



City of Portsmouth

Stormwater Enterprise Utility Development and Implementation

September 28, 2026

Introductions



Dave Fox
Vice President



Katie Cromwell
Vice President,
Stormwater Practice
Asst. Director



Sam Villegas, APR,
Fellow PRSA
Principal Consultant

Who is Raftelis?

Helping local governments and utilities thrive



Finance



Digital, Technology, and Data



Organizational Assessment



Strategic Planning and Facilitation



Artificial Intelligence



Utility Development, Implementation, and Program Support



Strategic Communication

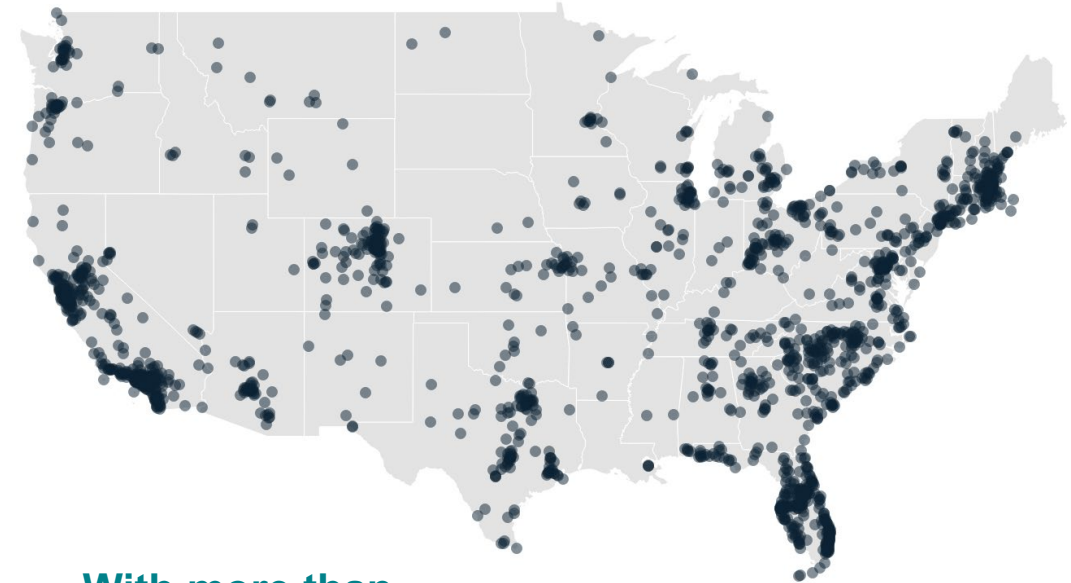


Executive Services



Asset Management

National Experience



With more than...

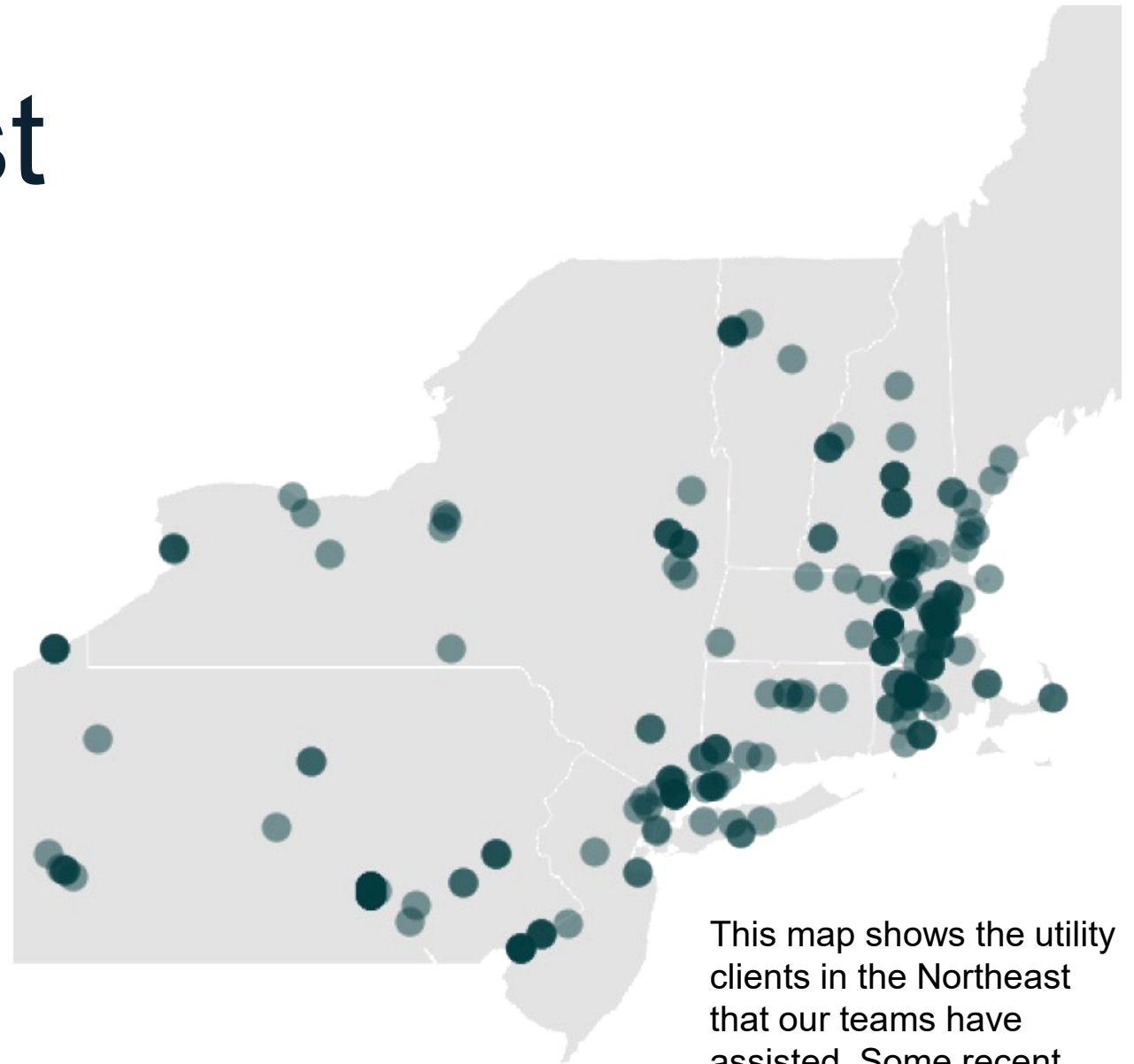
190+ consultants across the U.S.

