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Mayor

Nancy Berry

Mayor Pro Tem

Dave Ruesink

City Manager

David Neeley

Council members

Blanche Brick

Jess Fields

Karl Mooney

Katy-Marie Lyles

Julie Schultz

Agenda

College Station City Council

Workshop Meeting

Thursday, September 08, 2011 3:00 p.m.

City Hall Council Chambers, 1101 Texas Avenue

College Station, Texas

1. Presentation, possible action, and discussion on items listed on the consent agenda.
2. Presentation, possible action, and discussion on the Research Valley Partnership (RVP).
3. Presentation, possible action and discussion regarding the Fire Station 6 community engagement plan.
4. Presentation, possible action, and discussion on the FY 2011-2012 BVSWMA, Inc Proposed Budget and 2011 Annual Business Plan.
5. Presentation, possible action, and discussion regarding the Council's development of their Strategic Plan.
6. Council Calendar
 - September 13 Medical Corridor Advisory Committee in CSU Meeting and Training Facility, 3:30 p.m.
 - September 15 Special Joint P&Z and Council Workshop in Council Chambers at 4:00 p.m.
 - September 15 Planning & Zoning Commission Meeting in Council Chambers at 6:00 p.m.
 - September 19 IGC Meeting at BVCOG, 12:00 p.m.
 - September 21 BVSWMA Board Meeting at Twin Oaks Facility - 2690 SH30, 11:00 p.m.
 - September 21 Exploring History Lunch Lecture at CS Conference Center, 11:30 a.m.
 - September 22 City Council Workshop/Regular Meeting 3:00 p.m. & 7:00 p.m.
7. Presentation, possible action, and discussion on future agenda items: A Council Member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.
8. Discussion, review and possible action regarding the following meetings: Animal Shelter Board, Arts Council of the Brazos Valley, Audit Committee, Bicycle, Pedestrian, and Greenways Advisory Board, Brazos County Health Dept., Brazos Valley Council of Governments, Brazos Valley Wide Area Communications Task Force, BVSWMA, BVWACS, Cemetery Committee, Code Review Committee, Design Review Board, Historic Preservation Committee, Interfaith Dialogue Association, Intergovernmental Committee, Joint Relief Funding Review Committee, Landmark Commission, Library

City Council Workshop Meeting

Thursday, September 8, 2011

Board, Mayor's Council on Physical Fitness, Mayor's Development Forum, Metropolitan Planning Organization, National League of Cities, Outside Agency Funding Review, Parks and Recreation Board, Planning and Zoning Commission, Research Valley Partnership, Regional Transportation Committee for Council of Governments, Signature Event Task Force, Sister City Association, TAMU Student Senate, Texas Municipal League, Transportation Committee, Zoning Board of Adjustments, (Notice of Agendas posted on City Hall bulletin board).

9. Executive Session will immediately follow the workshop meeting in the Administrative Conference Room.

Consultation with Attorney {Gov't Code Section 551.071}; possible action. The City Council may seek advice from its attorney regarding a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. Litigation is an ongoing process and questions may arise as to a litigation tactic or settlement offer, which needs to be discussed with the City Council. Upon occasion the City Council may need information from its attorney as to the status of a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

Litigation

- a. City of Bryan's application with TCEQ for water & sewer permits in Westside/Highway 60 area, near Brushy Water Supply Corporation to decertify City of College Station and certify City of Bryan
- b. Clancey v. College Station, Glenn Brown and Kathy Merrill, Civil Action No. 09-CV-01480
- c. Rachel Rahn v. Alma Martinez, The Arkitex Studio, Inc. et al, cause No. 09-000656-CV361
- d. Chavers et al v. Tyrone Morrow et al, No. 10-20792; Chavers v. Randall Hall et al, Case No. 10 CV-3922
- e. College Station v. Star Insurance Co., Civil Action No. 4:11-CV-02023
- f. Woodruff v. College Station, Cause No. 10-000515-CV-272
- g. Ongoing criminal investigation of municipal court missing funds

Legal Advice

- a. Legal issues regarding possible revenue sharing and legislation in bio-corridor

Personnel {Gov't Code Section 551.074}; possible action - The City Council may deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer. After executive session discussion, any final action or vote taken will be in public. The following public officer(s) may be discussed:

- a. City Manager
- b. City Secretary
- c. Council Self Evaluation
- d. Internal Auditor

10. Adjourn.

APPROVED:

City Manager

City Council Workshop Meeting
Thursday, September 8, 2011

Notice is hereby given that a Workshop Meeting of the City Council of the City of College Station, Texas will be held on the 8th day of September, 2011 at 3:00 pm in the City Hall Council Chambers, 1101 Texas Avenue, College Station, Texas. The following subjects will be discussed, to wit: See Agenda

Posted this 2nd day of September, 2011 at 5:00 pm

City Secretary

I, the undersigned, do hereby certify that the above Notice of Meeting of the Governing Body of the City of College Station, Texas, is a true and correct copy of said Notice and that I posted a true and correct copy of said notice on the bulletin board at City Hall, 1101 Texas Avenue, in College Station, Texas, and the City’s website, www.cstx.gov . The Agenda and Notice are readily accessible to the general public at all times. Said Notice and Agenda were posted on September 2, 2011 at 5:00 pm and remained so posted continuously for at least 72 hours proceeding the scheduled time of said meeting.

This public notice was removed from the official board at the College Station City Hall on the following date and time: _____ by _____.

Dated this ____ day of _____, 2011.

CITY OF COLLEGE STATION, TEXAS

By _____

Subscribed and sworn to before me on this the ____ day of _____,

Notary Public – Brazos County, Texas My commission expires: _____

This building is wheelchair accessible. Handicap parking spaces are available. Any request for sign interpretive service must be made 48 hours before the meeting. To make arrangements call (979) 764-3517 or (TDD) 1-800-735-2989. Agendas may be viewed on www.cstx.gov. Council meetings are broadcast live on Cable Access Channel 19.

**September 8, 2011
Workshop Agenda Item No. 2
Research Valley Partnership**

To: David Neeley, City Manager

From: Jeff Kersten, Executive Director, Business Services

Agenda Caption: Presentation, possible action, and discussion on the Research Valley Partnership (RVP).

Recommendation(s): Receive presentation from the RVP.

Summary: Todd McDaniel. President and CEO of the RVP will provide a presentation on the budget request from the RVP.

Budgetary and Financial Summary: The Research Valley Partnership currently receives \$300,000 out of the General Fund. The budget request for next fiscal year is \$350,000.

Attachments: N/A

**September 8, 2011
Workshop Agenda Item No. 3
Fire Station 6 Community Engagement Plan**

To: David Neeley, City Manager

From: Robert Alley, Fire Chief

Agenda Caption: Presentation, possible action and discussion regarding the Fire Station 6 community engagement plan.

Recommendation(s): Staff recommends approval of these activities in preparation for the construction of Fire Station 6.

Summary: The City of College Station Fire, Public Works, Public Communications and Development Services Departments have established a Public Relations Planning Team with members from the Chamber of Commerce and the Convention & Visitors Bureau to plan and host several meetings with the public during the month of September. The purpose of these meetings are to invite members of our community to come out and learn about their new fire station that is being built in the University Drive Corridor to provide improved Fire and EMS services to the northern part of our city. The first meeting has been scheduled for Tuesday September 13, 2011 at 6:30 p.m. at the City Council Chambers located on Texas Avenue. Confirmation has been received from members of the College Hills, College Hills Woodlands and the Pasler neighborhoods that they will be in attendance. All members of the community are invited to attend. The second meeting has been scheduled for Tuesday September 20, 2011 at 6:30 p.m. at the Hilton Hotel. The Development Services Department is working with the Chimney Hill neighborhood and the other neighborhoods North of University Drive to assure that they are aware of these meetings. The Chamber of Commerce and the Convention & Visitors Bureau are assisting our city staff with notification through their business contact information to assure that the businesses along the University Drive corridor are aware and invited to the meeting. City Staff will be contacting the Northgate Business District and Texas A&M University to assure that they are aware and receive an invitation to attend the meetings. A ground breaking ceremony is being planned for Tuesday September 27, 2011 at 9:00 a.m. at the Fire Station 6 site located at the corner of University Drive and Tarrow Rd.

The Council was recently provided a summary update on Fire Station 6. The memo in which that update was based on is attached to this item for further information.

Budget & Financial Summary: The funds that are associated with these meetings and the ground breaking ceremony are allocated in the FY 2011 operational and CIP budgets.

Attachments:

1 – Update Memo to City Manager’s Office



MEMORANDUM

To: David Neeley, City Manager

FROM: R.B. Alley, Fire Chief
Chuck Gilman, P.E., Public Works Director

SUBJECT: Fire Station No. 6 Construction and Staffing Update

DATE: August 11, 2011

Construction:

On February 11, 2010, the City Council approved Staff's recommendation to utilize the Construction Manager at Risk (CMAR) alternative construction delivery method for Fire Station No. 6. Also in February 2010, staff finalized the contract negotiations with the architect, and on February 25, 2010 the City Council approved a design contract with BRW Architects for design and construction administration services on the new station. Then, on September 23, 2010 the City Council approved a CMAR contract with Bartlett Cocke for an amount not to exceed \$6,000,000, which was the Guaranteed Maximum Price (GMP) in the Request for Proposal.

As a reminder the CMAR acts as the General Contractor for the construction of the facility, but also provides design input and support to the architect on issues such as constructability, availability of equipment and materials, trends in construction material costs, equipment and materials substitutions, etc.

The design was complete three months ago, and after discussing the project at the City Council Retreat on July 12th 2011, staff authorized Bartlett Cocke to proceed with the advertisement to solicit subcontractor bids. Subcontractor bids are due to Bartlett Cocke on August 18, 2011 and a revised GMP for the project is due to the City of College Station by September 1, 2011. If a deductive change order to reduce the GMP based on the subcontractor bids is necessary, then staff will return to the Council on September 22, 2011 with the change order.

