

362

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



FROM: Executive Office

SUBMITTAL DATE:
January 22, 2013

SUBJECT: Solid Waste System Study and Efficiency Analysis

RECOMMENDED MOTION:

That the Board of Supervisors:

1. Receive and file the following reports:
 - Solid Waste System Study by HF&H Consultants dated February 12, 2012;
 - Landfill Operational Efficiency Analysis by Blue Ridge Services dated March 26, 2012; and
2. Schedule a Workshop for February 26, 2013 to discuss the studies and identify opportunities to maximize revenue to the General Fund; and invite the private waste haulers to attend; and
3. Authorize the General Manager-Chief Engineer of the Waste Management Department to submit a proposal to the Los Angeles County Sanitation District for the importation of waste to County-owned landfills.

FINANCIAL DATA	Current F.Y. Total Cost:	\$ N/A	In Current Year Budget:	Yes
	Current F.Y. Net County Cost:	\$ N/A	Budget Adjustment:	No
	Annual Net County Cost:	\$ N/A	For Fiscal Year:	12/13

SOURCE OF FUNDS:	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

C.E.O. RECOMMENDATION:

APPROVE

BY: 

George A. Johnson

County Executive Office Signature

Departmental Concurrence

Policy

Consent

Policy

Consent

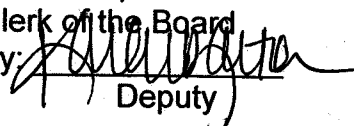
Dep't Recomm.:

Per Exec. Ofc.:

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Ashley, seconded by Supervisor Benoit and duly carried, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Stone, Benoit and Ashley
Nays: None
Absent: Tavaglione
Date: January 29, 2013
xc: E.O., COB , Waste

Kecia Harper-Ihem
 Clerk of the Board
 By: 
 Deputy

Prev. Agn. Ref.:

District: ALL

Agenda Number:

3-50

F11 – Solid Waste System Study and Efficiency Analysis

January 22, 2013

Page 2

BACKGROUND: In November 2010, the Board directed the Executive Office to analyze the landfill system and identify asset maximization options, including the potential sale or lease of landfills. Through a competitive RFP process, the Riverside County Board of Supervisors approved a contract with Hilton, Farnkopf and Hobson Consultants (HF&H) to complete a Solid Waste System Report, which includes a valuation of the County's landfills and assist in identifying options available to the County. The executive summary from this report is included as Attachment A.

In July 2011, the Board directed the Executive Office to hire a consultant to provide an independent third-party audit and evaluation of the County's landfill operational efficiencies. Through a competitive RFP process, consultant services were obtained in September 2011 from Blue Ridge Services, Inc. to perform a Comprehensive Operational Review at the Lamb Canyon, Badlands and Blythe landfills. The executive summary from the report is included as Attachment B.

In addition, staff from the Executive Office and the Waste Management Department interviewed San Diego County Waste Management Department staff in order to better understand the results of privatizing the San Diego County landfill system in 1997. A summary of the "lessons learned" is included as Attachment C.

Staff has presented the findings of the reports as informational items to the CVAG Technical Working Group, WRCOG Solid Waste Technical Committee and the Riverside County Solid Waste Advisory Council which has submitted a letter to the Board regarding this matter (Attachment D).

Staff is recommending a Board Workshop be held on February 26, 2013, in order to allow adequate time to fully discuss the results of the studies and present options for Board consideration. Some of the available options are summarized below.

Summary of Available Board Options:

1) **Sale of Solid Waste Disposal System**

The Solid Waste System assets include six active and 32 closed landfills. The county also owns six transfer stations, which are leased to private operators. The most valuable assets are represented by two landfills, Badlands and Lamb Canyon.

2) **Operations Contract or Lease**

The County could consider a landfill operations contract or lease with a private operator. This option could have revenue enhancements such as out of county waste.

3) **Enterprise Fund Loan**

The County may be able to meet its short-term funding objectives by continued county ownership of the landfills and additional loaning of Enterprise Funds to the General Fund. The Enterprise Funds are set aside for ongoing operation, landfill closure, post closure maintenance, and corrective action.

