MEDFORD WATER

Meeting of the Board of Water Commissioners

Wednesday, September 2, 2026 – 12:15 p.m.
Medford Police Department - Prescott Room
219 S. Ivy Street, Medford, Oregon 97501

This meeting will be held in person, but you may attend virtually; see the instructions on page 2.

AGENDA

11:30 a.m. LUNCH

11:45 a.m. STUDY SESSION – Government Finance Officers Association and Enterprise Resource Planning Update (Krist Stitt IT Manager, Beau Belikoff Finance Manager & Tanya Haakinson HR Manager)

12:15 p.m. BOARD MEETING

1. **Roll Call**

2. **Pledge of Allegiance**

3. **Comments from the Audience**
   Comments will be limited to 4 minutes per individual, group, or organization; please state your name and organization (if applicable) when prompted.

4. **Consent Calendar**

   4.1 Approval or Correction of the Minutes of the Last Regular Meeting of August 19, 2026

   4.2 Resolution No. 2039, A RESOLUTION Adopting, and Authorizing the General Manager to Execute the Comprehensive Financial Management Policy for the Board of Water Commissioners

   4.3 Resolution No. 2040, A RESOLUTION Providing Carve Out Authorization for the General Manager to Execute Payments for Electric Power Service, Payroll Obligations, and Debt Service Payments Exceeding the Spending Authority Established in Section 1.02 of the Contracting & Purchasing Regulations

5. **Items Removed from Consent Calendar**

6. **Resolution No. 2041, A RESOLUTION Awarding and Authorizing the General Manager to Execute a Contract Amendment with Pacific Electrical Contractors in the amount of $1,796,949.92 for the Distribution System SCADA & Communication System Replacement CM/GC construction procurement**

7. **Consideration for Federal Lobbyist Services**

8. **Leadership Team Reports**
   Leadership Team staff will be present and may provide information: Engineering Manager Brian Runyen, Finance Manager Beau Belikoff, Water Operations Manager Dan Perkins, Information Technology Manager Kris Stitt, Human Resources Manager Tanya Haakinson, Water Resources & Customer Service Manager Julie Smitherman, and General Manager Brad Taylor.

9. **EXECUTIVE SESSION Pursuant to ORS 192.660(2)(i): Which Allows the Commission to Meet in Executive Session to Review and Evaluate the Job Performance of a Chief Executive Officer, Other Officers, Employees, and Staff**

10. To Consider Matters of Executive Session and Provide Direction as Needed

11. Propositions and Remarks from the Commissioners

12. Adjourn

DATES TO REMEMBER*

DATE	DAY	TYPE OF MEETING	STUDY SESSION TOPIC	REGULAR MEETING	LOCATION
		Monday, September 7, 2026 – Offices closed in observance of the Labor Day Holiday			
09/16/26	Wed.	Board Meeting	Duff Projects	12:15 p.m.	Robert A. Duff WTP
10/07/26	Wed	Board Meeting	CIP Updates & Annual Budget vs Biennial Budget	12:15 p.m.	Prescott Room, Police Dept
10/21/26	Wed	Board Meeting	Bulk Water filling Station at the Service Center	12:15 p.m.	Prescott Room, Police Dept

**Meeting dates, times, and locations are subject to change.*

INSTRUCTIONS FOR ATTENDING THIS MEETING VIRTUALLY

To join by computer, click the following link:
https://us02web.zoom.us/webinar/register/WN_hzUPE6uvRn2iaMHiT8uXsQ
Meeting passcode: 615392

To join by phone, call:
(669) 900-6833
Meeting ID Number: 881 3126 0235 Meeting passcode: 615392

Memorandum

TO: Commissioners Jason Anderson, David Wright, John Dailey, Bob Mylenek, and Brian Sjothun
FROM: Beau N. Belikoff, Financial Manager
DATE: Wednesday, September 2, 2026
SUBJECT: Item 4.2 – Resolution 2039, Adopting the Comprehensive Financial Management Policy (CFMP)
OBJECTIVE: Board Approval

Issue
The Comprehensive Financial Management Policy (CFMP) assembles all of Medford Water's financial policies into a single document and serves as the foundation for the utility's internal financial management and financial planning. Staff has completed its review of the CFMP and presents the policy to the Board for adoption

Discussion
The CFMP provides the tools used to ensure the fiscal stability required to meet both immediate and long-term service objectives. Its policies guide Board and management decisions that carry significant financial impact, establish operating principles that minimize the cost of service and financial risk, maintain appropriate financial capacity for present and future needs, and promote transparency and sound financial management.

Over the past year, the Board and staff engaged in substantive discussions regarding long-term financial planning and debt issuance strategy. These included the study session evaluating the utility's reserves, the balance between PAYGO and debt as capital funding sources, key financial metrics (such as Days Cash on Hand and the Debt Service Coverage Ratio), and the considerations associated with the previously authorized debt issuance.

Having completed that review, staff has determined that no changes to the CFMP are warranted at this time and recommends the policy be adopted as presented. Staff will continue to refine financing options in connection with the upcoming Cost-of-Service work, and any resulting policy adjustments would be brought forward for the Board's consideration at that time.

Financial Impact
None. Adoption of the CFMP as presented carries no direct financial impact.

Requested Board Action
Staff recommends approval of Resolution 2039, adopting the Comprehensive Financial Management Policy with no changes.

RESOLUTION NO. 2039

A RESOLUTION Adopting, and Authorizing the General Manager to Execute the Comprehensive Financial Management Policy for the Board of Water Commissioners

WHEREAS, the Comprehensive Financial Management Policy assembles all the financial policies of Medford Water in one document. They are the tools used to ensure the fiscal stability required to meet both immediate and long-term service objectives. The individual policies contained within this document serve as guidelines for both the internal financial management and financial planning for Medford Water; and

WHEREAS, the Comprehensive Financial Management Policy has the following objectives:

A. To guide the Board of Water Commissioners (Board) and management policy decisions that have significant financial impact.
B. To establish operating principles that minimize the cost of service and financial risk.
C. To establish fair and balanced revenue policies that provide adequate funding for desired programs.
D. To maintain appropriate financial capacity for present and future needs.
E. To promote sound financial management by providing accurate and timely information on the Commission's financial condition.
F. To ensure the legal use of financial resources through an effective system of internal controls.
G. To promote cooperation and coordination with the City of Medford, other local municipalities, and the citizens in financing and delivery of high-quality drinking water.
H. To ensure commitment to excellence in water quality, professionalism, customer satisfaction, and system reliability.
I. To provide transparency to the Board, Medford City Council, the Commission's customers (retail and wholesale), and Commission staff; and

WHEREAS, the Comprehensive Financial Management Policy is attached hereto as Exhibit A and incorporated herein by reference; and being fully advised;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF WATER COMMISSIONERS OF THE CITY OF MEDFORD, OREGON, AS FOLLOWS, THAT:

SECTION 1. The Comprehensive Financial Management Policy, attached hereto as Exhibit A and by reference made a part hereof, is hereby adopted.

