

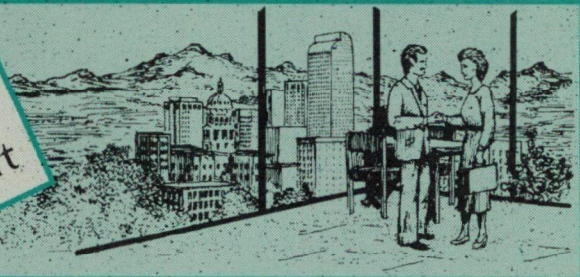
FACT SHEET

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SUCCESSFUL TEAMWORK FOR A CLEANER ENVIRONMENT

Preventing Pollution at Denver's New Airport



Common sense suggests that preventing pollution is preferable to worrying about the treatment and disposal of unwanted waste. In fact, industry testing has demonstrated that the use of pollution prevention measures saves dollars while decreasing environmental impact. The way in which pollution prevention (P2) can be used as an approach for planning and review, however, is not as readily apparent. Yet the Environmental Protection Agency's (EPA) regional office in Denver has identified and tested a partial solution to this dilemma.

Successful Partnering

The design, construction, operation, and maintenance of the nation's newest airport, Denver International Airport (DIA), have provided EPA Region 8 with numerous opportunities to implement and test pollution prevention measures.

**Though the concept of
pollution prevention is
simple, collaborating with
others to make it happen is
not. Here are seven steps
for successful partnering.**

Instead of using EPA's traditional "command-and-control" approach, the Region worked cooperatively in partnership with the City and County of Denver

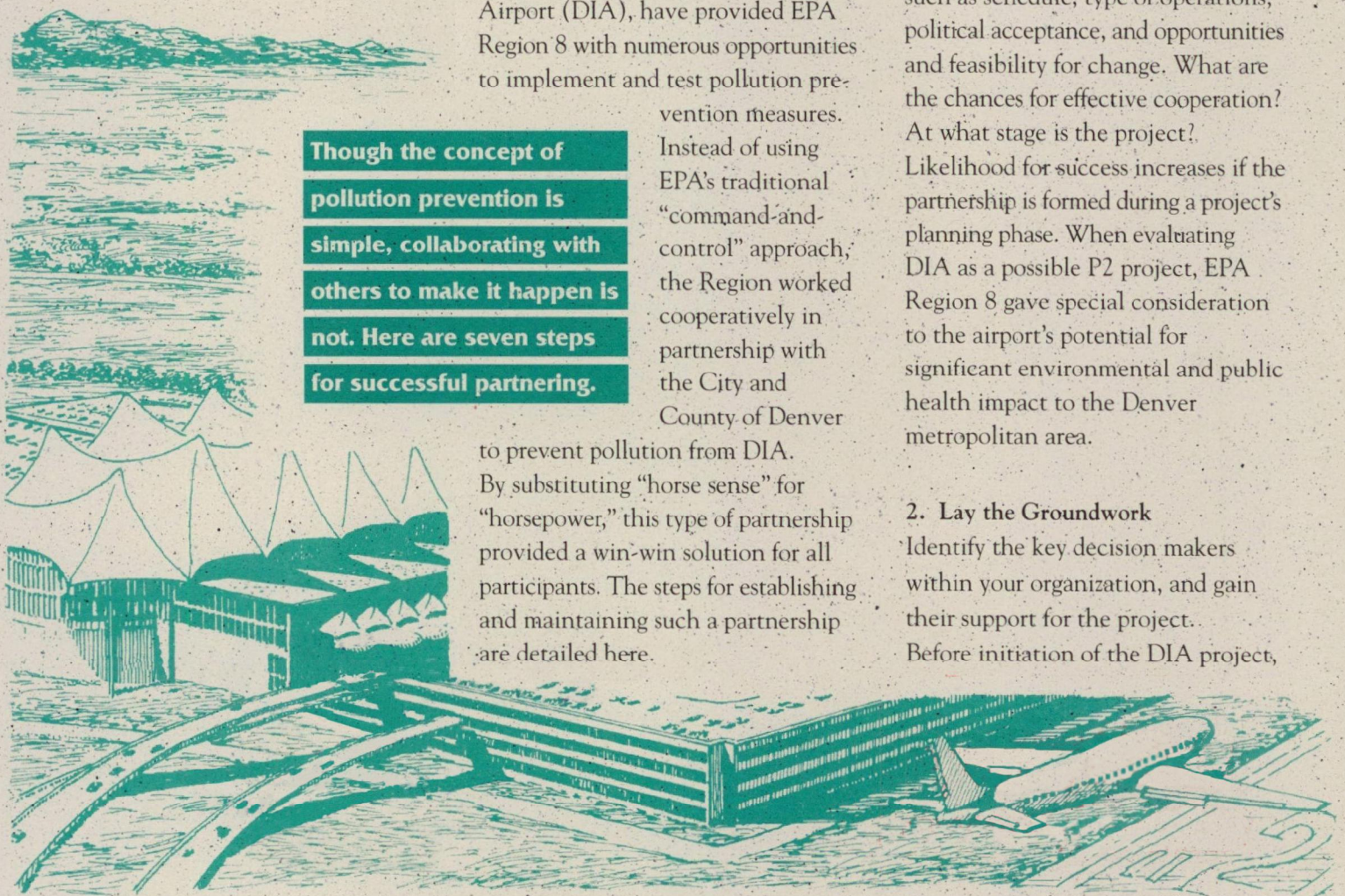
to prevent pollution from DIA. By substituting "horse sense" for "horsepower," this type of partnership provided a win-win solution for all participants. The steps for establishing and maintaining such a partnership are detailed here.

