

**CITY OF MT. SHASTA  
SPECIAL CITY COUNCIL WORKSHOP MEETING MINUTES  
Thursday, February 7, 2013; 3:00 p.m.**

**Approved As Amended - February 25, 2013**

**1. Call to Order**

At the hour of 3:05 p.m. Mayor Moore called the meeting to order.

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**2. Roll Call**

**Present:** Council Members Michael Burns, Jeffrey Collings, Geoff Harkness, Tim Stearns and Mayor Tom Moore

**Absent:** None

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**3. Public Comment:**

No public comments were noted.

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**4. Strategic Planning Workshop**

City Manager Marconi suggested that each of the Department Heads could begin by providing Council with a brief description of what their departments do and noted the Council had received a copy of the PowerPoint Presentation within the Agenda Packet containing relevant information concerning each of the departments.

Council Member Collings suggested that at the end, each of the department heads could provide Council with a summation of where their department is now and where they would like their department to go.

Police Chief Cross provided an overview of the Mt. Shasta Police Department from the information provided in the packet. Police Chief Cross commended Sargent Restine on the outstanding job he has been doing in his role as the second in command to the Chief of Police. Police Chief Cross noted Sargent Restine is not only performing patrol duties and administrative duties, but is also preparing the work schedule which has to be coordinated around employee vacations. Police Chief Cross noted that Sargent Restine does this with very little overtime being needed because Sargent Restine will modify his own schedule and changing it to be flexible with his own schedule to assure there is coverage. Police Chief Cross noted that without Sargent Restine he would have a difficult time in running the department. Police Chief Cross stated a goal of bringing back the City's 8 hours of dispatch at night which is currently being contracted out to the Sheriff's Department, at a pretty reasonable rate. Police Chief Cross noted another of his goals is to return the Community Services Liaison Officer to a full-time, 8 hour per day position. Police Chief Cross noted that the Mt. Shasta Police Department is one of the lowest paid Police Departments in the State. Police Chief Cross noted that the City would have to have a street survey done next year because there is a requirement that one is done every 10 years which will cost approximately \$3,000-\$5,000. Police Chief Cross stated a desire that the number of Officers goes back to 9. Police Chief Cross noted the Moducom 911 System is about 10 years old and would not last forever and to replace the system could cost about \$100,000. Police Chief Cross noted the Police Department also has a Voice Recorder System that is used to record all incoming 911 calls. Police Chief Cross noted that the Police Department is in the process of implementing a paperless system.

Police Chief Cross noted the City is paying \$50,000 every 5 years to upgrade the Moducom and Vice Recording systems and there are essential equipment in the system that would eventually need to be replaced. Police Chief Cross stated that the replacement cost for both of these systems would cost as much as \$140,000.

Police Chief Cross noted that the Dispatch computers need to be replaced at least every 2 years. Police Chief Cross noted the Police Department has a Report Writing System, with a value of about \$65,000 that was donated to the City by a local member of the community who owns the company, and provides a contemporary report writing system used by the Police Department that is equivalent to a CAD system. Police Chief Cross stated he would like to replace the carpeting at the Police Department. Police Chief Cross noted that Police officers are required to complete a total of 24 hours of training every two years. Police Chief Cross pointed out the continued equipment maintenance required for cars, radios, portables, and for replacement of safety and other equipment needs.

City Manager Marconi made the observation that the carpeting at the City offices has not been replaced in over fifteen years.

