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Attorneys for Watson Wyatt

IN THE UNITED STATES BANKRUPTCY COURT

DISTRICT OF UTAH

Central Division

In re:)	Bankruptcy No. 99C-21130
)	Chapter 11
GENEVA STEEL COMPANY,)	
)	
Debtor.)	FINAL APPLICATION OF
)	WATSON WYATT FOR
)	COMPENSATION UNDER §330
)	
)	

SUMMARY OF APPLICATION

1. Name of Applicant:

Watson Wyatt Worldwide ("Watson Wyatt").

2. Authorized to Provide Professional Services to:

Geneva Steel Company.

3. Petition Date:

February 1, 1999.

1183

4. Date of Order Authorizing Employment:

October 31, 2000.

5. Period for Which Compensation and Reimbursement are Sought:

May 1, 2000 through January 3, 2001 (The "Application Period").

6. Amount of Compensation Sought as Actual, Reasonable and Necessary:

\$325,339.70 (including \$173,016.97 already paid).

7. Amount of Expense Reimbursement Sought as Actual, Reasonable and

Necessary:

\$44,004.00 (including \$25,257.45 already paid).

8. Interim or Final Application:

This is Watson Wyatt's final application.

9. Prior fee application:

Watson Wyatt's First Interim Application was filed November 17, 2000, requesting compensation in the amount of \$259,404.00 and reimbursement of expenses in the amount of \$37,859.00 for a total of \$297,263.00 for the period from May 1, 2000 through September 30, 2000.

10. Fees Previously allowed and paid:

By order entered February 7, 2001, interim compensation was allowed in the amount of \$198,274.42, with the balance to be held pending further hearing. The allowed amount has been paid to Watson Wyatt. For purposes of this final fee application, Watson Wyatt has allocated the allowed interim compensation pro rata between fees and expenses, attributing \$173,016.97 to fees and \$25,257.45 to expenses.

11. Schedule of professionals and paraprofessionals who billed time on fixed fee projects:

See Exhibit A attached hereto.

12. Schedule of professionals and paraprofessionals who billed time on hourly consultation:

See Exhibit B attached hereto.

13. Blended hourly rate for timekeepers on fixed fee projects as described in Section II below:

\$287.67

14. Blended hourly rate for timekeepers on hourly consultation as described in Section III below:

\$218.13

15. Terms and Conditions of Employment and Compensation:

Fixed fee basis for projects described in Section II below; hourly for consultation as described in Section III below.

APPLICATION

I. INTRODUCTION

A. Statutory Authority.

This application is submitted pursuant to 11 U.S.C. §330. The Court has jurisdiction pursuant to 28 U.S.C. §§157 and 1334. This is a core proceeding under 28 U.S.C. §157(b)(2).

B. Compensation and Reimbursement Sought.

Watson Wyatt, human resource consultant to Geneva Steel Company (the "Debtor"), pursuant to 11 U.S.C. § 330, Federal Rule of Bankruptcy Procedure 2016, the Fee Guidelines of the United States Trustee, and the provisions of ¶2.01 of the Third Amended Plan of Reorganization Jointly Proposed by Geneva Steel Company and the Official Committee of Bondholders, as Modified, Dated December 6, 2000 (the "Confirmed Plan"), submits this final fee application for allowance and payment of: (1) compensation in the amount of \$325,339.70 for services rendered, (including \$173,016.97 already paid to Watson Wyatt as interim compensation) and (2) reimbursement in the amount of \$44,004.00 (including \$25,257.45 already paid to Watson Wyatt as interim reimbursement of expenses), for a total of \$369,343.70 for the period from May 1, 2000 through January 3, 2001. This amount includes \$198,274.42 (\$173,016.97 plus \$25,257.45) already paid as interim compensation pursuant to the Court's Order entered February 7, 2001.

C. Background.

1. The Debtor owns and operates the only integrated steel mill operating in the western United States, located approximately 45 miles south of Salt Lake City in Vineyard, Utah County, Utah. The Debtor manufactures steel products for sale primarily in the western and central United States.

2. On February 1, 1999 (the "Petition Date"), the Debtor filed a petition for relief under chapter 11 of the Bankruptcy Code. The Debtor operated its business as debtor in possession pursuant to the Bankruptcy Code from the Petition Date until January 3, 2001, the Effective Date of the Confirmed Plan.

3. Watson Wyatt is one of the world's leading human capital consulting firms and is recognized as one of the world's highest quality consulting firms. In a recent independent study conducted by *The Wall Street Journal* of its subscribers, Watson Wyatt placed first in the consulting industry in terms of delivering value to clients and first among human resources consulting firms for overall quality of reputation.

Watson Wyatt's competitive strength starts with its consulting focus. Unlike other human resources consulting firms that have large benefits administration operations or unrelated consulting lines, Watson Wyatt is built around its core consulting strengths. All of Watson Wyatt's resources and attention are aimed squarely at solving its clients' human capital needs. Watson

Wyatt believes that this focus translates into greater depth, keener insights and more creativity applied to clients' human capital issues.

Watson Wyatt provides consulting services in the areas of employee benefits, human resource technologies and human capital management. Watson Wyatt has more than 5,500 associates in 30 countries, with corporate offices in Reigate, England and Washington, D.C., USA.

D. Watson Wyatt's Employment.

1. As Geneva Steel prepared to emerge from bankruptcy, its management determined that the approach to its human capital in the past was not supportive of the culture necessary to drive the type of performance required by the new Geneva Steel. Consequently, Watson Wyatt was retained by Geneva Steel based on Watson Wyatt's reputation as a premier human resources consulting firm, and based on Watson Wyatt's development of the *Human Capital Index*TM ("HCI"). The HCI demonstrates that there is a clear relationship between the effectiveness of a company's human capital and the creation of superior shareholder returns. The HCI provides a single, simple set of measures that identify specific human resources practices and policies that have the most effect on increasing – or decreasing – shareholder value. The five key areas that are highly correlated with increases or decreases in market value are: Recruiting Excellence, Clear Rewards and Accountability, Collegial/Flexible Workplace, Communications Integrity and

Prudent Use of Resources. The bottom line: effective human resources practices and policies in these five key areas can lead to as much as a 30% increase in a company's market value.

2. As originally envisioned by Watson Wyatt and the Debtor, Watson Wyatt's services at Geneva Steel would be divided into three phases: Phase I - Discover (identify human resources programs and culture already in place); Phase II - Invent (prescribe specific programs to improve human resource performance in key areas identified by the HCI); and Phase III - Deliver (implement Phase II designs and strategies). Phase II was further divided into discrete projects. Phase III, however, was not. This was because Watson Wyatt and the Debtor have not yet settled on the extent to which Watson Wyatt will perform services in Phase III for implementation of Phase II.

3. On May 11, 2000, Geneva Steel signed an engagement letter with Watson Wyatt to commence the Phase I - Discover project. Geneva Steel signed a second engagement letter on August 11, 2000, retaining Watson Wyatt to assist in the Phase II - Invent project. At that time, Watson Wyatt was not aware of the need for Court approval of its employment, and the Debtor had not yet made the determination that Watson Wyatt's services were the type for which approval would be required under §327.

4. The three-phase approach proposed by Watson Wyatt for Geneva (the "Discover-Invent-Deliver" process) is an analytical framework which has been

developed by Watson Wyatt and has been applied in assisting larger companies like Geneva Steel. Attached hereto as Exhibit C are two lists, one showing recent clients for whom Watson Wyatt has performed human resources consulting services, and another showing clients in the steel industry.

The objective of this approach is to develop a strategic plan to capitalize on everyone's talents and time. This structured yet flexible process ensures that Watson Wyatt's recommendations are based on a clear understanding of Geneva Steel's situation and needs. Watson Wyatt completed the Discover and Invent phases; however, the Phase III – Deliver project, which entails implementation of the new strategies and systems, has not been completed and is awaiting final approval by Geneva Steel.

5. After evaluating the services Watson Wyatt was performing, the Debtor made the determination, in late August or early September of 2000, that Court approval should be obtained under §327. Accordingly, an application was prepared and filed on September 26, 2000 (the "Employment Application") seeking approval for the employment of Watson Wyatt to analyze Geneva Steel's human resources program and provide consulting services to improve that program. The Court entered an order on October 31, 2000 (the "Employment Order") approving the Debtor's employment of Watson Wyatt for the purposes stated in the Employment Application. Because Watson Wyatt provided services prior to the date of the Employment Order without knowledge of the need for Court approval of

employment, and because Watson Wyatt's services have been of benefit to the Debtor and its creditors, Watson Wyatt seeks final approval of its fees and expenses *nunc pro tunc* to May 1, 2000.

6. As described in the Employment Application, and in the engagement letters attached to the Employment Application, Watson Wyatt has performed professional services for Geneva Steel to design human resource strategies that will: (1) foster trust between senior leadership and employees, (2) attract and retain employees who will support Geneva Steel's desired high performance workforce, and (3) link rewards to individual employee as well as overall company performance.

7. As noted above, Watson Wyatt's services were divided into discrete projects, which Watson Wyatt agreed to complete for fixed amounts. The projects are identified in the engagement letters attached hereto as Exhibits D and E. Exhibits D and E were also attached to the Employment Application. In Section II below, each fixed-fee project is more fully described. In Exhibit F attached hereto, the time spent in connection with each project is itemized and described.

8. Following completion of the fixed fee projects, Watson Wyatt provided additional consulting services to Geneva Steel to more fully develop and implement the projects identified in Exhibits D and E. Watson Wyatt has billed for such services on an hourly basis, as shown in Section III below. Watson Wyatt's hourly consulting services were anticipated by the parties and are expressly covered

under ¶3 of the second engagement letter, attached hereto as Exhibit E. A detailed statement of the hourly consultation services provided by Watson Wyatt is attached hereto as Exhibit G.

9. All services performed and expenses incurred for which compensation or reimbursement is sought were performed or incurred for and on behalf of the estate and not for any other person or entity.

10. Watson Wyatt has not made any agreements with the Debtor or others for compensation or reimbursement relating to this case which have not been disclosed to the Court.

11. All fees set forth herein have been consistent with customary charges by comparably skilled professionals in non-bankruptcy cases.

12. Watson Wyatt is informed that the Debtor has sufficient available funds to pay allowed administrative expense claims in this case, that all quarterly fees due to the United States Trustee have been paid, and that the Debtor has filed all required monthly reports.

E. Prior Application and Payment.

1. Watson Wyatt filed its First Interim Application on November 17, 2000, seeking compensation in the amount of \$259,404.00 and reimbursement of expenses in the amount of \$37,859.00, for a total of \$297,263.00 for the period from May 1, 2000, through September 30, 2000.

2. By Order entered February 7, 2001, the Court allowed \$198,274.42 (\$173,016.97 attributed herein to fees and \$25,257.45 attributed herein to expenses), and ordered the allowed amount paid to Watson Wyatt. That amount has been paid. The Order of February 7, 2001, further provided that the balance of compensation sought in the First Interim Application would be held pending further hearing.

3. In this final fee application, Watson Wyatt seeks final approval of the following fees and expenses: (1) the fees and expenses from the First Interim Application that have already been allowed and paid (\$198,274.42), (2) the remaining fees and expenses that were sought in the First Interim Application, and (3) hourly fees and expenses incurred from October 1, 2000, through January 3, 2001, as set forth on Exhibits G and J.

F. Anticipated Source of Compensation; No Retainer.

Watson Wyatt anticipates payment of all allowed fees and expenses from first available funds of the Debtor. Watson Wyatt has been informed that the Debtor has sufficient funds to pay any amounts allowed herein, without impairing the Debtor's operations or endangering its ability to pay other allowed administrative claims. Watson Wyatt was not paid any retainer in anticipation for its services or expenses incurred herein.

II. FIXED FEE PROJECTS

A. Phase I – Discover Project

This fixed-fee project was the first work performed for Geneva Steel by Watson Wyatt. The parameters of this project are generally described in the first engagement letter, attached hereto as Exhibit D. In Exhibit F, the services performed under Phase I are detailed in the section entitled "HR Strategy". Although Watson Wyatt provided services whose value on an hourly basis totaled \$61,740.00, as shown on Exhibit F, the amount sought herein for Phase I is limited to the maximum fixed fee set forth in Exhibit D (\$50,000.00).

The general objective of Phase I was to establish a baseline for comparison against the HCI. To do this, Watson Wyatt completed a quantitative assessment of Geneva Steel's human resources practices by conducting on-site interviews with Geneva Steel's executives and top-level managers, as well as with focus groups containing a sample of non-union employees. Additionally, a review of Geneva Steel's policies, programs and procedures was conducted. Once this information was compared to the HCI, recommendations were presented to Geneva Steel's executive team and human resources group.

B. Phase II – Invent

This fixed-fee project was added to Watson Wyatt's work for the Debtor in connection with the second engagement letter, a copy of which is attached hereto

as Exhibit E. A detailed statement of services rendered by Watson Wyatt in Phase II is included in Exhibit F attached hereto.

The redesign of the human resources strategies and systems in Phase II was driven by policies and practices identified by comparing the results of Phase I to the *Human Capital Index* (HCI).

As noted in Section I(D)(2) on page 7 above, Phase II was divided into discrete projects, which were described as follows on Attachment I to Exhibit E:

1. Project Planning

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$14,000.00 to \$16,000.00 was set. The services performed on the project are detailed under "Project Planning" in Exhibit F. Although Watson Wyatt provided services whose value on an hourly basis totaled \$16,656.50, as shown on Exhibit F, the amount sought herein for Project Planning is limited to the maximum fixed fee set forth in Exhibit E (\$16,000.00).

To ensure client satisfaction, Watson Wyatt has developed a unique and innovative program called *ClientFirst*TM. Through *ClientFirst*TM, Watson Wyatt and the client work as partners to ensure that the client's standards of performance, as well as Watson Wyatt's, are met. With *ClientFirst*TM, the client's expectations are identified at the first stages of the consulting process, and the

work and performance of Watson Wyatt are then measured against those expectations during the course of the work.

Careful project planning and management – coordination, communication, budget management and linking results – are critical. A project planning meeting was held at the beginning of Phase II to determine the road map for the project, define success factors, define roles, conduct a *ClientFirst™* and open the lines of communication.

2. Communications

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$18,000.00 to \$29,000.00 was set. The services performed on this project are detailed under “Communications” in Exhibit F. The value of Watson Wyatt’s services on an hourly basis totaled \$27,323.75, as shown in Exhibit F, and since that value is within the fixed fee parameters established in Exhibit E, it is the amount sought herein under “Communications”.

According to Watson Wyatt’s *Human Capital Index*, effective human resources practices in the area of Communications Integrity result in a 4% increase in market value. Additional Watson Wyatt research has shown that communication is key in establishing trust between senior leadership and employees.

Communications that are well executed and timely give employees a greater understanding of business objectives and help employees see how their jobs

connect to the overall business plan. In addition, they foster a greater understanding, appreciation and utilization of human resources programs.

Watson Wyatt worked with the project team to determine how the "People Vision" should be communicated to employees. Watson Wyatt considers this step critical in Geneva Steel's efforts to gain employees' confidence and enthusiasm. Watson Wyatt met with the project team to develop the communications strategy and define the communication objectives, key stakeholders, key messages, appropriate media, and timing of communications.

3. Total Compensation

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$65,000.00 to \$80,000.00 was set. The services performed on this project are detailed under "Total Compensation" in Exhibit F.

During the course of the project, Geneva Steel requested additional work under "Total Compensation". The additional work was described in two letters, the first written on June 16, 2000, and the second on August 15, 2000. The two letters, copies of which are attached hereto as Exhibits H and I, define two sub-projects which were requested by Geneva and completed by Watson Wyatt as part of the Total Compensation project in Phase II. The two sub-projects are more fully described below. The additional value added by the two sub-projects to the fixed fee for "Total Compensation" was a range from \$32,000.00 to \$44,000.00.