SECTION 2. The General Manager, acting by and on behalf of the Board of Water Commissioners, is authorized and directed to execute said Comprehensive Financial Management Policy, is hereby approved.

PASSED at a regular meeting of the Board of Water Commissioners and signed by me in authentication thereof this 2nd day of September 2026.

ATTEST: ______________________________ ______________________________

Amber Furu, Asst. Clerk of the Commission   Jason Anderson, Chair

COMPREHENSIVE FINANCIAL MANAGEMENT POLICY

PURPOSE

The Comprehensive Financial Management Policy (CFMP) assembles all the financial policies of Medford Water (MW) in one document and is approved annually by the Board of Water Commissioners (Board). They are the tools used to ensure the fiscal stability required to meet both immediate and long-term service objectives. The individual policies contained within this document serve as guidelines for both the internal financial management and financial planning for the MW.

MW is accountable to its customers for the use of water revenue, fees, and charges. MW resources must be used in a manner that ensures adequate funding for operations, renewal of aging infrastructure, new infrastructure, and long-term water supply needs. The water industry is capital intensive, and the MW is expected to provide uninterrupted service 24 hours a day, 7 days a week, 365 days a year. As one of the primary water providers within the Rogue Valley, the MW must understand and anticipate changes in local, statewide, and national economic trends to properly engage in strategic financial and management planning.

OBJECTIVES

To achieve its purpose, the CFMP has the following objectives for the MW's fiscal performance:

- To guide the board and management policy decisions that have significant financial impact
- To establish operating principles that minimize the cost of service and financial risk.
- To establish fair and balanced revenue policies that provide adequate funding for desired programs.
- To maintain appropriate financial capacity for present and future needs.
- To promote sound financial management by providing accurate and timely information on the MW's financial condition.
- To ensure the legal use of financial resources through an effective system of internal controls.
- To promote cooperation and coordination with the City of Medford, other local municipalities, and water users in financing system improvements and delivering high-quality drinking water to consumers.
- To be the Rogue Valley's trusted municipal water provider for present and future generations; through responsible stewardship, accountability, and the pursuit of excellence.
- To provide transparency to the Board, City of Medford, City of Medford Council, the MW's customers (retail and wholesale), and MW staff.

POLICY OUTLINE

POLICY

I. FINANCIAL PLANNING POLICIES

a. Long Term Financial Plan (LTFP)

i. Medford Water recognizes the many benefits of long-range financial forecasting including the early identification of potential fiscal constraints related to revenue and expenditure trends, the need to incorporate the impact of capital projects within the operating budget, and the need to maintain adequate resources during economic downturns to sustain system reliability and ensure the continued delivery of high-quality drinking water (a minimum of Ten years). Accordingly, the MW shall develop and maintain a LTFP that projects resources and requirements beyond the scope of the current budget period. The purpose of the plan is to provide long-term context for annual decisions that will be made in conjunction with the Cost-of-Service Study, the annual Budget and the LTFP. The LTFP will:

1. Provide the Board with the projected long-term fiscal impact of current policies and budget decisions;
2. Recognize the effects of economic cycles, growth, and inflation on the demand for services and MW resources;
3. Provide revenue and expenditure projections, including the operating budget impacts of all planned capital expenditures;
4. Differentiate between revenues and expenditures associated with one-time fiscal activities;
5. Identify the impact to overall rate levels for both retail and wholesale customers;
6. Provide insight into whether the current mix of resources and requirements are enough to cover current service levels into the future; and
7. Allow staff and Commissioners to test “what if” scenarios and examine the financial impact of such scenarios on future years.

ii. The LTFP will be updated annually at the time of the Cost-of-Service Study and will include projections of all Fund Types. Any unexpected changes in economic conditions or circumstances may prompt more frequent updates. Any significant changes shall be reported to the General Manager, and the Board.

b. Fund Types and Policies

i. <u>Water Fund</u>
The Water Fund is the General Fund of the MW. In other words, it is the main operating fund of MW where most revenues and all expenditures flow through. It records all assets and liabilities that are not assigned to a special purpose fund.

ii. <u>Construction and Infrastructure Replacement Fund</u>
The Construction and Infrastructure Replacement Fund is a capital reserve fund used to fund capital projects that expand system capacity, comply with regulatory requirements, or the renewal and replacement of aging assets. There will be dedicated line items for Construction, Future Main Replacements, Future Water Supply and Treatment, Future Water Rights Development and Vernal Pool Mitigation.

- Construction Line Item - Is for the renewal and replacement of stationary capital assets other than fleet, transmission, and distribution mains.
- Future Main Replacements Line Item - Is for the renewal and replacement of transmission and distribution mains.
- Future Water Supply and Treatment Line Item - Is for future capital items related to supply and treatment.
- Future Water Rights Development Line Item - Is for the purchase of water rights at Lost Creek Lake for Outside City Customers and Water Districts.
- Vernal Pool Mitigation Line Item - Is for the management of vernal pools next to the Robert A. Duff Water Treatment Plant in White City, Oregon.

iii. <u>Rate Stabilization and Emergency Fund</u>

This will be a newly created fund and will be used solely for the smoothing rates when a spike in rates is expected or as a one-time emergency expenditure. The policy will strive to maintain reserves between 5% and 15% of the budgeted water revenue in the operating budget. This amount will be calibrated on an annual basis during the Cost-of-Service Analysis (COSA).

iv. <u>Bond Project Fund</u>

The purpose of the Bond Project Fund is to support capital projects with restricted bond funds. It is not a bond reserve account, and it does not transfer debt service payments. It may create subaccounts for future series of bonds.