4) **Importation of Out of County Waste**

Los Angeles County plans to close the Puente Hills landfill in October 2013. The Los Angeles County Sanitation Districts (LACSD) has issued an RFP for waste services, requesting formal proposals from landfill owners/operators to secure capacity for the waste currently processed by LACSD transfer stations. The Executive Office recommends that the Board authorize staff to pursue import opportunities at County landfills, and authorize staff to

submit a bid by the February 12th deadline, subject to the maximum of 225,000 tons/year allowed to the County-owned landfills under the EI Sobrante Agreement.

5) **Securitization**

For waste importation scenarios, it is possible to advance Enterprise Funds to the General Fund without repayment, provided that the revenues generated through importation are used to securitize the loan.

6) **Reimburse County General Fund/Rental Payment for use of County Property**

The Board could consider charging the Enterprise Fund for payment of rent for the use of landfills properties.

7) **Renegotiation of the EI Sobrante Second Agreement**

Valuation Assumptions and Methodology

The results of the valuation indicate that the entire existing system, including all of the active and inactive landfills, and the other activities performed by the Department, if valued based on its projected cash flows with an assumed 1.9% annual tonnage growth factor (Scenario 1) is between negative \$10 million and \$11 million. The range is based on an assumed discount rate between 8% and 12%. Under Scenario 2 tonnage assumptions (with disposal quantities assumed to increase to FY 05/06 levels in the next five years, and increased by 1.9% annually thereafter) the value would range from \$49 million to \$127 million, using the same discount rate range (8%-12%). The System Value Scenarios are summarized in the following table:

System Value Summary		
Valuation Scenario	12% Discount Rate	8% Discount Rate
Scenario 1 - (1.9% Tonnage Growth)	(\$10,000,000)	\$11,000,000
Scenario 2 - (7.3%/1.9% Tonnage Growth)	\$49,000,000	\$127,000,000

Under current economic conditions, coupled with increasing state regulatory pressure to divert waste from landfills (Assembly Bill 341 sets a goal of 75% diversion by 2020), Scenario 2 tonnage assumptions do not appear to be realistic in the near future.

The primary value in the County-owned solid waste system assets is represented by the two regional landfills: Badlands and Lamb Canyon. Based on the operation and valuation assumptions described in the report, the estimated range of combined values for these two landfills is \$122 million to \$214 million, assuming 1.9% annual tonnage growth (Scenario 1), and \$181 million and \$330 million with tonnage assumed to increase to FY 05/06 levels in the next five years, and increased by 1.9% annually thereafter (Scenario 2). As stated above, Scenario 2 tonnage assumptions, which include 7.3% tonnage increases for the next five years, provide a high-end of the range but are likely not realistic values. In fact, staff believes that, considering the ongoing regulatory pressure to increase diversion from landfills, it is possible that tonnage will remain flat (0%). The valuation report includes such a scenario which significantly reduces the value of the regional landfills to a range of \$82 million to \$122 million, thus highlighting the sensitivity of tonnage growth assumptions. The Regional Landfill Value Scenarios are summarized in the following table:

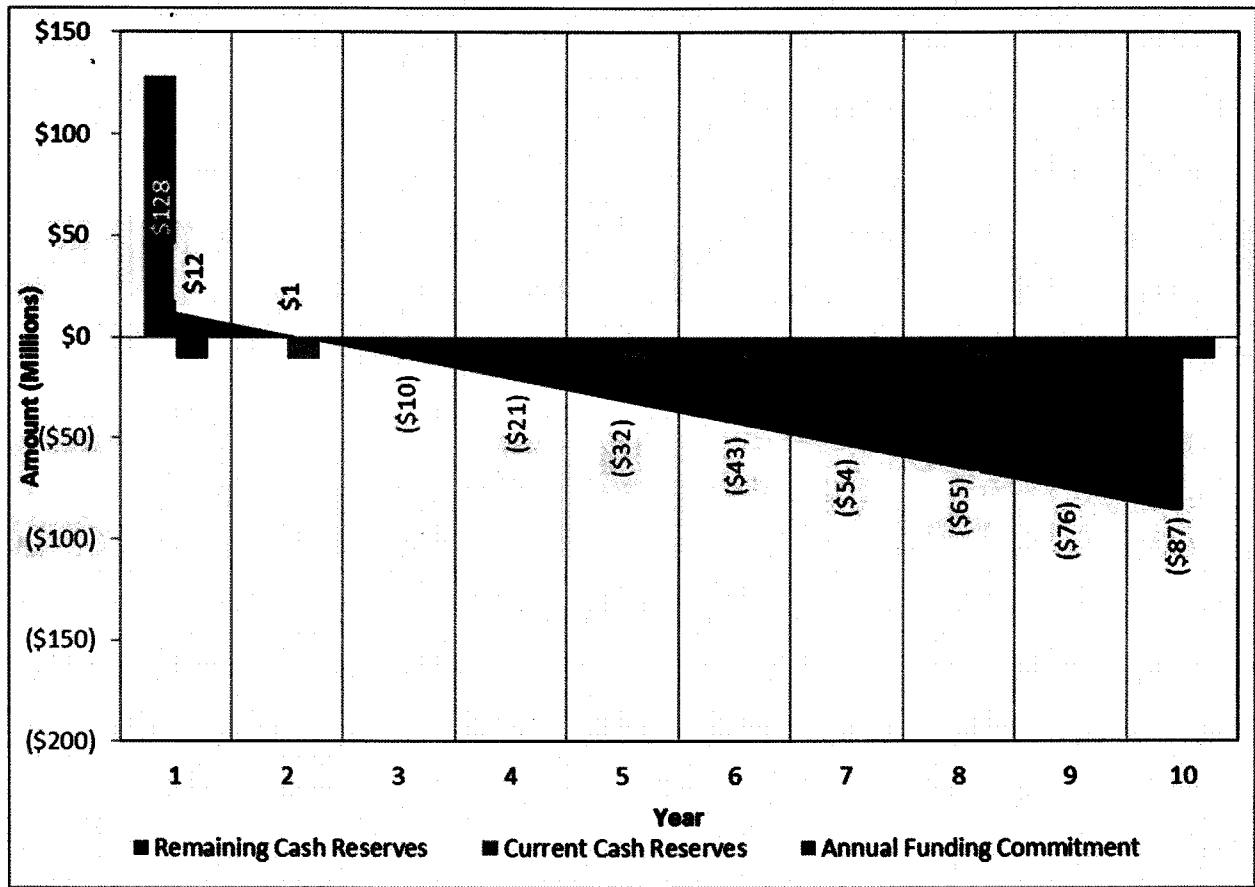
Regional Landfill Value Summary		
Valuation Scenario	12% Discount Rate	8% Discount Rate
Scenario 0 - (0% Tonnage Growth)	\$82,000,000	\$122,000,000
Scenario 1 - (1.9% Tonnage Growth)	\$122,000,000	\$214,000,000
Scenario 2 - (7.3%/1.9% Tonnage Growth)	\$181,000,000	\$330,000,000

It should be noted that the valuation scenarios incorporate both existing permitted capacity and future projected capacity. Currently, approximately only 13 years of permitted capacity remain at both regional landfills and the full landfill development of the remaining years of capacity is not certain. The uncertainty of this unpermitted projected capacity could also significantly reduce the value to a buyer.

If the County proceeds with a sale of some or all of the active landfills, the County will be required to (or may desire to) retain certain solid waste system functions which include, but are not limited to:

- performing gate fee, load check, and jurisdictional reporting for the active landfills;
- operating the desert landfills;
- monitoring and maintenance of the inactive/closed sites;
- operating the HHW and ABOP facilities and certain recycling programs;
- providing financial support for CVAG, WRCOG, and other County agencies;
- monitoring and control of illegal dumping; and
- managing and monitoring the El Sobrante contract.

If all of the above activities and related Department overhead were retained by the County, the annual funding requirements for the above County activities would be \$11.3 million. It is important to point out that the revenue generated from the Badlands and Lamb Canyon landfills currently protects the County General Fund from this **annual funding commitment** of \$11.3 million in addition to an estimated long-term liability (closure, post-closure, and remediation) of \$116 million. Also, further uncertainty attributed to changing environmental regulations and unforeseen environmental liabilities is difficult to quantify and is not accounted for in these estimations, although it can be reasonably assumed that they will place additional financial pressures on the waste system. In the event of a sale, the current restricted funds set aside for Badlands and Lamb Canyon (\$26 million) could be made available to the General Fund. Assuming that the \$116 million estimated long term liability is fully funded, only \$12 million (\$154 - \$26 - \$116) would available for the annual funding commitment of \$11.3 million. Its effect on the remaining Enterprise Funds cash reserves is illustrated below:



As can be seen from the above graph, the remaining cash reserves are depleted in the second year after a sale, assuming that known estimated liabilities are fully funded (\$116 million).

