



**ESTACADA RURAL FIRE DISTRICT #69**  
**BOARD of DIRECTORS WORKSHOP**  
**MINUTES**  
**Thursday, March 28, 2022**

1. **CALL TO ORDER PER ORS 192.610 TO 192.690**
  - a. **ORS 192.650 – The meeting is being recorded – at 1801.**
2. **Roll Call:**

Secretary Treasurer John McAdoo – Present  
Director Paul Miller – Present  
Director Matt Day – Present  
Director Ken Oliver – Present  
President Matthew Silva – Absent

**Also Present at this meeting:** Fire Chief Ian O'Connor, Assistant Chief Alan Lashbrook, Financial Officer Nikki Meyer, and Volunteer Support Sharon McKinney.

3. **System Development Charge (SDC) fee**

Chief O'Connor mentioned that there are several categories of collectible fees, including System Development Charges (SDC), Construction Excise Taxes (CET), and Impact Fees (IF), which all basically accomplish the same objective. He explained that SDC's are not necessarily the correct category for a fire district because that category is utilized for water, sewer, streets and parks. Chief O'Connor suggested the CET or IF were better suited for a fire district and a decision would be necessary to determine which direction this district should proceed, although he surmised ERFD#69 is progressing toward the CET fees.

Chief O'Connor reported that it appears most fire districts imposing such fees are utilizing IF's. He stated that most of the data he collected was from out-of-state fire districts and larger fire districts in Oregon, such as TVF&R. Chief O'Connor commented that he has not had a lot of luck finding any smaller districts currently using this type of collection of fees and overall specific details remain uncertain regarding the initial setup and implementation of both CET's and IF's.

Chief O'Connor stated that the information he discovered while researching imposing IF/CET fees includes:

- Collected fees must be utilized for Capital Improvements allowing added (not existing) capacity.
- There must be a Capital, Public Facility, or Comparable Plan stating the location of implementation and the improvements to be funded. The Plan must include the estimated cost and time frame for each listed improvement.
- Fees should not be utilized for ongoing or system maintenance and must be established by ordinance or resolution.
- The Plan can be modified.
- Permits issued could be implemented at a later date.
- Fees are paid when the building permits are obtained.

Chief O'Connor reported that the City of Estacada's proposed development plans currently include 1176 approved lots (165 are apartment units: 96 units in Eagle Ridge Phase 1 and 69 units in Northbrook) and only 2 homes have been constructed to date. He commented that the district is well ahead of imposing any CET or IF fees at this point.

There was much discussion regarding the process of initiating, establishing and implementing goals and fees, comparing ERFD#69 with other similar districts, various options regarding amounts to impose, future planning and growth, supplemental funding and bonds, forecasting, remaining responsible to the community, deciding whether to build a new fire station versus a substation and determining those costs.

Director Miller suggested the prospect of hosting an open house in the Dodge area and Chief O'Connor answered it is on the radar.

Director Day asked if a CET could be adjusted after the amount was set and Chief O'Connor answered he believed the CET amount could be later adjusted by resolution.

There was more discussion and number crunching regarding an amount to charge per square foot versus a percentage or flat rate for the CET fees.

Chief O'Connor noted that the City of Estacada includes a uniquely large Urban Growth Boundary of land currently eligible for development.

There was much discussion regarding a time frame to begin construction of a new fire station. Chief O'Connor commented that he believed 5 years was a more aggressive approach; however, 6-7 years may be a more realistic goal. He added that other districts are currently delaying new construction because the cost of materials and associated fees remains high.

Chief O'Connor reiterated the necessity of obtaining a target—specifically determining the amount of funds needed for a new station construction project in 6-7 years.

Director Miller stated that he is concerned because the community may turn down a bond for the remaining funding of a fire station if a CET is already imposed and collected.

Chief O'Connor mentioned that he believed there could later be modifications to the CET agreement; however, he would verify the information he is reading with the attorneys.

Director Miller commented that although he does not like the SDC, CET or IF fees, something must be done.

Director Miller asked regarding a time-frame for implementation of the CET/IF fees and Chief O'Connor answered that it is necessary to have those questions answered and verified by the legal team.

There was much more discussion and number crunching regarding obtaining 5-7 year target figures, timing, square footage versus lot fees, comparisons with the Battle Ground fire district CET fees (\$696 lot fee for a single family home, \$327 for a multi-family home and .85/sq ft for non-residential), obtaining comparisons with the school district, issues regarding budgeting/utilizing capital funds, inflation, rising personnel costs, comparisons with the Thurston County, WA fire district CET fees (.36 per square foot or \$720 per 2000 square foot home) and obtaining comparisons with other districts more similar to our own district.

There was a discussion regarding determining the average square footage of new construction in Estacada. After much discussion, Director Miller determined an average square footage of 1800 square feet for each new home built in Estacada appeared appropriate to remain conservative.

There was some discussion regarding obtaining fees for additions or remodels per square footage.

There was a general consensus to impose CET/IF fees by the square foot.

After much discussion, the price to impose a set fee per square foot could not be ultimately determined; however, after several calculations, it was discussed that anywhere from .50 to .75 per square foot could be an appropriate amount to impose and determine at a later time.

Director Day asked if Chief O'Connor's prior district was imposing CET/IF fees and Chief O'Connor answered no; however, his prior district is now pursuing it because they are encountering the same issues as ERFD#69.

There was much discussion regarding limited space, including moving administration to a substation or leasing office space. Director Miller commented that he did not like the idea of leasing because it takes dollars out of the district's pocket, increasing costs.

Chief O'Connor confirmed that he will pursue a CET/IT, to include imposing a fee per square foot. He added that although he still would like to have a target for the cost of a new station in 5-7 years, he believes this issue should move forward. Chief O'Connor stated that he would obtain the legalities and determine next steps. He added that there may be some delay in reporting because of upcoming out-of-town training and the ongoing Budget process; however, July 1, 2022, should be an appropriate timeframe.

Directors McAdoo and Day commented that obtaining more comparisons would be helpful. Director Day added that there may be more buyoff from the community if other communities are also imposing CET/IF fees. Chief O'Connor noted that the rate should be a specific fit to ERFD#69.

Director Day asked if there were any grants available to assist with funding a new fire station because the Estacada City Skate Park was constructed in that manner. Chief O'Connor answered that he is digging around.

Chief O'Connor suggested including the CET/IF fee as a regular item on the Agenda so updates could be provided throughout the process.

Director McAdoo suggested a Public Relations Campaign Committee later to ensure a bond is handled properly. Director Miller suggested presenting that idea to the Budget Committee. Chief O'Connor advised against it because the subject was not on-topic.

Chief O'Connor recommended that anyone could contact him if they had any further ideas to add to today's discussion.

**Upcoming Meeting:**

Thursday, April 21, 2022, 7:00 p.m. – Regular Board of Directors' Meeting

This meeting adjourned at 1858.

Cheryl Lashbrook  
Administrative Manager

  
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Matthew Silva, President

  
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John McAdoo, Secretary/Treasurer