II. REVENUE POLICIES

MW must be sensitive to the balance between the need for services and MW's ability to raise rates, fees, and charges to support those services. MW will aim at developing rates that utilize contemporary and industry recognized "generally accepted" rate setting methodologies. A Cost-of-Service Study will be prepared as needed and its assumptions will be recalibrated and updated on an annual basis. Other rates, fees and charges will all be reviewed and recalibrated on an annual basis.

a. Rates

i. MW shall strive to set rates in a manner that is consistent with the principles and methodologies established by the American Water Works Association (AWWA) M1 Manual, Principles of Water Rates, Fees and Charges.

ii. Medford Water will develop a revenue requirement analysis to provide prudent and adequate funding levels for operations and maintenance (O&M) and capital projects, and in addition, will develop a ten-year financing planning model (revenue requirements) that provides prudent funding levels for O&M activities along with capital projects identified in Medford Water's capital improvement planning documents.

iii. Medford Water will develop a cost allocation methodology that equitably allocates the cost of providing water service to Medford Water's various types of customers.

iv. Medford Water will strive to set user rates at levels where Medford Water's operating and capital expenses are met with the revenues generated from customers.

v. Medford Water will develop water rates that are cost-based and defendable using generally accepted methodologies (i.e., AWWA M1 Manual).

b. Systems Development Charges (SDC's)

SDC's will be reviewed on an annual basis to update the cost-based charges for new customers connecting to or requesting additional capacity to MW's water system. By establishing cost based SDC's, MW attempts to have "growth pay for growth" and existing utility customers will, for the most part, be sheltered from the financial impacts of growth. MW has three types of SDC's:

i. Systemwide (Treatment Plant and Transmission Expansion)

ii. East Side High Level

iii. Southwest High Level

c. Fees and Charges

i. MW shall strive to set fees in a manner that recovers the full cost of the service provided.

ii. MW will analyze current and future costs when determining fees.

iii. MW will prepare a methodology that captures all costs including materials, labor, and equipment.

d. Governmental Agency Resources (Funding Programs)

In an effort to soften the adverse financial impacts of various programs and projects, MW will approach the following, nonexclusive list of state and federal governmental agencies which may periodically offer funding programs to support the planning, predevelopment, design and construction of drinking water infrastructure projects and emergencies.

i. U.S. Environmental Protection Agency – Drinking Water State Revolving Fund

ii. U.S Environmental Protection Agency - Water Infrastructure Finance and Innovation Act (WIFIA) U.S. Department of Health and Human Services

iii. Oregon Health Authority (OHA)

iv. U.S. Department of Agriculture Development (USDA RD)

v. U.S Department of Commerce Economic Development Administration (EDA)

vi. Oregon Business Development Department (OBDD)

vii. Federal Emergency Management Agency (FEMA)

viii. Oregon Department of Emergency Management (ODEM)

III. OPERATING POLICIES

MW should accommodate both one-time and ongoing expenditures within current resources, establish and adequately fund reserves, regularly monitor and report on budget variances, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review services for appropriateness and effectiveness.

a. **Operating Expenditures Should be Within Current Resource Projections**
Operating expenditures should be equal to or less than operating revenues, excluding capital expenditures. One-time resources and non-recurring ending fund balances should be applied to reserves or to fund one-time expenditures; they should not be used to fund water services.

b. **Restricted Resources and Restricted Funds**
Restricted resources and restricted funds may only be used in compliance with the specific constraints that have been imposed in connection with receipt of those resources. Unrestricted resources or funds are all MW revenues and resources that are not restricted, and may, in the discretion of the Board as exercised through adoption of a budget, be utilized in connection with any MW projects, activities or expenditures.

c. **Continual Improvement of Water Service**
MW will seek the efficiency and effectiveness of its water services through business process improvements, actual vs budget variance analysis, and evaluation of its services with comparable utilities to reduce costs and improve service quality.

d. **Cash Management**
Finance will develop, maintain, and constantly seek to improve cash management systems which ensure the accuracy and timely accounting, investment, and security of all cash assets. All cash received by MW is expected to be deposited within 48 hours of receipt.

e. **Fixed Asset Inventories**
   i. Accurate inventories of all physical assets, their condition, life spans, and cost will be maintained to ensure proper stewardship of public property. Finance will establish policies and appropriate procedures to manage fixed assets, including establishing the threshold dollar amount of $5,000 for which fixed asset records are maintained.
   ii. MW will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.
   iii. MW will project its equipment replacement and maintenance needs for the next several years and will update this projection every year. From the projection a maintenance and replacement schedule will be developed and followed.
   iv. MW will conduct a physical inventory of assets on an annual basis.
   v. MW will conduct a physical count of parts in inventory no less than once a year. A perpetual inventory system and cycle count process is encouraged.

f. **Allocation of Overhead Costs**
Overhead costs will be allocated to determine the full cost of providing water and other services. Overhead costs will be allocated according to the consistent methodology as defined by the Finance Department.

g. **Write-off Uncollectible Accounts**
The Finance Department establishes and maintains an Allowance for Doubtful Accounts to systematically account for balances identified as uncollectible. The Write-Off for Uncollectible Accounts enforces a structured and compliant approach to managing delinquent accounts under Oregon law (ORS 293.240), ensuring Medford Water exhausts all reasonable collection efforts before debts are deemed uncollectible. To prevent excessive accruals and maintain financial accuracy, uncollectible accounts are reviewed annually and communicated with the Board of Commissioners.

IV. GENERAL BUDGET POLICIES

a. Balanced Budget and Preparation

i. MW will annually adopt a balanced budget where planned resources equal planned requirements for the fiscal year for all the MW's funds.

ii. The budget is a plan for matching resources to requirements with the objective to maintain a reliable and excellent drinking water supply with allocated resources. Service requirements must be delivered to the customers at a level that will meet real needs as efficiently and effectively as possible. The budget must be structured so that the Board and the customers can readily establish the relationship between revenues, expenditures, and the achievement of service objectives. It is driven by the COSA, the LTFP, the goals of the Board, and various Master Plans.

iii. The budget shall be prepared with MW's organizational mission statement and Board goals in mind.

iv. The budgetary review by MW staff and the Board will focus on the following basic concepts:

1. Staff Economy
2. System Maintenance
3. Capital Construction
4. Program Expansions
5. New Programs
6. Existing Service Costs
7. Administrative Costs

v. MW budget submissions must be prepared with the basic assumption that there may not be a substantial increase and/or a decrease to water rates and/or service fees.

vi. It is important that adequate cash on hand be available to fund operating expenses and purchase capital assets during the fiscal year. MW will avoid borrowing for ongoing operational expenses and shall maintain adequate fund balances in all funds.

