2003 - 2004 State Innovations Grant Program
Project Narrative

A. Project Title: Indiana CLEAN Community Challenge
(Comprehensive Local Environmental Action Network)

B. Applicant Information:

Office of Pollution Prevention & Technical Assistance
Indiana Department of Environmental Management
402 West Washington Street, Rm. W041
Indianapolis, IN 46207

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C. Funding Requested: The Indiana Department of Environmental Management (IDEM) is requesting $125,000 from the U.S. Environmental Protection Agency to develop and implement a voluntary program designed to encourage positive environmental actions from municipalities. This program will be called the Indiana CLEAN Community Challenge.*

**IDEM has applied for funding from the 2004 Pollution Prevention Demonstration Grant Program to create environmental management system tools for municipalities. IDEM anticipates that the tools developed through the Demonstration Grant will be used by municipalities working to achieve Indiana CLEAN Community status as well as by any municipality searching for ideas to cut costs and reduce negative environmental impacts. IDEM has established a clear distinction between work time that will be coded to the Demonstration Grant versus the Innovations Grant. For details, see Appendix* A.

D. Project Period:
The project period is effective immediately upon receiving the U.S. EPA Date of Approval (approximately November 2004) through three years after that date (approximately October 2007); however, developmental aspects of the Indiana CLEAN Community Challenge program began in January 2004.

E. Project Workplan:
Current Situation and Need
The Indiana Department of Environmental Management's Office of Pollution Prevention & Technical Assistance (OPPTA) offers compliance and technical assistance to various business and industrial sectors. OPPTA has found this assistance has led to improved compliance rates from entire sectors and promotes greater communication concerning compliance issues and improved rule making within IDEM.

Currently, a compliance and technical assistance program specific to municipalities is not available. The development proposal for the Indiana CLEAN Community Challenge will fill this void. IDEM believes the Indiana CLEAN Community Challenge will increase communication between state and local governments, provide incentives and rewards for effective implementation of pollution prevention techniques, and increase partnerships between local government, business, and citizen organizations all while improving the quality of the environment. In addition, municipalities are facing several "hot topics" over the next several years. These hot topics include non-attainment status for ozone and $PM_{2.5}$, new stormwater requirements, mercury in wastewater, and open burning. An assistance and recognition program such as the Indiana CLEAN Community Challenge will provide the needed regulatory and compliance assistance, establish one point of contact at IDEM, and encourage implementation of creative ways to address hot topic issues at a local level.

Objectives, Benefits, Timeline, and Deliverables

The **goals** of the Indiana CLEAN Community Challenge include:

1. Creating a voluntary recognition program for the local government sector;
2. Providing increased state consideration for local concerns through improved communication, planned compliance, and technical assistance efforts;
3. Fostering local government pollution prevention success stories in Indiana;
4. Promoting high quality environmental project implementation at the local level;
5. Offering valuable rewards in proportion to projects implemented;
6. Improving overall environmental performance and quality of life for Hoosier citizens;
7. Tracking environmental performance associated with EMS implementation;
8. Cleaner water, improved waste management, reduced toxics; and
9. Encouraging municipalities to develop cross-media EMS plans.

In order to accomplish these objectives, IDEM's Office of Pollution Prevention and Technical Assistance (OPPTA) has devised a multi-agency program to reward municipalities for their voluntary environmental and public outreach achievements. The Indiana CLEAN Community Challenge encourages municipalities and units of local government to take steps to plan, develop, and implement an environmental management system (EMS) that includes input and support from the community and local business. Due to the community and business outreach requirements of the Indiana CLEAN Community Challenge, the implemented EMS is referred to as a Quality of Life Plan.

There are many **benefits** the Indiana CLEAN Community Challenge will provide to municipalities. IDEM recognizes that the agency's priorities may not reflect the priorities of a small town. The Indiana CLEAN Community Challenge allows each municipality to identify local environmental concerns, determine the most feasible solution, and implement a project with local citizen and business input. Participating municipalities who successfully implement projects that address local environmental issues could receive several financial and service rewards from various state agencies. In addition, increased compliance and technical assistance efforts from IDEM may improve compliance rates for municipalities as an entire sector. Moreover, improved education about upcoming environmental regulations affecting municipalities may lead to early compliance and less frequent violations.

Public benefits include a more informed community with regard to environmental and health issues, more energy efficient and cost-effective local government, and an overall improvement in environmental quality and health for citizens. Because municipalities will be allowed to choose their environmental goals, Indiana should see positive results in a variety of local environmental, health, and economic issues.

There are many activities that will be accomplished while implementing the Indiana CLEAN Community Challenge. The CLEAN Project Manager and the Innovations Grant Manager are imperative to the implementation of this program, yet multiple partnerships are an extremely important element to successful design and implementation of the Indiana CLEAN Community Challenge. Input from various sources including mayors, multiple state agencies, associations, PEER Center, and other states with similar projects are all needed to address a wide variety of environmental issues affecting local communities. Additional activities for successful implementation of the Indiana CLEAN Community Challenge include project design, organizing three pilot communities, establishing benefits for participants, advertising the program, verifying program applications, and recognizing successful Indiana CLEAN Community Challenge participants.

The Indiana CLEAN Community Challenge target dates and milestones are as follows:

Winter/Spring 2004	Form partnerships; develop initial program details
Summer 2004	Finalize participant benefits and application requirements; hire CLEAN project manager
Fall 2004	Promote program; solicit pilot community applications
Winter 2005	Designate and recognize 3 pilot communities; begin to create a quality of life plan for each pilot; provide an on-site assessment of each pilot; receive non-pilot community applications; submit quarterly report to EPA
Spring 2005 – Fall 2007	Designate and recognize first round of Indiana CLEAN Communities; finalize 3 pilot quality of life plans; determine measurable outcomes to EPA; adjust QAPP to reflect measurable outcomes; begin to determine baseline; submit quarterly and annual reports to EPA

A detailed project **timetable** for the proposed activities of the Indiana CLEAN Community Challenge program are listed in the following table:

January 2004 – July 2004	Initially develop CLEAN program (meet with mayors to gauge interest, develop implementation plan, determine timeframes); promote multi-agency involvement (meet with other agencies to determine their involvement, present information to various agency senior level staff, chair multi-agency board meetings for grant program approval allowing additional benefits to CLEAN participants); research recognition programs from other entities for additional ideas; hire employee to manage the program; determine resources and materials needed for outreach; develop a verification program; train staff on EMS programs; work with Governor's Office to determine level of interest; establish benefits to participating; research and develop list of project ideas in various categories that municipalities could implement; develop application to program; develop new IDEM Commissioner's Grant for CLEAN; develop a program logo
August 2004 - September 2004	Finalize program benefits and verification requirements; develop website; receive pilot CLEAN Community applications; press release or event announcing CLEAN program; print brochures and distribute to mayors and other interested parties
October 2004	Continue promoting the program and research ideas municipalities could implement (success stories from other municipalities across the nation); provide on-site assistance to communities interested in applying; provide compliance assistance to Indiana municipalities; develop CLEAN review committee; review CLEAN pilot applications
November 2004 - January 2005	Receive Innovation Grant; bid for contracts to provide technical assistance with EMS audits (depending on award amount); complete any necessary training for staff promoting the program; finalize partnerships and responsibilities; continue promoting the program; begin receiving, reviewing, and providing comments on pre-applications; review final applications including site visits and compliance checks; work with review committee to determine successful applicants; follow up on any application questions from the committee; designate and assist 3 pilot communities in creating a quality of life plan (identify aspects, impacts, objectives, and targets)
February 2005	Continue assisting 3 pilots and other interested participants
March 2005 - August 2005	Award first round of Indiana CLEAN Communities (press release or event; plaques, street signs); respond to requests for assistance; provide on-site assistance to municipalities, offer EMS training programs to municipalities; accept applications for municipalities joining the program; develop format for municipalities to use when submitting annual reports; continue assisting pilot communities and monitoring environmental progress of participants
September 2005 – January 2006	Review and announce municipalities meeting the Challenge; continue assisting municipalities and promoting the program; speak at quarterly mayor meetings and municipality conferences to promote the program; modify the program as necessary if problems are encountered; quantify success stories through monetary and environmental benefits; review annual reports submitted by participating municipalities and monitor environmental progress
February 2006	Continue program as described above; begin development of final report; begin considering future of program
October 2007	Complete and submit Final Report to EPA; determine future of program including funding and office responsible for management; modify program as necessary