The total fixed fee for "Total Compensation", including the two sub-projects, ranged from \$97,000.00 to \$124,000.00. Although the value of the services provided by Watson Wyatt, on an hourly basis, totaled \$125,443.25, as shown on Exhibit F, the amount sought herein is the maximum fixed fee amount of \$124,000.00.

According to Watson Wyatt's *Human Capital Index*, effective human resources practices in the area of Clear Rewards and Accountability will result in a 9.1% increase in market value. At Geneva Steel, there was strong support for differentiating pay based on performance. Watson Wyatt worked with the project team to develop base pay and incentive strategies that were tied to individual performance. This included basic approaches to desired market position, job documentation, appropriate labor markets and salary surveys, job valuation processes, pay structure design and link to performance. See Exhibit F for a detailed statement of services rendered.

- a. Sales Incentive Plan Implementation – Geneva Steel asked Watson Wyatt to design a broad-based incentive plan as part of the overall total compensation strategy. See Exhibit H. Based on the critical financial situation of Geneva Steel, the executives thought it prudent to implement a Sales Incentive Plan for its sales personnel as soon as possible. Because of the urgency associated with increased sales, this project was performed on a priority basis.

b. Base Pay Custom Survey - In developing a base pay strategy, Watson Wyatt needed to define Geneva Steel's position in the marketplace, appropriate labor markets, and salary surveys. After some investigation, Watson Wyatt realized that Geneva Steel's Operations positions were unique to the steel industry and little published survey information was available. Therefore, it was necessary for Watson Wyatt to conduct custom survey of peer companies selected by Geneva Steel to gather base salary benchmarks. See Exhibit I.

4. Recruiting/Selection

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$6,000.00 to \$10,000.00 was set. The services performed on this project are detailed in Exhibit F. The category "Recruiting & Training" in Exhibit F also includes detailed time for the project entitled "Training and Development" on Exhibit E, which is discussed in Section II(B)(7) below. The combined fixed fee for "Recruiting/Selection" and "Training and Development" was in the range between \$20,000.00 and \$28,000.00, as shown in Exhibit E. In Exhibit F, the hourly value of the services actually provided by Watson Wyatt for these two projects totaled \$28,607.50, which is more than the combined maximum fixed fee of \$28,000.00. That combined maximum (\$28,000.00) is the amount sought herein as the fixed fee for the projects entitled "Recruiting/Selection" and "Training and Development".

According to Watson Wyatt's *Human Capital Index*, effective human resources practices in the area of Recruiting Excellence correlate to a 10.1% increase in market value. Recruiting top talent takes a well thought out and executed strategy. Watson Wyatt worked with the project team to develop a recruiting and selection strategy that will attract and retain employees who will support Geneva Steel's desired high-performance workforce. Watson Wyatt's meetings focused on the following tasks: (1) develop targeted position lists and identify hiring needs across the organization; (2) determine core competencies for the organization; (3) identify current practices to find and engage candidates as well as alternative approaches; (4) design desired assessment processes, recruiting screens to match candidates to targeted positions, and behavioral interviewing practices; (5) identify corporate values that will be incorporated to ensure culture match with the organization; (6) design a protocol for processing offers that have been accepted/declined; and (7) prepare metrics to measure turnover/retention rates.

5. Performance Management

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$10,000.00 to \$13,000.00 was set. The services performed on this project are detailed under "Performance Management" in Exhibit F. Although Watson Wyatt provided services whose value on an hourly basis totaled \$15,156.50, as shown in Exhibit F, the amount sought herein for

Performance Management is limited to the maximum fixed fee set forth in Exhibit E (\$13,000.00).

According to Watson Wyatt's *Human Capital Index*, effective human resources practices in the area of Clear Rewards and Accountability result in a 9.1% increase in market value. As Geneva Steel begins this new period in its history, it is important that employees feel they are partners in the business and will share in the Company's success. Watson Wyatt met with the project team at Geneva to discuss the desired role for management and the sales team, as well as broad-based incentive plans and an appropriate strategy for their design and implementation. As part of these initial discussions, Watson Wyatt addressed the following: objectives for the program, employee involvement and participation in the program, strategies relative to the bargaining unit employees, alternative vehicles successfully used by other organizations, cost/benefit implications, eligibility in the plan, award potentials for participants, measures of performance, and form and timing of payouts.

Managing employee performance is an important key to developing a high performing workforce. Both executives and employees at Geneva Steel identified performance management as a top priority. Watson Wyatt worked with Geneva's project team to develop a useful performance management strategy and approach. Watson Wyatt's discussions focused on the following: objectives, components of the new process, performance management criteria, linking to core

competencies, appropriate tools and processes, feedback sources, and linking to pay.

6. Employee Recognition

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$6,000.00 to \$10,000.00 was set. The services performed on this project are detailed under "Employee Recognition" in Exhibit F. Since the hourly value of the services rendered by Watson Wyatt, as shown in Exhibit F (\$9,862.00), was within the fixed fee range in Exhibit E, Watson Wyatt is seeking that value (\$9,862.00) in this application.

According to Watson Wyatt's *Human Capital Index*, effective human resources practices in the area of Clear Rewards and Accountability correlate to a 9.1% increase in market value. Recognition plans are an investment in human capital and often reflect the culture of an organization. They are very powerful, and generally underutilized, tools for encouraging consistent, positive performance and building team morale. Watson Wyatt helped Geneva Steel develop a strategy for recognizing and rewarding high performance. Watson Wyatt's discussions were focused on the following: conceptual framework for employee recognition program(s), performance recognition criteria, types of awards granted (cash, non-cash), selection/nomination process, and eligibility.

7. Training and Development

This project was included in the second engagement letter (Exhibit E), where a fixed fee ranging from \$14,000.00 to \$18,000.00 was set. The services performed on this project are detailed under "Recruiting & Training" in Exhibit F. Please see Section II(B)(4) above for an explanation of the fee sought herein.

According to Watson Wyatt's *Human Capital Index*, effective human resources practices in the area of Recruiting Excellence (which includes how well-trained employees are for their jobs) will result in a 10.1% increase in market value. In order to develop the high-performing workforce desired by Geneva Steel, the Company must refine its approach to training and development to support its strategic business objectives. Watson Wyatt worked with the project team to develop a training strategy that is directly linked to the performance objectives of the organization. Watson Wyatt's discussions focused on the following objectives: critical skill sets needed to foster success at Geneva Steel, succession planning, formal career paths based upon competencies, design programs grouped around skill sets identified in core competencies by level, and mentoring opportunities in tandem with other development approaches.

C. Summary of Fixed Fees Sought Herein

<u>Project</u>	<u>Fixed Fee Range</u>	<u>Fee Sought</u>
Phase I	\$40,000-50,000	\$50,000.00
Phase II:		
Project Planning	\$14,000-16,000	\$16,000.00
Communications	\$18,000-29,000	\$27,323.75
Total Comp.	\$97,000-124,000	\$124,000.00
Recruiting/Select.	\$20,000-28,000	\$28,000.00
Performance Mgt.	\$10,000-13,000	\$13,000.00
Employee Recogn.	\$6,000-10,000	\$9,862.00
Training & Dev.	See Recruiting/Sel	See above
TOTAL		\$268,185.75

III. HOURLY CONSULTATION

Following completion of the fixed-fee projects, Watson Wyatt provided additional consultation services for the Debtor on an hourly fee basis. These additional services were designed to implement selected aspects of the projects previously developed for Geneva Steel by Watson Wyatt.

Watson Wyatt's hourly consultation services were divided into implementation categories outlined below. A detailed description of hourly consulting fees is attached hereto as Exhibit G.

A. Performance Management.

Watson Wyatt worked to implement the performance management strategy and approach that was developed with the project team.

B. Base Pay.

Watson Wyatt worked to implement the base pay strategy it developed with the project team.

C. Employee Communications Project

This project category is for the development of written communications that were sent to those employees of Geneva Steel who participated in the focus groups and interviews during the HCI analysis and human resources assessment. In addition, a written communication went to the remaining employees of Geneva, introducing the human resources strategy project to them.

D. HR Organization Structure Project

This project category was for the redesign of Geneva Steel's human resources function along with development of position profiles that were aligned with the new business strategy.

The services rendered in this project category during the Application Period were important to Geneva Steel's ability to carry out the "People Vision" and business strategy for Geneva Steel.

E. Corporate Logos Project

This project category is for development of a new corporate and human resources logo and overall look.

The services rendered in this project category during the Application Period were important to internal and external "branding". The new look and logo represent Geneva Steel's new attitude towards the steel business and towards its employees. The new image is intended to foster a better relationship with the community and its customers.

F. August 25th Announcement Project

This project category was for the development of a written communication that went to the employees celebrating the confirmation hearing of Geneva Steel.

The services rendered in this project category during the Application Period were important in generating excitement about the upcoming emergence from bankruptcy.

G. HR Strategy Timeline Project

This project category was for the development of a written communication for the employees and the incoming Board of Directors that laid out the timeline for the HR Strategy project.

The services rendered in this project category during the Application Period were important in giving the employees and the new Board of Directors a greater understanding of the project and its magnitude.

H. Summary of Services

A summary of all services provided by Watson Wyatt on each project during the Application Period is as follows:

Name of Project	Total Hrs. Billed (if applicable)	Fixed Project Fee (if applicable)	Total Value Billed
Fixed Fee Projects			
Phase I – Discover	N/A	\$40,000 - \$50,000	\$50,000
Phase II – Invent	N/A	\$165,000 - \$220,000	\$218,185.75
Total Fixed Fee	N/A	\$205,000 - \$270,000	\$268,185.75
Hourly Projects			
Performance Management	13.25	N/A	\$3,282.50
Base Pay	165.05	N/A	\$36,028.70
Employee Communications	8	N/A	\$1,814.60
HR Organization Structure	13.30	N/A	\$3,347.60
Corporate Logo	13.25	N/A	\$3,050.45
August 25 th Announcement	5.30	N/A	\$1,240.60
HR Strategy Redesign Timeline	44.10	N/A	\$8,389.50
Total Hourly	262.25	N/A	\$57,153.95
Grand Total Fees			\$325,339.70

IV. EXPENSES

Watson Wyatt has incurred expenses totaling \$44,004.00. A detailed statement of expenses is attached hereto as Exhibit J.

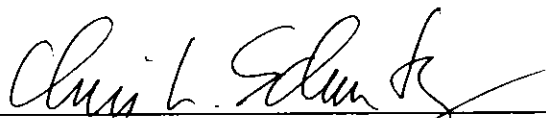
V. CERTIFICATION

Watson Wyatt hereby certifies that this application is being served on Debtor's counsel, LeBoeuf, Lamb, Greene & MacRae, and that Watson Wyatt is not aware of any objection to allowance of the fees and expenses requested herein.

WHEREFORE, Watson Wyatt prays:

1. That final compensation and reimbursement of expenses incurred during the Application Period be awarded to Watson Wyatt in the total amount of \$369,343.70; this includes \$325,339.70 for professional services rendered (including \$173,016.97 already paid) and \$44,004.00 for expenses incurred (including \$25,257.45 already paid);
2. That such amounts be allowed as priority administrative expenses of the estate pursuant to 11 U.S.C. §§ 503(b)(2) and 507(a)(1); and
3. That the Debtor be ordered and authorized, pursuant to 11 U.S.C. § 330, to pay such amounts to Watson Wyatt.

DATED this 5th day of March, 2001.



Chris L. Schmutz, for
SCHMUTZ, MOHLMAN & ROHBOCK, LLC
Attorneys for Watson Wyatt

CERTIFICATE OF SERVICE

I, Chris L. Schmutz, hereby certify that on the 6th day of March, 2001, I caused the foregoing Final Application of Watson Wyatt for Compensation Under §330 to be served upon parties in interest by first class mail at the following addresses:

Steven C. Strong
LeBOEUF LAMB et al.
136 South Main #1000
Salt Lake City, UT 84101

Stephen E. Garcia
KAYE SCHOLER et al.
200 South Wacker #3100
Chicago, IL 60606

J. Thomas Beckett
PARSON BEHLE et al.
201 South Main #1800
Salt Lake City, UT 84111

U.S. TRUSTEE'S OFFICE
Attn: Peter Kuhn
9 Exchange Place #100
Salt Lake City, UT 84111

Dennis Wanlass
GENEVA STEEL COMPANY
10 South Geneva Road
Vineyard, UT 84058

R. Kimball Mosier
PARSONS DAVIES et al.
185 South State #700
Salt Lake City, UT 84111

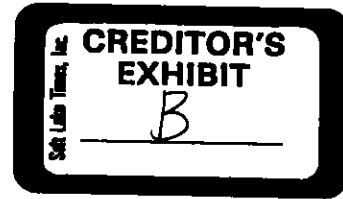
Mark C. Ellenberg
CADWALADER WICKERSHAM et al
1201 F Street NW
Washington, DC 20004


Chris L. Schmutz

Timekeeper	Hours	Hourly Rate	Amount
Avery, K	23.20	150.00	3480
Avery, K	41.40	160.00	6640
Beck, C	8.10	165.00	1336.5
Bello, D	5.00	210.00	1050
Breer, D V	1.50	160.00	240
Draper, R J	1.50	105.00	157.5
Guloy, L Q	17.00	290.00	4930
Guloy, L Q	2.50	300.00	750
Hannigan, T	1.00	150.00	150
Irizarry, M.	2.00	100.00	200
Kraft, J A	30.50	375.00	11437.5
Lensgraf, Z S	10.25	145.00	1486.25
Lucid, L G	59.50	425.00	25287.5
Lucid, L G	64.00	450.00	28800
Lucid, L G	4.60	455.00	2093
Machida, J T	11.00	175.00	1925
Machida, J T	105.45	185.00	19508.25
Machida, J T	5.90	215.00	1268.5
Phenix, L	7.20	200.00	1440
Phenix, L	1.00	250.00	250
Piznava, G M	1.30	120.00	156
Rader, J S	12.50	100.00	1250
Sandoval, R	2.00	100.00	200
Sandoval, R	7.90	125.00	987.5
Sandoval, R	1.50	160.00	240
Seretan, J M	12.00	550.00	6600
Smit, J.	0.50	100.00	50
Smith, B J	172.00	475.00	81700



Timekeeper	Hours	Hourly Rate	Amount	
Smith, B J	8.50	500.00	4250	
Spencer, M	107.00	175.00	18725	
Spencer, M	160.30	185.00	29655.5	
Spencer, M	40.60	220.00	8932	
Steven Waiss, K L	49.90	325.00	16217.5	
Steven Waiss, K L	9.00	340.00	3060	
Yeck, V J	2.40	140.00	336	
	990.00		284,789.50	



Timekeeper	Hours	Hourly Rate	Amount
Avery, K	6.82	160.00	1,091.20
Brady, G	24.90	200.00	4,980.00
Kraft, JA	6.10	375.00	2,287.50
Lange, T N	6.60	175.00	1,155.00
Lucid, L G	5.00	450.00	2,250.00
Lucid, L G	9.00	455.00	4,095.00
Machida, J T	38.50	185.00	7,122.50
Machida, J T	64.70	215.00	13,910.50
Phenix, L	7.50	200.00	1,500.00
Sandoval, R	0.50	125.00	62.50
Spencer, M	53.33	185.00	9,866.05
Spencer, M	20.00	220	4,400.00
Steven Waiss, K L	3.00	325.00	975.00
Valasek, K G	16.47	210.00	3,458.70
	262.42		57,153.95

**Recent List of
HR Redesign Clients**

Bartley RF Systems, Inc.