RIVERSIDE COUNTY SOLID WASTE SYSTEM STUDY

EXECUTIVE SUMMARY

Study Purpose

The purpose of this study is to analyze options available to the County to further enhance General Fund revenue utilizing the County's waste management assets. As described in Section IV, four options to enhance the County's General Fund revenues using the County's waste management assets are evaluated in this report:

1. Sale of Solid Waste System;
2. Lease of Solid Waste System (Landfills);
3. Operating contract for the operations of the Solid Waste System (Landfills); or
4. Continue County operations and provide additional revenue to the General Fund through a loan of reserves and/or importation of out-of-county waste.

Summary of Findings

Based on our findings and analysis in the attached report, we conclude the following:

1. The County Waste Management Department ("WMD") Enterprise Fund supports a variety of activities, including:
 - operation of the active landfills and related activities;
 - monitoring and maintenance of the inactive/closed sites;
 - operating the HHW and ABOP facilities and certain recycling programs;
 - providing financial support for CVAG, WRCOG, and other County agencies; and
 - monitoring and cleanup of illegal dumping.

The WMD Enterprise Fund protects the General Fund from incurring costs for these on-going activities, as well as potential unknown future costs for remediation and corrective action.

2. The value of the landfill system is highly dependent on the quantity of waste delivered to the system. The operation and valuation assumptions used in this analysis are described in Section VI of this report.
3. The entire existing system, including all of the active and inactive landfills, and the other activities performed by the department, if valued based on its projected cash flows, assuming 1.9% annual tonnage growth (Scenario 1), is \$(10) million to \$11 million. This assumes that all existing activities and obligations are transferred to a purchaser (except for the transfer station master leases). Under Scenario 2 tonnage assumptions, with disposal quantities assumed to increase to FY 05/06 levels in the next five years, and increased by 1.9% annually thereafter (Scenario 2) the value would range from \$49 million to \$127 million. However, due to the uncertain nature of costs and liabilities associated with the inactive landfills, it is reasonably possible that including the inactive landfills in

the purchase may discourage potential buyers from proposing or significantly reduce the values proposed.

4. The primary value in the County-owned solid waste system assets is represented by two landfills: Badlands and Lamb Canyon. The estimated range of combined values for these two landfills is \$122 million to \$214 million under Scenario 1 and \$181 million and \$330 million under Scenario 2.
5. Terms of the transfer station waste delivery agreements and the El Sobrante agreement, make it difficult to structure a sale or lease that will maximize value. If the County's landfills are sold, the transfer station operators may terminate the waste delivery agreements with the County and deliver waste to landfills outside the County, reducing its value to potential buyers. If tonnage controlled by the waste delivery agreements for the three County transfer stations operated by Burrtec left the system, total system tonnage could be reduced by approximately 716,000 tons (41% of total in-County tons for FY2010/11) or approximately \$19 million (37% of FY 2010/11 tipping fee revenue). If the system is leased, the lessee would be limited in its ability to import out-of-County waste by the 225,000 ton/year restriction on import waste to County-owned landfills under the El Sobrante agreement (unless El Sobrante reaches its "Practical Maximum" disposal capacity as described later in this report). For these reasons, it is unclear whether a sale or a lease would generate more value. If the County decides to proceed with a Request for Qualifications/ Letter of Interest, we recommend that the County solicit proposals under both structures.
6. If the County proceeds with a sale or lease of some or all of the active landfills, the County may desire to retain certain functions as described in this report. Potential activities that the County may desire or be required to retain include, but are not limited to:
 - performing gate fee, load check, and jurisdictional reporting for the active landfills;
 - operating the desert landfills
 - maintenance of inactive/closed sites;
 - HHW, recycling and ABOP programs;
 - monitoring and control of illegal dumping; and
 - managing and monitoring the El Sobrante contract.

