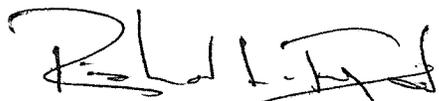


**BVSWMA, Inc.
FYE 2014 Budget**

**APPROVED AND ADOPTED BY VOTE OF THE BOARD OF DIRECTORS OF THE
BRAZOS VALLEY SOLID WASTE MANAGEMENT AGENCY, INC. AT A REGULAR
MEETING HELD ON THE 15TH DAY OF MAY 2013.**

APPROVED:



Richard Floyd, President

BVSWMA, Inc.
FYE 2014 Budget Overview

	Approved 2013 Budget	Projected 2013 Results	Proposed 2014 Budget
Revenue	\$ 6,452,625	\$ 6,924,271	\$ 6,878,600
Operating Expense	\$ 4,851,160	\$ 4,917,177	\$ 5,330,742
Capital Expense	\$ 4,510,000	\$ 3,610,000	\$ 2,465,000
Total Expense	\$ 9,361,160	\$ 8,527,177	\$ 7,795,742
Cash & Investments (Working Capital)		\$ 4,736,602	\$ 3,543,575
Reserves			
Rock Prairie Road Closure/Post Closure		\$ 3,626,000	\$ 3,466,000
Twin Oaks Closure & Post Closure		\$ 714,349	\$ 915,191
BDF - Interim cover & pre-closure			\$ 49,802
BDF - Pipeline relocation			\$ 59,762
BDF - Gas System			\$ 157,706
Total Reserves		\$ 4,340,349	\$ 4,648,461

Notes & Assumptions:

- FYE2014 budget includes additional capital reserves for future expenses
- Projected FYE2013 results based on actual results through Feb 28, adjusted for actual & anticipated one-time expenses.
- Non-cash (Depreciation & Amortization) expenses assumed unchanged for budgeting purposes
- Financial model includes no volume increase in FY2014
- Financial model includes volume increase at a rate of 2% per year in FY 2015 and beyond
- The anticipation that City of Brenham volume will return in 2015 has been removed from the FYE2014 financial model.
- The FYE2013 budget included a proposed price increase in 2017, the current model delays the price increase until 2020.
- The current model assumes expenses increase at 2%, salaries 3%, per year for FY2015 and beyond
- Rock Prairie Road Post Closure Expenses (\$160,000) not included in Capital Expenses

BVSWMA, Inc.
FYE 2014 Operations Budget

	Current Results FYE2013 Feb Financials Feb Volume 5	Projected Results FYE2013	FYE2014 Budget			
Operating Revenue						
Landfill Volume - Tons						
City of College Station	25,202	60,484	60,500			
City of Bryan	22,036	52,887	52,900			
Third Party	67,944	163,066	163,000			
	115,182	276,436	276,400			
Landfill Rates				TCEQ	Gate	Rate
City of College Station			\$ 20.25	\$ 1.25	\$	21.50
City of Bryan			\$ 20.25	\$ 1.25	\$	21.50
Third Party			\$ 25.75	\$ 1.25	\$	27.00
Landfill Revenue						
City of College Station			1,225,125			
City of Bryan			1,071,225			
Third Party			4,197,250			
Total Landfill Revenue	2,702,898	6,486,955	6,493,600			
Compost Revenue	159,786	383,486	385,000			
Total Operating Revenue	2,885,113	6,924,271	6,878,600			
Operating Expenses						
Debt Service Interest Expense						
Debt Service Interest - City of College Station	90,505	177,710	174,410			
Debt Service: Interest - City of Bryan	94,666	189,331	185,131			
Total Debt Service	185,171	367,041	359,541			
Maintenance Expense						
Computer Software	3,789	9,094	10,000			
Office Maint-Other	1,283	3,079	3,000			
Office Maint-Equipment	0	0	3,000			
Office Maint-Furniture	0	0	1,000			
Office Maint-Computer	0	0	3,000			
Maint.-Building	2,667	6,401	10,000			
Maint.-Grounds	6,139	25,000	20,000			
Maint.-Fence & Gates	3,137	7,529	1,000			
V&E Maint-Machine/Tool	249	598	2,000			
V&E Maint-Heavy Equipment	91,640	219,936	220,000			
V&E Maint-Radios	372	10,000	10,000			
V&E Maint-Phones	0	3,000	3,000			
V&E Maint-Pages/Other	12,565	30,156	15,000			
V&E Maint-Pumps/Motors	1,865	4,476	5,000			
V&E Maint-Motor Vehicle	2,991	7,178	12,000			
V&E Maint-Other	185	444	1,000			
Wet Weather Access	28,657	68,777	50,000			
Other Total	0	0	-			
Total Maintenance Expense	155,539	395,667	369,000			
Other						
Contingency	0	0	150,000			
Keep Brazos Beautiful			150,000			
HHW Collection			289,500			
Community Activities & Support			11,000			
Closure Accrual - Twin Oaks	88,451	212,282	138,948			
Post-Closure Accrual - Twin Oaks	44,225	106,141	61,894			
	0	0	0			
	0	0	0			
	0	0	0			
Total Other	132,676	318,422	801,342			
Purchased Services						

