

# THE CITY OF CINCINNATI'S Pollution Prevention Program



"Creating an urban area pollution prevention strategy"

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This document serves as the City of Cincinnati's summary final project report, in partial fulfillment of the agreement with the University of Cincinnati, the State agency grant recipient of the U.S. Environmental Protection Agency's Pollution Prevention Initiatives for States (PPIS) grant NP8206 1 O-O 1-O "Creating An Urban Area Pollution Prevention Strategy". We believe this document can also be used as a tool by local governments (and others) in Ohio and around the nation as a model in creating or improving their own pollution prevention programs. However, we strongly encourage others to use it in addition to other models and the recommended resources listed in the back of this document.

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# 1. LOOKING BACK: AN OVERVIEW

In 1990 and 1991, Cincinnati City officials met with representatives from the University of Cincinnati, the American Institute of Pollution Prevention, and the Cincinnati U.S. Environmental Protection Agency Research Laboratory to discuss the idea of creating a model pollution prevention program in Cincinnati. As a result of several meetings the idea initially grew into a grant project proposal and subsequently into an ongoing pollution prevention program for the City of Cincinnati.

In 1992, the City of Cincinnati's Office of Environmental Management received a matching grant from the United States Environmental Protection Agency's Pollution Prevention Incentives for States (PPIS) program through the University of Cincinnati. The three-year grant project, with a dollar for dollar match from the City, had a total budget of \$400,000. The grant was to fund the creation of a model "Urban Area Pollution Prevention Strategy". The long-range goal of the project is to sustain community-wide pollution prevention practices through local partnerships in pollution prevention (P2) promotion and implementation efforts.

The project also aimed to demonstrate the pollution prevention progress that can be achieved if a whole community focuses major and concentrated attention on implementing P2 as the preferred environmental management strategy.

This project targeted three broad audiences: local governments and institutions, business and industry, and the general public. The City first turned its focus on itself; the first steps of the P2 initiative aimed to establish pollution prevention as a priority in City government and its operations. P2 training was provided to all City departments and divisions. All City employees are responsible for preventing pollution daily. P2 training and promotional opportunities were extended to other local and state government agencies.

To reach the business and industry sector, the City worked with the Institute of Advanced Manufacturing Sciences (IAMS), a manufacturing assistance organization, to provide P2 training and technical assistance to local businesses. IAMS also maintained a pollution prevention hotline and referred businesses to area technical experts.

An ongoing public outreach program was developed for the City by Environmental Technologies and Communications, Inc. (etc.) The program maximizes public participation by promoting cooperation among organizations and utilizing public relations practices to encourage pollution prevention among members of each audience, including the general public. The idea is to not only educate the public about P2, but also bring them to action on preventing pollution.

## 2. WHAT IS P2? BACKGROUND

Pollution Prevention (P2) refers to any practice which, at the source, eliminates the quantity or toxicity of hazardous and non-hazardous waste released into the environment. Pollution Prevention is also known as “source reduction”. “Waste minimization” generally refers to waste reduction after generation.



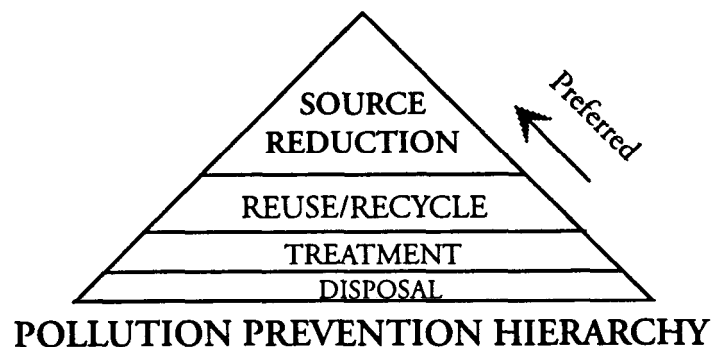
P2 focuses on stopping the generation of waste, rather than on cleaning up or disposing of waste after it is produced. P2 is generally more cost-effective and environmentally preferable when compared to programs such as recycling, landfilling, remediation, and decontamination, which focus on handling previously produced waste.

