

FIFTEEN ROPE FERRY ROAD
WATERFORD, CT 06385-2886



PHONE: 860-442-0553
www.waterfordct.org

PUBLIC WORKS, PLANNING & DEVELOPMENT COMMITTEE OF THE RTM

SPECIAL MEETING AGENDA

WEDNESDAY SEPT 16, 2026 6:00 P.M.

APPLEBY ROOM TOWN HALL

1. Establishment of quorum and call to order.
2. Public Comment.
3. Consideration of and action on minutes of the July 20, 2026, committee meeting.
4. Consideration of and possible action on issues referred to committee:
 - Review findings of sewer rate study (RTC 6/1/26)
 - Fair Rent Commission (RTC 4/6/26)
 - Short-Term Rentals (RTC 12/6/21)
5. Adjournment

ATTEST: *[Signature]*
TOWN CLERK

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2026 SEP 14 A 8:14

encl: PWPD Minutes 7/20/26
Utility Commission Minutes 9/2/26

FIFTEEN ROCK FERRY ROAD
WATERFORD, CT 06385-2886



RECEIVED FOR RECORD
TOWN OF WATERFORD, CT
JUL 29 1 P 2:28
ATTEST: David J. Calkins
TOWN CLERK

Public Works, Planning & Development Committee

Meeting Minutes—July 20, 2026

Members Present: Jim Bartelli, Guy Calkins, Ted Olynciw

Members Absent: Kyrah Augmon-Bossa, David Sugrue

Also Present: Utility Commission Director Jill Stevens and Commission members, RTM Moderator Susan Driscoll

1. Call to order: Chair Calkins called the meeting to order at 6:05 p.m.
2. Public comment: None.
3. Previous Minutes: Motion by Olynciw, second by Bartelli, to approve the March 27, 2024, minutes as presented. Members expressed concerns about voting when none attended the meeting. Moderator Driscoll noted that the Town Attorney reassured others in this situation that it is an acceptance more than an attestation, and in this case the previous members had not mentioned errors during the years the minutes were publicly posted. Voice vote: Unanimous Motion passed.
4. Consideration of/possible action on items referred to committee:
 - Review findings of sewer rate study: Dave Fox of Raftelis presented the sewer rate study and fielded questions from PWPDP Committee members. Full study attached; overview follows here:
Purpose of the Rate Study:
 - › Explore options to ensure long-term financial and operational sustainability and viability for Waterford's sewer system
 - › Analyze impacts to revenue and customers due to any rate increases
 - › Enable the Enterprise Fund to be self-sufficient (i.e., fully cover capital costs) instead of current reliance on Town funds. This will improve financial and operational sustainability, as well as equity among residents
 - Current Industry Trends and Challenges:
 - › Sewer bills across the country are increasing by 6% per year, on average; yet Waterford has not reviewed or revised rates since 2009.
 - › Rising inflation and declining consumption are two of the four biggest challenges impacting utilities throughout the country

Brief discussion followed to clarify next steps. Committee will resume deliberations after the Utility Commission holds a public hearing on their proposed rate increases; tentatively scheduled for August 25, 2026.

 - Fair Rent Commission: Brief discussion on creating new ordinance, with public hearing and Town Attorney oversight; sample ordinances from other towns will be provided to members for future deliberations.
 - Short-Term Rentals: No discussion.
5. Consensus to tentatively schedule next meeting for September 14, 2026, 6 p.m.
Adjournment: Motion by Bartelli; second by Olynciw to adjourn at 6:55 p.m. Voice vote: Unanimous.

Submitted by
Guy Calkins, PWPDP Chair

encl: Sewer Rate Study Presentation

Town of Waterford, CT

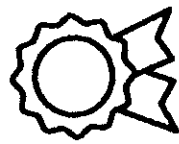
FY 2026 Sewer Rate Study
Recommended Rate Presentation
July 20, 2026



R RAFTELIS

Who is Raftelis?

The most experienced
utility financial and
management consulting
practice in the nation.



Raftelis has provided financial/
organizational assistance for

1,700+

public agencies and utilities

that serve more than

25%

of the U.S. population

including the agencies serving

41

of the nation's 50 largest cities

Regional Experience

We have personally
worked with 75+
utilities across New
England and the
Northeast, ranging from
small village districts to
large cities such as
Boston

