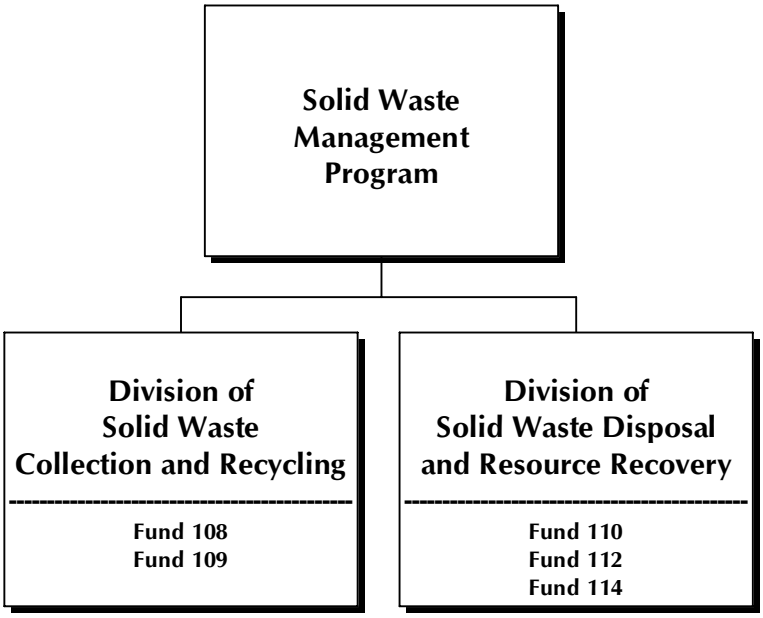
Solid Waste Management Program



Mission

To protect the public interest through solid waste management planning and regulatory oversight of the County's refuse ordinances by providing efficient and effective collection, recycling, and disposal of solid waste for customers in an environmentally responsible manner.

Focus

The Solid Waste Management Program is responsible for the management and long-range planning for all refuse and recycling within the County and is comprised of a County-owned and operated refuse transfer station, an Energy/Resource Recovery Facility (E/RRF), a regional municipal landfill operated by the County, two citizens' disposal facilities, eight drop-off sites for recyclable materials, and equipment and facilities for refuse collection, disposal, and recycling operations. The operation of the Solid Waste Management Program is achieved through the Division of Solid Waste Collection and Recycling and the Division of Solid Waste Disposal and Resource Recovery in the Department of Public Works and Environmental Services.

Division of Solid Waste Collection and Recycling

The Division of Solid Waste Collection and Recycling manages two funds including Fund 108, Leaf Collection, which provides for the collection and disposal of leaves within leaf collection sanitary districts, and Fund 109, Refuse Collection and Recycling Operations, which provides staff and administration for Funds 108 and 109; the collection and disposal of refuse from sanitary districts within the County, County Agency Routes (CAR) and the overall management and operation of the County's recycling programs. Fund 109 also provides the management and operational control for the Solid Waste General Fund (DSW-GF) Programs for services provided on behalf of the County. The DSW-GF Programs consist of Community Cleanup, Court/Board Directed Cleanups, Evictions, and Health Department Referral operations. Collection programs in Fund 109 have been impacted by higher disposal charges and increasing operating expenses such as labor and fuel requiring a rate change in the fund.

THINKING STRATEGICALLY

Strategic issues for the Program include:

- Developing and maintaining an efficient and effective regulatory program;
- Continuing external communications and collaboration;
- Maintaining and enhancing an integrated solid waste management system;
- Achieving financial viability through sound financial practices;
- Maintaining and improving internal management systems;
- Providing excellent customer service; and
- Enhancing the community and protecting the environment.

Fund 108, Leaf Collection, is responsible for the collection of leaves within Fairfax County's 32 approved leaf collection districts which include 20,463 households. Revenue is derived from a levy charged to homeowners within leaf collection districts. The FY 2007 leaf collection levy will remain at the FY 2006 rate of $0.015 per $100 of assessed real estate value which will generate an estimated $1,937,940 in revenue.

