

IPEC Conference
Nov 8-10, 2016
New Orleans, Louisiana

**Consistency in Project Development:
Best Management Practices in Environmental Remediation**

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About ENFOS



ENFOS is a cloud software platform that expertly manages all of the complexities of remediation and decommissioning - from the financial to the technical at the enterprise level

Representative Customers



It's Still Growing: Global Remediation Market

- \$123B by 2022
- Compounded annual growth rate of 7.62% between 2016-2022
- Oil and Gas, Mining, Forestry experiencing high demand
- Growing number of government initiatives fueling expansion
- Fastest regional growth is in Asia-Pacific and North America

MarketsandMarkets.com, October 2016

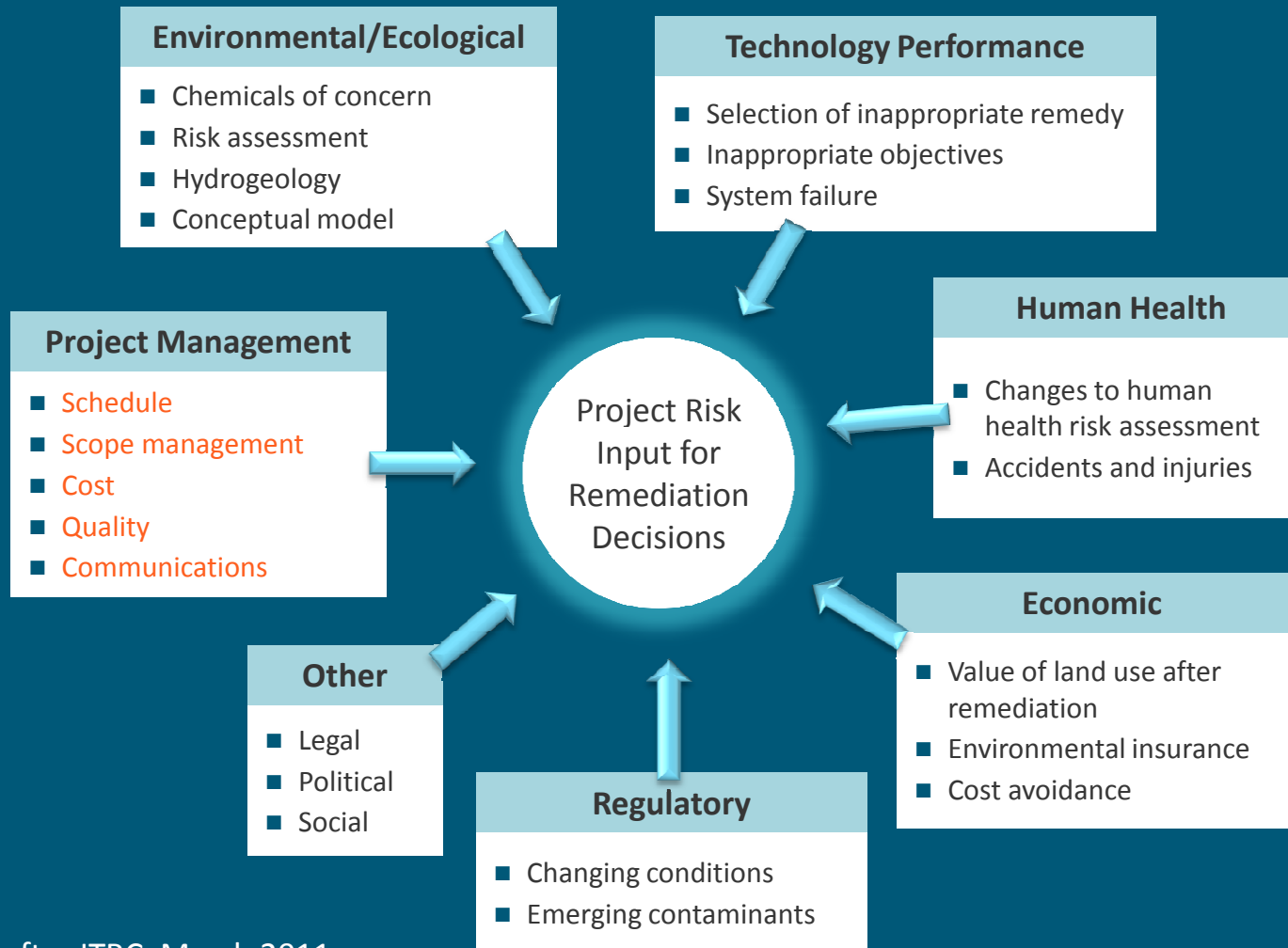
Defining Project Development