There will be benefits from implementation of the CLEAN Community Challenge program, as discussed above, in terms of building the capacity of the pilot communities to identify and address priority environmental issues and in terms of refining the program for its roll-out to other communities in the State. In addition to these community and program benefits, it is anticipated that specific environmental benefits and results will be achieved through the implementation of the activities in this work plan. These benefits will be realized and measured through the following process:

IDEM will identify and work with three pilot communities. Each of the three pilot communities will develop a quality of life plan tailored to their specific needs and environmental conditions. Communities will use an EMS methodology to develop the quality of life plans.

Specifically, the communities will:

Step 1	Establish a CLEAN team and designate a contact person; obtain top management involvement
Step 2	Create a quality of life plan: adopt a mission statement; inventory environmental aspects; identify highest priority environmental aspects
Step 3	Develop plans, objectives, and targets to address the high priority environmental aspects; develop QAPP
Step 4	Implement the plans and make progress toward objectives and targets to produce on-the-ground results in terms of protecting and/or restoring the environment and enhancing sustainability
Step 5	Establish operational control procedures; ensure employee awareness and competence; establish citizen advisory/public stakeholder group; implement emergency and corrective action plans
Step 6	Complete projects to attain objectives and targets
Step 7	Demonstrate mechanisms to identify, respond, and inform the community of concerns regarding its environmental performance; provide public with progress of the quality of life plan; measure public response to projects implemented
Step 8	Challenge local business and industry to support the efforts of a cleaner, healthier place to live
Step 9	Measure the environmental results of the work completed, which will be useful to gauge the effectiveness of the quality of life plans and more generally the CLEAN Communities approach for addressing environmental issues
Step 10	Review progress of quality of life plan; make needed improvements
Step 11	Submit CLEAN application to IDEM; schedule verification site-visit
Step 12	Obtain CLEAN designation and eligibility for financial benefits

Because the Indiana CLEAN Community Challenge is applicable to differing sizes of municipalities with varying resources and levels of commitment, we can not accurately dictate the amount of time it will take participants to implement each step, therefore each milestone is stated in steps instead of dates.

IDEM will work with the communities to define systems and procedures for measuring the environmental results of the work they do under the CLEAN program. Appropriate quality assurance and quality control provisions will be built into the measurement systems to ensure that the information produced is accurate, relevant, and reliable. The measurement systems will be documented in the QAPP for the Indiana CLEAN Communities Program.

The measurement systems that will be appropriate for determining the environmental results of the actions undertaken by communities under CLEAN cannot be defined until the pilot communities have gone through the steps of identifying their priority environmental aspects. Following are several examples of the types of measures and indicators a community *could* use, depending on what is identified as priority aspects. More environmental media objectives are available in Appendix D.

Aspect	Plan/Objective	Indicator
The community is using significant amounts of electrical power for city buildings and city operations, and needs to increase its energy efficiency	Change out lighting systems in buildings, convert stop lights to LED, conduct energy audit of wastewater treatment plant	Kilowatt hours of power utilized by the City before vs. after implementation of the plan; Reduced air emissions associated with the reduced consumption of power from the burning of fossil fuels
The community is contributing to localized air quality concerns through diesel emissions from school buses, garbage trucks, and snow plows	Retrofit vehicles with more than 5 years of remaining life with diesel oxidation catalysts	Air emission reductions achieved through retrofits; use EPA's retrofit calculator to quantify reductions
The community is using excessive quantities of water for watering grass and flowering plants (annuals) at City-owned properties	Convert areas to native plants, which require less watering, where feasible and appropriate	Reductions in water used for irrigation; measure with water meters

The City needs to better manage storm water to reduce the flows going into receiving waters to the extent feasible, and to reduce the release of sediment and other pollutants to surface waters	Require rain gardens and improved management of storm water flows at new developments; require vegetated swales for drainage from surface parking; retrofit public spaces with rain gardens to allow for infiltration of rainwater where feasible and appropriate	Measure flow reductions achieved through installation of natural drainage systems and best management practices; calculate flow reductions using drainage areas affected and standard run-off coefficients
City is spraying for pests on school property each month whether pests are sited or not	Decrease the amount of pesticide use on school/public property	Measure the amount and type of pesticide used before vs. after plan implementation
Residents are openly burning their trash	Decrease or eliminate illegal open burning of trash	Measure number of city and county ordinances enacted, amount of citizen complaints before v. after ordinance
City is not able to efficiently collect leaves because curb-side leaf truck consistently needs repair	Establish municipality resource sharing of large equipment	Measure amount of funds spent on large equipment, amount of leaves collected, and productivity per municipality before large equipment sharing vs. after equipment sharing

It should be noted these are *examples* only; the actual measures and indicators to be used will be determined after the pilot communities' priority environmental aspects have been identified.

IDEM will provide EPA with various **deliverables** including:

- Quarterly reports;
- Final case study report;
- Copies of outreach materials created through this grant; and
- Copies of the pilot communities' quality of life plans (EMS's).

IDEM will present quarterly reports to EPA containing municipal annual report information previously submitted to IDEM. Depending on the timeframe of the project, IDEM's quarterly reports may include:

- Effectiveness of current quality of life plans and needed adjustments;
- Municipality compliance rates based on enforcement actions;
- Benefits offered by state agencies for CLEAN participation;
- Partnerships formed between various state agencies as a result of CLEAN;
- Permitting improvements resulting from CLEAN, such as fewer municipal permit application mistakes;
- Number of municipalities participating in CLEAN and/or the number of municipalities expressing interest;
- Partnerships formed at the local level between citizen groups and local government as a result of CLEAN;
- Public response to projects implemented within the community for CLEAN (measurable outcomes will depend on each particular project, such as the amount of public participation in a new recycling or carpooling program); and
- Measurable outcome results over time showing environmental improvement at pilot communities participating in CLEAN (see discussion above regarding measurement of results).

This information will be compared to baseline figures gathered by the Indiana CLEAN Community Challenge project manager. The outcomes and deliverables of the Indiana CLEAN Community Challenge will be based on the measurable objectives and will be identified in quarterly reports and a final case study report to EPA. In addition, the final report will contain a compilation of measurable objectives, successes and lessons learned, and costs to implement the project. See Section I for additional information.

Indication of Compliance with Requirements

All proposed financial and resource needs are justifiable as the Indiana CLEAN Community Challenge will assist communities with compliance and requirement issues concerning the National Pollutant Discharge Elimination System

(NPDES) permitting, storm water, ozone, particulate matter standards, hazardous waste, recycling, and many other program-specific regulations.

