

SERA SOUTHEASTERN ENVIRONMENTAL
RESOURCES ALLIANCE

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July 31, 1995

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~~Ms. Beth O'Rear~~ *Angela Clinton Angela*
Contracts Division
U.S. Department of Energy
Savannah River Operations Office
P.O. Box A
Aiken, SC 29802

**COOPERATIVE AGREEMENT NO. DE-FC09-94SR18434 AND
GRANT NO. DE-FG09-94SR18479**

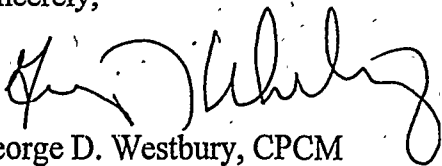
Dear Ms. O'Rear:

Enclosed find the technical and financial status reports for Cooperative Agreement No. DE-FC09-94SR18434, Southeastern Environmental Resources Alliance. The technical report consists of a status report against the Completion Milestones incorporated in the Cooperative Agreement, and the revised and final SERA Start-Up Plan dated May 1, 1995. Standard Form 269, Financial Status Report, provides the financial status for the Cooperative Agreement.

Also included is a Standard Form 269 for Grant No. DE-FG09-94SR18479.

Please contact me at (803) 952-5168 if there are any questions concerning these submittals.

Sincerely,



George D. Westbury, CPCM
Contracts Administrator

DISCLAIMER

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Enclosures

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DISCLAIMER

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COMPLETION MILESTONES

June 30, 1995

Milestones	Months				Status
	1-6	6-12	12-18	18-24	
1. Provide Overall Management of SERA Initiative.					
Business organization created and board formed.	X	O	O		SERA has been incorporated as a non-profit corporation under the laws of South Carolina. Final submittal of the By-Laws is subject to ratification of the Board members by South Carolina Governor.
Search for Executive Director initiated upon preliminary notification of award.	●				Executive Director, Gene Samsel, hired as of 3/1/95.
Secure Finance Manager.	X	●			Finance Manager, Greg Williamson, hired as of 5/1/95.
3 remaining employees obtained via WSRC.	X	●			Business Manager, Program Development Manager, Finance Manger, and Outreach Manager hired.
Initial strategic plan developed and updated.	X	●			Initial Start-Up Plan complete. Strategic/Business Planning process initiated.
Secure and arrange office logistics.	X	O	O		Initial office space located at the BTC building in North Augusta, GA. Move to the Savannah River Research Campus pending.
2. Effectively Market the SERA Initiative to Client Companies					
Develop overall marketing strategy: effective implementation of procedures, appropriate follow-up evaluations and approved budget.	X	O	O		Negotiated a marketing contract with the SC Dept. of Commerce's Existing Industry Group. SMTC to perform various awareness events. Formalizing awareness events with Georgia Partnership.
Secure key industry participation to expand and refine market analysis.		●			Survey of environmental concerns in South Carolina was mailed 5/20/95. Approximately 400 responses have been received. Results of 1993/1994 survey in Georgia have been obtained and assimilated.
Develop appropriate promotional collateral for SERA.		●			Tri-fold brochure has been developed. SERA is sponsoring the P2SC, a quarterly environmental magazine in SC. A display booth with artwork and photographs has been purchased for trade shows.
Continued implementation.		X	X	X	