The practices of source reduction and waste minimization are being successfully implemented through cooperation by City government, business/industry, environmental organizations, educational institutions, and the general public.

The City of Cincinnati has adopted “Pollution Prevention Pays!” and “Don’t Let it Go To Waste!” as slogans that illustrate the benefits of P2.

The Federal Pollution Prevention Act of 1990 described pollution prevention as the preferred waste management hierarchy. The act included the statement,

“The Congress hereby declares it to be the national policy of the United States that pollution should be prevented or reduced whenever feasible; pollution that cannot be prevented should be recycled in an environmentally safe manner, whenever feasible; pollution that cannot be prevented or recycled should be treated in an environmentally safe manner whenever feasible; and disposal or other release into the environment should be employed only as a last resort and should be conducted in an environmentally safe manner.”





### 3. SETTING OUR SIGHTS: GOALS & OBJECTIVES

As part of the Pollution Prevention Initiatives for States Grant Project, the following goals and objectives were set for the City of Cincinnati's P2 program:

#### Goals:

To establish pollution prevention as the preferred waste management strategy throughout all sectors of a major urban area.

To maximize public participation in the development and implementation of an area-wide pollution prevention program.

To document and distribute results of this project such that other localities and organizations can reproduce project successes and avoid project difficulties.

#### Objectives:

Establish a mechanism to develop pollution prevention policies with a broad base of local support.

Develop methods to educate local business and industry leaders as well as the public in pollution prevention concepts and in application of those concepts to daily activities.

Provide technical assistance to small businesses implementing pollution prevention programs.

Establish a pollution prevention program for city government operations as a model for other institutions.

Promote evaluation of innovative pollution prevention techniques and technology

Report project results with sufficient detail to allow others to duplicate activities with confidence.



## 4. BUILDING SUPPORT: POLICY DEVELOPMENT & OUTREACH

The City of Cincinnati worked to build a base of support for pollution prevention as the preferred method of waste management for the area. The success was due to the willingness of local organizations and businesses to participate in the P2 initiative.

Through existing organizations, institutions, and committees, the City initiated P2 efforts. The groups allowed the City to effectively reach large audiences to which it might not otherwise have had access, and provided valuable input to guide policy development. A Public Outreach Plan was developed to meet the needs of these policies.

Many activities were undertaken to develop policies and reach out to audiences. These included, but were not limited to, the following:

**Organizations:** The City worked with the Cincinnati Zoo, City of Cincinnati Environmental Advisory Council, Greater Cincinnati Chamber of Commerce, Hamilton County Environmental Action Commission and Department of Environmental Services Household Hazardous Waste Advisory Committee, Institute of Advanced Manufacturing Sciences, Ohio Environmental Council, State of Ohio, University of Cincinnati, and U.S. EPA. On a national basis, the City worked with the National Pollution Prevention Roundtable and the Great Lakes Regional Pollution Prevention Roundtable to “shamelessly borrow” or “benchmark” from other governments, businesses, industries, and environmental groups to develop a program that used the “best of the best”. The City also shared what it learned about P2 with the other organizations.

**Public Outreach Program:** A P2 Public Outreach Program was developed for the City of Cincinnati that included goals, objectives, strategies, target audiences, and messages.

**Peer Review Advisory Committee:** A small group of volunteer P2 experts from the federal and state governments, business, environmental groups, and other institutions convened as advisors to assist City staff in maximizing the value of the grant project and its P2 program efforts. While they were probably underutilized as a group, they were consulted frequently as individuals throughout the project. Virtually all of their recommendations have been carried out in the grant project.

Policy Development continued...

**The City created a pollution prevention policy statement that affirms its commitment to P2. Following is a draft version of this policy statement.**

**City of Cincinnati “Draft” P2 Policy Statement**  
(currently pending before City Council)

The City of Cincinnati is committed to excellence and leadership in protecting the environment. In keeping with this policy, the City’s objective is to reduce waste and emissions whenever possible. We strive to minimize adverse impacts on the air, water, and land through pollution prevention and energy conservation. City management charges each employee to accept this commitment and incorporate sound pollution prevention and waste minimization practices into our daily goals and project activities.