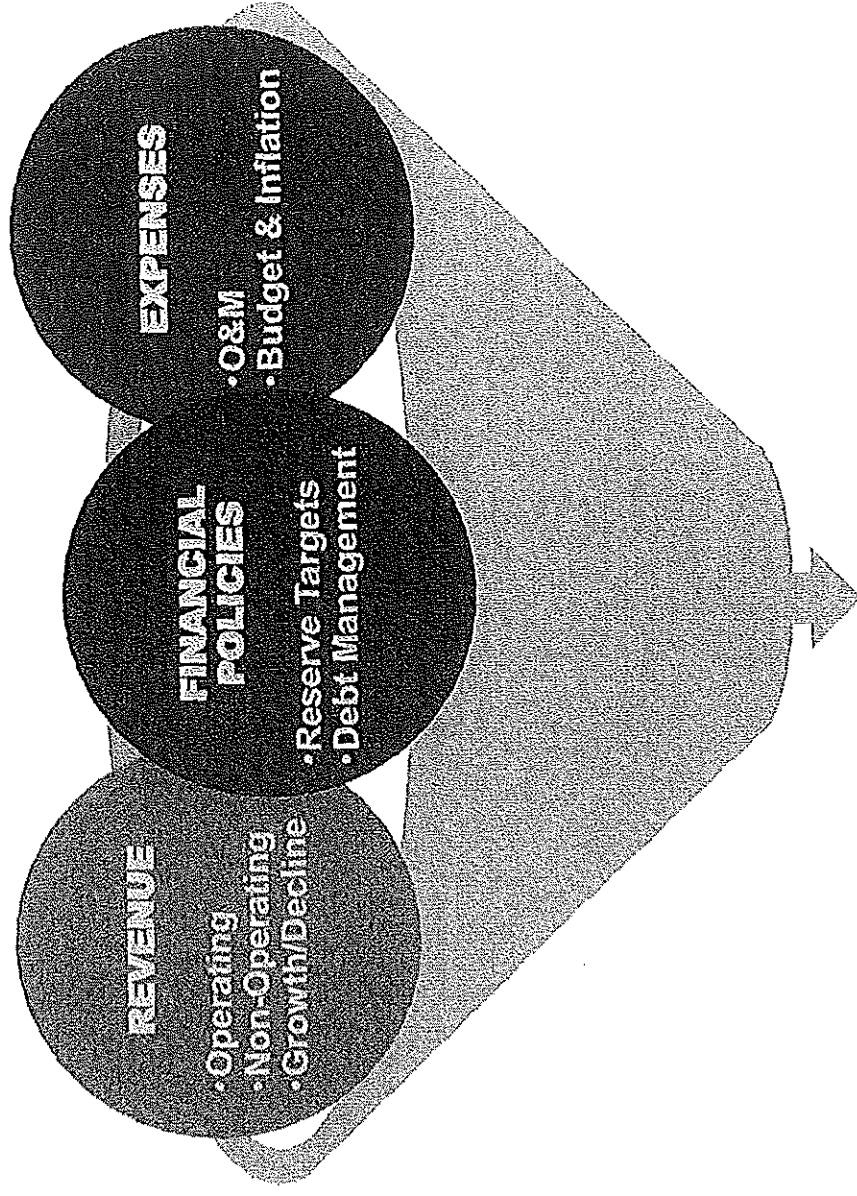


Overview of the Rate Study

- Purpose of the Rate Study:
 - › Explore options to ensure long term financial sustainability and viability for the Waterford Sewer Utility
 - › Analyze impacts to revenue and customers due to any rate increases
 - › Enable Enterprise Fund to be self-sufficient (i.e., fully cover capital costs) instead of current reliance on Town Funds
 - This will improve financial and operational sustainability, as well as equity amongst residents
- Current Industry Trends and Challenges:
 - › Sewer bills across the country are increasing by 6% per year, on average, according to the American Water Works Association
 - › Inflationary impacts and declining consumption are two of the biggest challenges impacting utilities throughout the country

Financial Plan

Financial Plan
models yearly cash
flow and reserve
balances



Revenue Adjustment Schedule
Multi-Year Long-Term Financial Plan

Enterprise Fund Reserves Key Points

- Reserves help the utility move toward financial self-sufficiency and sustainability
- Reserves can help prevent the need for rate hikes in response to emergency expenses or revenue shortfalls, providing customers with rate stability, and the Commission with resources to meet emerging system requirements
- Industry best practices recommend sewer reserve funds maintains a higher relative cash balance than municipal general funds due to the volatility of sewer revenues
- **The Enterprise Fund balance is currently healthy, and the study's goal is to maintain the Fund in good financial standing**

Financial Plan Assumptions



Revenue Requirement Assumptions for Rate Study

- Financial model uses the FY 2026 Budget (\$4.4 million) as the basis for future O&M projections
- Operating expenses are projected to increase by an average of 3.0% each year during the forecast period
 - › Due to current understaffing two new Utility Commission personnel are included to begin in FY 2028
- Capital costs are projected to be approximately \$11 million over the next five years, funded mainly through proposed bonding/borrowing
 - › Historically capital costs have been funded through the General Fund, this study is built upon a fundamental change in the approach to funding capital which would have the Enterprise Fund become fully self-sufficient

Enterprise Fund Overview

	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenue Requirements						
Salaries	\$1,670,581	\$1,720,698	\$1,947,319	\$2,005,739	\$2,065,911	\$2,127,888
Services	\$2,198,350	\$2,264,301	\$2,332,230	\$2,402,196	\$2,474,262	\$2,548,490
Supplies	\$221,230	\$227,867	\$234,703	\$241,744	\$248,996	\$256,466
Equipment	\$265,000	\$272,950	\$281,139	\$333,282	\$343,280	\$353,579
Capital - Cash	\$106,000	\$407,880	\$232,467	\$162,554	\$185,709	\$0
Capital - Bonding/Borrowing	\$0	\$0	\$115,950	\$267,441	\$395,804	\$520,848
Total: Revenue Requirements	\$4,461,161	\$4,893,696	\$5,143,807	\$5,412,956	\$5,713,963	\$5,807,271

- Total revenue requirements are projected to increase by an average of approximately 5% per year
- Without a rate increase, the Enterprise Fund's reserves are expected to become negative in FY 2029

