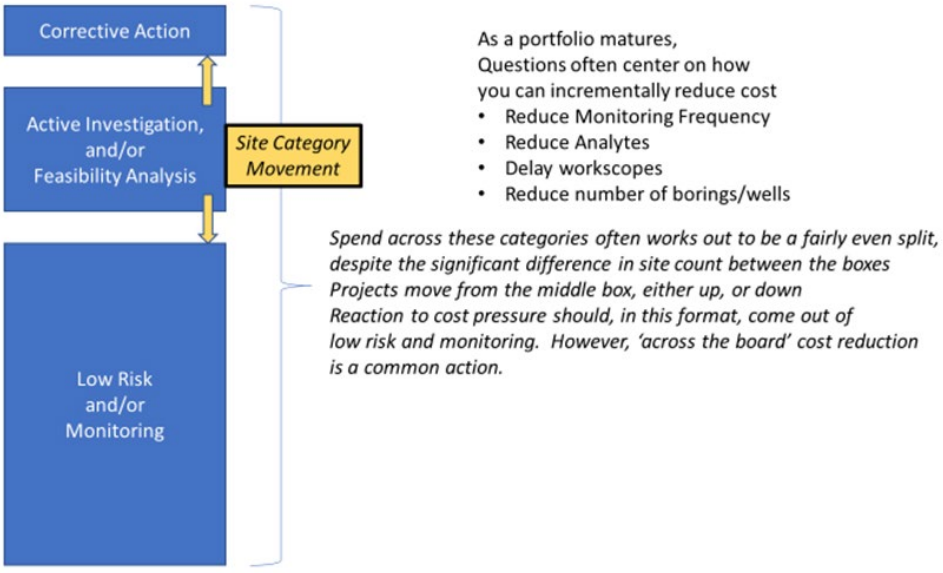
Managing environmental remediation projects can be challenging, especially when resources are limited. No one understands this better than EHS Support.

REMEDIATION PORFOLIO MANAGEMENT

EHS Support has assisted clients around the globe in managing remediation projects in a portfolio approach using risk analysis, site categorization, and targeted action planning to reduce costs and the time our clients spend managing remediation liabilities. This concept can be applied to the overall management of a portfolio of sites or to specific action categories, such as assessment or operations and maintenance.

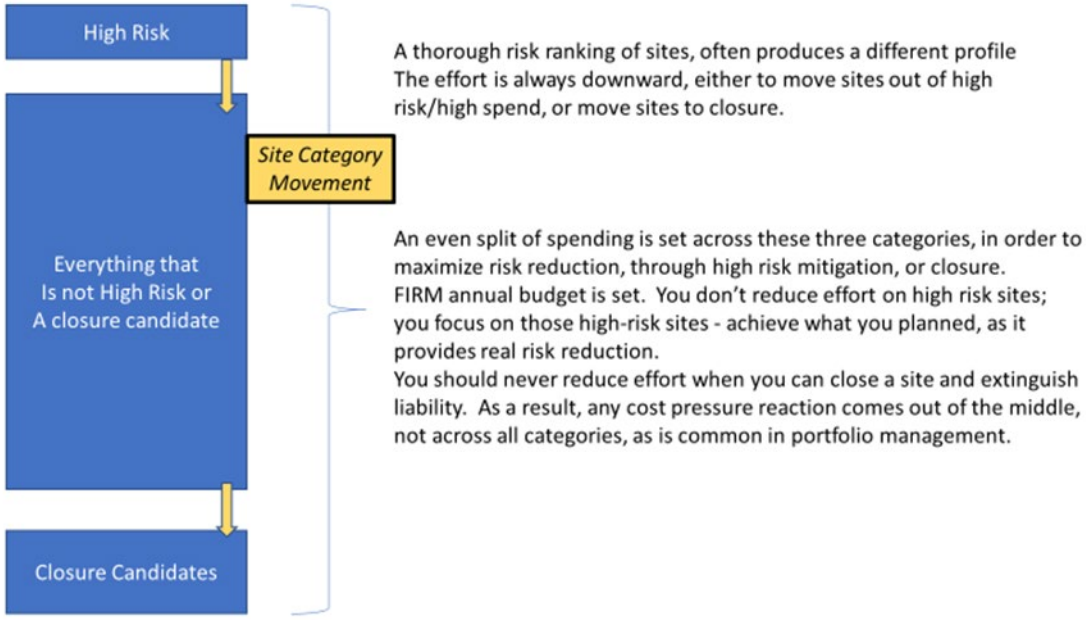
When approaching a portfolio of remediation sites, the typical evaluation procedure is to determine lifecycle, current compliance standing, and action plans provided by previous suppliers, on a site-by-site basis. While these elements are important, EHS Support believes individual project planning should follow a detailed and robust portfolio-risk evaluation. A risk evaluation of all sites will direct effort into protecting the client's risk, first and foremost, while identifying low-risk opportunities that should progress to closure (or limited monitoring, at worst). The difference in approach is illustrated below:

An action profile of a typical site-by-site approach:



The tactical cost management activities listed above are important in any portfolio; however, cost reduction across the board can reduce real progress and increase noncompliance events in the portfolio (e.g., slowing the rate of site closures, or missing key regulatory or contractual deadlines) Even worse, across the board reductions can elevate the risk profile for the client by taking effort away from matters that present the highest risk.