Reflect Environmental Outcomes

The Indiana CLEAN Community Challenge outcomes will be linked to program funding over the course of the three-year Innovations Grant. IDEM anticipates the first year will be comprised of initial program development with some participating communities reporting environmental results. IDEM will guide communities and assist in identifying the aspects and impacts associated with the municipality's operations; will assist in the development of objectives and targets to address the identified impacts; and will monitor the changes that occurred as a result of implementing an EMS and participating in the Indiana CLEAN Community Challenge. By the second year, additional results will be available as pilot municipalities will have had time to implement an EMS and participate in the Indiana CLEAN Community Challenge program. By the third year, IDEM will be able to predict the success of the program and will be able to make needed program improvements. A three-year final project report should accurately reflect the lessons learned and costs to implement a similar program. Also included in the three-year final report will be a summary of the Indiana CLEAN Community Challenge measurable outcomes at pilot facilities, which are contained in the following table:

Short Term	Intermediate	Long Term	Outcome	Tracking Mechanism
	X		Successful implementation of creative benefits offered by state agencies for EMS implementation (including financial, permitting, compliance assistance, etc.)	Project Manager (IDEM-OPPTA)
X			New partnerships between various state agencies to design an EMS recognition program	Project Manager (IDEM-OPPTA)
		X	Improved municipality compliance rates based on enforcement actions (IDEM will use METS to determine a baseline of most common compliance issues)	METS Database (IDEM-OE)
		X	Improvements in permitting at IDEM such as fewer mistakes in permit applications from municipalities	Average time to approve permit (IDEM-OAQ,OWQ)
	X		Increase the number of municipalities participating in CLEAN and therefore the number of EMS programs implemented at municipalities	Project Manager (IDEM-OPPTA) Number of "hits" on the CLEAN website (IDEM-OPPTA)
X			Improved partnerships between state and local government and industry and citizens	Municipality Annual Reports (required for CLEAN participation); CTAP database

The potential benefits for a community participating in the Indiana CLEAN Community Challenge are numerous and include financial incentives from IDEM, Indiana Department of Commerce, Indiana Development Finance Authority, Indiana Department of Transportation, and Indiana Department of Natural Resources. Along with the benefits attributed by these agencies, the Public Entity Environmental Management System Resource Center (PEER), located within the state at the Clean Manufacturing Technology and Safe Materials Institute (CMTI), has agreed to support the

Indiana CLEAN Community Challenge program by offering technical expertise and workgroup representation. IDEM is providing technical assistance with the dedication of a full-time employee to manage the Indiana CLEAN Community Challenge program, acting as a liaison between local and state government environmental operations. Depending on funding, IDEM will award a contract to provide additional technical assistance with EMS audits. These audits would act as the Indiana CLEAN Community Challenge verification program to ensure municipalities are implementing the projects outlined in their environmental management system. The grant funding requested by IDEM is representative of the time and resources committed to the implementation and management of the Indiana CLEAN Community Challenge program.

As specified in the target dates and milestones table, the Indiana CLEAN Community Challenge will designate three pilot CLEAN Communities in the fall of 2004 and will continue to promote and modify the program, if needed, until the completion of the Innovations Grant funding in October 2007. It is estimated that the Indiana CLEAN Community Challenge program will improve environmental compliance and increase state and local government communication through data gathered in annual reports within one year of the program's release; however, several potential barriers exist, which may each divert local efforts from the CLEAN Challenge to elsewhere. Such barriers include changes in the goals of state or local government administrations, change in the municipal contact person, overall cooperation and dedication from IDEM's various state agency partners, state and local economy fluctuations, and natural or unforeseen disasters. Costs to IDEM are likely to be seen in the amount of time spent making phone calls, creating workgroups, and providing technical assistance, while municipality costs may include staff time and monetary resources.

Transferability

Assuming the Indiana CLEAN Community Challenge is a success, many components of the program will easily transfer to other programs within the state of Indiana, and will also greatly benefit units of local government throughout the United States.

IDEM may influence other agencies to develop multi-agency benefits in order to increase participation rates and reward incentives like the benefit opportunities in the Indiana CLEAN Community Challenge program. IDEM's final case study report will include information on how the program was implemented so other states can learn from our experience. The success stories reported to IDEM will be shared to provide information to municipalities nationwide, regardless of whether a similar program is in place. Outreach materials created under this grant will be usable by municipalities in any state. IDEM will share copies of quarterly reports, the final case study report, quality of life plans and all outreach materials created with agencies interested in starting a similar program.

Public Involvement

Indiana's CLEAN Community Challenge places public involvement as a requirement before a municipality is eligible for CLEAN status. Each municipality must implement a minimum of three citizen involvement activities, two community outreach activities, and a minimum of two business outreach activities. Suggested community and business outreach activities are listed in Appendix D. In accordance to these activities, a municipality should demonstrate mechanisms for identifying and responding to local concerns and informing citizens of important issues related to the community's environmental performance. Each municipality will determine the mechanisms to best inform the community, such as open houses, community meetings, and informational mailings, and must establish a basis for measuring the success of their public involvement process.

OPPTA will work closely with the IDEM Media and Communications Office to provide press for the Indiana CLEAN Community Challenge as often as possible. Municipalities participating in the Indiana CLEAN Community Challenge will have the opportunity to meet annually with the IDEM Commissioner to discuss various environmental issues including any comments or suggestions regarding CLEAN. In addition, IDEM will work with businesses through the Partners for Pollution Prevention to receive feedback on the development of the Indiana CLEAN Community Challenge so the business community has an increased opportunity to participate in CLEAN. Various partners from state agencies, universities, and associations will also be involved in CLEAN and will provide regular feedback on the CLEAN program and what changes they wish to see.

F. Qualifications:

Stacey Martindale – Ms. Martindale is an Environmental Manager II in IDEM's Office of Pollution Prevention & Technical Assistance. She is the project manager for the Indiana CLEAN Community Challenge and has participated in several environmental management training courses, including successful completion of the RAB ISO 14001 Lead Auditor Training Course. In addition, she has been instrumental in the development of the Indiana CLEAN Community Challenge program and is familiar with its goals and objectives. She will also be managing the 2004 Pollution Prevention Demonstration Grant IDEM is expecting to receive from EPA later this year. Due to the extensive amount of work anticipated in the project, Stacey will spend approximately 80% of her time implementing the Indiana CLEAN Community Challenge (see table below for more detailed information).

Karen Teliha – Ms. Teliha is the Pollution Prevention Branch Chief for IDEM's Office of Pollution Prevention & Technical Assistance (OPPTA). As Stacey's manager, she will be assisting in the management of this grant as well as the Pollution Prevention Demonstration Grant. Karen has also been involved in the development of the Indiana CLEAN Community Challenge program and is familiar with its goals and objectives. Karen has worked for IDEM for seven years in OPPTA under the Small Business Assistance Program and in the P2 Program. Karen has experience managing environmental recognition programs, leading workgroups for grants and other projects, managing grants, and assisting regulated entities with compliance issues. Karen has also received environmental management system training. Refer to the table below for more detailed information.

Salary and Fringe Benefits:

Fringe benefits are calculated using the formula: (Annual Salary x 17.91% + $8945) x FTE

Position	Office	Annual Salary	Hourly Rate	Project Hours over 3 Years	FTE for 3 Years	Total Salary	Total Fringe Benefits
Env. Mgr.	P2	$36,790	$18.87	4680	0.80	$88,312	$15,534
Branch Chief	P2	$46,079	$23.63	156	0.03	$3686	$516
Media	MACS	$45,474	$23.32	450	0.08	$10,494	$1,367
Total						**$102,492***	**$17,417**

*See Appendix C for explanation on why this differs from the pre-proposal

G. Total Project Cost:

The total anticipated project cost is $198,820. The Indiana Department of Environmental Management is requesting $125,000 from EPA's State Innovation Grant Program and will provide $73,820 in matching funds via an in-kind match.

