



CITY OF FLORENCE

At 8:30 a.m., the Florence City Council and Environmental Management Advisory Committee (EMAC) will hold a joint work session in-person at Florence City Hall with the option to view virtually. Learn more in the attachments below.

Watching / Listening to the Meeting Live:

Interested citizens may attend in person or listen and view the meeting through the ['GoToWebinar' platform](#).

Work Sessions do not allow time for general public comments (written or verbal). Public Comment periods are provided at City Council regular sessions which are generally held on the 1st and 3rd Mondays of each month beginning at 5:30 p.m.

1. City Council/ EMAC Joint Work Session Agenda

Documents:

[4.9.26 CITY COUNCIL EMAC WORK SESSION AGENDA.PDF](#)

2. City Council/ EMAC Joint Work Session Materials

Documents:

[4.9.26 CITY COUNCIL EMAC WORK SESSION MATERIALS.PDF](#)

3. City Council/ EMAC Joint Work Session Items Distributed

Documents:

[4.9.26 CITY COUNCIL EMAC JOINT WORK SESSION ITEMS DISTRIBUTED.PDF](#)



**City of Florence
City Council/ EMAC
Joint Work Session**

In Person & Videoconference
Florence City Hall
250 Hwy 101
Florence, OR 97439
541-997-3437
www.ci.florence.or.us

- Meeting materials including information on each agenda item are published at least 24 hours prior to the meeting, and can be found of the City of Florence website at [City of Florence website](http://www.ci.florence.or.us).
- Items distributed during the meeting, meeting minutes, and a link to the meeting video are posted to the City's website at [City's website](http://www.ci.florence.or.us) as soon as practicable after the meeting.
- To be notified of City Council meetings via email, please visit online at <http://www.ci.florence.or.us/newsletter/subscriptions>.

April 9, 2026

WORK SESSION AGENDA

8:30 a.m.

Councilors:

Rob Ward, Mayor

Robert Carp, Council President	Jo Beaudreau, Council Vice-President
Sally Wantz, Councilor	Mike Webb, Councilor

EMAC:

Britte Kirsch, Chair— Dina McClure, Vice-Chair
 Lynne Haroun — Linda Serbus — Lisa Wallace — Laura Smith
 Shannon Warren — Pat Rongey — Nancy Rhodes
 Ex-Officio: Sally Wantz, City Councilor – Wendy Farley Campbell, Staff
 Ex-Officio: County Transfer & Recycling, Brian Enochian

With 48-hour prior notice, an interpreter and/or TTY: 541-997-3437, can be provided for the hearing impaired.
 Meeting is wheelchair accessible.

In addition to attending in person, members of the public can listen and view the meeting through the 'GoToWebinar' platform at the following link:
<https://attendee.gotowebinar.com/register/672549727030159453>

CALL TO ORDER – ROLL CALL – PLEDGE OF ALLEGIANCE

8:30 a.m.

1. PART 1: SOLID WASTE RATE REVIEW

The City Council and the Environmental Management Advisory Committee (EMAC) will hold a joint work session to review and discuss the draft Solid Waste Rate Report prepared by Bell & Associates regarding garbage hauling rates.

**Approx.
9:30 a.m.**

EXECUTIVE SESSION PER ORS 192.660(2)(f)
 Exempt Public Records - Solid Waste Hauler Financial Reporting

Following adjournment of the executive session, the Council may either continue the discussion on the solid waste rate review or proceed with Part 2 of the work session.

2. PART 2: EDUCATIONAL SUPPORT RESOLUTION DISCUSSION

**Approx.
9:45 a.m.**

The City Council will review and discuss a proposed resolution prepared and brought forward by a Councilor affirming the City of Florence's support for education and recognizing its importance to the community's social, civic, and economic vitality. The purpose of this work session discussion is to review the draft language, understand

the intent behind introducing the resolution at this time, and consider how the proposal aligns with the City’s adopted values and work plan.

The Council will consider whether there is interest in refining the proposed language and whether the resolution should move forward for possible formal action at a future meeting. No action will be taken during this work session.

COUNCIL CALENDAR		
<i>All meetings are held in person with a virtual option unless otherwise indicated</i>		
Date	Time	Description
April 16, 2026	8:30 a.m.	City Council Work Session
April 20, 2026	5:30 p.m.	City Council Meeting
May 4, 2026	5:30 p.m.	City Council Meeting

PUBLIC MEETINGS PROCEDURES

The April 9, 2026 City Council and Environmental Advisory Committee Joint Work Session will be in person at City Hall.

Expressing Views to the City Council: Work Sessions do not allow time for general public comments (written or verbal). Public Comment periods are provided at City Council regular sessions which are generally held on the 1st and 3rd Mondays of each month beginning at 5:30 p.m. For the latest City Council meeting calendar, visit the City of Florence website at <https://www.ci.florence.or.us/calendar>.

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Memorandum

To: Florence City Council and Environmental Management
Advisory Committee

From: Wendy Farley Campbell, Planning Department

Meeting Date: April 9, 2026

Subject: Solid Waste Rate Review 2025/2026



BACKGROUND: The City of Florence has a licensed rather than territory-based franchise solid waste collection system and therefore sets the rates for residential and commercial garbage collection. Solid Waste Rate Setting is governed by Section 5 of [Title 9 Utilities Chapter 4 Solid Waste Management](#) of the Florence City Code. Solid Waste Collection Rates were last comprehensively reviewed and approved under Council Resolution 15, Series 2021. There is a delay in review due to a consolidation of solid waste disposal companies, from two license holders to just one. The remaining company requested two delays, in 2023 and again in 2024, while they went through a process of business customer, operations, and equipment consolidations.