vii. Finance will prepare and present the budget in such a way that it is easy to read and understand. The budget will be available on MW's website at www.medfordwater.org.

b. Resources Greater than Budget Estimates

Resources (fund balance) greater than budget estimates in any fund shall be refunded to the contributing funds unless circumstances warrant retaining such monies for future expenditures in the current fund.

c. Public Hearings

i. MW shall hold a public hearing on the budget annually. It is not required by Oregon statute but is a practice promoting accountability and transparency.

ii. SDC hearing is required by statute and 90-day advertisement period.

iii. Any additional public hearings may be conducted if necessary.

d. Overhead Allocation

The annual budget shall be prepared in a manner to reflect the full cost of providing water service.

e. Examination of Existing Budget

Throughout the fiscal year, staff will look for cost savings and efficiencies that will benefit MW's customers.

f. Water Services

To keep pace with needs of MW's customers, MW will strive to ensure that water services within the City of Medford keep pace with the dynamic needs of the community by incorporating a service needs review as part of the budget process. MW has adopted several ten-year master plans that address service needs.

g. Maintenance of Quality Water Service Programs

Quality water service programs will be offered by MW. If expenditure reductions are necessary, service elimination is preferable to nonrequired, poor or marginal quality programs.

h. Maintenance of Existing Services vs. Additional or Enhanced Service Needs

Significant annual resource allocations needed to maintain existing service quality will compete directly with other operational or capital expense priorities during the budget process. Resources will be allocated to the operational and capital expenditures that provide the greatest value to the customers.

i. Monthly Financial Reporting

MW Management will forecast and monitor respective resources and requirements and variance reporting. The Finance Department will prepare monthly financial statements and narrative to be provided to the Board and MW, and annual audited financial statements will be made available on the MW's website. MW will prepare a quarterly financial report for the Board and the Medford City Council as required by City of Medford Charter. MW will strive to maintain approximately between 15% - 25% of annual budgeted revenue carry over from year to year.

j. Budget Monitoring

i. MW's management will have primary responsibility for formulating budget proposals in line with the Board and Management's priority direction and goals. Once the budget has been formulated, it is Management's responsibility to monitor and implement it once the budget has been approved.

ii. Management is responsible for coordinating the overall preparation and administration of MW's Annual Budget and the overall preparation of the Capital Budget.

iii. Management assists MW staff in identifying budget problems, formulating solutions and alternatives, and implementing any corrective actions.

k. Performance Budgeting

Metrics and performance measures will be utilized and reported within the budget. Finance will prepare trends, metrics, and performance measures on a monthly, quarterly and annual basis.

l. Distinguished Budget Presentation

MW will work to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each annual budget. The budget will be presented in a way that clearly communicates the budget to the Board, MW staff and the public.

V. CAPITAL IMPROVEMENT BUDGET POLICIES

a. MW will endeavor to make all capital improvements in accordance with an adopted Ten-Year Capital Improvement Plan (CIP), except as provided in the below subsection f. It will be updated annually and monitored monthly.

b. MW will enact an annual CIP budget based upon the ten-year plan. Future capital expenditures necessitated by changes in the number of water services, changes in real estate development or changes in economic base will be calculated and included in CIP budget projections.

c. MW will coordinate development of the CIP budget with the development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in the operating budget forecasts.

d. MW will identify the estimated costs and potential funding sources for each capital project proposal before including it in the capital budget.

e. MW will attempt to determine the most advantageous financing method for all new projects.

f. MW recognizes that there may be capital improvement projects that have not been anticipated in the ten-year CIP plan. These projects are often imposed by other governmental entities or because of emergency replacement/repair. As a result, it is likely that budgeted or anticipated projects may be rescheduled, scaled back, or omitted completely.

g. MW will identify all projects that are SDC eligible.

VI. AGENDA MEMORANDUM REVIEW

Management will review all agenda items submitted to the Board for action. The objective of these reviews will be to ensure compliance within the budget and disclosure of all fiscal issues to the Board. This information will be presented in the fiscal impact section of each agenda memorandum.

VII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

a. Accounting Records and Reporting

i. MW shall maintain clear, accurate, and understandable financial reporting that provides accountability and transparency for all components of MW's financial affairs and ensures compliance with applicable statutory and other regulatory requirements.

ii. MW shall also maintain a system of financial monitoring, internal controls, and reporting for all operations, funds, and agencies to provide an effective means of ensuring that all MW goals and objectives are met, as well as to provide MWs customers with accurate and timely financial information that communicates the MW's economic condition and financial status.

iii. MW shall establish and maintain accounting practices that conform to Generally Accepted Accounting Principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB).

b. Auditing

MW shall contract with a qualified firm of independent certified public accountants to perform an annual financial and compliance audit of MW's financial statements. The firm's opinions must be presented in MW's Annual Comprehensive Financial Report (ACFR) and independent Audit Report.

c. Excellence in Financial Reporting

MW shall prepare an Annual Comprehensive Financial Report each year which must be prepared in accordance with GAAP, GASB, state and federal laws and regulations including Oregon Local Budget Law. The report must also meet the requirements of the Governmental Finance Officers' Association's Certificate of Achievement of Excellence in Financial Reporting (COA). MW shall strive to present financial reports following best practices.

d. Popular Annual Financial Report

MW will strive to extract information from the ACFR in order to produce a high quality popular annual financial report that is specifically designed to be readily accessible by the general public and other interested parties. This report is an abbreviated version of the ACFR and is easily understandable by those who do not necessarily have a background in public finance. MW will strive to earn the General Finance Officer's Association's Popular Annual Financial Reporting Award (PAFR).

VIII. DEBT ISSUANCE AND DEBT MANAGEMENT POLICY

The Debt Issuance and Debt Management Policy has been adopted by Board Resolution. The Policy defines the debt management and policies to issue debt, and it shall be reviewed annually and updated by Board Resolution if needed.

a. Allowable Debt Instruments

The debt instruments that Medford Water is allowed to use are described by state law. All derivative instruments carry considerable risk and MW avoids the use of such financial instruments.

b. Debt Limitations

Medford Water will charge rates and fees in connection with the operation of the Water System to generate adequate gross revenues and net revenues defined to meet bond covenants.

c. Maturity Guidelines

Foremost, the term of any debt issued should not exceed the useful life the asset is funding.

d. The Process to Issue Debt

Approval of debt issuance will include an evaluation of applicable federal, state, and additional legal provisions and restrictions and are subject to bond counsel review. Medford Water will consult the expertise of a registered municipal advisor to determine the best course of action for their specific project and the method of sale.

e. Management of Debt

Management of bond proceeds takes into consideration all inherent risk and should consider the objectives and uses of proceeds. Investments purchased with bond proceeds are kept separate from unrestricted funds and recorded in the Bond Project Fund. Medford Water will consult with investment advisors to project cash flow requirements and investment horizons. Arbitrage calculations will be performed by a consultant and assist with IRS filings. Record retention will be for the life of the bond plus 3 years. The Finance Manager is responsible for the management of debt and remedial action.