COMPLETION MILESTONES

June 30, 1995

Milestones	Months				Status
	1-6	6-12	12-18	18-24	
3. Provide the Overall Deployment Mechanism.					
Establish agreements with SMTC and the Economic Development Institute of Georgia.	X	O	O		SMTC has been contracted to do two awareness events on environmental topics. One year agreement with Georgia Partnership in final negotiations.
Secure Field Manager coordinator.	X	●			Field Manager, Dick Hargitt, under contract pending full-time employment.
Assign 4 full-time WSRC persons with environmental manufacturing expertise to work in outreach/field efforts.	X	O	O		Field Agents, Teresa Garrett and Jeff Neal, hired as of 6/15/95. Field Agent, Tim Schatzner, to be hired in July, 1995. Awaiting Georgia Partnership's selections for Georgia Field Agents.
Manager of Outreach Projects assigned from WSRC; person will provide overall management of delivery and problem solutions.	X	●			Outreach Manager, Clinton Twilley, hired as of 6/15/95.
Develop seminars, training and demonstrations.	X	●			A seminar/awareness event has been designed. SMTC has scheduled two environmental seminars to be held in September and October. Awareness events in Georgia are being developed by the Georgia Partnership.
4. Provide Environmental/Manufacturing Technology Support.					
Secure the Manager of Program Development.	X	●			Program Development Manager, John Haselow, hired as of 4/24/95.
Establish comprehensive profile and linkages with the technical expertise, competencies, and facilities at WSRC and the universities.	X	O	O		WSRC Work for Other Agreement in place for SRS services and technologies. SERA, through Georgia Tech, is developing a resource directory of expertise within WSRC and the universities. Held meetings with USC, Clemson, and various technical colleges.
Secure key industry and research personnel to link with WSRC and complete environmental assets analysis.		X	O		Developing agreements with various service providers in the Georgia/South Carolina region. Approximately 20 blanket agreements are now in place.
Provide ongoing technical expertise.	X	O	O		
5. Establish Client Tracking System.					
System is designed and implemented following the hiring of the Manager of Outreach projects.	X	O	O		TRP funded Client Tracking software to be installed 9/15/95.

COMPLETION MILESTONES

June 30, 1995

Milestones	Months				Status
	1-6	6-12	12-18	18-24	
6. Provide Environmental Issues Data Capability.					
Initial links and access to existing bases established.		●			Internet access and Home Page established. SERA is studying an Internet based information service.
Internal data system developed.	X	O	O		To be developed in conjunction with the Client Tracking system.
Feasibility and implementation reviewed to determine internal system.				X	
7. Create and Implement "Design for Environments"					
Education/Demonstration Project.					
Initiate education on concept of environmental criteria.				X	
Develop environmental criteria program.				X	
Pilot demonstration plan				X	
Pilot funding secured via non-TRP sources.				X	

Legend:

- X Original Schedule
- O Revised Schedule.
- Complete.

***SOUTHEASTERN ENVIRONMENTAL RESOURCES
ALLIANCE***

START-UP PLAN

MAY 1, 1995

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I. Introduction to Planning

The Southeastern Environmental Resources Alliance (SERA) is a joint effort between the US Department of Energy, the states of Georgia and South Carolina, and Westinghouse Savannah River Company (WSRC). The original proposal for SERA, submitted under the Technology Reinvestment Project (TRP), is based on improving the competitiveness of manufacturers within Georgia and South Carolina by addressing the costs associated with environmental and waste management issues. By using the many technologies available through the national laboratories, universities, the Savannah River Site, and the commercial sector, SERA will improve the competitive position of companies that would otherwise have no access to those technologies.

This *Start-Up Plan* details the steps SERA will take to begin effective operations by June 1, 1995, and will focus on the short-term needs of the program. This plan will serve as a supplement to the original SERA proposal, and will address the major milestones included in the Department of Energy's Cooperative Agreement. Also documented are the planning processes that SERA will use to ensure the long-term viability of the program. The planning process will include additional work elements that are referenced by the original proposal, but, for the purposes of program start-up, are not immediately addressed. The major milestones and schedules are provided for each goal.

Start-Up Goals

The short-term mission is to establish the SERA program by effectively assessing and addressing the environmental-related needs of manufacturers in the region.

The short term goals for the program are as follows:

- Implement the strategic planning process that will set the direction for SERA for the next three (3) years.
- Assemble program management needs, including staffing, facilities, equipment, and financial management system.
- Implement a business development strategy that leverages existing resources in Georgia and South Carolina through contractual agreements.
- Begin initial SERA operations that address common environmental issues by June 1, 1995.

Strategic Planning

In parallel with the initial operations, SERA will implement a strategic planning process. SERA will seek comments and input from all partners to ensure that there is consensus on the critical issues facing the program. Comments from the SERA Board of Directors and Advisory Council will be obtained upon their formation. The planning process will also take into account DOE requirements and milestones.