Revenue Assumptions for Rate Study

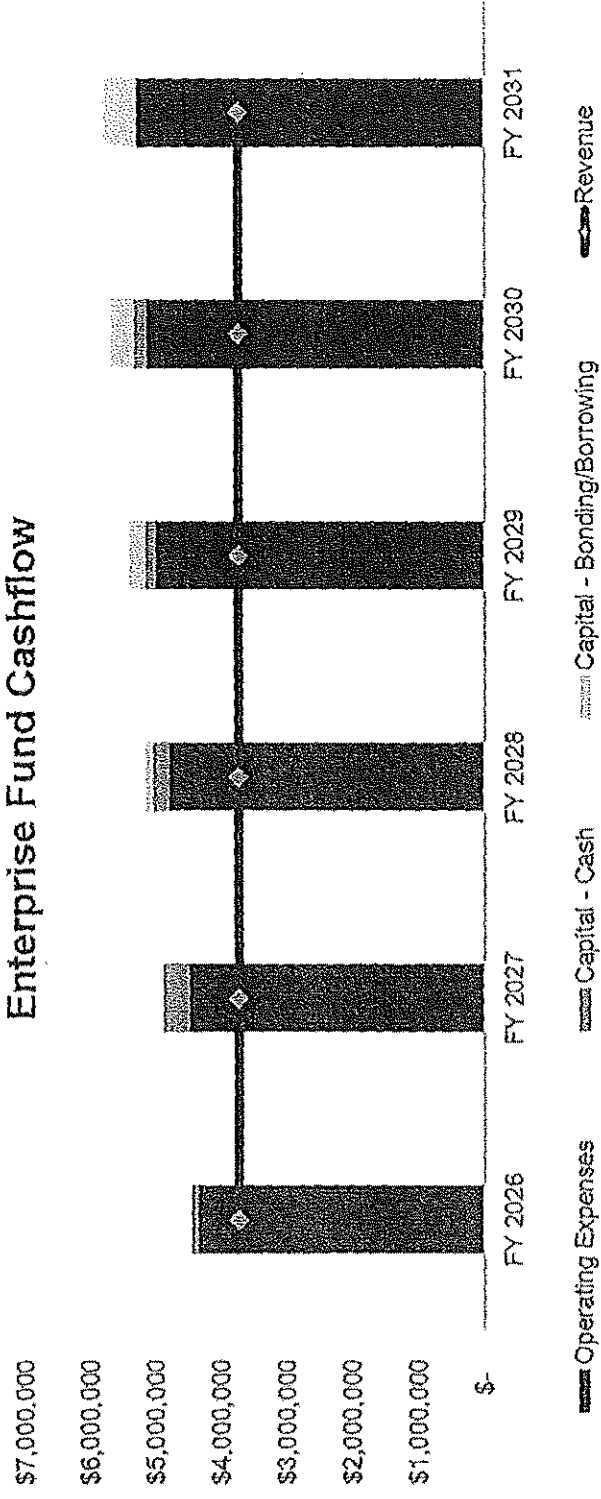
- Sewer EDUs will remain flat throughout the forecast period
 - › Residential Accounts: 7,027
 - › Non-Residential: 2,711
- Sewer generation will remain flat throughout the forecast period
 - › Residential: 391,370 CCF per year
 - › Non-Residential: 142,684 CCF per year

Financial Plan



Projected Enterprise Fund Cash Flow with No Rate Increases

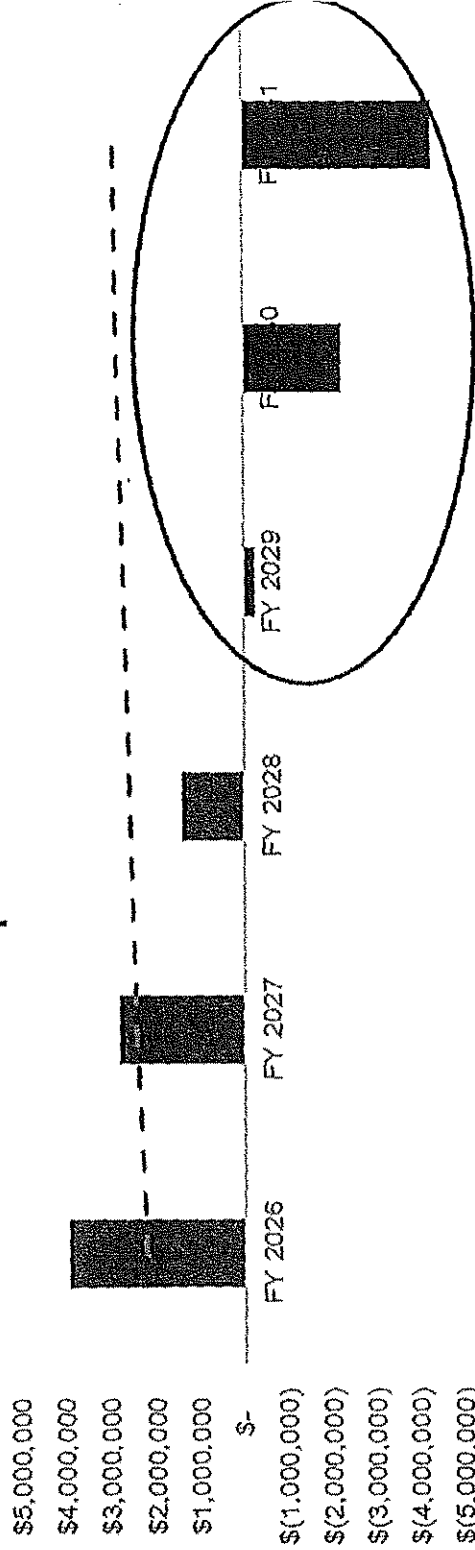
Enterprise Fund Cashflow



Projected Enterprise Fund Reserves Balance with No Rate Increases

We recognize that negative fund balances are not realistic, however this graphic demonstrates the need for rate increases

