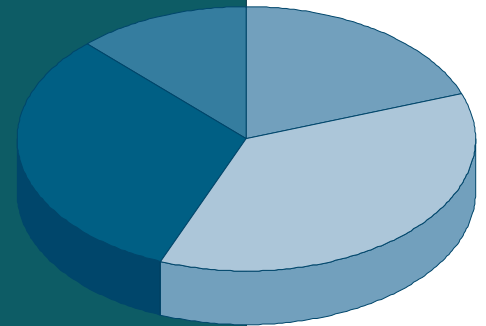




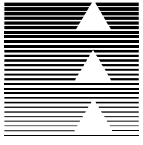
Benchmarking Remediation Performance

2001



Prepared by

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B T I Introduction and Background

Remediation Management—Pressure to Perform

Our research shows that the best run remediation programs are closing (or effectively resolving) their site for 27% less than other companies. This means they are saving more than \$1 million per site. This is music to the ears of CEO's, CFO's and other top executives who are living in fear that changes in the remediation reserve are going to hurt earnings and/or the balance sheet.

Top management is increasing its focus on remediation programs, remediation-related reserves and their impacts on the company. They want to run the program in a more business like manner. Some companies are placing operating or business unit executives in charge of the remediation program to help bring a more business like approach to the function.

Improving Performance

Our goal in developing this analysis is to help you improve your remediation program's performance. Your analysis comes with virtually all the facts, analysis and insights required to measure your program against the only comprehensive source of operating data and proven best demonstrated practice for remediation management. Use it to see where you stand, pinpoint your strengths, find opportunities to improve and baseline your resources. Find the points of leverage and savings and build them into your processes and protocols.

This report presents the results of BTI's *Benchmarking Remediation Performance 2001*. This year's study adds to our database of more than 6000 interviews with key managers of environmental services. This is the largest, most comprehensive database in the world. BTI's *Benchmarking Remediation Performance 2001* draws on more than 200 interviews with key remediation managers at large and medium sized industrial companies. Our sample is drawn from the 2500 largest industrial companies in the world. We include companies from the following industries:

- Oil
- Forest products
- Paper and paper products
- Pharmaceuticals/chemicals
- High tech manufacturing
- Electronics
- Consumer Goods manufacturing
- Metals and mining
- Automotive
- Transportation
- Electric Utilities



B T I Introduction and Background

How to Use This Report—Making This Report a Powerful Tool

This report is divided into four strategically designed sections. Each section is designed for use on either a stand-alone basis or as part of the continuum of research analysis included in the report. These sections are:

1. Ten Steps to Better Performance
2. Remediation Best Practices
3. Detailed Benchmarking Results and Analysis
4. Key Business Implications

Recommendations for Success

The better performing remediation programs use strategies and tactics not widely in use, yet are bringing big success to those who are using them. Learn about the specific strategies and tactics that are proven to:

- Improve performance
- Boost quality
- Streamline project delivery
- Improve agency relations
- Better manage stakeholders
- Dramatically lower costs
- Improve cash flow
- Free up your value added resources
- Retain, recruit and better motivate key employees

In this part of the report you will find recommendations and guidelines for you to follow to move to best-in-class.

1. Ten Steps to Better Performance

Examine the ten highest impact steps you can begin to take now to improve Remediation Management at your company. This first section delineates a path for you to use to evaluate your current activities and help improve performance. Each strategy can be implemented individually or as a group. These are all field tested and proven to deliver.



B T I Introduction and Background

2. Remediation Best Practices

Uncover thirty-five best practices that companies are using today to reduce costs, improve quality and close sites faster. This second section presents proven, best demonstrated practices in the following areas:

- a. Management strategies
- b. Consultant management strategies
- c. Stakeholder management strategies
- d. Key performance goals and metrics
- e. Reserves strategies
- f. Staff management strategies

Benchmarking Results and Analysis

Find out the results of our comprehensive benchmarking analysis—indicator by indicator. Delve into the detailed analysis to measure your program. Understand the business implications of our findings for your program.