Bell and Associates (Bell) under contract with the City has performed a comprehensive analysis of the fiscal year ending August 31, 2025 financials. His draft report is attached to this memo.

PROCESS: Title 9 Chapter 4's rate review process includes public hearings by both the Environmental Management Advisory Committee (EMAC) and City Council. These are scheduled for May 12th and June 1st respectively. Rates are to be in effect by July 1st.

This meeting is a joint work session with City Council and EMAC with an opportunity for an Executive Session. Chris Bell with Bell and Associates will review the solid waste analysis, profit and expense information, and his recommendations. An Executive Session is available to review and discuss the haulers' (County Transfer and Recycling) 2025 base year reporting data. The presentation and discussion covered under the executive session include confidential and privileged financial and operational data provided by the hauler and Chris Bell's individual analysis. This information is privileged and cannot be released. Council and EMAC's objectives at the work and executive sessions are to identify any additional analyses needed for the review and request clarifying information on any analyses and hauler, state, or national circumstances to your inform decision making.

Later, at the public hearings the final Bell report will be under consideration as well as EMAC's recommendations in the case of Council's hearing.

REPORTING AND ANALYSIS:

The haulers provide a standard chart of accounts, inputs for revenues, customer counts by service type, driver numbers and hours, maintenance and administrative staffing levels, disposal volumes, regulated recycling information by line of business, route data to include number of routes and pulls per route. The expenses are checked for reasonableness and ineligible costs are removed from the review. Revenues are analyzed for

reasonableness based on customer counts, account types, and rate allowances. This data is provided in what is termed a model spreadsheet where it is assembled within multiple tabs. Chris then analyzes the data into separate spreadsheets for expenses and revenues, labor details, route hour input, and itemizations of expenses. Included in the analysis and rate proposals are a company's predicted expenses such as changes to employee benefits, capital purchases such as new equipment and trucks, and property improvements. Chris Bell may share the analysis spreadsheets at the executive session and discuss individual hauler data and their impacts on his recommendations made.

Bell & Associates "City of Florence Solid Waste Rate Report, March 2026 – DRAFT" attached to this memo includes an overview of the above-described process, tables summarizing the results and inflation factors, and prediction of the 2026 rate results. He also included a Residential Curbside Yard Debris Collection analysis for both subscription and integrated service scenarios. Chris' initial recommendation includes:

Findings/Recommendations:

- a. Profit Margins for 2025 (Table 1 p. 2)-finds the average operating margin at 12.7%, above the 8- 12% allowable range.
- b. 2026 Recycling Processing expenses will decrease by 80%. (Table 3, p.3)
- c. 2026 Waste disposal to increase by 18.08%. (Table 3, p.3)
- d. 2026 Health Insurance to increase by 11.7%. (Table 3, p.3)
- e. 2025 Drop Box return on revenue was 1.8% for 2025. Table 1. Page 2)
- f. 2025 Residential and Commercial return on revenues were 13.4 and 13.6% respectively.
- g. Profit Margins projection for 2026 (Table 5 p. 4)-find the average operating margin at 12.99%, above the 8-12% allowable range, and therefore does not recommend any increases in rates.

Attachments:

- 1. City of Florence Solid Waste Rate Report, March 2026 - DRAFT



City of Florence
A City in Motion

City of Florence

Solid Waste Draft Rate Report





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DRAFT



Solid Waste System Background

Collection of waste and recycling within the City of Florence (City) is conducted under a regulated open-market system; however, with the acquisition of Central Coast Disposal by Waste Connections, County Transfer & Recycling (CTR), which is a subsidiary of Waste Connections, is the only regulated collection company providing service to the City. Florence City Code, Section 9, Chapter 4, is the regulatory authority governing waste and recycling management within the city limits.

Annual Cost Report

CTR must submit an annual detailed financial report to the City on November 1 for the past twelve-month period ending August 31. The report provides line-item costs and revenues associated with providing services within the City, and combined line-item totals for operations outside the City. The report format allows calculation of the cost of service for each line of business (cart, container, and drop box). Cart collection is primarily for residential customers, whereas business customers are serviced with a container. Reported results were analyzed, and the following tasks were completed:

- a. Analyze reported route collection hours to the reported customer counts for each line of business. Determine whether the collection productivity is reasonable by comparing it to industry standards for similar collection operations.
- b. Using a predictive test of revenue for cart collection, ensure the reported revenues are reasonable for the number of reported customers.
- c. By thoroughly reviewing the reported direct cost line items, determine if the expense is reasonable in relation to the customer and operational data entered from the detailed cost report.
- d. Determine if the reported disposal expense is reasonable by employing a predictive test of disposal cost.
- e. Using the reported administrative line items, determine if the expense is reasonable in relation to the operational data entered from the detailed cost report.
- f. Review the costs between the City and other collection operations to determine if the allocations are reasonable.

Adjusted Report

Financial data is consolidated by service, showing the collection system's total revenues and expenses. This consolidated report enables calculation of the system's return on revenue and provides a measure of rate adequacy. The return-on-revenue is a percentage derived from a simple calculation:

Income / Net Revenues

Table 1 on the following page details the return for each collection service provided within the Florence licensed collection system.