Enterprise Fund Balance



Recommended Rate Increases

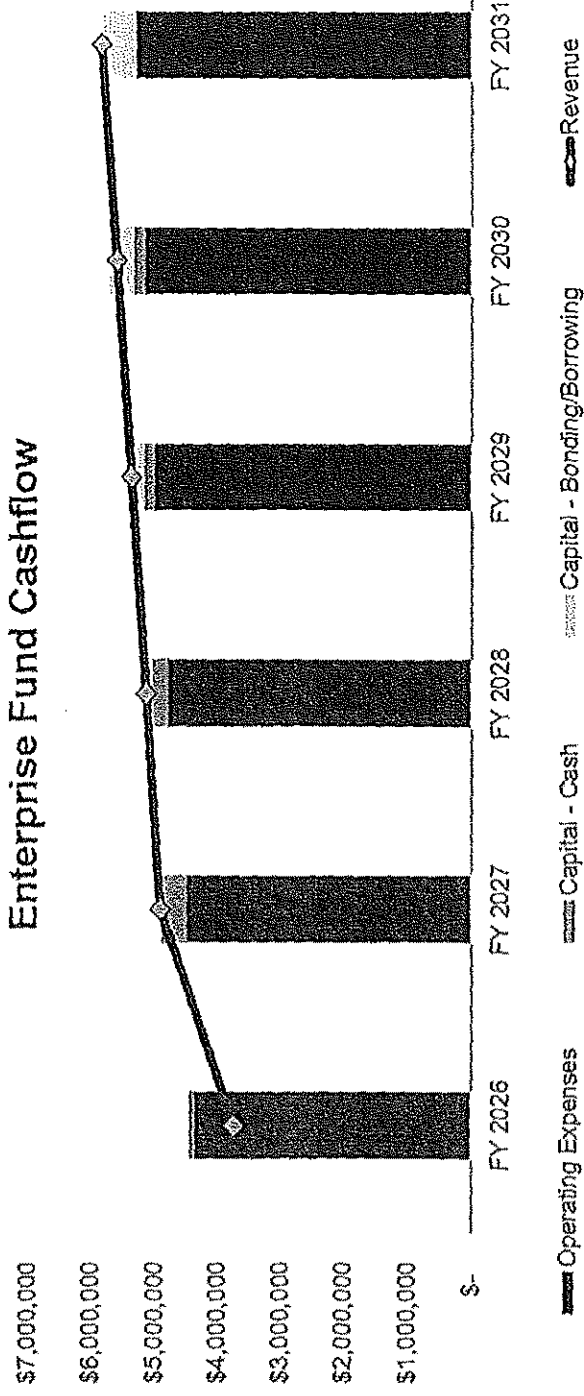
- In order to ensure financial independence and sufficiency, the Enterprise Fund requires rate increases
- Rates were last increased in 2009
- The following rate increases are recommended:

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
35% Fixed / 65% Volumetric					
Volumetric	66%	4.5%	4.5%	4.5%	4.5%
Fixed Charge	-4%	4.5%	4.5%	4.5%	4.5%

- If revenues are not increased, the General Fund will need to subsidize the Enterprise Fund in the amount of approximately \$1.7 million annually

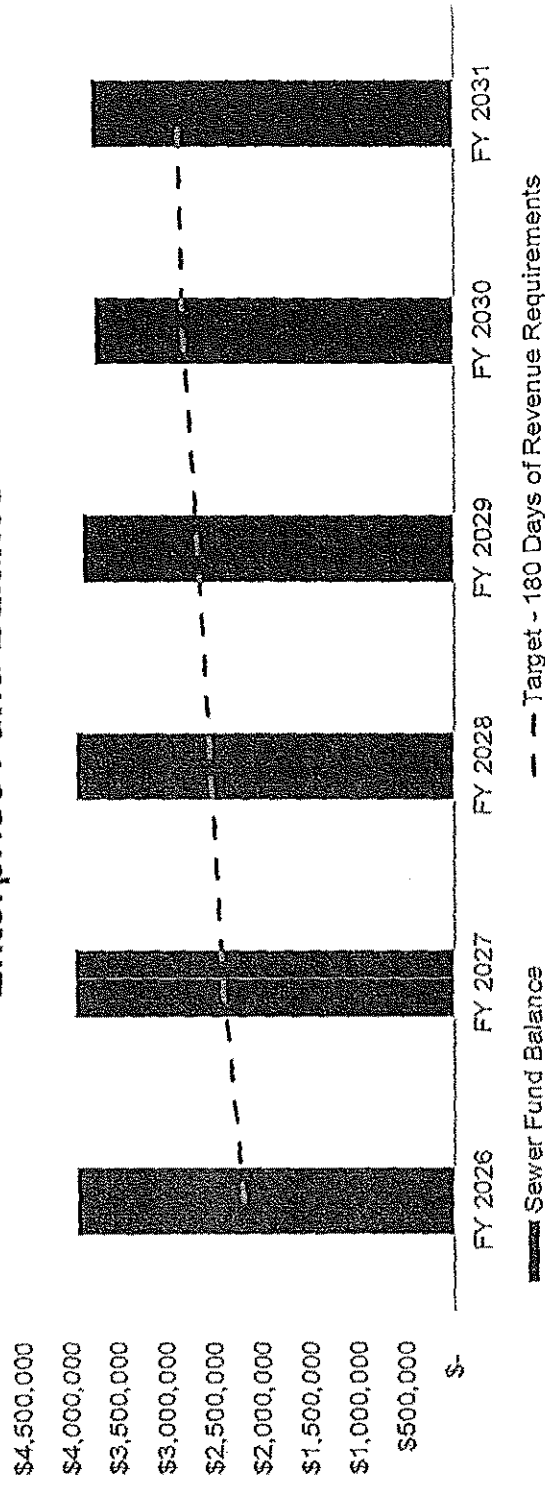
Proposed Enterprise Fund Cash Flow with Rate Increases

Enterprise Fund Cashflow



Proposed Enterprise Fund Reserves Balance with Rate Increases

Enterprise Fund Balance



Rates



Recommended Rate Schedule

- In order to ensure financial sufficiency, the Enterprise Fund requires the following rate schedule:

Quarterly Sewer Rates		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Volumetric Rate (per CCF)		Current Rates					
All Customer Usage		\$3.50	\$5.81	\$6.07	\$6.34	\$6.63	\$6.93
Residential Base Charge							
All Meters							
Non-Residential Base Charge							
EDUs							
1		\$45.00	\$43.20	\$45.14	\$47.18	\$49.30	\$51.52
EDUs							
2		\$90.00	\$86.40	\$90.29	\$94.35	\$98.60	\$103.03
2		\$90.00	\$86.40	\$90.29	\$94.35	\$98.60	\$103.03
2.6		\$117.00	\$112.32	\$117.37	\$122.66	\$128.18	\$133.94
1"		\$261.00	\$250.56	\$261.84	\$273.62	\$285.93	\$298.80
1 1/2"		\$460.80	\$442.37	\$462.27	\$483.08	\$504.82	\$527.53
2"		\$1,036.80	\$995.33	\$1,040.12	\$1,086.92	\$1,135.83	\$1,186.95
3"		\$1,843.20	\$1,769.47	\$1,849.10	\$1,932.31	\$2,019.26	\$2,110.13
4"		\$4,147.20	\$3,981.31	\$4,160.47	\$4,347.69	\$4,543.34	\$4,747.79
6"		\$7,372.80	\$7,077.89	\$7,396.39	\$7,729.23	\$8,077.05	\$8,440.51
8"		\$11,520.00	\$11,059.20	\$11,556.86	\$12,076.92	\$12,620.38	\$13,188.30
10"		\$16,588.80	\$15,925.25	\$16,641.88	\$17,390.77	\$18,173.35	\$18,991.15
12"							

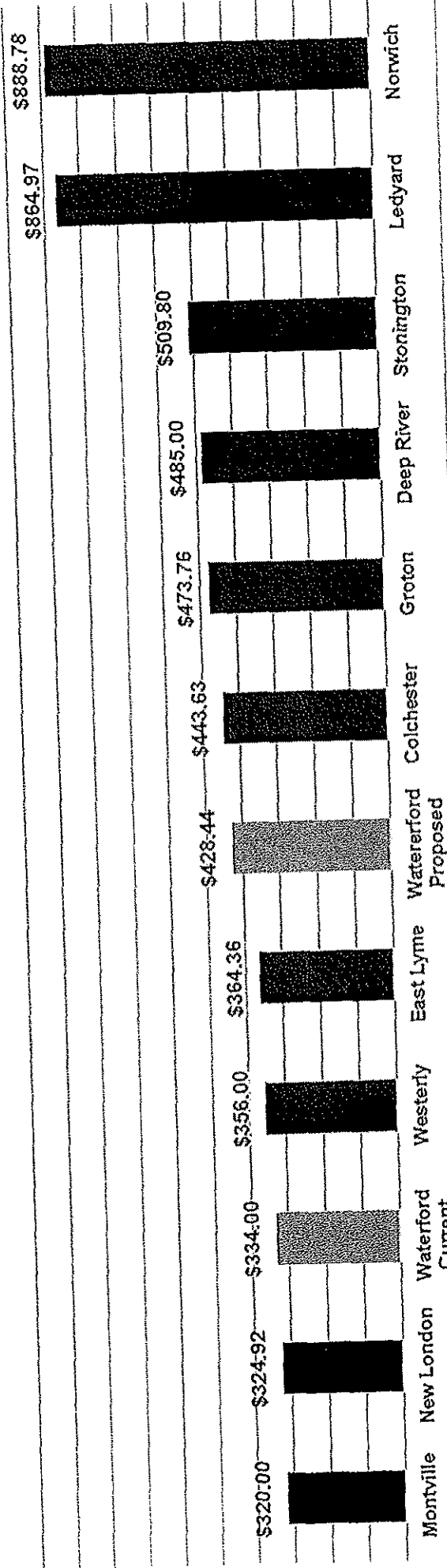
Community Bill Comparison



Community Bill Comparison

• Residential Customer using 11 CCF per Quarter (typical)

Annual Residential Bills



Customer Financial Impacts



Residential Low Volume Annual Bill

- 6 CCF/quarter
(24 CCF/year)

- Approximately 28% of
residential bills are projected to be
at or below 6 CCF/quarter

Annual Bill, Residential - Low Use

\$312.24



\$264.00



Proposed Bill

Current Bill

Proposed Bill

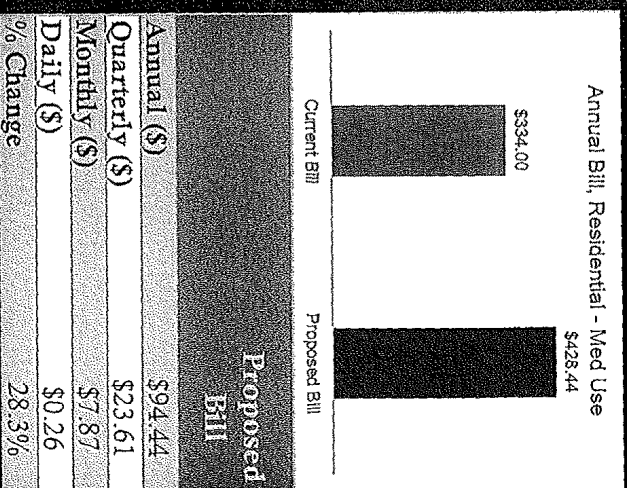
Annual (\$)	\$48.24
Quarterly (\$)	\$12.06
Monthly (\$)	\$4.02
Daily (\$)	\$0.13
% Change	18.3%

Residential Typical Volume Annual Bill

- 11 CCF/quarter
(44 CCF/year)

- Approximately 52% of
residential bills are projected to be
at or below 11 CCF/quarter

- Industry affordability measures
consider a total annual sewer bill
for a typical customer exceeding
2.0% of Median Household Income
to be unaffordable. Even with the
rate increases, Waterford's
measure is 0.6%.