Fire Chief Melo provided an overview of the Mt. Shasta Fire Department from the information provided in the packet. Fire Chief Melo noted the City of Mt. Shasta Fire Department is a full service department that provides 24 hour services with only two paid positions, that of the Fire Chief and the Assistant Fire Chief, with additional staffing comprised of a total of 18 volunteers, with 4 of those volunteers acting as Fire Captains. Fire Chief Melo noted that the paid staff works from 0:800 to 1800 every day with one paid staff person on duty on an on-call basis after 1800 on Monday-Thursday and the other paid staff person on duty on an on-call basis after 1800 on Friday-Sunday. Fire Chief Melo noted the Air Support Unit is currently out-of-service and needs to be replaced. Fire Chief Melo pointed out that a minimum of 136 hours of training is required before someone can become a volunteer or beginning firefighter. Fire Chief Melo noted that an additional 678 hours is required to complete the training which is very difficult to accomplish should one have an additional full time job and a family. Fire Chief Melo noted that in 2003 there weren't such onerous requirements for volunteer firefighters as there are now with a requirement of 814 training hours. Fire Chief Melo noted that a response to a small structure fire requires approximately 6 hours of a firefighters time which proves difficult for volunteers who are employed elsewhere. Fire Chief Melo noted that a response to a medical aid call takes up approximately 45 minutes. Fire Chief Melo noted that should an investigation be required, something that must be completed by the jurisdiction in charge, that could mean an additional 20-30 days per call and might additionally include a court appearance. Fire Chief Melo made the observation the City wants to continue to provide its 24 hour fire and medical services but staffing is limited. Fire Melo noted the City of Mt. Shasta does not have a sleeper program because the City doesn't have the facilities to provide for overnight stays by firefighters at its facilities. Fire Chief Melo stated a goal of the fire department is to increase the number of paid positions and suggested that were the City able to implement a public safety tax it would help to finance more positions in support of safety services. Fire Chief Melo noted that being eligible for grants is a problem that the Fire Department struggles with due to competition with other cities. Fire Chief Melo stated that if the fire department were to lose more volunteers, the City may have to consider a reduction in services, such as no medical calls and/or no public assists, no downed power lines, no going to help people in their homes who have mobility challenges and who may need help getting up and/or down to move from one place to another. Fire Chief Melo clarified for Council Member Stearns that the City Fire Department provides Basic Life Support services at medical calls and the ambulance service provides Advanced Life Support Services. Fire Chief Melo noted that protocols require 5 people for one trauma call. Fire Chief Melo noted there is a \$2.00 County Service Area fee being collected as part of property taxes and the local Fire Chiefs are trying to get that money to be paid to the fire departments rather than being paid to the local ambulance service because the ambulance service no longer needs those monies.

Fire Chief Melo made the observation that in order to do so it might require a vote of the people to support that change.

City Manager Marconi clarified that a County Service Area was set up by the voters in Siskiyou County that imposed a \$2.00 per parcel tax on parcels that was to be used to subsidize Advanced Life Support Systems in order to provide ambulance services in the County. City Manager Marconi noted that part of the problem is that it is a County Service Area and is run by the County and the Advisory Committee has one representative from each City, usually their Fire Chief, and the County is represented by at least 6-7 people and the hospital has a representative on the Committee too with the ambulance service helping to determine the direction of the committee. City Manager Marconi made the observation that the purpose for the fee is outdated in terms of the original intent. City Manager Marconi made the observation that in terms of public safety, the future is going to be some kind of regionalization. City Manager Marconi noted that South Siskiyou County has a population of about 20,000 people and has 10 Fire Departments in an area that is half the size of Los Angeles.

Fire Chief Melo noted there is a total of 27 Fire Departments in Siskiyou County.

City Manager Marconi continued and noted there are 4 Police Agencies to handle that amount of people. City Manager Marconi expressed the opinion that it doesn't make sense to provide services that way anymore. City Manager Marconi noted the difficulty in getting all of the communities of McCloud, Weed, Dunsmuir, and Mt. Shasta to work together to move in the direction of a regionalized system. City Manager Marconi expressed the opinion that in order for all of these cities to be able to continue to provide the current public safety services is to look at some kind of regionalization. City Manager Marconi noted that regionalization is usually pushed by one of the bigger agencies and Cal Fire would love to come in and take over all of our fire services. City Manager Marconi made the observation that is not what is wanted by the cities, we want a South Siskiyou County Fire Department. City Manager Marconi suggested the Sheriff would like to take over all of our police services and have the cities contract with the Sheriff's Department but it still makes sense to have local services, it just doesn't make sense to be doing it 10 times or 4 times for the populations in our area with the limited resources the cities have to pay for those services.

