



CITY OF BISHOP

CITY COUNCIL SPECIAL MEETING AGENDA

City Council Chambers - 301 West Line Street - Bishop, California

THURSDAY, MAY 8, 2025 - 8:00 AM

NOTICE TO THE PUBLIC: Please be advised this meeting is accessible to the public in person. In compliance with the Americans with Disabilities Act of 1990, if you need special assistance to participate in this meeting, please contact the City Clerk at 760-873-5863 Extension 124. Notification at least 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. [28 CFR 35.102.35.104 ADA Title II].

The public is encouraged to participate or observe this meeting by:

1. Attending this meeting in person at the City of Bishop City Council Chambers located at 301 West Line Street in Bishop, California.

Public comments may be made:

1. In person: Members of the public desiring to speak on a matter appearing on the agenda should ask the Mayor for the opportunity to be heard when the item comes up for Council consideration (or complete a speaker card prior to the meeting). Comments for all agenda items are limited to a speaking time of three minutes unless modified by the Mayor.
2. In writing: Go to http://bishop-ca.granicus.com/ViewPublisher.php?view_id=8 to submit an "eComment" for the corresponding meeting. Please note that eComment submissions closes at 3:00 p.m. on Wednesday, May 7, 2025. You may also hand deliver public comments to the City drop/payment box located at the Church Street entrance to City Hall on or before the deadline noted above. Written public comments received after the deadline will be provided to the Council at the earliest possibility. Please note written public comments received will not be read aloud at the meeting.

Any writing that is a public record that relates to an agenda item for open session distributed less than 72 hours prior to the meeting will be available for public inspection at City Hall, 377 West Line Street, Bishop, California during normal business hours. Government Code 54957.5(b)(1). Copies will also be provided at the appropriate meeting.

1. **CALL TO ORDER** - 8:00 a.m. Thursday, May 8, 2025

2. **ROLL CALL**

3. **PUBLIC COMMENT PRIOR TO CLOSED SESSION**

NOTICE TO THE PUBLIC: This time is set aside to receive public comment on matters agendized for closed session only. When recognized by the Mayor, please state your name, and address for the record and please limit your comments to three minutes. Under California law the City Council is prohibited from generally discussing or taking

action on items not included in the agenda; however, the City Council may briefly respond to comments or questions from members of the public. Therefore, the City Council will listen to all public comment but will not generally discuss the matter or take action on it.

4. CLOSED SESSION

A. **PUBLIC EMPLOYEE PERFORMANCE EVALUATION** pursuant to Government Code § 54957 – Title: City Administrator

5. OPEN SESSION - 9:00 a.m. Thursday, May 8, 2025

6. ROLL CALL

7. REPORT ON ACTIONS TAKEN IN CLOSED SESSION AS REQUIRED BY LAW

8. PUBLIC COMMENT FOR SPECIAL MEETINGS

NOTICE TO THE PUBLIC: This time is set aside to receive public comment limited to the items listed below on the agenda and that no general public comments on non-agendized items will be permitted. When recognized by the Mayor, please state your name and address for the record and please limit your comments to three minutes.

9. STRATEGIC PLANNING WORKSHOP

A. **Strategic Planning Workshop Outline and Related Documents**

1. Reaffirm Priorities, Budget, Next Steps

[Strategic Plan 2023-2028 - Updated May 2025](#)

[Administration Department Projects](#)

[Finance Department Projects](#)

[Community Services Department Projects](#)

[Fire Department Projects](#)

[Planning Department Projects](#)

[Police Department Projects](#)

[Public Works Department Projects](#)

[Field 6 Enhancement Project Life Cycle Cost Analysis](#)

[FY 25-26 Strategic Plan Financial Commitment Proposal](#)

[FY 25-26 Strategic Plan Financial Overview](#)

10. ADJOURNMENT

Monday, May 12, 2025 at 6:00 p.m. Regular Meeting in the City Council Chambers



STRATEGIC PLAN

2023-2028

I. Strategic Planning Framework

Proposed Method: Identifying Missions, Objectives, and Key Results (OKRs)

Terms:

Missions: five goal areas for the City to pursue over the next five years

Objectives: the OKR framework starts with a goal. Cities can strive for ambitious goals like creating a vibrant, authentic, and pedestrian-friendly downtown. They can also set more immediate achievable goals, like Developing a volunteer program in the next year.

Key Results/ Initiatives: key results are metrics that the City can use to track goal fulfillment. Good OKRs feature frequent check-ins to review these key results and see if team members are on track to meet their objectives.

2023 – 2028 Objectives and Key Results/Initiatives

Mission 1: Build and create community and support a vibrant, pedestrian-friendly city by investing in public spaces and supporting downtown events and activities.

Objective 1.1: Create a vibrant, authentic, and pedestrian-friendly city that is a destination for residents and visitors.

