

This document was authored in 2004. For the latest information on the County's Solid Waste Management Plan, please review the 2015 – 2035 update.



Chapter

12

Implementation Plan

Implementation of Fairfax County's Solid Waste Management Plan Actions

This chapter presents Fairfax County's implementation of the SWMP actions described in Chapter 11. This implementation plan discusses each SWMP action, highlighting the required implementation steps, the responsible party(ies), and the proposed timeframe for implementation. The plan presented in this chapter was developed as a guide; implementation parameters will likely change over the SWMP planning period.

Source Reduction and Reuse

Improve Public Outreach and Education

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Source Reduction and Reuse Messages.* County staff will continually evaluate potential source reduction and reuse messages and themes that will promote reduction of waste generation in the county.
2. *Develop Promotion Strategies.* The county will reinvigorate its marketing strategy for source reduction and reuse, including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns (e.g., media, county events, etc). The Board of Supervisors will assist in developing and approving the strategy and plan. The County Executive will ensure that strategies designed for county organizations are implemented. The Office of Public

Affairs will include marketing messages in county publications, as appropriate.

3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for each source reduction and reuse message. The county will manage public outreach strategically, focusing on maximizing the communication of the county's core source reduction and reuse messages. The county will use media sources and schedule public outreach continuously throughout the year. The county will encourage the use of paperless communication methods.
4. *Review Program Performance.* The county will review the performance of the promotion of the source reduction and reuse messages. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

Fairfax County Department of Public Works and Environmental Services (DPWES) will have primary responsibility for evaluating source reduction and reuse in the county, setting the source reduction and reuse strategy and core messages, and executing the public outreach and education program. The Office of Public Affairs will assist in marketing the source reduction and reuse messages.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Promote Public/Private Source Reduction and Reuse Programs

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Potential Source Reduction and Reuse Programs and Public/Private Partnership Opportunities.* The county will continually evaluate potential source reduction and reuse programs for promotion by the county. The county will seek to partner with private firms, including national groups, for source reduction and reuse programs.
2. *Market/Promote Source Reduction and Reuse Programs.* The county will create a marketing strategy for each source reduction and reuse program, including developing a message, evaluating target audiences, and developing promotion campaigns (e.g., media, county events, etc). The county will work with the Office of Public Affairs to include marketing messages in county publications. The

county will prepare award write-ups to recognize successful source reduction and reuse efforts. The county will encourage the use of paperless communication methods.

3. *Review Program Performance.* The county will review the performance of the source reduction and reuse programs it promotes. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for evaluating and recommending source reduction and reuse programs. Each source reduction and reuse program must have support by the Fairfax County Board of Supervisors before adoption. DPWES Land Development Services may assist in programs that target builders during the permitting process.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Promote a Residential Yard Waste Composting and/or Grasscycling Program

Implementation Steps

The implementation of this action involves the following steps:

1. *Design Residential Yard Waste Composting and/or Grasscycling Programs.* The county will evaluate methods to encourage backyard composting and the use of mulching lawnmowers. The county will also research the feasibility of providing composting bins to citizens and potential incentives for composting and grasscycling. Based on the research, the county will design the programs.
2. *Market/Promote Source Reduction and Reuse Programs.* The county will create a marketing strategy for the composting and grasscycling programs, including developing a message, evaluating target audiences, and developing promotion campaigns (e.g., media, county events, etc). The county will work with the Office of Public Affairs to include marketing messages in county publications. The county will prepare award write-ups to recognize successful source reduction and reuse efforts. The county will encourage the use of paperless communication methods.

3. *Review Program Performance.* The county will review the performance of the composting and grasscycling programs it promotes. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for evaluating and recommending composting and grasscycling programs.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Develop a Regional Approach to CDD Source Reduction and Reuse

Implementation Steps

The implementation of this action involves the following steps:

1. *Identify Regional Partnership.* The county will evaluate partnerships with Northern Virginia Regional Commission (NVRC), Metropolitan Washington Council of Governments (MWCOC), Arlington County, Loudoun County, and/or other cities or counties. Fairfax County will garner political support of all jurisdictions involved.
2. *Evaluate Regional CDD Source Reduction and Reuse Approaches.* The regional partnership will complete a study of CDD source reduction and reuse approaches, including anticipated benefits and ease of implementation.
3. *Develop Regional Approaches.* Based on this analysis, the regional partnership will select and develop regional CDD source reduction and reuse approaches.
4. *Review Program Performance and Adjust Approach.* Periodically review performance of regional CDD source reduction and reuse approaches and make adjustments as required.

Implementation Responsibility

Fairfax County will take the initiative in working with NVRC, MWCOC, Arlington County, Loudoun County, and/or other cities or counties to identify a regional partnership. This partnership will have primary responsibility for evaluating CDD source reduction and reuse in the region and establishing and executing the regional approach.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. The urgency of this action will likely be driven by a shortage of CDD disposal capacity for the county.

Implement County Internal Source Reduction and Reuse Programs

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Government Source Reduction and Reuse Policy.* The county will identify the strategy for source reduction and reuse in government buildings, procurement, and construction projects. The county will research existing Federal and State policy and requirements for source reduction and reuse to establish the baseline county policy
2. *Draft Source Reduction and Reuse Plan.* The county will create a draft plan to implement the strategy for source reduction and reuse in government buildings, procurement, and construction projects. The plan will be refined through internal government meetings.
3. *Execute Policy and Plan.* The county will finalize the source reduction and reuse program for government buildings and construction projects. The county will revise existing Procedural Memoranda outlining internal source reduction and reuse guidelines and directing staff to include specific source reduction and reuse requirements in future contracts, construction projects, bid arrangements, etc.
4. *Review Program Performance.* The county will review the performance of the source reduction and reuse policy. Based on these reviews, the county may choose to revise the policy. The county may consider recognizing and publicizing successful efforts through awards.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for evaluating and recommending source reduction and reuse internal policy. The County Attorney, Department of Purchasing and Supply Management (DPSM), and County Executive are also responsible for developing and implementing the new policies. The source reduction and reuse policy must have support by the Fairfax County Board of Supervisors before adoption.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Recycling

Promote Public/Private Recycling Programs

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Potential Recycling Programs.* The county will continually evaluate potential recycling programs for promotion by the county. The county will also evaluate potential internal county initiatives, and revise Procedural Memoranda as necessary. The county will seek to partner with private firms, including national groups, for recycling programs such as the Rechargeable Battery Recycling Corporation to divert rechargeable and especially NiCad batteries from the waste stream.
2. *Market/Promote Recycling Programs.* The county will create a marketing strategy for each recycling program, including developing a message, evaluating target audiences, and developing promotion campaigns (e.g., media, county events, etc). The county will work with the Office of Public Affairs to include marketing messages in county publications.
3. *Review Program Performance.* The county will review the performance of the recycling programs it promotes. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for evaluating and recommending recycling programs.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Improve Public Outreach and Education