H. Detailed Itemized Budget:

Fringe benefits are calculated using the formula: (Annual Salary x 17.91% + $8945) x FTE

Budget Categories and Funding Allocations

Object Categories	EPA	IDEM
Personnel	$ 47,467	$55,025
Fringe Benefits	$ 6,680	$10,737
Contractual Cost	$ 50,000	$ 0
Travel	$ 5,411	$ 0
Equipment	$ 0	$ 0
Supplies	$ 15,442	$ 8,058
Other	$ 0	$0
Total Direct Costs	$ 125,000	$ 73,820
Total Indirect Costs	$ 0	$ 0
Total Cost	**$125,000**	**$73,820**

*See Appendix C for explanation on why this differs from the pre-proposal

1. TRAVEL

IDEM staff may travel for training or document development purposes such as site visits or promotion of EMS documents and wizards at workshops and conferences. May include in and out of state travel.

In-State Travel

Per Diem:	15 days x $26 =	$390
Lodging:	7 nights x $83=	$581
Mileage:	7 trips x 150 miles x $0.28=	$294
	Total	**$1,265**

Out of State Travel

Per Diem:	6 days x $26 =	$156	
Lodging:	5 nights x $150=	$750	
Transportation:	3 flights x $400 =	$1,200	
	3 taxi x $30 =	$90	
	6 days parking x $25=	$150	
Registration:	3 conferences x $600 =	$1,800	
	Total	**$4,146**	**Total: $5,411**

2. SUPPLIES

Application Package:	$0.50 per material x approx. 7 materials x 1,000 copies each =	$3,500
	Total	**$3,500**

(Including CLEAN application, annual report forms, application assistance materials, Indiana's CLEAN Community Grant Program Application)

CLEAN implementation assistance and advertising materials:	$0.75 per material x approx. 12 materials x 1,000 copies each =	$9,000
	Total	**$9,000**

(Brochures, posters, copying EMS manuals)

Presentation/Booth materials		$10,000
	Total	**$10,000**

(Tabletop display and materials)

Office Supplies:		$1,000	
	Total	**$1,000**	**Total: $23,500**

(Binders, plaques, folders, CD-ROMs, paper, tabs)

3. CONTRACTUAL

A contractual agreement will be used to develop a CLEAN Verification Program and assist with site visits for municipal EMS/CLEAN implementation and CLEAN application verification. The contractor will provide phone assistance and serve on the CLEAN review committee. The contractor will also provide assistance with an overall CLEAN program evaluation and will serve as a point of contact for IDEM when reviewing applications to the Indiana CLEAN Community Grant Program.

Contractual:		$50,000
	Total	**$50,000**

4. OTHER

Other fees include booth and registration fees at conferences to advertise the Indiana CLEAN Community Challenge program.

Conference fees:		$5,000	
	Total	**$5,000**	**Total: $5,000**

I. Reporting Requirements:

IDEM will provide quarterly reports to the U.S. EPA and will submit a detailed follow-up case study report at the conclusion of the grant period. Quarterly reports will contain items such as the number of communities participating in the program, reduction achievements, environmental improvements, and numerous other items that participating communities must report to IDEM.

The final case study report will contain a summary of the project, primary measures, cost analysis of local governments before and after an EMS, adjustments made throughout the Indiana CLEAN Community Challenge program, success stories, and general lessons learned.

Appendix A

Innovations Grant versus Demonstration Grant

	Funding Source	
Examples of Tasks	Innovations Grant	P2 Demonstration Grant
Identification of aspects and impacts and objectives and targets through survey, research and site visits to municipalities		**X**
Work group meetings to review and comment on the Wizard and EMS guidance materials		**X**
Research and develop guidance materials		**X**
Development and Distribution of Wizard and EMS guidance materials, placed on IDEM's website		**X**
CLEAN program planning	**X**	
Development of CLEAN application, grant materials, and website	**X**	
Municipality assistance including on-site, phone, and workshop assistance on topics such as CLEAN requirements, EMS implementation questions, pre-application site visits, compliance assistance site visits	**X**	
Municipality site visits to verify CLEAN application	**X**	
CLEAN Application Review Committee	**X**	

Appendix B

Logic Model

Activities

- Create a new recognition program for local government sector
- Advertising
- Create valuable rewards - determine creative and successful incentives and rewards for EMS implementation
- Establish a liaison between municipalities and state
- Establish 'verification' program with site visits
- Train IDEM Staff in EMS
- Create outreach resources (site visits, workshops etc.)
- Coordination between multiple state agencies
- Establish new Commissioner's Special Grant Fund
- Award
- Award applicants

Outputs

- P2 technical assistance
- Environmental compliance assistance
- Site visits, phone calls, conferences, workshops
- Background materials → new grant, application, program requirements
- Verification program
- Recognition program
- CLEAN website
- Resource materials, contacts Municipality footprint analyses

Short-term Outcomes

- Increased partnerships between business and municipalities
- New partnerships between state agencies working to design CLEAN.

Intermediate Outcomes

- Increased EMS implementation by offering incentives and rewards

Long-term Outcomes

- Improved municipality compliance rates
- Improved permitting through better permit applications from municipalities thus less clock-stopping during the permitting process.

Customers

- IDEM
- Other states
- EPA
- Municipalities

Appendix C

Pre-proposal Budget versus Final Proposal Budget (Donated Funds)

Indiana's final Proposed State Leverage Fund figure differs from the pre-proposal figure due to ten (10) months of work completed toward this project prior to award of the Innovations Grant, but after submittal of the pre-proposal. Indiana is unable to count these hours as an in-kind match.

The following hours have already been donated or are expected to be donated by IDEM and other state agencies toward this project from January 2004 to November 2004. State agencies donating time toward this project include the Department of Commerce, Department of Transportation, Department of Natural Resources, Development Finance Authority, Department of Agriculture, and Department of Environmental Management.

Donated IDEM Personnel Time (January 1, 2004 – October 31, 2004)
Donated IDEM personnel time includes time spent reviewing CLEAN program drafts, providing comments, meetings to discuss and finalize benefits, reviewing the Memorandum of Understanding, attending and planning press events, program promotion and conferences, website development, outreach material development, meetings with mayors, and corresponding to e-mail and phone calls.

Fringe benefits are calculated using the formula: (Annual Salary x 17.91% + $8945) x FTE

IDEM Position	Office	Annual Salary	Hourly Rate	Project Hours over 10 Months	FTE for 10 Months	Total Salary	Total Fringe Benefits
Assistant Commissioner	P2	$57,779	$29.63	300	0.20	$8,889	$3,859
Branch Chief	P2	$46,079	$23.63	600	0.40	$17,178	$6,879
Planning Director	P3	$55,000	$28.21	150	0.10	$4,232	$1,880
Media	MACS	$45,474	$23.32	71	0.05	$1656	$854
Intern (April – June)	P2	$22,500	$11.54	450	0.30	$5193	$3892
Env. Mgr (July – Nov.)	P2	$36,790	$18.87	450	0.30	$8492	$4660
Attorney	OLC	$55,000	$28.21	20	.01	$564	$90
Total				**2041**	**1.36**	**$46,204**	**$22,114**

Estimate of Donated IDEM Personnel Time (November 1, 2004 – October 31, 2007)
For logistical purposes, it would be difficult to have the following staff code to this grant. Therefore, staff time is estimated and is for general information only. The time estimated includes conference presentations and workshops, press release preparation, review/approval of outreach materials and quarterly reports to EPA, updates to management, and meetings on the continuing development of the program.