Fund 109, Refuse Collection and Recycling Operations, is responsible for collection of refuse, as well as coordination of curbside recycling operations, from 43,800 household units within Fairfax County's 74 approved sanitary districts. Revenue to support operations is derived from the refuse collection fee. Similar to the leaf collection program, refuse collection services have seen an increase in petitions from citizens to receive refuse and recycling services from the County. This growth, increased disposal costs charged by Fund 110, Refuse Disposal, and the cost of fuel to operate collection vehicles has substantially decreased the fund balance. The fund balance has decreased from $14,507,813 in FY 2001 to $2,578,561 in FY 2006 (based on *FY 2006 Revised Budget Plan*). The annual fee was increased from $210 to $240 in FY 2005 and to $270 in FY 2006. While the FY 2006 fee increase slowed the decline in the ending balance, this increase was not enough to cover higher program operating costs. If the FY 2006 rate of $270 was maintained in FY 2007, the ending balance would barely exceed $500,000. This level would be insufficient to meet vehicle and equipment reserve requirements which total over $1 million. In order to provide for anticipated expenditures in FY 2007 and maintain essential reserves, an increase in the annual fee to $315 is proposed. If operating costs do not exceed those currently anticipated, it may be possible to hold the fee at $315 in FY 2008; however, future rate increases are anticipated.

Division of Solid Waste Disposal and Resource Recovery

The Division of Solid Waste Disposal and Resource Recovery manages three funds. Fund 110, Refuse Disposal, is responsible for delivering refuse collected throughout Fairfax County to the E/RRF, the Prince William County Facility, or an appropriate landfill; transferring yard waste to compost facilities; coordinating the facility use agreement between Fairfax and Prince William Counties; operating the County's Battery, White Goods and Household Hazardous Waste programs; managing the Citizens' Disposal Facilities; and providing brush mulching services. Fund 112, Energy/Resource Recovery Facility, oversees the disposal of refuse at the E/RRF. Fund 114, I-95 Refuse Disposal, provides management and operational control at the I-95 Landfill for all regional participants. Fund 110 and Fund 112 continue to face significant financial pressures that result from adverse legal decisions against flow control and requirements pursuant to the agreement for the operation of the County's waste-to-energy incinerator, the Energy/Resource Recovery Facility (E/RRF).

Fund 110, Refuse Disposal has the primary responsibility for channeling refuse collected throughout Fairfax County to either the E/RRF, a private landfill, or to a Prince William County facility, as well as channeling yard debris to composting facilities. The County's solid waste disposal program has come under significant financial pressure due to a number of factors, most notably the adverse 1994 United States Supreme Court decision affecting solid waste flow control which allows waste to be hauled out of the County for disposal, as well as the development of several large landfills within Virginia and in neighboring states which are less expensive disposal options than those offered by the County.

Under the current industry environment, the County has implemented a competitive pricing system. The pricing has proved to be sufficient to cover a majority of disposal costs, however public interest and non-revenue generating programs must be funded through a General Fund transfer to subsidize the fund. In FY 2007, the system disposal charge is set at $50 per ton, an increase of $2 over the FY 2006 rate. A contractual disposal rate for FY 2007 will be negotiated with private waste haulers but is anticipated to be $46.95 per ton, an increase of $2 over the $44.95 per ton in FY 2006. Revenue increases are therefore projected based on this disposal charge increase.

Solid Waste Management Program

Programs including the County's Recycling Program, the Household Hazardous Waste Program, closed landfill maintenance and the Code Enforcement Program do not generate revenues. The net cost of these programs is estimated to be $3.97 million in FY 2007. In order to meet FY 2007 expenditure requirements, a General Fund transfer of $2,500,000 is required, the same as the FY 2006 transfer level. The transfer is included primarily to help support the expenditure requirements of the non-revenue generating programs noted above.

In addition to the challenges faced by Fund 110, Fund 112, Energy/Resource Recovery Facility faces challenges as it funds the County's waste-to-energy incinerator which annually converts approximately 1.1 million tons of waste into approximately 80 megawatts of electricity. Expenditures in this fund are comprised primarily of a contractual payment made to Covanta Fairfax, Incorporated (CFI) who operates the E/RRF on behalf of the County. The formula-driven contract between the County and CFI establishes a yearly per-ton estimate/tip fee that the County pays to CFI that is based on support requirements for incinerator operations. The yearly estimate is based on variables including credits derived from the sale of electricity to Dominion Virginia Power, plant operating costs, bond retirement payments and other pass through costs such as landfilling ash and utilities.

Pursuant to the agreement signed in 1987 and amended in 1996 between CFI and Dominion Virginia Power, Dominion Virginia Power began purchasing electricity from CFI at a lower per-kilowatt rate in May 2005. As a result, CFI will see decreased revenues of about $4,500,000 in FY 2006. Estimates for FY 2007 are not yet available. Since the County's agreement with CFI requires the County to cover any shortfall arising from decreased electricity revenues, the County will be charged more for the operation of the plant. The County charges a tipping fee to all users of the E/RRF and subsequently pays the contractual disposal fee to Covanta from these revenues. In FY 2007, the payment to Covanta Fairfax is estimated to be $37 million.

