

TABLE 3.12 Examples of functional areas and tasks.

Functional areas	Implementation tasks
Finance	<p>Finalize stormwater O&M, CIPs, credit and incentive programs, resources, and budgets; finalize stormwater utility financial plan, fee methods, and rate structure; develop requisite ordinances and obtain approvals; establish requisite accounting changes and controls</p> <p><i>Critical milestone: approved rate structure and supporting ordinances</i></p>
Management	<p>Finalize organizational positioning of the utility; finalize staffing responsibilities and assignments and training (hiring/contracting where necessary); develop business processes, manuals, and materials; finalize management reporting needs and performance monitoring</p> <p><i>Critical milestone: finalized workflows and requisite stormwater utility manuals</i></p>
Billing	<p>Define billing integration system requirements; complete database development and integration; develop master account file for initiating billing; develop a testing plan and complete testing activities</p> <p><i>Critical milestone: accurate master account file, successful go-live testing, launch of production billing system</i></p>
Customer	<p>Define customer service staffing and procedures; develop customer service materials (frequently asked questions, brochures); complete customer notifications about the user fee and billing; conduct customer service training</p> <p><i>Critical milestone: customer notifications and fully trained staff</i></p>
Public	<p>Finalize implementation phase outreach activities; update public education and outreach materials; execute outreach activities and continue information dissemination; conduct a postimplementation survey to assess effectiveness of outreach</p> <p><i>Critical milestone: completed a series of public outreach activities before bill launch</i></p>

Table Courtesy of Water Environment Federation (2013). *User-fee-funded stormwater programs* (2nd ed.). Water Environment Federation. <https://www.wef.org/Store/ProductDetails.aspx?productId=28818404>

