided contractors and volunteers to refinish the gym and stage floors, update emergency exits, replace fire detection systems,

perform electrical, mechanical and plumbing work, remove old carpeting, and upgrade auditorium acoustic panels.

"At Citizens Energy Group, we know quality park facilities are a vital part of every great community. We believe this day of service is a great way to honor Dr. King's dream of building what he called the beloved community through a commitment to peace and reconciliation," said Carey Lykins, president & CEO of Citizens Energy Group.



Citizens employees refurbish the Brookside Park Family Center.

Marty's Ride

There was another great turnout for the Annual Marty Williams Memorial Ride held on October 11, 2008. The combined ride, bike show and dinner are conducted in loving memory of Marty J. Williams, a Citizens Thermal employee who was fatally burned in a steam manhole while at work on October 11, 2002. The annual event is a fundraiser for the families of burn victims at the Richard M. Fairbanks Burn Center at Wishard Memorial Hospital in Indianapolis.



Concord Neighborhood Center Thanks Citizens Employees for Support

Dear Bob Purdue:

Please express our thanks to all of those employees at Citizens Thermal Energy who participated in the donation of one large box and two huge bags of mittens, hats, underwear, socks and gloves. These were put to good use immediately. It was a very generous and thoughtful gift.

As you know, our Concord Center families struggle to meet their daily needs. This year is especially difficult with the increased cost of almost everything and, in some cases, job loss. We have seen a definite increase in the number of people coming to us for all kinds of assistance. Again, you have our sincere thanks. We are very grateful for the continuing interest and support of the Center.

*Sincerely,
Dana Orr
Lead Case Manager
Concord Center*



Employee Spotlight - Alton Atwater

What is your job title?

Turbine-Boiler Auxiliary Operator (TBAO).

What is your favorite part of the job?

Understanding the fundamentals of steam.

What did you do before coming to Thermal?

Employed at Indianapolis Coke for 19 years.

What are your hobbies outside of work?

Searching for antiques and collectibles. Working out at Bally Total Fitness.



Steam and Chilled Water Service Telephone Numbers

Dave Toombs,
Thermal General Manager,
317-693-8805 (office)
317-727-1342 (cell)

John Eddington,
Director, Facility Operations
317-236-6710 (office)
317-695-0688 (cell)

Bob Purdue, Plant Manager
(Steam Operations)
317-693-8701 (office)
317-695-0512 (cell)

Bob Asher,
Manager Customer Services
& Distribution
317-693-8704 (office)
317-517-0688 (cell)

Sharon Connell,
Customer Service & Billing
Representative
317-261-8794

Bob Taber, Foreman,
Customer Service & Metering
317-693-8883 (office)
317-695-7924 (cell)

**Toll Free Number - Customer
Service & Billing**
877-313-2467

Bob Anderson,
Manager Operations & Maintenance
317-693-8753 (office)
812-946-6373 (cell)

Todd Fuller, Facilities Manager
(Chilled Water Operations)
317-236-6702 (office)
317-695-2099 (cell)

Joe Ray,
Operations Supervisor
Chilled Water Operations
317-236-6703 (office)
317-431-2541 (cell)

Other telephone numbers: Marketing - Steam and Chilled Water

Bill Petty,
Manager Market Development
317-927-4742 (office)
317-431-3358 (cell)

**Steam and Chilled Water Service
Emergency Contacts**
*In the event of a steam or
chilled water emergency, Citizens
Thermal can be reached at the
following numbers:*

**Steam Plant Operations
Emergency 24-Hour Number**
(Steam Operations Control Room)
317-261-8804

Shift Supervisor's Office
317-261-8819

Ron Pinkins,
Operations Supervisor
317-693-8807 (office)
317-431-4414 (cell)

Lindsay Lindgren,
Vice President, Gas & Steam Operations
317-927-6001 (office)
317-696-6377 (cell)

**Chilled Water Plant Operations
Emergency 24-Hour Number**
(Chilled Water Control Room)
317-236-6700