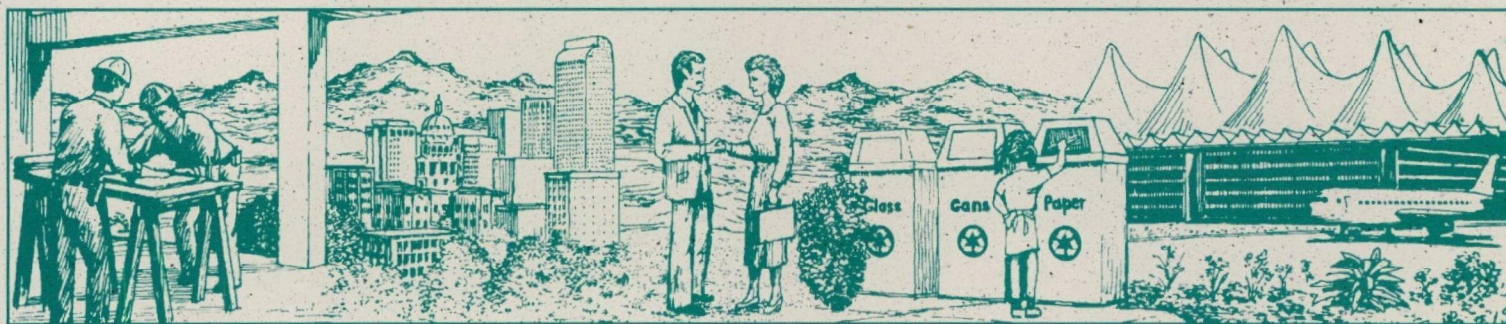
1. Identify your Project

Before deciding to pursue a pollution prevention strategy for a particular project, carefully evaluate factors such as schedule, type of operations, political acceptance, and opportunities and feasibility for change. What are the chances for effective cooperation? At what stage is the project? Likelihood for success increases if the partnership is formed during a project's planning phase. When evaluating DIA as a possible P2 project, EPA Region 8 gave special consideration to the airport's potential for significant environmental and public health impact to the Denver metropolitan area.

2. Lay the Groundwork

Identify the key decision makers within your organization, and gain their support for the project. Before initiation of the DIA project,





Pollution prevention through collaboration can achieve numerous benefits: energy efficient building design, better air quality, and reduced solid waste.

unanimous support from EPA Region 8 senior management was assured. A Regional "Project Champion" managed this process, soliciting project support, resolving outstanding issues related to the project, and coordinating activities among EPA programs. Direct communication between EPA's Regional Administrator and the Mayor of Denver helped keep the project running smoothly.

3. Form a Partnership

Next comes building the necessary bridges with partners, a task that requires sensitivity and understanding toward each partner's objectives and needs. By appointing a full-time, on-site coordinator at DIA, EPA Region 8 invested considerable resources to make the P2 project successful. A Memorandum of Understanding formalized EPA's commitment and set forth details of the partnership, such as objectives and responsibilities.

4. Formulate a Multi-Media P2 Team

After establishing an agreement, you will need to create a structure within your organization to provide assistance to your partner/s. When assembling such a project support team, consider (1) selecting a team leader adept at facilitating internal communications and coordination, (2) assembling team members who represent multi-media

interests, and (3) assigning an on-site coordinator.

5. Select and Implement Activities

Before initiating project activities, come to consensus within your organization's team and among partners regarding project goals and expectations. Constant communication about project activities is crucial for the team to recognize P2 opportunities. In the case of DIA, project activities were jointly agreed upon by the P2 team, EPA on-site coordinator, and DIA officials.

6. Measure Success

The follow-up stage is critical in order to quantify results. At the close of the DIA project, EPA's on-site coordinator interviewed people from both the airport and EPA. The responses given during these interviews were extremely positive: everyone involved in the project called the partnership a success and indicated a willingness to endorse and commit to partnership activities in the future.

7. Avoid Pitfalls

Building a bridge of trust requires more than an offer of funding or assistance; it takes considerable time and persistence. Because the EPA P2 team participated in an advisory capacity rather than in a traditional enforcement role, it needed to take all of its partner's concerns into account. DIA operators had many players to

consider, and environmental issues do not always take first priority in such projects. Private sector motivations such as profit, labor concerns, and manufacturing needs often have a great effect on decision-making.

Applying Partnering to Other Arenas

The concept of "partnering" as used at DIA has broad application potential. Other possibilities for pollution prevention partnerships include public works projects such as highways and mass transit systems, federal sector operations, and private industry initiatives. The partnering success story at DIA proves that, through collaborative effort, protecting the environment can be beneficial to everyone involved.



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