

In Search of the 100th Monkey— EMS at 10 Years

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Where are we now?

EMS nearly a decade old

Fence line aligns with our property line—starting to partner with long term tenants to implement EMS to minimize liability

Time for a tune-up

- Policies being revisited
- Programs changing:
 - Now 5: Air, Waste, Energy, Water, Nature
- Staff changing
- Processes being revisited
- Training delivery changing
- Implementation changing



Searching for that 100th Monkey . . .



100th Monkey



Why EMS?



Localized impacts and linkages to region



Integration of environmental programs into budget cycles, projects, and culture



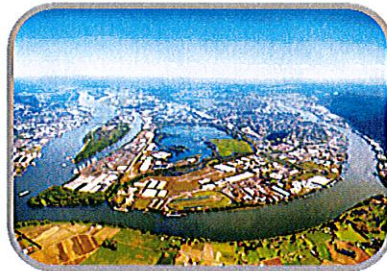
Need for increasing staff involvement in environmental compliance



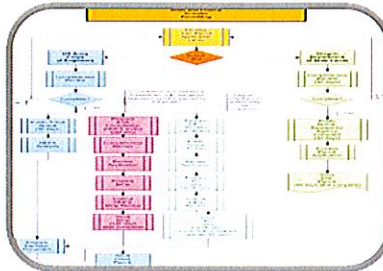
Reducing liability and cost of compliance



Better document and communicate environmental performance



Provide clearer environmental focus



Ensure ever changing compliance requirements are known, incorporated, and maintained



Historical Liabilities



Port of Portland Facilities

- Four airports, four marine terminals and six business parks



Aspects and Impacts



Did the dream come true?

Localized impacts
and linkages to region

Integration of
environmental
programs into budget
cycles

Need for increasing
staff involvement in
environmental
compliance

Better document and
communicate
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Provide clearer
environmental focus

Reducing liability and
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Ensure ever-changing
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and monitored

Integration of
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Has Compliance Improved?

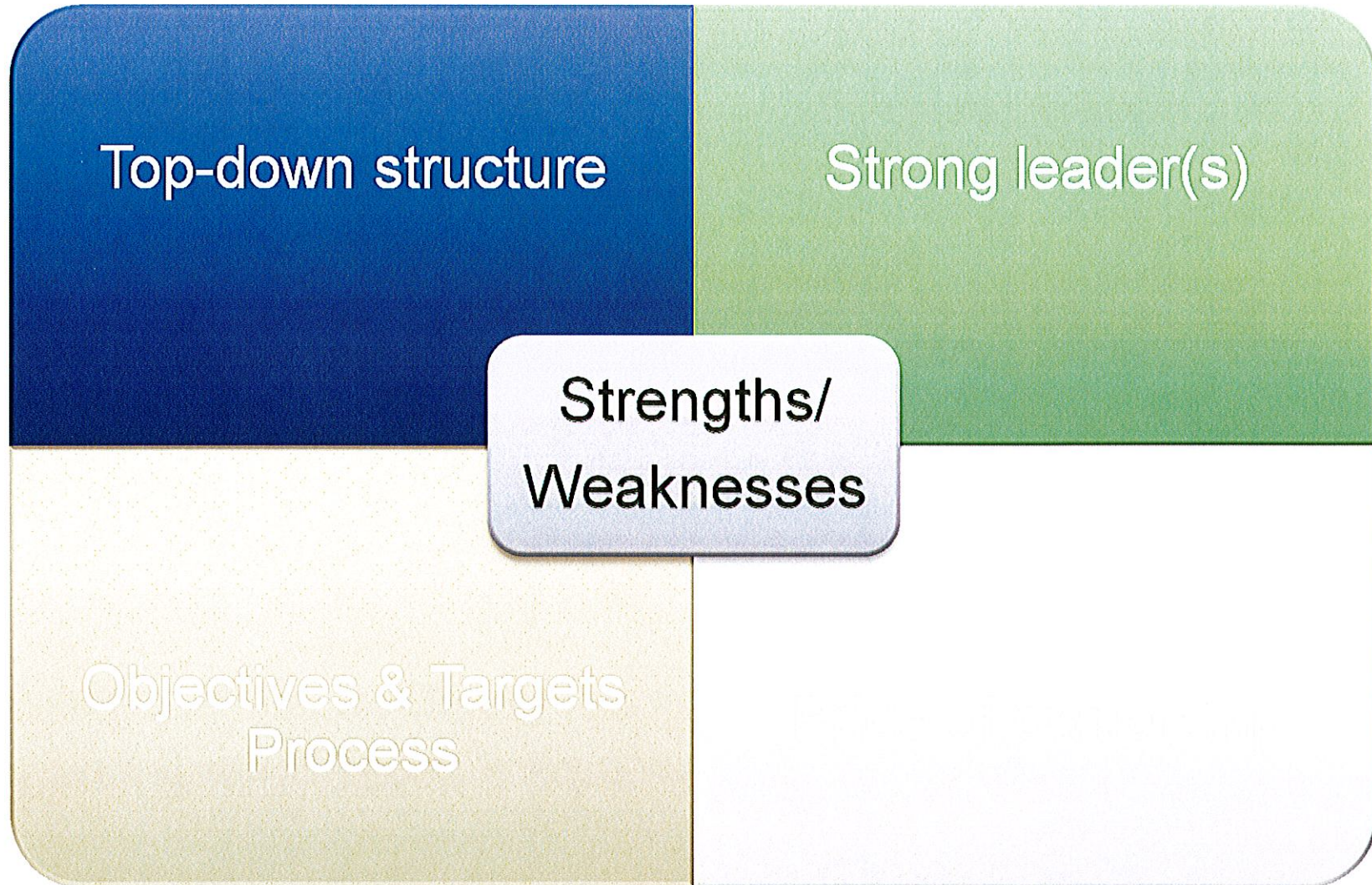
I Don't Know . . .



1902 | Tall Ships from Morrison Street Bridge



What worked? What didn't?



Lesson Learned

There is no "Right" way

- What works today, may cause problem tomorrow, and vice versa
- The organization, and the people will dictate the process

The process is iterative

- It cannot only be top-down or bottoms-up—it must be both
- Expect that it won't magically happen as planned with the first attempt

People are difficult

- Use the standard to put a system in place to let people get out of their own way
- Try to find a way to not make it so tragically serious
- Be prepared to tell people 6 different time and 6 different ways

People are difficult

- Individuals learn
- Organizations require systems and structure



Questions?



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