Council Member Stearns made the observation that regionalization has previously been suggested due to economies of scale. Council Member Stearns asked whether there is the possibility of consolidating the City of Mt. Shasta Fire Department with that of the Mt. Shasta Fire Protection District.

Fire Chief Melo responded that he and the Dunsmuir and Mt. Shasta Fire Protection District Chiefs have had some discussions regarding the possibility of having one Fire Chief with Battalion Chiefs being under the command of that Fire Chief. Fire Chief Melo made the observation this would be preferable to the current system because it might alleviate some of the heavy workloads currently handled by the different Chiefs and would help to prevent burnout. Fire Chief Melo noted that working 24 hours a day for 10 hours of pay is not a good situation. Fire Chief Melo noted that he has no problem with working hard and with being busy but he works three other jobs to earn more money. Fire Chief Melo expressed the opinion that within the next 5 years he believes something would be brought to Council regarding forming some type of regional safety services.

Council Member Stearns asked whether there might be a way of speeding that process up.

City Manager Marconi suggested talking with the Council Members at the other cities.

Fire Chief Melo noted that the Mt. Shasta Fire Protection District seems to be on board with the idea and he noted that the City would still be its own Fire Department with its own equipment but there wouldn't be the need to have 5 Type I engines covering 27 square miles which would be a waste of money.

Fire Chief Melo noted there wouldn't be 5 Fire Chiefs either. There would be Battalion Chiefs and only one person doing paperwork instead of five different sets of paperwork. Fire Chief Melo suggested the coverage would be there and morale would improve because there would be paid staff on the shifts at all times who wouldn't be burnt out because there would be a sharing of the responsibilities amongst a higher number of paid staff members. Fire Chief Melo noted that with consolidation there would also be a higher number of volunteers available because all of the cities would combine their volunteers under one department.

Council Member Harkness asked whether the cities City Managers are also on board with this.

City Manager Marconi responded that the issue has been raised a couple of times and he recommended that the idea could be revisited again now that there are new City Managers in both Weed and Dunsmuir. City Manager Marconi noted that there is certainly support from the Fire Chiefs.

Fire Chief Melo stated that all of the Fire Chiefs have changed their training nights to Wednesday's, this way all of the Departments are training together, (Dunsmuir, Castella, Mt. Shasta Fire Protection District, and the City of Mt. Shasta). Fire Chief Melo noted that he and Danny Padilla, Dunsmuir Fire Chief; Rick Joyce, Mt. Shasta Fire Protection District Fire Chief; and Ron Roberts, Operations Chief for Cal Fire have been meeting monthly for the last couple of months to discuss how to move forward with a consolidation because everyone is in the same boat with too much workload for too few staff members. Fire Chief Melo noted that McCloud has not been approached as yet because they have a McCloud Community Services District as well as a Zone of Increased Benefit (ZIB) so they are a little different. They pay a tax to the County who in turn pays it to Cal Fire in order to have an engine staff available.

Mayor Moore suggested the consolidation might be accomplished in stages rather than all of the different departments consolidating all at once.

Public Works Director Bryan provided an overview of the Mt. Shasta Public Works Department from the information provided in the packet. Public Works Director Bryan pointed out there is one vacancy in the Public Works Department that was created through attrition that remains vacant due to the current economic conditions. Public Works Director Bryan stated a goal of being able to fill that vacancy in the future and return to full staffing levels. Public Works Director Bryan stated another goal is to accomplish a reorganization of the Public Works Department which currently is top heavy on supervisors and lead men which he thinks is unnecessary. Public Works Director Bryan suggested having a Public Works Director, a Manager, and one Supervisor which would help the department to run more efficiently and would improve morale. Public Works Director Bryan stated his intention to implement this reorganization through attrition. Public Works Director Bryan noted that the City's Water and Wastewater systems are all gravity with the only pumps being located at the Wastewater Treatment Plant. Public Works Director Bryan noted the City has been working on Inflow & Infiltration reduction for several years in order to reduce the volume of material being treated at the Wastewater Treatment Plant due to groundwater getting into the system. Public Works Director Bryan noted there is no one simple fix for the problem. Public Works Director Bryan noted that it is so costly to replace sewer mains that it is more cost effective to treat the water than to fix all of the problem areas. Public Works Director Bryan noted that the City's collection system is old and has failed in some areas because some of the lines are 70-100 years old and there is the issue of tree roots that grow around the lines and block them. Public Works Director Bryan noted that the City's wastewater collection system, between the water, streets, sewer, and road systems, requires the most attention and the greatest use of manpower to manage the system. Public Works Director Bryan made the observation that the Wastewater Treatment Plant (WWTP) would be the main focus of the Public Works Department over the next 8 years in order for the City to meet the new Permit requirements set forth by the State Water Quality Control Board and in meeting the new effluent requirements.