Staffing:

The Fire Department is currently working with the Human Resources Department to begin the process of hiring the 18 firefighters who will be the staffing for the Fire Engine and Ambulance at Fire Station 6. The application process will begin in September 2011 with applications being received and accepted through the middle of October. The written and physical agility testing is scheduled to be administered on November 12, 2011. The applicants who are successful in the written and physical agility testing will be required to complete the following: a personal history statement form, successfully complete a background check, complete a polygraph test and complete interviews with fire department staff. Conditional offers, physical exams and drug screenings will be conducted in March 2012.

The plan is to hire the 18 new personnel between April and August 2012 depending on the training needs of the individual, once they are hired they will be assigned to training in the fire school and/or in paramedic school as needed to complete their basic training to become a certified firefighter/paramedic. The training will be completed prior to the fire station opening in late 2012.

September 8, 2011
Workshop Agenda Item No. 4
BVSWMA, Inc. FY 12 Budget and 2011 Business Plan

To: David Neeley, City Manager

From: Chuck Gilman, P.E., Public Works Director

Agenda Caption: Presentation, possible action, and discussion on the FY 2011-2012 BVSWMA, Inc Proposed Budget and 2011 Annual Business Plan.

Recommendation(s): Staff recommends the Council approve the FY12 BVSWMA, Inc. Proposed Budget and 2011 Annual Business Plan.

Summary: The BVSWMA, Inc proposed budget and business plan were considered and approved by the BVSWMA, Inc. Board of Directors on August 17th.

According to the BVSWMA, Inc, By-Laws and Operating Agreement, the BVSWMA budget and the business plan will be presented to the College Station and Bryan City Councils for consideration after being approved by the BVSWMA Board.

Budget & Financial Summary: The FY12 BVSWMA, Inc. Proposed Budget Revenue is \$6,559,750 and the Expenses are \$11,063,969.

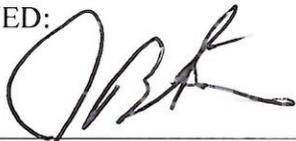
Attachments:

1. BVSWMA, Inc. Proposed FY12 Budget.
2. BVSWMA, Inc. 2011 Business Plan.

**BVSWMA Inc.
2011-2012 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 17TH DAY OF AUGUST 2011.

APPROVED:



Jason P. Biernski, President

**Brazos Valley Solid Waste Management Agency, Inc.
2011-2012 Budget**

	2010/2011 Budget	2010/2011 9 month	2010/2011 Projected	2012 Budget	
Operating Revenue					
Landfill Volume - Tons					
City of College Station		71,697	95,595	95,000	
City of Bryan		82,667	110,223	110,000	
Third Party		81,738	108,984	78,000	
		<u>236,102</u>	<u>314,802</u>	<u>283,000</u>	
Landfill Rates					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				1,923,750	
City of Bryan				2,227,500	
Third Party				<u>2,008,500</u>	
Total Landfill Revenue				<u>6,159,750</u>	
Compost Revenue				400,000	
Total Operating Revenue	7,477,200	5,318,965	7,091,954	6,559,750	
Expenditures and Transfers					
Maintenance Expense					
Computer Software	15,310	8,813	11,751	16,000	
Office Maint-Other	15,280	0	0	5,000	
Office Maint-Equipment	300	1,050	1,400	2,000	
Office Maint-Furniture	500	425	567	1,000	
Office Maint-Computer	5,780	576	768	1,000	
Maint -Building	5,030	6,384	8,512	10,000	
Maint -Grounds	11,450	16,047	21,396	25,000	
Maint -Fence & Gates	5,000	20	27	1,000	
System Maint-Streets	4,653	0	0	1,000	
V&E Maint-Machine/Tool	14,730	1,164	1,551	2,000	
V&E Maint-Heavy Equipment	181,900	133,057	177,410	200,000	
V&E Maint-Radios	10,430	1,274	1,698	2,500	
V&E Maint-Phones	6,260	1,982	2,642	3,000	
V&E Maint-Pages/Other	15,000	9,300	12,400	15,000	
V&E Maint-Pumps/Motors	6,680	3,128	4,171	5,000	
V&E Maint-Motor Vehicle	17,000	8,260	11,013	12,000	
V&E Maint-Other	1,000	97	130	1,000	
Wet Weather Access	85,500	49,323	65,764	50,000	
Other Total	0	0	0	-	
Total Maintenance Expense	<u>401,803</u>	<u>240,899</u>	<u>321,199</u>	<u>352,500</u>	
Purchased Services					
Advertise-Legal Notices	7,405	184	245	1,000	
Advertise-Promotional	31,480	32,411	43,215	30,000	
Advertise - recruiting	0	168	224	-	
Insurance-Premium	67,312	25,874	34,499	70,000	
Other Serv-Other	8,520	24,129	32,172	50,000	
Other Serv-Contract Labor	259,652	105,013	140,017	150,000	
Other Serv-C/T COCS Employees	1,353,000	995,827	1,327,769	1,393,590	
Other Serv-C/T COB Employees	173,224	145,632	194,177	178,421	
Other Serv-Security	9,940	3,572	4,763	10,000	
Printing-Copier Costs	1,000	0	0	1,000	
Printing-External	6,951	5,260	7,014	7,000	
Printing-Signs & Banners	2,379	509	679	2,500	
Prof Serv-Audit	20,000	15,470	20,627	40,000	
Prof Serv-Engineering	125,000	87,514	116,685	150,000	
Prof Serv-Legal	80,000	32,243	42,990	100,000	
Prof Serv-Medical	1,640	0	0	1,000	
Prof Serv-Surveying	2,600	0	0	1,000	
Prof Serv-Spec Studies	90,000	0	0	90,000	
Prof Serv-Other	393,100	400,714	534,286	550,000	
Rentals-Buildings & Structures	1,900	1,490	1,987	2,000	
Rentals-Clothing	1,600	47	63	500	
Rentals-Equipment	95,360	15,138	20,183	25,000	
Replacement Phones	1,920	0	0	1,000	
Replacement-Radio System-800Mhz	7,570	0	0	5,000	
Sundry-Credit Card Fees	5,500	1,415	1,887	5,500	
Sundry-Freight	17,400	5,745	7,660	5,000	
Sundry-Permits & Licenses	0	561	748	1,500	
Sundry-Mail Handling	1,020	30	40	1,000	
Sundry-Penalty & Interest	0	106	141	500	
Sundry-Postage	2,670	1,866	2,488	3,000	
Tech Serv-Janitorial	15,000	6,931	9,242	10,000	
Tech Serv-Pest Control	3,500	355	473	3,500	
Tech. Svcs -Inspect & Lic. Fees	300	4,399	5,866	6,000	
Training-In-house Training	3,069	213	284	1,000	
Training-Memberships	2,950	3,309	4,412	5,000	
Training-Outside Training	11,500	5,221	6,961	11,500	
Training-Subscriptions	939	265	353	500	
Training-Travel & Lodging	19,960	4,096	5,461	10,000	
Util Serv-Cable Services	400	138	184	2,000	
Util Serv-Disposal Fees	14,330	9,691	12,921	15,000	
Util Serv-Electric	86,657	35,008	46,678	90,000	
Util Serv-Garbage	171	69	91	200	
Util Serv-Local Phone	802	849	1,132	1,500	
Util Serv-Long Distance Phone	321	175	233	400	
Util Serv-Mobile Phone	6,060	4,927	6,569	7,500	

**Brazos Valley Solid Waste Management Agency, Inc.
2011-2012 Budget**

	2010/2011 Budget	2010/2011 9 month	2010/2011 Projected	2012 Budget
Util Serv-Natural Gas	350	82	109	350
Util Serv-Sewer	428	19	25	500
Util Serv-Water	33,204	8,777	11,702	20,000
Total Purchased Services	2,968,084	1,985,442	2,647,256	3,060,461
Salaries & Benefits				
Administrative	77,650	39,808	53,077	120,000
Fulltime Labor	29,275	40,218	53,624	120,000
Overtime	0	8,141	10,854	15,000
Bonuses	8,627	0	0	9,000
FICA/Medicare & Unemployment	2,240	7,878	10,503	20,000
Retirement	16,161	8,010	10,680	20,000
Group Health Insurance	13,457	7,186	9,581	14,000
Group Life Insurance	328	271	361	500
Workers Compensation	135	1,223	1,631	1,200
Unemployment Compensation	79	0	0	100
Education Reimbursement	0	500	667	1,000
Car Allowances	6,000	0	0	0
Total Salaries & Benefits	153,952	113,234	150,979	320,600
Supplies				
Office Supplies - General	9,160	11,027	14,702	15,000
Office Supplies - Computer	400	80	107	500
Office Supplies - Educate	12,625	460	613	1,000
Office Supplies - Photo	125	0	0	200
Office Supplies-Minor Equipment	2,210	2,972	3,963	5,000
Office Supp.-Computer Hardware	1,500	0	0	3,000
Office Supplies - Other	310	182	243	400
Botanical	0	76	101	1,000
V&E-Oil	18,000	17,542	23,389	25,000
V&E-Fuel	21,604	7,255	9,673	10,000
V&E-Diesel	382,500	372,238	496,317	500,000
V&E-Minor Tools	5,871	3,786	5,048	6,000
V&E-Other	7,260	2,853	3,804	7,500
Awards-Service	900	499	665	1,000
Awards-Recognition	510	0	0	500
Award-Clothing	850	0	0	850
Clothing-Accessory	8,600	4,451	5,934	7,500
Clothing-Uniforms	400	495	660	1,000
Chemical-Janitorial	3,200	3,227	4,303	4,000
Chemical-Botanical	11,100	6,517	8,689	10,000
Chemical-Pesticide	1,000	621	828	1,000
Chemical-Other	300	0	0	300
Crew-First Aid	639	0	0	1,000
Crew-Safety	4,311	1,551	2,068	5,000
Crew-Other	110	0	0	200
Misc Supply-Promo Mater	6,000	5,999	7,999	10,000
Misc Supply-Goodwill	800	141	187	800
Misc Supply-Food & Ice	4,380	7,113	9,484	10,000
Misc Supply-Other	13,500	7,608	10,145	10,000
Misc Supply-Survey	1,100	9,677	12,903	15,000
Total Supplies	519,265	466,369	621,826	652,750
Other Budget not specified in P&L	598,243	0	0	0
Total Expenditures & Transfers	4,641,347	2,805,945	3,741,260	4,386,511
Non-Departmental				
Debt Serv Trsf-College Station	395,535	96,805	395,535	399,250
Debt Serv Trsf-Bryan	404,840	161,674	404,840	389,450
General & Administrative Trsf	50,000	0	0	0
Compost Fac. Equip N/P Bryan	169,521	0	0	0
Host Fees	190,000	117,058	156,077	163,758
Contingency	150,000	0	0	150,000
Non-Departmental Total	1,359,896	375,537	956,452	1,102,458
Expenses Subtotal	6,001,243	3,181,482	4,697,713	5,488,969
EBITDA	1,475,957	2,137,483	2,394,241	1,070,781
Reserves				
Rates (\$/ton)				
Landfill Development				\$ 1,784
Landfill Closure				\$ 0,771
Landfill Post Closure				\$ 0,386
Expansion				\$ 0,108
Gas System Development				\$ 0,771
Contingency				\$ 0,382
Reserves				
Equipment Replacement				1,200,000
Landfill Development				504,811
Landfill Closure				218,241
Landfill Post Closure				109,121
Expansion				30,595
Gas System Development				218,241
Contingency				108,101
				2,389,110
Total Expenses & Reserves				7,878,079