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Recycling Messages.* The county will continually evaluate potential recycling messages and themes that will promote increased recycling in the county. Recycling programs must align with other disposal programs and implementation of the SWMP throughout the planning period.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for each recycling message, including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns (e.g., media, county events, etc). The county will work with the Office of Public Affairs to include marketing messages in county publications.
3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for each recycling message. The county will manage public outreach strategically, focusing on maximizing the communication of the county's core recycling messages. The county will use media sources and schedule public outreach continuously throughout the year. The county will encourage the use of paperless communication methods. County media resources will include the Office of Public Affairs, DPSP, Park Authority, and Fairfax County Public Schools (FCPS).
4. *Review Program Performance.* The county will review the performance of the promotion of the recycling messages. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for evaluating recycling in the county, setting the recycling strategy and core messages, and executing the public outreach and education program.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Increase Business Recycling by Reducing Commercial Recycling Thresholds

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Commercial Recycling Threshold Alternatives.* The county will analyze the breakdown of businesses in the county by number of employees and waste generation and their current recycling practices. The county will then research the projected impacts of alternative recycling thresholds for businesses.
2. *Draft New Commercial Recycling Threshold.* The county will draft proposed changes to recycling thresholds for businesses.
3. *Conduct Public Meetings.* Fairfax County will conduct a series of meetings with businesses, commercial building managers, and haulers to help develop the revised commercial recycling threshold and changes to county code.
4. *Finalize Policy/Code Changes.* Based on the public input, the county will finalize the changes to the commercial recycling threshold. The county will conduct informational meetings to introduce the new recycling threshold to businesses.
5. *Revise County Policy.* Obtain Fairfax County Executive approval of policy and notify the Board of Supervisors. Change County Code Chapter 109 as required. Implement with hauling companies, if applicable.
6. *Public Education.* Develop public awareness campaign for businesses, commercial building managers, haulers, and other stakeholders about new recycling thresholds.
7. *Enforce Policy and Review Performance.* Review performance of new threshold; enforce policy as necessary. Evaluate how the new threshold is impacting recycling quantities and revise if needed.

Implementation Responsibility

The Fairfax County DPWES is responsible for changing and enforcing County Code, Chapter 109 and will have the primary responsibility for administering the revised commercial recycling thresholds. Businesses, commercial building managers, and private haulers will be responsible for abiding by the requirements of the new county commercial recycling thresholds.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Expand Curbside Recyclables Collected to Include Mixed Paper, Plastic Bottles, and Cardboard

Implementation Steps

County residents who were involved in the development of the plan overwhelmingly supported this initiative. Citizens at several community meetings and 91.5 percent of those responding to a public opinion survey wanted to add other materials for curbside recycling such as mixed paper, plastic bottles, and cardboard. The implementation of this action involves the following steps:

1. *Draft Proposed Changes.* The county will draft proposed changes to county code, policies and/or procedures in conjunction with internal and external stakeholders.
2. *Conduct Public Meetings.* Fairfax County will conduct a series of meetings with county citizens, businesses, and haulers to help develop changes to county code, policies and/or procedures. The county will, at the minimum, hold several public meetings countywide, and prepare a Public Hearing, if required.
3. *Finalize Policy/Code Changes.* Based on the public input, the county will finalize the changes to county code, policies and/or procedures for recycling. The county will conduct public informational meetings to introduce the new recycling policies. If the county directly manages residential MSW collection, recycling regulatory or policy changes will be incorporated into collection contracts.
4. *Revise County Policy.* Director DPWES will approve the policy changes and notify the County Executive who will in turn notify the Board of Supervisors about the changes. Change County Code Chapter 109 as required. Implement with collection companies, if applicable.
5. *Public Education.* Develop public awareness campaign for citizens, businesses, haulers, and other stakeholders about new recycling policy.
6. *Enforce Policy.* County staff will provide advisory enforcement of the new policies to allow citizens and businesses time to become familiar with the new code requirements.
7. *Review Performance.* County staff will review performance of new policy, evaluate how the new policy is impacting recycling quantities, and revise if needed.

Implementation Responsibility

The Fairfax County DPWES is responsible for changing and enforcing County Code, Chapter 109 and will have the primary responsibility for

administering the recycling policy in the county. Citizens, businesses, and private haulers will be responsible for abiding by the requirements of the new county policy.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. Expansion of recyclables will likely be incorporated in collection contracts if the county directly oversees residential collection services countywide.

Promote CDD Recycling at a County Location

Implementation Steps

The implementation of this action involves the following steps:

1. *Review CDD Recycling Requirements.* Evaluate future CDD recycling requirements.
2. *Enhance Screening and Sorting of CDD Recyclables.* Conduct as much sorting of incoming CDD as time, personnel and equipment allow during the short-term. Pick and transfer CDD materials for recycling that make sense.
3. *Evaluate Private Partnerships.* As CDD continues to increase and disposal capacity gets more expensive, evaluate potential partnerships for the construction of the CDD recycling facility so that the county does not bear the full cost of the project.
4. *Evaluate Potential Facility Sites.* Fairfax County, and, if applicable, the private partner will evaluate potential locations in the county for siting the CDD recycling facility. The I-66 Transfer Station or the I-95 Complex are currently the most logical locations, but other sites will be fully considered. As part of the site selection process, Fairfax County will evaluate the impacts of establishing a CDD recycling facility on the surrounding community.
5. *Design CDD Recycling Facility.* If it is determined that a CDD Recycling Facility is needed and funds allow, Fairfax County staff will design or contract for design of the layout and traffic flow of the CDD recycling facility. The county and partner (if applicable) will evaluate processing technologies and markets for the sale of CDD recyclables. The county will work the Planning Commission and VDEQ for acceptance.
6. *Contract for Construction.* If construction of a CDD facility is required, prepare bids for construction of the facility or work with private company to facilitate the construction. Promote public/private partnerships for the facility.

7. *Promote CDD Recycling at Facilities.* Develop public outreach and education about CDD recycling facilities.
8. *Review Facility Performance.* The county will review the performance of the CDD recycling facility, including traffic and workflow, after six months and make changes as required.

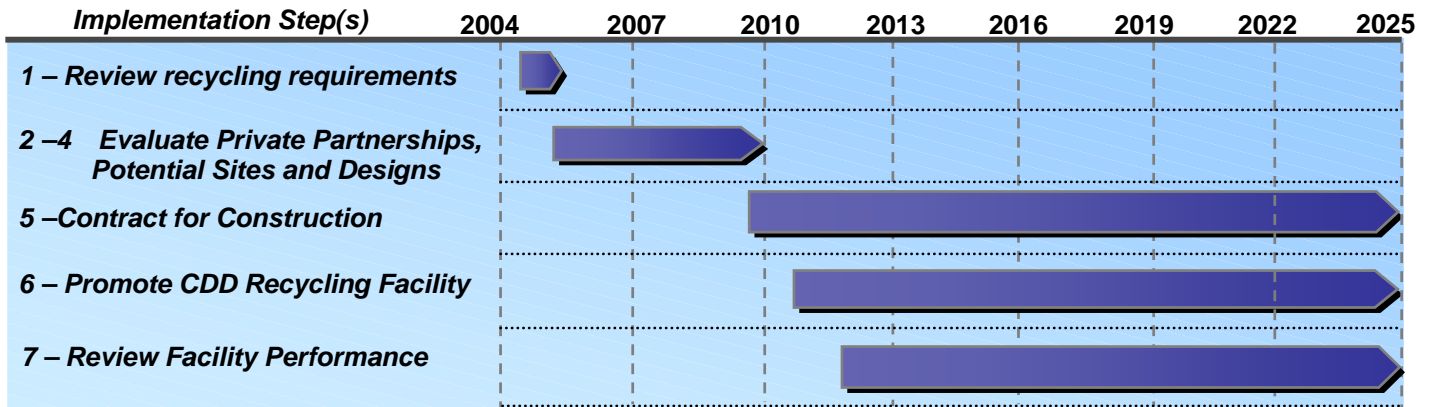
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The implementation of this action may be accelerated by a lack of CDD disposal capacity or high prices for CDD disposal. The county will begin reviewing CDD recycling requirements in FY2005. Evaluation of private partnerships, potential sites, and designs for the new recycling facility will begin in FY2006. Construction and promotion of the CDD recycling facility will begin at the earliest in FY2010. Operational improvements will continue during the SWMP planning period. Figure 12-1 shows the timeline for the implementation of this action.