- *Capital Project Approach*: project delivery system to effectively manage the risk-to-reward relationship with fixed decision points and stage gates throughout progression
- *Project Management Approach*: systematic process with defined phases – initiating, planning, executing, monitoring, controlling, and closing
- *Expert Approach*: an entrepreneurial activity, subject to significant risks and unknowns led by qualified experts

Why is Project Development Critical?

- Remediation and decommissioning work is highly complex
- Projects have extreme levels of uncertainty, unknowns, and risk
- Project lifecycles are very long in duration
- Work is predominately outsourced and involves many stakeholders
- Consistency in project development is a major factor in risk mitigation

Remediation Project Risk Management



modified after ITRC, March 2011

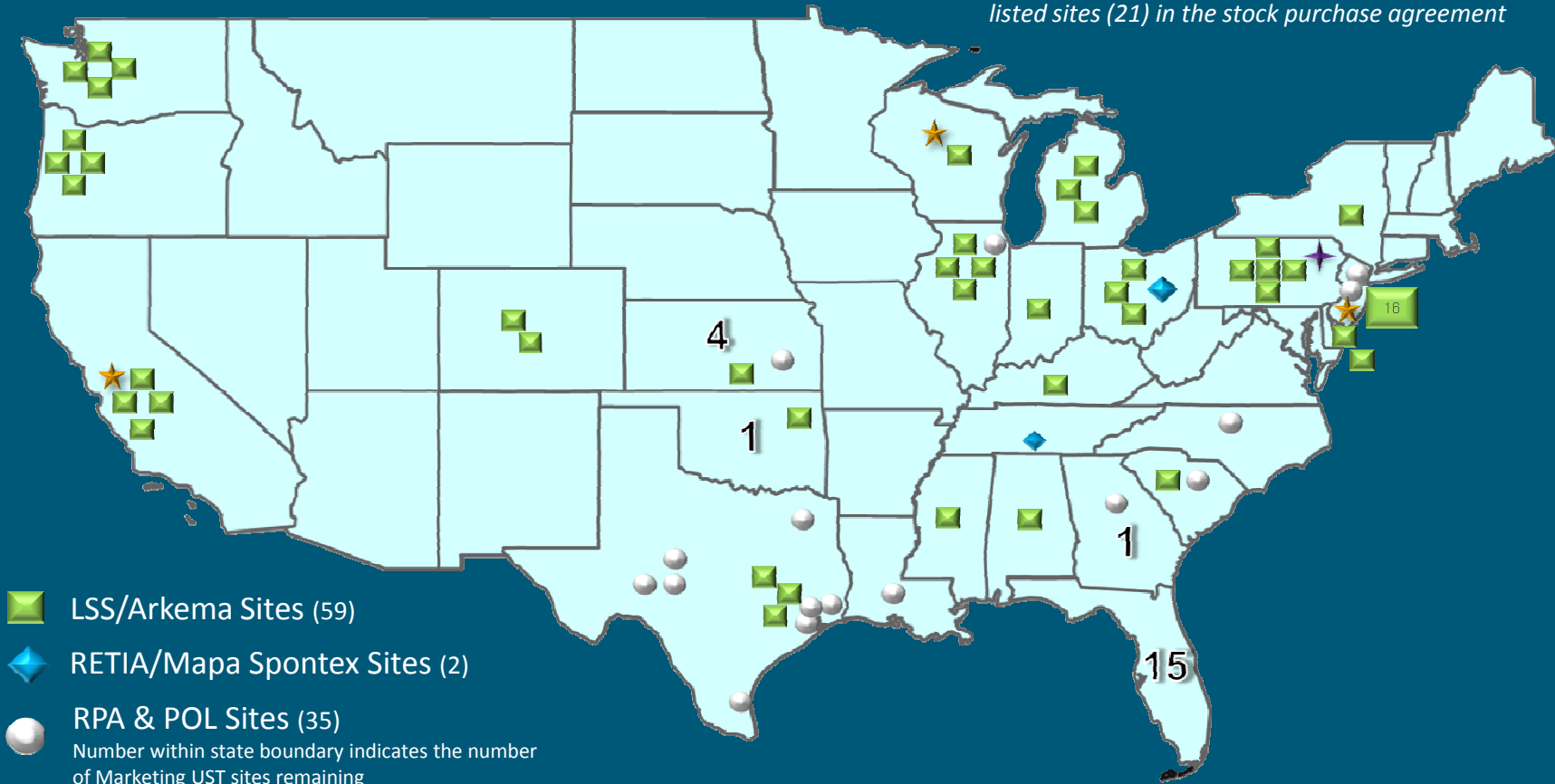
Expert Approach with strong Project Management