IX. INVESTMENT POLICY

The Investment Policy has been adopted by Board Resolution. The Policy defines the cash management and investment strategies of MW, and it shall be reviewed annually and updated by Board Resolution if needed.

X. FINANCIAL RATIOS AND KEY INDICATORS

MW shall establish and utilize financial ratios to analyze and determine the financial health of the organization. The performance standard for each ratio shall be developed. The ratios shall be published as part of the monthly and/or quarterly financial packet provided to the Board and MW staff. These metrics enable MW to assess financial health and performance of the water utility in an expedient manner.

Metric Definitions:

- **a.** Current Ratio – Indicates the extent to which the claims of short-term creditors are covered by assets that are expected to be converted to cash in a period roughly corresponding to the maturity of the liabilities. Target is >1.0.
- **b.** Age of System – Ratio of accumulated depreciation against the historical value of assets. This ratio measures how old the system is as compared to how much has been depreciated. Infrastructure over 65% depreciated should be watched for aging, while infrastructure less than 50% depreciated is representative of newer systems. Target is <50%.
- **c.** Water Fund Cash on Hand – How long, in days, MW could meet Capital Expenditures and Operating Expenses without receiving new income. MW strives to maintain 90 -180 days cash on hand.
- **d.** Days Sales Outstanding - Average collection period or days' sales in receivables, measures the number of days that MW is to collect cash from its water sales. This calculation shows the liquidity and efficiency of MW's Customer Collection and Meter Reading Departments. The target is < 30 days.
- e. Debt Limitations – MW will strive to maintain a debt service coverage ratio of 2.0 for planning purposes during the annual update to the long-term financial plan.
- **f.** Target Balances
  - i. Water Fund: MW will strive to maintain reserves between 15% and 25% of annual water revenue in the operating budget carried over from year to year. When the Water Fund trends towards or falls below the designated policy minimum, MW staff shall inform the Board. Staff will then work with the Board to take appropriate action to address any shortfalls.
  - ii. Construction and Infrastructure Replacement Fund: MW will strive to maintain reserves for the Construction line item and Future Main Replacements between 1.5x and 2.5x the estimated annual amount of system depreciation. Construction line-item depreciation is total system depreciation less mainline (transmission and distribution) depreciation. Future Main If the funds are used to pay for capital projects, then a repayment plan or a recalibration of line-item balances will occur. When reserve balances trend towards or fall below the designated policy minimum, MW staff shall inform the Board. Staff will then work with the Board to take appropriate action to address any shortfalls within that fund.

Memorandum

TO:	Commissioners Jason Anderson, David Wright, John Dailey, Bob Mylenek, and Brian Sjothun
FROM:	Beau N. Belikoff, Financial Manager
DATE:	Wednesday, September 2, 2026
SUBJECT:	Item 4.3 – Resolution 2040, Establishing Carve-Out Authority for Electric Utility Payments, Payroll Obligations, and Debt Service
OBJECTIVE:	Board Approval

Issue

Medford Water's current Contracting & Purchasing Regulations limit the General Manager's expenditure authority to $150,000 per transaction (Section 1.02). Many essential, recurring operating costs—including monthly electrical power bills, semi-monthly payroll expenses, and scheduled debt service payments—routinely exceed this authorization during normal operations

Historically, staff have brought individual high-value payments to the Board for approval, including recent Pacific Power invoices exceeding the General Manager's limit. Given the increasing frequency of such occurrences and the non-discretionary nature of these expenses, staff recommend a standing carve-out to streamline approvals while maintaining full transparency.

Discussion

Recent Electric Utility invoices have exceeded $150,000 during peak treatment periods and must be paid to ensure continuous operation of essential facilities such as the Robert A. Duff Water Treatment Plant. Given that these invoices frequently surpass the expenditure limit and are not discretionary, staff recommend authorizing the General Manager to execute all electric utility payments regardless of dollar amount.

Semi-monthly payroll payments—including wages, overtime, taxes, retirement contributions, and benefits—commonly exceed the $150,000 authority limit when aggregated. Payroll is an essential and unavoidable operational expense necessary to support Medford Water's workforce. A carve-out avoids the need for recurring Board action while ensuring payments remain timely and compliant.

Medford Water's debt service payments for outstanding bonds and loans are fixed, scheduled obligations approved by the Board at the time of debt issuance. Payments often exceed the General Manager's purchasing authority and must be executed when due to avoid default. A carve-out allows consistent and timely payment execution.

Financial Impact

No new financial impact is introduced by this resolution. All carve-out expenditures—including electric utility charges, payroll obligations, and debt service payments—are already incorporated in the Board-approved annual Operations budgets. The resolution strictly updates approval authority, not expenditure levels.

Requested Board Action

Staff recommends approval of Resolution 2040, establishing permanent carve-out authority for the General Manager to execute payment of: electric utility invoices, payroll expense, and debt service payments, regardless of dollar amount, while retaining the existing $150,000 spending authority limit for all other purchases.