Within our operations and support functions, we incorporate the objective of reducing the quantity and/or toxicity of all wastes, and minimizing adverse impacts on air, water and land resources.

By successfully preventing pollution at its source, we can achieve costs savings, increase operational efficiencies, improve the quality of our service delivery, maintain a safe and healthy workplace for our employees, and improve the environment. The City’s guidelines include the following:

Reducing or eliminating the generation of waste is a vital and prime consideration, and receives equal consideration with issues such as safety, costs, quality control, environmental quality and project design in service delivery, or in providing facility support operations. Emphasis on the elimination, reduction, reuse or recycling of materials eliminates the need to classify and dispose of generated waste.

Pollution prevention is an individual, as well as collective responsibility of our City, and serves as an indicator of successful performance for each employee and our entire organization. Therefore, program progress and special achievements resulting from the implementation of this policy will be encouraged and routinely shared with all employees. In addition, employee performance evaluations will include ratings to reflect the individual’s level of commitment to sound pollution prevention and waste minimization practices.

## Policy Development continued...

Cooperation and flexibility among organizational units promotes broader acceptance and participation with pollution prevention activities, and management is committed to enhancing this process. Therefore, interdepartmental “focus groups” or “P2 assistance teams” will be formed to help promote the concept and implementation of pollution prevention.

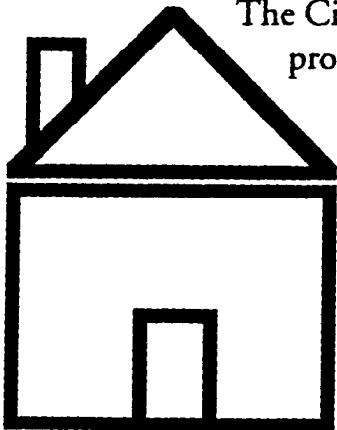
Periodic program evaluations will be conducted to measure the effects of pollution prevention activities. The City’s P2 program will set specific “milestone” dates for achieving specific levels of success in the prevention of pollution. First, base line data on all City generated waste streams will be established and then, periodic assessments will be conducted to measure the progress of the program.

Each city department and/or division will be responsible for identifying, quantifying and prioritizing all of their waste streams. Prioritizing should be based on the hazardous nature and/or the volume of the waste generated.

The City will develop a mechanism whereby all departments and/or divisions pay directly for their waste disposal costs out of their individual budgets, if they do not already do so. This will internalize the costs associated with the waste and create an additional incentive for the elimination of reduction of these wastes.

Finally, the City commits to continue the pollution prevention program beyond the completion of the U.S. EPA funded Pollution Prevention Incentives for States grant project, which is in part, the impetus for the City’s current efforts. This total management level of commitment will ensure the City’s dedication to the P2 concept of continuous improvement by waste reduction.

## 5. STARTING AT "HOME": POLLUTION PREVENTION PROGRAM FOR CITY GOVERNMENT



The City created and implemented a comprehensive pollution prevention program for its internal operations. This program was designed to make the City a model for other organizations in its P2 activities and plans. Pollution prevention was established as a priority in City government through the implementation of the in-house P2 initiative.

A variety of tasks were completed in order to develop and implement the City's P2 program. These included, but were not limited to, the following:

**Formal Policy Statement and Plan of City government:** The City prepared a draft P2 Policy Statement showing its commitment to the P2/waste reduction program.

**Training of City employees:** Representatives from all City departments and divisions received training on P2 basics. Examples of trained agencies include the Metropolitan Sewer District, Water Works, Public Works, and Highway Maintenance. Seven training sessions were organized and implemented.

**P2/Waste Assessments:** The Institute of Advanced Manufacturing Sciences (IAMS) assisted in the performance of P2/waste assessments in the following City departments: the Metropolitan Sewer District (MSD) laboratory, the Municipal Garage, Printing Services, and the Sanitation Division. These agencies were selected as the first to undergo assessments due to their high public profile and the transferability of their P2 improvements to other agencies, businesses, industry, and the general public.

**P2 Assistance Team Projects:** The Department of Public Works/Highway Maintenance Division converted to lead-free, waterborne paint for yellow and white highway line striping from leaded, solvent-based paints. This effort involved research, conversion of equipment, purchase of new equipment, and training of managers and painting crew employees.