**Table 1: Adjusted Results of Collection Operations from September 1, 2024, to August 31, 2025**

Description	Can / Cart	Container	Drop Box	Total
Revenue	\$1,539,681	\$1,225,536	\$197,574	\$2,962,791
Less License Fees	\$(58,022)	\$(75,032)	\$(9,507)	\$(142,561)
Net Revenue	\$1,481,659	\$1,150,504	\$188,067	\$2,820,230
Allowable Expenses	\$1,282,398	\$994,001	\$184,755	\$2,461,154
Income	\$199,261	\$156,503	\$3,312	\$359,076
Return on Revenue (Income / Net Revenue)	13.4%	13.6%	1.8%	12.7%

Table 2 summarizes the composition of expenses incurred to provide collection services to the City over the rate review year.

Table 2: Composition of Collection Costs

Cost	Amount
Solid Waste Disposal	\$591,974
Recycling Processing	\$165,208
Collection Labor	\$799,087
Truck Expense	\$334,093
Other Direct Expense	\$161,916
Total Direct Cost	\$2,052,278
Management Labor	\$223,927
Administrative Labor	\$184,949
Total Indirect Cost	\$408,876
Total Composite Cost	\$2,461,154

Disposal of waste is the largest expense incurred by the licensed haulers, followed by labor and truck expenses. Truck expense is primarily truck depreciation, repair, and maintenance costs of the collection fleet, plus fuel costs. Depreciation expense is incurred on new or overhauled trucks and equipment. Other direct expenses include cart and container depreciation, property rent, and property expenses.

Management expenses include salaries, whereas administrative labor includes customer service representatives and billing clerks. Other overhead expenses include communication, postage, banking, and other office expenses.



The results reveal a margin slightly above the allowable range of 8% to 12% for the reviewed year composite results. Because the results are based on past operations, projecting them over the upcoming year is done by adjusting line-item expenses to calculate the operating margin for the current year. Table 3 details the line item expenses and the adjustment factors utilized to project the operational results from September 2025 to August 2026.

- Driver wages have increased by 6.7% since 2024 due to market conditions regarding CDL drivers.
- Health insurance premiums increased by 11.7%.
- Lane County tipping fees are estimated to increase by 9% in FY26. In addition, the rate lag from the FY25 increase is also considered in the disposal fee; therefore, the increased disposal cost applied to the reported expense is 18.08% for SW and 16.6% for yard debris.
- Inflation is indexed using the CPI – All Urban Wage Earners / US City Average (CWUR 0000 SA0) 2024-25 to 2026.
- Diesel fuel is estimated to increase by 11% compared to the prior year, according to the US Energy Information Administration.
- Bad Debt associated with the slowing business cycles in Oregon is estimated at 10%.
- Recycling processing is expected to decrease by 80% with the implementation of the Oregon Recycling Modernization Act.

Expense	Increase
Driver Wages	6.67%
Health Insurance	11.7%
Waste Disposal	18.08%
Inflation / Insurance	3.77%
Diesel Fuel	11.0%
Bad Debt	10.0%
Yard Debris Disposal	16.6%
Recycling Processing	-80.0%

Projected 2026 Results

Factoring in the line-item adjustments from Table 3, the projected impact of expense increases on the City's collection costs is \$63,823. Table 4 summarizes the increased costs, and Table 5, on the following pages, details the performance by service.

Table 4: Reviewed Year Compared to Projected 2026

Expense	2025	2026	\$ ▲	% ▲
Solid Waste Disposal	\$591,974	\$698,211	\$106,237	17.9%
Recycling Processing	\$165,208	\$33,041	(\$132,167)	-80.0%
Collection Labor	\$799,087	\$858,904	\$59,817	7.5%
Truck Expense	\$357,553	\$371,512	\$13,959	3.9%
Other Direct Expense	\$174,114	\$175,223	\$1,109	0.6%
Total Direct	\$2,087,936	\$2,136,891	\$48,955	2.3%
Management Expense	\$223,927	\$236,652	\$12,725	5.7%
Administrative Expense	\$184,949	\$195,352	\$10,403	5.6%
Total Indirect Cost	\$408,876	\$432,004	\$23,128	5.7%
Total Composite Cost	\$2,496,812	\$2,568,895	\$72,083	2.9%





Table 5: Projected 2026 Performance by Service

	Cart Collection		Container Collection		Drop Box		Grand Totals
Collection & Service Revenues	1,608,963		1,285,544		213,189		3,107,733
Less License Fees	(80,448)		(64,277)		(10,659)		(155,384)
Net Revenue	1,528,515		1,221,267		202,530		2,952,349
Direct Costs		% ▲		% ▲		% ▲	
SW & YD Disposal / Recycling	329,058	-10.0%	317,152	-0.7%	85,042	18.0%	731,252
Labor Expense	493,924	7.5%	303,955	7.5%	61,025	7.5%	858,904
Truck & Equipment Expense	213,643	3.9%	131,474	3.9%	26,395	3.9%	371,512
Other Operational Expense	100,764	0.6%	62,008	0.6%	12,451	0.6%	175,223
Collection Costs	808,331		497,437		99,871		1,405,639
Management Expense	143,572	5.7%	83,747	5.7%	9,333	5.7%	236,652
Administrative Expense	40,605	12.3%	142,244	3.9%	12,503	5.6%	195,352
Indirect Costs of Operations	184,177		225,991		21,836		432,004
Net Revenue	1,528,515		1,221,267		202,530		2,952,312
		% of revenue		% of revenue		% of revenue	
Disposal / Processing Costs	329,058	22%	317,152	26%	85,042	42%	731,252
Collection Costs	808,331	53%	497,437	41%	99,871	49%	1,405,639
Indirect Costs of Operations	184,177	12%	225,991	19%	21,836	11%	432,004
Total Cost	1,321,566		1,040,580		206,749		2,568,895
Income (Revenue - Costs)	206,949		180,687		(4,219)		383,417
Operating Margin (Income / Rev)	13.54%		14.80%		-2.08%		12.99%