If all of the above activities and related department overhead were retained by the County, the annual funding requirements for County activities would be \$11.3 million annually at current funding levels. (This excludes the gate fee and load check functions at the Badlands and Lamb Canyon landfills that totaled \$347,000 for FY 2010/11). Funding for these activities currently is provided through the WMD Enterprise Fund and would require an alternative funding source in the future if the regional landfills were sold.

7. If the Badlands and Lamb Canyon Landfills are sold and the purchaser assumes the related closure and post closure liabilities for these sites, the known unfunded liabilities for the remaining sites are estimated by the WMD as of June 30, 2011 at approximately \$18 million, net of existing reserves for these activities (estimated liability based on the percentage of capacity used of \$40 million, less the total amount in escrow of \$22 million).
8. The County may be able to meet its short-term funding objectives by continued County ownership of the landfills and loaning reserves from the WMD to the General Fund (assuming that the loaning of WMD restricted reserves complies with applicable statutes regarding the use of funds). The

WMD sets aside reserves for future obligations for landfill closure, post closure maintenance, and corrective action, and much of these reserves are not anticipated to be utilized for a very long time. For example, based on site development plans, Badlands, with potential expansions, may not close until 2183, and Lamb Canyon, with potential expansions, may not close until 2074. The closure, post closure and corrective action reserves are estimated at \$88.5 million as of June 30, 2011 and are estimated to increase to \$137 million by 2021 (Exhibit 8A). There is an estimated additional \$50 million in unrestricted reserves as of June 30, 2011 in excess of the operating target that could be loaned to the General Fund, and this amount is projected to be \$26.6 million by 2021 (Exhibit 1A).

9. The County may be able to attract out-of-County waste to the County-owned landfills in order to generate net income that may be able to be used by the General Fund. The likelihood of attracting out-of-county waste will increase after the closure of the Puente Hills landfill in October of 2013 and the termination of the Orange County import agreements in 2016 or if San Bernardino County does not renew its waste delivery agreements. If Riverside County could attract the maximum of 225,000 tons/year allowed to the County-owned landfills under the El Sobrante Agreement, the County may be able to generate income of between \$1,125,000 and \$3,375,000 per year, assuming net revenue ranging between \$5 and \$15 per ton for the out-of-County waste, after allowance for disposal-related expenses. The ability to attract this tonnage would likely depend on an increase in regional tonnage associated with an economic recovery, and the timing of such a recovery is highly uncertain.
10. The County could consider a landfill operations contract with a private operator with continued County-ownership of the landfills. It is possible, but not certain, that such an arrangement may lower the overall cost of operations and increase the overall cost effectiveness of the system, allowing the WMD to loan additional reserves to the general fund, and potentially generate higher net revenues from out-of-County waste if such waste is delivered to the system. A private operator, if also a regional waste hauler, may be able to deliver out-of-County waste to the system if the contractual arrangements are structured to provide an incentive to do so. The direct cost of personnel and equipment at the landfills is approximately \$8.5 million per year (Attachment 3). For example purposes, if these costs were reduced by 10% through an operations contract, the annual cost savings would be approximately \$850,000.
11. There is value in the transfer station master leases because the County will retain ownership of these facilities constructed on County-owned land when the leases expire. Since the term of these leases is very long, we believe the County would receive significantly better value by considering a sale of the properties or renegotiating lease terms closer to the lease termination dates, which range from 2029 to 2050, including extensions. The master lease for the Coachella Valley Transfer Station provides the lessee with an option for an additional 25 years at the end of the initial term of 25 years.

3 EXECUTIVE SUMMARY

All of the landfills present a positive first impression. It is obvious that considerable thought and effort has gone into the designing and planning of the landfills. Badlands and Lamb Canyon both need to have more attention dedicated to the scraper haul roads and routes but otherwise were in good condition. At all landfills, there were examples of excellence.

For example, the deck grading at the Blythe landfill is perhaps as smooth and uniform as any landfill we've seen. This is only partly due to the dry climate, slow decomposition and associated lack of related differential settlement – and more a result of the excellent grading and machine operating capabilities of the manager of that landfill.