Nestle Beverage Company

Caltex

Phelps Dodge

Cummins Engine Co.

Ralston Purina

Ferro Corporation

Sanwa Bank

GE Industrial Systems

Reliant Energy

Globe Telecom

Rockwell

Green Mountain Power

Saint Michael's College

Kerr McGee

Standard International Corp.

Hasbro

Visa

Houston Lighting & Power

Sodexo Marriott Services

Intermountain Health Care



**Recent List of
Clients in the Steel Industry**

<u>Company</u>	<u>Type of Project(s)</u>
AMSTED Industries	Retirement and Group Health and Welfare consulting
Armco Steel	Executive compensation and Strategic rewards
Baron Drawn Steel Corp.	Retirement and Group Health and Welfare consulting
British Steel (formerly Corus America, Inc.)	Retirement and Investment consulting; Performance Management redesign
Cal Steel Industries	Compensation consulting
CF Industries (formerly Oregon Steel)	Retirement and Group Health and Welfare consulting
CitiSteel USA	Executive compensation redesign
Cold Metal Products	Retirement consulting
Graham Steel Corp.	Retirement consulting
Gulf State Steel, Inc.	Retirement and Group Health and Welfare consulting
Gunderson Steel	Executive Compensation, Strategic Rewards and Performance Management
Klockner Namasco Steel Co.	Global Retirement and Investment consulting, Performance Management, Employee and Total Compensation Communications
Lone Star Steel	Group Health and Welfare Vendor Management
National Steel	HR Technology, Communications, Investment Consulting, Performance Management, Organizational Effectiveness
Northwestern Steel & Wire Company	Retirement consulting and Communications
Republic Steel (formerly USS Kobe)	Leadership Development, Organizational Effectiveness, Communications, Strategic Rewards, Workforce Analysis
Schnitzer Steel Industries	Retirement Consulting, Executive Compensation, Strategic Rewards
Spartanburg Steel	Retirement and Group Health and Welfare Consulting
United Industries, Inc.	Retirement Consulting
USS Gary Works	Organizational Effectiveness
USS POSCO	Executive Compensation, Strategic Rewards



Watson Wyatt & Company

Suite 700
15303 Ventura Boulevard
Sherman Oaks, CA 91403-3197
Telephone 818 906 2631
Fax 818 906 2097

May 11, 2000

Mr. Carl E. Ramnitz
Vice President, Human Resources
Geneva Steel
10 South Geneva Road
Vineyard, UT 84058



RE: Engagement Letter

Dear Carl:

Our team is delighted to be underway on Geneva Steel's human resource strategy. The purpose of this letter is to outline our agreed upon steps and to confirm our estimate for costs.

The study will involve:

- Conducting interviews with management
- Conducting focus groups with managers and nonunion employees
- Reviewing HR related documents such as policies, program descriptions, payroll information, etc.
- Making an assessment of current HR practices with respect to efficacy, general competitiveness and probability of success on the future
- Developing a strategy for Geneva Steel covering programs, approaches and overall work place environment. The strategy will be at a conceptual level; specific plan designs or detailed specifications will not be included at this phase of the assignment.
- Presenting our findings and recommendations to you, Joe and your colleagues at a one-day meeting in San Francisco

We would be available to help you with any other aspects of developing specific plans (such as the sales incentive plans) once the strategy is completed. We will provide you with an estimate for that work at the appropriate time.

There are two types of costs involved in the project. The first is professional fees for the time our consulting staff spends on Geneva's behalf. Based on the scope of work we have discussed, fees will range from \$40,000 to \$50,000.

The second cost is for out-of-pocket and administrative expenses incurred during the project. Travel is billed at our cost and a 5% administrative charge is added to cover telephone, copying, messenger service and other miscellaneous expenses.



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May 11, 2000
Re: Engagement Letter

It is our policy to bill monthly for the work completed during the prior month. Invoices are payable upon receipt.

Carl, I am very pleased to be working on this assignment, and I have every confidence that our team will add substantial value. If this letter accurately describes our engagement, please have an authorized representative of Geneva Steel sign and date below one of the enclosed letters and return to me. The other copy is for your records. If you have any questions, please don't hesitate to call.

Sincerely,

Jeffrey M. Seretan
Practice Director

JMS:KA

c: Luellen Lucid
Bill Smith
Michelle Spencer

Agreed and Accepted:

GENEVA STEEL

By:
Title: V.P. Hubman
Date: May 17, 2000



Watson Wyatt & Company

Suite 700
15303 Ventura Boulevard
Sherman Oaks, CA 91403-3197

Telephone 818 906 2631
Fax 818 906 2097

August 11, 2000



Mr. Carl Ramnitz
Vice President, Human Resources
GENEVA STEEL
10 S. Geneva Road
Vineyard, UT 84058

Subject: Engagement Letter: Human Resources Strategy Development

Dear Carl:

The Wyatt Company d/b/a Watson Wyatt Worldwide ("Watson Wyatt") is pleased to offer assistance with the development of Geneva Steel's human resources strategies. This letter agreement will confirm the scope, terms and conditions of our engagement.

1. **Scope**

Watson Wyatt will provide the consulting services described in Attachment I to this letter (the "Services").

2. **Schedule**

We estimate that this engagement will be completed by September 29, 2000. Watson Wyatt will use reasonable efforts to adhere to this schedule, and will work closely with you on all scheduling matters.

3. **Fees & Expenses**

The professional fees to complete this project are outlined on Attachment I. In addition, there is a standard 5% technical and administrative charge, plus out-of-pocket expenses such as travel and messenger service.

Note: Watson Wyatt's hourly rates are subject to adjustment (usually annually effective each October 1st) in accordance with Watson Wyatt's normal business practices.

During the course of this engagement Watson Wyatt may provide to Geneva Steel additional Services that are not specifically described in this letter. Unless otherwise agreed, such Services will be provided at Watson Wyatt's then-prevailing hourly rates.



Mr. Carl Ramnitz
August 11, 2000
Page 2

4. **Invoicing**

Watson Wyatt will invoice Geneva Steel for fees and expenses monthly. Invoices are payable upon receipt and payment is due sixty (60) days following the date of the invoice. Watson Wyatt will assess a late charge at the rate of one percent (1%) per month on any balance outstanding more than 60 days following the date of the invoice. Geneva Steel shall be responsible for any sales, gross receipts or similar taxes (but not taxes based upon Watson Wyatt's net income) imposed on the Services.

5. **Geneva Steel's Responsibilities**

The cost and schedule estimates contained in this letter are based on our understanding that you will make available Geneva Steel's personnel (including Geneva Steel's employees, legal counsel, and other service providers), as appropriate to enable Watson Wyatt to perform the Services and to ensure successful completion of the project. We also anticipate that you will provide all necessary data and information in a timely manner and that such data will be accurate and in acceptable formats and media. If Geneva Steel is unable to participate in the project as required or if information provided by Geneva Steel is inaccurate, incomplete or delayed, then the scope of the project may be different, and Watson Wyatt's fees may be higher than described in the attachment.

6. **Proprietary Interests and Confidentiality**

At the conclusion of this engagement, Watson Wyatt shall return to Geneva Steel any materials, data or documents provided to Watson Wyatt, and requested back, by Geneva Steel, provided that Watson Wyatt may retain one copy of such materials for archival purposes. During the term of this agreement, Watson Wyatt shall take reasonable measures to preserve the confidentiality of any proprietary or confidential information provided to Watson Wyatt by Geneva Steel.

7. **Service Quality and Liability**

Watson Wyatt shall perform the Services with due care and in accordance with the requirements of this agreement. In cases where this agreement does not specify a standard of performance, the Services shall be performed in accordance with prevailing industry or professional standards. Watson Wyatt will endeavor to perform all of the Services to Geneva Steel's reasonable satisfaction. WATSON WYATT MAKES NO WARRANTY, EITHER EXPRESS OR IMPLIED, WITH RESPECT TO ITS SERVICES. If any of the Services do not conform to the requirements of this agreement, Geneva Steel shall notify Watson Wyatt promptly and Watson Wyatt shall reperform such Services at no additional charge to Geneva Steel or, at Watson Wyatt's option, shall refund the portion of the fees paid with respect to such Services.



Mr. Carl Ramnitz
August 11, 2000
Page 3

8. **Indemnification**

Geneva Steel shall indemnify and hold harmless Watson Wyatt and its personnel and agents from any and all claims, liabilities, costs and expenses (including without limitation reasonable attorneys' fees) brought against, paid or incurred by Watson Wyatt or its personnel or agents at any time and in any way arising out of any acts or omissions done in good faith and within the scope of this engagement. The Geneva Steel's indemnity shall extend to costs incurred by Watson Wyatt in responding to Geneva Steel's requests or subpoenas pursuant to which Watson Wyatt or its personnel are called upon to testify or produce documents.

9. **Disputes**

The parties shall attempt to resolve any dispute, controversy, or claim arising out of or relating to this agreement and the Services by appropriate internal means, including referral to senior management of each party. Any such dispute, controversy or claim that cannot be resolved by the parties shall be settled by arbitration in accordance with the Commercial Arbitration Rules of the American Arbitration Association ("AAA"), and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof. The arbitration will be conducted before a panel of three arbitrators, with one arbitrator named by each party and the third named by the two party-appointed arbitrators, or (if they should fail to agree on the third) by the AAA. The arbitrators may not award non-monetary or equitable relief of any sort. They shall have no power to award punitive damages or any other damages not measured by the prevailing party's actual damages.

10. **Changes**

This letter states the entire understanding of the parties concerning Watson Wyatt's provision of the Services and supersedes any prior proposals, correspondence or discussions concerning this engagement. The terms and conditions of this letter agreement may be amended only in writing signed by the duly authorized representatives of Geneva Steel and Watson Wyatt.



Mr. Carl Ramnitz
August 11, 2000
Page 4

11. Term and Termination

This agreement shall remain in effect for a period of two (2) years following the date of mutual execution or until the Services are fully performed, whichever occurs first. Either party may terminate this agreement with or without cause by giving ten (10) days prior written notice of termination to the other party. Geneva Steel shall be responsible for all fees and expenses incurred through the effective date of termination. Paragraphs 6, 7, 8 and 9 shall survive any termination of this Agreement.

If this letter and the attachments accurately describe our engagement, please have an authorized representative of Geneva Steel sign and return to me (fax: 818/906-2097).

Sincerely,

Michelle L. Spencer
Account Manager

Agreed and Accepted:

Geneva Steel

By:
Title: V. P. Henderson
Date: 8/15/00



Attachment I

Description of Services and Professional Fees¹

Project Planning: <ul style="list-style-type: none"> • Planning meeting to develop project plan, timeline, resources and refine human resources philosophies 	\$14,000 - \$16,000
Communications: <ul style="list-style-type: none"> • Develop People Vision • Determine communication media for People Vision <ul style="list-style-type: none"> - Production of materials are not included • Develop communications strategy 	\$18,000 - \$29,000
Total Compensation: <ul style="list-style-type: none"> • Base pay compensation philosophy and strategy • Develop Management and broad-based incentive strategies • Design Sales Incentive Plan • Implementation steps 	\$65,000 - \$80,000
Recruiting/Selection: <ul style="list-style-type: none"> • Develop recruiting philosophy and strategy • Implementation steps 	\$6,000 - \$10,000
Performance Management: <ul style="list-style-type: none"> • Develop performance management strategy and approach • Implementation steps 	\$10,000 - \$13,000
Employee Recognition: <ul style="list-style-type: none"> • Develop employee recognition strategy • Implementation steps 	\$6,000 - \$10,000
Training and Development: <ul style="list-style-type: none"> • Design training strategy • Implementation steps 	\$14,000 - \$18,000

¹ See Item 3 of attached letter.

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Communications	06/23/00	Avery, K	Make copies/bind materials for LL,BS,JK	1.50	150.00	225.00
Communications	06/25/00	Sandoval, R	Clerical support for L Lucid re: Geneva Steel	2.00	100.00	200.00
Communications	06/26/00	Avery, K	Discussion with Luellen Lucid for preparation of upcoming Geneva Steel meeting	0.50	150.00	75.00
Communications	06/26/00	Rader, J S	Word processing	1.00	100.00	100.00
Communications	06/27/00	Avery, K	Finalize travel arrangements for M.S. and L.L.	0.30	150.00	45.00
Communications	06/27/00	Lucid, L G	Prep for meeting	1.00	425.00	425.00
Communications	06/28/00	Lucid, L G	Prep for meeting	1.00	425.00	425.00
Communications	06/28/00	Machida, J T	Project coordination, meeting materials, production	1.50	175.00	262.50
Communications	06/29/00	Lucid, L G	Meeting and prep	5.00	425.00	2,125.00
Communications	07/06/00	Spencer, M	Update Jeff Kraft	5.00	185.00	925.00
Communications	07/07/00	Smith, B J	Philosophy / strategy draft review	2.00	475.00	950.00
Communications	07/12/00	Spencer, M	Prepare agenda for 7/19 mtg., follow up on data	2.00	185.00	370.00
Communications	07/17/00	Spencer, M	Review data, review vision	4.00	185.00	740.00
Communications	07/18/00	Spencer, M	Meeting at Geneva Steel	6.00	185.00	1,110.00
Communications	07/19/00	Smith, B J	Reviewing the appropriateness current vision / strategy	6.00	475.00	2,850.00
Communications	07/19/00	Spencer, M	Finalize vision	4.00	185.00	740.00
Communications	07/27/00	Avery, K	Copy Geneva materials for Jeff Kraft/fed ex	2.00	160.00	320.00
Communications	07/28/00	Spencer, M	Preparation for meeting at Geneva - Comm.	3.00	185.00	555.00
Communications	08/10/00	Avery, K	Copy materials and prepare for FedEx to Jeff Kraft	0.50	160.00	80.00
Communications	08/21/00	Spencer, M	Write up notes	2.00	185.00	370.00
Communications	08/22/00	Avery, K	word processing	1.00	160.00	160.00
Communications	08/22/00	Spencer, M	Follow up on notes and phone calls from meeting	2.50	185.00	462.50
Communications	07/13/00	Lensgraf, Z S	Vision document -- desktop publishing.	2.00	145.00	290.00
Communications	07/14/00	Kraft, J A	Research and develop vision document -- wrote 4-page, color people vision document	8.00	375.00	3,000.00
Communications	07/28/00	Lensgraf, Z S	Communications presentation -- developed PowerPoint presentation.	1.50	145.00	217.50
Communications	07/31/00	Kraft, J A	Meeting with executive team -- facilitated 4-hour employee communications planning session at Geneva	4.00	375.00	1,500.00
Communications	08/09/00	Kraft, J A	Develop communication strategy and conference call -- developed communication strategy based on planning meeting, discuss with project team.	5.00	375.00	1,875.00
Communications	08/09/00	Spencer, M	Strategy revisions	1.00	185.00	185.00
Communications	08/10/00	Kraft, J A	Finalize communication strategy	3.00	375.00	1,125.00
Communications	08/10/00	Lensgraf, Z S	Proposed communications strategy presentation -- developed PowerPoint.	2.00	145.00	290.00
Communications	08/11/00	Lensgraf, Z S	Proposed communications strategy presentation -- Finalized PowerPoint.	2.00	145.00	290.00
Communications	08/14/00	Kraft, J A	Meeting to present graphics and strategy -- at Geneva	3.50	375.00	1,312.50
Communications	08/21/00	Spencer, M	Discussion with Jeff Kraft re: vision	1.00	185.00	185.00
Communications	09/11/00	Spencer, M	Follow/up with Jeff Kraft on people vision	0.50	185.00	92.50
Communications	09/28/00	Spencer, M	Review with Jeff upcoming communication needs	0.50	185.00	92.50
Communications	10/04/00	Kraft, J A	Update People Vision -- make revisions to document	1.00	375.00	375.00



Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Communications	10/04/00	Lensgraf, Z S	Employee letter from J. Cannon re: vision. -- Drafted for distribution to employees	1.00	145.00	145.00
Communications	10/04/00	Spencer, M	People Vision document edits	1.00	220.00	220.00
Communications	10/05/00	Kraft, J A	Prep for conference call -- Conference call with Geneva reps to review People Vision document	1.00	375.00	375.00
Communications	10/06/00	Kraft, J A	Review communications	3.00	375.00	1,125.00
Communications	10/09/00	Lensgraf, Z S	Proposed HR program communication strategy presentation and budget.	0.75	145.00	108.75
Communications	10/09/00	Spencer, M	Follow/up with Jeff	0.50	220.00	110.00
Communications	10/10/00	Lensgraf, Z S	Edits to vision document.	0.50	145.00	72.50
Communications	10/25/00	Kraft, J A	Team conference call	1.00	375.00	375.00
Communications	11/22/00	Lensgraf, Z S	Phone call with M. Spencer re: Vision graphics.	0.50	145.00	72.50
Communications	12/04/00	Kraft, J A	Team conference call -- internal project team	1.00	375.00	375.00
Communications Total				99.05		27,323.75

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Employee Recognition	07/21/00	Lucid, L G	Prepare for meeting	1.80	425.00	765.00
Employee Recognition	07/24/00	Machida, J T	Worksession #1 prep: employee recognition, presentation development	3.60	185.00	666.00
Employee Recognition	07/27/00	Lucid, L G	Worksession #1: employee recognition	2.50	450.00	1,125.00
Employee Recognition	07/27/00	Machida, J T	Worksession #1: employee recognition, presentation development	5.30	185.00	980.50
Employee Recognition	08/13/00	Machida, J T	Presentation preparation	6.00	185.00	1,110.00
Employee Recognition	08/16/00	Machida, J T	Employee recognition presentation	1.40	185.00	259.00
Employee Recognition	08/30/00	Spencer, M	Design plan components	5.50	185.00	1,017.50
Employee Recognition	08/31/00	Spencer, M	Finish draft of spot bonus presentation	1.40	185.00	259.00
Employee Recognition	09/01/00	Spencer, M	Edit Spot bonus presentation	1.60	185.00	296.00
Employee Recognition	09/05/00	Avery, K	Spot Bonus Program presentation - make LL edits, print copies, collate, 3-hole punch, HR Structure edits, print 15 copies, HR Team 3 hole punch, replace pg. 11 of bonus presentation	3.50	160.00	560.00
Employee Recognition	09/06/00	Spencer, M	Edit Spot bonus presentation	1.40	185.00	259.00
Employee Recognition	09/18/00	Spencer, M	Prepare job summaries	1.70	185.00	314.50
Employee Recognition	09/29/00	Spencer, M	Finalize draft presentation	3.30	185.00	610.50
Employee Recognition	10/06/00	Machida, J T	Meeting with Geneva to present	2.00	185.00	370.00
Employee Recognition	10/06/00	Lucid, L G	Meeting with Geneva to present	2.00	450.00	900.00
Employee Recognition	10/06/00	Spencer, M	Meeting with Geneva to present	2.00	185.00	370.00
Employee Recognition				45.00		9,862.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
HR Strategy	05/01/00	Seretan, J M	Meetings at Geneva Steel re: Executive Interviews	12.00	550.00	6,600.00
HR Strategy	05/01/00	Smith, B J	Preparation of interview guidelines	3.00	475.00	1,425.00
HR Strategy	05/02/00	Lucid, L G	Prep. for meeting at Geneva Steel	2.00	425.00	850.00
HR Strategy	05/02/00	Spencer, M	Review company data - HR policies and practices, internal/external communications	4.00	175.00	700.00
HR Strategy	05/03/00	Lucid, L G	Conducting employee interviews / focus groups	8.00	425.00	3,400.00
HR Strategy	05/03/00	Rader, J S	Make revisions to report	1.00	100.00	100.00
HR Strategy	05/03/00	Smith, B J	Conducting employee interviews / focus groups	8.00	475.00	3,800.00
HR Strategy	05/03/00	Spencer, M	Interviews and focus groups	8.00	175.00	1,400.00
HR Strategy	05/04/00	Lucid, L G	Geneva Steel Meeting	8.00	425.00	3,400.00
HR Strategy	05/04/00	Smith, B J	Conducting employee interviews / focus groups	8.00	475.00	3,800.00
HR Strategy	05/04/00	Spencer, M	Interviews and focus groups	8.00	175.00	1,400.00
HR Strategy	05/06/00	Lucid, L G	Summary, conf. call	1.00	425.00	425.00
HR Strategy	05/08/00	Lucid, L G	Conference Call	1.00	425.00	425.00
HR Strategy	05/08/00	Smith, B J	Team conf call/planning	1.00	475.00	475.00
HR Strategy	05/08/00	Spencer, M	Geneva conf. call and follow up on HCI questionnaires at Geneva	1.00	175.00	175.00
HR Strategy	05/11/00	Rader, J S	Make revisions to report	1.00	100.00	100.00
HR Strategy	05/12/00	Draper, R J	HCI Report Generation	1.50	105.00	157.50
HR Strategy	05/16/00	Avery, K	Type up notes from executive and focus group interviews given by Bill Smith to	2.00	150.00	300.00
HR Strategy	05/17/00	Avery, K	Type up notes for Michelle Spencer and Bill Smith into excel spreadsheet for executive/focus group interviews of Geneva Steel.	7.00	150.00	1,050.00
HR Strategy	05/17/00	Rader, J S	Schedule conference call	1.00	100.00	100.00
HR Strategy	05/17/00	Spencer, M	Analyze HCI data	3.00	175.00	525.00
HR Strategy	05/18/00	Lucid, L G	Prepare report	1.00	425.00	425.00
HR Strategy	05/18/00	Spencer, M	Finish HCI analysis, Draft presentation	8.00	175.00	1,400.00
HR Strategy	05/22/00	Avery, K	Photocopy materials for M.S. re: Geneva meeting today	0.80	150.00	120.00
HR Strategy	05/22/00	Lucid, L G	Meeting with Geneva Steel internal team to work on presentation	3.00	425.00	1,275.00
HR Strategy	05/22/00	Machida, J T	De-briefing/project planning	1.00	175.00	175.00
HR Strategy	05/22/00	Rader, J S	Schedule travel arrangements	1.00	100.00	100.00
HR Strategy	05/22/00	Smith, B J	Meeting with Geneva Steel internal team in LA office	6.00	475.00	2,850.00
HR Strategy	05/22/00	Spencer, M	Work on presentation	8.00	175.00	1,400.00
HR Strategy	05/22/00	Spencer, M	Work on presentation	8.00	175.00	1,400.00
HR Strategy	05/23/00	Avery, K	Photocopy materials for team, print out flights for M.S. to SFO for meeting on 6/5	1.20	150.00	180.00
HR Strategy	05/23/00	Lucid, L G	Conf. call & report	2.00	425.00	850.00
HR Strategy	05/23/00	Machida, J T	Meeting presentation preparation	3.50	175.00	612.50
HR Strategy	05/23/00	Spencer, M	Work on presentation, conf. call with Carl Ramnitz	8.00	175.00	1,400.00
HR Strategy	05/24/00	Avery, K	Revisions to presentation for M.S.	2.00	150.00	300.00
HR Strategy	05/24/00	Lucid, L G	Preparation of report	1.00	425.00	425.00
HR Strategy	05/24/00	Machida, J T	Meeting presentation preparation	0.50	175.00	87.50
HR Strategy	05/24/00	Spencer, M	Internal mtg., Presentation	8.00	175.00	1,400.00
HR Strategy	05/25/00	Lucid, L G	Preparation of report	1.00	425.00	425.00
HR Strategy	05/25/00	Machida, J T	Meeting presentation preparation	3.00	175.00	525.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
HR Strategy	05/25/00	Spencer, M	Work on presentation, conf. call with Carl Ramnitz	8.00	175.00	1,400.00
HR Strategy	05/26/00	Spencer, M	Work on presentation	8.00	175.00	1,400.00
HR Strategy	05/30/00	Lucid, L G	Internal meeting	1.50	425.00	637.50
HR Strategy	05/30/00	Rader, J S	Copy presentation	1.00	100.00	100.00
HR Strategy	05/31/00	Avery, K	Copies of materials, partial printing, preparing for 6/5 presentation	2.00	150.00	300.00
HR Strategy	06/01/00	Avery, K	Assist with preparation of presentation, coordinate transportation arrangements for Geneva Steel personnel from SFO to SF office, relay information to Lori Loumis	1.50	150.00	225.00
HR Strategy	06/01/00	Lucid, L G	Revise report	5.00	425.00	2,125.00
HR Strategy	06/02/00	Avery, K	Final preparations for presentation	1.40	150.00	210.00
HR Strategy	06/02/00	Lucid, L G	Review report	1.20	425.00	510.00
HR Strategy	06/05/00	Lucid, L G	Meeting with Geneva	8.00	425.00	3,400.00
HR Strategy	06/05/00	Rader, J S	Edit travel schedule	1.00	100.00	100.00
HR Strategy	06/05/00	Smith, B J	Meeting in S.F. to present results to Geneva management	8.00	475.00	3,800.00
HR Strategy	06/05/00	Spencer, M	HR Strategy presentation meeting	8.00	175.00	1,400.00
HR Strategy	06/12/00	Spencer, M	Geneva bill	1.00	175.00	175.00
HR Strategy Total				212.10		61,740.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Performance Management	07/21/00	Machida, J T	Competencies - worksession #1 preparation	1.30	185.00	240.50
Performance Management	07/24/00	Machida, J T	Worksession #1 prep: core competencies	2.00	185.00	370.00
Performance Management	07/24/00	Spencer, M	Conf. call with Luellen, Jenny, Kelley in prep for meeting	2.00	185.00	370.00
Performance Management	07/25/00	Avey, K	Travel arrangements, print agenda, contact list for presentation	1.20	160.00	192.00
Performance Management	07/25/00	Machida, J T	Worksession #1 prep: core competencies	2.00	185.00	370.00
Performance Management	07/25/00	Sandoval, R	Production, presentation binders for meeting	2.00	125.00	250.00
Performance Management	07/25/00	Machida, J T	Worksession #1 prep: performance mgmt	2.00	185.00	370.00
Performance Management	07/26/00	Machida, J T	Worksession #1: core competencies	2.00	185.00	370.00
Performance Management	07/26/00	Lucid, L G	Meetings at Geneva Steel	2.00	450.00	900.00
Performance Management	07/26/00	Machida, J T	Worksession #1: performance management presentation preparation	2.70	185.00	499.50
Performance Management	08/01/00	Machida, J T	Project planning, discussion of deliverables (competencies, base pay, perf mgmt)	1.20	185.00	222.00
Performance Management	08/02/00	Lucid, L G	Internal meeting	0.50	450.00	225.00
Performance Management	08/02/00	Machida, J T	Competencies	1.00	185.00	185.00
Performance Management	08/04/00	Lucid, L G	Prepare for upcoming meeting	1.00	450.00	450.00
Performance Management	08/04/00	Machida, J T	Competencies	1.00	185.00	185.00
Performance Management	08/04/00	Spencer, M	Follow-up work to meeting	1.30	185.00	240.50
Performance Management	08/07/00	Machida, J T	Competencies development, performance management materials	1.60	185.00	296.00
Performance Management	08/09/00	Lucid, L G	Conf. Call - perf mgmt	0.60	450.00	270.00
Performance Management	08/09/00	Phenix, L	Write organizational and management competencies	2.00	200.00	400.00
Performance Management	08/10/00	Lucid, L G	Prep - Perf. mgmt	1.30	450.00	585.00
Performance Management	08/10/00	Phenix, L	Write organizational and management competencies	2.00	200.00	400.00
Performance Management	08/10/00	Spencer, M	Conference calls, review presentation, agenda	0.60	185.00	111.00
Performance Management	08/11/00	Lucid, L G	Prep - perf mgmt	1.00	450.00	450.00
Performance Management	08/11/00	Machida, J T	Presentation preparation (competencies)	1.00	185.00	185.00
Performance Management	08/12/00	Machida, J T	Presentation preparation	2.20	185.00	407.00
Performance Management	08/14/00	Machida, J T	Worksession preparation, production	2.00	185.00	370.00
Performance Management	08/14/00	Phenix, L	Finalize meeting materials and Powerpoint presentation	1.20	200.00	240.00
Performance Management	08/14/00	Sandoval, R	Typing and producing of binder material for Jenny, Lynda and Luellen's trip to Geneva Steel	2.20	125.00	275.00
Performance Management	08/15/00	Avey, K	Make 5 copies of article on perf. mgmt, FedEx that and 3 corp brochures to Carl Ramnitz	0.20	160.00	32.00
Performance Management	08/21/00	Machida, J T	Organizational and management competency definitions	1.10	185.00	203.50
Performance Management	08/21/00	Sandoval, R	Duplication and production of binder material for Jenny Machida, to be sent to	0.80	125.00	100.00
Performance Management	08/22/00	Lucid, L G	Perf. mgmt - competencies	1.00	450.00	450.00
Performance Management	08/23/00	Spencer, M	Meet with Jenny and Luellen re: upcoming meeting	0.60	185.00	111.00
Performance Management	08/31/00	Spencer, M	Prepare agenda	0.30	185.00	55.50
Performance Management	09/01/00	Lucid, L G	Perf. Mgt.	1.50	450.00	675.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Performance Management	09/05/00	Machida, J T	Performance Management presentation and production of materials and exhibits	1.50	185.00	277.50
Performance Management	09/05/00	Phenix, L	Finalize powerpoint presentation	1.00	250.00	250.00
Performance Management	09/05/00	Sandoval, R	Presentation material production for meeting at Geneva Steel	1.40	125.00	175.00
Performance Management	09/05/00	Spencer, M	edit agendas	1.60	185.00	296.00
Performance Management	09/06/00	Spencer, M	Performance management meetings	1.50	185.00	277.50
Performance Management	09/07/00	Lucid, L G	Meetings at Geneva Steel	3.00	450.00	1,350.00
Performance Management	09/07/00	Avery, K	Hotel reservations for MS and JM 9/18-19 and 9/26, email to MS with Confirmation	0.50	160.00	80.00
Performance Management	09/11/00	Spencer, M	Review competencies	1.50	185.00	277.50
Performance Management	09/12/00	Avery, K	Travel arrangements for M Spencer and J Machida to SLC and Seattle, mailing to L Loumis, cancel hotel reservations	0.80	160.00	128.00
Performance Management	09/14/00	Machida, J T	Competencies revision and performance management form modifications	0.80	185.00	148.00
Performance Management	09/19/00	Avery, K	prepare,edit,copy,distribute/phone calls	0.70	160.00	112.00
Performance Management	09/25/00	Spencer, M	Follow-up with Jenny to send Kelley the presentation	0.50	185.00	92.50
Performance Management	10/01/00	Hannigan, T	Research Geneva Steel's competitors' HR practices	1.00	150.00	150.00
Performance Management	10/06/00	Machida, J T	Call with Geneva Steel	0.40	215.00	86.00
Performance Management	10/11/00	Avery, K	Format presentations, travel for MS	0.80	160.00	128.00
Performance Management	11/13/00	Lucid, L G	Meeting with team	0.60	455.00	273.00
Performance Management Total				66.00		15,156.50