Public Works Director Bryan made the observation that in order to meet the new requirements the City would have to implement rate increases, seek grant funding, and determine the type of plant the City wants to build.

Council Member Collings made the observation that there are cities out there that are probably already further along in the process of upgrading their Wastewater Treatment Plants and he suggested the City of Mt. Shasta might contact some of these cities and use their experience to help the City of Mt. Shasta avoid some of the mishaps they may have encountered along the way. Council Member Collings suggested by doing this, the City might be able to shave some of the cost off of the City of Mt. Shasta's upgrading of its WWTP. Council Member Collings suggested organizing a group, whose members could help contact some of those cities and ask them about their experience.

City Manager Marconi noted the City would advertise an RFP/RFQ with a goal of finding an engineering firm that could come in and do a feasibility analysis for the City that would provide information on how best to meet the standards as set forth by the Water Quality Control Board. City Manager Marconi noted that every plant would be somewhat unique, although there are strategies and things that have been tried before that may or may not work to our advantage. City Manager Marconi suggested the job of the engineering firm would be to do a thorough analysis and provide the information to the City so the City can go forward with the project.

Public Works Director Bryan suggested the engineer would be tasked with contacting other agencies that have been through this.

Council Member Harkness stated the understanding of Council Member Collings' statement that he was suggesting the City convene a small body of folks who could research the best policies in administrative management techniques to get us through this process. Council Member Harkness suggested looking at the policies and practices that helped move other agencies through the process.

Council Member Collings responded in the affirmative. Council Member Collings made the observation that City staff already has a lot to work on and perhaps using a collective approach could help in crafting an RFP that would get a consultant most likely to provide the best solution rather than their own preferred one.

Mayor Moore stated he did not believe convening a committee is the answer. Mayor Moore suggested the City could lean on the expertise of the City's engineers.

Council Member Harkness asked whether there is any money budgeted to replace depreciated equipment.

City Manager Marconi stated that the utility rate structure is set up to incorporate those needs into the rates; however the deficiencies in the system eat up the monies that are collected and results in the City essentially living from hand to mouth. City Manager Marconi suggested the City is at a point at which the rates will have to be raised not only to address the costs of inflation but to also provide funding for replacement of an old system. City Manager Marconi noted the City takes in about \$75,000 per year and depreciation is built into the rate structure but the rates have not been raised for many years. City Manager Marconi noted that before the rates are raised, the City needs to know the cost of the improvements that will be needed.

Public Works Director Bryan made the observation the same situation exists with the streets. The streets are deteriorating faster than they can be repaired. Public Works Director Bryan noted that the City continues to do chip sealing to streets that really should be torn out and reconstructed.

Council Member Stearns made the observation there are many other needs of the City that will have to be addressed over the next 5-7 years, and he asked staff to talk to Council about those that would have to be addressed during the next 2-5 years.

Public Works Director Bryan stated that other priorities would be the Big Lakes Water Line issue, that is a major water system deficiency; in terms of the water side there is the matter of going back to the Master Water Plan and implementing the next highest priority there; the sewer collection system priority of trying to keep up with the maintenance of the system and trying to prevent overflows. Public Works Director Bryan stated that for streets there are the chip seal projects, the Alma Street Project using STIP funds, there are also some smaller projects planned in future years using STIP funds although all the cities in Siskiyou County compete against one another for the funding and since Mt. Shasta recently received funding the City of Mt. Shasta would not necessarily be in a first position during the next STIP funding cycle. Public Works Director Bryan made the observation that with the decreases in gas tax revenues that is expected the only way to respond to the situation of not having enough monies to rehabilitate streets is to use the Pavement Management Plan to identify the streets in need and the best rehabilitation strategy to maximize funds and increase longevity. Public Works Director Bryan made the observation the City would not have the money to rehabilitate all of the streets that the plan will identify. Public Works Director stated the Plan is expected to be completed by the engineer sometime in the spring.