Fringe benefits are calculated using the formula: (Annual Salary x 17.91% + $8945) x FTE

IDEM Position	Office	Annual Salary	Hourly Rate	Project Hours over 10 Months	FTE for 3 Years	Total Salary	Total Fringe Benefits
Assistant Commissioner	P2	$57,779	$29.63	156	.03	$4,622	$293
Commissioner	IDEM	$80,000	$41.03	72	.01	$2,954	$95
Media	MACS	$45,474	$23.32	75	.01	$1749	$93
Total				**303**	**.05**	**$9,325**	**$481**

Estimate of Donated Other State Agency Personnel Time (January 1, 2004 – October 31, 2004)
The estimated time donated by other state agency personnel includes time spent reviewing CLEAN program drafts, providing comments, meetings to discuss benefits, finalizing benefits, reviewing the Memorandum of Understanding, attending press events, and corresponding to e-mail and phone calls.

Position	Agency	Annual Salary	Hourly Rate	Project Hours over 10 Months	Total Salary
Agency and Office Directors	Commerce	$65,000	$33.33	30	$1000
Agency and Office Directors	DNR	$60,000	$30.77	40	$1,231
Office and Section Directors	InDOT	$55,000	$28.21	15	$423
Section Directors	IDFA	$50,000	$25.64	30	$769
Attorneys	All	$55,000	$28.21	85	$2,398
Total				**200**	**$5,821**

Estimate of Donated Other State Agency Personnel Time (November 1, 2004 – October 31, 2007)
The estimated time donated by other state agency personnel includes time spent promoting and including the CLEAN program in grant and loan materials, updating websites, communicating with IDEM on status of program, and participating in the CLEAN review committee.

Position	Agency	Annual Salary	Hourly Rate	Project Hours over 3 years	Total Salary
Agency and Office Directors	Commerce	$65,000	$33.33	90	$3,000
Agency and Office Directors	DNR	$60,000	$30.77	90	$2,769
Office and Section Directors	InDOT	$55,000	$28.21	90	$2,539
Section Directors	IDFA	$50,000	$25.64	90	$2,308
Total				**360**	**$10,616**

Other items "donated" by the state, but not included in the Final Proposal Budget include approximately $300,000 from IDEM. This fund will be used to create a new grant program for CLEAN communities seeking funding for projects to be implemented under CLEAN. IDEM has dedicated $100,000 each year, approximately 10 grants per year, to CLEAN communities. This amount is not listed in the Final Proposal Budget as IDEM cannot ensure the entire $300,000 will be expended since IDEM cannot guarantee 10 CLEAN communities each year.

Total Donated Funds:

Personnel:	$ 94,561
New Grant:	$300,000
Outreach:	$ 1,000
TOTAL:	**$395,561**

Appendix D

Indiana CLEAN Community Challenge
This Challenge is open to all Indiana municipalities including cities, towns, and county levels of government and must include local partners representing citizens and business.

Municipalities may apply for one of two recognition levels; Committed Environmental Community or Outstanding Environmental Community. An Outstanding Environmental Community is the highest recognition level. Both levels assist the municipality in achieving steps necessary to plan, develop, and implement a comprehensive environmental action network.

Municipalities must have a positive environmental, health and safety record. Those municipalities with negative past records must demonstrate improvement in recent history and provide a detailed plan of continual improvement in the future. Unresolved compliance issues or enforcement actions involving the municipality may eliminate it from consideration.

Both recognition levels have requirements in three main categories: Developing and implementing a Quality of Life Plan, Providing Community Outreach, and Providing Outreach to Local Businesses. Below are descriptions of each of these categories.

1. Quality of Life Plan
Each recognition level will assist municipalities in the planning, development, and implementation of a comprehensive environmental, quality of life plan. The Plan addresses continuous improvement and management of community environmental issues. Municipalities choose the environmental issues they will include in the Plan. IDEM expects the environmental issues to fall into one or more of the following areas of environmental media (environmental media suggestions can be found in Attachment A):

- Pollution Prevention
- Energy Use
- Water Use
- Water Discharges (including wastewater)
- Transportation
- Materials Use
- Air Emissions
- Environmental/Children's Health
- Community Sustainability
- Solid Waste Generation
- Hazardous Waste Generation
- Accidental Releases and Emergency Response
- Preservation and Restoration
- Vulnerability and Security Issues

In order to successfully and completely address the environmental issues chosen by the municipality, the Plan must include components that will insure commitment from all levels of management. Therefore, the following four components must be included in the Quality of Life Plan:

a. Mission Statement/Policy
   - Adopted through an Executive Order or Resolution
   - Commits to:
     - Compliance with requirements and voluntary commitments
     - Pollution Prevention
     - Continuous Environmental Improvement
     - Share environmental decisions and performance information with community

b. Environmental Goals
   - Identify the environmental impacts of the municipality's activities and prioritize the impacts
   - Analyze areas of environmental impact and legal requirements associated with them
   - Set environmental objectives and targets to reduce negative environmental impacts and comply with legal requirements
   - Establish programs to meet these objectives and targets and document the actions taken

c. Implementation/Operation

- Establish operational control procedures and a system to control documentation
- Ensure employees' environmental awareness and competence
- Establish a public stakeholder group to provide input on environmental decisions and progress of the plan
- Implement emergency action plans and take corrective action when deficiencies are discovered

d. Monitoring and Progress Review
- Review progress of the Plan and make improvements
- Develop and implement an internal audit program

2. Community Outreach

A key component of the CLEAN Challenge is tailoring environmental efforts to each community's needs and desires. To properly reflect this individual approach, local citizens, community leaders, business leaders, and representatives of environmental groups must be involved. Communities will be required to demonstrate their commitment to public outreach through various requirements depending on the recognition level.

Depending on the recognition level achieved by the municipality, community outreach would include:

a. Identifying and responding to community concerns.
- Demonstrate mechanisms for identifying and responding to local concerns regarding the environmental issues in the community.

b. Informing the community of important matters that affect it.
- Incorporate mechanisms to inform the community of important issues related to its environmental performance.

c. Reporting on the commitments included in the Quality of Life Plan.
- Provide the public with the progress of the Quality of Life Plan through whatever means the municipality establishes for outreach (e.g., open houses, community meetings).

3. Business outreach

A successful and sustainable Quality of Life Plan for a community must include efforts by local business and industry. A CLEAN Community must challenge local business and industry to support the community's efforts of a cleaner, healthier place to live.

Outreach requirements to local business and industry will vary depending on the municipality's recognition level but must include demonstrated results.

The Requirements:

The following section details the requirements for both of the recognition levels. The tasks described can be completed by the organization's staff, although if preferred, an organization could hire a private company to complete some tasks.

Committed Environmental Community: Level 1

A Committed Environmental Community has developed its Quality of Life Plan and has begun to implement it. This level can take up to 12 months. Activities completed for this level include: identifying the environmental impacts of the municipality's activities, prioritizing the impacts, setting objectives and targets for minimizing and addressing environmental impacts, training staff on environmental issues and consequences, documenting the actions taken to complete objectives, creating a system to control documentation, establishing operational control procedures, implementing emergency action plans, taking corrective actions when deficiencies are discovered, and developing and implementing an internal audit program. To ensure the municipality has addressed the Quality of Life Plan requirements, the following activities must be completed:

1.	Implement one activity in three of the following environmental media areas (see Attachment A for activity suggestions under each media):
	a. Pollution Prevention b. Energy Use c. Water Use d. Water Discharges (including wastewater) e. Transportation f. Materials Use g. Air Emissions h. Environmental/Children's Health i. Community Sustainability j. Solid Waste Generation

	k. Hazardous Waste Generation l. Accidental Releases and Emergency Response m. Preservation and Restoration n. Vulnerability and Security Issues