Similarly, with the exception of portable fencing at the face, the litter control fence network at Badlands and Lamb Canyon – as well as the performance of the cleanup crew is very good.

Based on our experience and understanding of the industry standard we've determined that the three Riverside County landfills are operating at a high level of efficiency – especially when compared to other similar municipal landfills. These findings are based on a comprehensive review of the following:

- Industry comparison
- Inbound tonnage
- Equipment
- Waste Handling
- Planning
- Staffing
- Safety
- Environmental Controls
- Scale Booth Operations
- Regulatory Compliance

Our findings – described throughout this report – show three landfills that are efficient, compliant and well-run. We found many indications that this trend toward lean efficiency has been happening for some time ...and continues today.

So again: while it is true that every landfill has room for improvement, we found that these three landfills were already taking steps to *make* improvement. For example, in our experience we've found – generally – that the use of tarps as a form of ADC makes sense for most landfills – including these landfills. We were encouraged to find that Riverside County's landfill staff was already conducting various studies on the use of tarps prior to this project – and had in fact ordered several new tarps for each landfill prior to our beginning the study.

Additionally we found at these landfills – as we have with other landfills during this recessionary time – that there are too many machines (i.e., scrapers) ...or the machine(s) being used are too large (i.e., the D10 at Badlands). But these findings are not a result of poor choices today, but are in fact left over from when inbound tonnage was much higher and more/larger machines were justified. This is affirmed by the fact that the average machine is approximately 10 ½ years old.

The following report presents a detailed discussion of our findings and recommendations.

SAN DIEGO COUNTY LANDFILL SYSTEM SALE – “LESSONS LEARNED”

In July of 1997, San Diego County sold four active landfills, two transfer/recovery stations and ten “bin sites” to Republic (formerly Allied). The following is a summary of the main issues surrounding the sale:

- Entire system was sold for \$160 million
- \$101 million was set aside for inactive/closed sites
- Balance (\$59 million) was transferred to the General Fund
- Regulatory agencies heavily involved in the inactive/closed sites funding
- Major driver of privatization was a \$24 million/year General Fund subsidy, largely due to debt financing for the North County Transfer Station
- County receives a \$2.35/ton fee (no CPI) for:
 - Household Hazardous Waste Collection (HHWC) program (\$1.10/ton)
 - Franchise Areas (\$1.25/ton)
 - AB 939 diversion program (\$0.10/ton)
- Requests for increased services resulted in General Funding of an additional \$200-\$300K per year for HHWC
- In 2005, the County determined that the Environmental Trust Fund would be depleted by 2016, resulting in a transfer of \$9 million in FY 09 and \$4 million in FY10 from the General Fund. No further transfers have occurred to date.
- Non-contract tipping fee at the landfills has increased from \$34.00/ton to \$68.75/ton, compared to \$35.12/ton currently at Riverside County landfills

April 2, 2012

Riverside County Board of Supervisors
County Administrative Center
4080 Lemon Street, 5th Floor
Riverside, CA 92501

Re: Riverside County Solid Waste System Study

Dear Board Members:

On March 15, 2012, County staff provided the Riverside County Solid Waste Management Advisory Council (SWMAC) with an overview of the studies commissioned by the Board to analyze the solid waste system, including the efficiency of the present operations and the potential sale of County landfills.

Although this subject was not on the agenda as an action item, the SWMAC considered the results of the studies and members present discussed the issues at length. Without exception these knowledgeable volunteers supported retaining the County operations. This course provides the greatest revenue to balance and protect against the potentially massive long-term liabilities.

As you are aware, the SWMAC is a 22-member body whose diverse membership includes representatives of supervisorial districts, cities whose population exceeds 100,000, Western Riverside Council of Governments, Coachella Valley Council of Governments, the waste management industry, the environmental community, and the agriculture industry. The SWMAC considers a broad scope of waste management and recycling issues in its efforts to advise the County Waste Management Department and the Board of Supervisors in ensuring a coordinated, cost-effective, and environmentally sound solid waste management system in Riverside County.

