ATTENDEE CHECKLIST BY MATIDOR FOR ENVIRONMENTAL TEAMS

Business & The Environment 2026

Portland, OR · December 8 to 9, 2026 · Holiday Inn Portland Columbia Riverfront · Prepared by Matidor

Before Portland

Two weeks out to the day you leave

- [ ] List your 2 to 3 hardest sites or permits
  Note the issue, the regulator and what is blocking progress
- [ ] Map agenda sessions to those problems
  Cleanup, policy and regulator sessions on businessandenvironment.com
- [ ] Write one question per site for "Meet the Regulators"
  Leaders from Washington Ecology, Idaho DEQ and Oregon DEQ
- [ ] Split sessions with colleagues
  Agree on one shared notes format before you go
- [ ] Plan for the December 8 holiday reception
  The easiest place to meet peers and exhibitors

Questions to bring

Use in sessions, at the reception and at exhibitor tables

1. What is slowing closure on comparable sites?
   Ask peers working in the same region.
2. What evidence do regulators want before closure?
   Data, reports and timelines.
3. How are teams funding long-term monitoring?
   Stewardship after active cleanup ends.
4. Which policy changes could affect our permits?
   Ask in the Oregon and Washington policy sessions.
5. What reporting changes should we plan for?
   Next year's submissions and deadlines.
6. Where are agencies seeing the most delays?
   And how submissions can avoid them.
7. How does field data get into reports?
   Without re-keying it at the office.
8. How is cost tracked across many sites?
   Budget against actuals, site by site.
9. What do clients and regulators expect to see?
   Format and frequency of updates.

Session notes

Session _____ Applies to which site? _____

Key idea and evidence _____

Session _____ Applies to which site? _____

Key idea and evidence _____

After Portland

Within a week of getting back

- [ ] Summarize: one page per useful session
- [ ] Adjust field plans, sampling and permit timelines
- [ ] Update cost and timeline assumptions in your budgets
- [ ] Share relevant takeaways with clients facing the same problems

Prepared by Matidor (2xM Creations Inc.). Matidor is an NEBC member and an exhibitor at booth 41. This is not an official event publication and is not reviewed, sponsored or endorsed by NEBC, Oregon DEQ or the Washington State Department of Ecology, which are named only to identify the event. Event names and marks belong to their owners. Details are summarized from businessandenvironment.com and may change, so please confirm them with the organizer. Full guide: matidor.com/resources/business-environment-2026-guide