Advertise-Promotional	13,991	33,578	3,000
Insurance-Premium	23,156	60,000	60,000
Other Serv-Other	1,785	4,284	50,000
Other Serv-Contract Labor	13,828	33,187	25,000
Other Serv-C/T COGS Employees	19,360	46,464	-
Other Serv-C/T GOB Employees	56,749	136,198	-
Other Serv-Security	2,060	6,000	1,000
Printing-External	2,871	20,000	6,000
Printing-Signs & Banners	1,025	2,460	2,500
Prof Serv-Audit	12,250	12,250	15,000
Prof Serv-Engineering	72,458	173,899	250,000
Prof Serv-Legal	3,306	20,000	20,000
Prof Serv-Medical	0	0	1,000
Prof Serv-Spec Studies	0	40,000	40,000
Prof Serv-Other	123,752	350,000	150,000
Rentals-Buildings & Structures	1,130	2,712	-
Rentals-Equipment	1,065	2,556	10,000
Sundry-Credit Card Fees	5,641	13,538	15,000
Sundry-Freight	1,922	4,613	6,000
Sundry-Permits & Licenses	4,170	5,000	5,000
Sundry-Penalty & Interest	71	170	500
Sundry-Postage	923	2,215	3,000
Tech Serv-Janitorial	2,939	7,054	8,000
Tech Serv-Pest Control	1,135	2,724	2,800
Tech. Svcs.-Inspect & Lic. Fees	3,622	8,693	10,000
Training-In-house Training	0	0	1,000
Training-Memberships	4,152	5,000	3,000
Training-Outside Training	948	2,275	2,250
Training-Subscriptions	0	500	500
Training-Travel & Lodging	1,419	3,500	10,000
Util Serv-Cable Services	760	1,824	2,000
Util Serv-Disposal Fees	6,865	20,000	20,000
Util Serv-Electric	19,853	47,647	75,000
Util Serv-Garbage	0	0	-
Util Serv-Local Phone	370	888	1,500
Util Serv-Long Distance Phone	0	0	400
Util Serv-Mobile Phone	2,940	7,056	7,500
Util Serv-Natural Gas	0	0	-
Util Serv-Sewer	0	0	-
Util Serv-Water	3,604	20,000	25,000
Total Purchased Services	410,120	1,096,286	831,950
Salaries & Benefits			
Administrative	83,155	223,200	230,000
Fulltime Labor	309,959	830,500	891,000
Overtime	107,305	258,000	265,000
Bonuses	0	0	15,000
FICA/Medicare & Unemployment	41,372	99,300	100,000
Retirement	70,928	190,000	195,000
Group Health Insurance	75,207	215,000	222,000
Group Life Insurance	2,177	6,000	7,000
Workers Compensation	12,480	33,000	38,000
Unemployment Compensation	0	0	0
Education Reimbursement	0	0	0
Group LT Disability	2,181	6,000	6,720
Taxable Employee Benefits	0	3,000	3,000
Total Salaries & Benefits	704,765	1,864,000	1,972,720
Supplies			
Office Supplies - General	2,200	5,280	6,000
Office Supplies - Computer	66	159	500
Office Supplies - Educate	504	1,209	0
Office Supplies-Photo	0	0	0
Office Supplies-Minor Equipment	3,006	7,213	5,000
Office Supp.-Computer Hardware	1,475	3,541	3,000
Office Supp.-Computer Software	2,000	4,800	5,000
Office Supplies - Other	182	437	400