SERA is committed to provide services that meet clients needs. The first step is a comprehensive needs assessment. Existing client information and survey responses will be reviewed. In locations without this type of information, SERA will complete a survey of manufacturers to identify their needs. The assessment will evaluate both short-term and long-term environmental issues that affect the competitiveness of manufacturing in the region. The assessment will also determine the type of delivery service (i.e., consulting, training, and technology deployment and implementation) that would optimize benefits to the client manufacturer.

Based on the conclusions of the assessment, the SERA Executive Director and the partners will develop a three year business plan to be presented to the Board of Directors for review and approval. This plan will detail the vision, mission, principles, and goals for the first three years of operations, and the strategies and tactics that will be used during the implementation of the plan. SERA will address other important factors not included in the *Start-Up Plan* including expanding territories, new funding sources, additional services and delivery mechanisms, and the co-sharing of existing and future resources. A major goal of SERA will be to become self sufficient upon completion of the incubation period.

SERA will request any required changes to the statement of work, period of performance, or milestones of the DOE Cooperative Agreement and Grant after the three year business plan is complete.

II. Program Management

Formation of the Non-Profit Corporation

SERA is incorporated as a non-profit corporation in the State of South Carolina. By-laws have been drafted by Enterprise Development, Inc. of South Carolina pending identification and selection of the Board of Directors. Upon filling of the Board positions, EDI of South Carolina will file for 501(C)(3) status on behalf of SERA.

EDI of South Carolina will provide operational management of SERA during the start-up period. The determination of the exact time span for this operational management will be at the discretion of the Board of Directors.

Human Resources

As detailed in the TRP proposal, the SERA organization consists of a Board of Directors, an Executive Director, four managers, a minimum four Field Agents (under contractual agreement), and an administrative assistant. SERA and the partners will increase the planned Field Agent positions to four each for Georgia and South Carolina, for a total of eight on an "as needed" basis. The Board of Directors will consist of one member representing the State of Georgia, one member representing the State of South Carolina,

one member representing DOE, and eight members from the potential client base. The Chairperson will be selected by the Board Members.

Gene Samsel, Jr., began operations as SERA Executive Director on March 1, 1995. A Business Manager, Pam Witter, has been hired to coordinate the logistics and operation of the central office. Both are EDI of South Carolina employees.

Before the start of SERA operations, the Financial Manager, Outreach Projects Manager, and four Field Agents will be identified. SERA will fill the remaining management and field staff positions as market demand for SERA services increases.

EDI of South Carolina will provide additional financial, administrative, and management services during the start-up period and throughout the incubation period of SERA.

Facilities and Equipment

As part of their contribution to the success of SERA, WSRC is donating office space for the central staff. This space is planned for the newly finished Savannah River Research Campus located just outside the Savannah River Site. The Research Campus space will not be available until May 1995, however. Initial SERA operations will be located at the Business and Technology Center, North Augusta, SC.

Field Agents will be provided through contractual arrangements with SMTC, P2AD and Economic Development Institute (EDI) of GA, and will be housed in their respective facilities. This will leverage the costs associated with both programs, while providing the necessary coordination of marketing and delivery efforts.

The SERA Business Manager is responsible for obtaining the necessary office equipment and supplies. SERA will establish a PC based local area network (LAN) at the central office. SERA will develop a database in Telemagic, a client management and tracking software program that uses Microsoft Fox Pro file structure. All partners will have dial-in-access to the central LAN and database. This approach will provide for maximum use of the client management and tracking systems throughout the wide geographical area.

Financial Management

A Cooperative Agreement and a Grant have been received from DOE. SERA will secure the appropriate funding avenues from the States of Georgia and South Carolina prior to the start of operations.

SERA and EDI of South Carolina will formalize their management contract for the initial management of the program. This agreement will be approved by the SERA Board of Directors as part of their initial duties.

Two Work for Others agreements between SERA and Westinghouse Savannah River Co. (WSRC) have been negotiated. These agreements include pre-negotiated rates at reduced

schedules. WSRC will provide program management and technical services on a task basis through the Work for Others agreements.