Finance Director Terrell provided an overview of the Mt. Shasta Finance Department from the information provided in the packet. Finance Director Terrell made the observation that the City's computers are dying faster than they can be replaced. Finance Director Terrell noted that staff is using creative ways to be able to provide services and maintain personnel at the level needed to do so. Finance Director Terrell noted a goal of the Finance Department is to streamline the City's process for billing and collection of revenues from utility users and business license customers so that automatic payment processing can be provided to them.

City Manager Marconi provided an overview of the Mt. Shasta Planning Department noting there is only one Planning Department employee, City Planner McKinley, performing the planning duties for the City. Those duties range from leading the Planning Commission through long range planning for the City. City Manager Marconi noted the General Plan is drafted by the planning department and contains a lot of the strategic planning for the City. City Manager Marconi stated that the planning department goals are to come up with some best practices for the development process itself so the City can relate to developers and clients when they go through that process.

City Manager Marconi suggested the first step in strategic planning is to draft a mission or a vision statement. City Manager Marconi noted that the mission statement had been made a part of the 2002 Community Action Plan. City Manager Marconi asked whether the City Council would like to amend that statement. City Manager Marconi suggested the next step is to develop Guiding Principles as they govern how one looks at ones goals and strategies. City Manager Marconi suggested Council might want to come up with some guiding principles to lead them through the rest of the process. City Manager Marconi suggested the next step, and the one at which he felt the Council was at now, is to come up with goals and strategies. City Manager Marconi stated the recollection that goals are supposed to be *S.M.A.R.T.* (*Specific, Measurable, Achievable, Realistic, and Timely*). City Manager Marconi *then* suggested the *final* step would be implementation of projects or strategies. City Manager Marconi made the observation that 80-90% of the public look for only 5-6 things from government as follows: Clean Water; they want to feel safe in their homes; they want to be able to travel easily on their streets; they *want* somebody to come help them when they are in trouble; and they want to be able to enjoy where they are living. Everything else the City does is only of direct benefit to small, ever changing segments of the population. It isn't that it *may* not benefit everyone, it is just below the radar of most of the community. City Manager Marconi made the observation that they *also* want the City to do everything for free or through the use of the least amount of their resources that *is* possible.

City Manager Marconi made the observation that a good deal of what the City does *that* is not one of those six things, is directed toward trying to expand our tax base or expand the community in order to enjoy economies of scale *so we can provide services as cheaply as possible*. City Manager Marconi noted that the Mayor had asked the Council to come up with some ideas and noted that of those he had received, they had covered a broad range. City Manager Marconi suggested beginning with the vision statement and then perhaps consideration of some guiding principles or move right in with consideration of goals and strategies.

Mayor Moore stated support of the mission statement in the Community Action Plan and asked the Council whether they wanted to consider goals and strategies.

Council Member Harkness made the observation that the Guiding Principles are already listed in the Community Action Plan through the seven issues that are delineated in it. Council Member Harkness suggested retention of those seven and then moving into development of goals and strategies.

Mayor Moore made the observation that economic development is one of the biggest needs of the City. Mayor Moore noted the City gives about \$65,000 per year to the Visitors Bureau for use in promoting the City and he suggested that money might be used to hold more events that would bring visitors to the City of Mt. Shasta. Mayor Moore made the observation there is about \$2 - \$3 Million out there with Pacific Power for use in undergrounding utilities. Mayor Moore suggested the City might consider doing an undergrounding project but such a project would require every business having to pay something to have their utilities moved underground and bring their electric up to code. Mayor Moore suggested such a project would add to the beauty of the community.

Council Member Stearns suggested there might be pockets in town where undergrounding might be possible.