- Focus is on Project Progression to an overall goal of “site closure or to a post closure status efficiently and quickly.”
- PM’s have control over the projects and are a key decision maker (Technical, Financial, Negotiation, Real Estate, Legal)
- Project plan is well documented, reviewed and updated annually with senior leadership
- Both strategy AND execution are focal areas
- Remediation projects are NOT viewed as capital projects and are not managed as such



RETIA USA Remediation Sites

LSS/Arkema includes active sites (38) & other listed sites (21) in the stock purchase agreement



-  LSS/Arkema Sites (59)
-  RETIA/Mapa Spontex Sites (2)
-  RPA & POL Sites (35)
-  RETIA/CCP Sites (3)
-  EAI/Bostik Site (1)



All Projects Follow a Stage/Gate Process

| Stage or Gate | Description | |
|---|--|-------------------|
| Stage 0 | Potential Site | |
| Stage 1 | Initial evaluation | Study Phase |
| Gate 1 (Gate Committee Validation) | Funding Approval to complete Stages 2, 3, & 4 | |
| Stage 2 | Site Characterization & Risk Assessment | |
| Stage 3 | Interim Corrective Measures (If required) | |
| Stage 4 | Remedial Options Appraisal | |
| Gate 2 (Gate Committee Validation) | Funding Approval to complete Stage 5, 6, 7 & 8 | Remediation Phase |
| Stage 5 | Design, Construct, & Start-up | |
| Stage 6 | Operations and Maintenance | |
| Stage 7 | Validation Monitoring | |
| Stage 8 | No Further Action | Property Phase |
| Stage 9 | Property Use Plan | |
| Gate 3 (Gate Committee Validation) | Funding Approval to complete Stage 10 | |
| Stage 10 | Property Use Execution | |
| Stage G | General site activities not specific to any one stage or phase | |