Figure 12-1. Implementation Timeline - Promote CDD Recycling at a County Location



Revise Regulations to Enhance Recycling

Implementation Steps

The implementation of this action involves the following steps:

1. *Draft Proposed Changes.* The county will investigate and draft proposed changes to County Code, policies and/or procedures in conjunction with internal and external stakeholders. Some potential changes include increasing the materials collected at government facilities and schools, increasing MSW recycling inspections, and

implementing an incentive-based system to promote CDD recycling.

2. *Conduct Public Meetings.* Fairfax County will conduct a series of meetings with county citizens, businesses, and haulers to help develop changes to County Code, policies and/or procedures. The county will, at the minimum, hold several public meetings countywide, and prepare a Public Hearing, if required.
3. *Finalize Policy/Code Changes.* Based on the public input, the county will finalize the changes to County Code, policies and/or procedures for recycling. The county will conduct public informational meetings to introduce the new recycling policies. If the county directly manages residential MSW collection, recycling regulatory or policy changes will be incorporated into collection contracts.
4. *Revise County Policy.* Director DPWES will approve the policy changes and notify the County Executive who will in turn notify the Board of Supervisors about the changes. Change County Code Chapter 109 as required. Implement with collection companies, if applicable.
5. *Public Education.* Develop public awareness campaign for citizens, businesses, haulers, and other stakeholders about new recycling policy.
6. *Enforce Policy.* County staff will provide advisory enforcement of the new policies to allow citizens and businesses time to become familiar with the new code requirements.
7. *Review Performance.* County staff will review performance of new policy, evaluate how the new policy is impacting recycling quantities, and revise if needed.

Implementation Responsibility

The Fairfax County DPWES is responsible for changing and enforcing County Code, Chapter 109 and will have the primary responsibility for administering the recycling policy in the county. Citizens, businesses, and private haulers will be responsible for abiding by the requirements of the new county policy.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. Many of these recycling policy changes will likely be incorporated in collection contracts if the county directly oversees residential collection services countywide.

Find Suitable Recycling Alternatives for Multiunit Buildings

Implementation Steps

The implementation of this action involves the following steps:

1. *Determine Multiunit Building Recycling Requirements.* The county will revise regulations for the permit process for new multiunit building construction. County staff will investigate existing multiunit building recycling facilities and search for ways to make recycling available and convenient. The county will draft proposed changes to County Code, policies and/or procedures; potential changes include (1) adding enhanced recycling requirements to multiunit building permits and (2) increasing baseline MSW recycling requirements for multiunit buildings.
2. *Execute Strategy Countywide.* Obtain Fairfax County Executive approval of strategies and notify the Board of Supervisors. Change County Code Chapter 109 as required. Implement with construction companies, if applicable. The county will promote the multiunit building recycling strategy extensively through increased public outreach and education to residents, building owners, construction companies, haulers, and other stakeholders. Work with building owners to implement reasonable retrofits of existing buildings.
3. *Public Education.* Develop public awareness campaign for citizens, building owners, construction companies, haulers, and other stakeholders about new MSW multiunit building recycling requirements.
4. *Enforce and Review Performance.* Review performance of new recycling requirements; enforce as necessary. Evaluate how the new strategy is impacting multiunit building recycling quantities and revise if needed.

Implementation Responsibility

The Fairfax County DPWES will take the lead in expanding the multiunit building recycling program.

Implementation Timeframe

The county can begin to develop recycling strategies immediately; the implementation of this action will continue throughout the SWMP planning period.

Continue Using the Current Yard Waste Recycling System

Implementation Steps

In order to implement this action, the county does not need to change its current operations, with the exception of contracting for out-of-county composting capacity.

County and private companies will develop contracts with out-of-county composting facilities to secure capacity for the recycling of county-generated yard waste. Under this action, securing yard waste composting capacity is the responsibility of the county (for yard waste handled at county transfer facilities) and private haulers (for yard waste they collect and send directly to composting facilities).

The implementation of this action involves the following steps:

1. *Evaluate Yard Waste Capacity Requirements.* The county will complete a study of yard waste composting capacity required for county-generated yard waste and the remaining capacity in the region. Communicate and partner with private hauling companies to determine capacity requirements. Based on this study, the county and private haulers will determine the amount of capacity it will need to contract for, if any.
2. *Negotiate and Establish Contracts.* The county and private haulers will negotiate and establish contracts with as many yard waste composting facilities as necessary to provide the required capacity.
3. *Review Capacity Requirements and Adjust Contracts.* Review yard waste composting capacity requirements (Step #1) periodically and make adjustments in the contracts as required.

Implementation Responsibility

County and private companies will develop contracts with out-of-county composting facilities to secure capacity. The Fairfax County DPWES will have responsibility for monitoring availability of yard waste composting capacity.

Implementation Timeframe

The county will implement this action immediately by evaluating yard waste composting capacity; reviews of yard waste composting capacity will continue throughout the SWMP planning period. County or private haulers will identify when yard waste composting capacity issues require contracts.

Promote Additional Waste Exchanges among Jurisdictions

Implementation Steps

County staff will continue to pursue additional waste exchanges with other jurisdictions throughout the SWMP planning period.

Implementation Responsibility

The Fairfax County DPWES will take the lead in promoting waste exchanges with other jurisdictions.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Encourage VDOT to Use Recycled Materials in Road Construction

Implementation Steps

The implementation of this action involves the following steps:

1. *Determine Approach.* The county will evaluate strategies for encouraging the Virginia Department of Transportation (VDOT) to use recycled materials in road construction. Some approaches include:
 - A regional approach with NVRC and/or MWCOG.
 - The Fairfax County Board of Supervisors adding the issue to its legislative package for the Virginia General Assembly.
 - Board of Supervisors making personal visits to the Virginia General Assembly to testify in a Committee.
 - Work with the Virginia Department of Environmental Quality (VDEQ) and/or professional organizations.
 - County Executive writing letter to Director VDOT asking for study of the use of recycled materials in road construction. Projects could be in Fairfax County.
2. *Execute Approach.* Obtain Fairfax County Executive approval of strategies and ask the Board of Supervisors for their involvement. Execute approach to encourage VDOT to use recycled materials in road construction.
3. *Review Performance.* Evaluate how the approach is impacting use of recycled materials in road construction and revise if needed.