Council Member Collings suggested the City might consider piggy backing other projects along with the undergrounding of the utilities such as laying cable fiber, water lines, or other types of projects that could make use of an open trench.

Council Member Stearns agreed that economic development is one of the major issues for the City.

Council Member Collings made the observation that everyone here tonight has asked for revenue and noted there are three ways to get revenue as follows: Visitors coming here and spending money; someone who already lives here spending money or more money; or getting more people to move here and spend money. Council Member Collings noted that another way is by raising taxes but these three are ways to do so without doing that.

Council Member Harkness agreed that economic development is one of the major issues for the City. Council Member Harkness suggested the community meeting would provide an opportunity for the public to weigh in and some structure for that meeting should be determined perhaps by letting the public comment on the seven issues and letting them make suggestions on whether more are needed or do these seven need to be modified.

Council Member Burns made the observation that he has some philosophical differences although he has understood that economic development is a key issue. Council Member Burns suggested the City has multi-faceted problems one of which is the Wastewater Treatment Plant (WWTP) issue. Council Member Burns suggested that as being a more urgent demand due to the timeline to get it done. Council Member Burns stated the understanding that the WWTP project would not be able to be done without rate increases.

Public Works Director Bryan made the comment the City would have to raise its rates just to be eligible for grant monies.

Mayor Moore suggested the City might consider a private funding source to do the improvements to the WWTP.

Public Works Director Bryan made the observation that rates may have to go up if increased staffing at the WWTP is needed due to any upgrades to the Plant to meet the requirements of the Water Quality Control Board.

Council Member Stearns stated he had not put the WWTP as one of his goals because he sees that as something that has to happen.

Public Works Director Bryan made the comment that it is something that would require the attention of staff and council.

Mayor Moore made the observation that Council Member Burns is correct that the upgrade to the WWTP is a goal of the City in the next 5 years.

Council Member Burns stated an understanding of the need for economic development and if the City doesn't have the revenues there isn't going to be a community but he is also hearing that the City has to deal with the WWTP issue so he sees that these two issues have to be addressed simultaneously.

Mayor Moore made the observation that another important issue is that of needing to find a new City Manager by the end of July.

Council Member Burns suggested the Council needs to prioritize the goals and give them a number in terms of 1-5 etc. and after that there is a need to consider the strategies to accomplish the goals. Council Member Burns made the observation that the goals are multi-faceted, it is not just economics, WWTP, streets, deterioration of the City's infrastructure, or public service it also involves what the citizens want such as food and water, safety, and yet without businesses moving into town to keep it viable all of these things can't be done. Council Member Burns noted how all of these things are all intertwined. Council Member Burns suggested the need to address these issues incrementally and reach milestones towards these goals.

City Manager Marconi suggested that the Council needs to set its goals and then come up with projects and strategies for getting those goals done. City Manager Marconi suggested a goal might be getting the WWTP done in the most cost effective manner possible. City Manager Marconi made the observation that setting economic development as a goal, what does that mean?

Council Member Stearns suggested a goal of the Department Heads might be to maintain quality of life and quality of services.

City Manager Marconi made the observation that staff would come to Council with a budget and he could guarantee, and this wouldn't change in the next ten years, the Council would not be able to do everything they want to do. City Manager Marconi suggested that by setting the goals and prioritizing them would help lead in that direction and would be helpful to the budget process. City Manager Marconi made the observation that if the Council sets the goal of providing services in support of the best quality of life then how would your strategies lead to that goal. Then when it comes down to deciding the best use of the money, consideration would need to be given as to which one of these projects is going to get you to that goal the fastest.

Council Member Stearns suggested one way of getting to that goal is to implement new rate structures and from staff's point of view, how soon can we start that process.

City Manager Marconi suggested the goal would be to provide the best service we can and services cost money.



Council Member Stearns suggested economic development as being a way of achieving our goals.

City Manager Marconi made the observation that the vision or mission statement seems to be saying the City is trying to do two entirely opposite things and that's what Mt. Shasta is. We want to maintain our small town quality and balance economic development and preservation of resources.