RESOLUTION NO. 2040

A RESOLUTION Providing Carve-Out Authorization for the General Manager to Execute Payments for Electric Power Service, Payroll Obligations, and Debt Service Payments Exceeding the Spending Authority Established in Section 1.02 of the Contracting & Purchasing Regulations

WHEREAS, Section 1.02 of Medford Water's Contracting & Purchasing Regulations sets the General Manager's expenditure authority at $150,000; and

WHEREAS, Medford Water routinely incurs essential, recurring operational expenditures—including monthly electric utility charges, payroll obligations, and scheduled debt service payments—that regularly exceed the General Manager's spending limit; and

WHEREAS, such expenditures are non-discretionary, critical to continuous operations, and already budgeted within the annually adopted Operations budgets, making repeated individual board resolutions unnecessary; and

WHEREAS, Medford Water previously adopted Resolution 2035 authorizing payment of a Pacific Power invoice exceeding the General Manager's authority, demonstrating that monthly electrical service payments can surpass the $150,000 limit during peak-use periods; and

WHEREAS, electrical service provided by Pacific Power to Medford Water facilities is a price-regulated commodity under rates established by the Oregon Public Utility Commission, qualifying as a Contract for Price-Regulated Items under Section 2.33(C)(13) of the Contracting & Purchasing Regulations, and therefore exempt from competitive bidding regardless of dollar value; and

WHEREAS, payroll costs—including wages, taxes, retirement contributions, benefits, and employer obligations—are mandatory expenditures supporting Medford Water's workforce and exceed the General Manager's authorization when aggregated; and

WHEREAS, debt service payments—including principal and interest obligations—are scheduled, mandatory contractual payments associated with outstanding bonds or loans previously approved by the Board; and

WHEREAS, establishing carve-out authority for these specific categories improves efficiency while preserving full transparency through continued inclusion of all transactions in monthly voucher reports presented to the Board.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF WATER COMMISSIONERS OF THE CITY OF MEDFORD, OREGON:

The General Manager is hereby authorized to approve and pay all monthly electric power bills, including those exceeding the standard $150,000 spending authority limit, without seeking separate Board approval. This authorization applies to all Commission facilities, including Duff Water Treatment Plant, Big Butte Springs facilities, pumping stations, the Operation Center, and other operational sites.

The General Manager is hereby authorized to approve and pay all payroll-related expenses, including but not limited to wages, overtime, benefits, taxes, retirement contributions, and other statutory or contractual employee compensation costs, regardless of amount and without additional Board approval.

The General Manager is hereby authorized to approve and pay all scheduled debt service payments, including principal and interest associated obligations for all Commission-issued or Commission-related debt instruments, even if such payments exceed the established spending authority.

Except as expressly provided in this resolution, the General Manager's spending authority shall remain at $150,000 per individual expenditure.

This resolution shall take effect immediately upon passage and shall remain in force unless amended or repealed by the Board.

PASSED at a regular meeting of the Board of Water Commissioners and signed by me in authentication thereof the 2nd day of September 2026.

ATTEST: ______________________________ ______________________________

Amber Furu, Asst. Clerk of the Commission   Jason Anderson, Chair

Memorandum

TO: Commissioners Jason Anderson, David Wright, John Dailey, Bob Mylenek, and Brian Sjothun
FROM: John Crowley, Principal SCADA Systems Administrator
DATE: Wednesday, September 2, 2026
SUBJECT: Item 6.0 – Resolution 2041, Authorizing the General Manager to Execute an Early Work Amendment for Distribution SCADA Construction Distribution System SCADA & Communication System Replacement CM/GC Equipment Procurement Services
OBJECTIVE: Board Approval

Issue

The Distribution SCADA & Communication System Replacement CM/GC construction contract with Pacific Electrical Contractors has successfully completed the first year of phased construction upgrades at 2 pump stations, 5 reservoirs, and 2 central communication sites. Medford Water staff has received pricing for the next Early Work Amendment (EWA) – EWA #3. Board approval is required for authorization of a contract amendment with Pacific Electrical Contractors for EWA #3.

Discussion

The Board approved Resolution 1964 on December 4, 2024, which authorized a CM/GC style construction delivery for the Distribution System SCADA & Communication System Replacement CM/GC Pre-Construction Services through Pacific Electrical Contractors. This CM/GC approach to construction is characterized by an incremental approach to construction delivery. This initial contract covered pre-construction services.

The Board approved Resolution 2001 on August 20, 2025, authorizing the procurement of long lead time items which consisted of (3) MCCs and several control valves.

The Board approved Resolution 2009 on November 5, 2026, authorizing the first phase of construction for fiscal year 2026.

After a successful first phase of construction, Pacific Electrical Contractors has provided costing for EWA #3. This body of work will consist of the following.

- Replacing the SCADA control and communications equipment at the following sites:
  - Barneburg Reservoir
  - Barneburg Pump Station
  - Barnett Reservoir
  - Barnett Pump Station
  - Hillcrest Pump Station and Reservoir
  - Lone Pine 2 Reservoir
  - Lone Pine 3 Reservoir
  - Stanford Pump Station and Reservoir
- The Motor Control Center and flow meter at Hillcrest Pump Station will be replaced.
- Additionally, the upgraded SCADA CBRS radio communication system will be stood up at
  - Martin Control Station
  - Rossanley Control Station
  - Conrad Control Station
  - MW Operation Center and Service Center

Financial Impact

The value of this EWA is $1,796,949.92 and is covered within the FY 26/27 CIP Budget.

Requested Board Action

Staff recommend approval of EWA #3, authorizing the General Manager to execute a contract amendment for Distribution SCADA Construction Distribution System SCADA & Communication System Replacement CM/GC construction procurement in the amount of $1,796,949.92.

RESOLUTION NO. 2041

A RESOLUTION Awarding and Authorizing the General Manager to Execute a Contract Amendment with Pacific Electrical Contractors in the amount of $1,796,949.92 for the Distribution System SCADA & Communication System Replacement CM/GC construction procurement

WHEREAS, A contract in the amount of $91,000 was awarded by the Board of Commissioners through Resolution 1964 on December 4th, 2024; and

WHEREAS, a Contract Amendment to the Distribution System SCADA & Communication System Replacement CM/GC construction procurement identified as Early Work Amendment (EWA #1) in the amount of $277,678 was awarded by the Board of Commissioners through Resolution 2001; and

WHEREAS, a Contract Amendment to the Distribution System SCADA & Communication System Replacement CM/GC contract identified as EWA #2 in the amount of $1,635,865.13; and

WHEREAS, a Contract Amendment to the Distribution System SCADA & Communication System Replacement CM/GC contract identified as EWA #3 in the amount of $1,796,949.92; and

WHEREAS, the Contract Amendment scope and fee has been reviewed and found agreeable;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF WATER COMMISSIONERS OF THE CITY OF MEDFORD, OREGON, AS FOLLOWS:

SECTION 1. That a contract amendment in the amount of $1,796,949.92 for Distribution System SCADA & Communication System Replacement CM/GC Pre-construction Services is hereby awarded to Pacific Electrical Contractors.