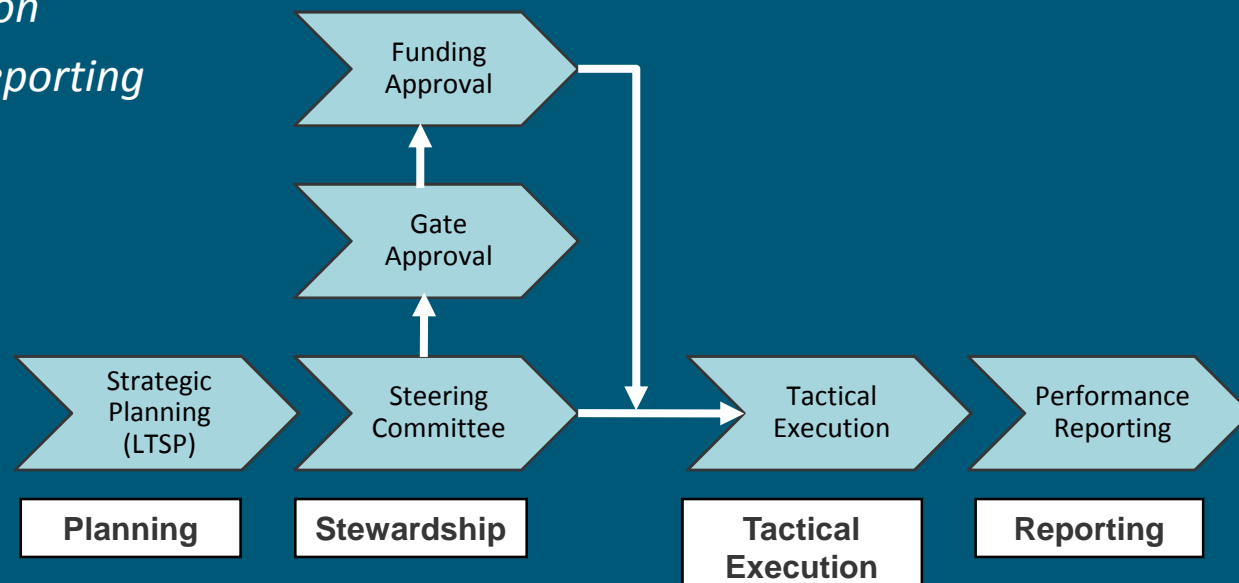
Steering Committee
Validations



Remediation Project Planning Process

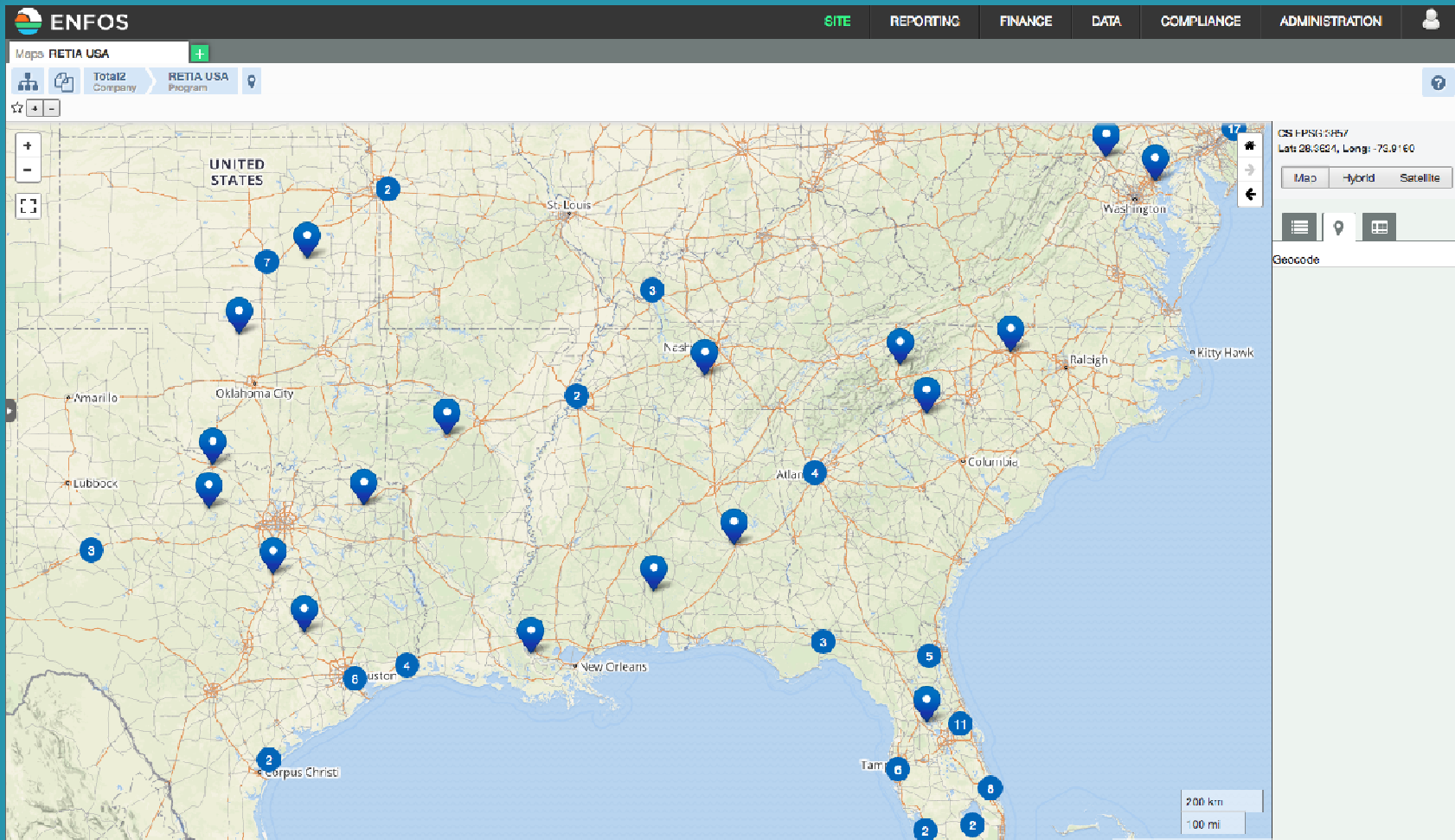
In order to ensure consistent execution of remediation activities across all sites, a consistent *RP3* is utilized within each Stage:

- Strategic Planning
- *Stewardship*
- *Tactical Execution*
- *Performance Reporting*



Information Technology

Visual Portfolio and Dashboard



Planning and Scheduling – slide 1

Provision Spend Plan [Long Term Plan Scenario]

Stage: 06-Operations & Maintenc... Activity: Waste Management

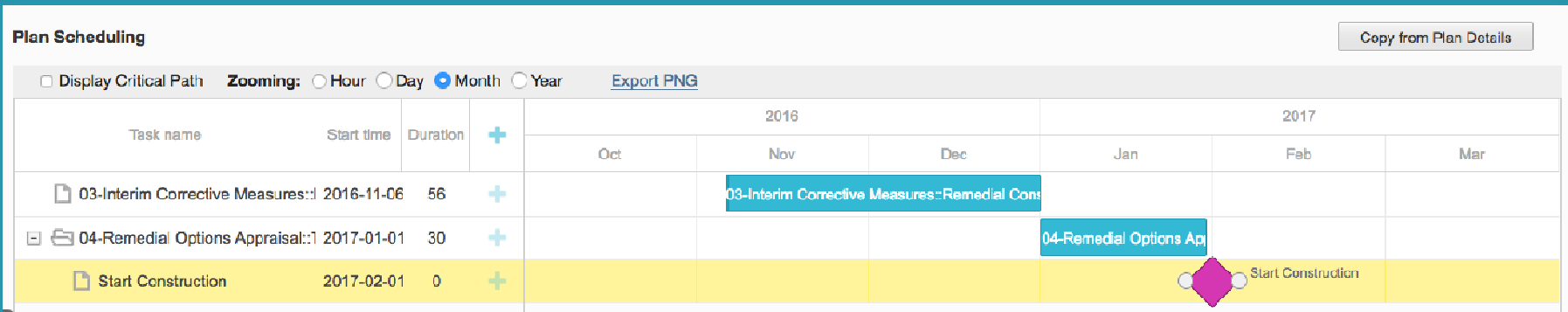
Show: All Current Year Next Year 3 Year Future View By: Cost Plan numbers only

Actions: [Copy Previous Plan](#)

| <input type="checkbox"/> | Stage | Activity | Comments | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 20 | Total |
|--------------------------|--------------------------------|---------------------------|----------|--------------|----------------|----------------|--------|--------|--------|--------|----|----------------|
| 1 | 03-Interim Corrective Measures | Remedial Construction ... | | 150000.00 | 4257500.00 | 3717500.00 | | | | | | \$8,125,000.00 |
| 2 | 03-Interim Corrective Measures | Workplans and Reporting | | 25000.00 | | | | | | | | \$25,000.00 |
| 3 | 03-Interim Corrective Measures | Project Management | | 16000.00 | 30000.00 | 60000.00 | | | | | | \$96,000.00 |
| 4 | 03-Interim Corrective Measures | Technical Services | | 45700.00 | 45700.00 | 45700.00 | | | | | | \$137,100.00 |
| 5 | 03-Interim Corrective Measures | Sample Analysis | | 20000.00 | 50000.00 | 35000.00 | | | | | | \$105,000.00 |
| 6 | 04-Remedial Options Appraisal | Technical Services | | 100000.00 | | | | | | | | \$100,000.00 |
| 7 | General Site Activities | Site Maintenance | | | | | | | | | | \$0.00 |
| 8 | Reconcile | Reconcile | | | | | | | | | | \$0.00 |
| | Total | | | \$355,700.00 | \$4,383,200.00 | \$3,848,200.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | | \$8,587,100.00 |

ActualSpend Detail
 PlanSpend Grand Total
 PlanSpend Detail
 Total Row
 Not Editable