SERA will enter into other contracts and agreements as necessary to meet program goals. Contracts with existing service providers such as Economic Development Institute of Georgia, the Pollution Prevention Assistance Division of the Georgia Department of Natural Resources, the Southeast Manufacturing Technology Center (SMTC), and the SC Department of Commerce's Existing Industry Group will be formalized. SERA will use university and technical college personnel, and private environmental service providers as necessary to meet client needs. SERA will negotiate discounted rates for delivery services from commercial partners as their costs for marketing and administrative services will be negligible. All contracts and agreements will include suitable terms and conditions to address insurance, rights in technical data, confidentiality of information, and indemnification waivers.

EDI of South Carolina will provide the initial financial management for SERA. Bank accounts will be established pending Board approval, and SERA will have the benefit of the financial controls and systems already in place within EDI.

III. Business Development and Marketing

Direct Marketing

During the start-up period, SERA will rely heavily on the existing service providers to provide the direct marketing support. These providers include EDI of Georgia, the SMTC, South Carolina Department of Commerce's Existing Industry Group, Small Business Development Centers, SCUREF, ERDA, Southeastern Technology Centers, SCRA, trade associations and consortia, P²AD programs, ESTL, FoReST, Water Resources Technology Center, AACES, the Textile Environmental Technology Center, and the WSRC Industrial Assistance program. SERA's long-term mission will be to leverage these existing resources and not add additional personnel and work efforts that would create duplication.

Four Field Agents, two in each state, will be identified during the initial period and co-located at partner's facilities. Additional Field Agents for Georgia and South Carolina may be added as needed. SERA will provide training on the program's mission and capabilities to other outreach partners and provide an checklist of environmental issues to identify at site visits.

Awareness Events

SERA and the sponsors will target industry events and trade shows taking place within Georgia and South Carolina and co-sponsor booth space and time with EDI of GA, SMTC and other service providers. These shows include the AM95 exposition in Greenville, SC, the South Carolina Industrial Show in Columbia, SC, and similar events scheduled in Georgia.

The SERA Executive Director will attend all environmentally related events scheduled in the region to promote the existence of SERA. Various Chamber of Commerce meetings will be attended to establish a SERA presence in the manufacturing and business communities.

SERA will sponsor six breakfast events, three each in Georgia and South Carolina, before the June 1, 1995, start date. The breakfast events will be held with various industry focus groups to target environmental problems unique to particular industries.

Seminars, satellite conferences, and other training events will be co-sponsored and publicized by SERA.

Marketing Materials

A pamphlet will be developed that details the SERA mission and the resources available to solve manufacturing related environmental issues. SERA will develop other materials and collaterals upon the hiring of the Business Development Manager. SERA will create a logo symbolic of the partnership that established the program. Other marketing materials including manufacturing databases and statistical information will be obtained from the respective partners for each state.

IV. Operations

Delivery Resources

Based upon the experience of the Executive Director and with input from all partners, SERA has compiled a list of major environmental concerns that impact manufacturing competitiveness. The needs assessment results will supplement this list. The environmental issues that SERA will most likely address are as follows:

- Waste Management, transport and disposal
- Risk assessment
- Environmental/compliance audits, etc.
- USTs, assessments, removals, remediation
- Emergency response
- Waste minimization/pollution prevention
- SARA reporting, OSHA, manifests
- Reporting/Record Keeping
- Compliance/permitting--air, water, soil, storm water, wastewater
- Clean Air Act compliance, permitting, reporting, technology
- Construction/remediation--lagoons, landfills, UST/ASTs
- Soils and foundation engineering-- new construction and expansions
- Process engineering-- "Green Engineering" and re-engineering
- Regulatory affairs, issues, policy
- RCRA/CERCLA
- Wetlands
- Financial--funding sources, tax credits
- Training, technology transfer, and re-application for all of the above

SERA and its partners will develop a "yellow pages" of delivery resources available to address each of these environmental concerns, and a procedure to maintain the quality of the information. The listing will include specific resources and services available for each environmental concern from existing free and for-fee public service providers, the Savannah River Site, university personnel, private-sector providers, and others as outlined in the Business Develop and Marketing section above. This listing will be used by the Outreach Projects Manager to identify the appropriate, pre-qualified sources that can meet client needs and schedules at appropriate costs.