The projected performance measured from September 2025 to August 2026 is slightly above the 12% range. While the returns for cart and commercial container services are above the range, drop box service is offsetting the higher returns. Rather than adjust all three levels of service, it is recommended to maintain the current collection rates.



Residential Yard Debris Collection

Two collection program alternatives were previously analyzed for a residential yard debris diversion program: an integrated every-other-week service and a subscription service. As part of the rate review, the program analysis was updated for 2026.

The integrated yard debris service would be provided to all eligible residential customers as part of the base service. Eligibility would require a customer who has a yard and generates yard waste. Residents would receive weekly garbage collection, with recycling and yard debris collected on alternating weeks. Curbside recycling would change from weekly to every-other-week collection. The licensed haulers would provide customers with a 96 gallon roll cart. The rate increase for the program ranges from **\$6.80 to \$7.66** per customer per month.

The range in the rate is due to various operational and cost factors, such as increased collection hours, the procurement and distribution of the rollcars, the annual amount of yard debris collected, and the cost Lane County would charge to process the collected materials. The cost analysis is detailed on the following pages.

The rate for a subscription service varies depending on the number of participants – the higher the participation rate, the lower the collection fee. The calculation of the subscription service rate assumed a yard debris processing fee of \$123.23 per ton, every-other-week collection, and service provided from March through November. The estimated rate for 10% of the eligible customers is \$27.79; whereas, the rate for 100% participation is \$9.39. The reason the subscription rate is higher is the cost of acquiring an additional truck; whereas, the integrated program would utilize existing trucks. Table 9 summarizes the estimated cost of a subscription yard debris service at the variable rates.

Table 9: Calculated Yard Debris Subscription Rate

Participation Rate	10%	25%	30%	50%	100%
Participants @ 2,300 customers	230	575	690	1,150	2,300
Monthly Yard Debris Rate	\$27.79	\$18.42	\$16.74	\$12.40	\$9.39

The City of Yakima, Washington, has a subscription service. The current level of participation is approximately 24% for weekly service from March through November. The current rate is \$17.55 per month. The rate is not charged from December through February. The annualized rate in Yakima is \$13.16 (($\17.55×9 months) / 12 months).





Appendix – Yard Debris Rate Model Detail

City of Florence Yard Debris Rate Model

Note	Cost	Total	
	Labor Expense	493,924	
	Truck & Equipment Expense	213,643	
	Other Operational Expense	100,764	
A	Total	808,331	
B	Collection Hours	7,436	
C	Cost per Hour	\$ 108.71	
D	Percentage of Increased Hours	5.0%	7.5%
E	Increased Collection Hours	371.80	557.70
F	Additional Collection Cost	\$ 40,418	\$ 60,628
G	Additional Truck(s)	0	0
	Cost per Used Truck	\$ 75,000	\$ 75,000
H	Annual Truck Cost (5 yr. life)	\$ -	\$ -
I	Total Collection Cost	\$ 40,418	\$ 60,628
J	Estimated Participants	2,311	2,311
K	Monthly Cost per Participant	\$ 1.46	\$ 2.19
	96 gallon Cart Cost	\$ 55.00	\$ 55.00
	Distribution	\$ 6.00	\$ 6.00
	Total Cart Cost	\$ 61.00	\$ 61.00
L	Cart Cost per Month (7 yr.)	\$ 0.73	\$ 0.73
M	Yard Debris Processing per Ton	\$ 123.23	\$ 123.23
N	Annual Weight per Customer	700	700
O	Cost per Customer per Month	\$ 3.59	\$ 3.59
P	Total Cost per Customer	\$ 5.78	\$ 6.51
Q	Plus Margin & 5% License Fee	\$ 1.02	\$ 1.15
R	Yard Debris Rate per Customer	\$ 6.80	\$ 7.66

Model Calculation Notes

The model calculates the increase in collection hours assuming the City would switch from weekly recycling to every-other-week recycling and every-other-week yard debris collection. The model is based on the composite and not individual haulers.