Planning and Scheduling – slide 2



“Purchase to Pay” Planning & Monitoring

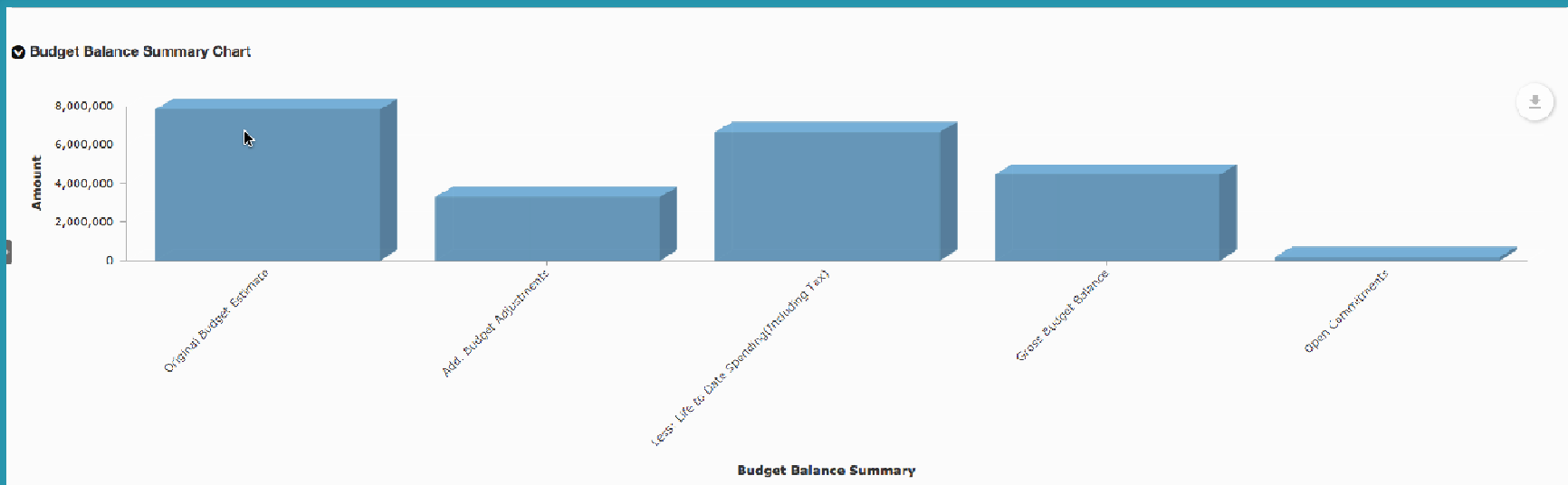
▼ Purchase Order

Add Purchase Order

All Current Year Only

| PO # | Status | Last Approved Date | Proposal Amount | Purchase Order Amount | Approved Invoice Amount | Percent Invoiced |
|----------------------------|-----------|------------------------|-----------------|-----------------------|-------------------------|------------------|
| 4501493792 | Invoicing | 08/08/2016 9:28:20 AM | \$5,000.00 | \$5,000.00 | \$3,770.11 | 75.40% |
| 4501468923 | Invoicing | 05/31/2016 12:50:34 PM | \$84,084.00 | \$84,084.00 | \$52,444.62 | 62.37% |
| 4501391524 | Invoicing | 10/26/2015 7:39:05 PM | \$156,607.00 | \$156,607.00 | \$13,655.87 | 8.72% |
| 4501367459 | Invoicing | 09/16/2015 10:35:35 AM | \$31,975.00 | \$31,975.00 | \$31,649.25 | 98.98% |
| 4501364049 | Invoicing | 11/23/2015 7:14:55 AM | \$31,000.00 | \$31,000.00 | \$28,726.00 | 92.66% |
| ERP-979499 | Completed | 01/04/2016 | - | - | (\$109,009.50) | - |
| 4501373557 | Completed | 09/25/2015 1:39:55 PM | \$7,844.00 | \$7,844.00 | \$7,844.00 | 100.00% |
| ERP-958648 | Completed | 08/20/2015 | - | - | \$86,545.79 | - |
| 4501329646 | Completed | 06/10/2015 12:50:14 PM | \$16,805.00 | \$16,805.00 | \$16,805.00 | 100.00% |
| 4501329647 | Completed | 03/31/2016 10:12:24 AM | \$14,100.00 | \$14,100.00 | \$12,961.47 | 91.93% |
| 4501318270 | Completed | 07/06/2015 7:37:02 AM | \$127,885.00 | \$127,885.00 | \$124,349.68 | 97.24% |