BVSWMA, Inc.
Long Range Planning Budget

	Operating Revenue										
	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	
Landfill Volume											
City of College Station	95,000	96,900	98,838	100,815	102,831	104,888	106,985	109,125	111,308	113,534	
City of Bryan	110,000	112,200	114,444	116,733	119,068	121,449	123,878	126,355	128,883	131,460	
Third Party	78,000	79,560	111,151	113,374	115,642	117,955	120,314	122,720	125,174	127,678	
Landfill Rates											
City of College Station	\$ 20.25	\$ 20.66	\$ 21.07	\$ 21.49	\$ 21.92	\$ 22.36	\$ 22.80	\$ 23.26	\$ 23.73	\$ 24.20	
City of Bryan	\$ 20.25	\$ 20.66	\$ 21.07	\$ 21.49	\$ 21.92	\$ 22.36	\$ 22.80	\$ 23.26	\$ 23.73	\$ 24.20	
Third Party	\$ 25.75	\$ 26.27	\$ 26.79	\$ 27.33	\$ 27.87	\$ 28.43	\$ 29.00	\$ 29.58	\$ 30.17	\$ 30.77	
Landfill Revenue											
City of College Station	1,923,750	2,001,470	2,082,329	2,166,455	2,253,980	2,345,041	2,439,780	2,538,347	2,640,897	2,747,589	
City of Bryan	2,227,500	2,317,491	2,411,118	2,508,527	2,609,871	2,715,310	2,825,009	2,939,139	3,057,880	3,181,419	
Third Party	2,008,500	2,089,643	2,977,774	3,098,076	3,223,238	3,353,457	3,488,937	3,629,890	3,776,537	3,929,110	
Total Landfill Revenue	6,159,750	6,408,604	7,471,220	7,773,058	8,087,089	8,413,808	8,753,726	9,107,376	9,475,314	9,858,117	
Compost Revenue	400,000	412,000	424,360	437,091	450,204	463,710	477,621	491,950	506,708	521,909	
Total Operating Revenue	6,559,750	6,820,604	7,895,580	8,210,149	8,537,293	8,877,517	9,231,347	9,599,326	9,982,022	10,380,026	
Expenditures and Transfers											
Maintenance Expense											
Computer Software	16,000	16,320	16,646	16,979	17,319	17,665	18,019	18,379	18,747	19,121	
Office Maint-Other	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	
Office Maint-Equipment	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390	
Office Maint-Furniture	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	
Office Maint-Computer	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	
Maint.-Building	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	
Maint.-Grounds	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877	
Maint.-Fence & Gates	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	
System Maint-Streets	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	
V&E Maint-Machine/Tool	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390	
V&E Maint-Heavy Equipment	200,000	204,000	208,080	212,242	216,486	220,816	225,232	229,737	234,332	239,019	
V&E Maint-Radios	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988	
V&E Maint-Phones	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585	
V&E Maint-Pages/Other	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926	
V&E Maint-Pumps/Motors	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	
V&E Maint-Motor Vehicle	12,000	12,240	12,485	12,734	12,989	13,249	13,514	13,784	14,060	14,341	
V&E Maint-Other	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195	
Wet Weather Access	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755	
Other Total	-	-	-	-	-	-	-	-	-	-	
Total Maintenance Expense	352,500	359,550	366,741	374,076	381,557	389,188	396,972	404,912	413,010	421,270	
Purchased Services											

Advertise-Legal Notices	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Advertise-Promotional	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853
Advertise - recruiting	-	-	-	-	-	-	-	-	-	-
Insurance-Premium	70,000	71,400	72,828	74,285	75,770	77,286	78,831	80,408	82,016	83,656
Other Serv-Other	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
Other Serv-Contract Labor	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Other Serv-C/T COCS Employees	1,393,590	1,421,462	1,449,891	1,478,889	1,508,467	1,538,636	1,569,409	1,600,797	1,632,813	1,665,469
Other Serv-C/T COB Employees	178,421	181,989	185,629	189,341	193,128	196,991	200,931	204,949	209,048	213,229
Other Serv-Security	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Printing-Copier Costs	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Printing-External	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366
Printing-Signs & Banners	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988
Prof Serv-Audit	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804
Prof Serv-Engineering	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Prof Serv-Legal	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Prof Serv-Medical	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Prof Serv-Surveying	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Prof Serv-Spec Studies	90,000	91,800	93,636	95,509	97,419	99,367	101,355	103,382	105,449	107,558
Prof Serv-Other	550,000	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
Rentals-Buildings & Structures	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Rentals-Clothing	500	510	520	531	541	552	563	574	586	598
Rentals-Equipment	25,500	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Replacement Phones	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Replacement-Radio System-800MHz	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Sundry-Credit Card Fees	5,500	5,610	5,722	5,837	5,953	6,072	6,194	6,318	6,444	6,573
Sundry-Freight	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Sundry-Permits & Licenses	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
Sundry-Mail Handling	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Sundry-Penalty & Interest	500	510	520	531	541	552	563	574	586	598
Sundry-Postage	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Tech Serv-Janitorial	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Tech Serv-Pest Control	3,500	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183
Tech Svcs -Inspect & Lic. Fees	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Training-In-house Training	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Training-Memberships	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Training-Outside Training	11,500	11,730	11,965	12,204	12,448	12,697	12,951	13,210	13,474	13,744
Training-Subscriptions	500	510	520	531	541	552	563	574	586	598
Training-Travel & Lodging	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Ulli Serv-Cable Services	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Ulli Serv-Disposal Fees	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Ulli Serv-Electric	90,000	91,800	93,636	95,509	97,419	99,367	101,355	103,382	105,449	107,558
Ulli Serv-Garbage	200	204	208	212	216	221	225	230	234	239
Ulli Serv-Local Phone	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
Ulli Serv-Long Distance Phone	400	408	416	424	433	442	450	459	469	478
Ulli Serv-Mobile Phone	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Ulli Serv-Natural Gas	350	357	364	371	379	386	394	402	410	418
Ulli Serv-Sewer	500	510	520	531	541	552	563	574	586	598

Util Serv-Water	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Total Purchased Services	3,060,461	3,121,670	3,184,103	3,247,785	3,312,741	3,378,996	3,446,576	3,515,507	3,585,818	3,657,534
Salaries & Benefits										
Administrative	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Fulltime Labor	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Bonuses	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572
FICA/Medicare & Unemployment	9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401	11,743
Retirement	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Group Health Insurance	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Group Life Insurance	14,000	14,420	14,853	15,298	15,757	16,230	16,717	17,218	17,735	18,267
Workers Compensation	500	515	530	546	563	580	597	615	633	652
Unemployment Compensation	1,200	1,236	1,273	1,311	1,351	1,391	1,433	1,476	1,520	1,566
Education Reimbursement	100	103	106	109	113	116	119	123	127	130
Car Allowances	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Total Salaries & Benefits	320,800	330,424	340,337	350,547	361,063	371,895	383,052	394,544	406,380	418,571
Supplies										
Office Supplies - General	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Office Supplies - Computer	500	510	520	531	541	552	563	574	586	598
Office Supplies - Educate	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Office Supplies - Photo	200	204	208	212	216	221	225	230	234	239
Office Supplies-Minor Equipment	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Office Supp.-Computer Hardware	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Office Supplies - Other	400	408	416	424	433	442	450	459	469	478
Botanical	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
V&E-Oil	25,000	25,500	26,010	26,512	27,061	27,602	28,154	28,717	29,291	29,877
V&E-Fuel	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
V&E-Diesel	500,000	510,000	520,200	530,604	541,216	552,040	563,081	574,343	585,830	597,546
V&E-Minor Tools	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
V&E-Other	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Awards-Service	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Awards-Recognition	500	510	520	531	541	552	563	574	586	598
Award-Clothing	850	867	884	902	920	938	957	976	996	1,016
Clothing-Accessory	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Clothing-Uniforms	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Chemical-Lanitorial	4,000	4,080	4,162	4,245	4,330	4,416	4,505	4,595	4,687	4,780
Chemical-Botanical	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Chemical-Pesticide	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Chemical-Other	300	306	312	318	325	331	338	345	351	359
Crew-First Aid	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Crew-Safety	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Crew-Other	200	204	208	212	216	221	225	230	234	239
Misc Supply-Promo Mater	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Misc Supply-Goodwill	800	816	832	849	866	883	901	919	937	956
Misc Supply-Food & Ice	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Misc Supply-Other	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951