The tipping fee is projected to be $33 per ton in FY 2007, the same rate as in FY 2006; however, it should be noted that the agency anticipates future increases in the E/RRF tipping fee to continue to meet expenditure requirements related to the contract with CFI and increased consultant expenses as the negotiations of the new Service Agreement continue through FY 2011. Changes in the equipment and pollution control systems may be necessary since the County is located in a severe ozone non-attainment area and would need to meet any new Environmental Protection Agency standards.

Specific description, discussion, and funding requirements for each fund of the Solid Waste Management Program can be found in the subsequent pages.

OPERATIONAL FEE STRUCTURE

Solid Waste Operations Fee Structure[1]

	Fund 108, Leaf Collection	Fund 109, Refuse Collection and Recycling Operations	Fund 110, Refuse Disposal	Fund 112, E/RRF	Fund 114, I-95 Refuse Disposal
FY 2007 Fee	$0.015/$100 Assessed Property Value	$315 Curbside	$50/Ton, System Fee $46.95 Estimate to be negotiated Contract/Discount $57/Ton, Citizens Disposal Facilities	$33/Ton	$11.50/Ton
FY 2006 Fee	$0.015/$100 Assessed Property Value	$270 Curbside	$48/Ton, System Fee $44.95 Negotiated Contract/Discount $55/Ton, Citizens Disposal Facilities	$33/Ton	$11.50/Ton
Who Pays	Leaf District Residents	Sanitary District Residents	Private Collectors, Citizens and County Agencies through Fund 109	The County through Fund 110	E/RRF, Fund 110, and Participating Jurisdictions

[1] There are numerous special rates that have been negotiated and implemented as the need has risen which are not reflected in the structure above. Examples include varying miscellaneous charges for yard debris (brush, grass, and leaves), tires, and others.

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

Maintaining Safe and Caring Communities	Recent Success	FY 2007 Initiative	Fund
Maintain and improve the established response rate to County agencies, and community and civic groups for refuse collection and disposal support requests and improve the response rate in support of the Office of the Sheriff for evictions.	☑	☑	General Fund
Continue coordinating and cooperating with local emergency agencies to assist the community during disaster events.	☑	☑	109, 110
Continue implementing the plan for successful renegotiation of the Service Agreement for continued use of the E/RRF beyond 2011.	☑	☑	112
Continue to implement the Debris Management Program in order to provide necessary planning, policies and procedures that enable the Solid Waste Management Program to execute its primary debris management mission and to remove 2 million cubic yards of disaster-generated debris under Fairfax County's Emergency Operations Plan.	☑	☑	109, 110
Per court decree, the agency removed over 30 tons of refuse and recycled 7 tons of metal from a junk/storage yard that was in violation of zoning ordinances.	☑		General Fund, 109, 110

Solid Waste Management Program

Connecting People and Places	Recent Success	FY 2007 Initiative	Fund
Continue to provide updated leaf collection schedule information to customers via the County's website.	☑	☑	108
Worked with Clean Fairfax Council to provide environmental grants to students in the Fairfax County Public Schools to assist in environmental education. Assisted the Council with a significant upgrade to its website to provide better communication about litter and recycling in the County.	☑		109
Implemented an e-notification system to update 43,800 Refuse Collection Customers on last minute schedule changes via an e-mail list server.	☑		109
Continue creating new web content to explain and clarify any program changes undertaken as part of the approved Fairfax County Solid Waste Management Plan.	☑	☑	109, 110
Practicing Environmental Stewardship	**Recent Success**	**FY 2007 Initiative**	**Fund**
Continue implementing the County's toxics reduction program to reduce the quantity of electronics, fluorescent light tubes and rechargeable batteries entering the waste stream by providing recycling opportunities to residents and businesses to prevent pollution associated with disposal of these materials.	☑	☑	109
The Fairfax County/Service Source Keep It Green Program has recycled over 1,000 tons of electronics while providing valuable employment opportunities to citizens with disabilities	☑	☑	109
Continue executing the Solid Waste Management plan which outlines a countywide, environmentally responsible plan for handling increasing amounts of wastes and recyclables. Plan was approved in May 2004. Initiatives will continue during the 20-year planning horizon.	☑	☑	109, 110
Continue partnering with the Fairfax County Public Schools (FCPS) by including the schools in the County's efforts to recycle computers and other electronics. FCPS works with the Solid Waste Management Program and Service Source to collect unwanted computers and uses them to teach computer repair skills to students.	☑	☑	109
In early FY 2004, the Division completed the criteria to become E-2 compliant for the Virginia Department of Environmental Quality (DEQ). E-2 represents Environmental Excellence and is a voluntary program for environmental commitment.	☑		109, 110, 114
Continue a public awareness program to explain environmental controls of the E/RRF, its method of producing electricity and its role in the Solid Waste Management Program.	☑	☑	112