2.	Record and provide environmental data such as water usage, wastewater discharges, air emissions, hazardous waste, and solid waste generation for all employees to read, and implement two of the following employee involvement activities:
	a. Provide training to encourage management and employee participation in continual environmental improvement b. Incorporate pollution prevention responsibilities into job descriptions c. Implement an incentive program for employee participation in environmental programs d. Other (subject to IDEM approval)

3.	Implement all 18 of the following continual improvement system activities:
	a. Appoint an environmental team with a leader who has authority to take action. The team will be responsible for CLEAN activities. b. Establish an environmental and community relations policy, and a Quality of Life mission statement. c. Define the responsibilities and resources of key people in the organization regarding environmental and community issues. d. Identify the organization's processes and activities that have environmental impacts (Any change to the environment, positive or negative, resulting from your activities or services. Examples: Stormwater contamination, air pollution, paper recycling, telecommuting.) e. Solicit input and set priorities among the identified impacts of each activity and process. f. Create objectives and targets for priority impacts. g. Develop and implement an action plan to achieve objectives and targets. h. Record and update relevant legal and regulatory requirements. i. Develop and implement environmental awareness and training courses. j. Improve internal communications regarding environmental issues through solicitation of comments on the Quality of Life Plan and document solicitation efforts. k. Improve external communications regarding environmental issues through solicitation of comments on the Quality of Life Plan and document solicitation efforts. l. Establish and maintain procedures for receiving, documenting, and responding to external communication. m. Develop and implement a continual improvement system plan and related documents. n. Establish operational control procedures and a method to control environmental documentation. o. Develop and implement a plan for emergencies and contingencies. p. Establish procedures for corrective action. q. Develop a program of periodic internal system audits for the continual improvement plan. r. Develop and implement a program to measure success of the Quality of Life Plan (examples include bond rates, reduction in insurance rates, decreases in waste generation, decreases in energy consumption, reduced material usage, reduced accidents, employee exposure)

4.	Implement all three of the following citizen involvement activities and implement two community outreach activities (see Attachment B for outreach suggestions):
	a. Demonstrate mechanisms for identifying and responding to local concerns regarding the environmental issues in the community. b. Incorporate mechanisms to inform the community of important issues related to its environmental performance. c. Provide the public with the progress of the Quality of Life Plan through whatever means the municipality establishes for outreach.

5.	Implement two business outreach activities (see Attachment C for activity suggestions):

6.	Implement one supply chain activity:
	a. Implement a "green" purchasing program (purchase recycled content materials, re-refined motor oil, energy-efficient equipment, low toxicity cleaners and adhesives, etc.)

	b. Include environmental considerations in the selection of contractors c. Other (subject to IDEM approval)

7.	Applicant contact person must submit an annual environmental progress report to IDEM and the city or town via the mayor, town president, or town council.

Outstanding Environmental Community: Level 2

An Outstanding Environmental Community has implemented the Quality of Life Plan and is prepared to monitor and measure its progress and modify the Plan to meet new objectives. This Level should take less than 6 months to complete and includes management review of the Environmental Plan and appropriate modifications based on such reviews. A management review team must review the results of the internal audits and environmental programs. The municipality's Environmental Team will make modifications to the Plan based on recommendations from the management review team. This may include: revising the environmental policy, reevaluating which activities and processes should be addressed, setting new objectives and targets, and modifying operational control procedures.

1.	Implement one activity in five of the following environmental media areas (see Attachment A for activity suggestions under each media):
	a. Pollution Prevention b. Energy Use c. Water Use d. Water Discharges (including wastewater) e. Transportation f. Materials Use g. Air Emissions h. Environmental/Children's Health i. Community Sustainability j. Solid Waste Generation k. Hazardous Waste Generation l. Accidental Releases and Emergency Response m. Preservation and Restoration n. Vulnerability and Security Issues

2.	Record and provide environmental data such as water usage, wastewater discharges, air emissions, hazardous waste, and solid waste generation for all employees to read, and implement three of the following employee involvement activities:
	a. Provide training to encourage management and employee participation in continual environmental improvement b. Incorporate pollution prevention responsibilities into job descriptions c. Implement an incentive program for employee participation in environmental programs d. Other (subject to IDEM approval)

3.	Implement both of the following continual improvement system activities in addition to maintaining all of the continual improvement system activities in Level 1:
	a. Monitor and document operational activities and effectiveness of the continual improvement system. b. Management approval of the continual improvement system.

4.	Implement all three of the following citizen involvement activities and implement three community outreach activities (see Attachment B for outreach suggestions):
	a. Demonstrate mechanisms for identifying and responding to local concerns regarding the environmental issues in the community. b. Incorporate mechanisms to inform the community of important issues related to its environmental performance. c. Provide the public with the progress of the Quality of Life Plan through whatever means the municipality establishes for outreach.

5.	Implement three business outreach activities (see Attachment C for activity suggestions):

6.	Implement two supply chain activities:

	a. Implement a "green" purchasing program (purchase recycled content materials, re-refined motor oil, energy-efficient equipment, low toxicity cleaners and adhesives, etc.) b. Include environmental considerations in the selection of contractors c. Other (subject to IDEM approval)

7.	Implement one partnership/mentoring activity:
	a. Educate other municipalities about the importance of participating in CLEAN and encourage their enrollment b. Participate in environmental mentoring with other members of CLEAN. c. Offer guided tours of the organization to CLEAN members. d. Other (subject to IDEM approval)

8.	Implement one sustainability activity:
	a. Life style analysis b. Design for the Environment c. Environmental cost accounting d. Conservation of ecosystems e. Investment in green space f. Use of recycled feedstock g. Protection of archaeological sites. h. Development of brownfields. i. Green building considerations for renovations or new buildings. j. Hold meetings that meet "green" requirements. k. Other (subject to IDEM approval)

9.	Submit an annual environmental progress report to the city or town via the mayor, town president, town council, etc. and to IDEM.

Attachment A: Environmental Media Suggestions

Pollution Prevention General

- Conduct an assessment of pollution prevention opportunities and evaluate the environmental and economic impacts of implementing the identified pollution prevention opportunities
- Submit implementation plans of pollution prevention opportunities once established
- Establish municipality resource sharing of large equipment
- Adopt an inventory system to minimize leftover, expired, or unused materials
- Develop and implement chemical management plans to minimize chemical use
- Implement a system to track environmental performance
- Participate in either a state or federal environmental or energy efficiency recognition program (e.g. National Strategic Goals Program, National Environmental Performance Track)
- Establish a pollution prevention training or mentoring program to be given by Publicly Owned Treatment Works (POTW) to industrial wastewater treatment plant personnel or other municipality personnel
- Adopt economic/environmental rating tools to measure improvement related to environmental compliance and reduced adverse environmental impacts (waste generated compared to population)
- Develop and implement a plan for quick remediation for all environmentally related community complaints or situations that are likely to appear on the evening news
- Develop and implement Smart Growth policies such as land and waterway zoning
- Develop projects with sensitivity to natural and cultural resources (evidence to be provided)

Energy Use

- Conduct energy assessments of all municipally owned facilities
- Incorporate energy efficiency into purchasing protocol
- Promote use of renewable energy
- Improve building maintenance programs to conserve energy
- Improve heating, ventilation, and air conditioning (HVAC) systems to conserve energy
- Perform and document maintenance on heating, ventilation, and air conditioning (HVAC) systems
- Investigate temperature and humidity settings for air conditioners in different locations and floors to determine uniformity, comfort, and optimal energy efficiency
- Improve lighting controls
- Use more efficient lamps and ballasts
- Use more efficient office equipment
- Implement energy efficiency technology in new or renovated building designs
- Increase water heating system efficiency
- Use energy efficient industrial equipment in industrial organizations
- Use energy efficient pumps and motors
- Optimize air compression systems
- Improve equipment maintenance process
- Implement best practices management techniques
- Implement a waste heat recovery program
- Develop and implement an energy conservation plan
- Participate in an EPA energy efficiency program (ex. Energy Star program)
- Set printers and copiers on energy saving mode when not in use
- Determine if energy provider has any rebate program for converting to more energy efficient lighting
- Do baseline survey/inspection of each floor to determine how many people leave their lights or computer on overnight – provide employee education for efficient energy use
- Determine if lighting is necessary in all areas of the building
- Use motion detector lighting in bathrooms and closets
- Insulate and caulk windows, exterior doors, and frames
- Check efficiency of vending machines (ask vendor to turn off lights)
- Replace Exit signs with LED lights
- Incorporate Alternative Work Schedules (AWS) for energy savings