**City Ordinance on Purchasing:** City Council adopted an ordinance to set purchasing policies on giving preference to environmentally preferable materials. The practice helps reduce waste, works towards "closing the recycling loop", and helps City agencies purchase products containing less hazardous or toxic materials.

**Office Paper Products:** Investigated the use of 100% recycled post-consumer office paper products in the Office of Environmental Management.

## **P2 for City Government continued...**

**Clean Cities Program:** The City is working with other political subdivisions, private industry operating vehicle fleets, and fuel providers throughout the region to become designated a “Clean Cities” partner by the U.S. Department of Energy. The program works to promote alternative fuels.

**Water Works Waste Reduction Activities:** The Water Works Department conducted several source reduction initiatives. One initiative reduced the level of chlorine used in water treatment processes through the installation of a new, state-of-the-art Granular Activated Carbon filtration facility. The facility’s construction was initiated before the creation of the City’s P2 program, and therefore was not the result of the grant project. However, it is noteworthy in its P2 benefits.

**Energy Conservation Committee:** The Facilities Management Division coordinated the Municipal Services Energy Conservation Committee (MSEC<sup>2</sup>) for the City.

**Green Lights Program:** Under the leadership of the MSEC<sup>2</sup> and the Facilities Management Division, the City implemented the EPA’s Green Lights program to improve energy efficiency in facility lighting. The City also initiated a proactive effort to reuse and recycle “waste” bulbs and ballasts.

**Recycling:** The Sanitation Division, in cooperation with the Facilities Management Division, decreased the waste stream in City Hall and three Centennial Plaza buildings by providing containers and pickup to promote recycling of corrugated cardboard, newspaper, and mixed “slicks.” This was a significant expansion of the waste reduction efforts in these facilities.

**Business/Industry Outreach Training:** Representatives from MSD’s Industrial Waste Division were trained in conducting outreach to businesses and industry on voluntary P2 regulatory integration opportunities.

**Pest Management:** The City’s Park Department carried out several P2 initiatives, including integrated pest management.

**State P2 Loan Program:** The City’s Economic Development Department promoted the State of Ohio P2 Loan Program to area small and medium-size businesses.

## 6. LENDING A HAND: TECHNICAL ASSISTANCE

Under the Cincinnati PPIS grant project, a technical assistance project was conducted by the Institute for Advanced Manufacturing Sciences (IAMS). The project worked to educate local business and industry leaders about pollution prevention, as well as provide technical assistance in implementing P2 programs.



IAMS also provided P2 training and assessment support to City employees implementing the internal pollution prevention program, including exploration of methods to document and measure P2 progress.

Assistance provided to small businesses and public institutions included full on-site assessments, a pollution prevention hotline, referrals to technical experts, and other outreach activities designed to make organizations aware of the benefits of pollution prevention and the availability of help.

The City, in conjunction with IAMS, dedicated significant time and resources to provide technical assistance through the P2 program. The forms this assistance took included, but were not limited to, the following:

**Training:** General and specific training programs were implemented throughout the life of the grant project. Specific training was offered to local and state government air and sewer inspectors for use in working with industrial users on how to identify P2 options and opportunities at their facilities.

**The Greater Cincinnati Convention & Visitors Bureau and Downtown Hotels:** The City worked with local hotels and the Cincinnati Convention Center to promote “clean” conferences, beginning with the 1994 Air and Waste Management Association National Conference in Cincinnati.

**Business Partnerships:** The City has just begun a partnership project with the local public utilities company to promote pollution prevention in the community.

## **Technical Assistance continued...**

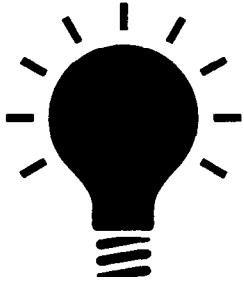
**P2/Waste Assessments:** The City contracted with the Institute of Advanced Manufacturing Sciences (IAMS) to complete pollution prevention/waste reduction opportunity assessments for ten local small and medium-size manufacturing-related businesses. The initial selection of the companies was based upon targeted “hot spot” neighborhoods that are both industrial and residential, specifically the Lower Price Hill and Winton neighborhood areas. The type of companies involved were: electroplater, metal fabricator, rubber and plastics resurfacing facility, drum processor, three printers, two medical and cleaning products distributors, and a drum reconditioner.