Council Member Stearns expressed the opinion that they are not contradictory because in maintaining small town values we have tried to develop the community at a paced development, not a rapid development that would change our community into something unrecognizable. Council Member Stearns made the observation that the City has not become an anywhere community and resolutions have been passed that prevent fast food drive through chains on the east side of the railroad tracks. We welcome business and we don't welcome growth at 15%.

Mayor Moore made the observation that Mt. Shasta is a diverse community and its diversity makes it stronger. Mayor Moore suggested Council concentrate on goals. Mayor Moore recognized the two goals of finding a new City Manager and upgrade of the WWTP to meet the new Water Quality Control Board requirements.

Council Member Stearns recognized the need for the City to address the City's rate structure regardless of the path the City takes as regards the new WWTP requirements.

Mayor Moore suggested talking about what do we want to see for ourselves, what do we want this town to be? Mayor Moore made the observation that our City would never see major growth but he does hear that economic development is needed and what does that mean. Mayor Moore suggested that for economic development the City would need all three of the things mentioned earlier by Council Member Collings to see our City grow.

Council Member Harkness agreed that this meeting is to provide Council with the opportunity to consider the goals and strategies. Council Member Harkness suggested the Council needs to decide on those smart goals that the City is capable of achieving in the next two years. Council Member Harkness suggested the Council could talk about how to move to the next meeting at which public input will be provided. Council Member Harkness suggested following the community meeting the Council could meet again and solidify goals and the strategies that we want to accomplish in the next two years and between now and then we will have been able to hear from the public.

Mayor Moore expressed the opinion the City's economic development needs are more along the lines of how to bring more income into the City. By bringing in more tourists, by more people living here, by bringing more businesses to the City. Mayor Moore suggested structuring the next meeting around how to get more people to spend more money in Mt. Shasta, how do we get more businesses to move here. Mayor Moore made the observation that there is about 6 months of shoulder seasons here. How do we get people here during the shoulder seasons? Are we giving the Visitors Bureau enough money to bring in more of those things, not just to take care of the ones already here?

Council Member Stearns stated the understanding that Mayor Moore was suggesting the topic of the community forum might be how to bring dollars to Mt. Shasta.

Council Member Burns asked whether studies have been done through the economic development program that has provided some feedback about that.

Mayor Moore suggested the community could help by telling us what they think.

Council Member Collings made the observation that the City would grow either organically or it's going to be targeted in a planned and directed manner. Organically means whoever shows up to open a business and/or the City can target something.

Council Member Collings asked whether there might be an opportunity to target something that fits with all of the principles and vision of this town that has a minimal impact on our small town lifestyle but maximizes the amount of dollars that are spent year round, not just during the prime seasons but during the shoulder seasons as well, because they are being done by people who live here. Council Member Collings suggested picking a targeted industry or two or three.

Council Member Stearns made the observation that Suisun City is doing just that by sending out a monthly newsletter to medical and computer industries to try to attract them to move to their City. Council Member Stearns agreed with Council Member Collings' suggestion of selecting an industry or industries to target.

Council Member Collings suggested more software businesses in our community would keep our small town feel but would supply high paying jobs that would bring young families to the community to fill our schools and restaurants. Council Member Collings agreed with Council Member Burns that if the City doesn't have good roads and good infrastructure then they won't come and all of these are interdependent on one another. Council Member Collings suggested Mt. Shasta already has a naturally beautiful community with low crime and a small town atmosphere and all we need is more jobs that provide a living wage. Council Member Collings suggested the increase in revenues from having these kinds of businesses in the City would pay for the safety and infrastructure needs of the City.

Mayor Moore expressed the opinion the City is years away from having the fiber optics needed to attract such businesses. Mayor Moore suggested a goal for the City of having faster internet speed. Mayor Moore suggested perhaps that could be something to try to achieve in the future. Mayor Moore suggested marketing a part of the Roseburg property as an RV Park. Mayor Moore made the observation that once one part of Roseburg is developed it would help to bring other businesses to that area.