SECTION 2. The General Manager is hereby authorized and directed to execute said contract and payments for said contract up to $1,796,949.92, and any contract amendments not exceeding the General Manager's purchasing authority or 25 percent of the original contract amount, on behalf of the Board of Water Commissioners, which contract is on file in the Office of the Commission and by reference made a part hereof, is hereby approved.

PASSED at a regular meeting of the Board of Water Commissioners and signed by me in authentication thereof this 2nd day of September 2026.

ATTEST: ______________________________ ______________________________

Amber Furu, Asst. Clerk of the Commission — Jason Anderson, Chair

Memorandum

TO: Commissioners Jason Anderson, David Wright, John Dailey, Bob Mylenek, and Brian Sjothun
FROM: Brad Taylor, General Manager
DATE: Wednesday, September 2, 2026
SUBJECT: Item 7.0 – Consideration for Federal Lobbyist Services
OBJECTIVE: Informational – Opportunity to Comment

Issue

Staff has been exploring options for potential federal lobbyist services to support Medford Water's interests at the federal level.

Discussion

Attached is the Scope of Work provided by CFM Advocates, outlining potential federal lobbyist services. This material is being provided for discussion and to receive any questions or comments from the Board.

Financial Impact

The proposal is for support to be provided for $3,200 per month. We have budgeted $45,000 for both State and Federal lobbyist support in FY27. This expense is budgeted under 01-760-6729-00.

Requested Board Action

Provide direction to the General Manager on how the Board would like to proceed.

About Us

CFM Advocates (CFM) is a fully integrated consulting firm with practice areas in federal and state lobbying, public relations, research, and marketing communications. We are based in the Pacific Northwest with full-time staff in Washington, DC; Portland, OR; Salem, OR; Olympia, WA; and Vancouver, WA. We have a team of experienced lobbyists who represent clients in Salem, Olympia, and the nation's capital. Most of our public affairs professionals have strong communications backgrounds and are backed up by communications specialists.

Since 1990, we have successfully represented clients in the Pacific Northwest helping them navigate the federal processes, advocate for or against legislation and secure grants, appropriation projects and program plus-ups (adding money to existing accounts in order to fund more programs and projects). We have secured significant funds for our clients by crafting winnable projects and implementing targeted funding strategies.

CFM has maintained a physical presence in Washington, DC for the entire 35 years of the firm's existence. As a result, we have forged longstanding relationships with key congressional members and staff inside and out of the Pacific Northwest. Our deep network of contacts includes members on the Appropriations, Transportation and Infrastructure, Environment and Public Works, Energy and Commerce, and Resources Committees. In addition, we have close ties with congressional leadership, as well as the Environmental Protection Agency; Army Corps of Engineers; Departments of Transportation, Housing, Homeland Security (FEMA), Commerce, Justice, Agriculture, Defense, Energy, and Labor; and others in the Trump Administration.

The CFM Advantage

CFM is more than a lobbying firm with great connections. We develop the right strategies, messages, and presentations to position our clients' legislative objectives and projects in the best light possible. CFM's trademark is strategic communications to help our clients say the right things to the right people at the right time to obtain the desired results.

We strongly believe in a comprehensive approach to representing our clients. We leave no rock unturned. We are very familiar with traditional funding streams and processes for securing federal funding, but we also approach each project with a fresh perspective. We continually ask ourselves what are the potential non-traditional funding streams? What other types of programs have not yet been considered? Are there collaborative efforts that would improve the chances of success? This type of creative and proactive approach has familiarized us with unique funding streams that have produced millions of dollars for our clients when traditional resources have come up dry.

This comprehensive approach has helped CFM land one of the best reputations on Capitol Hill. Our long-standing record of success is **nationally recognized by Bloomberg Government as being one of only 10 federal lobbying firms (out of more than 11,000**) that has retained 100 percent of its clients over a five-year period. The recognition from Bloomberg is a reflection of how hard our firm works to deliver real results for our clients.

Instant Credibility

Having CFM on your side provides an advantage. Unlike big DC firms, the congressional delegation knows we are a Pacific Northwest firm that relies on our reputation. We do not promote projects that meet short-term objectives, hide complications, and create longer-term problems. In a funding environment facing public scrutiny, CFM's stamp of approval means something to congressional members from the northwest. That credibility is critical in the appropriations, legislative, and grant process.

CFM's Record of Success – Federal Funding

CFM has delivered real results to our Pacific Northwest municipal clients for over 30 years, particularly when it comes to infrastructure. We have been successful in securing hundreds of millions of federal dollars for transportation, water and wastewater, economic development, natural resources, education, and public safety projects across the region.

Over the last four years, CFM has secured more than $283 million in federal grants for our clients, including funding from more than two dozen sub-agencies from a broad range of funding accounts. We have also helped our clients secure over $133 million in Congressionally Directed Spending in just three years since Congress revived the practice. **As a result, our federal affairs clients are averaging a 62:1 return on investment.**

Federal Earmarks/Congressionally Directed Spending (CDS)

CDS (aka Community Project Funding or earmarking) returned in FY2022 after a 10-year hiatus and now provides multiple opportunities for local governments and non-profits to request funds directly from their congressional delegation for water infrastructure, transportation, public safety, and community development projects. CFM helps with every step of the process. CFM helps cultivate a list of competitive projects that are appealing to members of Congress while targeting multiple earmark accounts. We help you complete congressional applications, secure letters of support, provide strategic guidance for meetings with members of Congress and staff, and ultimately advocate for inclusion in spending bills.

In the first three rounds of CDS funding, **CFM helped its clients secure over $133 million for over 80 projects** across a broad spectrum of accounts. CFM is proud to note that all clients with CFM secured at least one CDS award in FY2022, FY2023 and/or FY2024—a **100% success rate. The vast majority** of our clients have received multiple CDS awards over this time period. A small sample of our recent CDS successes includes:

- FY26 City of Independence, Regional Drinking Water Treatment Plant $746,868
- FY26, FY24, FY23 (cumulative) City of Carlton, Sewer Pipe Replacement $3,815,000
- FY24 City of Beaverton, Homelessness Shelter $3,000,000
- FY24 City of Vancouver, Heights District Infrastructure Improvements $4,000,000

• FY24 Benton County, Rural Wastewater Improvements	$1,160,000
• FY24 City of Sherwood, Municipal Broadband	$1,000,000
• FY23 City of Pendleton, Workforce Housing Access Road	$1,500,000
• FY23 City of Lacey, MakerSpace Expansion	$1,000,000
• FY23 Skamania PUD, Water Treatment Plant	$3,000,000
• FY22 Salem-Keizer Transit, Electric Buses	$6,300,000

Federal Grants

Our grant work is a point of pride for CFM. Over the last four years, CFM secured more than **$283 million in federal grants** for our clients, including funding from more than two dozen sub-agencies from a broad range of funding accounts from FEMA, EPA, DOT, BOR, HUD, and others. CFM is also the **only lobbying firm in the nation to help its clients <u>write, advocate for, and secure</u> nine BUILD/RAISE/TIGER awards in the last nine rounds**. Notably, many of these awards were secured before passage of the Bipartisan Infrastructure Law (BIL), when programmatic funds were significantly smaller.