Full implementation of all the assessments’ findings has resulted in a potential aggregate cost savings of one half million dollars annually, as well as significant reductions in the wastes and pollutants which are generated.

**On-site Technical Assistance:** IAMS worked with businesses and offered assistance in P2 policy development, and investigation of P2 alternatives and selection of options for implementation.

**Mentoring Relationships with Industry:** The City, in cooperation with IAMS, investigated the feasibility of establishing mentoring relationships between large local industries who implemented P2 concepts and other local small and medium sized industries.

**Local Government Workshops:** In partnership with IAMS, the City sponsored a “P2 in Local Governments” workshop. Attendees included representatives from local governments in Hamilton County and southwestern Ohio.



## 7. EXPLORING THE POSSIBILITIES: RESEARCH, DEVELOPMENT & DEMONSTRATION PROJECTS

The P2/waste minimization assessments conducted by IAMS revealed the need for further evaluation of innovative P2 techniques and technologies. Prioritization of the projects initiated to conduct this evaluation was based on their targeting of the **17** substances that form the basis of USEPA's 33/50 industrial toxics project.

The City was involved with several research and development projects, including the following:

**Green Lights Program:** The City is a Green Lights partner. The original goal of the PPIS grant project, determining emissions reductions for power generation in an entire office building conversion, has been far surpassed. In its June 1995 report, the City documented a total of 30% of its goal of converting seven million square feet to low-energy lighting devices. This does not include Cinergy Field, which has since come under the ownership of Hamilton County. By reducing air emissions, the City's Green Lights effort has already prevented pollution by more than **1.2** million pounds of CO<sub>2</sub>, 15,500 pounds of SO<sub>2</sub>, 5,000 pounds of NO<sub>x</sub>, and one pound of heavy metals.

**Line Striping Conversion:** The Department of Public Works/Highway Maintenance Division and the Parking Facilities Division converted to lead-free, waterborne paint for yellow and white highway as well as parking lot line striping instead of leaded, solvent-based paints. This effort involved research, conversion of equipment, purchase of new equipment, and training of managers and painting crew employees. The demonstration project's positive results have been the subject of a great many inquiries from governments across the nation.

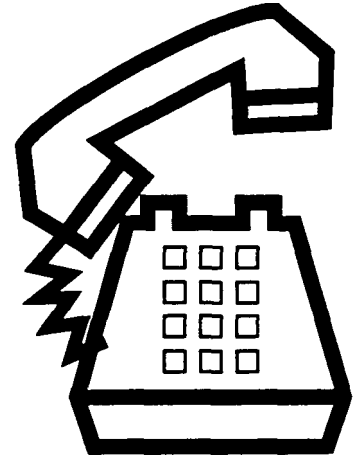
The paint conversion is an example of avoiding costs associated with media and chemical specific regulations. The switch from high-VOC solvent-based paints avoids the stricter federal regulations anticipated in the near future. The City is clearly ahead of the game in this situation and is already benefiting from cost savings, reduced employee exposure, and a cleaner environment.

Based on an annual use of 22,000 gallons of line stripe paint, approximately 33,000 pounds of lead and 36,000 pounds of VOCs are being eliminated from Cincinnati's environment each year through this conversion.

## **Projects continued...**

**Use of Non-hazardous Cleaning Materials:** The estimates on pollutant reductions in indoor air and in wastewater discharges from the paint equipment cleaning materials have not yet been calculated. However, with our Division of Highway Maintenance and Parking Facilities' conversion from solvent-based line striping paints to waterborne, lead-free paints, the emissions from this cleaning operation have dropped to zero from previous, higher levels.

## 8. SPREADING THE WORD: INFORMATION DISSEMINATION



The promotion of pollution prevention practices, and of the efforts made by the City and others to prevent pollution, was accomplished in several ways. Local organizations, businesses, and institutions provided outlets through which the City was able to disseminate information to groups and individuals.