Functional Delivery

SERA will implement the functional delivery model described in the original TRP proposal. This model consists of four basic functions:

- Market Identification and Lead Generation
- Problem Definition
- Solution Search and Development
- Solution Deployment

Market Identification and Lead Generation

Market identification and lead generation have been discussed in the previous discussion on outreach. These activities will be addressed through the contractual arrangements between the partners.

Problem Definition

Upon receipt of a lead and an initial characterization of the client's needs, the SERA Manager of Outreach Projects, in conjunction with the partners, will develop a specific, workable definition for each problem to be solved. Three types of scope of projects are envisioned at this time:

Extension Projects - preliminary overview or assessments such as pollution prevention studies, UST's assessment, environmental compliance audits, etc. Many of these services are currently provided to Georgia industry on a no or low cost basis. The field agents will be the primary resource for these services and will leverage activities with existing programs.

Implementation Projects - The implementation of engineering, training, and management recommendation is a second type of project. The projects will most likely result from an extension project and will require specialized resources identified through the SERA network. The projects will require fees from clients as well as contributions from TRP and other sources.

Technology Transfer Projects - Several technology transfer projects are envisioned in order to meet the contract objectives. Ideally, such projects would (1) include technology from WSRC, (2) be focused on industry, and (3) result in a significant contribution to environmental enhancement. Participating companies,

along with SERA, will contribute significant resources in time and capital expenditures. The acceptance of technology transfer projects must be accomplished through a rigorous review process. Multiple partners, including DOE and other federal agencies, should be considered for each project.

Solution Search and Development

SERA will solicit solutions for the project definitions from the applicable delivery resources associated with that type of problem as identified in the "yellow Pages." A rapid response to the SERA solicitation will be required. For extension projects, appropriate personnel will be deployed to address the client's immediate needs.

Solution Deployment

Upon identification of implementation and technology transfer projects, SERA personnel and the applicable delivery resource(s) will develop a detailed proposal and Statement of Work that addresses the client needs. SERA clients will be charged for environmental solutions that are not normally provided by existing service delivery partners on a free basis. Initial projects will be on a time and material or fixed-price basis, as appropriate, and competitively priced based on market demand and the client's payment capabilities. Long-term pricing structures will include royalty based payments and percentage of cost savings scenarios where appropriate. SERA will generate program income by using mark-ups on subcontractors who are delivering services at discounted rates and by direct billing of in-house expertise and abilities:

SERA will have project management responsibilities for each implementation and technology transfer project resulting from this process. Meeting client expectations, quality control, and the collecting of delivery impact information will be the responsibility of the applicable SERA Field Agent.

Program Impact

Upon completion of implementation and technology transfer projects or programs, SERA will conduct an initial survey to determine the impact of services delivered to individual clients. The existing NIST Manufacturing Extension Program measurement criteria will be used to develop a continuity between SERA and the major service delivery partners associated with this program. SERA will develop more appropriate measurement criteria during the strategic planning process. Long-term solutions, with no immediate impact, will be recorded for future survey purposes.

Contractual Arrangement With the Georgia Partnership

In order to optimize the existing infrastructure, the state of Georgia has appointed P²AD the primary contractual organization for this project. Activities to be covered by this agreement include:

- Integrate SERA services with outreach infrastructure
- Profile regional needs (market identification)
- Provide initial contacts with companies (problem identification)

- Provide initial technical assistance (extension projects)
- Serve as project management for implementation projects, where appropriate
- Coordinate SERA workshops and seminars
- Liaison with targeted industry
- Develop and maintain the "yellow pages" of Georgia service providers

Staffing will consist of existing personnel within each agency, and new personnel as needed. It is assumed that these personnel will include up to four Field Agents to serve Georgia.

One Technical Specialist will be located in the Augusta extension office, and his main responsibilities will be:

- To provide a conduit for the Georgia Environmental Infrastructure to technologies in the facility.
- Pro-actively explore and communicate to the Georgia Environmental Infrastructure technologies at the facility.
- Understand projects and expertise of the Georgia Environmental Infrastructure and match to projects and expertise at the facility.