Misc Supply-Survey	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Total Supplies	652,750	665,805	679,121	692,704	706,558	720,689	735,103	749,805	764,801	780,097
Other Budget not specified in P&L	-	-	-	-	-	-	-	-	-	-
Total Expenditures & Transfers	4,386,511	4,477,449	4,570,302	4,665,112	4,761,919	4,860,768	4,961,703	5,064,767	5,170,008	5,277,472
Non-Departmental										
Debt Serv Trsf-College Station	399,250	397,700	401,000	403,900	406,600	359,150	361,600	363,450	364,350	364,550
Debt Serv Trsf-Bryan	389,450	399,350	400,150	396,550	397,750	395,850	410,450	396,450	396,250	395,650
General & Administrative Trsf	-	-	-	-	-	-	-	-	-	-
Compost Fac. Equip N/P Bryan	-	-	-	-	-	-	-	-	-	-
Host Fees	163,758	163,758	163,758	163,758	163,758	163,758	163,758	163,758	163,758	163,758
Contingency	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Non-Departmental Total	1,102,458	1,110,808	1,114,908	1,114,208	1,118,108	1,068,758	1,085,808	1,073,658	1,074,358	1,073,958
Expenses Subtotal	5,488,969	5,588,257	5,685,211	5,779,320	5,880,028	5,929,527	6,047,511	6,138,426	6,244,366	6,351,430
EBITDA	1,070,781	1,232,347	2,210,370	2,430,829	2,657,265	2,947,991	3,183,835	3,460,900	3,737,656	4,028,596
Reserves										
Rates										
Landfill Development	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784
Landfill Closure	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771
Landfill Post Closure	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386
Expansion	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108
Gas System Development	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771
Contingency	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382
Reserves										
Equipment Replacement	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Landfill Development	504,811	514,907	578,719	590,293	602,099	614,141	626,424	638,952	651,731	664,766
Landfill Closure	218,241	222,606	250,194	255,197	260,301	265,507	270,818	276,234	281,759	287,394
Landfill Post Closure	109,121	111,303	125,097	127,599	130,151	132,754	135,409	138,117	140,879	143,697
Expansion	30,595	31,206	35,074	35,775	36,491	37,221	37,965	38,724	39,499	40,289
Gas System Development	218,241	222,606	250,194	255,197	260,301	265,507	270,818	276,234	281,759	287,394
Contingency	108,101	110,263	123,928	126,406	128,934	131,513	134,143	136,826	139,563	142,354
Reserves Total	\$ 2,389,110	\$ 2,412,892	\$ 2,563,204	\$ 2,590,468	\$ 2,618,277	\$ 2,646,643	\$ 2,675,576	\$ 2,705,087	\$ 2,735,189	\$ 2,765,893
EBIT	(1,318,329)	(1,180,546)	(352,834)	(159,639)	38,988	301,348	508,260	755,813	1,002,467	1,262,703

BVSWMA, Inc.
Long Term Cash Reserves

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Equipment Replacement											
Unclassified											
2012 JD 1050 Dozer	\$	(725,000)									
2012 Compactor "Pac Man" rebuild	\$	(425,000)									
2012 Wood Grinder	\$	(600,000)									
2012 320 Excavator	\$	(175,000)									
2013 Utility Trailer	\$		-								
2013 Utility Vehicle		\$	(15,000)								
2013 Mechanic truck		\$	(85,000)								
2013 F250		\$	(40,000)								
2013 ADT		\$	(475,000)								
2013 ADT		\$	(475,000)								
2013 Backhoe/loader		\$	(95,000)								
2013 950 wheel loader		\$	(245,000)								
2014 Utility Trailer				(800)							
2014 Miller Welder				(12,000)							
2014 Motor grader				(250,000)							
2014 Generator				(45,000)							
2014 F250				(40,000)							
2014 Excavator				(550,000)							
2014 Generator trailer				(2,500)							
2014 Electric pump				(30,000)							
2014 Hay buster				(12,000)							
2014 water reel B140				(8,000)							
2015 F250					(40,000)						
2015 CAT 836 rebuild					(500,000)						
2015 Diesel pump					(35,000)						
2015 Broom					(50,000)						
2016 Water truck						(55,000)					
2016 F250						(40,000)					
2016 D8 rebuild						(400,000)					
2016 CAT 836						(900,000)					
2017 Forklift							(40,000)				
2017 MadVac							(26,000)				
2017 Utility trailer							(2,500)				
2017 Steam cleaner							(15,000)				
2017 Utility vehicle							(18,000)				
2017 850 dozer							(360,000)				
2017 D8 rebuild								(400,000)			
2018 Tarp Machine								(90,000)			
2018 Pickup								(32,000)			
2018 CAT 836								(900,000)			
2019 Light plant									(15,000)		
2019 Utility Trailer									(17,000)		
2019 Utility Vehicle									(32,000)		
2019 F150										(900,000)	
2019 CAT 836											(900,000)

Contingency	\$	108,101	\$	110,263	\$	123,928	\$	126,406	\$	128,934	\$	131,513	\$	134,143	\$	136,826	\$	139,563	\$	142,354
Cumulative Reserves																				
Equipment Replacement	1,000,000	275,000	45,000	294,700	869,700	674,700	1,013,200	1,191,200	1,412,200	1,782,200	2,812,200									
Landfill Development	2,000,000	2,504,811	2,019,718	1,598,437	2,188,730	1,790,828	1,404,969	2,031,393	2,670,345	2,322,077	1,986,842									
Landfill Closure	-	218,241	440,848	691,041	946,239	1,206,540	1,472,047	1,742,865	2,019,099	2,300,857	2,588,251									
Landfill Post Closure	-	109,121	220,424	345,521	473,119	603,270	736,024	871,432	1,009,549	1,150,429	1,294,126									
Expansion	-	30,595	61,801	96,875	132,650	169,141	206,362	244,327	283,051	322,550	362,839									
Gas System Development	-	218,241	440,848	691,041	946,239	1,206,540	1,472,047	1,742,865	2,019,099	2,300,857	2,588,251									
Other	7,000,000	5,661,671	4,501,125	4,148,291	3,988,652	4,027,640	4,328,987	4,837,247	5,593,060	6,595,526	7,858,229									
Contingency	-	108,101	218,364	342,291	468,698	597,632	729,145	863,288	1,000,114	1,139,677	1,282,031									
Current Cash	10,000,000																			
Revenue	6,559,750	6,820,604	7,895,580	8,210,149	8,537,293	8,877,517	9,231,347	9,599,326	9,982,022	10,380,026										
Operating Expense	(5,488,969)	(5,588,257)	(5,685,211)	(5,779,320)	(5,880,028)	(5,929,527)	(6,047,511)	(6,138,426)	(6,244,366)	(6,351,430)										
EBITDA	1,070,781	1,232,347	2,210,370	2,430,829	2,657,265	2,947,991	3,183,835	3,460,900	3,737,656	4,028,596										
Reserves	(2,389,110)	(2,412,892)	(2,563,204)	(2,590,466)	(2,618,277)	(2,646,643)	(2,675,576)	(2,705,087)	(2,735,189)	(2,765,893)										
Cash from Operations	(1,318,329)	(1,180,546)	(352,834)	(159,639)	38,988	301,348	508,260	755,813	1,002,467	1,262,703										
Cash Start of Year	10,000,000	5,495,781	3,173,127	3,408,197	4,199,026	3,946,291	3,622,782	5,774,617	8,246,517	10,144,173										
Reserve additions	2,389,110	2,412,892	2,563,204	2,590,468	2,618,277	2,646,643	2,675,576	2,705,087	2,735,189	2,765,893										
Total Capital Expense	(5,575,000)	(3,555,000)	(1,975,300)	(1,640,000)	(2,910,000)	(3,271,500)	(1,032,000)	(989,000)	(1,840,000)	(1,180,000)										
EBIT	(1,318,329)	(1,180,546)	(352,834)	(159,639)	38,988	301,348	508,260	755,813	1,002,467	1,262,703										
Cash - End of Year	10,000,000	5,495,781	3,173,127	3,408,197	4,199,026	3,946,291	3,622,782	5,774,617	8,246,517	10,144,173	12,992,769									

BVSWMA, Inc.
2011-2012 Reserve Detail

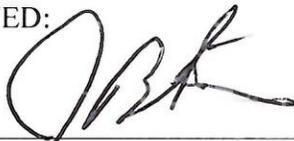
Design Capacity	37,000,000	Cubic Yards
Density	1,500	Pounds/Cubic Yard
Capacity in tons	27,750,000	Tons
Vertical Expansion		
Additional Tons	-	To be added when conceptual plans are available
Total Tons Capacity	27,750,000	Tons

		Cost	Tons Denominator	Per Ton Reserves
Future Cell Development				
Remaining acres	198			
cost/acre \$	250,000			
total		\$ 49,500,000	27,750,000	\$ 1.784
Closure				
Acres	214			
Cost/acre \$	100,000			
total		\$ 21,400,000	27,750,000	\$ 0.771
Post Closure				
Acres	214			
Cost/acre \$	50,000			
total		\$ 10,700,000	27,750,000	\$ 0.386
Gas System				
Acres	214			
Cost/acre \$	100,000			
total		\$ 21,400,000	27,750,000	\$ 0.771
Site Expansion				
Estimated		\$ 3,000,000	27,750,000	\$ 0.108
Sub-total		\$ 106,000,000		
Contingency		\$ 10,600,000	27,750,000	\$ 0.38
Equipment				
All Equipment	\$ 12,000,000			
Years	10			
Annual Cost		\$ 1,200,000	Annual Equipment Reserve	

**BVSWMA Inc.
2011-2012 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 17TH DAY OF AUGUST 2011.**

APPROVED:



Jason P. Biernski, President

**Brazos Valley Solid Waste Management Agency, Inc.
2011-2012 Budget**

	2010/2011 Budget	2010/2011 9 month	2010/2011 Projected	2012 Budget	
Operating Revenue					
Landfill Volume - Tons					
City of College Station		71,697	95,595	95,000	
City of Bryan		82,667	110,223	110,000	
Third Party		81,738	108,984	78,000	
		<u>236,102</u>	<u>314,802</u>	<u>283,000</u>	
Landfill Rates					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				1,923,750	
City of Bryan				2,227,500	
Third Party				<u>2,008,500</u>	
Total Landfill Revenue				<u>6,159,750</u>	
Compost Revenue				400,000	
Total Operating Revenue	7,477,200	5,318,965	7,091,954	6,559,750	
Expenditures and Transfers					
Maintenance Expense					
Computer Software	15,310	8,813	11,751	16,000	
Office Maint-Other	15,280	0	0	5,000	
Office Maint-Equipment	300	1,050	1,400	2,000	
Office Maint-Furniture	500	425	567	1,000	
Office Maint-Computer	5,780	576	768	1,000	
Maint -Building	5,030	6,384	8,512	10,000	
Maint -Grounds	11,450	16,047	21,396	25,000	
Maint -Fence & Gates	5,000	20	27	1,000	
System Maint-Streets	4,653	0	0	1,000	
V&E Maint-Machine/Tool	14,730	1,164	1,551	2,000	
V&E Maint-Heavy Equipment	181,900	133,057	177,410	200,000	
V&E Maint-Radios	10,430	1,274	1,698	2,500	
V&E Maint-Phones	6,260	1,982	2,642	3,000	
V&E Maint-Pages/Other	15,000	9,300	12,400	15,000	
V&E Maint-Pumps/Motors	6,680	3,128	4,171	5,000	
V&E Maint-Motor Vehicle	17,000	8,260	11,013	12,000	
V&E Maint-Other	1,000	97	130	1,000	
Wet Weather Access	85,500	49,323	65,764	50,000	
Other Total	0	0	0	-	
Total Maintenance Expense	401,803	240,899	321,199	352,500	
Purchased Services					
Advertise-Legal Notices	7,405	184	245	1,000	
Advertise-Promotional	31,480	32,411	43,215	30,000	
Advertise - recruiting	0	168	224	-	
Insurance-Premium	67,312	25,874	34,499	70,000	
Other Serv-Other	8,520	24,129	32,172	50,000	
Other Serv-Contract Labor	259,652	105,013	140,017	150,000	
Other Serv-C/T COCS Employees	1,353,000	995,827	1,327,769	1,393,590	
Other Serv-C/T COB Employees	173,224	145,632	194,177	178,421	
Other Serv-Security	9,940	3,572	4,763	10,000	
Printing-Copier Costs	1,000	0	0	1,000	
Printing-External	6,951	5,260	7,014	7,000	
Printing-Signs & Banners	2,379	509	679	2,500	
Prof Serv-Audit	20,000	15,470	20,627	40,000	
Prof Serv-Engineering	125,000	87,514	116,685	150,000	
Prof Serv-Legal	80,000	32,243	42,990	100,000	
Prof Serv-Medical	1,640	0	0	1,000	
Prof Serv-Surveying	2,600	0	0	1,000	
Prof Serv-Spec Studies	90,000	0	0	90,000	
Prof Serv-Other	393,100	400,714	534,286	550,000	
Rentals-Buildings & Structures	1,900	1,490	1,987	2,000	
Rentals-Clothing	1,600	47	63	500	
Rentals-Equipment	95,360	15,138	20,183	25,000	
Replacement Phones	1,920	0	0	1,000	
Replacement-Radio System-800Mhz	7,570	0	0	5,000	
Sundry-Credit Card Fees	5,500	1,415	1,887	5,500	
Sundry-Freight	17,400	5,745	7,660	5,000	
Sundry-Permits & Licenses	0	561	748	1,500	
Sundry-Mail Handling	1,020	30	40	1,000	
Sundry-Penalty & Interest	0	106	141	500	
Sundry-Postage	2,670	1,866	2,488	3,000	
Tech Serv-Janitorial	15,000	6,931	9,242	10,000	
Tech Serv-Pest Control	3,500	355	473	3,500	
Tech. Svcs -Inspect & Lic. Fees	300	4,399	5,866	6,000	
Training-In-house Training	3,069	213	284	1,000	
Training-Memberships	2,950	3,309	4,412	5,000	
Training-Outside Training	11,500	5,221	6,961	11,500	
Training-Subscriptions	939	265	353	500	
Training-Travel & Lodging	19,960	4,096	5,461	10,000	
Util Serv-Cable Services	400	138	184	2,000	
Util Serv-Disposal Fees	14,330	9,691	12,921	15,000	
Util Serv-Electric	86,657	35,008	46,678	90,000	
Util Serv-Garbage	171	69	91	200	
Util Serv-Local Phone	802	849	1,132	1,500	
Util Serv-Long Distance Phone	321	175	233	400	
Util Serv-Mobile Phone	6,060	4,927	6,569	7,500	

**Brazos Valley Solid Waste Management Agency, Inc.
2011-2012 Budget**

	2010/2011 Budget	2010/2011 9 month	2010/2011 Projected	2012 Budget
Util Serv-Natural Gas	350	82	109	350
Util Serv-Sewer	428	19	25	500
Util Serv-Water	33,204	8,777	11,702	20,000
Total Purchased Services	2,968,084	1,985,442	2,647,256	3,060,461
Salaries & Benefits				
Administrative	77,650	39,808	53,077	120,000
Fulltime Labor	29,275	40,218	53,624	120,000
Overtime	0	8,141	10,854	15,000
Bonuses	8,627	0	0	9,000
FICA/Medicare & Unemployment	2,240	7,878	10,503	20,000
Retirement	16,161	8,010	10,680	20,000
Group Health Insurance	13,457	7,186	9,581	14,000
Group Life Insurance	328	271	361	500
Workers Compensation	135	1,223	1,631	1,200
Unemployment Compensation	79	0	0	100
Education Reimbursement	0	500	667	1,000
Car Allowances	6,000	0	0	0
Total Salaries & Benefits	153,952	113,234	150,979	320,600
Supplies				
Office Supplies - General	9,160	11,027	14,702	15,000
Office Supplies - Computer	400	80	107	500
Office Supplies - Educate	12,625	460	613	1,000
Office Supplies - Photo	125	0	0	200
Office Supplies-Minor Equipment	2,210	2,972	3,963	5,000
Office Supp.-Computer Hardware	1,500	0	0	3,000
Office Supplies - Other	310	182	243	400
Botanical	0	76	101	1,000
V&E-Oil	18,000	17,542	23,389	25,000
V&E-Fuel	21,604	7,255	9,673	10,000
V&E-Diesel	382,500	372,238	496,317	500,000
V&E-Minor Tools	5,871	3,786	5,048	6,000
V&E-Other	7,260	2,853	3,804	7,500
Awards-Service	900	499	665	1,000
Awards-Recognition	510	0	0	500
Award-Clothing	850	0	0	850
Clothing-Accessory	8,600	4,451	5,934	7,500
Clothing-Uniforms	400	495	660	1,000
Chemical-Janitorial	3,200	3,227	4,303	4,000
Chemical-Botanical	11,100	6,517	8,689	10,000
Chemical-Pesticide	1,000	621	828	1,000
Chemical-Other	300	0	0	300
Crew-First Aid	639	0	0	1,000
Crew-Safety	4,311	1,551	2,068	5,000
Crew-Other	110	0	0	200
Misc Supply-Promo Mater	6,000	5,999	7,999	10,000
Misc Supply-Goodwill	800	141	187	800
Misc Supply-Food & Ice	4,380	7,113	9,484	10,000
Misc Supply-Other	13,500	7,608	10,145	10,000
Misc Supply-Survey	1,100	9,677	12,903	15,000
Total Supplies	519,265	466,369	621,826	652,750
Other Budget not specified in P&L	598,243	0	0	0
Total Expenditures & Transfers	4,641,347	2,805,945	3,741,260	4,386,511
Non-Departmental				
Debt Serv Trsf-College Station	395,535	96,805	395,535	399,250
Debt Serv Trsf-Bryan	404,840	161,674	404,840	389,450
General & Administrative Trsf	50,000	0	0	0
Compost Fac. Equip N/P Bryan	169,521	0	0	0
Host Fees	190,000	117,058	156,077	163,758
Contingency	150,000	0	0	150,000
Non-Departmental Total	1,359,896	375,537	956,452	1,102,458
Expenses Subtotal	6,001,243	3,181,482	4,697,713	5,488,969
EBITDA	1,475,957	2,137,483	2,394,241	1,070,781
Reserves				
Rates (\$/ton)				
Landfill Development				\$ 1,784
Landfill Closure				\$ 0,771
Landfill Post Closure				\$ 0,386
Expansion				\$ 0,108
Gas System Development				\$ 0,771
Contingency				\$ 0,382
Reserves				
Equipment Replacement				1,200,000
Landfill Development				504,811
Landfill Closure				218,241
Landfill Post Closure				109,121
Expansion				30,595
Gas System Development				218,241
Contingency				108,101
				2,389,110
Total Expenses & Reserves				7,878,079

BVSWMA, Inc.
Long Range Planning Budget

Operating Revenue	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	Budget									
Landfill Volume										
City of College Station	95,000	96,900	98,838	100,815	102,831	104,888	106,985	109,125	111,308	113,534
City of Bryan	110,000	112,200	114,444	116,733	119,068	121,449	123,878	126,355	128,883	131,460
Third Party	78,000	79,560	111,151	113,374	115,642	117,955	120,314	122,720	125,174	127,678
Landfill Rates										
City of College Station	\$ 20.25	\$ 20.66	\$ 21.07	\$ 21.49	\$ 21.92	\$ 22.36	\$ 22.80	\$ 23.26	\$ 23.73	\$ 24.20
City of Bryan	\$ 20.25	\$ 20.66	\$ 21.07	\$ 21.49	\$ 21.92	\$ 22.36	\$ 22.80	\$ 23.26	\$ 23.73	\$ 24.20
Third Party	\$ 25.75	\$ 26.27	\$ 26.79	\$ 27.33	\$ 27.87	\$ 28.43	\$ 29.00	\$ 29.58	\$ 30.17	\$ 30.77
Landfill Revenue										
City of College Station	1,923,750	2,001,470	2,082,329	2,166,455	2,253,980	2,345,041	2,439,780	2,538,347	2,640,897	2,747,589
City of Bryan	2,227,500	2,317,491	2,411,118	2,508,527	2,609,871	2,715,310	2,825,009	2,939,139	3,057,880	3,181,419
Third Party	2,008,500	2,089,643	2,977,774	3,098,076	3,223,238	3,353,457	3,488,937	3,629,890	3,776,537	3,929,110
Total Landfill Revenue	6,159,750	6,408,604	7,471,220	7,773,058	8,087,089	8,413,808	8,753,726	9,107,376	9,475,314	9,858,117
Compost Revenue	400,000	412,000	424,360	437,091	450,204	463,710	477,621	491,950	506,708	521,909
Total Operating Revenue	6,559,750	6,820,604	7,895,580	8,210,149	8,537,293	8,877,517	9,231,347	9,599,326	9,982,022	10,380,026
Expenditures and Transfers										
Maintenance Expense										
Computer Software	16,000	16,320	16,646	16,979	17,319	17,665	18,019	18,379	18,747	19,121
Office Maint-Other	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Office Maint-Equipment	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Office Maint-Furniture	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Office Maint-Computer	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Maint.-Building	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Maint.-Grounds	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Maint.-Fence & Gates	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
System Maint-Streets	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
V&E Maint-Machine/Tool	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
V&E Maint-Heavy Equipment	200,000	204,000	208,080	212,242	216,486	220,816	225,232	229,737	234,332	239,019
V&E Maint-Radios	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988
V&E Maint-Phones	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
V&E Maint-Pages/Other	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
V&E Maint-Pumps/Motors	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
V&E Maint-Motor Vehicle	12,000	12,240	12,485	12,734	12,989	13,249	13,514	13,784	14,060	14,341
V&E Maint-Other	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Wet Weather Access	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
Other Total	-	-	-	-	-	-	-	-	-	-
Total Maintenance Expense	352,500	359,550	366,741	374,076	381,557	389,188	396,972	404,912	413,010	421,270
Purchased Services										