3. Detailed Benchmarking Results and Analysis

Delve into the elements that drive successful remediation programs. See how companies really perform along the key dimensions of program management. This is the only source to effectively compare your program to others for:

- Operating Parameters and Resource Utilization
- Management Strategies
- Key Performance Indicators, Goals and Metrics
- Reserve Management
- Governance
- Information Management

Each of these analysis-packed sections is designed to help you understand your program, and key steps you can take to improve.



B T I Introduction and Background

Operating Parameters and Resource Utilization

Get the facts on how remediation programs really perform. This is the most comprehensive list of operating parameters available. Find the points of strength and leverage in your program. Test your resource utilization. Cross-check how much progress your sites are making along more than 50 key parameters crossing virtually every aspect of remediation management. These include:

- Sites in the program
 - Active
 - Inactive
- Distribution of Sites by key phases
 - RI/FS
 - Design
 - Construction
 - Operations & Maintenance
 - Closure
- Forecast of Distribution of Sites in key phases for the next three years
- Staffing and Resource Utilization
 - Full Time Equivalents Managing the Program
 - Full Time Equivalents Managing the Program by Function
 - Full Time Equivalents Managing the Program by Program Area
 - Number of Project Managers
 - Active Sites per Project Manager
 - Inactive Sites Per Project Manager
 - Spending per Project Manager
 - Years of Experience Managing the Program
 - Project Managers
 - Program Managers
 - Reserve per Active Site
 - Reserve per Full Time Equivalent
 - Reserve per Project Manager
 - How Remediation Managers Spend Their Time
- Spending and Budgets
 - Annual Spending
 - Budget Breakdown by Functional Area
 - Breakdown of Spending Between Services and Capital
 - Drivers Behind Changes in Remediation Spending
 - Five Year Forecast of Remediation Budget Changes



B T I Introduction and Background

- Five Year Forecast of Closures
- Effective Cost of Site Closure
- Relationship Between spending and site progress
- New Sites versus Closures

We recommend you use this broad data set to:

- Compare your productivity;
- Check your spending;
- Calibrate your progress;
- Test your span of control;
- Measure your leverage and resource utilization with other companies.

Use the information to find points of strength and weakness in how your program is structured and organized. Many clients and subscribers calibrate their overall resource pool and budget and use this bulletproof information to seek budget changes and redefine goals to better focus on specific goals.

Management Strategies

Evaluate the different management strategies companies use to manage their Remediation program. Compare your strategy to different approaches to strategic planning, project management, program management improvement, challenges, and cost reduction. Use this analysis to see if there are management strategies you can add, or challenges you can anticipate.

In this section, you can examine:

- Tactics to eliminate key difficulties in managing the program
- Approaches to overcoming the compelling challenges
- The relationship between spending and progress
- Tangible benefits from engaging in strategic planning
- Remediation strategies in use today
- Overlooked tactics to reduce costs in the short term
- Opportunities to dramatically reduce costs
- Key points for improving performance
- New, yet proven management strategies that reduce costs, boost quality and improve agency relationships
- Steps to accelerate time to closure
- Understand how to garner 27% savings from a centralized, uniform work process
- Consultant management utilization and management strategies



B T I Introduction and Background

We present the virtually all results with specific, actionable recommendations and insights to help you improve your program.

Performance Indicators, Metrics and Goals

The axiom in business is “you are what you measure.” BTI presents the defining analysis of indicators, goals and metrics in use at remediation programs. You get an unprecedented look at how companies measure and guide their success. For example, our analysis include

- Who uses metrics
- Goals used to manage sites
- Goals used to on a program wide basis
- Indicators and metrics to measure progress at the site level
- Indicators and metrics to measure progress at the program level
- Indictors and metrics remediation managers find useful and important
- Metrics and indicators remediation managers would like to see
- Learn the power of different types of metrics to communicate with top management
 - Business Value
 - Leading Indicators
 - Trailing Indicators
- Measurements of success on a program wide basis
- Outcomes remediation managers currently track
- Outcomes remediation managers would like to track
- How remediation managers cost effectiveness
- Elapsed Time—an overlooked leading indicator

You also get the most comprehensive list of performance indicators and metrics available. Our recommendations include and exhaustive, authoritative list of the key indicators in use at the best performing remediation programs in the world.

