

EXECUTIVE SUMMARY – RWR HISTORICAL FINANCIAL PERFORMANCE – 2009-2011

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RWR Director Wicks was tasked with addressing five major operational and managerial issues upon his return to RWR in 2009.

I. Those issues included the following:

1. RWR's debt laden financial status. The organization was headed toward bankruptcy.
2. RWR's record of providing marginal customer services.
3. RWR's historically high "Accounts Receivables – or A/R" as impacted by past due accounts. This function is currently managed under the Business Services Group of RWR's Customer Services Division.
4. RWR's service delivery efficiency as measured by unbilled water loss from the county's water distribution system.
5. RWR's Quality & Compliance record

II. Director Wicks utilized a management plan that incorporated the following elements to address these management concerns:

1. Development of a Strategic Plan for RWR
2. Staffing the department with qualified personnel
3. Investing in technology and critical assets
4. Implementing Process Improvement programs

EXECUTIVE SUMMARY OF PRESENTATION AND RESULTS:

A. RWR Financial Performance over the past 3 Year Period:

RWR revenue from sales of utility services has grown for 2 of the past 3 years and totaled 29% for the combined period. The Operating Income (money remaining after all expenses have been paid) has increased all 3 years and gone from a negative income in 2008 to a \$5.38 million positive in 2011. The last three year have been the ***best financially ever for RWR*** . And even though there was only one rate

increase mid-year 2009 (25%), and a down economy - net income growth has continued to be generated from sources other than sales of services. (i.e process improvements). This task was accomplished while holding the increase in operating expenses to 1.26% per year or a total of 3.7% over the 3 year period.

B. RWR Customer & Business Services:

RWR customer support services have benefited from the implementation of new technology that included the purchase and implementation of the Cogsdale billing software. This software has allowed for the added customer service features of on-line bill pay; pay –by-phone, check scanners for faster processing and posting of payments, and faster retrieval of customer billing histories enabling speedier response to telephone service requests. Reference the graph on page 3 that shows the 22% improvement in RWR’s ability to answer telephone calls. There was also a 47% reduction in customer complaints.

Accounts Receivables (from past due accounts) has been decreased from a high of \$2.588 million owed RWR in 2008 to \$0.988 million owed to RWR as of the end of 2011 due to use of the Cogsdale software to manage customer accounts.

C. RWR Service Delivery Efficiency

Non- revenue water is one of the measures of water distribution system delivery efficiency from the water plant to the user locations. Through process improvement efforts led by the engineering group – the non-revenue water was reduced from 37% to 28% over the measured period of 2010 and 2011.

D. RWR Compliance & Quality:

During the 3 year period RWR received honors for providing the best tasting water in the state of Georgia. The Water plant and several of the wastewater plants have received recognition each year from the Georgia Environmental Protection Division (EPD) for compliance with treated water quality processing standards. Two of the WWT plants were selected for Plant of the Year awards from the entire state of Georgia.