Botanical	0	0	1,000
V&E-Oil	9,077	21,784	25,000
V&E-Fuel	3,162	7,589	10,000
V&E-Diesel	242,228	581,347	700,000
V&E-Minor Tools	1,905	4,573	6,000
V&E-Other	27	66	2,000
Awards-Service	0	0	1,000
Awards-Recognition	2,400	2,400	2,500
Award-Clothing	0	0	850
Clothing-Accessory	5,545	10,000	7,500
Clothing-Uniforms	0	0	1,000
Chemical-Janitorial	1,228	2,948	4,000
Chemical-Botanical	10,323	24,776	25,000
Chemical-Pesticide	689	1,655	2,000
Chemical-Other	0	0	300
Crew-First Aid	4	10	1,000
Crew-Safety	2,358	5,660	5,000
Crew-Other	848	2,035	200
Misc Supply-Promo Mater	0	10,000	10,000
Misc Supply-Goodwill	1,369	3,286	0
Misc Supply-Food & Ice	5,110	12,263	2,000
Misc Supply-Other	2,408	5,779	10,000
Misc Supply-Survey	0	0	0
Total Supplies	298,116	718,810	836,250
Total Operating Expenses before Amort & Dep	1,886,387	4,760,227	5,170,803
Net Operating Income (Loss) before Amort & Dep	998,726	2,164,044	1,707,797
Amortization & Depreciation			
Amortization Exp - LF	12,820	30,769	30,000
Depreciation Exp - LF	741,586	1,779,808	1,779,808
Depreciation Exp - Compost	49,693	119,263	120,000
Total Amortization & Depreciation	804,100	1,929,839	1,929,808
Operating Income (Loss)	194,627	234,205	-222,011
Non-operating Revenue (Expenses)			
Host Fees	\$ (65,396)	\$ (156,950)	\$ (159,939)
Total Non-operating Revenue (Expense)	\$ (65,396)	\$ (156,950)	\$ (159,939)
Change in Net Assets Before Capital Outlays	129,231	77,254	-381,950