CFM has cultivated relationships with federal agencies for decades. As a result, we are often aware of emerging funding opportunities before programs are formally announced, allowing our clients to prepare for otherwise short application timelines.

With a funding opportunity identified, CFM can cover all aspects of the grant process from start to finish. We will work closely with you throughout the application process, from before a grant opens to organizing a ribbon cutting after the project is complete. This comprehensive strategy includes meeting directly with federal agency staff to receive specific guidance and providing strategic edits to grant proposals.

Following submission of the grant, CFM will create "lobby documents" that clearly and concisely tell the project's story and lay out the challenges and benefits of a project. In addition, CFM will work with the Congressional delegation and other stakeholders to secure letters of support on behalf of the project and ask members of Congress to place timely phone calls to key agency officials in support of your grant (sometimes called phone-marking). This is a crucial, but often overlooked, aspect of the federal funding process.

CFM's Record of Success – Crafting Federal Policy

CFM provides wide-ranging, comprehensive federal advocacy services. In addition to federal funding, CFM has a strong record of accomplishments working with agencies and securing or stopping legislation. Many times, our clients face complex challenges created by federal agencies. Complex issues typically involve numerous parties, stakeholders, and bureaucratic roadblocks. CFM has successfully managed some extremely complicated and timely issues for our clients. We are successful in this type of advocacy because of the decades of relationships our team has built and our ability to quickly identify and clear bureaucratic roadblocks. Throughout the years, CFM has achieved a long list of policy wins for clients throughout the Pacific Northwest across a wide array of topics. Here are just a few examples:

Secure Rural Schools Title III Funding

In March of 2018, CFM successfully concluded an effort on behalf of Marion County to secure a legislative fix that restored flexibility for counties to utilize expiring SRS Title III funds. The provision was ultimately included in the Fiscal Year 2018 Omnibus Appropriations Bill that extended the SRS program for two more years. While CFM led the effort on behalf of Marion County, we also closely coordinated efforts with the Association of Oregon Counties, Association of O&C Counties, Oregon State Sheriffs' Association, and other partners that were critical to the initiative's success. As a result, the Title III SRS correction was included and signed into law, immediately allowing rural counties to direct resources towards public safety in their communities. This important correction freed up $6.6 million in funds throughout Oregon that would have otherwise been clawed back by the U.S. Treasury at the end of the Fiscal Year.

Securing NMFS Permitting for Water Infrastructure Construction

CFM worked with Tigard, Lake Oswego, Senators Wyden and Merkley, and Representatives Schrader and Bonamici to pressure the National Marine Fisheries Service (NMFS) to issue its biological opinion on a $200 million water project before a critical construction deadline. NMFS failed to meet permit issuance deadlines, so CFM was called in to get the permit issued to avoid a delay that could have cost ratepayers over $1 million. After a month of coordination and nearly daily contact with federal agencies, the permit was issued.

Opal Creek Wilderness - Rural Economic Development Funds

When much of the Upper North Santiam Canyon was designated as the Opal Creek Wilderness and Scenic Recreation Area in 1996, the community was promised $15 million in economic development funding to offset the impact of the designation. However, that funding was never delivered. Upon learning of the issue, CFM launched a decade-long campaign that involved the Governor's office and several members of Congress to secure funding. Following tireless efforts, our team eventually coordinated a multipronged approach to secure multiple awards, including two Congressionally Directed Spending awards and a special legislative carveout of Disaster Recovery funds. CFM has also been able to supplement this funding with three additional CDS awards and an $8.1 million TIGER grant, all for projects within the Santiam Canyon.

Proposed Scope of Work

Working with the Medford Water Commission, CFM Advocates will develop an annual set of federal funding and policy priorities to serve as the foundation for a coordinated federal agenda. Once priorities are established, we will help communicate and advance that agenda with key Members of Congress, congressional staff, and federal agency officials in a direct, concise, and compelling manner.

Specifically, the CFM Federal team will work on MWC's behalf in the following areas:

- Developing a strategic federal agenda and political outreach plan; form
- Implementing a Congressionally Directed Spending strategy, including identifying competitive projects and funding accounts, preparing applications, coordinating letters of support, and advocating directly with congressional offices for project funding;
- Tracking, researching, and communicating with federal agencies to identify grant opportunities;

- Assisting with federal grant applications through strategic review, feedback, and targeted edits;
- Advocating for federal grant awards, authorizations, appropriations, and report language that advance MWC's priorities;
- Building and coordinating coalitions at the local, regional, and national levels, including engagement with the American Water Works Association (AWWA), other water-sector associations, local governments, and key industry stakeholders;
- Developing policy through the legislative (Congress) and regulatory (Administration) process;
- Providing access to key decision makers and leaders in Washington, DC;
- Providing opportunities for testimony before congressional committees;
- Scheduling and attending meetings in Oregon and Washington, DC, with key decision makers and staff; and
- Drafting briefing materials and talking points for meetings with elected officials and agency leaders.

Suggested Contract Price

As a Pacific Northwest company, we take great pride in serving our communities and working on issues that strengthen our region. We would be proud to work with MWC and advocate on your behalf in our nation's capital. Given our ongoing work for the City of Medford, we are pleased to offer MWC a discounted rate for these services. For the scope of work outlined above, CFM proposes a monthly retainer of **$3,200**, beginning upon award of the contract.

To make things simple and eliminate the need for time consuming and burdensome reimbursement procedures, the contract includes all out-of-pocket expenses incurred by CFM.

Thank you for the opportunity to provide this proposal for federal services on behalf of the Medford Water Commission. Should you have any questions or require clarification on any items in this proposal, please do not hesitate to reach out. It would be an honor to work together.

Contact Info: Kirby Garrett | Partner | KirbyG@cfmdc.com