Implementation Responsibility

VDOT is responsible for using recycled materials in road construction. The Fairfax County DPWES, Board of Supervisors, and County Executive will take the lead in encouraging VDOT to use recycled materials in road construction.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Support Expansion of MRF Capacity

Implementation Steps

The implementation of this action involves the following steps:

1. *Determine MRF Capacity Requirements.* The county will monitor (on an annual basis) the quantities of county-generated recyclables and the capacity of available MRFs. The county will assess if capacity needs require expansion of existing MRFs or construction of new MRFs.
2. *Promote Expansion or Construction of MRFs.* Fairfax County will support companies in permitting and zoning requirements to expand existing MRFs or, if necessary, build a new MRF.

Implementation Responsibility

The Fairfax County DPWES will take the lead in facilitating the expansion of MRF capacity in the county. Planning and Zoning will work with DPWES in facilitating the permitting and zoning of new or expanded MRFs.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Continue Using the Current Special Wastes Management System

Implementation Steps

In order to implement this action, the county does not need to change its current operations.

Collection

Partner with Private Waste Collection Companies and Community Stakeholders to Improve Residential Collection Service

Implementation Steps

County staff, private waste collection companies, and other community stakeholders will work together to resolve collection service issues identified in this Plan. The Fairfax County Board of Supervisors formed a task force to specifically review the customer service issues and concerns raised during the development of this Plan. The implementation of this action involves the following steps:

1. *Form Task Force.* The Task Force will work together with county staff to resolve solid waste collection issues related to service quality, competition, air emissions from collection vehicles, safety, disaster and emergency response, unified recycling activities, and other issues that may be specified by the Board of Supervisors.
2. *Conduct Meetings.* The Task Force will meet as needed to complete its assignment in the time period indicated. The Task Force members will set a schedule of meetings at the first meeting of the Task Force, to be supplemented by additional meetings of the full Task Force, or meetings of subcommittees formed by the Task Force on specific issues.
3. *Complete Task Force Report.* The Task Force was directed to provide a report to the Board of Supervisors within one year (by May 10, 2005) outlining further steps to be taken to ensure that residential collection operations provide the best service to residents in the county.
4. *Implement Task Force Recommendations.* The county will implement Task Force recommendations as necessary throughout the 20-year planning period.

Implementation Responsibility

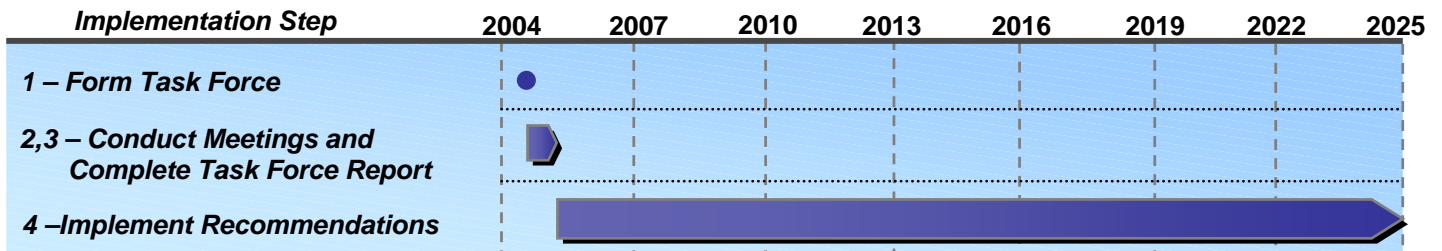
The Fairfax County DPWES will be responsible for coordinating the implementation of this initiative.

Implementation Timeframe

The work of the Task Force will begin immediately with a report due to the Board of Supervisors within one year (by May 10, 2005). Follow-on actions and recommendations will be implemented as appropriate.

Ongoing changes to residential collection service will be made as necessary throughout the 20-year planning period. Figure 12-2 shows the timeline for implementation of this action.

Figure 12-2. Implementation Timeline - Partner with Private Waste Collection Companies and Community Stakeholders to Improve Residential Collection Service



Revise County Code to Improve Residential Service

Implementation Steps

The implementation of this action will begin immediately and involves the following steps:

1. *Review/Revise County Code.* County staff will review and update provisions of Chapter 109 concerning collection to implement the approved SWMP recommendations.
2. *Board Approval of Code Changes.* Formal revisions to Chapter 109 and other parts of the County Code will be made by the Board of Supervisors.
3. *Public Education.* County staff will develop a public awareness campaign for hauling companies and residents to publicize the changes in Chapter 109.
4. *Revise Permit Packages.* If necessary, county staff will modify county permit packages and contracts with hauling companies to reflect the updated provisions of Chapter 109. Implement the changes with the hauling companies.
5. *Enforce Policy and Review Performance.* County staff will review performance of haulers to ensure they are following the new policies and enforce as necessary. Evaluate how the new policy is impacting MSW collection service level and revise as needed.
6. *Continually Update Code.* County staff will revise Chapter 109 or other parts of County Code to implement the SWMP actions and Task Force recommendations.

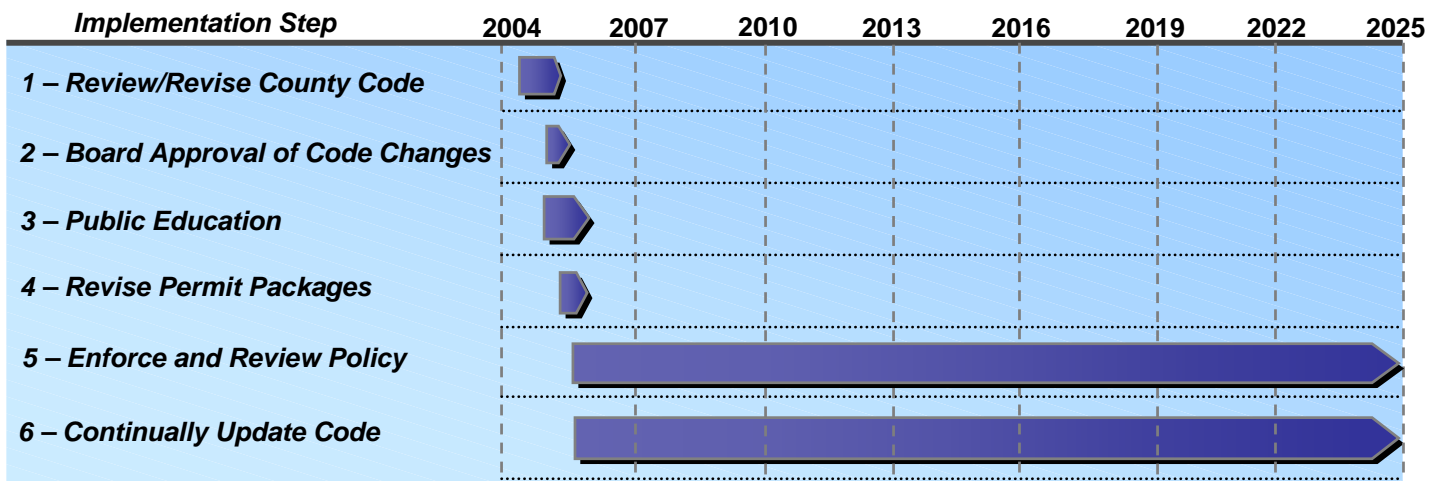
Implementation Responsibility

The Fairfax County DPWES is responsible for changing and enforcing County Code, Chapter 109 and has the primary responsibility for administering the policy for residential collection in the county.