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Project Planning	06/06/00	Lucid, L G	Project planning: conference call	1.00	425.00	425.00
Project Planning	06/07/00	Spencer, M	Geneva bill, set up budget, bill tracking spreadsheet	2.00	175.00	350.00
Project Planning	06/09/00	Lucid, L G	Project meeting (internal)	1.00	425.00	425.00
Project Planning	06/12/00	Lucid, L G	Project Mgt.	1.00	425.00	425.00
Project Planning	06/13/00	Lucid, L G	Project meeting: conference call	1.00	425.00	425.00
Project Planning	06/13/00	Rader, J S	Type up notes	1.30	100.00	130.00
Project Planning	06/14/00	Lucid, L G	Conf. call	1.00	425.00	425.00
Project Planning	06/16/00	Avery, K	copies, mailing, travel arrangements for MS	2.00	150.00	300.00
Project Planning	06/19/00	Rader, J S	Make travel arrangements	1.20	100.00	120.00
Project Planning	06/20/00	Spencer, M	Begin preparation for kick-off meeting	3.50	175.00	612.50
Project Planning	06/28/00	Avery, K	Coordinate/type up contact list for Geneva/WW key people	1.00	150.00	150.00
Project Planning	06/29/00	Smith, B J	Project planning meeting in Provo	2.00	475.00	950.00
Project Planning	06/29/00	Spencer, M	Attend meetings at GS	3.50	175.00	612.50
Project Planning	06/30/00	Lucid, L G	Meetings at Geneva Steel	2.00	425.00	850.00
Project Planning	06/30/00	Machida, J T	Conference call with client	1.50	175.00	262.50
Project Planning	06/30/00	Smith, B J	Project planning meeting in Provo	8.00	475.00	3,800.00
Project Planning	06/30/00	Spencer, M	Attend meetings at GS	8.00	175.00	1,400.00
Project Planning	07/05/00	Spencer, M	Workplan, budget	5.00	185.00	925.00
Project Planning	07/07/00	Spencer, M	Workplan, budget	4.00	185.00	740.00
Project Planning	07/11/00	Avery, K	Geneva Steel data inventory list	1.20	160.00	192.00
Project Planning	07/11/00	Spencer, M	Billing, engagement letter, workplan, meeting coordination	5.00	185.00	925.00
Project Planning	07/14/00	Avery, K	File structuring/organizing	2.00	160.00	320.00
Project Planning	08/11/00	Avery, K	Geneva steel tabs, agenda, binder cover page, spine	2.00	160.00	320.00
Project Planning	10/25/00	Avery, K	Take and type notes from project team conference call	2.20	160.00	352.00
Project Planning	10/25/00	Spencer, M	Internal conf. call, send bill re: interest	2.00	220.00	440.00
Project Planning	10/25/00	Steven Waiss, K L	Conf call re: Geneva Steel	1.00	340.00	340.00
Project Planning	10/27/00	Spencer, M	Send articles to team, call Carl about base pay budget	1.50	220.00	330.00
Project Planning	10/31/00	Spencer, M	Send news update to team by e-mail	0.50	220.00	110.00
Project Planning Total				67.40		16,656.50

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Recruiting & Training	08/01/00	Spencer, M	Agenda for 8/2, conf. call with Jenny, Kelley, Deliverable and fees	4.00	185.00	740.00
Recruiting & Training	08/02/00	Avery, K	Make travel arrangements for MS week of 8/13-18	0.50	160.00	80.00
Recruiting & Training	08/07/00	Steven Waiss, K	Meetings at Geneva Steel	8.00	325.00	2,600.00
Recruiting & Training	08/08/00	Beck, C	Format recruitment & selection presentation	3.30	165.00	544.50
Recruiting & Training	08/08/00	Steven Waiss, K	Create Recruitment & Strategy presentation	10.00	325.00	3,250.00
Recruiting & Training	08/09/00	Steven Waiss, K	Create Training Strategy presentation	10.00	325.00	3,250.00
Recruiting & Training	08/09/00	Beck, C	Revisions to recruiting and selection presentation	2.40	165.00	396.00
Recruiting & Training	08/09/00	Beck, C	Revisions to training presentation	2.40	165.00	396.00
Recruiting & Training	08/09/00	Spencer, M	Review Recruiting and Selection presentation	1.20	185.00	222.00
Recruiting & Training	08/09/00	Steven Waiss, K	Edit both presentations	8.00	325.00	2,600.00
Recruiting & Training	08/17/00	Lucid, L G	Recruitment, training and dev.	2.60	450.00	1,170.00
Recruiting & Training	08/24/00	Spencer, M	Conference call with Neal and Carrie re: practices	1.20	185.00	222.00
Recruiting & Training	08/24/00	Spencer, M	Send out data to Kelley Steven-Weiss	0.50	185.00	92.50
Recruiting & Training	08/25/00	Avery, K	Copy materials for KS-W, pouch to SF	0.50	160.00	80.00
Recruiting & Training	08/29/00	Spencer, M	Follow up with Mike Curtis re: meeting, call Carl re: recruiting and training, follow	1.80	185.00	333.00
Recruiting & Training	08/31/00	Spencer, M	Conf. call with Carl and Kelley	1.00	185.00	185.00
Recruiting & Training	09/05/00	Spencer, M	Review presentations	3.30	185.00	610.50
Recruiting & Training	09/14/00	Spencer, M	Follow-up with Kelley on presentation	1.00	185.00	185.00
Recruiting & Training	09/18/00	Steven Waiss, K	Call with M Spencer to discuss recruiting presentation	1.20	325.00	390.00
Recruiting & Training	09/19/00	Steven Waiss, K	Edit recruiting presentation	3.30	325.00	1,072.50
Recruiting & Training	09/20/00	Steven Waiss, K	Edit recruiting presentation	4.00	325.00	1,300.00
Recruiting & Training	09/21/00	Steven Waiss, K	Edit recruiting presentation	2.40	325.00	780.00
Recruiting & Training	09/22/00	Spencer, M	Follow-up call with Carl	1.00	185.00	185.00
Recruiting & Training	09/25/00	Spencer, M	Talk to Kelley re: training presentation	3.00	185.00	555.00
Recruiting & Training	09/26/00	Spencer, M	Review and discuss training pres. with Kelley	1.50	185.00	277.50
Recruiting & Training	09/27/00	Steven Waiss, K	Edit training presentation	3.00	325.00	975.00
Recruiting & Training	09/28/00	Avery, K	Revisions to Training and Development Strategy presentation	1.00	160.00	160.00
Recruiting & Training	09/29/00	Avery, K	Revisions to Training and Development Strategy presentation	1.50	160.00	240.00
Recruiting & Training	09/29/00	Spencer, M	Review training pres. and talk to outside trainer	1.00	185.00	185.00
Recruiting & Training	10/02/00	Spencer, M	Training presentation edits	2.50	220.00	550.00
Recruiting & Training	10/09/00	Avery, K	Reformat both presentations	2.90	160.00	464.00
Recruiting & Training	10/09/00	Lucid, L G	Training and recruitment	1.00	455.00	455.00
Recruiting & Training	10/10/00	Steven Waiss, K	Conference call with Carl and Neal to discuss draft	5.00	340.00	1,700.00
Recruiting & Training	10/13/00	Spencer, M	Review presentations	0.50	220.00	110.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Recruiting & Training	10/16/00	Spencer, M	Talk with Kelley re: presentation	1.00	220.00	220.00
Recruiting & Training	10/17/00	Steven Waiss, K L	Edit both presentations	3.00	340.00	1,020.00
Recruiting & Training	10/24/00	Spencer, M	Review presentations	2.60	220.00	572.00
Recruiting & Training	11/03/00	Spencer, M	Review presentations	2.00	220.00	440.00
Recruiting & Training				105.10		28,607.50

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Total Compensation	06/12/00	Yeck, V J	Flight arrangements for Bill Smith	0.10	140.00	14.00
Total Compensation	06/16/00	Smith, B J	Park City Meetings to outline study	4.00	475.00	1,900.00
Total Compensation	06/19/00	Spencer, M	Held internal meeting to plan next phase	1.00	175.00	175.00
Total Compensation	06/22/00	Smith, B J	Prepare for 6/29 project planning meeting	4.00	475.00	1,900.00
Total Compensation	06/27/00	Yeck, V J	Type interview questions	1.50	140.00	210.00
Total Compensation	07/06/00	Smith, B J	Total Compensation issues review	2.00	475.00	950.00
Total Compensation	07/06/00	Smith, B J	Broad based incentive research	2.00	475.00	950.00
Total Compensation	07/11/00	Machida, J T	Reviewed materials for comp letter	1.00	185.00	185.00
Total Compensation	07/13/00	Spencer, M	Send email re: Total Compensations to Neal, review data	3.00	185.00	555.00
Total Compensation	07/17/00	Avery, K	Do research on directions from SLC airport to Geneva, SLC to Hotel, Hotel to Geneva, make copies for M.S. and L.L., called travel to get better seating assignment for M.S. upgrade hotel accommodations	1.00	160.00	160.00
Total Compensation	07/17/00	Lucid, L G	Comp/Perf. Mgt.	1.00	450.00	450.00
Total Compensation	07/18/00	Guloy, L Q	Internal mtg to review broad based incentive interview guide	1.00	290.00	290.00
Total Compensation	07/19/00	Lucid, L G	Meeting - HR Vision/Commun.	5.00	450.00	2,250.00
Total Compensation	07/20/00	Smith, B J	management incentives interviews in Provo	8.00	475.00	3,800.00
Total Compensation	07/20/00	Lucid, L G	Comp & Perf. Mgt.	1.00	450.00	450.00
Total Compensation	07/21/00	Avery, K	Photocopying	1.00	160.00	160.00
Total Compensation	07/21/00	Spencer, M	Total Compensation Interviews	4.00	185.00	740.00
Total Compensation	07/24/00	Avery, K	Photocopying	2.00	160.00	320.00
Total Compensation	07/24/00	Sandoval, R	Presentation Preparation	1.50	125.00	187.50
Total Compensation	07/24/00	Lucid, L G	Review presentation	1.00	450.00	450.00
Total Compensation	07/25/00	Spencer, M	Revise vision, write agenda, follow up with Carl	3.00	185.00	555.00
Total Compensation	07/26/00	Avery, K	Revise travel arrangements for MS	1.00	160.00	160.00
Total Compensation	07/28/00	Avery, K	Travel arrangements for MS, copy materials and fed ex to Carl Ramnitz	2.00	160.00	320.00
Total Compensation	07/28/00	Smith, B J	Management incentives interviews via telephone	2.00	475.00	950.00
Total Compensation	07/31/00	Yeck, V J	Flight arrangements cancellation/ rebooking charge 7/20 meeting	0.20	140.00	28.00
Total Compensation	07/31/00	Lucid, L G	Prep for next meeting	1.00	450.00	450.00
Total Compensation	08/09/00	Avery, K	Confirm travel arrangements for MS 8/13 trip, file labels, filing organization	1.00	160.00	160.00
Total Compensation	08/09/00	Spencer, M	Prepare agenda, coordinate call	1.00	185.00	185.00
Total Compensation	08/11/00	Spencer, M	Preparation for 8/14-16 meetings	6.00	185.00	1,110.00
Total Compensation	08/14/00	Spencer, M	Incentive meetings	4.00	185.00	740.00
Total Compensation	08/15/00	Spencer, M	Incentive meetings	3.50	185.00	647.50
Total Compensation	08/16/00	Spencer, M	Incentive meetings	2.00	185.00	370.00
Total Compensation	08/28/00	Spencer, M	review data	2.50	185.00	462.50
Total Compensation	09/03/00	Irizarry, M.	Travel arrangements for J Machida and L Lucid re: GS meeting 9/6	2.00	100.00	200.00
Total Compensation	09/11/00	Avery, K	Copy savings plan materials, fed ex pkg to B Huebner	1.00	160.00	160.00
Total Compensation	09/27/00	Spencer, M	Call with Carrie to discuss SAP system, call with Carl to discuss agenda for 10/5	2.00	185.00	370.00
Total Compensation	09/29/00	Spencer, M	Prepare agenda	1.00	185.00	185.00
Total Compensation	10/02/00	Lucid, L G	Project Mgt., planning meeting w/Machida and Spencer	1.00	455.00	455.00
Total Compensation	10/02/00	Machida, J T	Base pay project	1.00	185.00	185.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Total Compensation	10/04/00	Avery, K	Organize Geneva Steel's job descriptions into binder	1.50	160.00	240.00
Total Compensation	10/04/00	Spencer, M	Agenda	1.00	220.00	220.00
Total Compensation	10/04/00	Lucid, L G	Review presentation	0.50	455.00	227.50
Total Compensation	10/05/00	Spencer, M	Meeting at Geneva Steel	4.50	220.00	990.00
Total Compensation	10/06/00	Lucid, L G	Review and edit presentation	0.50	455.00	227.50
Total Compensation	10/09/00	Avery, K	Travel arrangements for M.Spencer 10/15-16	0.50	160.00	80.00
Total Compensation	10/09/00	Spencer, M	Agenda, f/up with Luellen on project, research pricing for going to client site	1.50	220.00	330.00
Total Compensation	10/10/00	Spencer, M	Arrange conf. call, talk with Carl - pass on info to team	1.00	220.00	220.00
Total Compensation	10/17/00	Avery, K		1.00	160.00	160.00
Total Compensation	10/20/00	Lucid, L G	Compensation and performance management review	1.00	455.00	455.00
Total Compensation	10/24/00	Avery, K		0.50	160.00	80.00
Total Compensation	10/31/00	Sandoval, R	Edit presentation	1.50	160.00	240.00
Total Compensation	11/01/00	Spencer, M	Follow up on data with Steve Harrison	3.50	220.00	770.00
Total Compensation	12/17/00	Smit, J.	Make copies	0.50	100.00	50.00
Total Compensation	07/11/00	Rader, J S	Clerical support - Geneva Steel Base Pay	1.00	100.00	100.00
Total Compensation	07/18/00	Rader, J S	Clerical support - Geneva Steel Base Pay	1.00	100.00	100.00
Total Compensation	07/19/00	Rader, J S	Clerical support - Geneva Steel Base Pay	1.00	100.00	100.00
Total Compensation	07/21/00	Lucid, L G	Review/preparations for meeting	2.00	450.00	900.00
Total Compensation	07/24/00	Lucid, L G	Worksession #1, prep and base pay	1.00	450.00	450.00
Total Compensation	07/24/00	Machida, J T	Worksession #1 prep: base pay	3.00	185.00	555.00
Total Compensation	07/25/00	Machida, J T	Worksession #1 prep: base pay	1.00	185.00	185.00
Total Compensation	07/26/00	Lucid, L G	Geneva Steel meetings	4.50	450.00	2,025.00
Total Compensation	07/27/00	Lucid, L G	Worksession#1, base pay	2.50	450.00	1,125.00
Total Compensation	07/27/00	Machida, J T	Worksession #1: base pay	3.00	185.00	555.00
Total Compensation	08/02/00	Lucid, L G	Geneva Steel meetings - base pay	1.00	450.00	450.00
Total Compensation	08/02/00	Machida, J T	Project planning and base pay presentation materials	1.75	185.00	323.75
Total Compensation	08/03/00	Machida, J T	Base pay presentation	0.50	185.00	92.50
Total Compensation	08/07/00	Lucid, L G	Prep. for meetings	2.00	450.00	900.00
Total Compensation	08/07/00	Phenix, L	Teleconference and meetings with internal project team	2.00	200.00	400.00
Total Compensation	08/09/00	Machida, J T	Base pay and job analysis project planning	1.00	185.00	185.00
Total Compensation	08/11/00	Machida, J T	Presentation preparation	5.00	185.00	925.00
Total Compensation	08/12/00	Machida, J T	Presentation preparation	4.00	185.00	740.00
Total Compensation	08/14/00	Machida, J T	Worksession preparation and production	2.75	185.00	508.75
Total Compensation	08/15/00	Lucid, L G	Meetings, comp and perf mgt.	8.00	450.00	3,600.00
Total Compensation	08/16/00	Lucid, L G	Meetings, comp, recognition, perf. mgt.	8.00	450.00	3,600.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Total Compensation	08/16/00	Machida, J T	Base pay presentation	5.50	185.00	1,017.50
Total Compensation	08/23/00	Machida, J T	Job documentation template, project planning	1.25	185.00	231.25
Total Compensation	08/30/00	Spencer, M	Research template and old surveys, begin development of Part II interviewing tool	2.00	185.00	370.00
Total Compensation	08/31/00	Machida, J T	Base pay templates, powerpoint presentation for 9/6 and 9/7 presentations	4.00	185.00	740.00
Total Compensation	08/31/00	Spencer, M	Call with Mike Curtis to brief on upcoming meeting	2.00	185.00	370.00
Total Compensation	09/01/00	Machida, J T	Preparation for 9/6 meeting - Base Pay report	3.00	185.00	555.00
Total Compensation	09/02/00	Machida, J T	Preparation for 9/6 mtg - BASE PAY presentation	3.00	185.00	555.00
Total Compensation	09/03/00	Machida, J T	Preparation for 9/6 meeting - JOB ANALYSIS & DOCUMENTATION presentation	4.00	185.00	740.00
Total Compensation	09/04/00	Machida, J T	Preparation for 9/6 - meeting with L Lucid to discuss base pay, job analysis, perf mgmt & employee recognition presentations	2.50	185.00	462.50
Total Compensation	09/05/00	Lucid, L G	Perf. mgt./Base pay prep	1.00	450.00	450.00
Total Compensation	09/05/00	Spencer, M	Write custom survey, research template Part II	1.00	185.00	185.00
Total Compensation	09/06/00	Lucid, L G	Meetings with Geneva Steel	5.00	450.00	2,250.00
Total Compensation	09/06/00	Machida, J T	9/6 meeting with GS	4.00	185.00	740.00
Total Compensation	09/07/00	Machida, J T	Meetings with GS re: job analysis, base pay, perf mgmt, employee recognition	5.50	185.00	1,017.50
Total Compensation	09/21/00	Machida, J T	Competencies: cover letter for Carl Ramnitz	0.50	185.00	92.50
Total Compensation	09/21/00	Spencer, M	Write descriptors for custom survey, Part II	2.00	185.00	370.00
Total Compensation	09/22/00	Spencer, M	Edit custom survey tool	2.00	185.00	370.00
Total Compensation	09/25/00	Lucid, L G	Review materials/feedback. perf. mgt.	1.00	450.00	450.00
Total Compensation	09/26/00	Spencer, M	Custom survey edits, add contacts	1.00	185.00	185.00
Total Compensation	09/28/00	Bello, D	Fax custom survey instrument, Part 1	2.00	210.00	420.00
Total Compensation	09/28/00	Machida, J T	Job Analysis: matrix/benchmarking work session	4.50	185.00	832.50
Total Compensation	09/28/00	Spencer, M	Fax out custom surveys and build job matrices	6.50	185.00	1,202.50
Total Compensation	10/02/00	Bello, D	Follow/up on custom survey participants; faxed survey to new participants	1.00	210.00	210.00
Total Compensation	10/02/00	Machida, J T	Project plan and budget for base pay, perf mgmt, ee recognition implementation	1.00	215.00	215.00
Total Compensation	10/03/00	Bello, D	Follow/up on custom survey participants; faxed survey to new participants	2.00	210.00	420.00
Total Compensation	10/04/00	Machida, J T	Project planning, budgeting for base pay and performance mgmt implementation	2.00	215.00	430.00
Total Compensation	10/05/00	Machida, J T	Job matrix templates	2.50	215.00	537.50
Total Compensation	10/06/00	Spencer, M	Budget planning, project planning	1.50	220.00	330.00
Total Compensation	10/10/00	Spencer, M	Follow/up with Carl re: contacts for custom survey, follow up w/Neal regarding job descriptions, f/up with Steve Patterson re: Radford survey file	3.50	220.00	770.00
Total Compensation	10/13/00	Spencer, M	Follow-up on surveys, create survey instrument	2.50	220.00	550.00
Total Compensation	06/12/00	Smith, B J	Staff work on Total Compensation program development	2.00	475.00	950.00
Total Compensation	06/16/00	Smith, B J	Presentation of HR strategy results in Park City meetings	4.00	475.00	1,900.00
Total Compensation	06/29/00	Smith, B J	Preliminary meeting on Total Compensations	6.00	475.00	2,850.00