Project Tracking & Controls



Environmental Reserve Management

Finance

Project Type: Provision

Plan Balance Summary

Budget Scenario ‡

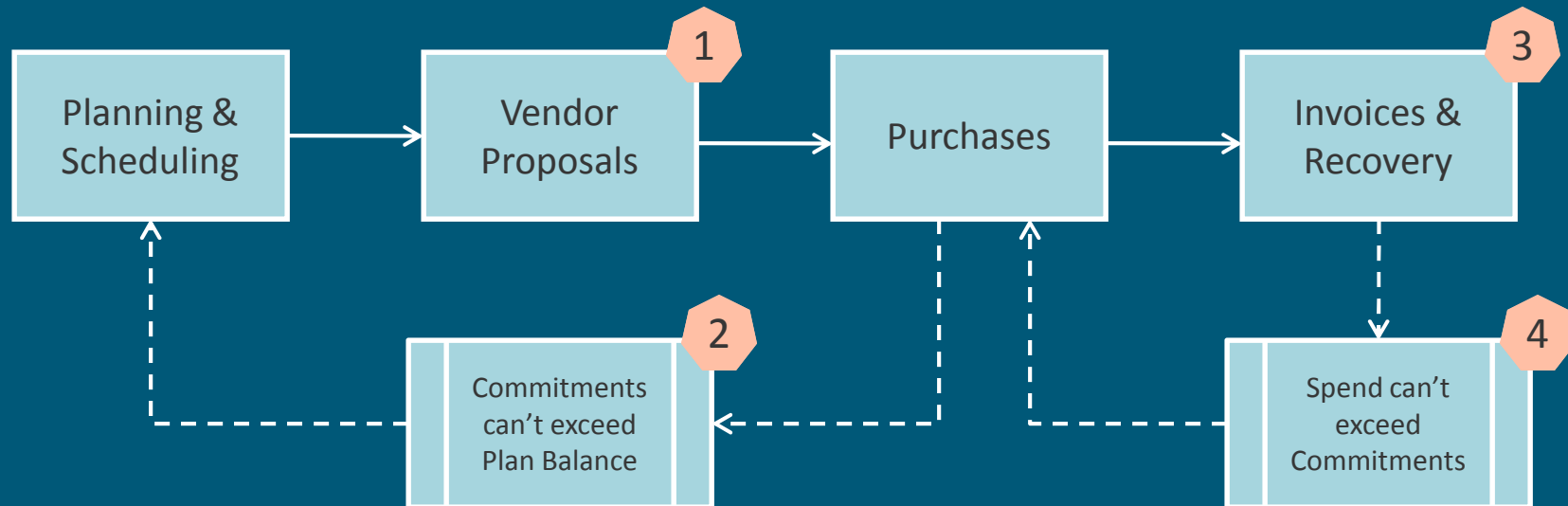
Inception-To-Date

| | |
|--|----------------|
| Original Budget Estimate | \$7,845,000.00 |
| Add. Budget Adjustments | \$3,263,653.24 |
| Less: Life to Date Spending (Including Tax) | \$6,639,378.61 |
| Gross Budget Balance | \$4,469,274.63 |
| Open Commitments | \$178,420.15 |
| Allowed Over Commitment | - |
| Available to Commit | \$4,290,854.48 |
| Available to Spend | \$4,469,274.63 |

‡ Planning Limit Default Scenario

Integrated Processes (PM Information System)

Finance Workflow Summary



WORK BREAKDOWN STRUCTURE
Common thread across all processes

5

LEVEL 1 – “Phase”

LEVEL 2 (optional) – “Activity”

LEVEL 3 (optional) – “Element”

LEVEL 4 (optional) – “Component”

Conclusions

- Organizations with remediation or decommissioning portfolios benefit by working within a consistent project development framework
- Regardless of the approach taken, success can be achieved if repeatable and reliable methods are put in place
- A subject matter expert information system (the technology) enables the organization to execute the overall strategy on each and every project