Implementation Timeframe

Review and update of County Code will begin immediately and continue through implementation, anticipated for FY2005. Public education will coincide with the changes in County Code and policy. Enforcement and policy review will continue during the SWMP planning period. Figure 12-3 shows the timeline for implementation of this action.

Figure 12-3. Implementation Timeline - Revise County Code to Improve Residential Service Level



Continue Current Vacuum Leaf Collection System

Implementation Steps

In order to implement this action, the county does not need to change its current operations. Fairfax County will continue to provide vacuum leaf collection service in specially created leaf collection districts. The county will continue to evaluate the costs, benefits, and suitability of providing this service in Fairfax County.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Improve Public Outreach and Education

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate CDD Collection Messages.* The county will continually evaluate the county's policy regarding CDD collection issues. At the minimum, messages and themes will attempt to inform citizens, builders and haulers on what materials are classified as CDD and how they should be handled, collected, and ultimately disposed.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for each CDD collection message, including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns. The Office of Public Affairs will include marketing messages in county publications.
3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for each CDD collection message. Public outreach will focus on the construction community and private haulers.
4. *Review Program Performance.* The county will review the performance of the CDD collection public outreach and education. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for developing public outreach messages, and executing the public outreach and education program. The Office of Public Affairs will assist in marketing the message.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period.

Consider Program to Promote Best Management Practices for CDD Haulers

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate CDD Collection Best Management Practices.* The county will evaluate and select best management practices for the collection of CDD. These best management

practices will be aligned with the county’s overall CDD management strategy.

2. *Develop Promotion Strategy and Discuss with Private Haulers.* The county will meet with private haulers to agree on a strategy and timeline to implement these best management practices.
3. *Public Education.* Develop public awareness campaign for haulers and other stakeholders.
4. *Review Best Management Practices.* The county will review the performance of the selected CDD collection best management practices. Based on these reviews, the county may choose to increase promotion, revise the implementation strategy, or select more effective best management practices.

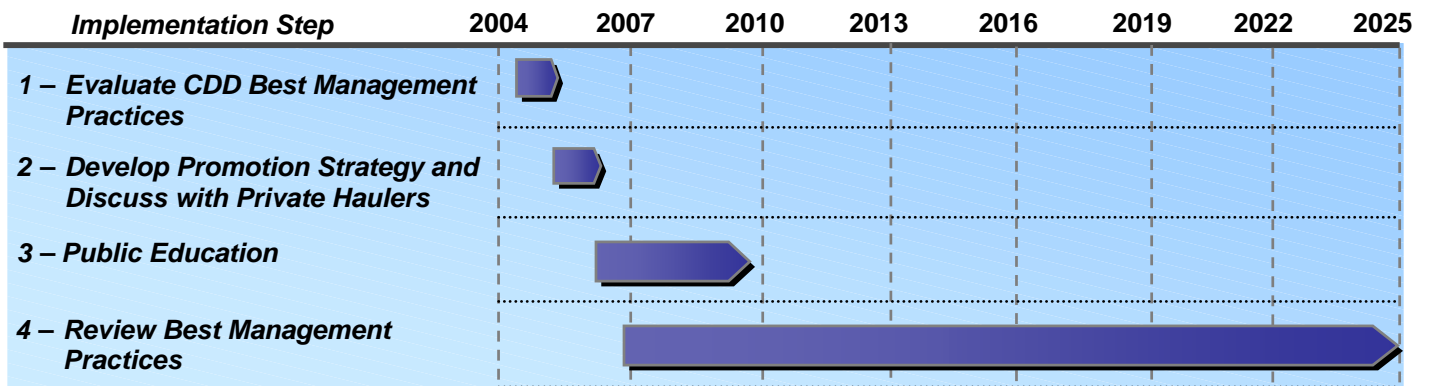
Implementation Responsibility

The Fairfax County DPWES will have the primary responsibility for administering best management practices for CDD collection in the county. Private haulers will work with the county in implementing the new county policy.

Implementation Timeframe

The county will begin implementing this action by evaluating CDD collections best management practices immediately. Discussions with private haulers will begin in FY2005. Public awareness will coincide with the selection of implementation strategy with haulers and continue during the SWMP planning period. Review of best management practices will continue throughout the SWMP planning period. Figure 12-4 shows the timeline for the implementation of this action.

Figure 12-4. Implementation Timeline - Consider Program to Promote Best Management Practices for CDD Haulers



Promote Use of Special Fuels, Filters, and Special Vehicles for Collection

Implementation Steps

The implementation of this action involves the following steps:

1. *Implement for County Collection Fleet.* Fairfax County will implement the use of special fuels and filters immediately for county collection and other fleet vehicles to reduce air pollution due to emissions. Additionally, the county will evaluate the use of special collection vehicles.
2. *Discuss with Private Haulers.* The county will meet with private haulers to discuss their use of special fuels, filters, and special vehicles for collection.
3. *Develop Strategy to Promote Use.* Develop strategies to promote private haulers to use special fuels, filters, and/or collection vehicles. Fairfax County may consider providing a lower tipping fee to haulers that use special fuels, filters, and/or collection vehicles.
4. *Promote Use.* Develop public awareness campaign about use of special fuels, filters, and/or collection vehicles.

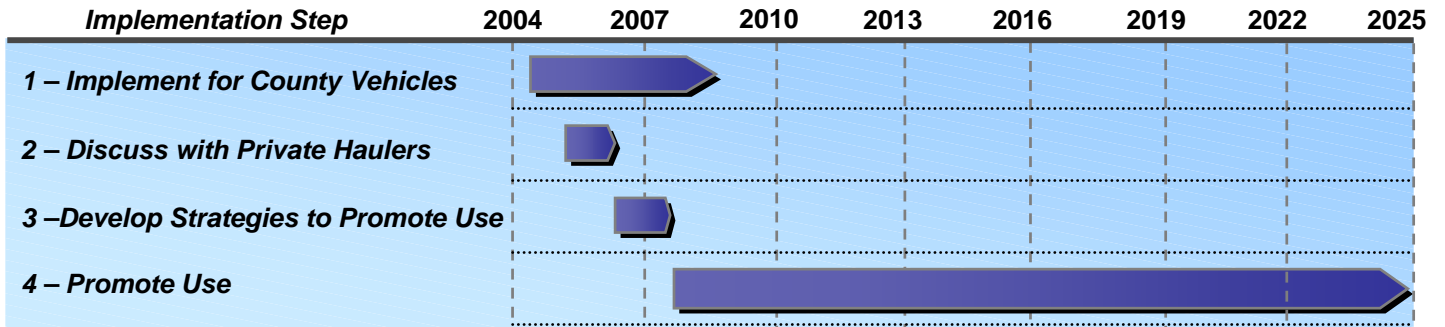
Implementation Responsibility

The Fairfax County DPWES will have the primary responsibility administering the policy for MSW collection in the county. In addition, each department in the county with fleet vehicles will have to adopt these requirements. Private haulers will assist by using special fuels, filters, and/or special vehicles for collection.