The use of existing forums and networks, combined with the effort to create new mechanisms through which to educate the public, resulted in a successful information dissemination initiative. The effort to “spread the word” continues, as the communications plan developed for the City is implemented.

Many promotion opportunities were utilized to increase awareness and educate audiences about P2 and the City’s efforts. These promotions included, but were not limited to, the following:

**Cincinnati Zoo:** The City worked with the Cincinnati Zoo to promote P2/waste reduction concepts through education programs and displays. This included the creation of an informative P2 brochure with distribution to a potential 1.5 million visitors around the zoo, including visitors to the zoo lab environmental education center.

**“Make Peace With Nature”:** The nationally syndicated environmental television program is featuring a series on P2. Copies of the series are available at no cost except tape stock.

**Special Events:** For the last two years, the City participated in Earth Day festivities on Fountain Square and Union Terminal through a display booth and handout materials. Public information was disseminated through interactive pollution prevention games, with game materials and incentives made of mostly reused and recycled content materials. “Pollution Prevention Pays” and “Can You Prevent Pollution?” are games for children and adults with “P2 Pays” designed for a business or trade show setting. Both interactive games were adapted by the City from games provided by the City of Phoenix, Arizona Water Services Department.

## **Information Dissemination continued...**

**Resources:** The City created a library of educational video tapes, books and other materials on pollution prevention to share with City departments and others.

**Education:** P2 staff shared P2 educational and informal experiences with students in local elementary schools, high schools, and universities. The City also contributed information on P2 in a county-wide study guide for teachers.

**Local Newspapers:** The City and IAMS contacted local newspapers such as the Cincinnati Enquirer and Cincinnati Business Courier to cover the pollution prevention efforts of the City and local businesses.

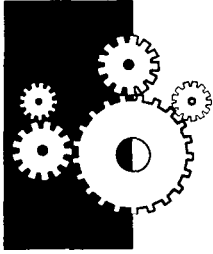
**Cable TV:** P2 Staff discussed the City's PPIS grant project and overall P2 program on the Citicable government access program "Faces and Places" and the call-in program "City Hall Forum". P2 staff also provided various P2 promotional and educational videotapes to Citicable for airing over the last two years.

**Presentations:** P2 staff made many presentations on Cincinnati's PPIS grant project and P2 program locally, nationally, and internationally.

**Pollution Prevention In Our Cities and Counties:** Cincinnati was featured as one of nineteen local governments in this publication that was released in December, 1995. The publication is being widely distributed nationally by the NPPR, the U. S. Conference of Mayors, the National Association of City and County Health Officials, and the National Association of Counties. U.S. EPA Administrator Carol Browner said of the publication, "City and county government efforts - such as those described in this report - are good for our health, good for our environment, and good for our economy."

**P2 Week in Cincinnati:** For the second consecutive year, the City of Cincinnati joined the nation in recognizing National Pollution Prevention Week. The City took advantage of the opportunity to encourage government agencies, business groups, and community organizations to work together to highlight the importance of pollution prevention.

**Public Outreach:** An ongoing public outreach program was developed for the City by Environmental Technologies and Communications, Inc. (etc.) The program maximizes public participation by promoting cooperation between organizations and utilizing public relations practices to encourage pollution prevention among members of each audience, including the general public. The long-term commitment is to not only educate the public about P2, but also bring them to action on preventing pollution.



## 9. PUTTING IT ALL TOGETHER: LESSONS LEARNED & BARRIERS FACED

**The City of Cincinnati has learned much in the time frame over which the PPIS grant project was administered. Following are a few of these lessons:**

**An ounce of prevention** is worth a pound of cure (or many pounds of pollution!)

All levels of government are eager to **share their successes** in pollution prevention and the improvements P2 brings.

Businesses, industry, environmental and citizen action groups are also eager to share in P2. It is one point on which everyone can **agree**. Competitors are even willing to “share the wealth” of P2 benefits. Environmental and citizen groups are eager to support and promote efforts toward a cleaner environment, especially when the efforts also serve to improve the economy.