Use these indicators to develop a set of indicators to:

Improve your program performance
Reduce costs while improving outcomes
Communicate business value to top management
Motivate and empower key employees
Get more out of key service providers



B T I Introduction and Background

Reserves

Reserves are the link to program success and business value. Reserves have a direct link to a company's balance sheet, market capitalization, cash flow and profitability. The best performing remediation programs use the reserve as a key management tool. Use this analysis to:

- Analyze current approaches to setting the reserve
- Delineate who develops the reserve
- Define processes companies actually use to set their reserve
- Pinpoint which remediation managers are measured, and often compensated, by meeting their targeted reserve
- Understand how often companies review and change their reserve

Reserve strategies are a key to overall success to the program and communicating with top management. Use this analysis to hone your strategy and tap into often overlooked financial implications that have far reaching impact in every remediation program.

Governance—Organizational Strategies and Reporting Relationships

For the first time learn how companies organize their remediation programs. Learn how remediation managers report progress to top management, and to whom. Understand how remediation managers manage the remediation activities performed by the business and operating units themselves. Use this research to examine:

- Organizational strategies
 - Centralized
 - Decentralized
 - Hybrids
 - Which functions and activities are centralized?
 - Functions and activities that are decentralized
- Reporting Relationships
 - Where the remediation program report
 - Specific information about progress reported to top management
 - Frequency of reporting
- Role of the Business Units

The business (or operating) units are a key stakeholder in the remediation management process. Many sites are located on their facilities and many pay for remediation in some form. Learn how companies define and manage these relationships. Understand the details behind the financial arrangements. Specifically, you can learn about:



B T I Introduction and Background

- Role of the business unit in helping to manage remediation
- How remediation managers track business unit progress
- How business units communicate their progress
- Cost sharing and allocating strategies

Use to improve relationships and satisfaction with these key players. Learn how to use these sometimes challenging relationships to lower your costs get more done with fewer resources.

Information Management

Our research shows that remediation managers spend more than 60% of their time on information management (see page 131 for the details). Information management is one of the defining tools and skill sets that enable dramatic savings. See how companies use information management tools and see how some tools double productivity.

Learn about:

- Number of project management systems in use
- Who's using dedicated project management tools
- How dedicated project management tools deliver twice the productivity as other tools
- Knowledge management strategies
- Information and data attributes behind knowledge management strategies
- Consultants' role in information management
 - Most companies have their consultants maintain some or all of their key information
 - Shared access and systems delivers better quality at lower costs

Use this analysis to boost your productivity while improving quality and your process at the same time.



B T I Introduction and Background

4. Key Business Implications

This marquis analysis presents the compelling business implications of our study. You get the deepest business analysis of the key issues as viewed by top management. Start here to learn how and why:

- Most companies are at least 25% under reserved
- Imbalances between spending and site progress are adding 8 and 9 figure amounts to the cost of the program
- The amount of the under reserve and additional spending represents \$4.8 billion in the average company's market capitalization
- Changes can protect this market capitalization and add tangible business value

Unequivocal Recommendations, Innovative Yet Proven Strategies and Tactics Proven to Reduce Costs and Improve Remediation Management

Your *Benchmarking Remediation Performance 2001* is chock full of recommended actions, strategies and tactics. You also get our unequivocal viewpoint on the current strategies companies are using and the impacts of these strategies on remediation management. BTI is the only source to focus on remediation management as a source of competitive advantage. Put these proven recommendations to your immediate, tangible advantage.

Telephone Support

Each and every *Benchmarking Remediation Performance 2001* comes with unlimited telephone support. We encourage a dialogue with all our clients, and are dedicated to helping them get maximum benefit from this report. Please call us at (617) 439-0333. You will find us responsive, helpful and to the point.