The green cells can be adjusted to calculate the sensitivity of the changes within the model

- A:** Projected 2026 total cost of cart waste and recycling collection
- B:** Reported collection hours
- C:** Cost per Hour is Total Cost divided by Collection Hours
- D:** Assumed increased collection hours as a percentage of Collection Hours
- E:** Percentage of Increase Hours multiplied by the Collection Hours (D x B)
- F:** Additional Collection Cost is the Increased Collection Hours multiplied by the Cost per Hour (E x C)
- G:** Assumed increased collection truck(s) and cost per truck needed to provide the services
- H:** Annual Truck Cost is the Additional Trucks multiplied by the Cost per Truck and divided by a 5 year life
- I:** Total Collection Cost is the Additional Collection Cost plus the Annual Truck Cost (F + H)
- J:** Assumed participants within the City of Florence
- K:** Monthly Cost per Participant is the Total Collection Cost divided by the Estimated Participants and then divided by 12 months (I / J / 12 months)
- L:** Estimated cost of the new 96 gallon cart on a per customer per month basis
- M:** Estimated cost to process yard debris
- N:** Estimated annual weight for ALL participants
- O:** Processing cost per Customer per Month is the Annual Weight per Customer divided into 2,000 per ton, multiplied by the Yard Debris Processing per Ton, and then divided by 12 months (N / 2,000) x M / 12 months
- P:** Total Cost per Customer is the total of items K + L + O
- Q:** Margin and License fees are calculated at 10% and 5% respectively
- R:** Yard Debris Rate per Customer is the total of items P + Q





	Levels of Participation				
	10%	25%	30%	50%	100%
a Participation Rate	10%	25%	30%	50%	100%
b Participants @ 2,300 customers	230	575	690	1,150	2,300
c Annual Hours	490	490	525	560	700
d Collection Cost (\$108.27 per hr.)	\$ 53,268	\$ 53,268	\$ 57,073	\$ 60,878	\$ 76,097
Additional Trucks	0	1	1	1	1
Cost per Used Truck	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
e Annual Truck Cost (5 yr. life)	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
f Total Collection Cost	\$ 53,268	\$ 78,268	\$ 82,073	\$ 85,878	\$ 101,097
Participants	230	575	690	1,150	2,300
g Monthly Cost per Participant	\$ 19.30	\$ 11.34	\$ 9.91	\$ 6.22	\$ 3.66
h Cart Cost per Month (7 yr.)	\$ 0.73	\$ 0.73	\$ 0.73	\$ 0.73	\$ 0.73
hh Processing Cost per Cust per Mo.	\$ 3.59	\$ 3.59	\$ 3.59	\$ 3.59	\$ 3.59
i Total Cost per Customer	\$ 23.62	\$ 15.66	\$ 14.23	\$ 10.54	\$ 7.98
j Plus Margin & 5% License Fee	\$ 4.17	\$ 2.76	\$ 2.51	\$ 1.86	\$ 1.41
k Yard Debris Rate per Customer	\$ 27.79	\$ 18.42	\$ 16.74	\$ 12.40	\$ 9.39

Subscription Model

a: Assumed Participation Rates for Subscription Services
b: Assumed 2,300 customers multiplied by the Assumed Participation Rates (a x 2,300)
c: Assumed Annual Hours to collected yard debris every-other-week for 20 weeks of the year
d: Annual Hours multiplied by the composite cost per hour
e: Annual Truck Cost over a 5 year life
f: Total Collection Cost is the sum of Collection Cost and Annual Truck Cost (d + e)
g: Monthly Cost per Participant is the Total Collection Cost divided by the Participants and then by 12 months (f / b / 12 months)
h / hh: Cart and Processing Cost are linked from the full participation model
i: Total Cost per Customer is the sum of items g + h + hh
j: Margin and License fee are calculated at 10% and 5% respectively
k: Yard Debris Subscription Rate is the total of items i + j

Memorandum

To: Florence City Council
Meeting Date: April 9, 2026
Subject: Resolution on Education



Dear Fellow Council Members and Mayor,

I am submitting for your consideration a Resolution expressing the City of Florence's support for education and its vital role in the strength and future of our community.

This resolution is intended to affirm a shared value, Education. Education is a lifelong process that touches every resident in our community, from early childhood through adulthood. Education plays a foundational role in shaping not only individual opportunity, but also the social, civic, and economic well-being of Florence and the greater Siuslaw region.

In rural communities such as ours, schools are more than places of learning; they are essential community anchors. They support workforce development, help attract and retain families, and contribute directly to the stability and resilience of our local economy. At the same time, education builds critical skills such as literacy, problem-solving, and civic understanding, empowering individuals to participate fully in community life and in our democratic processes.

This resolution also recognizes that education is a shared responsibility. Students, families, educators, businesses, tourists/guests and community partners all play a role in fostering an environment where learning can thrive. Supporting education means supporting the systems, resources, and environments that allow individuals to grow, adapt, and contribute meaningfully across generations.

Additionally, there are long-term economic and social implications tied to the strength of our educational systems. Investment in education has been consistently shown to increase economic opportunity, reduce poverty, and build more resilient communities. Conversely, gaps in education can have lasting impacts on workforce readiness and regional vitality....particularly in rural areas.

The intent of this resolution is to acknowledge these realities and affirm the City's recognition of Education as a cornerstone of community well-being, economic health, and civic life.

Thank you for your time and consideration. I welcome discussion and learning with you.

Sincerely,

Jo Beaudreau

Next Steps:

The resolution will be discussed at the work session and could potentially be brought forward for formal consideration at a future City Council meeting.