Consistent with these responsibilities, the SWMAC does not support the divestiture of the two saleable assets of the system (Badlands and Lamb Canyon landfills). Without them the system would cease to be self-sustaining in the very near future. Most likely it would shift costs of related County programs to the general fund and increase costs to the rate-payer. There is a high-level of uncertainty within a dynamic regulatory framework which will probably increase costs to Riverside County to maintain its 32 closed landfills. This is particularly true when significant oversight is from CalRecycle and the State Water and Air Boards. There is a potentially massive cleanup expense if any of the closed landfills are breached or leak. Those future costs cannot be offset by a one-time cash payment.

The SWMAC is aware that similar divestitures in neighboring counties have negatively impacted landfill tipping fees and service levels.

The County solid waste system is efficient, stable and provides long-term capacity and services for Riverside County residents. It is for these reasons that the SWMAC urges the Board to keep control of the system.

Sincerely,



Simon Housman
First Vice-Chairman
Riverside County Solid Waste
Management Advisory Council

**Riverside County Board of Supervisors
Request to Speak**

Submit request to Clerk of Board (right of podium),
Speakers are entitled to three (3) minutes, subject
Board Rules listed on the reverse side of this form.

SPEAKER'S NAME: J Holmstrom

Address: _____
(only if follow-up mail response requested)

City: _____ **Zip:** _____

Phone #: _____ *3-50*

Date: _____ **Agenda #** this topic.

PLEASE STATE YOUR POSITION BELOW:

Position on "Regular" (non-appealed) Agenda Item:

Support **Oppose** **Neutral**

Note: If you are here for an agenda item that is filed
for "Appeal", please state separately your position on
the appeal below:

Support **Oppose** **Neutral**

I give my 3 minutes to: _____

BOARD RULES

Requests to Address Board on "Agenda" Items:

You may request to be heard on a published agenda item. Requests to be heard must be submitted to the Clerk of the Board before the scheduled meeting time.

Requests to Address Board on items that are "NOT" on the Agenda:

Notwithstanding any other provisions of these rules, member of the public shall have the right to address the Board during the mid-morning "Oral Communications" segment of the published agenda. Said purpose for address must pertain to issues which are under the direct jurisdiction of the Board of Supervisors. YOUR TIME WILL BE LIMITED TO THREE (3) MINUTES.

Power Point Presentations/Printed Material:

Speakers who intend to conduct a formalized Power Point presentation or provide printed material must notify the Clerk of the Board's Office by 12 noon on the Monday preceding the Tuesday Board meeting, insuring that the Clerk's Office has sufficient copies of all printed materials and at least one (1) copy of the Power Point CD. Copies of printed material given to the Clerk (by Monday noon deadline) will be provided to each Supervisor. If you have the need to use the overhead "Elmo" projector at the Board meeting, please insure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo.

Individual Speaker Limits:

Individual speakers are limited to a maximum of three (3) minutes. Please step up to the podium when the Chairman calls your name and begin speaking immediately. Pull the microphone to your mouth so that the Board, audience, and audio recording system hear you clearly. Once you start speaking, the "green" podium light will light. The "yellow" light will come on when you have one (1) minute remaining. When you have 30 seconds remaining, the "yellow" light will begin flash, indicating you must quickly wrap up your comments. Your time is up when the "red" light flashes. The Chairman adheres to a strict three (3) minutes per speaker. **Note: If you intend to give your time to a "Group/Organized Presentation", please state so clearly at the very bottom of the reverse side of this form.**

Group/Organized Presentations:

Group/organized presentations with more than one (1) speaker will be limited to nine (9) minutes at the Chairman's discretion. The organizer of the presentation will automatically receive the first three (3) minutes, with the remaining six (6) minutes relinquished by other speakers, as requested by them on a completed "Request to Speak" form, and clearly indicated at the front bottom of the form.

Addressing the Board & Acknowledgement by Chairman:

The Chairman will determine what order the speakers will address the Board, and will call on all speakers in pairs. The first speaker should immediately step to the podium and begin addressing the Board. The second speaker should take up a position in one of the chamber aisles in order to quickly step up to the podium after the preceding speaker. This is to afford an efficient and timely Board meeting, giving all attendees the opportunity to make their case. Speakers are prohibited from making personal attacks, and/or using coarse, crude, profane or vulgar language while speaking to the Board members, staff, the general public and/or meeting participants. Such behavior, at the discretion of the Board Chairman may result in removal from the Board Chambers by Sheriff Deputies.