Raftelis has provided assistance to over

2,000+ public agencies and utilities

Raftelis Northeast Experience

- City of New London **CT**
- Metropolitan District Commission of Hartford **CT**
- Capitol Region COG **CT**
- Boston Water and Sewer Commission **MA**
- Charles River Watershed Association **MA**
- City of Somerville **MA**
- Town of Westford **MA**
- Town of Longmeadow **MA**
- City of Newport **RI**
- City of Providence **RI**
- State of Maine **ME**
- City of Burlington **VT**
- City of Essex Junction **VT**
- Buffalo Sewer Authority **NY**
- Suffolk County Water Authority **NY**
- Philadelphia Water Department **PA**
- Pittsburgh Water and Sewer Authority **PA**



This map shows the utility clients in the Northeast that our teams have assisted. Some recent and ongoing projects are listed on the left

Selected Stormwater Utility Go-Lives Since 2020

Communities with populations under 40,000

Public Agency	Description	Utility Go-Live	Population Served
Hudson, MA	New utility	2023	20,000
Western Springs, IL	New utility	2023	13,500
Key Biscayne, FL	Rate Structure Change	2023	15,000
Manor, TX	New utility	2024	13,600
Saint Augustine Beach, FL	New utility	2024	6,800
Town of Surf City, NC	New utility	2024	4,500
Westborough, MA	New utility	2024	22,000
Essex Junction, VT	New utility	2025	11,000
Seminole, FL	New utility	2025	19,000
Saluda, NC	New utility	2026	<1,000
Jacksonville Beach, FL	Rate Structure Change	Expected Fall 2026	23,000
Wheat Ridge, CO	New utility	Expected January 2027	33,000
Ponce Inlet, FL	New utility	Expected November 2026	4,000
Zephyrhills, FL	New utility	Expected November 2026	20,000
Newport, RI	New utility	Expected Summer 2027	25,000

Focus on Equitable Stormwater Funding

- Boston Water and Sewer Commission (BWSC)



- › Population 675,000
- › Approximately 90,000 accounts
- › Successfully implemented 2024
- › Billing system change prior to go-live
- › Transition from sewer funding to stormwater fee

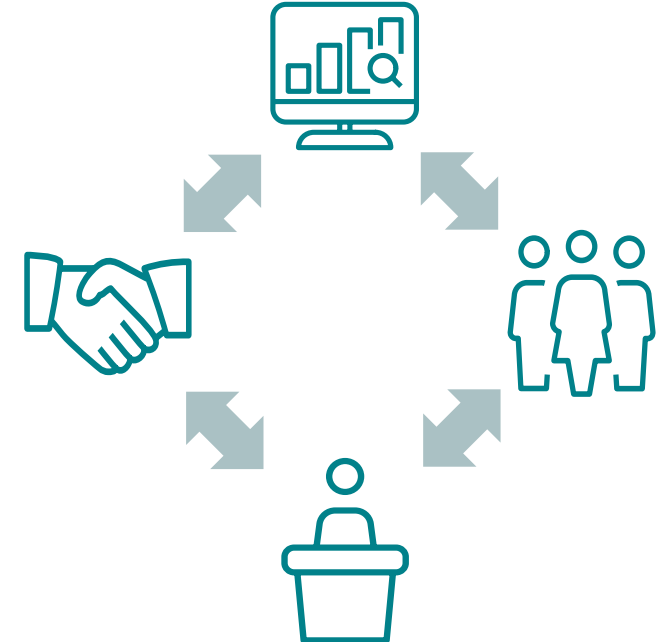
- Newport, RI



- › Population 25,000
- › Approximately 10,000 accounts
- › Ongoing ordinance adoption
- › Would be the first stormwater fee in the state
- › Anticipated go-live 2027
- › Transition from sewer funding to stormwater fee

Collaboration and Coordination

- Close coordination with City Staff, stakeholders, community, and Council throughout the process
- Progress updates and input at key decision points, including, but not limited to:
 - › Strategic Communications
 - › Rate Structure
 - › Ordinance
 - › Rates and Financial Planning Strategy
 - › Credits
 - › Implementation Details and Timing



Communications and Outreach Phases

Discovery	Education and Engagement	Adoption	Launch
• Stakeholder Interviews • FlashVote Insights • Council Work Session • Communications Plan Developed	• Ordinance Readings and Vote • Website Content • Newsletters • Community Meetings • Committee Outreach • Media Outreach • Election Navigation	• Fee Committee • Rate Structure • Council Vote • Billing Setup • Ongoing Communication	• Billing Begins • Customer Service Training • Credit Program Implementation • Ongoing Communication



Thank you!

Contact: Katie Cromwell, Project Manager
919.368.0116 / kcromwell@raftelis.com