Solid Waste Management Program

Practicing Environmental Stewardship	Recent Success	FY 2007 Initiative	Fund
Evaluated a dolomitic ash conditioning system to maintain the pH levels in the ash so that the components of the ash will remain chemically bound within the ash and not leach when placed in the landfill. This system is working to ensure that the ash remains non-hazardous.	☑		112, 114
Continue to process landfill gas for our energy partner, Michigan Cogeneration Systems. This allows for electricity to be generated from a byproduct of the landfill. Explore additional opportunities for landfill gas utilization.	☑	☑	114
Monitor operations of the E/RRF to ensure that the facility continues to perform in compliance with the Service Agreement.	☑	☑	112, 114
Continuing multi-year project to provide the final cap on the raw waste portion of the I-95 Landfill, while saving money by partnering with private vendors for local road construction.	☑	☑	114
Creating a Culture of Engagement	**Recent Success**	**FY 2007 Initiative**	**Fund**
Continue execution of the Solid Waste Management Plan (SWMP) via the Solid Waste Management Task Force and community meetings throughout the County to develop tactical plans to implement the approved recommendations in the SWMP.	☑	☑	All
Continue to implement the Community Recycling Road Show as an annual event to collect materials for recycling that are not recycled in the curbside program such as wireless telephones, computers, bicycles, eyeglasses and tennis shoes. Partner with FCPS to donate refurbished computers to needy families.	☑	☑	109
Initiated discussions with the construction and building community in Fairfax County to determine the best approach for the management of construction and demolition debris including opportunities for recycling these materials.	☑		109
Continue the monthly outreach program to residents of the Lorton community, whereby residents meet with staff representing the Division to discuss topics of mutual community/County interest.	☑	☑	110, 114

Exercising Corporate Stewardship	Recent Success	FY 2007 Initiative	Fund
Continue to monitor the performance of E/RRF operator Covanta Fairfax, Inc., including its bankruptcy proceedings to ensure that the County's interests are preserved, as well as begin review of options for waste disposal when the Service Agreement with Covanta Fairfax, Inc. ends in 2011.	☑	☑	110, 112 112/E/RRF
Developed a program for the Sanitary Districts to provide collection services for very large quantities of refuse or materials resulting from remodeling/reconstruction and land clearing/tree removal activities. This program provides residents with an opportunity to receive this service from the County for an additional fee and generates additional revenue to support the collection program.	☑		109
Worked to improve the vacuum leaf collection program and reduce the cost of managing and recycling leaves by identifying more in-County uses and storage locations.	☑		108
Staff partnered with local road building contractors to obtain clay for landfill closure. Through this partnership, the County was able to acquire clay – a critical component in landfill closure – at virtually no cost, thereby saving millions of dollars.	☑		114

Key Performance Measures – Division of Solid Waste Collection and Recycling Operations

Objectives

- To remove at least 95 percent of the leaves placed at the curb by citizens, within each leaf collection district, during the specified leaf collection period.
- To provide high quality refuse collection services ensuring the removal of trash in County sanitary districts while maintaining a customer service rating of good or better at 95 percent or above.
- To provide high quality refuse collection services to designated Fairfax County agencies while limiting program cost increases where possible in FY 2007.
- To continue to exceed the state-mandated recycling rate of 25 percent by at least 5 percent.

Solid Waste Management Program

Indicator	Prior Year Actuals FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	Current Estimate FY 2006	Future Estimate FY 2007
Output:					
Tons of leaves collected	8,006	6,309	9,854 / 6,548	9,000	9,000
Tons of refuse collected from residential customers	70,437	83,797	74,288 / 74,185	74,370	75,857
Tons of refuse collected from County agencies	9,614	10,953	9,979 / 9,614	10,538	10,680
Total tons recycled (1)	386,019	514,220	400,000 / 437,235	454,090	456,000
Efficiency:					
Net cost per home for leaf collection	$64.64	$53.81	$77.85 / $66.12	$80.66	$84.80
Net cost per home per year for residential refuse collection	$178.73	$256.64	$268.74 / $260.52	$277.52	$269.30
Net cost per ton for refuse collected from County agencies	$99.18	$89.60	$101.49 / $101.61	$105.31	$104.50
Net cost per home per year for residential recycling collection	$35.17	$34.78	$35.25 / $30.30	$34.24	$37.02
Service Quality:					
Percent of leaf customers rating service good or better	58.0%	68.3%	75.0% / 73.0%	75.0%	78.0%
Percent of residential refuse customers rating service good or better	94.0%	93.0%	94.0% / 93.0%	94.0%	95.0%
Percent of County agencies rating services good or better	NA	100.0%	95.0% / 100.0%	95.0%	95.0%
Percent of residential recycling customers rating services good or better	91.0%	89.0%	95.0% / 84.0%	89.0%	93.0%
Outcome:					
Percent of customers' leaves removed from curb	95.0%	95.0%	100.0% / 95.0%	95.0%	95.0%
Percent change in residential refuse customers rating services good or better	(1.3%)	(1.0%)	1.0% / 0.0%	1.0%	1.0%
Percent change in cost per ton for County agencies	3.80%	(9.70%)	13.30% / 13.40%	3.60%	(0.80%)
Total County recycling rate (1)	37.0%	37.0%	37.0% / 31.6%	31.6%	31.6%

