

4. SELECTION AND IMPLEMENTATION OF THE FEE STRUCTURE

After considering the advantages and disadvantages of each model described previously, the Equivalent Residential Unit (ERU) model was selected to be the structure for the Cleona Borough Authority's stormwater management fee. The ERU model provides the Authority with the most efficient system to deliver a proper stormwater utility. Information on existing lots, such as property owner, situs address, tax parcel number, and land use code, were required to set up the fee study. High-resolution aerial images of the entire Borough were also required. This information was provided to Steckbeck Engineering & Surveying by the Lebanon County GIS Department and the Lebanon County Assessment Office.

In this fee structure, all single-family residential parcels in the Borough are charged the same fee, one (1) ERU. As described before, one (1) ERU is equivalent to the average impervious area on a SFR parcel. Impervious surfaces are defined in the Lebanon County Stormwater Management Ordinance as "a surface that prevents the infiltration of water into the ground. Impervious surfaces (or areas) shall include, but not be limited to: roofs, additional indoor living spaces, patios, garages, storage sheds and similar structures, streets, sidewalks and vehicle and pedestrian areas that are gravel and crushed stone."

The Stormwater Management Fee Rate Study was implemented using the following steps:

1. All properties in Cleona Borough were sorted into single-family residential (SFR) and non-SFR parcels based on the Land Use Code assigned by the Lebanon County Assessment Office.
2. Using the most recent high-resolution aerial mapping available, impervious areas were delineated and measured with ArcMap software for a random computer-generated sample of 5% of the SFR parcels. 10% tends to be more typical for municipalities with a wider range of lot sizes such as rural Townships or Townships with a mix of rural and higher lot density areas. Lot sizes in Boroughs tend to be more uniform therefore providing justification for a smaller random sample.
3. The average impervious area of this SFR sample was used to determine the numerical value of one (1) ERU in square feet.

4. The impervious areas of all non-SFR parcels were delineated and measured individually.
5. The number of ERUs assigned to each non-SFR parcel was determined by dividing the measured impervious area by the number of square feet per ERU.
6. Combining the SFR and non-SFR ERU's resulted in the total ERU amount.
7. Eligible MS4 costs to be covered by the stormwater management fee were estimated for two (2) levels of service including Basic Services or minimum services needed to comply with MS4 regulations and Additional Services or more comprehensive services.
8. A credit structure was outlined in order to provide incentives for property owners to implement green stormwater infrastructure to assist in stormwater management and in meeting federal NPDES pollution reduction requirements.
9. Potential income losses from credits given and non-payment were factored into the potential MS4 costs, and fee amounts per ERU were calculated for the various levels of service.
10. Recommendations were tabulated in this report, and the report was presented to the Cleona Borough Authority.

Additional steps to be implemented following the approval of this stormwater management fee rate study are as follows:

11. The Authority Solicitor must draft a resolution to be approved by the Authority in order to implement the stormwater management fee.
12. The Authority will create a billing structure to collect the fee. Since the Authority already does these services for sanitary sewer, they anticipate adding stormwater billings to their duties without the need to hire additional staff or to contract with a third-party billing entity which many other municipalities are contemplating.
13. Public information and education meetings will need to be held before the fee is implemented. Residents of the Borough need to understand why they are being charged a fee, what authority the Cleona Borough Authority has to collect the fee, and what the revenues of the fee will be used for.
14. The Authority will need to review billing information on a regular basis and address changes in parcel data including property owner, land use code, and ERUs billed.

15. The Authority will need to review the fee on a regular basis to determine if rates need to be changed to create a balanced stormwater budget.