Water Use

- Install efficient flush toilets and shower heads
- Limit times and duration of sprinkler use
- Fix leaking pipes and drains
- Use efficient-flow hose nozzles

Water Discharges

- Create a program to reduce loading from Pretreatment facilities
- Develop and implement a wellhead protection program for those communities served by ground water
- Develop and implement a flood plain management ordinance and participate in the National Flood Insurance Program for streams within a community's corporate limits
- Develop and implement an Emergency Action Plan for dam structures
- Install an oil/grit separator between storm drain inlets and outlets to streams
- Reduce or prevent contamination of storm water runoff
- Use indoor wash bays with drains to the sanitary sewer system when washing vehicles
- Implement mercury effluent monitoring at the wastewater treatment plant
- Include pollution prevention language in the permits of local wastewater dischargers. Require dischargers to submit a report indicating pollution prevention measures and possible cost savings if pollution prevention (P2) were implemented. Mail P2 information with renewal notices to permit holders. Examples of permits with pollution prevention language can be provided upon request.
- Provide POTW inspection staff with a pollution prevention checklist to be utilized during inspections. This checklist will be used only to provide suggestions and any inadequacies found should not be cited as violations. Provide industries with specific fact sheets relating to their particular type of work.
- Include pollution prevention suggestions or recommendations in the POTW inspection reports. Examples of standard language for use in inspection reports to encourage pollution prevention can be provided upon request.
- Include pollution prevention language in the Pretreatment Permit application process requesting applicants to evaluate prevention methods instead of treatment. Examples of permits with pollution prevention language are available upon request.
- Implement and execute surface water inflow and infiltration remediation program

Transportation

- Promote use of alternative fuels in the organization's vehicles (natural gas, propane, gasoline-electric hybrid, diesel-electric hybrid, electric or fuel cell vehicles)
- Promote development of alternative fuel filling stations
- Provide preferential parking for car or van pools at city buildings
- Provide, or sell at a discount, public transportation passes
- Develop a telecommuting program allowing employees the ability to work from home
- Provide an employer vehicle for connection to public transit routes
- Develop a bicycle and pedestrian plan incorporating roads, shoulders, routes, trails, and designated lanes
- Install bike racks, showers, and lockers
- Consider cost of maintenance and gas mileage when purchasing vehicles and machinery
- Improve regular maintenance schedule for the organization's vehicles (keep engines in tune, routine tire pressure checks, use of radial tires)
- Use re-refined oil and recycled antifreeze in fleet vehicles
- Identify local service stations and businesses that provide re-refined oil and recycled antifreeze and promote use to community
- Coordinate delivery logistics to avoid unnecessary delivery trips
- Use crushed glass/coal combustion waste for road construction
- Reduce the amount of salt applied to roads -- calibrate salt trucks, monitor truck speed, and explore the possibility of using mixed ash and salt
- Require emission testing for diesel trucks
- Establish clean air zones

Materials use

- Assess soil conditions and fertilizer needs on city property to determine the fertilizer application schedule
- Implement Integrated Pest Management (IPM) systems
- Reduce pesticide use on school property

Air Emissions

- Develop and implement an air quality improvement plan to reduce emissions of hazardous air pollutants and greenhouse gases
- Retrofit buses, businesses, and municipal/city fleets and equipment to run on biodiesel, electric or natural gas
- Join the Clean Cities Program (http://www.eere.energy.gov/cleancities)
- Educational efforts to reduce the use of lawn mowers on ozone awareness days and mow less frequently

Environmental/Children's Health

- Implement a lead paint abatement program for public facilities with a focus on lead paint in child occupied buildings
- Encourage and support environmental management system development and implementation for all public schools
- Implement a "No Idle" policy at all public schools to reduce diesel fumes from school buses
- Implement recommendations from the state Lead and Asbestos
- Clean Sweep (for laboratory chemicals)
- Asbestos abatement in tiles
- Implement a mercury-free purchasing policy
- Create "close to home" parks and trails that children and adults can use

Community Sustainability

- Become a Tree City USA (www.in.gov/dnr/forestry/index.html) (See Urban Forest Conservation Fund Grant in Attachment D for financial assistance)
- Use recycled content materials in city parks
- Use Tax Increment Financing (TIF) to set aside funds for environmental projects including zoning and land use planning (www.in.gov/doc/compare/TaxIncentives.html)
- Implement aspects of the Green Communities Program (www.epa.gov/greenkit/)
- Implement aspects of Smart Growth Programs
    - www.epa.gov/livability/
    - www.in.gov/oca/ilrc/publications/

Solid Waste Generation

- Develop and implement efficiency plans for waste reduction, recycling, and composting programs
- Establish reuse or recycling programs
- Increase the number or capacity of existing recycling programs through changes in the collection program and public outreach
- Implement a leaf, wood, and food waste collection/composting program
- Participate in an EPA waste reduction program (ex. Waste Wise program)
- Participate in the Indiana Department of Commerce's material and feedstock exchange programs
- Inventory municipal waste and look for other businesses or municipalities to reuse the materials
- Develop an electronic filing system
- Use old newspaper as packaging material
- Recycle paper into note tablets to be used again
- Find reuse opportunities for sludge to reduce the amount being land filled
- Use double-sided printing as the default setting on all printers and copiers

Hazardous Waste Generation

- Reduce use of toxic materials
- Reuse or recycle hazardous materials or wastes
- Develop and implement a hazardous waste reduction plan
- Identify all chemicals used in your municipality and evaluate them for the level of hazard they impose
- Identify hazardous materials in use and implement purchasing policies to replace each over time with more environmentally sound materials
- Investigate and implement a household hazardous waste collection, storage, and disposal program

Accidental Releases and Emergency Response

- Evaluate and analyze the potential for accidents or emergencies
- Review post-occurrences and update emergency preparedness and response plans accordingly

- Test emergency response procedures where practicable
- Improve drainage catch basins

Preservation and Restoration

- Conduct Brownfield Cleanups
- Conduct Environmental Remediation
- Purposefully protect and preserve significant natural areas/features through site design or documented management plan
- Restore or enhance native plant communities
- Acquire land to convert into public trails and greenspace
- Acquire a linear corridor for public trail use that is at least one-half mile long
- Participate in the Indiana Department of Commerce's Main Street program (www.in.gov/mainstreet/)
- Create green areas ranging from parks to nature preserves
- Participate or evaluate the restoration of natural resources (Natural Resources Damage Program) http://restoration.doi.gov/ or http://www.in.gov/idem/guides/publicparticipation/cleanups/federal/natrescdmgprog.html

Vulnerability and Security Issues

- Complete a vulnerability assessment
- Finalize an emergency response and preparedness plan and test procedures where practicable

