

# MIAMI-DADE WATER AND SEWER DEPARTMENT – FEASIBILITY ANALYSIS OF COLLECTION ACTIVITIES

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**Client Name:** *Miami-Dade Water & Sewer Department*

**Type of Service:** *Financial and Management Support*

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The Miami-Dade Water and Sewer Department (MDWASD) needed to determine if its collections activities were feasible, consider each activity's cost and effectiveness, as well as any other related issues. Milian, Swain, & Associates, Inc. (MSA) provided the following services to perform a feasibility analysis of MDWASD's collection activities.

**Described Collection Activities** – MSA gathered information and participated in meetings and discussions in order to develop a schematic description of the following collection activities performed by MDWASD, including individuals and departments involved:

- Disconnection practices
- Collection through filing letter of intent to file liens
- Collection through filing of liens
- Collection from governmental entities
- Filing bankruptcy claims

**Quantify Effectiveness of Collection Activities** – MSA reviewed accounting and customer service records for two historical one-year periods, reviewed available analyses, and researched other available information to determine the percentage of money collected by each of the activities described above.

**Determined Cost of Collection Activities** – MSA participated in meetings and discussions with MDWASD staff and reviewed available accounting records to estimate the cost of performing each of the activities described above for two historical one-year periods.

**Identified, Described, and Evaluated Other Factors** – MSA participated in three additional meetings with MDWASD staff to identify any other factors which may have affected the analysis other than cost and effectiveness. MSA described each factor and used its judgment to apply a quantitative index to each so their relative importance could be considered.

**Reviewed Organizational Structure** – MSA identified and schematically described the individuals and departments performing each of the above activities. MSA conducted a limited survey of public and private utilities to identify and schematically describe the individuals and departments performing each of the above identified activities within those organizations. MSA conducted interviews with representatives of the MDWASD collection unit to identify issues which should be considered.

**Report** – MSA submitted 5 copies of a report which included the results and findings of each task along with a Summary, a recommendation as to the feasibility of each activity, and a recommendation as to the organizational structure for collection activities.