

SCHEDULE RFC-2-A
Resume of Simon Warren

Simon Warren

STAFF CONSULTANT Consultant

ROLE

Simon has 13 years of experience working in the public sector, first as a classroom teacher, and then working closely with cities and schools on implementing innovations in energy, stormwater, and waste, as well as introducing data-based interventions to address specific community challenges. His expertise is in technical communication, behavioral research, and local policy implementation and interpretation.

KEY PROJECT EXPERIENCE

City of Philadelphia (PA): Affordability Program Reporting, Benchmarking, and Technical Support

Raftelis has been engaged by the City of Philadelphia's Water Revenue Bureau (WRB) to provide financial consulting services for multiple years. Since June 2021, Simon has led monthly, quarterly, and annual reporting on the ongoing participation in and development of TAP, as required by ordinance and 2021 and 2023 Rate Proceeding Settlements. In addition, Simon leads yearly cost-of-service reporting.

Simon works closely with customer service staff and provides ongoing end-to-end technical support for the software system that makes TAP possible. For three years he has ensured that policy and procedural changes are smoothly integrated into the way the system combines data from three different software services and two different City departments.

Pittsburgh Water and Sewer Authority (PA): Stormwater Fee Rollout Support

Raftelis has been engaged by Pittsburgh Water and Sewer Authority (PWSA) in the process of developing and introducing its first stormwater fee. To assist with the program's rollout, Simon has worked to improve internal training materials, communicate the credit program effectively and develop and optimize the application process, creating credit manuals and application forms, has developed a methodology to reply to requests from customers who own multiple properties and wish to predict their total eventual bill.

Village of Western Springs (IL): Stormwater Utility Feasibility Study and Implementation

The Village of Western Springs (Village) has engaged Raftelis to conduct a two-phased stormwater utility fee study and implementation. Simon led the fee study analysis, using digitized impervious area to calculate appropriate units of service and effective residential tier breakpoints. With input from the Village's Public Works and Finance departments, Simon created a financial model that allows the Village Board to compare different rates and bond issuances, and understand the impacts of their choices. After the Board's decision to move forward with recommended rates and debt, Simon identified impacts to specific large customers for the Village, such as schools and parks, and helped the Village develop a credits and incentives program.



Specialties

- Geospatial analysis
- Water utility financial management & planning
- Behavioral analysis
- Statistical analysis & data management

Professional History

- Raftelis: Consultant (2021-present)
- Missouri Botanical Garden: Education and Volunteer Coordinator (2016-2018)
- Memphis City Schools: Eighth Grade Science Teacher (2011-2016)

Education

- Master of Environmental Management in Water Resources Management - Duke University (2021)
- Master of Public Policy - Duke University (2021)
- Bachelor of Arts in Environmental Studies - Yale University (2011)

Rockdale County (GA): Stormwater Revenue Bond Feasibility Study; Data Development

Rockdale County (County) engaged Raftelis to create a Feasibility Study for a proposed Stormwater Revenue Bond to fund needed capital projects. Working with County staff, Simon assisted in developing a financial model to project future cost requirements and income to predict the County's anticipated debt service coverage, and prepared a written report. Simon later helped lead the effort to update the County's stormwater data by measuring the impervious area on all property parcels in the County and updating existing parcel records. This will lead to more accurate and fair stormwater rates. He also led the County's efforts to apply for \$25M Clean and Drinking Water State Revolving Fund loans. He helped the County identify projects, applied for principal forgiveness consideration on the County's behalf, coordinated with cross-cutter agencies to carry out the state environmental review process, and provided data support as the County weighed its funding options, ultimately opting for other sources.