(1) The tonnage recycled by private haulers is only reportable on a calendar year basis. Therefore, the actual year reported is the calendar year preceding the fiscal year; that is, the FY 2005 actual reflects CY 2004 data. The total County recycling rate reported is consistent with the private hauler tonnage data.

Performance Measurement Results

The net cost per home for leaf collection fluctuates due to changes in investment revenue received by the agency, operating expenditure increases and changes in capital equipment expenditures incurred by the agency. In FY 2005 the net cost per home for leaf collection increased by $12.31 per home over FY 2004 due to a longer leaf collection season and substantially higher payments to other cost centers supporting the Leaf Collection Program.

The net cost per ton of refuse collected in FY 2005 from the County Agency Routes increased slightly more than anticipated over FY 2004 costs due to higher personnel expenditures.

After two years of higher than normal recycling rates due to Hurricane Isabel and other factors, a return to a more typical rate of 31.6 percent occurred in FY 2005. This rate, which is almost 7 percent above the state mandate of 25 percent, is expected to continue in FY 2006 and FY 2007.

Key Performance Measures – Division of Solid Waste Disposal and Resource Recovery

Objectives

- To provide a sanitary facility for receiving, loading and transporting commercial and residential refuse by the most feasible and economical method available, while maintaining a 100 percent satisfactory rating from state inspections at the I-66 Transfer Station.

- To deliver no less than the Guaranteed Annual Tonnage (GAT) amount of 930,750 tons of municipal solid waste to the E/RRF as required under the contractual obligations of the Service Agreement between Covanta Fairfax, Inc. and Fairfax County.

- To manage the I-95 Landfill in an efficient, environmentally safe manner, meeting 100 percent of the regulatory standards; and to provide a permitted site where ash resulting from the E/RRF and other participating jurisdictions can be properly disposed.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	FY 2006	FY 2007
Output:					
Tons of material processed at the I-66 Transfer Station (1)	814,621	902,922	923,827 / 934,434	958,866	980,682
Tons of material delivered to the E/RRF	1,093,215	1,084,712	1,050,000 / 1,033,198	1,085,000	1,085,000
Tons of ash disposed at the I-95 Landfill	380,435	368,585	380,562 / 365,960	379,997	379,997
Efficiency:					
Cost per ton of material processed at the I-66 Transfer Station	$13.87	$14.87	$15.65 / $14.51	$15.34	$16.21
Cost per ton of material processed at the E/RRF	$26.83	$31.49	$32.71 / $31.60	$33.56	$34.92
Cost per ton to dispose ash at the I-95 Landfill (2)	$11.50	$11.50	$11.50 / $11.50	$11.50	$11.50

Indicator	Prior Year Actuals FY 2003 Actual	FY 2004 Actual	FY 2005 Estimate/Actual	Current Estimate FY 2006	Future Estimate FY 2007
Service Quality:					
Number of satisfactory DEQ ratings at the I-66 Transfer Station	4	4	4 / 4	4	4
Tons delivered to the E/RRF in excess of GAT	162,465	153,962	119,250 / 102,448	154,250	154,250
Number of satisfactory DEQ ratings at the I-95 Landfill	6	6	6 / 6	6	6
Outcome:					
Percent satisfactory DEQ inspection ratings at the I-66 Transfer Station	100%	100%	100% / 100%	100%	100%
Percent of GAT met	117.45%	116.54%	112.81% / 111.01%	116.57%	116.57%
Percent satisfactory DEQ inspection ratings at the I-95 Landfill	100%	100%	100% / 100%	100%	100%

(1) Material includes combustible waste, yard waste, white goods, tires, debris and brush.

(2) Calculation includes operational cost of landfill and estimated cost necessary for landfill closure.