Fixed

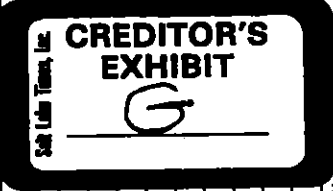
Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Total Compensation	07/03/00	Smith, B J	Developing interview questionnaires	4.00	475.00	1,900.00
Total Compensation	07/18/00	Smith, B J	Market data/competitive research	4.00	475.00	1,900.00
Total Compensation	07/19/00	Smith, B J	Mtgs/interviews with sales reps in Provo	2.00	475.00	950.00
Total Compensation	07/20/00	Spencer, M	Bill tracking, prepare invoice	2.00	185.00	370.00
Total Compensation	08/01/00	Smith, B J	Revising criteria for broad based incentive	4.00	475.00	1,900.00
Total Compensation	08/02/00	Smith, B J	Summarizing interview feedback	4.00	475.00	1,900.00
Total Compensation	08/02/00	Spencer, M	Attend meetings at Geneva	4.00	185.00	740.00
Total Compensation	08/03/00	Smith, B J	Meeting in Provo to review broad based recommendations	4.00	475.00	1,900.00
Total Compensation	08/03/00	Spencer, M	Interview	1.00	185.00	185.00
Total Compensation	08/07/00	Smith, B J	Market analysis	4.00	475.00	1,900.00
Total Compensation	08/08/00	Smith, B J	Market analysis	4.00	475.00	1,900.00
Total Compensation	08/09/00	Smith, B J	Conf. call with Geneva team	1.00	475.00	475.00
Total Compensation	08/10/00	Spencer, M	Type interview notes	2.00	185.00	370.00
Total Compensation	08/11/00	Smith, B J	Review of sales finances / forecasts	4.00	475.00	1,900.00
Total Compensation	08/14/00	Smith, B J	Sales progress meeting in Provo	4.00	475.00	1,900.00
Total Compensation	08/14/00	Smith, B J	Meeting in Provo re: communications	2.00	475.00	950.00
Total Compensation	08/14/00	Spencer, M	Meetings at GS	4.00	185.00	740.00
Total Compensation	08/15/00	Smith, B J	Meeting in Provo re: Total Compensations	3.00	475.00	1,425.00
Total Compensation	08/15/00	Smith, B J	Meeting Provo re: broad based incentives	3.00	475.00	1,425.00
Total Compensation	08/25/00	Smith, B J	Prepare revised materials on broad based inc.	4.00	475.00	1,900.00
Total Compensation	08/25/00	Smith, B J	Prepare revised materials on sales inc.	2.00	475.00	950.00
Total Compensation	08/28/00	Smith, B J	Prepare revised materials on broad based inc.	5.00	475.00	2,375.00
Total Compensation	08/29/00	Spencer, M	Put together spreadsheet for Management incentives	1.00	185.00	185.00
Total Compensation	09/01/00	Guloy, L Q	Mtg w/ Bill: Total Compensation report; Sr. Mgt report	7.00	290.00	2,030.00
Total Compensation	09/01/00	Smith, B J	Developing criteria for broad based incentive	4.00	475.00	1,900.00
Total Compensation	09/05/00	Breer, D V	Compile NW Pipe proxy analysis	1.00	160.00	160.00
Total Compensation	09/05/00	Breer, D V	Market price execs	0.50	160.00	80.00
Total Compensation	09/05/00	Guloy, L Q	Edits to Total Compensation report and Sr Mgt Incentive report; prepared Broad-based Incentive report	5.00	290.00	1,450.00
Total Compensation	09/05/00	Piznava, G M	Print, punch, bind reports	1.30	120.00	156.00
Total Compensation	09/05/00	Smith, B J	Developing criteria for broad based incentive	4.00	475.00	1,900.00
Total Compensation	09/05/00	Smith, B J	Progress meeting Total Compensations	3.00	475.00	1,425.00
Total Compensation	09/06/00	Smith, B J	Progress meeting Total Compensations	3.00	475.00	1,425.00
Total Compensation	09/06/00	Smith, B J	Developing criteria for broad based incentive	3.00	475.00	1,425.00
Total Compensation	09/11/00	Avery, K	Word-processing - create planning worksheet	1.50	160.00	240.00
Total Compensation	09/11/00	Spencer, M	Review plan document	1.00	185.00	185.00
Total Compensation	09/14/00	Spencer, M	Followup with Bill on items	0.50	185.00	92.50
Total Compensation	09/15/00	Smith, B J	Preparing incentive planning worksheets for sales comp	3.00	475.00	1,425.00
Total Compensation	09/18/00	Guloy, L Q	Started Incentive planning worksheet model	1.50	290.00	435.00
Total Compensation	09/18/00	Smith, B J	Revising criteria for broad based incentive	4.00	475.00	1,900.00
Total Compensation	09/19/00	Guloy, L Q	Automated STI planning model	2.50	290.00	725.00

Fixed

Project Name	Date	Timekeeper	Description of Work	Hours	Hourly Rate	Amount
Total Compensation	09/19/00	Smith, B J	Revising criteria for broad based incentive	4.00	475.00	1,900.00
Total Compensation	09/25/00	Spencer, M	Follow/up with Bill on Total Compensation pieces	1.00	185.00	185.00
Total Compensation	09/27/00	Spencer, M	Edit presentation for sales employees and review agenda for 10/5	1.50	185.00	277.50
Total Compensation	09/28/00	Avery, K	Edits to Total Compensation presentation	2.00	160.00	320.00
Total Compensation	09/28/00	Spencer, M	Edit sales plan document	1.00	185.00	185.00
Total Compensation	10/02/00	Guloy, L Q	Sales presentation documents comparison; incentive planning worksheet update for performance goals from client	1.00	300.00	300.00
Total Compensation	10/02/00	Spencer, M	Sales plan document and edit sales presentation	2.50	220.00	550.00
Total Compensation	10/03/00	Guloy, L Q	Created Total Compensation worksheet for each participant	1.50	300.00	450.00
Total Compensation	10/04/00	Smith, B J	Prepare revised materials on broad based inc.	3.50	500.00	1,750.00
Total Compensation	10/05/00	Spencer, M	Sales plan document and edit sales presentation	3.50	220.00	770.00
Total Compensation	10/09/00	Avery, K	Edits to Total Compensation presentation	0.50	160.00	80.00
Total Compensation	10/09/00	Spencer, M	Edit sales document and presentation	1.00	220.00	220.00
Total Compensation	10/10/00	Spencer, M	Follow/up with Bill re: Sales meeting 10/16	0.50	220.00	110.00
Total Compensation	10/12/00	Yeck, V J	Making Total Compensation report updates	0.50	140.00	70.00
Total Compensation	10/12/00	Yeck, V J	Travel arrangements Bill Smith	0.10	140.00	14.00
Total Compensation	10/16/00	Smith, B J	Review Total Compensation goal setting formats	4.00	500.00	2,000.00
Total Compensation	10/25/00	Smith, B J	Conference call with Geneva team	1.00	500.00	500.00
Total Compensation Total				395.45		125,443.25
Grand Total				990.10		284,789.50

Hourly

Project Name	Date	Timekeeper	Description	Hours	Hourly Rate	Amount
Performance Management - Implementation tool preparation	08/11/00	Phenix, L	Design performance management tools, write Powerpoint presentation describing performance management and competency process and tools	7.50	200.00	1,500.00
Performance Management - Implementation tool	08/14/00	Sandoval, R	Edit presentation for Sept. 6 and 7 meeting	0.50	125.00	62.50
Performance Management - Implementation tool	08/23/00	Lucid, L G	Review performance tools and presentation	2.00	450.00	900.00
Performance Management - Implementation tool	08/31/00	Machida, J T	Design Performance Management tools, powerpoint presentation for 9/6	2.00	185.00	370.00
Performance Management - Implementation tool	08/31/00	Lucid, L G	Review presentation	1.00	450.00	450.00
				13.00		3,282.50
Base Pay Implementation	09/14/00	Spencer, M	Conference calls with Neal and Carrie re: Job documentation and schedule then Bill and Jenny re: perf. criteria	1.00	185.00	185.00
Base Pay Implementation	09/18/00	Machida, J T	Job analysis/documentation: preparation of sample matrices, leveling guides	1.50	185.00	277.50
Base Pay Implementation	09/19/00	Machida, J T	Job analysis/documentation interviews	6.00	185.00	1,110.00
Base Pay Implementation	09/19/00	Spencer, M	Job documentation interviews	6.00	185.00	1,110.00
Base Pay Implementation	09/20/00	Machida, J T	Job analysis/documentation interviews	8.00	185.00	1,480.00
Base Pay Implementation	09/20/00	Spencer, M	Job documentation interviews	8.00	185.00	1,480.00
Base Pay Implementation	10/11/00	Machida, J T	Job matrices and preliminary benchmarking	8.00	215.00	1,720.00
Base Pay Implementation	10/11/00	Spencer, M	Job documentation	8.00	220.00	1,760.00
Base Pay Implementation	10/12/00	Spencer, M	Job matrix development	1.00	220.00	220.00
Base Pay Implementation	10/13/00	Machida, J T	Job matrices and preliminary benchmarking	1.00	215.00	215.00
Base Pay Implementation	10/17/00	Machida, J T	Job matrices & preliminary benchmarking	6.00	215.00	1,290.00
Base Pay Implementation	10/18/00	Machida, J T	Job matrices and prelim benchmarking	3.50	215.00	752.50
Base Pay Implementation	10/19/00	Machida, J T	Job matrices and prelim benchmarking	8.00	215.00	1,720.00
Base Pay Implementation	10/20/00	Machida, J T	Matrices, benchmarking and discussions w/ A. Richards re: benchmarking	8.00	215.00	1,720.00
Base Pay Implementation	10/23/00	Machida, J T	Job matrices and benchmarking	6.00	215.00	1,290.00
Base Pay Implementation	10/24/00	Machida, J T	Job matrices and benchmarking	2.00	215.00	430.00
Base Pay Implementation	10/25/00	Lange, T N	Review of job matrices	5.00	175.00	875.00
Base Pay Implementation	10/26/00	Machida, J T	Job matrix revision	2.50	215.00	537.50
Base Pay Implementation	10/30/00	Machida, J T	Job matrices - edits and completion of existing and in-progress matrices	2.50	215.00	537.50
Base Pay Implementation	11/01/00	Machida, J T	Matrices and preliminary benchmark	3.00	215.00	645.00
Base Pay Implementation	11/03/00	Spencer, M	Follow-up on data, develop custom survey tool	5.00	220.00	1,100.00
Base Pay Implementation	11/09/00	Machida, J T	Matrices and preliminary benchmark	5.60	215.00	1,204.00
Base Pay Implementation	11/09/00	Machida, J T	Matrices and preliminary benchmark	2.40	215.00	516.00
Base Pay Implementation	11/10/00	Machida, J T	REWARD data import troubleshooting and coordination	3.50	215.00	752.50
Base Pay Implementation	11/13/00	Lange, T N	Review of job family matrices	1.60	175.00	280.00
Base Pay Implementation	11/13/00	Machida, J T		1.70	215.00	365.50
Base Pay Implementation	11/13/00	Valasek, K G	Discuss REWARD Worldwide implementation with Jenny M.	1.00	210.00	210.00
Base Pay Implementation	11/14/00	Valasek, K G	REWARD Worldwide database setup: massive data messaging	6.30	210.00	1,323.00
Base Pay Implementation	11/15/00	Machida, J T	Job matrices	1.00	215.00	215.00
Base Pay Implementation	11/15/00	Valasek, K G	Help Jenny understand data changes	1.17	210.00	245.70
Base Pay Implementation	11/16/00	Valasek, K G	REWARD Worldwide implementation: imports, QA, construct job data	8.00	210.00	1,680.00