Implementation Timeframe

The county will begin implementing this action for county vehicles with immediately. Discussions with private haulers will begin in FY2005 and the county will develop strategies to promote use in FY2006. Full implementation of this action will be complete by FY2008. Public awareness will continue during the SWMP planning period. Figure 12-5 shows the timeline for the implementation of this action.

Figure 12-5. Implementation Timeline - Promote Use of Special Fuels, Filters, and/or Special Collection Vehicles



Implement a Collection and Disposal Strategy for Emergencies

Implementation Steps

Fairfax County will develop a strategy for the countywide collection and disposal of solid waste generated from emergency events, including natural and homeland security disasters. The implementation of this action involves the following steps:

1. *Evaluate Emergency Collection Alternatives.* Fairfax County will evaluate methods to secure emergency collection and disposal services before disasters, possibly through contracts or regional agreements.
2. *Implement Alternatives.* The county will establish procedures or implement contractual mechanisms to provide emergency collection and disposal services.
3. *Review Emergency Collection Strategy.* The county will review the adequacy and/or performance of the selected emergency collection and disposal strategy and revise as necessary.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Expand Special Wastes Collection

Implementation Steps

Fairfax County will continue the current collection system for special wastes, and potentially expand collection hours or locations. The implementation of this action involves the following steps:

1. *Evaluate Expansion Alternatives.* Fairfax County will evaluate the performance of the existing special wastes collection program, identifying the potential improvements from increased operating hours and locations. The county will weigh the improvements against the projected cost of expanding collection.
2. *Implement Alternatives (if necessary).* If the county decides to expand collection hours, Fairfax County will allocate the necessary staff. If the county expands locations, Fairfax County will evaluate, select, and secure appropriate facilities.
3. *Promote Use.* Develop public awareness campaign about expanded special wastes collection program.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Continue Using Current Transfer System

Implementation Steps

In order to implement this action, the county does not need to change its current operations. Continued operation of the I-66 Transfer Station involves maintaining the permit, performing facility maintenance, and completing expansion as required. As waste generation in Fairfax County grows, solid waste transfer requirements may exceed the current transportation capacity of the I-66 Transfer Station, therefore, the county may need to increase the number of trucks hauling material for disposal and/or the number of transfer bays.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action.

Implementation Timeframe

The county can implement this action immediately.

Reconfigure or Construct Waste Handling Areas at the I-66 Transfer Station

Implementation Steps

The implementation of this action involves the following steps:

1. *Review Capacity Requirements.* Complete estimate of future use of the I-66 Transfer Station for citizen disposal and commercial cash customers, CDD, and yard waste.
2. *Enhance CDD Sorting and Screening Area to Allow for Increased Recycling.* This initiative will require staff to screen loads of CDD for materials that can be recycled. Specialized equipment may be needed to help with sorting and handling.
3. *Design Waste Handling Areas.* Fairfax County staff will design waste handling area concepts. The county may need to construct or contract for a redesign of the traffic flow and capacity needs at the I-66 Transfer Station. Staff will design or contract for drawings and specifications for the scalehouse bays or any new buildings.
4. *Contract for Construction.* Evaluate transfer needs and contract for construction. Consider public/private partnerships when planning any new construction.
5. *Build the New Bays and Change the Traffic Flows.* County staff will oversee the building additions and changes to traffic flows to ensure that the impact on regular operations is minimal.
6. *Promote New Waste Handling Areas.* Develop public outreach and education about new waste handling areas for residents, small businesses, and haulers.

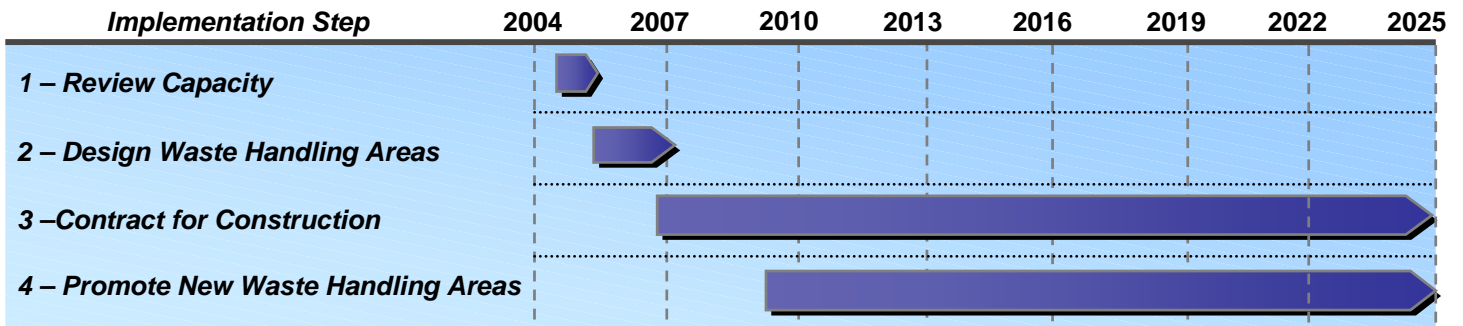
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action. DPWES staff have already convened a small committee of I-66 Transfer Station staff, engineers and supervisory members to review possible layouts of new unloading areas for citizen disposal and commercial cash customers.

Implementation Timeframe

The county will begin reviewing capacity requirements in FY2005. Designs for the new waste handling areas will begin in FY2006. Construction and promotion of the new waste handling areas will begin at the earliest in FY2006. Operational improvements will continue during the SWMP planning period as capacity requirements and use dictate. Figure 12-6 shows the timeline for the implementation of this action.

Figure 12-6. Implementation Timeline - Reconfigure or Construct New Waste Handling Areas at the I-66 Transfer Station



Add Transfer Capabilities to the I-95 Landfill Complex

Implementation Steps

The county will implement this action if (1) additional transfer capacity is needed to move waste further south as part of waste exchange agreements, (2) the E/RRF does not remain the primary disposal facility in the county's waste management system, or (3) the I-66 Transfer Station reconfiguration is not sufficient to handle the increased MSW quantities. The implementation of this action involves the following steps:

1. *Evaluate Site.* Complete a site assessment to identify suitable locations for the transfer facility at the I-95 Landfill Complex.
2. *Negotiate with Covanta Fairfax, Inc. (CFI) (if necessary).* If the planned site location is on CFI leased property, negotiate for transfer station placement.
3. *Design Transfer Station.* Fairfax County staff will design the transfer station or contract to have it designed. The county will contract for the construction of the new building and design of traffic patterns, if needed. Note that the planned use of the E/RRF will affect the configuration of the new transfer station. The county will likely involve the community and Planning Commission in the design process.
4. *Contract for Construction.* Evaluate transfer needs and contract for construction. Consider public/private partnerships so the county does not bear the full cost of construction.
5. *Budget.* Incorporate cost estimates for the new transfer station into the county budget.