A Technical Network Specialist will also be added to:

- Develop an environmental resource database housed on the Internet with selective access by the partners.
- Develop a system to provide electronic matching of resources to project needs.
- Maintain quality and integrity of database.
- Coordinate database development with SERA database ("yellow pages")
- Train Georgia Environmental Infrastructure deployment, tech transfer, and research staff.

Major Tasks	Milestones	Schedule
<p>1. Implement the strategic planning process that will set the direction for SERA for next three (3) years.</p>	<p>A. Review SERA proposal and Cooperative Agreements as written.</p> <p>B. Assemble input from partners and sponsors on the the original proposal and plan as written.</p> <p>C. Distribute a customer survey to all potential SERA clients that addresses major environmental issues and concerns.</p> <p>D. Integrate survey findings into the planning process.</p> <p>E. Prepare the strategic plan and create measurement criteria.</p>	<p>Complete.</p> <p>All input received by April 15.</p> <p>Survey mailed by April 1.</p> <p>Results analyzed by May 1.</p> <p>Three year business plan by June 1. Revise Statement of Work by June 30.</p>
<p>2. Assemble program resources, including staffing, facilities, equipment, and financial management system.</p>	<p>A. Begin hiring of the core SERA staff.</p> <p>B. Secure the needed facilities, equipment, and support needed to begin operations.</p> <p>C. Formalize funding commitments from GA and SC.</p> <p>D. Enter into Work for Others agreements.</p> <p>E. Identify other needed contracts/agreements as required by this plan.</p>	<p>Executive Director hiring complete. Board of Directors appointed by April 1. Business Manager by April 1. Advisory Council appointed by May 15. Financial Manager by May 1. Outreach Projects Manager by May 1. Four Field Agents by May 15.</p> <p>SRRC office space by May 1. Computer LAN and computers by May 15. Client Management software development by June 1.</p> <p>Formal agreements by May 1.</p> <p>Two WFO agreements by April 1.</p> <p>As required by June 1 or upon service delivery need.</p>

Major Tasks	Milestones	Schedule
<p>3. Implement a business development strategy that leverages existing resources in Georgia and South Carolina.</p>	<p>A. Enter into agreements with current service providers to delivery initial direct marketing.</p> <p>B. Organize or participate in events that create an awareness of the SERA program.</p> <p>Design and print a pamphlet that describes the major SERA initiatives.</p>	<p>SMTC by April 1. EDI of Georgia by April 1.</p> <p>Six CEO Breakfasts or Luncheons by June 1. Attend all regional conferences and events pertaining to manufacturing or environmental issues.</p> <p>Design the SERA logo by April 1. Pamphlet printed by May 1.</p>
<p>4. Begin initial SERA operations that address common environmental issues by June 1, 1995.</p>	<p>A. Identify potential SERA delivery resources to address the major environmental issues facing manufacturers.</p> <p>B. Develop and implement a process that ensures timely and effective response to client contacts/problems.</p> <p>C. Develop and implement a measurement tool to determine program effectiveness and impact.</p>	<p>Develop a "Yellow Pages" of SERA resources by May 1.</p> <p>Formal client protocol established by May 15.</p> <p>Survey developed by June 1.</p>

SOUTHEASTERN ENVIRONMENTAL RESOURCES ALLIANCE

CONFIDENTIAL CUSTOMER SURVEY

- 1) On a short-term basis (1-3 years), please rate the relative importance of the following environmental issues. A rating of "5" indicates that the issue will significantly affect the competitiveness of your business. A rating of "1" indicates that the issue is of limited importance.

