

# Rebecca Schafer

Senior Manager

Ms. Schafer has 10 years of experience in financial consulting with Economists.com. She has participated in more than 75 water and wastewater rate studies, financial feasibility studies and impact fee studies. She has provided rate development analysis and support on an ongoing basis for the past several years to the Texas cities of DeSoto, Robinson, Duncanville and Allen.

In addition, Ms. Schafer brings extensive operational and management experience gained from her 15 years of private sector work in manufacturing and utilities industries. This includes marketing, development of operations infrastructure, process and procedure development, soft skills assessment and training for clients including General Motors, AT&T, and several start-up companies.

Ms. Schafer is a member of the American Water Works Association. She holds an M.B.A. degree from the University of Phoenix and a B.S. degree in Business Administration from Indiana University.

The following is a selective list of Ms. Schafer's water related projects:

## Water and Wastewater Rate Studies and Related Projects

- *City of Sachse, Texas* - Water and Wastewater Rate Study - 2014
- *City of Goodyear, Arizona* - Water and Wastewater Rate Study - 2014
- *City of Ada, Oklahoma* - Water, Wastewater and Solid Waste Rate Study - 2014
- *City of Duncanville, Texas* – Water and Wastewater Rate Study and Reviews– 2007, 2013, 2014
- *City of DeSoto, Texas* – Water and Wastewater Rate Studies and updates – 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014
- *Town of Buckeye, Arizona* - Water, Sewer, Reclaimed Water & Flood Irrigation Rate Study - 2013
- *South Adams County Water & Sanitation District (Colorado)* - Water & Wastewater Rate Study - 2013
- *City of Edmond, Oklahoma* – Water and Wastewater Impact Fee Study – 2013
- *City of Jacksonville, Florida* - Water and Wastewater Benchmarking Analysis - 2013
- *City of Allen, Texas* – Water and Wastewater Rate Study – 2006, Update 2007, 2010, 2012
- *Fort Bend MUD #23, Texas* - Water and Wastewater Rate Study – 2013
- *Fort Bend MUD #50, Texas* - Water and Wastewater Rate Study – 2013
- *Lazy 9 MUD/Sweetwater, Texas* - Water and Wastewater Rate Study - 2013
- *City of Donna, Texas* – Water and Wastewater Affordability Analysis – 2005, 2012
- *City of Duncanville, Texas* - Cost Allocation Study – 2007, 2013
- *City of Garland, Texas* – Water and Wastewater Rate Study; Wholesale Contract Review; Revenue Projections, Rate Updates and ongoing support– 2009, 2010, 2011 and 2012
- *City of Hewitt, Texas* - Water and Wastewater Debt Feasibility and Rate Review - 2012
- *City of Princeton, Texas* – Wholesale Cost of Service Analysis - 2012
- *City of Robinson, Texas* - Water and Wastewater Rate Study – 2012 and Rate Review - 2014
- *City of Royse City, Texas* – Water and Wastewater Rate Study – 2008, 2011
- *City of Troup, Texas* – Water and Wastewater Rate Study – 2006
- *El Paso County - Tornillo Water Control & Improvement District* – Water and Wastewater Rate Study 2008, 2011
- *El Paso County Water Control and Improvement District #4* – Water and Wastewater Rate Study – 2007, 2011
- *Hilco United Services, Inc., Texas* – TCEQ Rate Filing – 2006
- *North Fort Bend Water Authority, Texas* - Water Rate and Fee Study – 2011
- *North Fort Bend MUD #50, Texas* - Water and Wastewater Rate Study – 2012
- *Town of Winona, Texas* – Water, Wastewater and Gas Rate Study – 2008
- *Webb County, Texas* - Water and Wastewater Rate Study – 2011

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- *West Harris County Regional Water Authority, Texas - Water Rate Update – 2011*
- *City of Edmond, Oklahoma – Water and Wastewater Rate Study – 2010*
- *City of Hot Springs, Arkansas – Wastewater Rate Study – 2011*
- *North Little Rock Wastewater Utility, Arkansas– Wastewater Rate Study – 2006, 2011*
- *City of Prescott, Arizona – Water, Wastewater and Impact Fee Study – 2008*
- *City of Safford, Arizona – Water and Wastewater Rate Study – 2006*
- *City of San Luis, Arizona – Water, Wastewater Rate and Impact Fee Update – 2005*
- *City of Show Low, Arizona – Water Valuation and Acquisition Analysis – 2010, Water and Wastewater Rate Study – 2011*
- *City of Springerville, Arizona – Water and Wastewater Rate Study – 2008, 2011, 2012*
- *City of Yuma, Arizona – Water and Wastewater Rate Study – 2006*
- *Camp Verde, Arizona – Sanitary District Wastewater Rate Study – 2007*
- *Miami, Arizona – Wastewater Rate Study, Debt Financing Support – 2010, 2011, 2012*
- *Town of Chino Valley, Arizona – Water and Wastewater Rate Study – 2008, 2010, 2012*
- *Town of Clarkdale, Arizona – Wastewater Rate Study – 2007*
- *Town of Eagar, Arizona – Water and Wastewater Rate Study – 2006, 2012*
- *Town of Quartzsite, Arizona – Water and Wastewater Rate Study – 2009, 2010, and Debt Feasibility & Funding Acquisition Support 2011- 2012*
- *Town of Queen Creek, Arizona – Wastewater Rate Study – 2005, and Water Utility Rate and Financial Forecast – 2005*
- *Flowing Wells Irrigation District (Arizona) – Water Rate Study – 2008*
- *Thunderbird Water Improvement District (Arizona) - Water Rate Study – 2008, 2011*
- *Water Infrastructure Finance Authority of Arizona – Residential Water and Wastewater Rate Survey and Analysis for the state of Arizona – 2003, 2004, 2005, 2006, 2007*
- *Saipan Commonwealth Utilities Corporation – Water and Wastewater Rate Study – 2005*
- *Territory of American Samoa – Water, Wastewater, Electric and Solid Waste Study – 2008, & 2009 update*

## **Solid Waste**

- *City of Ada, Oklahoma - Water, Wastewater and Solid Waste Rate Study - 2014*
- *City of Eloy, Arizona – Water, Wastewater and Solid Waste Rate Study – 2007*
- *City of San Luis, Arizona – Solid Waste Rate Study – 2005, 2006*
- *City of Safford, Arizona – Solid Waste Rate Study – 2006*
- *City of Somerton, Arizona – Solid Waste Rate Study and Feasibility Analysis – 2005*
- *Town of Patagonia, Arizona – Solid Waste Utility Financial Analysis – 2005*
- *Guam Power Authority – Support in Electric Load Study - 2009, 2010*
- *Territory of American Samoa – Solid Waste Rate Study – 2008 and 2009 update*

## **Experience in Telecommunications Industry**

- *Compass Broadband – Operations / Management Private Long Distance Phone Company*
- *AT&T Information Systems, Denver, CO – Trainer for Account Executives and Technical Consultants*
- *AT&T Information Systems, Detroit, MI – Account Executive*