B T I Introduction

BTI—Who We Are

The BTI Consulting Group (BTI) is a Boston-based market research and management consulting firm. With over 20 years of experience, BTI prides itself on a direct, no-nonsense delivery of crucial, high-value information and recommendations. BTI conducts and analyzes more environmentally related market research and benchmarking than any other firm remotely related to the industry. BTI is the leading provider of strategic, high impact, fact-based information to several interrelated markets: environmental managers at the Global 2000 companies and the vendors that serve them; water and wastewater utilities, and the vendors to water and wastewater utilities.

BTI provides insight into: management strategies and best practices; strategies to drive down costs; the ways businesses are integrating environmental practices into their business units, and ways service providers can increase their business in these markets.

Based on more than 10 years of research, the BTI Consulting Group has developed our Environmental Management and Remediation Management Applied Benchmarkingsm protocols to help industrial companies define, develop and implement best-in-class environmental management practice. Our Benchmarking protocols are based on more than 5,000 open-ended, unstructured interviews with key environmental managers and decision-makers, and delineate over 156 Best-in-Class environmental management practices that are in place in leading industrial companies.

We have conducted a specialized national survey of remediation management practices for the last five years, focusing on Fortune 250 industrial companies across the major sectors: oil, chemical, pharmaceutical, high tech manufacturing, automotive, and metals and mining. We have developed a specialized Remediation Management Benchmarking Protocol to examine remediation management, and the key attributes and factors which comprise best-in-class management of the remediation function.

Companies with best-in-class remediation management programs enjoy significant cost savings and increased control over risk than their competitors by implementing practices to demonstrate the strategic business value of good remediation management. Our landmark environmental management research has been featured in *Business Week*, *Chemical Week*, *Tomorrow Magazine*, and a host of other national business publications. BTI's proprietary benchmarking protocols are currently in use at more than 200 major industrial companies.



B T I Introduction

BTI is also the leading publisher of environmentally related management and market information. BTI publishes the highly acclaimed *Strategic Review and Outlook for the US Environmental Services Industry*. Completely updated every year, this definitive guide to the environmental industry reveals subtle and not-so-subtle shifts in management strategies, decision-making processes and organizational structures. Based on more than 600 open-ended, unstructured interviews, *The Strategic Review and Outlook* provides a bird's-eye perspective of the entire environmental services industry—analyzing what the market wants, identifying how customers pick and manage their vendors, and highlighting key changes in the market—before they happen.

BTI's authoritative, comprehensive research on environmental management practices also includes the following publications:

- *Benchmarking Environmental Practice: Best-in-Class Environmental Management Strategies*
- *Environmental Cost Management Strategies: Improving Environmental Performance Through Environmental Cost Reduction*
- *EMIS Strategies: Using Environmental Information Systems to Improve Environmental Performance*
- *Remediation Strategies: How Companies Create Business Value Through New Remediation Strategies*
- *Business Value in Special Remedial Organizations*



Introducing a Brand New, Just Released Report!

Benchmarking Remediation Performance 2001

Operating Parameters and Resource Utilization - How Remediation Programs Perform

Get the facts on how remediation programs really perform. This is the most comprehensive list of operating parameters available. Find the points of strength and leverage in your program. Test your resource utilization. Cross-check how much progress your sites are making along more than 50 key parameters crossing virtually every aspect of remediation management. These include:

- Number of Sites in the Program
 - Active
 - Inactive
- Forecast of Distribution of Sites in Key Phases for the next three years
- Staffing and Resource Utilization
 - Full-Time Equivalents Managing the Program
 - Program Management Staffing by Function
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 - Inactive Sites Per Project Manager
 - Spending per Project Manager
 - Years of Experience Managing for both:
 - Project Managers
 - Program Managers
 - Reserve per Active Site
 - Reserve per Full-Time Equivalent
 - Reserve per Project Manager
 - How Remediation Managers Spend Their Time
- Distribution of Sites by Key Phases
 - RI/FS
 - Design
 - Construction
 - Operations & Maintenance
 - Closure
- Spending and Budgets
 - Annual Spending
 - Budget Breakdown by Functional Area
 - Breakdown of Spending Between Services and Capital
 - Drivers Behind Changes in Remediation Spending
 - Five-Year Forecast of Remediation Budget Changes
- How Much Companies Spend to Close a Site