City of Mt. Shasta (CA): Federal Funding Applications

The City of Mt. Shasta (City) is a rural community in Siskiyou County, CA. It qualifies as a disadvantaged community based on federal and California standards. In 2022, the City contracted with Raftelis to design equitable stormwater rates, work which extended to further federal funding applications. The City is threatened by both increasingly frequent wildfires and the potential eruption of the nearby volcano Mt. Shasta, and Simon has led the City's application for a \$6.45M RAISE grant from the federal Department of Transportation to fund reconstruction of the City's main thoroughfare and evacuation route. Simon was also part of the Raftelis team that completed an application to the DOT's CFI grant program for \$2.16M for Electric Vehicle charging stations and application for \$1.6M in SRF loans for three stormwater projects.

Hamilton County (OH): Data Development and Stakeholder Engagement for Comprehensive, County-wide Impervious Surface Fee

Raftelis was engaged by Hamilton County (County) to support in the analysis, creation, and possible implementation of a County-wide impervious surface fee, while mitigating the impacts to customers already paying stormwater fees to various municipal agencies. Simon worked closely with County staff on stakeholder engagement and on data development to analyze billing impacts to customers served by different stormwater agencies, preparing maps, memos, and presentations to communicate the different fees paid by different customers throughout the County, and the impacts of those fees.

Granville-Person Cooperative Stormwater Services (NC): Nutrient Reduction Program Analysis

Raftelis supports Granville County, Person County, the Town of Butner, the City of Creedmoor, and the Town of Stem, in implementing and financing Falls Lake watershed-wide nutrient reduction strategies. Under a shift to the second phase of requirements, Simon has helped the municipalities interpret the new rules determine which strategies and investments can be counted towards nutrient reduction and comply with water quality investment reporting.

OTHER RELEVANT EXPERIENCE

The Nicholas Institute for Environmental Policy Solutions: Researcher (2020-2021)

Simon has led the Nicholas Institute's qualitative and quantitative analysis of whether there are unspent Clean/Drinking Water State Revolving Funds in individual states, and if so, why. Between 2020-2021, he interviewed 12 state agencies and eight local managers about commitment rates and the factors shaping system financial choices, and designed, distributed, and analyzed survey, generating 202 responses from municipal systems in a total of 50 states, and responses from 31 Clean Water State Revolving Funds and 30 Drinking Water State Revolving Funds. Simon has then analyzed which factors have the greatest effect on individual systems' decisions. Simon has also played an active role in the Institute's "Shrinking Cities" project, analyzing the effects of state policies to incentivize utility consolidation.

City of Durham (NC): Recovery and Renewal Taskforce Student Researcher and Independent Consultant (2020-2021)

As part of the City and County of Durham's efforts to ensure an equitable recovery from COVID-19, Simon led the identification of key performance indicators of local small business economic recovery and analyzed demographic and spatial trends in Durham's Paycheck Protection Program loans. Working for the City's Innovation team, Simon translated property nuisance citations into neighborhood maps to determine if certain communities have been disproportionately cited or impacted, giving departments a clear picture of where to focus proactive measures.

PROJECT LIST

- City of Albemarle (NC) – Impervious area GIS analysis
- Rockdale County (GA) – Stormwater revenue bond feasibility study; data development
- City of Philadelphia (PA) – Affordability program reporting, benchmarking, and technical support
- Pittsburgh Water and Sewer Authority (PA) – Stormwater fee rollout support
- Hamilton County (OH) – Data development and stakeholder engagement for comprehensive, County-wide impervious surface fee
- City of Riverside (OH) – Stormwater Fee Implementation
- Granville-Person Cooperative Stormwater Services (NC)—Nutrient reduction program analysis
- Village of Western Springs (IL) – Stormwater utility feasibility study and implementation

PUBLICATIONS

- “Uncommitted State Revolving Funds,” Nicholas Institute for Environmental Policy Solutions/Environmental Policy Innovation Center, 2022
- “Growing Options for Shrinking Cities,” JournalAWWA, 2020
- “Addressing Financial Sustainability of Drinking Water Systems with Declining Populations: Lessons from Pennsylvania,” Nicholas Institute for Environmental Policy Solutions, 2020