Performance Measurement Results

The I-66 Complex (Fund 110) received satisfactory ratings, the highest possible, from the Virginia Department of Environmental Quality (DEQ) for all inspections conducted during FY 2005. The facility is in compliance with all provisions of the operating permits and the Virginia Solid Waste Management Regulations. The tonnage processed through the I-66 Complex has increased from 814,621 tons in FY 2003 to 902,922 tons in FY 2004 due to tonnage increase from customers and effects from Hurricane Isabel, and increased more moderately to 934,434 tons in FY 2005. With the current trend, the estimate for FY 2006 is 958,866 tons, and for FY 2007 is 980,682 tons. The cost per ton of solid waste processed through the I-66 Transfer Station was $14.51 in FY 2005, compared to the budgeted amount of $15.65. The estimated cost per ton processed is $15.34 in FY 2006 and $16.21 in FY 2007.

In FY 2005, a total of 1,033,198 tons were delivered to the Energy/Resource Recovery Facility (Fund 112) exceeding the Guaranteed Annual Tonnage (GAT) of 930,750 tons by 102,448 tons or 11.0 percent above the requirement. The extra tonnage resulted in savings of $3.07 per ton for all the waste processed at the E/RRF site. The estimated tonnage delivery to the E/RRF is 1,085,000 tons for both FY 2006 and FY 2007. The corresponding estimated cost to process waste is $33.56 per ton for FY 2006 and $34.92 per ton for FY 2007.

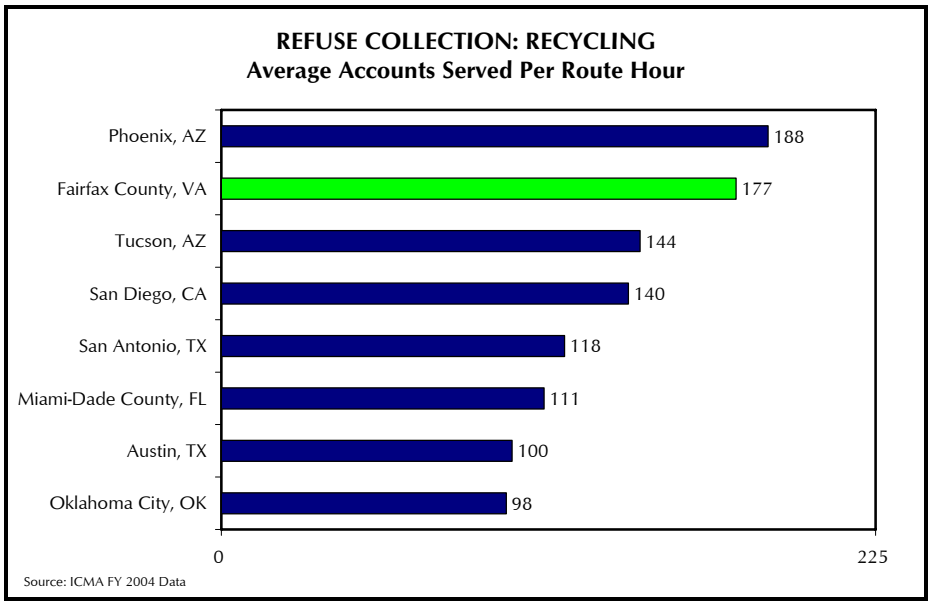
The I-95 Landfill also received the highest satisfactory ratings by DEQ for all inspections conducted during FY 2004. It should be noted that DEQ reduced the number of inspections from 12 times per year to 6 times per year, four of which are waste facility inspections and two are air quality inspections.