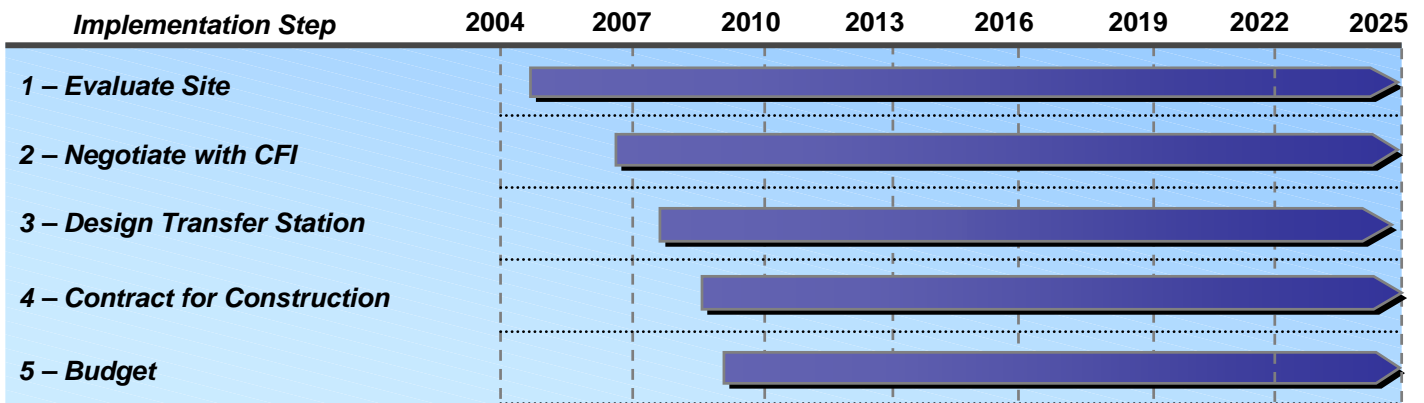
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action, will determine the location of the transfer station, and will design or contract for transfer station site construction.

Implementation Timeframe

The county will begin investigating possible sites when the waste quantities require additional transfer capacity. All other steps are ongoing based on transfer station needs. Figure 12-7 shows the timeline for the implementation of this action.

Figure 12-7. Implementation Timeline - Add Transfer Capabilities to the I-95 Landfill Complex



Improve Public Outreach and Education

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate Transfer Messages.* County staff will continually evaluate the county’s transfer messages, including public outreach and education to promote SWMP transfer actions.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for the transfer messages including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns. The County Executive and Board of Supervisors will assist in developing and approving the strategy and plan; the Office of Public Affairs will include marketing messages in county publications.
3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for the transfer messages. Public outreach will focus on the private haulers and construction community.

4. *Review Program Performance.* The county will review the performance of the transfer public outreach and education. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for setting the public outreach messages and executing the public outreach and education program. The Office of Public Affairs will assist in marketing the message.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. Public outreach and education messages will likely be driven by implementation of the county's SWMP transfer actions.

Continue Using the Current Disposal System

The implementation of this action is different for MSW and CDD; the separate implementation plans for MSW and CDD are described below.

MSW

Implementation Steps

The current operating agreement with CFI expires in 2011; the agreement calls for contract renegotiation to begin five years before expiration (i.e., 2006). Fairfax County will renegotiate the contract with CFI to extend use of the E/RRF past 2011.

County staff will need to complete these steps:

1. *Conduct Preliminary Renegotiation Meetings.* Discuss the goals and concept of the E/RRF operating agreement with CFI and County staff. Involve discussions with community representatives early in the process. The County Attorney and others will be involved in the meetings.
2. *Develop Draft Operating Agreement.* Prepare and refine a draft agreement through meetings and review with stakeholders. Ensure that the county maintains sufficient disposal capacity at the E/RRF for its needs.

3. *Finalize Contract and Renegotiate Landfill Contracts.* Agree with CFI on contractual terms. Negotiate landfill contracts to cover excess or emergency disposal needs.
4. *Budget.* Incorporate cost estimates for using the E/RRF into county budgets.
5. *Implement a Public Outreach and Education Process.* The county will use media and other outlets to execute the promotion strategies for the any disposal messages. Public outreach will focus on the increasing customers understanding of the new requirements and how they can support the county's efforts.
6. *Review Agreement.* Review operating agreement and process as needed throughout SWMP planning period.

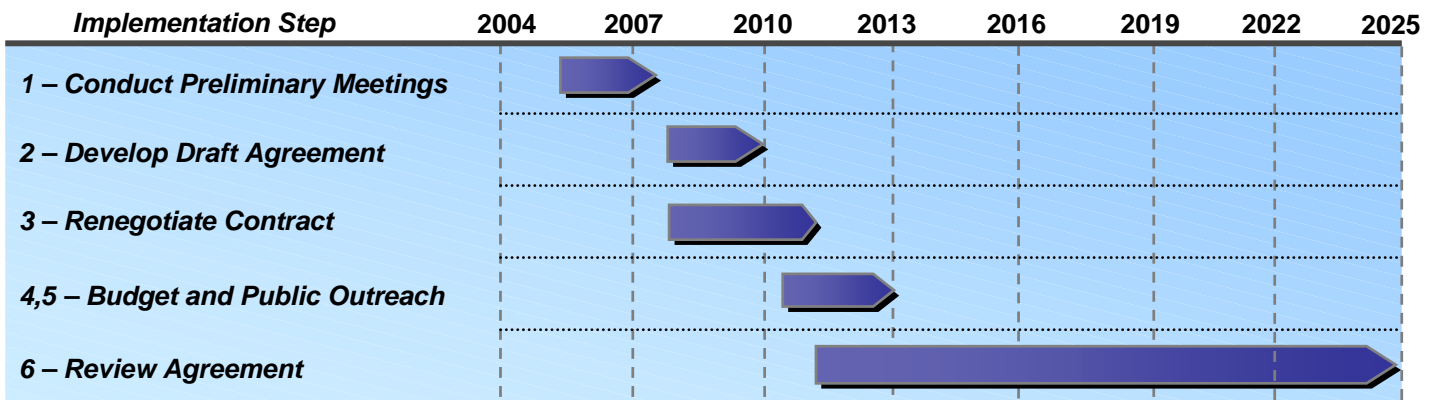
Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for implementing this action. The County Attorney, Risk Management, DPSM, and others will provide support as needed. The county may retain outside support from both engineering and legal firms.

Implementation Timeframe

The preliminary renegotiation meetings will begin in early 2006. The county plans to have a conceptual agreement by FY2008, a first draft agreement in FY2009, and a final draft Agreement by the end of FY2010. The renegotiated operating agreement will be implemented in February 2011, and terms incorporated into county budgets starting with the FY2011 budget. The county will review the operating agreement as needed throughout the period to 2025. Figure 12-8 shows the timeline for the implementation of this action.

Figure 12-8. Implementation Timeline - Continue Using Current Disposal System



CDD

Implementation Steps

The implementation of this action depends on the availability of CDD disposal capacity in the regional area. County and private companies will develop contracts with landfills to secure capacity for the disposal of county-generated CDD. Under this action, securing CDD disposal capacity is the responsibility of the county (for disposal capacity for CDD handled at county transfer facilities) and private haulers (for CDD they collect and dispose of directly).