Advertise-Legal Notices	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Advertise-Promotional	30,000	30,600	31,212	31,836	32,473	33,122	33,785	34,461	35,150	35,853
Advertise - recruiting	-	-	-	-	-	-	-	-	-	-
Insurance-Premium	70,000	71,400	72,828	74,285	75,770	77,286	78,831	80,408	82,016	83,656
Other Serv-Other	50,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,755
Other Serv-Contract Labor	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Other Serv-C/T COCS Employees	1,393,590	1,421,462	1,449,891	1,478,889	1,508,467	1,538,636	1,569,409	1,600,797	1,632,813	1,665,469
Other Serv-C/T COB Employees	178,421	181,989	185,629	189,341	193,128	196,991	200,931	204,949	209,048	213,229
Other Serv-Security	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Printing-Copier Costs	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Printing-External	7,000	7,140	7,283	7,428	7,577	7,729	7,883	8,041	8,202	8,366
Printing-Signs & Banners	2,500	2,550	2,601	2,653	2,706	2,760	2,815	2,872	2,929	2,988
Prof Serv-Audit	40,000	40,800	41,616	42,448	43,297	44,163	45,046	45,947	46,866	47,804
Prof Serv-Engineering	150,000	153,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264
Prof Serv-Legal	100,000	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509
Prof Serv-Medical	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Prof Serv-Surveying	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Prof Serv-Spec Studies	90,000	91,800	93,636	95,509	97,419	99,367	101,355	103,382	105,449	107,558
Prof Serv-Other	550,000	561,000	572,220	583,664	595,338	607,244	619,389	631,777	644,413	657,301
Rentals-Buildings & Structures	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Rentals-Clothing	500	510	520	531	541	552	563	574	586	598
Rentals-Equipment	25,500	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
Replacement Phones	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Replacement-Radio System-800MHz	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Sundry-Credit Card Fees	5,500	5,610	5,722	5,837	5,953	6,072	6,194	6,318	6,444	6,573
Sundry-Freight	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Sundry-Permits & Licenses	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
Sundry-Mail Handling	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Sundry-Penalty & Interest	500	510	520	531	541	552	563	574	586	598
Sundry-Postage	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Tech Serv-Janitorial	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Tech Serv-Pest Control	3,500	3,570	3,641	3,714	3,789	3,864	3,942	4,020	4,101	4,183
Tech Svcs -Inspect & Lic. Fees	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Training-In-house Training	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Training-Memberships	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Training-Outside Training	11,500	11,730	11,965	12,204	12,448	12,697	12,951	13,210	13,474	13,744
Training-Subscriptions	500	510	520	531	541	552	563	574	586	598
Training-Travel & Lodging	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Ulli Serv-Cable Services	2,000	2,040	2,081	2,122	2,165	2,208	2,252	2,297	2,343	2,390
Ulli Serv-Disposal Fees	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Ulli Serv-Electric	90,000	91,800	93,636	95,509	97,419	99,367	101,355	103,382	105,449	107,558
Ulli Serv-Garbage	200	204	208	212	216	221	225	230	234	239
Ulli Serv-Local Phone	1,500	1,530	1,561	1,592	1,624	1,656	1,689	1,723	1,757	1,793
Ulli Serv-Long Distance Phone	400	408	416	424	433	442	450	459	469	478
Ulli Serv-Mobile Phone	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Ulli Serv-Natural Gas	350	357	364	371	379	386	394	402	410	418
Ulli Serv-Sewer	500	510	520	531	541	552	563	574	586	598

Util Serv-Water	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
Total Purchased Services	3,060,461	3,121,670	3,184,103	3,247,785	3,312,741	3,378,996	3,446,576	3,515,507	3,585,818	3,657,534
Salaries & Benefits										
Administrative	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Fulltime Labor	120,000	123,600	127,308	131,127	135,061	139,113	143,286	147,585	152,012	156,573
Bonuses	15,000	15,450	15,914	16,391	16,883	17,389	17,911	18,448	19,002	19,572
FICA/Medicare & Unemployment	9,000	9,270	9,548	9,835	10,130	10,433	10,746	11,069	11,401	11,743
Retirement	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Group Health Insurance	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Group Life Insurance	14,000	14,420	14,853	15,298	15,757	16,230	16,717	17,218	17,735	18,267
Workers Compensation	500	515	530	546	563	580	597	615	633	652
Unemployment Compensation	1,200	1,236	1,273	1,311	1,351	1,391	1,433	1,476	1,520	1,566
Education Reimbursement	100	103	106	109	113	116	119	123	127	130
Car Allowances	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Total Salaries & Benefits	320,800	330,424	340,337	350,547	361,063	371,895	383,052	394,544	406,380	418,571
Supplies										
Office Supplies - General	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Office Supplies - Computer	500	510	520	531	541	552	563	574	586	598
Office Supplies - Educate	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Office Supplies - Photo	200	204	208	212	216	221	225	230	234	239
Office Supplies-Minor Equipment	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Office Supp.-Computer Hardware	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
Office Supplies - Other	400	408	416	424	433	442	450	459	469	478
Botanical	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
V&E-Oil	25,000	25,500	26,010	26,530	27,061	27,602	28,154	28,717	29,291	29,877
V&E-Fuel	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
V&E-Diesel	500,000	510,000	520,200	530,604	541,216	552,040	563,081	574,343	585,830	597,546
V&E-Minor Tools	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
V&E-Other	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Awards-Service	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Awards-Recognition	500	510	520	531	541	552	563	574	586	598
Award-Clothing	850	867	884	902	920	938	957	976	996	1,016
Clothing-Accessory	7,500	7,650	7,803	7,959	8,118	8,281	8,446	8,615	8,787	8,963
Clothing-Uniforms	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Chemical-Lanitorial	4,000	4,080	4,162	4,245	4,330	4,416	4,505	4,595	4,687	4,780
Chemical-Botanical	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Chemical-Pesticide	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Chemical-Other	300	306	312	318	325	331	338	345	351	359
Crew-First Aid	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172	1,195
Crew-Safety	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975
Crew-Other	200	204	208	212	216	221	225	230	234	239
Misc Supply-Promo Mater	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Misc Supply-Goodwill	800	816	832	849	866	883	901	919	937	956
Misc Supply-Food & Ice	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951
Misc Supply-Other	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951

Misc Supply-Survey	15,000	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575	17,926
Total Supplies	652,750	665,805	679,121	692,704	706,558	720,689	735,103	749,805	764,801	780,097
Other Budget not specified in P&L	-	-	-	-	-	-	-	-	-	-
Total Expenditures & Transfers	4,386,511	4,477,449	4,570,302	4,665,112	4,761,919	4,860,768	4,961,703	5,064,767	5,170,008	5,277,472
Non-Departmental										
Debt Serv Trsf-College Station	399,250	397,700	401,000	403,900	406,600	359,150	361,600	363,450	364,350	364,550
Debt Serv Trsf-Bryan	389,450	399,350	400,150	396,550	397,750	395,850	410,450	396,450	396,250	395,650
General & Administrative Trsf	-	-	-	-	-	-	-	-	-	-
Compost Fac. Equip N/P Bryan	-	-	-	-	-	-	-	-	-	-
Host Fees	163,758	163,758	163,758	163,758	163,758	163,758	163,758	163,758	163,758	163,758
Contingency	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Non-Departmental Total	1,102,458	1,110,808	1,114,908	1,114,208	1,118,108	1,068,758	1,085,808	1,073,658	1,074,358	1,073,958
Expenses Subtotal	5,488,969	5,588,257	5,685,211	5,779,320	5,880,028	5,929,527	6,047,511	6,138,426	6,244,366	6,351,430
EBITDA	1,070,781	1,232,347	2,210,370	2,430,829	2,657,265	2,947,991	3,183,835	3,460,900	3,737,656	4,028,596
Reserves										
Rates										
Landfill Development	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784	\$ 1,784
Landfill Closure	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771
Landfill Post Closure	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386	\$ 0,386
Expansion	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108	\$ 0,108
Gas System Development	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771	\$ 0,771
Contingency	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382	\$ 0,382
Reserves										
Equipment Replacement	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Landfill Development	504,811	514,907	578,719	590,293	602,099	614,141	626,424	638,952	651,731	664,766
Landfill Closure	218,241	222,606	250,194	255,197	260,301	265,507	270,818	276,234	281,759	287,394
Landfill Post Closure	109,121	111,303	125,097	127,599	130,151	132,754	135,409	138,117	140,879	143,697
Expansion	30,595	31,206	35,074	35,775	36,491	37,221	37,965	38,724	39,499	40,289
Gas System Development	218,241	222,606	250,194	255,197	260,301	265,507	270,818	276,234	281,759	287,394
Contingency	108,101	110,263	123,928	126,406	128,934	131,513	134,143	136,826	139,563	142,354
Reserves Total	\$ 2,389,110	\$ 2,412,892	\$ 2,563,204	\$ 2,590,468	\$ 2,618,277	\$ 2,646,643	\$ 2,675,576	\$ 2,705,087	\$ 2,735,189	\$ 2,765,893
EBIT	(1,318,329)	(1,180,546)	(352,834)	(159,639)	38,988	301,348	508,260	755,813	1,002,467	1,262,703