Attachment B: Community Outreach Suggestions

- Notify community about environmental efforts to accomplish the Indiana CLEAN Community Challenge requirements
- Reduce light, noise, and odor pollution
- Implement a storm drain marking program
- Include local Soil and Water Conservation District in initiatives that are related to natural resources
- Seek input from community on all environmental issues
- Provide training opportunities to construction industry related to erosion, sediment control, and stormwater management issues
- Conduct periodic communications or meetings with the community, especially related to natural resource issues, pollution prevention, and stormwater issues
- Establish community partners
- Promote environmental education activities for the public (support school programs, make presentations in schools and community meetings)
- Develop and implement a watershed monitoring program within the community
- Develop a habitat protection program (adopt a stream program)
- Support a community recycling program
- Implement or support a community composting program
- Support a community cleanup program
- Produce a public environmental report
- Hold Environmental Policy forums for legislators
- Implement a household hazardous waste program
- Implement a curbside recycling program
- Provide access to recycling locations through satellite drop-offs or partnering with local businesses for convenient locations
- Reduce mobile source emissions (natural gas buses, more carpooling efforts, diesel emission reduction initiatives)
- Establish an electronics recycling and routine white-goods recycling pick-up program
- Establish a national coal combustion products partnership to increase use of coal combustion products for road and building construction.
- Reduce salt use on snow days and use more environmentally friendly alternatives
- Implement monitoring efforts to assist IDEM with risk assessments/characterizations
- Implement a Clean Air Action Day Program to notify public on CAA Days, recognize those businesses that have partnered with the community or signed a pledge to reduce emissions on high ozone days, or have the municipality pledge to take steps to reduce emissions on high ozone days.
- Partner with local solid waste management district to utilize outreach materials developed for the Illegal Burning of Trash campaign (www.stopburningtrash.org) and establish a program to enforce illegal trash burning
- Pass a local ordinance that includes enforcement measures to ban all open burning
- Hold mercury thermometer collection/exchange events
- Promote and support IDEM's 5-Star Environmental Recognition Programs to local businesses (drycleaners, childcare, vehicle maintenance, metal finishers)
- Create classroom compost bins and recycling programs in local schools
- Develop and maintain multi-use trail facilities
- Create a 5-year Park and Recreation Master Plan* (*Plan is required for several DNR – Outdoor Recreation grant applications)
- Create a Trails and Greenway Plan
- Provide more outdoor recreation opportunities (such as Frisbee golf, basketball courts, softball and soccer fields, amphitheater, horseshoes, playgrounds)
- Support a community vegetable garden
- Establish public access sites for canoe/kayak or water trails
- Develop and maintain a website identifying and labeling all public trails, bike routes, and canoe/kayak access

Attachment C: Business Outreach Suggestions

- Utilize Brownfield redevelopment for construction and expansion projects
- Add greenspace to facility grounds
- Reduce diesel emissions in shipping and other equipment
- Establish a local environmental recognition program (i.e. Mayor's Mercury Free Pledge)
- Sponsor the local wastewater treatment plant in implementing ISO 14000 goals
- Establish municipality and business/industry partnerships for local environmental outreach efforts (household hazardous waste collections, mercury collections)
- Encourage business and industry participation in municipality environmental planning committees
- Establish a local business environmental group that meets regularly to discuss local environmental concerns
- Support a city goal to reduce toxic releases from industry by 10% each year (or another environmental goal)
- Develop a local forum of businesses to discuss waste reuse
- Develop a local workgroup to discuss technology and resource sharing (example, if WWTP needs warm water in winter, allow permits to be flexible to get warm water from businesses)
- Establish business and industry technical assistance partnerships to perform audits of wastewater treatment plants
- Consider Eco-Industrial Parks and require potential tenants to develop an Environmental Management System
- Require review of emergency preparedness and response plans for vendors, contractors, and suppliers prior to contract approval
- Design buildings to maximize energy efficiency, performance, and sustainability through Leadership in Energy and Environmental Design (http://www.usgbc.org/leed/leed_main.asp)
- Support the state's goal to reduce Indiana's top Chemicals of Concern for Health and Environmental Risk from the air, water, and land by focusing on reducing the use or emissions of one or more of the chemicals identified by IDEM as risks in Indiana.

Indiana's Chemicals & Contaminants of Concern		
1,1,1-trichloroethane	Formaldehyde	Pentachlorophenol
Acrolein	Furans	Pesticides
Arsenic compounds	Hydrochloric acid	Petroleum Hydrocarbons
Asbestos	Hexane	PH/acid mine drainage
Benzene	Hydrogen fluoride	POM/PAH
Carbon disulfide	Lead compounds	Quinoline
Chloromethane	Manganese compounds	Sedimentation
Chlorinated solvents	Mercury	Styrene
Chromium compounds	Methanol	Thermal pollution
Cobalt	Methylene chloride	Toluene
Coke oven emissions	Nickel compounds	Trichloroethene
Diesel emissions	Nitrate	Triethylamine
Diisocyanates	Nutrients	Vinyl chloride
Dioxin	PAHs	Vinylidene chloride
E-coli	PBTs	Xylenes
Ethylbenzene	PCBs	

Appendix E

Indiana CLEAN Community Challenge: *Benefits for Communities earning Outstanding Status*

	Financial Incentives	Agency
Better Terms	Receive 10% loan forgiveness on Public Facility Energy Efficiency Program	IDOC
	Receive 10% decreased match requirement for Recycled Product Purchasing Grant	IDOC
	Receive 10% decreased match requirement for Alternative Power and Energy Grant	IDOC
	Receive 10% decreased match requirement for each project category of Alternative Fuel Transportation Grant	IDOC
	Eligible to receive reduced match requirement at 25% for Recycling Grants	IDEM - OPPTA
	Receive $5,000 - $10,000 for communities that close a State Revolving Fund Loan in 2005 and attain the Outstanding CLEAN Community status (Available to the first 15 applicants; $10,000 to Wastewater applicants; $5,000 to Drinking water applicants)	IDEM - SBA
Improved Chances	Receive additional points for Site Assessment Grant Incentive	IDFA
	Receive extra credit points for Recycling and Household Hazardous Waste Grants	IDEM
	Receive letters of support from IDEM Commissioner to the appropriate agency for consideration in the grant review process when applying for other state grants	IDEM - OPPTA
	Receive credit toward Community Development Block Grant: Brownfield Grants	IDOC
	Receive favorable consideration toward Transportation Enhancement Program	InDOT
	Receive credit toward Land and Water Conservation Fund	DNR
	Receive credit toward Recreational Trails Program	DNR
	Receive credit toward Urban Forestry Conservation Fund	DNR
	Receive credit toward Indiana Coastal Grant Program	DNR
	Receive IDEM letters of support from the commissioner for federal funds for environmental projects	IDEM - OPPTA
New Grant	Participating communities may apply for grants from the Indiana CLEAN Community Grant program for implementation of specific environmental projects	IDEM - OPPTA

Benefits for Communities earning Outstanding or Committed Status

	Service Incentives	Agency
Recognition	Receive recognition from the Department of Commerce and IDEM as a proactive community addressing environmental, economic and quality of life issues at a local level	IDOC, IDEM
	Receive various forms of recognition that may include: CLEAN Community road sign, plaque, declaration from the Governor, press event, news releases and posting on IDEM website	IDEM, Governor's Office, InDOT
Improved Communication	Invited to attend annual meetings with the IDEM commissioner to discuss environmental progress or concerns	IDEM
	Eligible to join Partners for Pollution Prevention	IDEM - OPPTA
	Increased visibility as a partner with IDEM on future IDEM initiatives and first to receive opportunities for involvement in such IDEM initiatives	IDEM - All
Regulatory Assistance	Work with liaison for contact coordination of requested IDEM team for services focused on regulatory and grant assistance	IDEM - All
	Receive regulatory and grant updates from the IDEM CLEAN listserv	IDEM - OPPTA