5 = Very Important

3 = Somewhat Important

1 = Not important

	5	4	3	2	1
Regulatory reporting/record keeping	5	4	3	2	1
Regulatory affairs, issues, policies	5	4	3	2	1
Compliance/permitting					
Air	5	4	3	2	1
Water	5	4	3	2	1
Soil	5	4	3	2	1
Storm water	5	4	3	2	1
Wastewater	5	4	3	2	1
Clean Air Act	5	4	3	2	1
RCRA/CERCLA	5	4	3	2	1
Other (please list) _____	5	4	3	2	1
Waste management, transport and disposal	5	4	3	2	1
Environmental risk assessment	5	4	3	2	1
Audits (environmental/compliance, etc.)	5	4	3	2	1
Underground storage tanks (UST) - assessment, removal, remediation	5	4	3	2	1
Aboveground storage tanks (AST) - lagoons, landfills (construction/remediation)	5	4	3	2	1
Emergency response	5	4	3	2	1
SARA reporting, OSHA compliance	5	4	3	2	1
Soils and foundation engineering - new construction/expansions	5	4	3	2	1
Wetlands	5	4	3	2	1
Financial - funding sources, tax credits, etc.	5	4	3	2	1
Other environmental issues: (please list)					
_____	5	4	3	2	1
_____	5	4	3	2	1

2) On a short-term basis (1-3 years), which of the environmental issues listed on page 1 will impact your business most significantly? *(please rank in order of importance)*

1. _____

2. _____

3. _____

3) For each of the three environmental issues listed in Question #2, please estimate your costs associated with correcting the problem or implementing acceptable solutions. Estimates should include capital costs, reporting/compliance costs, personnel/training costs, and other applicable costs. Answers should represent your "best estimate," especially if more detailed cost data are not available. *(please check the appropriate boxes)*

Issue #1	\$0-25,000	\$25,001-\$100,000	Over \$100,000
Total costs	_____	_____	_____
Issue #2			
Total costs	_____	_____	_____
Issue #3			
Total costs	_____	_____	_____

4) Which of the following environmental-related services will your company most likely purchase from an outside service provider within the next 1-5 years? *(please circle one number for each service category)*

5 = Will Purchase

3 = May Purchase

1 = Will Not Purchase

	5	4	3	2	1
Environmental risk assessment	5	4	3	2	1
Waste minimization/pollution prevention services	5	4	3	2	1
Construction/remediation - lagoons, landfills, USTs/ASTs, etc.	5	4	3	2	1
Soils & foundation engineering/new construction/expansions	5	4	3	2	1
Facility process engineering/re-engineering	5	4	3	2	1
Developing regulatory-related procedures/policies	5	4	3	2	1
Developing RCRA/CERCLA procedures/policies	5	4	3	2	1
Wetlands delineation	5	4	3	2	1
Identifying funding sources, tax credits, etc.	5	4	3	2	1
Training/technology transfer/reapplications	5	4	3	2	1
Other environmental issues: <i>(please identify)</i>	5	4	3	2	1
_____	5	4	3	2	1
_____	5	4	3	2	1

5) On a longer-term basis (3-5 years), which of the environmental issues listed in Question #4 will impact your business most significantly? *(please rank in order of importance)*

1. _____

2. _____

3. _____

6) For each of the longer-term environmental issues listed in Question #5, please estimate your costs associated with correcting the problem or implementing acceptable solutions. Estimates should include capital costs, reporting/compliance costs, personnel/training costs, and other applicable costs. Answers should represent your "best estimate," especially if more detailed cost data are not available. *(please check the appropriate boxes)*

Issue #1	\$0-25,000	\$25,001-\$100,000	Over \$100,000
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Total costs	_____	_____	_____
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Issue #2	\$0-25,000	\$25,001-\$100,000	Over \$100,000
----------	------------	--------------------	----------------

Total costs	_____	_____	_____
-------------	-------	-------	-------

Issue #3	\$0-25,000	\$25,001-\$100,000	Over \$100,000
----------	------------	--------------------	----------------

Total costs	_____	_____	_____
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7) Are you interested in having a representative from SERA visit with you to discuss reasonably priced options for reducing your environmental-related costs?

_____ YES

_____ NO

NAME OF COMPANY _____

ADDRESS _____

POINT OF CONTACT _____

TELEPHONE NUMBER _____

(NOTE: All company-specific survey responses are strictly confidential. The marketing firm compiling the survey results will not provide SERA with company-level responses for Questions #1 to #6. However, the contact information included in Question #7 will be provided to SERA, if you provide your name and address.)

Thank you for your cooperation.