Residential High Volume Annual Bill

— 18 CCF/quarter
(72 CCF/year)

— Approximately 76% of
residential bills are projected to be
at or below 18 CCF/quarter

Annual Bill, Residential - High Use



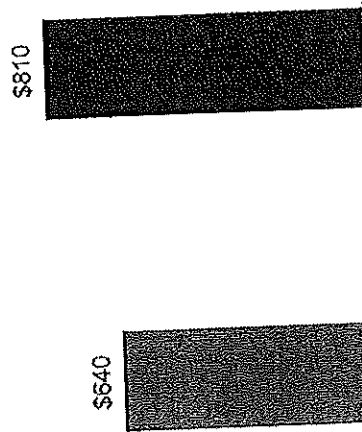
Proposed Bill

Annual (\$)	\$159.12
Quarterly (\$)	\$39.78
Monthly (\$)	\$13.26
Daily (\$)	\$0.44
% Change	36.8%

Commercial Small Meter Avg Volume Annual Bill

- 20 CCF/quarter
(80 CCF/year)
- 2 EDUs

Annual Bill, Commercial - Small Meter



Current Bill

Proposed Bill

Proposed Bill

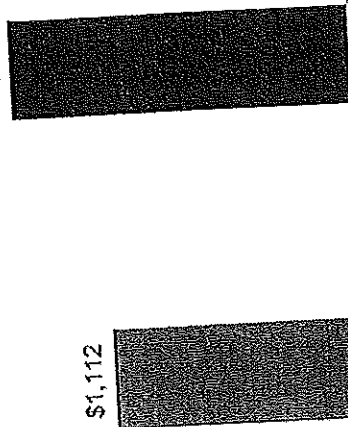
Annual (\$)	\$170.40
Quarterly (\$)	\$42.60
Monthly (\$)	\$14.20
Daily (\$)	\$0.47
% Change	26.6%

Commercial 1" Meter Avg Volume Annual Bill

- 46 CCF/quarter
(184 CCF/year)
- 2.6 EDUs

Annual Bill, Commercial - 1" Meter
\$1,518

\$1,112



Current Bill

Proposed Bill

Proposed Bill

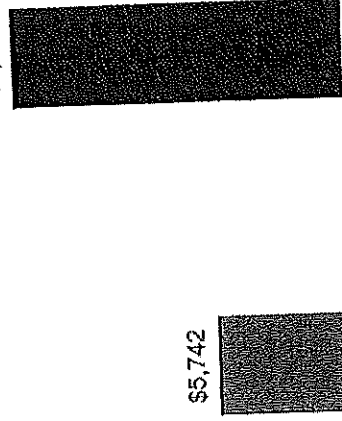
Annual (\$)	\$406.32
Quarterly (\$)	\$101.58
Monthly (\$)	\$33.86
Daily (\$)	\$1.11
% Change	36.5%

Typical School Annual Bill

- 135 CCF/quarter
(540 CCF/year)
-21.4 EDUs

Annual Bill, Typical School

\$6,835



\$5,742

Current Bill

Proposed Bill

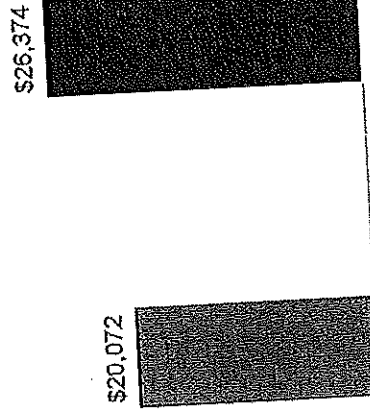
Proposed Bill

Annual (\$)	\$1,093.32
Quarterly (\$)	\$273.33
Monthly (\$)	\$91.11
Daily (\$)	\$3.00
% Change	19.0%

Large School Annual Bill

- 725 CCF/quarter
(2,900 CCF/year)
- 55.12 EDUs

Annual Bill, Large School



Current Bill

Proposed Bill

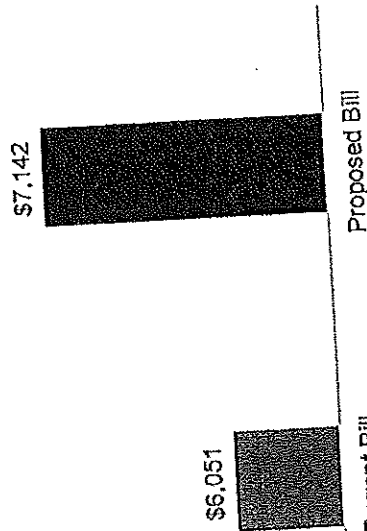
Proposed Bill

Annual (\$)	\$6,302.14
Quarterly (\$)	\$1,575.53
Monthly (\$)	\$525.18
Daily (\$)	\$17.27
% Change	31.4%

Typical Large Town Facility Annual Bill

- 136 CCF/quarter
(544 CCF/year)
- 23.04 EDUs

Annual Bill, Typical Large Town
Facility



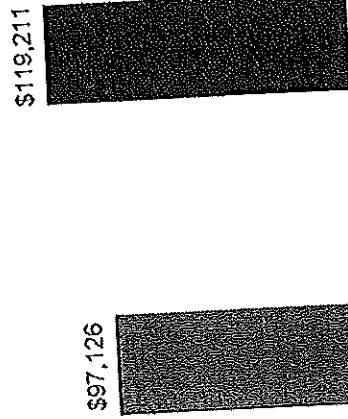
Proposed Bill

Annual (\$)	\$1,090.75
Quarterly (\$)	\$272.69
Monthly (\$)	\$90.90
Daily (\$)	\$2.99
% Change	18.0%

