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

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September 22, 2009
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:
- 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 environmental performance
- Provide clearer environmental focus
- Reducing liability and cost of compliance
- Ensure ever-changing compliance requirements are known, implemented, and monitored
- Integration of environmental programs into projects and culture
Has Compliance Improved?

I Don’t Know . . .
What worked? What didn’t?

- Top-down structure
- Strong leader(s)
- Strengths/Weaknesses
- Objectives & Targets
  Process
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

**Individuals**
- learn
- Organizations require systems and structure
Questions?

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