A thorough risk evaluation and slightly different categorization of sites produces a different focus.



Portfolio management according to risk evaluation and regular analysis (quarterly, annual, etc.), provides several benefits, including but not limited to:

- Greater predictability of spend
- Better understanding of desired end points by site and by portfolio
- Allowance for state or regional strategies
    - Based on regulatory opportunity
    - Based on variant risk tolerance in subsets of the portfolio
- Maximizing risk reduction, regardless of spend pressures
    - Focus of effort will be constant on high-risk sites or closure candidates
    - Spend pressure absorbed by sites that are not high risk or closure candidates

Setting portfolio action plans based on risk also frees time for the client organization. Defined action plans, focused on maximizing risk reduction for the organization, allow our experts to focus on execution while you focus on strategic and business elements of managing the portfolio. EHS Support's resources have helped client groups transition from full-time FTE (or multiple FTE) focus on a portfolio to that same FTE overseeing our management of their portfolio in a fraction of their time.

OPERATIONS & MAINTENANCE PORTFOLIO FOCUS

As a subset of portfolio management, EHS Support has provided lower cost delivery through strategic management and execution of operations and maintenance (O&M) on mature system sites. As EHS Support evaluates client portfolios of mature O&M sites, we generally observe a primary focus on cost management and keeping a system operating – even if the system is 'limping along,' and often when operation is producing limited results. We typically shift the focus to risk evaluation, while first questioning whether complacency is a risk to achieving results in long-term O&M of the portfolio.

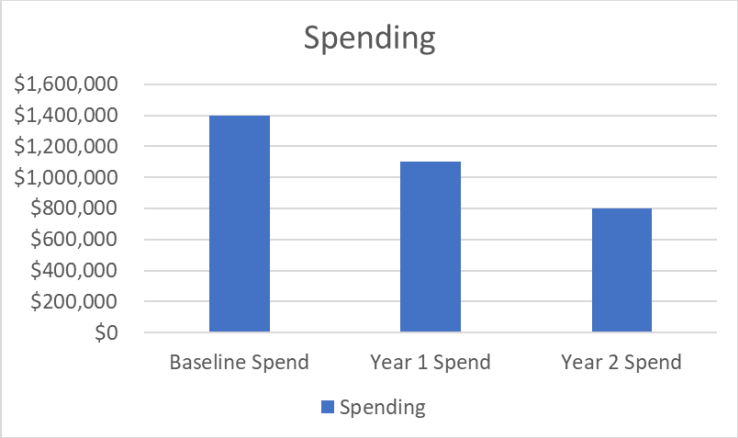
Many O&M legacy sites should get a fresh evaluation to determine if closure can be achieved using historic data, system performance, risk assessment, and source-zone depletion arguments.

Other questions EHS Support applies during the O&M risk evaluation:

Strategic Evaluation	Key Question(s)
System Goals	What are we trying to achieve by operating this system? When is the last time the operational goals were evaluated? What are the regulatory or contractual obligations?
Risk	What risks are exposed if the system is turned off? Can those be mitigated?
Performance	The typical question here, is has performance hit asymptotic conditions? EHS Support explores further, to determine whether in situ processes (such as Natural Source Zone Depletion) may actually be accomplishing more than the system operations.
Tactical Evaluation	**Key Question(s)**
Monitoring	Can frequency or volume be reduced?
Treatment Trains	Can they be reduced? Eliminated?
Telemetry	Is it optimized? Is it necessary?
Disposal Options	Can we reduce cost/volume?

O&M Case Study

EHS Support's team members took over management of a portfolio of mature O&M sites on former chemical production and distribution facilities located in the Midwest through Southeast US. The risk concepts above were applied, along with strategic and tactical evaluation and action planning. Spend on the portfolio of sites was reduced as shown in the table below.



Specific outcomes in the first two years:

- Monitoring frequency was reduced on every site
- Alternate disposal (at lower cost) was applied at 10 percent of the sites
- Equipment upgrades, and optimization of telemetry reduced cost at 50 percent of the sites
- Twenty-five percent of the systems were shut down completely by year two
- Reduction in client FTE focus
    - Baseline was three PMs, each spending 10-15 percent of their time on these projects
    - At year two, a single PM managed this program in the client organization, utilizing less than 10 percent of his time.

EHS Support takes a different view than our competitors – and it shows. When looking at a portfolio of sites, our experts focus on risk evaluation and desired outcomes for the client. As with everything we do, we view portfolio management as an opportunity to reduce cost pressure and relieve FTE pressure, while improving the risk profile for our clients. In short, we put our experience to work for you.

EHS Support delivers specialized technical services to provide our clients with innovative and cost-effective solutions for their portfolio management and remediation needs.

To discuss your Remediation needs, please contact: cassie.johnson@ehs-support.com.