Large Industrial Annual Bill

- 2,650 CCF/quarter
(10,600 CCF/year)
- 333.48 EDUs

Annual Bill, Large Industrial



	Current Bill	Proposed Bill
Annual (\$)		\$22,084.94
Quarterly (\$)		\$5,521.24
Monthly (\$)		\$1,840.41
Daily (\$)		\$60.51
% Change		22.7%

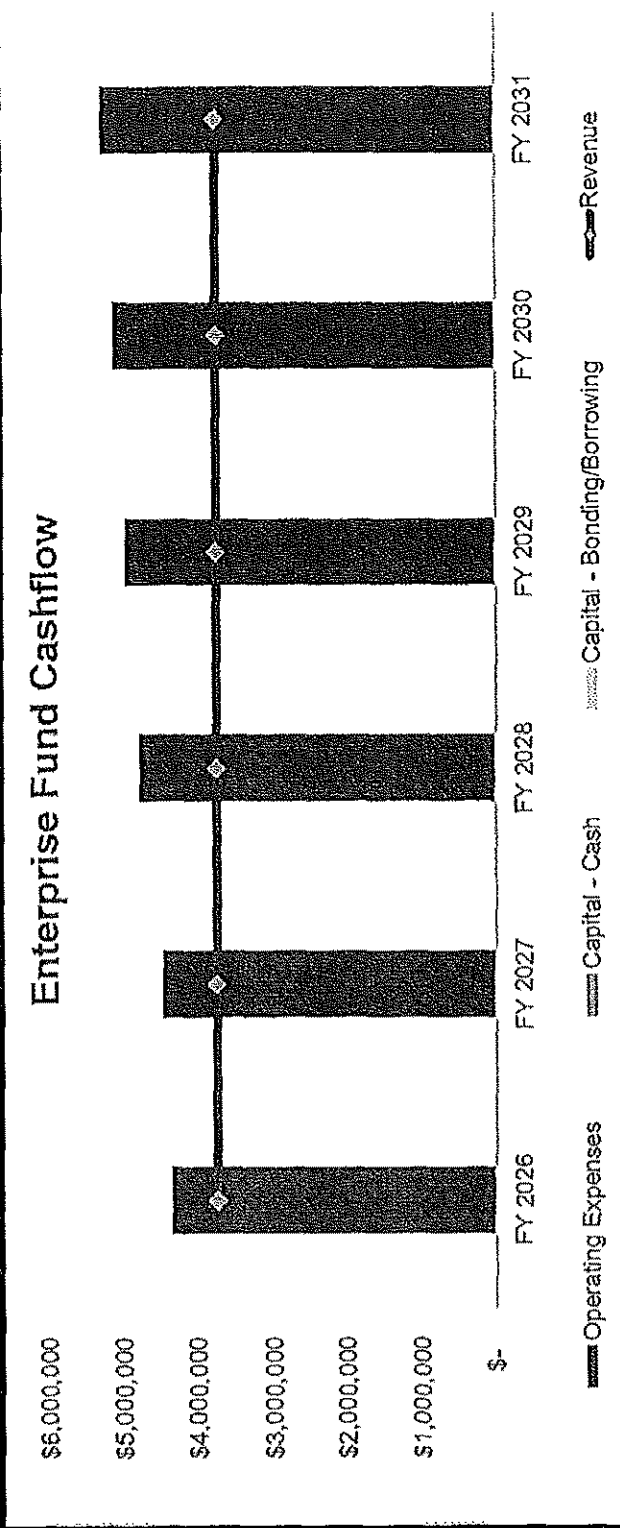
RAFTELIS

Thank you!

Contact: Cameron Okie
203 856 4182 cokie@raftelis.com

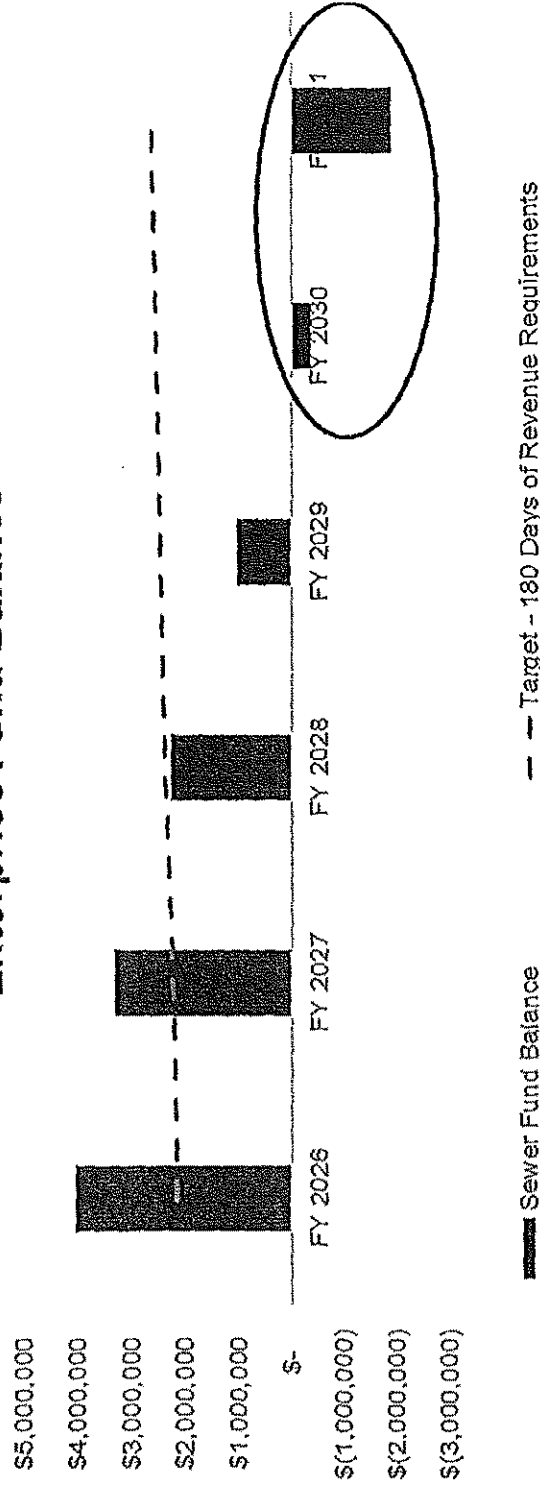
Dave Fox
774 243 0619 / dfox@raftelis.com