Attachments:

1. Draft Resolution

Draft Resolution for Education for City of Florence

CITY OF FLORENCE, OREGON
RESOLUTION NO. AWESOME

A RESOLUTION FROM THE CITY OF FLORENCE EXPRESSING SUPPORT FOR EDUCATION AND ACKNOWLEDGING ITS IMPORTANCE TO COMMUNITY AND ECONOMY

WHEREAS, quality public education is foundational to a healthy, resilient, and prosperous community; and

WHEREAS, in rural communities such as Florence and the Siuslaw Region, strong schools play a critical role in local economic stability by helping attract and retain families, supporting workforce development, and strengthening the long-term vitality of local businesses and industries; and

WHEREAS, strong schools contribute to workforce readiness, civic engagement, economic vitality, and the overall well-being of residents of all ages; and

WHEREAS, all students/community members in the Siuslaw area deserve safe, modern, and functional learning environments that support academic achievement, creativity, career and technical education, and student well-being; and

WHEREAS, educators, staff, and administrators require facilities and resources to effectively serve students and adapt to evolving educational standards and community needs; and

WHEREAS, the City of Florence recognizes that informed civic participation is essential to a healthy democracy and encourages residents to engage with public information about issues that affect the community now and for our vibrant future;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FLORENCE THAT:

The City of Florence affirms its support for public education as a cornerstone of the community's present and future success.

The City Council acknowledges the importance of continued investment in education to meet the needs of students, educators, and the broader community.

This resolution is intended to express the City's values regarding education and community well-being, economic impacts and does not advocate for or against any individual's vote.

BE IT FURTHER RESOLVED that this Resolution shall take effect immediately upon its adoption.

ADOPTED BY THE CITY COUNCIL OF THE CITY OF FLORENCE this ___ day of _____, 2026.

Notes & Links

- Education is a lifelong process.
- Education empowers individuals, families, friends, neighbors and communities to fully participate in society.
- Education provides regional and local economic and social benefits that effect generations
- From early childhood education through to higher education and beyond, education provides the essential skills that build and protect the political, economic, and social fabric of society. The early years of education are particularly important as they paves the way for a successful lifelong learning journey.
- education requires a comprehensive approach that strengthens systems, safeguards learners and upholds the principles of our community

- Education enables individuals to develop the knowledge, skills and confidence needed to participate fully in society.
- Through teaching and learning, societies pass on essential knowledge, values and competencies across generations.
- Education builds foundational literacy and numeracy, strengthens social and emotional skills and equips people to make informed choices about their lives and their communities.
- Education is one of the most powerful tools for lifting excluded children and adults out of poverty and is an enabler of other fundamental human rights.
- Education It is a cornerstone of resiliency in the face of today's most pressing local to global challenges and opportunities.
- Education forms the foundation of democratic society, and the right to education is protected under our US law as well as international law.
- Individuals, families, businesses, non-profits, partners of all types

The Numbers:

- Learning drives growth, reduces poverty, and increases earning potential. In developing countries, every US\$1 invested in education generates US\$10-US\$15 in economic growth.
- With access to quality education, learners go on to contribute financially and socially to their communities and drive local innovation. Since 1980, improvements in access to education have reduced extreme poverty by 40 per cent.
- The price of not supporting education is huge. The local impacts for rural communities could be devastating. Without the necessary literacy and numeracy skills provided through quality education, learners have fewer opportunities and are less likely to thrive. School dropouts and education gaps will cost the global economy up to \$10 trillion a year by 2030.
- Investing in resilient education systems means investing in educators, faculties, administration, resources and community. Without a well-trained, valued and supported teaching profession, there is no quality education.

Sources & Additional Information:

<https://www.nea.org/professional-excellence/student-engagement/tools-tips/sample-resolution-ensuring-safe-and-just-schools-all-students>

<https://www.oneworldeducation.org/our-students-writing/urban-public-schools-need-support/>

<https://nces.ed.gov/pubs/web/96184ex.asp>

<https://www.nea.org/nea-today/all-news-articles/why-rural-schools-are-essential>

<https://www.cryamerica.org/blogs/breaking-the-cycle-importance-of-education-in-rural-areas/>

https://learningpolicyinstitute.org/blog/transforming-schools-supporting-rural-education-gains-through-community-schools?gad_source=1&gad_campaignid=21504341972&gbraid=0AAAAAD_E3yD-5qd6PLXbOyfv7Ve_6ujvIr&gclid=CjwKCAjw1N7NBhAoEiwAcPchp-EGmjLE3ZR_hAG91EemidMLqZGEJ71CG89Mbj3RU2e3q5oFaQnyTRoC8xYQAvD_BwE

<https://educationnorthwest.org/case-briefs/supporting-rural-students-oregon-high-school-and-beyond>

<https://www.unesco.org/en/articles/what-you-need-know-about-education-and-why-it-matters>



City Council & EMAC Joint Work Session Solid Waste Rate Review

Wendy Farley Campbell, Community Development Director
Chris Bell, Bell & Associates

April 9, 2026

Overview

- Rate Setting History
- Rate Setting Process
- Solid Waste Rate Schedule Explained
- Analyses Overview
- Executive Session
- Next Steps

Rate Setting History

- **May 21, 1985:** Franchise to License System
- **Rates Established:**
 - 1986—Res. & Multi-Can Minimums
 - **2004** —Single Bill-Multi-Customer, Commercial Cart, & Pack out
 - **2005**—Compactor & Roll-Off Rates
 - **2012**—Added CPI and tipping fee adjustments
 - **2018**—Added Recycling Surcharge
- **Licensing Changed:**
 - **2016**—Changed from Axle Count to 5% of Gross Rev.