BVSWMA, Inc.
10-Year Capital and Reserves Projection

FYE	Actual 2012	Budget 2013	Projected 2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Landfill Volume													
City of College Station	61,721	61,700	60,484	60,500	61,710	62,944	64,203	65,487	66,797	68,133	69,495	70,885	72,303
City of Bryan	55,570	55,500	52,887	52,900	53,958	55,037	56,138	57,261	58,406	59,574	60,765	61,981	63,220
Third Party	166,334	158,300	163,066	163,000	166,260	169,585	172,977	176,436	179,965	183,564	187,236	190,980	194,800
Total	283,625	275,500	276,436	276,400	281,928	287,567	293,318	299,184	305,168	311,271	317,497	323,847	330,324
Landfill Rates													
City Rate				\$ 20.25	\$ 20.25	\$ 20.25	\$ 20.25	\$ 20.25	\$ 20.25	\$ 21.50	\$ 21.50	\$ 21.50	\$ 21.50
3rd Party Rate				\$ 25.75	\$ 25.75	\$ 25.75	\$ 25.75	\$ 25.75	\$ 25.75	\$ 26.75	\$ 26.75	\$ 26.75	\$ 26.75
Landfill Capacity													
Starting Capacity (Tons)	27,682,053	27,398,450	27,398,450	27,122,014	26,845,614	26,563,686	26,276,119	25,982,801	25,683,617	25,378,449	25,067,178	24,749,681	24,425,835
Accepted (Tons)	283,603	275,500	276,436	276,400	281,928	287,567	293,318	299,184	305,168	311,271	317,497	323,847	330,324
Ending capacity (Tons)	27,398,450	27,122,950	27,122,014	26,845,614	26,563,686	26,276,119	25,982,801	25,683,617	25,378,449	25,067,178	24,749,681	24,425,835	24,095,511
Percent Remaining	99%	98%	98%	97%	96%	95%	94%	93%	91%	90%	89%	88%	87%
Revenue													
Landfill Revenue				6,493,600	6,623,472	6,755,941	6,891,060	7,028,881	7,169,459	7,656,046	7,809,167	7,965,351	8,124,658
Compost Revenue				385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000	385,000
Total Revenue	7,049,166	6,452,625	6,924,271	6,878,600	7,008,472	7,140,941	7,276,060	7,413,881	7,554,459	8,041,046	8,194,167	8,350,351	8,509,658
Operating Expenses													
Debt Service		367,041	367,041	356,091	340,441	324,291	309,966	293,041	274,879	255,567	235,167	213,967	191,798
Maintenance Expense		338,500	395,667	369,000	376,380	383,908	391,586	399,417	407,406	415,554	423,865	432,342	440,989
Twin Oaks Closure		212,458	212,282	138,948	141,727	144,561	147,453	150,402	153,410	156,478	159,607	162,800	166,056
Twin Oaks Post Closure		106,229	106,141	61,894	63,132	64,394	65,682	66,996	68,336	69,702	71,096	72,518	73,969
Other Expense		150,000	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Purchased Services		1,296,450	1,096,286	831,950	848,589	865,561	882,872	900,529	918,540	936,911	955,649	974,762	994,257
Salaries & Benefits		1,681,000	1,864,000	1,972,720	2,025,734	2,080,225	2,136,233	2,193,803	2,252,979	2,313,806	2,376,332	2,440,604	2,506,674
Supplies		858,750	718,810	836,250	852,975	870,035	887,435	905,184	923,288	941,753	960,588	979,800	999,396
Non-Operating Expenses													
Host Fees		159,419	156,950	159,939	163,138	166,401	169,729	173,123	176,586	180,118	183,720	187,394	191,142
Interim Closure allocation		0	0	49,802	50,798	51,814	52,850	53,907	54,985	56,085	57,207	58,351	59,518
Pipeline Relocation Allocation		0	0	59,762	60,957	62,177	63,420	64,688	65,982	67,302	68,648	70,021	71,421
Gas System Allocation		0	0	157,706	160,860	164,077	167,359	170,706	174,120	177,602	181,154	184,777	188,473
Total Operating & Non Operating Expense	5,079,786	5,169,847	4,917,177	5,144,062	5,234,731	5,327,443	5,424,585	5,521,798	5,620,510	5,720,878	5,823,034	5,927,338	6,033,693
Cash from Operations	1,969,380	1,282,778	2,007,094	1,734,538	1,773,741	1,813,499	1,851,475	1,892,084	1,933,949	2,320,168	2,371,133	2,423,013	2,475,964
Reserves & Allocations													
Inflows - Reserves & Allocations, funded from Operating & Non Operating Expenses													
Rock Prairie Road Closure/Post Closure				-	-	-	-	-	-	-	-	-	-
Twin Oaks Closure/Post Closure			318,422	200,842	204,858	208,956	213,135	217,397	221,745	226,180	230,704	235,318	240,024

Interim Closure allocation	-	49,802	50,798	51,814	52,850	53,907	54,985	56,085	57,207	58,351	59,518
Pipeline Relocation Allocation	-	59,762	60,957	62,177	63,420	64,688	65,982	67,302	68,648	70,021	71,421
Gas System Allocation	-	157,706	160,860	164,077	167,359	170,706	174,120	177,602	181,154	184,777	188,473

Spending - Reserves & Allocations

Rock Prairie Road Closure/Post Closure	(1,500,000)	(160,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Twin Oaks Closure/Post Closure	-	-	-	-	-	-	-	-	-	-	-
Interim Closure allocation	-	-	-	-	-	-	-	-	-	-	-
Pipeline Relocation Allocation	-	-	-	-	-	-	-	-	-	-	-
Gas System Allocation	-	-	-	-	-	-	-	-	-	-	-