It is essential to **build partnerships**, both public and private. A local government (or any organization) needs its entire community to come together to make P2 work. For success in P2 to be achieved and sustained in any organization or community, there must be top management support and everyone must be involved. Internal partnerships or teamwork within the organization, between departments and divisions, is crucial. Effective outreach efforts to community organizations, groups and individuals, businesses, institutions, and other governments are absolutely necessary for success.

**Be patient.** Start small and build.. Choose P2 projects and activities that have a high probability of success and a high degree of visibility. In this way, successes will “snowball” and lead to other successes. Successful high-profile projects provide a model for the community. Select activities that are easily transferable to the private sector and easy to understand, such as vehicle maintenance or printing.

**Ask P2 experts** from other government agencies, business, industry, environmental and citizen groups, to be on your “Peer Review Advisory Committee”.

If possible, **designate one person** to be P2 coordinator or manager. Although ideally all members of your organization will be involved, the organization needs at least one “P2 champion” to coordinate, facilitate, and communicate the many activities involved in a successful P2 program.

## **Lessons & Barriers continued...**

**Start with a level playing field.** Guard against measuring all departments or divisions against one another by an arbitrary starting point. For example, if the goal is to reduce pollution and waste by 25% over a two-year period, make sure entities get credit for what they did before the program began, so that they are not penalized for their proactive work.

**Measure** everything. As leading P2 expert Cam Metcalf says, “If it moves, train it. If it doesn’t, calibrate it. And in any case, document it!” Although the goal of P2 is to improve the environment, it also saves money almost all of the time. Total cost analysis, life cycle costing, waste stream analysis, P2 opportunity assessments, and other tools are important elements in measuring pollution reductions, cost savings, and the overall success of P2 efforts. Documented results also help in selling and sharing the P2 concepts to and with others.

**The City faced many roadblocks on its path to establishing a model pollution prevention strategy for urban areas. Following are a few of the barriers faced, and ideas on how others might deal with similar situations.**

“But we’ve always done it this way.” “It can’t be done.” These are standard reactions to any kind of change, and are heard often in response to P2 efforts. The City encountered this **skepticism** and faced the shortcomings of technology in its initial attempts to convert from solvent-based to waterborne lead-free line striping paint. When multiple problems were encountered with equipment that failed, and with “bad paint”, the natural initial reaction was to “throw in the towel”. But through extensive research, equipment conversions and purchases, education and training, success was achieved.

Trust is essential to the formation of partnerships. One barrier to forming the all-important partnerships with business and industry is the **lack of trust** potential partners have in government agencies. The City overcame this barrier by contracting with IAMS to approach ten small and medium-size businesses to conduct P2/waste assessments. IAMS provided the buffer, credibility, and experience with previous successful local industrial P2 projects necessary to “get in the door”.

Another way to deal with the trust issue is to encourage and facilitate business-to-business P2 sharing experiences. Businesses will trust one another before they put their faith in government.

Time **is** a real factor in the implementation of a successful P2 program. The City struggled with a slow start to the project’s initial phase, but with the help of a no-cost extension to the project, the goals and objectives were accomplished. Having a single P2 coordinator or manager can help keep the project on schedule; the City did not have such a position over the first year of the project. However, the position was created at the end of the first year, on the recommendation of the Peer Review Advisory Committee.

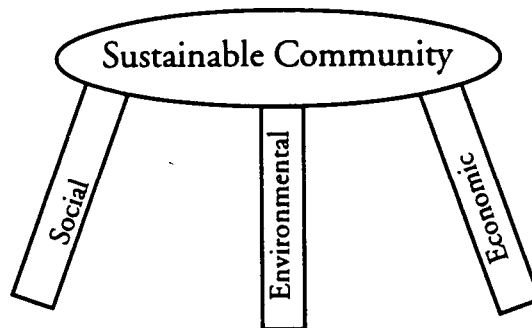


## 10. LOOKING AHEAD: 1997 & BEYOND

As encouraged as the City of Cincinnati may now be with the conclusion of its PPIS grant project “Creating An Urban Area P2 Strategy”, its recent recognition for outstanding achievement in pollution prevention by the governor of Ohio, and its selection as the site of the 1998 National Pollution Prevention Roundtable Conference, there remain serious challenges. These challenges involve sustainability.