Hourly

Base Pay Implementation	11/22/00	Lucid, L G	Job matrices review	5.00	455.00	2,275.00
Base Pay Implementation	11/22/00	Lucid, L G	job matrices review	4.00	455.00	1,820.00
Base Pay Implementation	11/22/00	Machida, J T	Matrices and preliminary benchmarking	2.00	185.00	370.00
Base Pay Implementation	11/27/00	Machida, J T	REWARD database set-up, data cleaning & analysis	5.40	185.00	999.00
Base Pay Implementation	11/29/00	Machida, J T	Market data import and market pricing (WWDS survey load)	6.20	185.00	1,147.00
Base Pay Implementation	11/29/00	Spencer, M	Build matrices	6.00	220.00	1,320.00
Base Pay Implementation	11/30/00	Machida, J T	Employee slotting into Operations Management jobs	4.60	185.00	851.00
				165.47		36,028.70
Employee Communications	07/05/00	Kraft, J.	Focus group communication	1.80	375.00	675.00
Employee Communications	07/06/00	Spencer, M.	Write communication to focus groups	2.00	185.00	370.00
Employee Communications	07/06/00	Machida J T	Employee communication	2.80	185.00	518.00
Employee Communications	07/07/00	Spencer, M.	Focus group letter revisions	1.36	185.00	251.60
				7.96		1,814.60
HR Org. Structure	08/26/00	Steven Weiss, K L	HR Org structure and descriptions	3.00	325.00	975.00
HR Org. Structure	08/26/00	Avery, K	Word-processing	2.96	160.00	473.60
HR Org. Structure	08/27/00	Spencer, M	Review and Edit HR org. chart	5.40	185.00	999.00
HR Org. Structure	08/28/00	Lucid, L G	Review HR org.	2.00	450.00	900.00
				13.36		3,347.60
Communications - Corporate logo	8/3/00	Kraft, J A	Coordinate graphic design - provide background and assignment to Greg for new Geneva logos	1.70	375.00	637.50
logo	8/6/00	Spencer, M	Discuss logo designs with Greg	1.60	185.00	296.00
logo	8/10/00	Brady, G	Comps and logo design	4.00	200.00	800.00
logo	8/20/00	Kraft, J A	Review logos	1.00	375.00	375.00
logo	8/28/00	Spencer, M	Present logos to Geneva	1.97	185.00	364.45
logo	9/6/00	Brady, G	Revise logos	1.50	200.00	300.00
logo	9/11/00	Spencer, M	Review and present to Geneva	1.50	185.00	277.50
				13.27		3,050.45
August 25th Employee Memo	08/25/00	Avery, K	Edits to disclosure memo/fax/e-mail	0.70	160.00	112.00
August 25th Employee Memo	08/25/00	Kraft, JA	Disclosure memo	1.60	375.00	600.00
August 25th Employee Memo	08/25/00	Spencer, M	Conf. call with Ken and Carl	1.20	185.00	222.00
August 25th Employee Memo	08/25/00	Spencer, M	Edits to 8/25 memo	1.00	185.00	185.00
August 25th Employee Memo	08/26/00	Avery, K	Word-processing	0.76	160.00	121.60
				5.26		1,240.60
HR Strategy Redesign Timeline	09/29/00	Spencer, M	Write and design timeline for Greg	8.00	185.00	1,480.00
HR Strategy Redesign Timeline	09/29/00	Spencer, M	Write and design timeline for Greg	8.00	185.00	1,480.00
HR Strategy Redesign	09/30/00	Greg Brady	Turn word document into graphic design timeline.	11	200	2,200.00
HR Strategy Redesign	10/05/00	Spencer, M	Review timeline	1.70	185.00	314.50

Hourly

HR Strategy Redesign	10/06/00	Spencer, M	Make edits	1.20	185.00	222.00
HR Strategy Redesign	10/07/00	Greg Brady	Revise timeline	4.8	200	960.00
HR Strategy Redesign	10/08/00	Spencer, M	Review timeline	0.80	185.00	148.00
HR Strategy Redesign	10/09/00	Avery, K	Print Geneva 6 timelines to send to Carl Ramnitz	1.20	160.00	192.00
HR Strategy Redesign	10/11/00	Spencer, M	Make edits based on feedback	1.20	185.00	222.00
HR Strategy Redesign	10/12/00	Greg Brady	Revise timeline	3.6	200	720.00
HR Strategy Redesign	10/15/00	Spencer, M	Review timeline	1.40	185.00	259.00
HR Strategy Redesign	11/03/00	Avery, K	Print Geneva 6 timelines to send to Carl Ramnitz	1.20	160.00	192.00
				44.10		8,389.50

June 16, 2000

Mr. Joe Cannon
Chief Executive Officer
Geneva Steel
10 South Geneva Road
Vineyard, UT 84058



RE: Sales Compensation

Dear Joe:

This letter responds to your request for Watson Wyatt's assistance in the development of a sales compensation program at Geneva Steel.

In the next few weeks the company will be bringing in-house the sales function that is currently handled by an outside firm. This will result in a sales force made up of individuals from Geneva and from the outside firm. It is our understanding that the sales representatives from the outside firm currently have sales incentive arrangements while the individuals coming from Geneva do not.

You would like to have a new program that aligns with Geneva's strategic plans and enables the company to attract top talent and to motivate them to produce outstanding results.

Critical Issues

While every organization is different, our experience shows that when designing sales incentive arrangements, the following issues typically need to be addressed:

- **Objectives** - What are the company's objectives for sales incentives? Is it to make individuals work harder? Is it to make them work smarter? Is it to identify individuals who can be successful in focusing attention to company objectives? Is it some combination of these?
- **Eligibility** - Who should participate in incentive opportunities? Are there different sales functions that should be considered? Should inside and outside sales representatives all have incentive plans, and if so, should they be separate or linked?
- **HR/Total Compensation Philosophy** - What are the company's overall human resources and total compensation philosophies? How do they impact sales jobs?
- **Competitive Reference Points** - What are relevant competitive reference points for the positions covered? Where should the company pay relative to the competition? Are

there reasons to be above or below relevant market values for different elements of pay?

- **Leverage** - What is the appropriate balance between fixed compensation levels and variable pay opportunities?
- **Salary Considerations** - What factors should be involved in determining salary levels? Should they include performance, tenure, attitudes, behaviors, skill attainment, or other factors?
- **Job Considerations** - How are jobs structured? What is the relationship between inside and outside sales representatives? What decision-making authority is given to sales representatives, etc.?
- **Incumbent Considerations** - What kind of person does the company want to attract? How much risk aversion is appropriate? How will sales representatives' behaviors impact others in the organization?
- **The "Selling" Process** - How sophisticated are the products? What differentiates the products? What must be conveyed about the products to ensure sales? Who is the customer? Are intermediaries, e.g., distributors, involved in the sale? Are there different types of buyers for each customer? Who/what is involved in making a sale? What roles and activities do individuals, other than sales representatives, have in assisting in a sale? What impact do advertising, marketing support and customer service personnel have on a sale?
- **Award Potential** – What is appropriate? Should incentive opportunities have threshold award levels, target levels, and/or maximum levels? Should inside and outside sales representatives have the same balance of leveraged pay?
- **Performance Period** - What is an appropriate performance period? Should awards be determined monthly, quarterly, semi-annually, or some combination?
- **Sales Recognition** - When should sales be credited? Should it occur when the sale is booked, when payment is received, or when products and/or services are delivered?
- **Performance Measures** - What are reasonable performance measures for determining awards? Should all sales be treated equally? Are there some types of sales that merit special treatment?

Our Approach to the Work

Typically, we use the following approach to address the identified critical issues:

- **Develop a Work Plan** – We begin the study with a meeting with the client to identify the data we need to gather, the schedule, and the timetable for the work.
- **Review Background Data** – We need to review information on the company and its products, customers, and current sales compensation arrangements.
- **Interview Management and Sales Representatives** – We will want to meet with members of management that have stewardship responsibility over the sales function to gain further insight on the identified issues. We also like to meet with some of the

sales representatives. These discussions enable us to understand the company more quickly and get a perspective on its sales processes from differing points of view. We may also gather information via questionnaire regarding the issues detailed above.

- **Analyze Competitive Information** – We review competitive information concerning programs, pay levels, and practices in other relevant organizations. Watson Wyatt has the largest database of company compensation information in the country and we have access to extensive additional data sources. Our consultants work with over 15,000 clients and, through our e-mail system, we can collect the ideas of others who have encountered similar situations.
- **Prepare Preliminary Conclusions and Recommendations** – We outline our initial findings and discuss our specific recommendations with the client. This includes the development of model(s) that would enable us to evaluate the impact and costs of suggested program alternatives under various scenarios.
- **Finalize Recommendations** – We document our final recommendations. We are also available to assist in communicating them to other members of management and to the sales force.

Arrangements for our services

I will be responsible for the work and assisted by Michelle Spencer and other members of our West Coast staff.

Generally, these projects take from 12 to 16 weeks to complete but can be done more quickly if everyone is available and committed to an agreed-upon schedule.

We bill on a fee-for-service basis; therefore, you will only be charged for the time we spend on your project. Based on our experience with other clients, we estimate consulting fees for the compensation philosophy and executive compensation work described here to be in the range of \$25,000 to \$35,000. The higher end of the range would accommodate travel other than to Utah.

We also ask to be reimbursed for out-of-pocket expenses resulting directly from the work.

We appreciate the opportunity to provide you with this information and welcome the opportunity to discuss it with you at your earliest convenience.

Sincerely,

William J. Smith
Northwest Practice Leader

August 15, 2000

Carl Ramnitz
Vice President Human Resources
Geneva Steel
10 South Geneva Road
Vineyard, Utah 84058



RE: Custom Survey of Operations Positions

Dear Carl:

The purpose of this letter proposal is to provide you with a methodology and fees involved with conducting a custom compensation survey of select plant management positions. Watson Wyatt is prepared to accomplish the tasks associated with designing a survey instrument, collecting the data from your targeted competitors, and preparing a report of findings within a six-week time frame.

Our Understanding of Your Needs

Geneva Steel is looking for assistance to implement a custom survey design and engage in the collection, quality review, tabulation and analysis of salary data for the following four plant jobs covering six departments:

- Turn Coordinator
- Mid-level Manager
- Plant Manager
- General Manager

We understand that you have chosen six organizations to participate in the survey and have solid contacts within each of these organizations. Hiring our firm will assure your participants that their data will be handled in a confidential manner and that data will be analyzed in a technically proficient and credible manner. Our company has very positive brand recognition to those familiar with compensation surveys, and often ensures impressive participation in custom surveys.

Results from this custom survey will be used to assess the competitiveness of your salaries as compared to the external market, and may be used in the future to develop market-based salary ranges.

Project Steps

Step 1: Survey Planning and Instrument Design

Watson Wyatt will draft a short survey questionnaire designed to collect total cash information on the five positions. It is our experience that "shorter is better." That is, fax surveys that can be completed in a minimal amount of time inspire maximum participation. Once Geneva Steel has approved the survey instrument and provided Watson Wyatt with a participant contact list, we will finalize the document and begin data collection.

Step 2: Data Collection

Watson Wyatt will contact the survey participants (using contact information provided by Geneva Steel) and secure their partnership in the project. We will assure all participants that information will be reported in aggregate, and no data will be associated with any particular organization. In return for their complete data, participants will receive a complimentary report of findings. We will keep Geneva Steel informed regarding the status of survey participation. In cases where participation is not positively received, we may ask you to assist with a follow-up telephone call encouraging participation.

Step 3: Data Analysis and Reporting

Each completed data submission will be returned to Watson Wyatt, in keeping with our commitment to confidentiality. As the results of any survey are highly dependent on the quality of the data submitted, we will take all appropriate measures to ensure that the input is accurate and complete.

Once we have completed the data analysis, Watson Wyatt will provide Geneva Steel with a final report of findings regarding base pay and bonus/incentive pay. Additionally, Watson Wyatt will prepare a report of results for all participating organizations.

Timing and Professional Fees

We are able to begin this assignment immediately. The success of custom surveys are largely dependent on three factors:

- Scarcity of data for the studied positions in published data
- Length of the survey and ease of submission
- Survey deadline

Based on previous experience and the above factors, we recommend a six-week time frame for this assignment. Watson Wyatt's professional fees for these services, including the development of participant reports, will range between \$7,000 and \$9,000. These fees do not include the cost of express mail, duplication or clerical services, which will be billed separately and at cost.

Please feel free to contact me or Jenny Machida if you have any questions concerning this proposal.

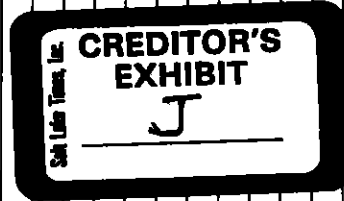
Sincerely,

Luellen Lucid
Practice Leader, Strategic Rewards
Southern California

Cc: Neal Krieps, Director of Human Resources
Michelle Spencer, Project Manager
Jenny Machida, Project Consultant

Expenses

Date	Assoc/Vendor Name	Description	Amount
04/01/00	Spencer, M	May cell phone calls re: Geneva Steel	101.93
04/25/00	Spencer, M	Geneva Steel travel (Airfare) for 5/2 meetings re: Executive interviews	420.53
04/28/00	Smith, B J	Delta Air airfare 5/2 meetings	285.00
05/02/00	Lucid, L G	Airfare, LA/SJC re: Geneva Steel Executive Interviews	265.65
05/02/00	Lucid, L G	Meals in Provo re: Geneva Steel Executive Interviews	47.03
05/02/00	Lucid, L G	Airport parking (LAX) re: Geneva Steel meetings	81.47
05/02/00	Seretan, J M	Air travel to Salt Lake City (air fare)	115.00
05/02/00	Seretan, J M	Air travel to LAX (airfare)	426.50
05/02/00	Seretan, J M	Room charges for 3 nights, incl. tax (lodging)	332.49
05/02/00	Seretan, J M	Car Rental	147.48
05/02/00	Smith, B J	Meal in Provo re: Geneva Steel Executive Interviews	16.28
05/02/00	Spencer, M	To and from airport (Mileage)	6.83
05/02/00	Spencer, M	Geneva Steel - executive interviews (lodging)	262.50
05/02/00	Spencer, M	Geneva Steel - executive interviews (phone calls)	3.15
05/02/00	Spencer, M	Meals for 3 days	52.08
05/03/00	Smith, B J	Meal in Provo re: Geneva Steel Executive Interviews	8.57
05/04/00	Lucid, L G	Meal in Provo re: Geneva Steel Executive Interviews	11.68
05/04/00	Lucid, L G	Lodging	327.90
05/04/00	Seretan, J M	Dinner for 3 associates (team meal)	102.50
05/04/00	Smith, B J	Hertz Rent-A-Car 5/3 meetings	170.36
05/04/00	Smith, B J	Seattle Tacoma Int'l Airport Parking	50.00
05/04/00	Spencer, M	Geneva Steel - executive interviews (car rental)	149.01
05/07/00	Spencer, M	Geneva Steel - executive interviews (airport parking)	89.25
05/07/00	Spencer, M	Geneva Steel - executive interviews (airfare)	391.53
05/09/00	Spencer, M	Geneva Steel - executive interviews (meal)	13.80
05/10/00	Natural Gourmet	Comp team working lunch (Lucid, Machida, Spencer) re: Geneva Steel	43.70
05/30/00	Natural Gourmet	Comp team working lunch (Lucid, Machida, Spencer) re: Geneva Steel	43.70
05/30/00	N/A	Technical and administrative expenses	2,500.00
06/02/00	Seretan, J M	Travel to SF	325.00
06/02/00	Smith, B J	Airfare 6/16 meeting	263.50
06/02/00	Smith, B J	Hotel Res Network	331.00
06/02/00	Smith, B J	Airfare 6/16 meeting	294.07
06/02/00	Spencer, M	Geneva Steel presentation in SFO (airfare)	303.04
06/02/00	Spencer, M	Geneva Steel presentation in SFO (airport parking)	16.00
06/02/00	Spencer, M	Geneva Steel presentation in SFO (Meals for 2 associates)	58.75
06/05/00	Spencer, M	To and from airport (Mileage)	6.50
06/12/00	Smith, B J	Airfare 6/29 meeting	629.00
06/14/00	Vialog Comm.	May teleconference bills	44.85
06/15/00	Spencer, M	Airport parking (LAX) re: Geneva Steel meetings	15.00
06/16/00	Smith, B J	Airport mileage	13.00
06/16/00	Smith, B J	Mulberry St. Ristorante (meal)	22.85
06/16/00	Smith, B J	Hertz Rent-a-Car	86.44