Ending Balance - Reserves & Allocations

Rock Prairie Road Closure/Post Closure	3,626,000	3,466,000	3,386,000	3,306,000	3,226,000	3,146,000	3,066,000	2,986,000	2,906,000	2,826,000	2,746,000
Twin Oaks Closure/Post Closure	714,349	915,191	1,120,049	1,329,005	1,542,140	1,759,537	1,981,282	2,207,462	2,438,166	2,673,484	2,913,508
Interim Closure allocation	-	49,802	100,600	152,413	205,264	259,171	314,156	370,241	427,447	485,798	545,316
Pipeline Relocation Allocation	-	59,762	120,720	182,896	246,316	311,005	376,987	444,289	512,937	582,958	654,379
Gas System Allocation	-	157,706	318,566	482,643	650,001	820,707	994,827	1,172,429	1,353,583	1,538,361	1,726,833

Working Capital - exclusive of Reserves & Allocations

Starting Cash & Investments	4,724,536	3,543,575	3,945,306	2,815,104	2,882,005	2,694,453	1,067,014	1,544,846	1,703,496	553,676	
Equipment Replacement	(1,655,000)	(452,500)	(1,495,000)	(861,500)	(1,122,000)	(1,079,000)	(830,000)	(1,170,000)	(1,000,000)	(1,000,000)	(1,000,000)
Debt Service	(445,000)	(460,000)	(480,000)	(445,000)	(470,000)	(485,000)	(505,000)	(525,000)	(545,000)	(565,000)	(565,000)
Capital Projects	(365,000)	-	(500,000)	-	-	(1,500,000)	-	-	(1,500,000)	-	-
Cash from Operations	1,284,038	1,314,231	1,344,798	1,373,401	1,404,448	1,436,561	1,812,832	1,853,650	1,895,180	1,937,575	1,937,575
Ending Cash & Investments	4,724,536	3,543,575	3,945,306	2,815,104	2,882,005	2,694,453	1,067,014	1,544,846	1,703,496	553,676	926,251

TWIN OAKS
ANNUAL BUSINESS PLAN
July, 2013

A. Performance Measures and Benchmarks

- **Average Customer Turnaround Time**

As of June, 2013, exclusive of automated scale users, the time between generating the in-bound scale ticket and an out-bound scale ticket:

5 minutes - minimum

23 minutes - maximum

16 minutes - average

- **Average Operating Cost per Ton**

FYE 2012:

\$13.19/ton - Twin Oaks Landfill (including HHW)

\$16.13/ton - Twin Oaks Compost

\$13.93/ton - All operations, administration and HHW

- **Annual Compaction Rate**

1,223 pounds/cubic yard – FYE2012

- **Facility Closure Status**

Rock Prairie Road Landfill – Closure work is currently in progress

Twin Oaks Landfill – Open

Twin Oaks Compost Facility - Open

- **Environmental Compliance Status**

The Twin Oaks Landfill and Compost operations are in compliance with applicable State and Federal regulations

B. Short-term and long-term waste stream tonnage to be received at each facility

Twin Oaks Landfill

283,625 tons - FYE 2012

276,400 tons - Projected FYE 2013

276,400 tons - Budgeted FYE2014

C. Anticipated new customers and goals and description of marketing efforts to secure the same

The volume entering the site is subject to open market conditions including gate rate offered by other municipal solid waste landfills and the cost of transportation from the source of the waste to the waste disposal facility. At this time, there are no plans to discount the current gate in an effort to attract additional volume to the landfill.

D. Compaction goals

The current financial model for the facility is based on an overall site density of 1,500 pounds per cubic yard.

E. Short and long range capacities and life expectancy of each facility

Twin Oaks Landfill
27,119,666 tons - Projected remaining capacity FYE 2103
276,400 tons - projected for FYE2014

Remaining site life at current acceptance rate: $27,119,666/276,400 = 98$ years

F. Master plan for future expansion

None at this time

G. Possible future services with associated costs and revenues

None at this time

H. Short and long-term compost and other waste diversion strategies

Composting services are currently provided at former City of Bryan Landfill location. There are no current plans to relocate the compost operation to the Twin Oaks Landfill or operate an additional compost operation at the Twin Oaks Landfill Location.

Diversion of wood waste materials continues to divert the greatest tonnage from landfill disposal.