Rate Setting Process

- **Roles:**

- Title 2 Ch. 7—EMAC considers rate and service types
- Title 9 Ch. 4—Review Solid Waste Collection Rates

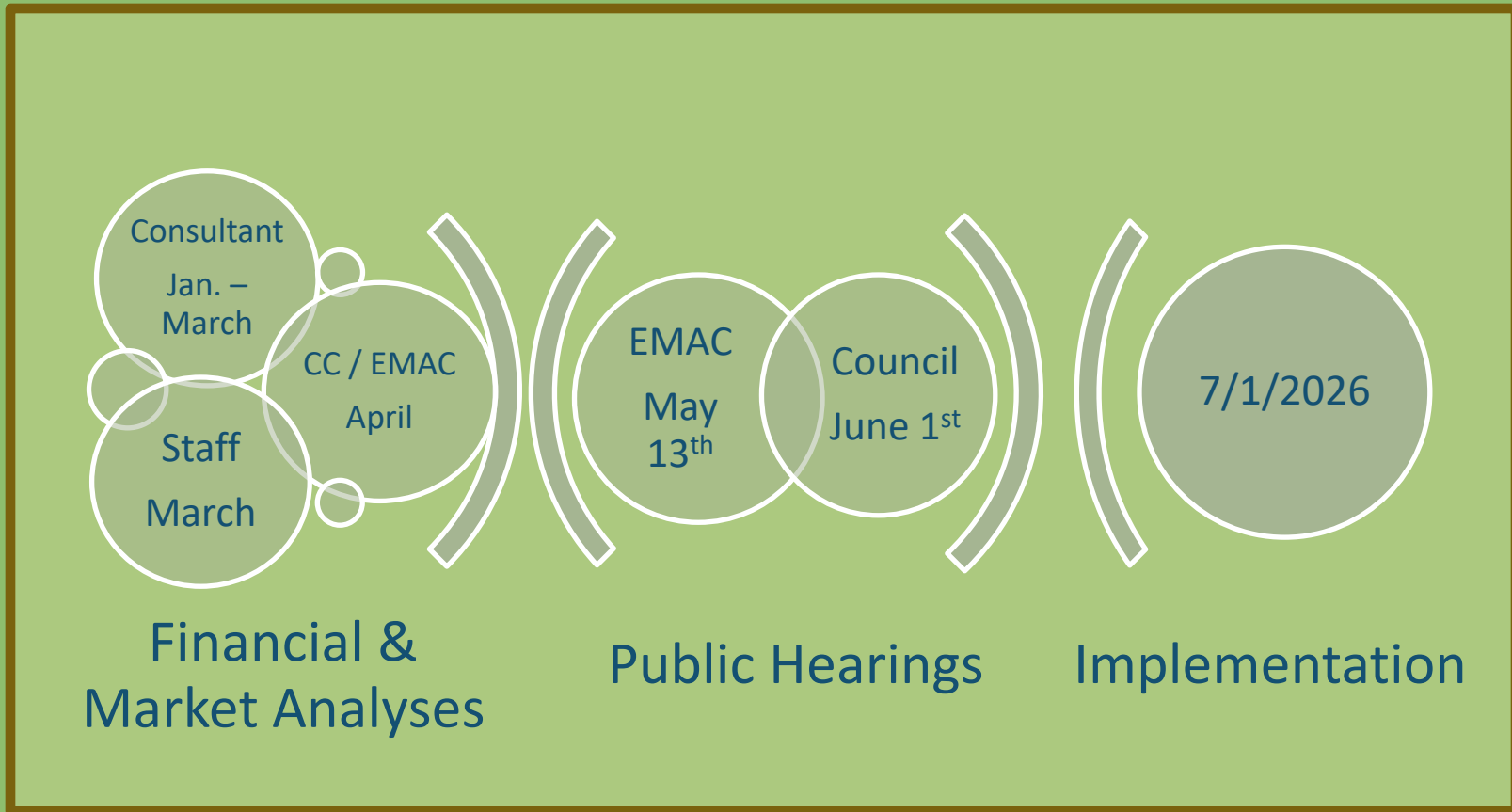
- **Timeline:**

- Adopt New Rates by July 1, 2026

- **Financials:**

- Haulers provide Sept. 2024 – August 2025 Reports
- Base Year-Comprehensive Reporting
- Interim Year-Revenue and Expense summary – CPI/Tipping Fee Adjustments

Rate Setting Process



Rate Schedule

- **Three Tables of Residential Customer Type**
 - 1A: Basic Residential
 - 1B: Multi-Resident-Single Bill-Single-Stop (up to three, 65%, 80/100)
 - 1C: Multi-Resident-Single Bill-Multi-Stop (86%, 80/100 occupancy)



Rate Schedule

- **Three Tables of Commercial Customer Type**
 - 2A: Commercial Carts
 - 2B: Commercial Bins & Compactors (7 bin sizes, 2.5*)
 - 2C: Roll-Off & Drop Box (3 levels-cost of service, disposal separate)



Rate Schedule

- **Other Services**
 - Regular Extra Containers
 - Occasional Extra Bags
 - Pack-out