Expenses

06/16/00	Smith, B J	Seattle Tacoma Int'l airport	30.00
06/16/00	Spencer, M	To and from airport (Mileage)	6.50
06/16/00	Spencer, M	Travel to Salt Lake City (airfare)	503.00
06/27/00	Smith, B J	Progress meeting in Provo (mileage to/from airport)	13.00
06/27/00	Smith, B J	Airport parking Seattle Int'l re: Geneva Steel meetings	48.00
06/27/00	Smith, B J	Airfare 6/29 meeting	531.00
06/29/00	Lucid, L G	Taxi	36.00
06/29/00	Lucid, L G	Airport parking (LAX) re: Geneva Steel meetings	32.87
06/29/00	Lucid, L G	Airfare, LA/SLC re: Geneva Steel meetings	335.89
06/29/00	Spencer, M	To and from airport (Mileage)	6.50
06/29/00	Spencer, M	Trip to Salt Lake City (airfare)	423.00
06/29/00	Spencer, M	Trip to Salt Lake City (airport parking)	32.00
06/29/00	Spencer, M	Trip to Salt Lake City (car rental)	141.12
06/29/00	Spencer, M	Flight change fee	180.00
06/29/00	Spencer, M	Provo Marriott personal - gift shop	11.10
06/29/00	Spencer, M	Provo Marriott (lodging)	143.55
06/30/00	Lucid, L G	Airfare to SLC, re: Geneva Steel	609.00
06/30/00	Lucid, L G	Meals	5.26
06/30/00	Lucid, L G	Parking	32.00
06/30/00	Lucid, L G	Airfare	243.01
06/30/00	Lucid, L G	Mileage	6.50
06/30/00	Smith, B J	Hertz 6/29 6/30 meeting	142.51
06/30/00	N/A	Technical and administrative expenses	1,809.41
07/01/00	Spencer, M	To and from airport (mileage)	22.75
07/10/00	Sprint PCS	M. Spencer cell	35.21
07/12/00	Lucid, L G	Airfare	211.75
07/12/00	Lucid, L G	Parking	16.04
07/12/00	Vialog Comm	M. Spencer conf call with Geneva Steel	16.09
07/14/00	Smith, B J	S.W. Airlines airfare for 7/14 meeting	290.00
07/18/00	Lucid, L G	Airfare	245.00
07/18/00	Machida, J T	Travel to Salt Lake City (worksession #1)	237.00
07/18/00	Machida, J T	Agent fee for salt lake city travel (worksession #1)	36.75
07/18/00	Spencer, M	Trip to Salt Lake City (airfare)	423.00
07/19/00	Lucid, L G	Airport parking (LAX) re: Geneva Steel meeting	19.00
07/19/00	Lucid, L G	Car rental from Salt Lake City Airport to Geneva Steel	69.34
07/19/00	Lucid, L G	Meal at hotel	30.95
07/19/00	Lucid, L G	Phone charge in hotel room	9.25
07/19/00	Lucid, L G	Hotel room charge incl. tax	130.85
07/19/00	Smith, B J	Meal, Provo Utah, Chuck A Rama	8.57
07/20/00	Smith, B J	National Car Rental, Provo meeting	141.39
07/20/00	Smith, B J	Seattle Tacoma Int'l Airport Parking	48.00
07/20/00	Spencer, M	Parking at airport	35.00
07/20/00	Spencer, M	Car rental in Utah	150.58

Expenses

07/20/00	Spencer, M	Marriott in Provo - breakfast and dinner (meals)	39.69
07/20/00	Spencer, M	Marriott - phone use (phone charges)	5.18
07/20/00	Spencer, M	Marriott - room charge (lodging)	280.25
07/20/00	Steven Waiss, K L	Geneva Steel Meetings (meals)	39.88
07/20/00	Steven Waiss, K L	Geneva Steel Meetings (lodging)	262.09
07/21/00	Steven Waiss, K L	Geneva Steel Meetings (roundtrip airfare)	430.50
07/25/00	Machida, J T	Meal at hotel	27.50
07/25/00	Machida, J T	Airport round-trip(mileage): Geneva Steel meeting	9.75
07/25/00	Spencer, M	Dinner for 2 associates (meals)	82.52
07/25/00	Spencer, M	Flight to and from UT (airfare)	253.00
07/25/00	Steven Waiss, K L	Geneva Steel Meetings (meals)	45.02
07/25/00	Steven Waiss, K L	Geneva Steel Meetings (airport parking)	15.75
07/26/00	Steven Waiss, K L	Geneva Steel Meetings (meals)	8.47
07/26/00	Steven Waiss, K L	Geneva Steel Meetings (parking)	67.20
07/26/00	Steven Waiss, K L	Geneva Steel Meetings (lodging)	199.45
07/27/00	Lucid, L G	LAX airport parking, re: travel for Geneva Steel	67.72
07/27/00	Lucid, L G	Meal for 4 associates	189.78
07/27/00	Lucid, L G	Meal at SLC airport	24.99
07/27/00	Lucid, L G	Hotel room charge, incl. tax, for two nights	286.10
07/27/00	Lucid, L G	Meal at hotel	12.16
07/27/00	Lucid, L G	Tips	5.50
07/27/00	Machida, J T	LAX airport parking re: travel for Geneva Steel	44.17
07/27/00	Smith, B J	Southwest Airlines for travel on 8/2 meeting in Provo (airfare)	142.50
07/27/00	Smith, B J	Delta Airlines for travel on 8/2 meeting in Provo (airfare)	142.50
07/27/00	Smith, B J	Delta Air for travel on 8/25 meeting in Provo (airfare)	247.00
07/27/00	Smith, B J	Delta Air for travel on 8/13 meeting in Provo (airfare)	101.50
07/27/00	Spencer, M	Parking at airport	35.00
07/27/00	Spencer, M	Car Rental in Utah	144.49
07/27/00	Spencer, M	Marriott room charge (lodging)	263.92
07/27/00	Spencer, M	Marriott - breakfast for 2 days (meals)	34.73
07/31/00	Lucid, L G	Airfare	180.00
07/31/00	Machida, J T	Hotel room charge, incl. taxes	241.74
07/31/00	Spencer, M	Parking at airport	16.00
07/31/00	Spencer, M	Car rental in Utah	78.93
07/31/00	Spencer, M	Geneva trip - change fee (additional airfare)	190.00
07/31/00	Spencer, M	Geneva trip (airfare)	253.00
07/31/00	N/A	Technical and Administrative expenses	3,033.75
08/02/00	Smith, B J	Thrifty Car Rental for 8/2 meeting	81.98
08/02/00	Smith, B J	Airport parking	13.00
08/02/00	Spencer, M	Rental car in Utah	138.44
08/02/00	Spencer, M	Trip to Geneva - change fee (airfare)	200.00
08/02/00	Spencer, M	Dinner for 2 associates in Utah (meals)	60.22
08/02/00	Spencer, M	Trip to Geneva (airfare)	253.00

Expenses

08/02/00	Steven Waiss, K L	Cellular phone rental in SLC	20.88
08/03/00	Smith, B J	Meal at airport Host Int'l	5.83
08/03/00	Smith, B J	Seattle Tacoma Int'l airport parking	36.00
08/03/00	Smith, B J	Thrifty Car Rental adjustment for gas	15.98
08/03/00	Spencer, M	Parking at airport	32.00
08/07/00	Machida, J T	Airfare re: travel for Geneva Steel	293.50
08/13/00	Phenix, L	Folders and packets for Geneva Steel presentation (office supplies)	9.44
08/13/00	Smith, B J	Delta Air for travel on 8/13 meeting in Provo (airfare)	117.00
08/13/00	Smith, B J	Meal airport China 1st Express	10.26
08/13/00	Smith, B J	Airport parking	13.00
08/13/00	Spencer, M	Dinner in Utah (meals)	49.61
08/14/00	Lucid, L G	Airfare LA/SLC re: travel for Geneva Steel #7865	193.50
08/14/00	Lucid, L G	Airfare SLC/LA re: travel for Geneva Steel #5327	176.75
08/14/00	Lucid, L G	Meal for 2 associates	42.98
08/14/00	Lucid, L G	National car rental	137.94
08/14/00	Smith, B J	Hertz Rent A car for 8/13 meeting	86.57
08/14/00	Smith, B J	Meal following meeting, IHOP	8.75
08/15/00	Lucid, L G	Travel to LAX for a meeting at Geneva Steel (mileage)	6.50
08/15/00	Lucid, L G	Travel to LAX for a meeting at Geneva Steel (Tips)	10.00
08/15/00	Spencer, M	Dinner in Utah for 3 associates	121.00
08/15/00	Spencer, M	Car rental in Utah	209.75
08/16/00	Lucid, L G	Hotel room charge, incl. tax for 2 nights	263.92
08/16/00	Lucid, L G	Meals at hotel	24.32
08/16/00	Lucid, L G	Meal at Salt Lake City Airport	5.22
08/16/00	Machida, J T	Meal at SLC airport	3.70
08/16/00	Machida, J T	Meals at hotel	33.51
08/16/00	Spencer, M	Hampton Inn (lodging)	111.51
08/16/00	Steven Waiss, K L	Geneva Steel (lodging)	138.14
08/16/00	Steven Waiss, K L	Geneva Steel (car rental)	83.50
08/17/00	Spencer, M	To and from airport for Geneva inp (mileage)	19.50
08/17/00	Vialog Comm.	M. Spencer 7/11 conf calls	11.97
08/18/00	Lucid, L G	LAX airport parking re: travel for Geneva Steel	93.09
08/18/00	Lucid, L G	Meal at SF Int'l Airport re: meeting with Geneva Steel execs	22.95
08/18/00	Lucid, L G	Meal in SF, 2 associates	80.85
08/18/00	Machida, J T	Hotel room charge, incl. taxes	197.38
08/18/00	Spencer, M	Parking at airport	44.00
08/21/00	Kraft, J A	Airfare, for travel to SLC 7/31 & 8/14 re: meetings with Geneva Steel	981.63
08/21/00	Kraft, J A	Airport parking at Denver Intl. Airport 7/31 & 8/14, car rental 8/14 re: meetings with Geneva Steel	94.85
08/24/00	Lucid, L G	Ticket # 0321 - Travel to Geneva Steel in Utah (airfare)	553.00
08/28/00	Machida, J T	Travel to SLC for Geneva Steel (airfare)	253.00
08/29/00	Lucid, L G	Meeting at Geneva Steel (meal)	4.05
08/31/00	Machida, J T	Taxi, LAX to home, re: travel for Geneva Steel	27.00
08/31/00	Machida, J T	Airfare to SLC Geneva Steel #7591	89.50

Expenses

08/31/00	N/A	Technical and Administrative expenses	3,126.00
09/01/00	Smith, B J	Delta Air for 9/6 meeting in Provo (airfare)	531.00
09/05/00	Breer, D V	Drove in with Proxies from weekend analysis for Geneva	21.50
09/05/00	Spencer, M	Trip to Utah (airfare)	453.00
09/05/00	Spencer, M	Dinner for 4 associates	176.40
09/05/00	Spencer, M	Utah trip (lodging)	396.88
09/05/00	Spencer, M	Breakfast in room (meal)	5.52
09/05/00	Spencer, M	Modem from room (phone/modem charge)	46.57
09/06/00	Smith, B J	Hertz Rent A Car for 9/6 meeting in Provo	104.78
09/06/00	Smith, B J	Seattle Tacoma Int'l airport parking	30.00
09/06/00	Spencer, M	Dinner for 3 associates	120.23
09/06/00	Spencer, M	Utah trip (parking)	36.00
09/06/00	Spencer, M	Utah trip (car rental)	142.60
09/06/00	Spencer, M	Utah trip 8/13-16 (lodging)	660.78
09/06/00	Spencer, M	Modem from hotel room (phone/modem charges)	11.65
09/06/00	Spencer, M	Breakfast in room (meal)	20.36
09/07/00	Lucid, L G	Airport parking (LAX) re: Geneva Steel	57.61
09/07/00	Lucid, L G	Hotel room charges for 3 nights, incl. Tax. re: Geneva Steel meetings	397.38
09/07/00	Lucid, L G	Hotel phone charges	6.00
09/07/00	Lucid, L G	Meal at hotel	38.26
09/07/00	Lucid, L G	Charge for using fax machine at hotel re: Geneva Steel	35.00
09/07/00	Lucid, L G	Lunch in Salt Lake City re: Geneva Steel meeting (meals)	10.44
09/07/00	Machida, J T	Airport parking (LAX) re: Geneva Steel	48.68
09/07/00	Machida, J T	Dinner - travel for Geneva Steel (meals)	9.28
09/07/00	Machida, J T	Hotel room charge for 3 nights re: Geneva Steel meetings	397.38
09/12/00	Spencer, M	To and from airport for Geneva trip (mileage)	13.00
09/12/00	Spencer, M	Tips for 2 Geneva trips	11.00
09/13/00	Spencer, M	Dinner in airport (meals)	12.25
09/15/00	Machida, J T	Travel to/from SLC for Geneva Steel (airfare)	263.00
09/16/00	Spencer, M	Dinner in Salt Lake City (meals)	4.83
09/18/00	Spencer, M	Utah trip 9/18 - 20 (airfare)	263.00
09/18/00	Spencer, M	Flight change fee	190.00
09/19/00	Machida, J T	Travel to/from LAX for Geneva Steel meetings (mileage)	7.80
09/19/00	Machida, J T	Breakfast for 2 associates (Machida, Spencer) - Geneva Steel (meals)	16.81
09/19/00	Spencer, M	Dinner in Provo on Geneva Steel business for 2 associates	54.94
09/19/00	Spencer, M	Airport parking while in Provo re: Geneva Steel	37.00
09/19/00	Spencer, M	Hampton Suites, Provo, UT re: Geneva Steel 9/18-20/00 (lodging)	196.64
09/20/00	Machida, J T	Lodging - 2 nights in Provo, UT	196.64
09/20/00	Machida, J T	Dinner (Machida and Spencer) SLC airport (meals)	17.05
09/20/00	Spencer, M	Hertz, Salt Lake City, re: Geneva Steel 9/18-20/00 (car rental)	145.27
09/21/00	Machida, J T	Airport parking (LAX) while in Provo re: Geneva Steel meeting	57.39
09/25/00	Smith, B J	Southwest Airlines for 9/6 meeting (airfare)	189.50