Benchmarking Remediation Performance 2001 comes with virtually all the facts, analysis and insights required to measure your program against the most comprehensive source of operating data, resource utilization and management strategies in the world. Our research is drawn from 2500 of the largest industrial companies and adds to our database of more than 6000 interviews with key managers of environmental services - updated in each of the last 11 years. In addition to the facts, operating parameters, and resources utilization statistics you also get:

Key Business Implications

This marquis analysis presents the compelling business implications of our study. You get the most comprehensive business analysis of the key issues as viewed by top management.

Management Strategies

Evaluate the different management strategies companies use to manage their Remediation Program. Compare your strategy to the different approaches. Use this analysis to see if there are management strategies you can add or challenges you can anticipate.

Performance Indicators, Metrics and Goals

The axiom in business is “you are what you measure”. BTI presents the defining analysis of indicators, goals and metrics in use at remediation programs. You get an unprecedented look at how companies measure and guide their success.

Reserves

Evaluate the array of reserve settings and management strategies in use today. See who sets it, how often it gets changed. Learn how some savvy companies are using the reserve as a key management tool.

Governance—Organizational Strategies and Reporting Relationships

See how companies organize their Remediation Programs and report progress to top management. Understand management strategies for remediation activities performed by the business and operating units themselves.

Information Management - Tools and Strategies

Our research shows that remediation managers spend more than 60% of their time on information management. Information management is one of the defining tools and skill sets that enable dramatic savings. Gain an understanding of how some companies use information management tools and see how some tools double productivity.

*Ordering Information on the Other Side
Call 617-439-0333 for more information*



BTI's Brand New, Just Released Report!

Benchmarking Remediation Performance 2001

Evaluate, calibrate, assess and improve your operating performance, resource utilization and management strategy.

Benchmarking Remediation Performance 2001 is the definitive resource to understanding remediation management performance. This report is based on more than 200 interviews with the world's largest industrial companies. *Benchmarking Remediation Performance 2001* provides remediation managers with the tools and measures to assess their strengths and weaknesses and uncover new solutions and ideas. This report is the definitive tool for evaluating, calibrating and assessing operating performance, resource utilization and improved remediation program performance.

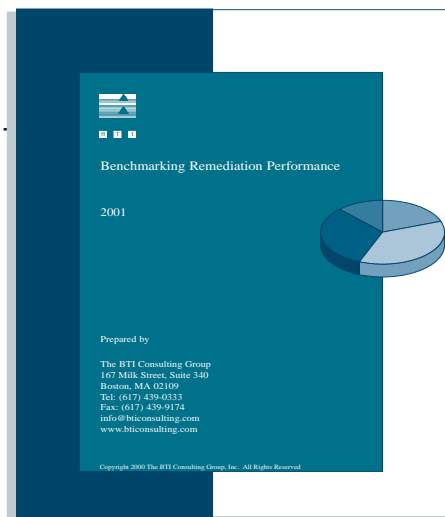
Ten Steps to Better Performance

Examine the ten highest impact steps you can take now to improve your performance. Find out about the field-tested and proven-to-deliver strategies to increase performance dramatically.

Proven, Field-Tested Remediation Management Best Practices

Uncover thirty-five best practices that companies are using today to reduce costs, improve quality and close sites faster. Delve into best demonstrated practices in managing programs, consultants, stakeholders, reserves, staff. Find the performance goals and metrics proven to drive success.

Benchmarking Remediation Performance 2001 is the must-have reference tool for remediation managers. BTI's report delineates exactly how remediation programs perform, measure themselves, manage themselves and report to top management. Join more than 500 of the world's largest and best run industrial companies that rely on BTI's research, insights and benchmarking experience to help them measure and improve their remediation programs. Fax your order today!



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