If the goal of sustaining the community-wide P2 momentum in Cincinnati is to be achieved, the City must not relax its efforts to prevent pollution. The Total Quality Management concept of continuous improvement must be emphasized in all three areas of Cincinnati’s continuing efforts: promoting P2 within municipal operations, reaching out to area business and industry, and encouraging the general public to prevent pollution. Although the City is honored and invigorated by the recent recognition, such prizes are not the reason for promoting and implementing P2 programs within the community. The City will not only continue to help shift the paradigm to source reduction-pollution prevention, but also will strive to go beyond pollution prevention as an end in itself

Peter Dunn, P2 champion from a local government, explains that “P2 is not an end in itself, but a tool in helping sustain a community.” A community must balance economic, environmental, and social issues. If it does not, then it will not be able to sustain itself; in a figurative sense, it will fall over like a like a three-legged stool with a leg missing.



Sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Pollution prevention is an essential tool in achieving and maintaining the balance that allows sustainability. It is a concept on which everyone can agree, a concept which the City will use to build the base of support that will carry Cincinnati into a sustainable present and future.

# 11. WHERE TO GO: P2 RESOURCES

National, state, and local P2 resources:

The American Institute of Pollution Prevention (AIPP)  
Barbara Bush, Executive Director  
1616 P Street NW, Suite 100  
Washington, D.C. 20036  
Phone: 202/797-6567

The Global Cities Project  
2962 Fillmore Street  
San Francisco, CA 94123  
Phone: 415/775-0791  
Fax: 415/775-4159

The National Pollution Prevention Roundtable (NPPR)  
Natalie Roy, Executive Director  
2000 P Street NW, Suite 708  
Washington, D.C. 20036  
Phone: 202/466-7272  
Fax: 202/466-7964

The Local Government Work Group of the NPPR  
c/o Tom Hersey, Chair  
Erie County DEP Office of Pollution Prevention  
95 Franklin Street, Room 1077  
Buffalo, NY 14202-3973  
Phone: 716/858-7674  
Fax: 716/858-7713

The Great Lakes Regional Pollution Prevention Roundtable  
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*\*Please note: There are several other regional roundtables in the U.S. The NPPR can provide a referral to one near you.*

Resources continued...

### **Pollution Prevention Contacts:**

EPA Pollution Prevention Clearinghouse: 202/260-1023

EPA Pollution Prevention Policy Staff: 202/1260-8621

EPA ORD State and Local Government Technical Assistance Coordinator: 202/260-0673

EPA EPCRA (TRI information): 800/535-0202

EPA "Green" Programs (including Green Lights): 202/775-6650

EPA Wastewise (voluntary business waste reduction program): 800/EPA-WISE

EPA RCRA hotline (MSW publications): 800/424-9346

### **Various P2 Resources/Literature:**

"Pollution Prevention Public Outreach Program Plan" developed by etc. for City of Cincinnati Office of Environmental Management.

Phone: J. Bruce Suits, 513/352-6270.

The NPPR's "Pollution Prevention Yellow Pages"

Phone: 202/466-P2P2

NPPR, et al's "Preventing Pollution in Our Cities & Counties - A Compendium of Case Studies"

Phone: 202/466-P2P2

The International City/County Management Association (ICMA)'s "Pollution Prevention: A Guide for Local Government"

Phone: 800/745-8780

Global Cities Project "Building Sustainable Communities: An Environmental Guide for Local Government"

Phone: 415/775-0791

Public Technology Inc.'s "Pollution Prevention Implementation: Local Government and U.S. Environmental Protection Agency Programs"

Phone: 202/626-2400

"Pollution Prevention: A Practical Guide for State and Local Government" Edited by David T.

Wigglesworth, Pollution Prevention Office, Alaska Department of Environmental Conservation, Anchorage.

Phone: 800/272-7737

**In addition, the National Association of Counties (NACo) and the U.S. Conference of Mayors (USCM) have an extensive list of literature on establishing a pollution prevention program. For a copy of their list, call Naomi Freedman of NACo at 202/942-4262 or Judy Sheahan of the USCM at 202/861-6778.**