The implementation of this action involves the following steps:

1. *Evaluate CDD Capacity Requirements.* The county will complete a study of CDD disposal capacity required for county-generated CDD and the remaining disposal capacity in the region. Communicate and partner with private construction and hauling companies to determine disposal capacity requirements. Based on this study, the county and private haulers will determine the amount of capacity they will need to contract for, if any.
2. *Evaluate Alternative CDD Management Strategies.* The county will review recycling and other CDD management strategies to minimize CDD disposal requirements. The county will also evaluate whether to support the capacity expansion of existing in-county CDD landfills over the SWMP planning period.
3. *Negotiate and Establish Contracts.* The county and private haulers will negotiate and establish contracts with as many CDD landfills as necessary to provide the required disposal capacity.
4. *Implement a Public Outreach and Education process.* The county will use media and other outlets to promote CDD disposal messages. Public outreach will focus on increasing customers understanding of the new requirements and how they can support the county's efforts.
5. *Review Capacity Requirements and Adjust Contracts.* Review CDD disposal capacity requirements (Step #1) periodically and make adjustments in the contracts as required.

Implementation Responsibility

County staff and private companies will develop contracts with landfills to secure capacity for the disposal of county-generated CDD. The Fairfax

County DPWES will have responsibility for monitoring availability of CDD disposal capacity in Fairfax County and seeking additional landfill capacity for CDD managed at county transfer facilities.

Implementation Timeframe

The county will implement this action immediately by evaluating CDD disposal capacity; reviews of CDD disposal capacity will continue throughout the SWMP planning period. County or private haulers will identify when CDD disposal capacity issues require contracts. They will immediately evaluate alternative CDD management strategies and, within one year, negotiate and establish contracts for CDD disposal capacity.

Discontinue Use of E/RRF after 2011 and Use Out-of-County Landfills

Implementation Steps

The county will implement this action if it does not make significant progress in negotiating a mutually-beneficial contract with CFI for the continued use of the E/RRF. The implementation of this action involves the following steps:

1. *Review Landfill Capacity Requirements.* Project MSW landfills requirements after 2011 using updated disposal data.
2. *Develop an RFP.* Complete an RFP for the required capacity in landfills in Virginia.
3. *Establish Contracts and Budget Requirements.* Award contracts in FY2010, and FY2011 with landfills in locations that are technically and economically feasible. Analyze vehicle transportation needs and begin ramp-up of trucks required to transport all waste to landfills. Incorporate funding in budget to support transportation and landfilling of waste.
4. *Review Contracts.* Review landfill contracts for capacity and costs as needed throughout SWMP planning period.

Implementation Responsibility

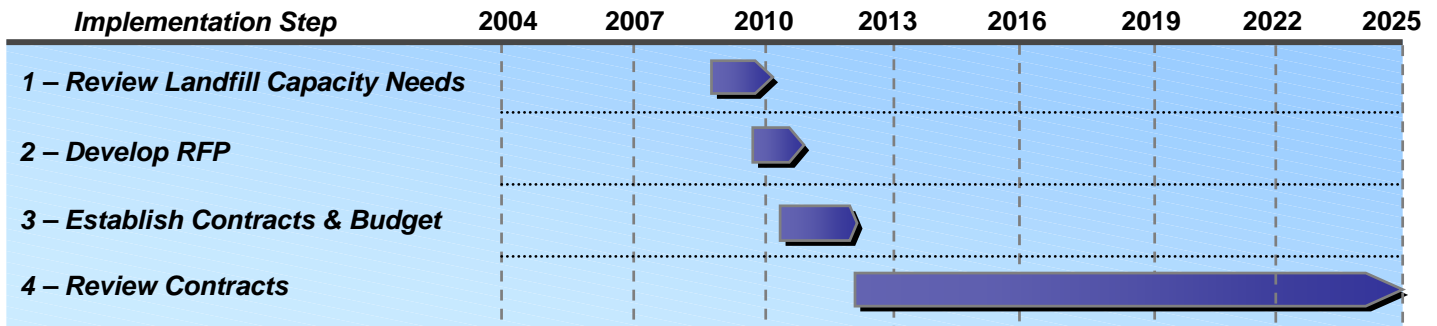
The Fairfax County DPWES will have primary responsibility for implementing this action. The County Attorney, Risk Management and DPSM will provide support as needed.

Implementation Timeframe

The county will begin reviewing landfill capacity requirements and developing RFPs in FY2009. In FY2011, the county will award contracts, and ramp up to full use in February 2011 (corresponding with the cessation of the E/RRF contract). The county will review the landfill and

transportation contracts as needed throughout SWMP planning period. Figure 12-9 shows the timeline for the implementation of this action.

Figure 12-9. Implementation Timeline - Discontinue Use of the E/RRF and Use Out-of-County Landfills



Foster a Regional Approach for CDD Disposal

Implementation Steps

The implementation of this action involves the following steps:

1. *Identify Regional Partnership.* The county will evaluate partnerships with NVRC, MWCOG, Arlington County, Loudoun County, and/or other cities or counties. Fairfax County will garner political support of all jurisdictions involved.
2. *Evaluate Regional CDD Capacity Requirements.* The regional partnership will complete a study of CDD disposal capacity required and the remaining capacity in the region.
3. *Develop Regional Approach.* Based on this analysis, the regional partnership will develop an approach to address the regional CDD disposal capacity concerns. The regional partnership will also review recycling and other CDD management strategies to minimize CDD disposal requirements.
4. *Review Capacity Requirements and Adjust Approach.* Review CDD disposal capacity requirements (Step #1) periodically and make adjustments to the regional approach as required.

Implementation Responsibility

Fairfax County will take the initiative in working with NVRC, MWCOG, Arlington County, Loudoun County, and/or other cities or counties to identify a regional partnership. This partnership will have primary

responsibility for evaluating CDD disposal capacity in the region and establish and executing the regional approach.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. The urgency of this action will likely be driven by a shortage of CDD disposal capacity for the county.

Improve Public Outreach and Education, for CDD Disposal

Implementation Steps

The implementation of this action involves the following steps:

1. *Evaluate CDD Disposal Messages.* The county will continually evaluate the county's policy regarding CDD disposal and capacity issues; messages and themes will attempt to alleviate CDD disposal capacity issues in the county. The Fairfax County DPWES will continually evaluate CDD disposal capacity to determine the urgency of public outreach and education.
2. *Develop Promotion Strategies.* The county will create a marketing strategy for the CDD disposal capacity message, including determining marketing goals, evaluating cost feasibility, refining target audiences, and developing promotion campaigns. The County Executive and Board of Supervisors will assist in developing and approving the strategy and plan; the Office of Public Affairs will include marketing messages in county publications.
3. *Execute Public Outreach.* The county will use media and other outlets to execute the promotion strategies for the CDD disposal capacity message. Public outreach will focus on the construction community and private haulers.
4. *Review Program Performance.* The county will review the performance of the CDD disposal capacity public outreach and education. Based on these reviews, the county may choose to increase promotion, revise the marketing strategy, or reallocate resources to more effective programs.

Implementation Responsibility

The Fairfax County DPWES will have primary responsibility for evaluating CDD disposal capacity in the county, setting the public outreach messages, and executing the public outreach and education program. The Office of Public Affairs will assist in marketing the message.

Implementation Timeframe

The county can implement this action immediately and continue throughout the SWMP planning period. Public outreach and education messages will likely be driven by a shortage of CDD disposal capacity for the county.