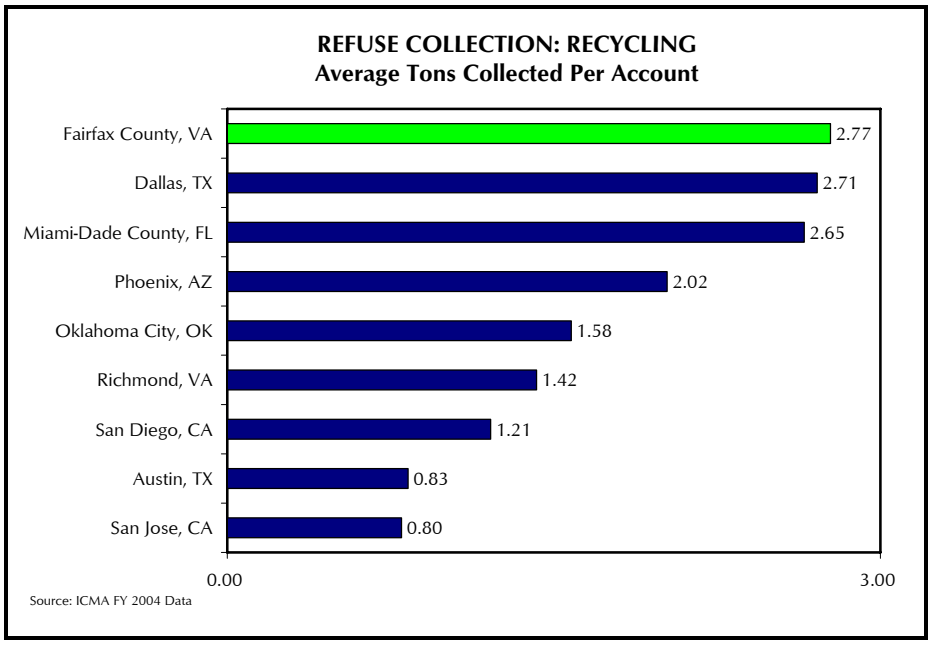
Benchmarking

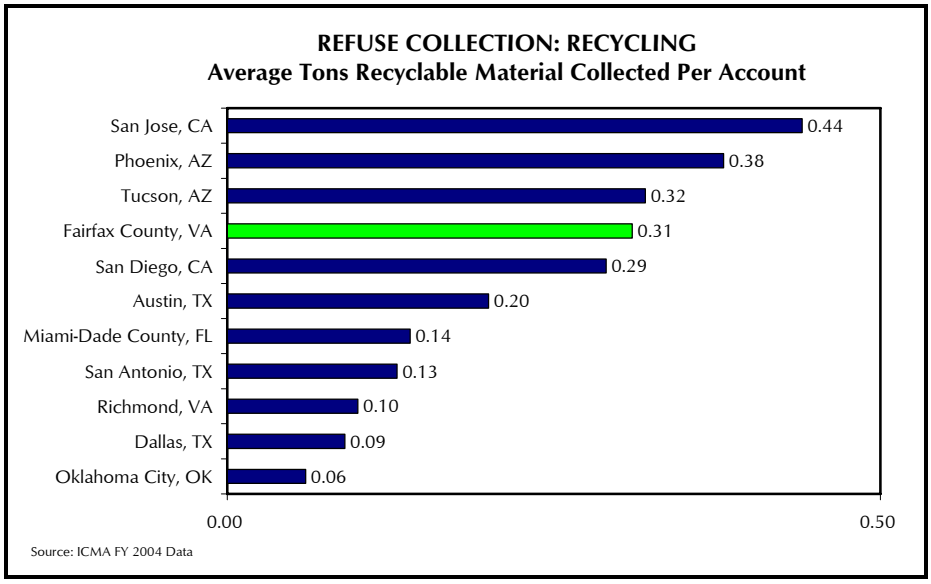
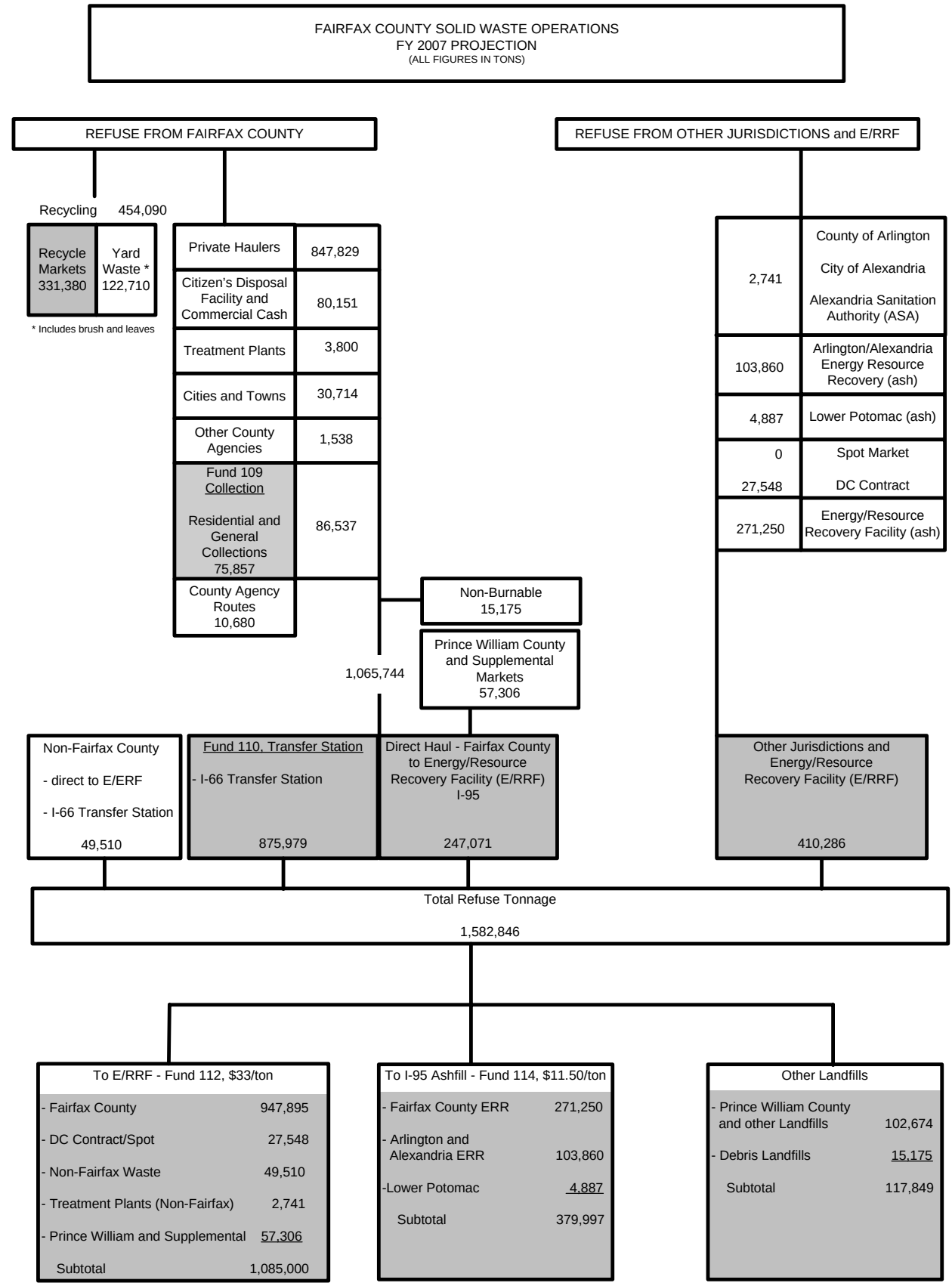
As a means of enhancing accountability, benchmarking data have been included in the annual budget since FY 2005. These data are included in each of the Program Area Summaries in Volume 1 and now in Other Funds (Volume 2) as available. Since 2000, Fairfax County has participated in the International City/County Management Association's (ICMA) benchmarking effort. Approximately 100 cities, counties and towns provide comparable data annually in 15 service areas. However, not all jurisdictions provide data for every service area.