**Projected
Enterprise Fund
Cash Flow with
No Rate
Increases
General Fund
Paying for
Capital Expenses**



Projected Enterprise Reserves Balance with No Rate Increases General Fund Paying for Capital Expenses

Enterprise Fund Balance



*We recognize that negative fund balances are not realistic, however this graphic demonstrates the need for rate increases



**WATERFORD UTILITY COMMISSION
Special Meeting**

DATE: September 2, 2026

PLACE: 1000 Hartford Turnpike

PRESIDING: Chairman Ken Kirkman

MEMBERS PRESENT: Jerry Porter (via telephone), Beth Sabilia, and Ray Valentini

MEMBERS ABSENT: Ryan Boyle

ALSO PRESENT: Attorney Nicholas Kepple, Town Counsel

Staff: Jill Stevens, Director of Utilities
Shawn Matthews, Assistant Director of Utilities
Amy Windle, Office Coordinator/Recording Secretary
Dave Murphy and Scott Bighnatti from Resilient Land & Water

Chairman Kirkman called the meeting to order at 6:05 pm

CITIZEN SESSION- None

SECRETARY'S REPORT

MOTION Made by Mr. Valentini to approve the Meeting Minutes of July 28, 2026 and August 25, 2026, Ms. Sabilia seconded.

VOTE The motion passed unanimously.

BILLING ADJUSTMENTS

The Commission reviewed the August adjustments. The adjustment reports are kept in the office for review.

EXPENDITURES

MOTION Made by Mr. Valentini to approve the August 2026 bill lists, Ms. Sabilia seconded.

VOTE The motion passed unanimously.

OLD BUSINESS

- Financial Report

The financial reports for June were reviewed. July reports will be presented at the next meeting.

- Collection's Report

Attorney Kepple reported that he and his staff had a meeting with Ms. Stevens and her staff to go over accounts that have large balances that have been a challenge to collect from or their payment plan is not helping their balance to go down.

Attorney Kepple will be working on a report of an approach of how to proceed on collecting on these accounts for next meeting.

- Director's Report

Ms. Stevens reviewed her report that provides updated information on all Utility Commission Capital and Operational projects currently funded. A copy of the Director's Report will be attached to the minutes when posted.

Mr. Matthews reviewed the Asset Management report.

- Rate Study Update

There was discussion regarding the Public Hearing.

MOTION Made by Mr. Valentini, Pursuant to CT State Statute 7-255, to accept the Raftelis recommended quarterly rates to take effect on January 1, 2027, as follows: Tier I, Facility Service Charge of \$43.20 per quarter per Equivalent Dwelling Unit (EDU) and Tier II, Consumption Charge of \$5.81 per one hundred (100) cubic feet (CF) as presented at the August 25, 2026 Public Hearing and forward to the RTM for approval as required by Waterford Code of Ordinances 13.08.020, Ms. Sabilia seconded.

VOTE The motion passed unanimously.

NEW BUSINESS

Bartlett Corners Booster Station Decommissioning Update

Ms. Stevens requested to table the discussion until the next meeting as the plans and bid specifications did not arrive in sufficient time for staff review and comment prior to discussion with the Commission.

INTERLOCAL WATER AGREEMENT UPDATE

Dave Murphy and Scott Bighnatti from Resilient Land & Water presented an update on their progress with the Engineering Services to Identify the Capital Requirements surrounding the potential renewal of the Waterford/New London Interlocal Water Agreement.

Ms. Sabilia left the meeting at 7:13 PM

CORRESPONDENCE

- Anthony's Abatement, LLC-Asbestos Pipe Removal Quote
- Letter from resident at 10 Hardwick Rd
- Letter from resident at 28 Monroe Street
- The New London Day-Legal Notice for Public Hearing
- Attorney Kepple-Response to 28 Monroe Street
- Langan Engineering-Bloomingtondale Watermain Memo
- Old Lyme-June 23,2026 Minutes
- East Lyme-July 28, 2026 Minutes
- City of New London-August 27, 2026 Agenda & Meeting Packet

PLANS REVIEW —

No plans

PERSONNEL

Sewer Tech I position is still vacant. Ms. Stevens reported that the updated job description for the Compliance Enforcement Tech is with Human Resources and the Union representative. The updated job description will need to go to the Personnel Review Board for the final approval.

OTHER

ADJOURNMENT

With no further business before the Commission, the meeting adjourned at 7:23 p.m.

MOTION Made by Mr. Valentini to adjourn, Mr. Porter seconded.

VOTE The motion passed unanimously.

Respectfully submitted,

Amy Windle
Recording Secretary