BVSWMA, Inc.
Long Term Cash Reserves

Equipment Replacement	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Unclassified											
2012 JD 1050 Dozer	\$	(725,000)									
2012 Compactor "Pac Man" rebuild	\$	(425,000)									
2012 Wood Grinder	\$	(600,000)									
2012 320 Excavator	\$	(175,000)									
2013 Utility Trailer			\$								
2013 Utility Vehicle											
2013 Mechanic truck			\$								
2013 F250			\$								
2013 ADT			\$								
2013 Backhoe/loader			\$								
2013 950 wheel loader			\$								
2014 Utility Trailer			\$								
2014 Miller Welder			\$								
2014 Motor grader			\$								
2014 Generator			\$								
2014 F250			\$								
2014 Excavator			\$								
2014 Generator trailer			\$								
2014 Electric pump			\$								
2014 Hay buster			\$								
2014 water reel B140			\$								
2015 F250			\$								
2015 CAT 836 rebuild			\$								
2015 Diesel pump			\$								
2015 Broom			\$								
2016 Water truck			\$								
2016 F250			\$								
2016 D8 rebuild			\$								
2016 CAT 836			\$								
2017 Forklift			\$								
2017 MadVac			\$								
2017 Utility trailer			\$								
2017 Steam cleaner			\$								
2017 Utility vehicle			\$								
2017 850 dozer			\$								
2017 D8 rebuild			\$								
2018 Tarp Machine			\$								
2018 Pickup			\$								
2018 CAT 836			\$								
2019 Light plant			\$								
2019 Utility Trailer			\$								
2019 Utility Vehicle			\$								
2019 F150			\$								
2019 CAT 836			\$								

Contingency	\$	108,101	\$	110,263	\$	123,928	\$	126,406	\$	128,934	\$	131,513	\$	134,143	\$	136,826	\$	139,563	\$	142,354
Cumulative Reserves																				
Equipment Replacement	1,000,000	275,000	45,000	294,700	869,700	674,700	1,013,200	1,191,200	1,412,200	1,782,200	2,812,200									
Landfill Development	2,000,000	2,504,811	2,019,718	1,598,437	2,188,730	1,790,828	1,404,969	2,031,393	2,670,345	2,322,077	1,986,842									
Landfill Closure	-	218,241	440,848	691,041	946,239	1,206,540	1,472,047	1,742,865	2,019,099	2,300,857	2,588,251									
Landfill Post Closure	-	109,121	220,424	345,521	473,119	603,270	736,024	871,432	1,009,549	1,150,429	1,294,126									
Expansion	-	30,595	61,801	96,875	132,650	169,141	206,362	244,327	283,051	322,550	362,839									
Gas System Development	-	218,241	440,848	691,041	946,239	1,206,540	1,472,047	1,742,865	2,019,099	2,300,857	2,588,251									
Other	7,000,000	5,661,671	4,501,125	4,148,291	3,988,652	4,027,640	4,328,987	4,837,247	5,593,060	6,595,526	7,858,229									
Contingency	-	108,101	218,364	342,291	468,698	597,632	729,145	863,288	1,000,114	1,139,677	1,282,031									
Current Cash	10,000,000																			
Revenue	6,559,750	6,820,604	7,895,580	8,210,149	8,537,293	8,877,517	9,231,347	9,599,326	9,982,022	10,380,026										
Operating Expense	(5,488,969)	(5,588,257)	(5,685,211)	(5,779,320)	(5,880,028)	(5,929,527)	(6,047,511)	(6,138,426)	(6,244,366)	(6,351,430)										
EBITDA	1,070,781	1,232,347	2,210,370	2,430,829	2,657,265	2,947,991	3,183,835	3,460,900	3,737,656	4,028,596										
Reserves	(2,389,110)	(2,412,892)	(2,563,204)	(2,590,466)	(2,618,277)	(2,646,643)	(2,675,576)	(2,705,087)	(2,735,189)	(2,765,893)										
Cash from Operations	(1,318,329)	(1,180,546)	(352,834)	(159,639)	38,988	301,348	508,260	755,813	1,002,467	1,262,703										
Cash Start of Year	10,000,000	5,495,781	3,173,127	3,408,197	4,199,026	3,946,291	3,622,782	5,774,617	8,246,517	10,144,173										
Reserve additions	2,389,110	2,412,892	2,563,204	2,590,468	2,618,277	2,646,643	2,675,576	2,705,087	2,735,189	2,765,893										
Total Capital Expense	(5,575,000)	(3,555,000)	(1,975,300)	(1,640,000)	(2,910,000)	(3,271,500)	(1,032,000)	(989,000)	(1,840,000)	(1,180,000)										
EBIT	(1,318,329)	(1,180,546)	(352,834)	(159,639)	38,988	301,348	508,260	755,813	1,002,467	1,262,703										
Cash - End of Year	10,000,000	5,495,781	3,173,127	3,408,197	4,199,026	3,946,291	3,622,782	5,774,617	8,246,517	10,144,173	12,992,769									

BVSWMA, Inc.
2011-2012 Reserve Detail

Design Capacity	37,000,000	Cubic Yards
Density	1,500	Pounds/Cubic Yard
Capacity in tons	27,750,000	Tons
Vertical Expansion		
Additional Tons	-	To be added when conceptual plans are available
Total Tons Capacity	27,750,000	Tons

		Cost	Tons Denominator	Per Ton Reserves
Future Cell Development				
Remaining acres	198			
cost/acre \$	250,000			
total		\$ 49,500,000	27,750,000	\$ 1.784
Closure				
Acres	214			
Cost/acre \$	100,000			
total		\$ 21,400,000	27,750,000	\$ 0.771
Post Closure				
Acres	214			
Cost/acre \$	50,000			
total		\$ 10,700,000	27,750,000	\$ 0.386
Gas System				
Acres	214			
Cost/acre \$	100,000			
total		\$ 21,400,000	27,750,000	\$ 0.771
Site Expansion				
Estimated		\$ 3,000,000	27,750,000	\$ 0.108
Sub-total		\$ 106,000,000		
Contingency		\$ 10,600,000	27,750,000	\$ 0.38
Equipment				
All Equipment	\$ 12,000,000			
Years	10			
Annual Cost		\$ 1,200,000	Annual Equipment Reserve	

**September 8, 2011
Workshop Agenda Item No. 5
Update on Council Strategic Plan**

To: David Neeley, City Manager

From: Bob Cowell, AICP, CNU-A Executive Director - Planning & Development Services

Relationship to Strategic Goals: Applicable to all Strategic Initiatives

Agenda Caption: Presentation, possible action, and discussion regarding the Council's development of their Strategic Plan.

Recommendation(s): Staff recommends that Council accept the update and provide any relevant direction to aid staff in completion of the Strategic Plan.

Summary: Council initiated work on updating their Strategic Plan at their annual workshop held on July 12, 2011. At the workshop, the Council reviewed current and projected conditions that affect the operation of City government, affirmed their commitment to the adopted Vision Statement, Organizational Mission Statement, and Core Values. The Council refined their strategic initiatives and related goals and initiated the development of strategies to achieve the stated goals. Since the workshop staff has incorporated the strategic initiatives and goals in the budget development and have worked to further refine the strategies intended to accomplish the identified goals.

The purpose of this workshop item is to update the Council on the progress of defining strategies, reminding Council of the process and establishing the timeline for the adoption of the Strategic Plan and its implementation and maintenance. Further, staff will be seeking additional Council input and direction on a number of the identified strategies, which will be presented at the workshop.

Budget & Financial Summary: N/A

Attachments:

1. Strategic Planning & Budget Process FY2011-2012
2. Content and Purpose of Strategic Plan
3. Community Vision, Organizational Mission, and Core Values
4. Strategic Initiatives and Goals

Strategic Planning and Budget Process – FY 2010-2011

<i>January</i>	<ul style="list-style-type: none"> § Personnel summaries and skill level data is sent to City departments to begin preparation of the Salary and Benefits portion of the budget. § Budget staff meets to go over general action plans for the upcoming budget season and assign duties and responsibilities. § Preliminary work begins on upcoming fiscal year budget.
<i>February</i>	<ul style="list-style-type: none"> § Requests for fixed cost information as well as vehicle and equipment replacement data is sent out to the City departments. § Prepare and distribute 1st quarter financial reports.
<i>March</i>	<ul style="list-style-type: none"> § Budget analysts prepare Department and Fund summaries, prepare and update the computer system, and finalize predetermined budget amounts for fixed costs. § Develop forecasts.
<i>April</i>	<ul style="list-style-type: none"> § Budget department kicks off new budget year with City departments. § Analysts begin preliminary work with Departments and assist Departments in preparing their budget submittal.
<i>May</i>	<ul style="list-style-type: none"> § Department budgets are due back to the Budget Office. § Budget Analysts review base budget requests and requests for increases in funding via service level adjustments (SLAs). § Budget Analysts review budget reduction submittals with departments. § Prepare and distribute 2nd quarter financial reports.
<i>June</i>	<ul style="list-style-type: none"> § Budget Staff prepares Proposed Budgets and meets with Department Directors and City Manager to discuss budget requests and service levels. § City Council participates in a Strategic Planning Retreat to review mission and vision statements and identify strategic priorities for the upcoming fiscal year.
<i>July</i>	<ul style="list-style-type: none"> § Prepare Proposed Budget Document.
<i>August</i>	<ul style="list-style-type: none"> § Conduct televised budget workshops during regular Council meetings. § Present Proposed Budget to City Council. § Review Proposed Operating and Capital Improvement Program. § Prepare and distribute 3rd quarter financial reports.
<i>September</i>	<ul style="list-style-type: none"> § Publish 1st Tax Notice (Notice of Public Hearing on Tax Increase). § Public Hearing of Proposed Budget. § Public Hearing #1 on tax increase (regular Council meeting). § Public Hearing #2 on tax increase (special Council meeting). § Publish 2nd Tax Notice (Notice of Tax Revenue increase). § Council adoption of Budget. § Council adoption of Tax Rate.
<i>October</i>	<ul style="list-style-type: none"> § Prepare Approved Budget Document. § Prepare Capital Improvement Programs Document.
<i>November - December</i>	<ul style="list-style-type: none"> § Prepare and distribute 4th quarter financial reports. § Reviews and Special Projects. § Monitor Budget.