City of Florence

Solid Waste Rate Report



Prepared by Bell & Associates

April 2026

Rate Review Analysis

- **Cost Report:** Financial Analysis for Reasonableness
 - Route hours to customer counts
 - Revenue to customer counts
 - Expense to customer counts and operational data
 - Disposal expense to disposal cost
 - Admin expense to operational data
- **Adjusted Report:** Non-Confidential Report
 - Consolidated revenues, expenses, and profit margin
 - Projected expenses: inflation, truck costs, license fees, employee benefits, disposal cost increases, recycling costs

Adjusted Report – Income / Net Revenues

Table 1: Adjusted Results of Collection Operations from September 1, 2024, to August 31, 2025

Description	Can / Cart	Container	Drop Box	Total
Revenue	\$1,539,681	\$1,225,536	\$197,574	\$2,962,791
Less License Fees	\$(58,022)	\$(75,032)	\$(9,507)	\$(142,561)
Net Revenue	\$1,481,659	\$1,150,504	\$188,067	\$2,820,230
Allowable Expenses	\$1,282,398	\$994,001	\$184,755	\$2,461,154
Income	\$199,261	\$156,503	\$3,312	\$359,076
Return on Revenue (Income / Net Revenue)	13.4%	13.6%	1.8%	12.7%

Adjusted Report – Collection Costs

Table 2: Composition of Collection Costs

Cost	Amount
Solid Waste Disposal	\$591,974
Recycling Processing	\$165,208
Collection Labor	\$799,087
Truck Expense	\$357,533
Other Direct Expense	\$174,114
Total Direct Cost	\$2,087,936
Management Labor	\$223,927
Administrative Expense	\$184,949
Total Indirect Cost	\$408,876
Total Composite Cost	\$2,496,812

Adjusted Report – Operational Inflation Projections

Table 3: Inflation Factors

Expense	Increase
Driver Wages	6.67%
Health Insurance	11.7%
Waste Disposal	18.08%
Inflation / Insurance	3.77%
Diesel Fuel	11.0%
Bad Debt	10.0%
Yard Debris Disposal	16.6%
Recycling Processing	-80.0%

Adjusted Report – 2026 Expense Projections

Table 4: Reviewed Year Compared to Projected 2026

Expense	2025	2026	\$ ▲	% ▲
Solid Waste Disposal	\$591,974	\$698,211	\$106,237	17.9%
Recycling Processing	\$165,208	\$33,041	(\$132,167)	-80.0%
Collection Labor	\$799,087	\$858,904	\$59,817	7.5%
Truck Expense	\$357,553	\$371,512	\$13,959	3.9%
Other Direct Expense	\$174,114	\$175,223	\$1,109	0.6%
Total Direct	\$2,087,936	\$2,136,891	\$48,955	2.3%
Management Expense	\$223,927	\$236,652	\$12,725	5.7%
Administrative Expense	\$184,949	\$195,352	\$10,403	5.6%
Total Indirect Cost	\$408,876	\$432,004	\$23,128	5.7%
Total Composite Cost	\$2,496,812	\$2,568,895	\$72,083	2.9%

Table 5: Projected 2026 Performance by Service

	Cart Collection	Container Collection	Drop Box	Grand Totals
Collection & Service Revenues	1,608,963	1,285,544	213,189	3,107,733
Less License Fees	(80,448)	(64,277)	(10,659)	(155,384)
Net Revenue	1,528,515	1,221,267	202,530	2,952,349
Direct Costs	% ▲	% ▲	% ▲	
SW & YD Disposal / Recycling	329,058 -10.0%	317,152 -0.7%	85,042 18.0%	731,252
Labor Expense	493,924 7.5%	303,955 7.5%	61,025 7.5%	858,904
Truck & Equipment Expense	213,643 3.9%	131,474 3.9%	26,395 3.9%	371,512
Other Operational Expense	100,764 0.6%	62,008 0.6%	12,451 0.6%	175,223
Collection Costs	808,331	497,437	99,871	1,405,639
Management Expense	143,572 5.7%	83,747 5.7%	9,333 5.7%	236,652
Administrative Expense	40,605 12.3%	142,244 3.9%	12,503 5.6%	195,352
Indirect Costs of Operations	184,177	225,991	21,836	432,004
Net Revenue	1,528,515	1,221,267	202,530	2,952,312
Disposal / Processing Costs	329,058 22%	317,152 26%	85,042 42%	731,252
Collection Costs	808,331 53%	497,437 41%	99,871 49%	1,405,639
Indirect Costs of Operations	184,177 12%	225,991 19%	21,836 11%	432,004
Total Cost	1,321,566	1,040,580	206,749	2,568,895
Income (Revenue - Costs)	206,949	180,687	(4,219)	383,417
Operating Margin (Income / Rev)	13.54%	14.80%	-2.08%	12.99%

Bell & Associates Conclusion

- No Increase to Rates Recommended

Residential Curbside Yard Debris

- Integrated Service

- Residences with a yard that generate yard waste
- Use Existing Trucks
- Every Other Week
- \$6.80 - \$7.66

- --OR--

- Subscription

- Voluntary
- Additional Truck(s)
- March - November
- Rate Varies on Participant Number: \$27.79 - \$9.39

Questions?



Enter Executive Session



Resume Work Session



Next Steps

- Receive direction from City Council & EMAC
- Revised Report prepared based on direction
- EMAC Hearing: May 13th
- Council Hearing : June 1st
- Effective Date: July 1st

Thank you!