As part of the ICMA benchmarking effort, participating local governments (cities, counties and towns) provide data on standard templates provided by ICMA in order to ensure consistency. ICMA then performs extensive checking and data cleaning to ensure the greatest accuracy and comparability of data. As a result of the time to collect the data and undergo ICMA's rigorous data cleaning processes, information is always available with a one-year delay. FY 2004 data represent the latest available information. The jurisdictions presented in the graphs on the following pages generally show how Fairfax County compares to other large jurisdictions (population over 500,000). In cases where other Virginia localities provided data, they are shown as well.

Refuse Collection/Recycling is one of the service areas for which Fairfax County provides data. An important point to note about the ICMA comparative data effort is that since participation is voluntary, the jurisdictions that provide data have demonstrated that they are committed to becoming/remaining high performance organizations. Therefore, comparisons made through this program should be considered in the context that the participants have self-selected and are inclined to be among the higher performers than a random sample among local governments nationwide. It is also important to note that not all jurisdictions respond to all questions. In some cases, the question or process is not applicable to a particular locality or data are not available. For those reasons, the universe of jurisdictions with which Fairfax County is compared is not always the same for each benchmark.




REFUSE COLLECTION: RECYCLING
Average Tons Collected Per Account
Fairfax County, VA
2.77
Dallas, TX
2.71
Miami-Dade County, FL
2.65
Phoenix, AZ
2.02
Oklahoma City, OK
1.58
Richmond, VA
1.42
San Diego, CA
1.21
Austin, TX
0.83
San Jose, CA
0.80
0.00
3.00
Source: ICMA FY 2004 Data


REFUSE COLLECTION: RECYCLING
Average Tons Recyclable Material Collected Per Account
San Jose, CA
0.44
Phoenix, AZ
0.38
Tucson, AZ
0.32
Fairfax County, VA
0.31
San Diego, CA
0.29
Austin, TX
0.20
Miami-Dade County, FL
0.14
San Antonio, TX
0.13
Richmond, VA
0.10
Dallas, TX
0.09
Oklahoma City, OK
0.06
0.00
0.50
Source: ICMA FY 2004 Data

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