City Manager Marconi made the observation that it is very hard to pull everything together and come up with goals and build a consensus. City Manager Marconi made the observation that at the community forum, the Council would hear from all of those 10% subsets out there and they would come up with a lot of projects. City Manager Marconi stated that as long as the City provides services that take care of those basic needs as he had mentioned previously then most of the citizens will be satisfied. Why do we want economic development? Do we want it so we have the revenues so we can spread the cost among our people so we can provide those basic services more cost effectively? City Manager Marconi expressed the opinion we didn't want economic development for economic development's sake because that would mean bigger buildings, more traffic, noisier streets...all the things you don't want. City Manager Marconi suggested you want it because it pays for the things you do want.

Mayor Moore suggested using the time left to discuss how to structure the next meeting.

Council Member Harkness talked about his suggested Technical Training Institute and Incubator Program and how it coordinates with the technology industry and that COS and perhaps JEDI could provide training opportunities by giving entrepreneurs a venue to get training and solicit funding from a group of investors. Council Member Harkness noted that Al Hazan had given him the idea and Mr. Hazan is a great resource and it would be a good idea to encourage him to attend the community meeting.

Council Member Stearns noted that Michael Murray would be another person he would recommend is invited to the community meeting. Council Member Stearns noted that Wholesale Solar is an example of a local business that had grown out of the incubator program.

Mayor Moore made the observation that the bottom line is that the City needs more money in town to be able to do the things it would like to do. Mayor Moore suggested the main idea is how to bring more money to Mt. Shasta while preserving the quality of the community.

Council Member Stearns made the observation the community meeting would be held next and then another meeting of the Council at which the focus would need to be on how to bring more dollars into Mt. Shasta and how to create a richer Mt. Shasta. Is there some other way of phrasing that for presentation to the community to get their ideas?

Mayor Moore suggested the idea would be how the City can bring in more money via all three ways as suggested by Council Member Collings. Mayor Moore suggested, at the community meeting, the Council needs to send a message to the community in terms of what the Council wants them to provide.

Council Member Collings made the observation the City needs revenue, full time as well as transient visitor revenue. Council Member Collings suggested the question is whether we are going to be an organic growth town or are we going to be a targeting growth town. Within that context, we would like the community to provide us with feedback as to how they see that happening.

Mayor Moore suggested he didn't see one as being restrictive of the other. Mayor Moore suggested that both organic and targeted growth could take place simultaneously.

Council Member Collings made the observation that organic growth would continue to take place just as it has in the past. Council Member Collings suggested the question is does the community support the use of targeted growth or will we just continue to have only organic growth. Council Member Collings suggested that may need to be the discussion that needs to take place in front of the community because once we get on the same page, then we need to ask the community what ideas they have....is it an RV Park at Roseburg, what direction do they see the City going?

Council Member Harkness suggested the focus could be on development but we also need to talk about infrastructure and goals. Council Member Harkness suggested letting the community talk about each of the issues and then the majority of the meeting could be focused on economic development, if we wish.

Mayor Moore noted the need to keep the community focused.

Council Member Harkness noted that the Community Action Plan has a lot of goals already listed, some of which have been accomplished and others that have not. Council Member Harkness suggested providing the community with a starting point when sending out the agenda to have the goals that have not been accomplished in the economic development piece be listed and include the economic ideas that we brought to the table and incorporate those into the Agenda...ideas such as the Incubator Program. Council Member Harkness suggested that by providing that to the community allows them the opportunity to comment on them as well as bringing forward their own ideas.

City Manager Marconi stated support for bringing forward the seven areas from the Community Action Plan for the community to focus on and that would provide a good structure for the discussion. City Manager Marconi noted that Merle Anderson had agreed to facilitate the community meeting and they would be meeting next Tuesday. City Manager Marconi stated the community could give their feedback on those seven areas.

Mayor Moore noted the consensus of the Council to focus on the seven areas within the current Community Action Plan for structuring of the discussion at the community meeting.

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## 5. Adjourn

There being no further business before the Council, the meeting was adjourned at the hour of 6:10 p.m. to the next Regular City Council Meeting to be held on Monday, February 11, 2013 at 6:30 p.m.

Respectfully Submitted,

*Sandra K. Studer*

Sandra K. Studer, Deputy City Clerk  
For John E. Kennedy Sr., City Clerk