Content and Purpose of Strategic Plan

What is a Strategic Plan and Why have One?

A strategic plan is generally defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it”¹. Strategic planning “provides a systematic process for gathering information about the big picture and using it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions”².

Typically, strategic plans involve the development of a long-term vision, clarification of the organization’s mission and values, and analysis of external challenges and opportunities assessing internal strengths and weaknesses, development of goals or preferred outcomes, development of strategies to realize the desired outcomes, and finally an action plan for projects and initiatives that will implement the identified strategies.

Critical to this process’ success is everyone doing their part and doing it well. Vision and mission are generally viewed as the purview of the community at-large; goals and desired outcomes, a partnership between the electorate and those elected; strategies jointly developed by elected officials and staff, and finally, actions developed and implemented by staff. If elected officials don’t understand the community vision or the City government’s mission, then they will likely suffer the ire of the electorate. If Council can’t or won’t clearly define its expectations and preferences, staff will struggle to devise strategies and actions to deliver results and precious resources will be wasted. If staff doesn’t ensure projects and initiatives are aligned with Council direction and oriented to achieve their desired

Definitions of Important Terms –

Quality of Life: “An all inclusive term that includes economic prosperity, affordable homes, gainful employment, clean air and water, safe and attractive neighborhoods, ample recreational opportunities, convenient transportation systems and an active and diverse community rich in art and cultural amenities.”

Core Services: “The City’s core services are public safety, construction and maintenance of infrastructure, the planning for and accommodation of land use development, and the internal services necessary to support these functions.”

Infrastructure: “Physical system of roads, bridges, sidewalks, water and wastewater facilities, electrical facilities, municipal buildings; in addition to the vehicle fleet, information technology, radio and telecommunication services utilized by the City to provide municipal services.”

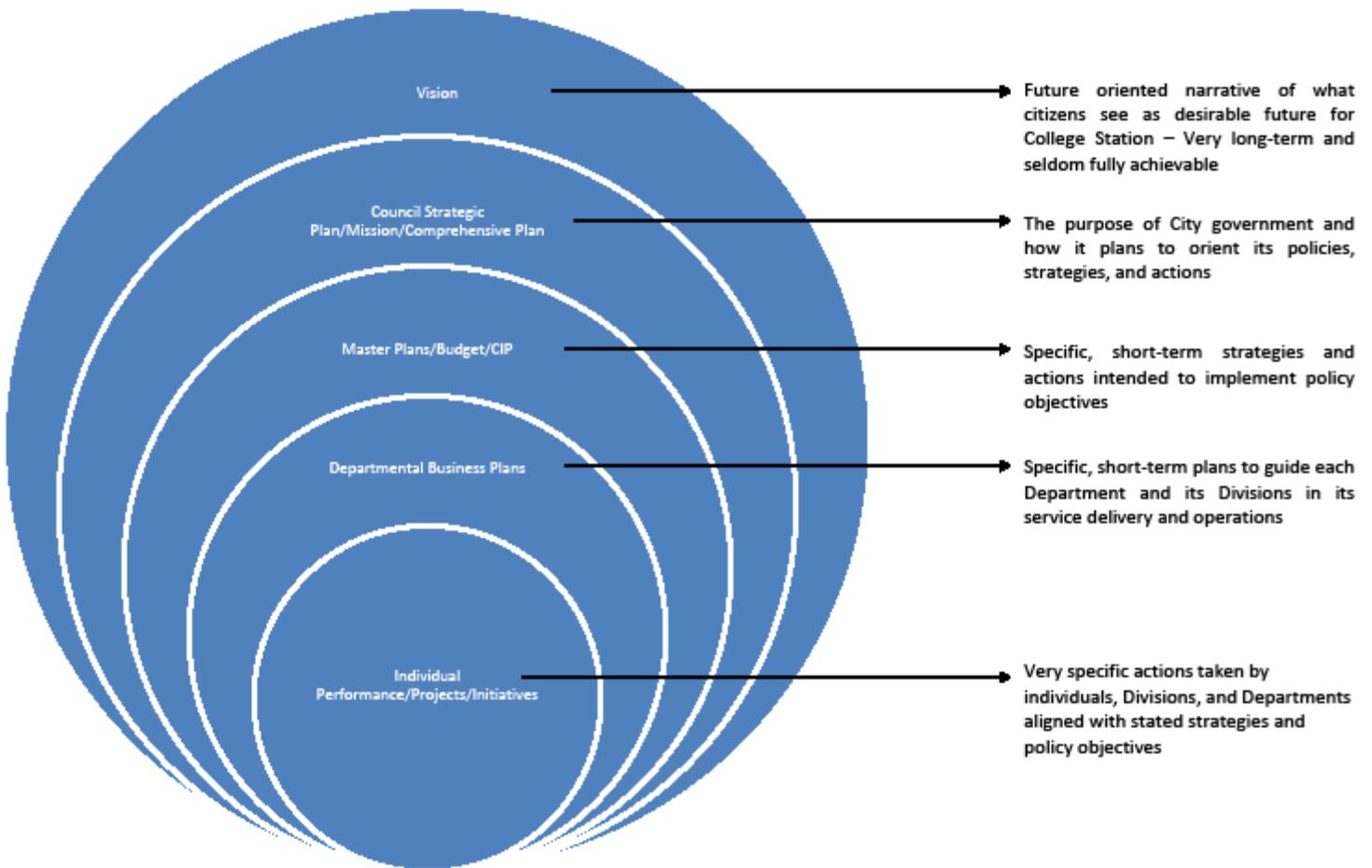
¹ John Bryson “Strategic Planning for Public and Non-Profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (1995)

² Theodore H. Poister and Gregory Streib “elements of Strategic Planning and Management in Municipal Government: Status after Two Decades” (2005)

outcomes, they are likely to fail to achieve the outcomes they ultimately will be held accountable for.

How do We Use Strategic Plan in College Station?

College Station has used a strategic planning process for several years to aid in its decision-making. Most recently with the adoption of the City's new Comprehensive Plan and through it, clarification of the community's vision; the Council, through a couple of different intense planning workshops developed the current multi-year strategic plan. The following graphic illustrates the strategic decision-making model used in College Station.



Vision, Mission, and Core Values

The following items were developed as a part of the City's Comprehensive Plan and the Council's Five Year Strategic Plan in 2009 and are utilized to develop the direction of the City government through goals that are established each year.

Community Vision

College Station...will be a vibrant, progressive, knowledge-based community which promotes the highest quality of life by...

- ensuring safe, tranquil, clean, and healthy neighborhoods with enduring character;
- increasing and maintaining the mobility of College Station citizens through a well-planned and constructed inter-modal transportation system;
- expecting sensitive development and management of the built and natural environment;
- supporting well planned, quality and sustainable growth;
- valuing and protecting our cultural and historical community resources;
- developing and maintaining quality cost-effective community facilities, infrastructure and services which ensure our city is cohesive and well connected; and
- pro-actively creating and maintaining economic and educational opportunities for all citizens

College Station will continue to be among the friendliest and most responsive of communities and a demonstrated good partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will continue to be a place where Texas and the world come to learn, live, and conduct business!

City Government Mission Statement

On Behalf of the Citizens of College Station, Home of Texas A&M University, We will continue to promote and advance the community's quality of life.

Core Values

Promote:

- The healthy, safety, and general well being of the community
- Excellence in customer service
- Fiscal responsibility
- Involvement and participation of the citizenry
- Collaboration and cooperation
- Regionalism: be active member of the Brazos Valley community and beyond
- Activities that promote municipal empowerment

Key Strategic Focus Areas and Desired Outcomes

Financially Sustainable City³

Wise stewardship of the financial resources provided to the City resulting in its ability to meet current service demands and obligations without compromising the ability of future generations to do the same

How will success in this area be measured?

- Increasingly diverse sources of revenue
- Adequate fiscal reserves
- Citizen satisfaction with services and facilities
- Others?

Providing Core Services and Infrastructure⁴

Efficiently, effectively and strategically placed core services and infrastructure that maintains citizens health, safety, and general welfare and enables the city's economic growth and physical development

How will success in this area be measured?

- Well-maintained infrastructure/Limited failures and outages
- Citizen satisfaction with services and facilities
- Stable or declining major offenses even as population increases
- Understanding community need and successful communication of City's ability to meet the needs
- Others?

Neighborhood Integrity

Long-term viable and appealing neighborhoods

How will success in this area be measured?

- Stable or increasing property values
- Citizen satisfaction with neighborhood quality of life
- Fewer negative impacts of rental properties in neighborhoods
- Others?

Diverse Growing Economy

Diversified economy generating quality, stable full-time jobs bolstering the sales and property tax base and contributing to a high quality of life

³ Currently combined into one Key Strategic Focus Area, Staff is recommending dividing into two Areas

⁴ Currently combined into one Key Strategic Focus Area, Staff is recommending dividing into two Areas

How will success in this area be measured?

- Increasing rate of increasing taxable value
- Increasing rate of increasing year over year sales tax receipts
- Increasing number of non-University high-paying full-time jobs
- Adequate land available and serviceable for basic employers
- Others?

Improving Mobility⁵

Safe, efficient and well-connected multi-modal transportation system designed to contribute to a high-quality of life and be sensitive to surrounding uses

How will success in this area be measured?

- Increasing number of safe and complete ways to move to and between major destinations
- Continued reduction in the number of major crashes
- Streets that are not heavily congested
- Streets, sidewalks, bike lanes, and multi-use paths that are well maintained and free of hazard
- Others?

Sustainable City⁶

Wise stewardship of the natural resources and features needed to meet current demands without compromising the ability of future generations to do the same

How will success in this area be measured?

- Expanded purchase of power from renewable energy sources
- Reduced energy consumption
- Reduced water consumption
- Reduced volumes of waste generated
- Efficient use of land
- Protection of vulnerable environmental features
- Others?

⁵ Currently entitled "Improving Multi-Modal Transportation", Staff is recommending renaming "Improving Mobility"

⁶ Currently entitled "Green Sustainable City", Staff is recommending renaming "Sustainable City"