Planning and Public Works

- Implement Whitney Alley Project FY 2023/2028.
- Improve safe routes to schools and expand the multimodal transportation network.
- Plan and implement sidewalk and bike lane improvements that will connect to the planned Caltrans improvements on State Routes 395 and 168.
- Work with Caltrans, ESCOG to investigate options to calm traffic and better the pedestrian and bicycle environment on the downtown portion of 395.
- Promote and Enforce Downtown Design Guidelines through Signage Updates and Community Partnerships.
- Partnership: Collaborate with Caltrans, ESCOG, and Inyo County to revisit and evaluate truck bypass alternatives that redirect commercial traffic away from downtown, while preserving access for private motorists.
- Develop process for the approval of public art

Administration, Police Department, City Attorney

- Develop code enforcement strategy.

Objective 1.2: Support community spaces; create and maintain partnerships.

Community Services

- Review and update the City Park Master Plan.
- Athletic Field 6 Renovation Project.

- Partner with the Chamber of Commerce and local organizations: develop a strategy to draw more events downtown, particularly during shoulder seasons.
- Partner with Inyo County to develop a plan for athletic facilities improvement at the Millpond recreation area.
- Support Bishop Bike Organization with the construction of a mountain bike facility within the City Park.
- Support the design and construction of the Community Garden Enhancement Project.
- Create a plan to increase City Pool usage during temperatures above 80 degrees.

Police Department

- Address Impacts of Homelessness and Transient Activity.
- Work with State Officials on policies and procedures.

Objective 1.3: Enhance walkability, and identify opportunities for multimodal facility expansion while also addressing parking needs.

Planning, Public Works, Police Department

- Develop a City Parking Management Plan outlining strategies to address parking demands and improve walkability.
- Explore the feasibility of implementing paid parking options to manage parking availability effectively.
- Identify opportunities for expanding multimodal facilities to accommodate various transportation modes.

Police Department

- Enforce parking regulations.

Objective 1.4 Implement strategies to reduce vehicle miles traveled (VMT) through improved active transportation.

Planning, Public Works

- Design and construct projects that include sidewalk improvements.

Mission 2: Facilitate a balanced and diverse economy that helps businesses start, stay, and grow by investing in the implementation of the Economic Development Plan and Housing Element goals.

Objective 2.1: Address the shortage of affordable housing.

City Administration, Planning Department, Public Works

- Conduct a Parking Demand and Land Use Study to assess existing parking usage, propose parking management strategies, and consider the potential development of opportunity parcels for residential and city facility expansion.
- Identify and facilitate the development of City properties eligible for housing under the Surplus Land Act list
- Increase the inventory of affordable housing by actively supporting housing projects with partners in the service area.
- Conduct Regional Housing Needs Assessment and Action Planning, partnership with Inyo and Mono County, Town of Mammoth Lakes

Objective 2.2: Support real estate developments in the city.

Planning Department, City Attorney

- Support market-rate housing development to advance the construction of 147 workforce housing units currently in the pipeline.
- Identify the economic development resources necessary to formulate a strategy aimed at filling commercial vacancies within the City.

Objective 2.3: Incentivize single-family residence and ADU construction for long-term rentals.

Planning Department

- Execute Permanent Local Housing Allocation Program (PLHA).
- Update the City website with current zoning and ADU resources.

- Implement policies to restrict the growth of second home ownership for short-term rentals to ensure an adequate supply of rental properties.

Objective 2.4: Actively participate in the regional planning efforts and identify projects that are eligible for regional funding.

City Administration and City Council

- Support regional studies, strategic planning efforts.

Objective 2.5: Ensure compliance with state laws and regulatory requirements to maintain eligibility for current and future funding opportunities.

Planning

- Implement General Plan Updates
- Update the Municipal Code to comply with Transitional Housing and Navigation Centers Requirements.

Mission 3: Sustain public infrastructure by ensuring its safety, functionality, and sustainability while improving residents' and visitors' overall quality of life.

Objective 3.1: Planning and implementing pedestrian and traffic safety mobility improvements, identifying priorities for new sidewalks on streets without sidewalks.

Public Works, Planning Department

- Develop a comprehensive sidewalk and bicycle routes assessment and strategy, including preliminary engineering.
- Develop a City-wide sidewalk assistance program to encourage and facilitate homeowners to improve sidewalk conditions.
- Develop a Capital Improvement Plan for Street Improvements.
- Implement pedestrian, bike, and traffic safety improvements by the completion of projects.
- Seek funding for the East Line Street Improvements project to begin the planning and design process.

Objective 3.2: Improve the condition of City streets and parking lots and implement a pavement preservation program.

Public Works Department

- Complete environmental documents and engineering design work on the East Line Street Bridge Replacement project and seek a new source of funds for construction.
- Complete the design and environmental work on the South Warren Street Improvement project and implement construction.
- Develop a cyclical maintenance program for pavement preservation.
- Address drainage issues on Johnson Drive.
- Replace the road culvert at South Third and East South Street in partnership with LADWP.

Objective 3.3: Provide safe, reliable, and affordable drinking water to the City while meeting regulatory requirements.

Public Works

- Develop a Capital Improvement Plan for water infrastructure.
- Plan and implement the replacement of the water main under West Line Street from Main Street to Home Street prior to Caltrans implementing the Bishop Pavements Project. This will include isolation valves on the existing line to Well 4.
- Modernize cyclical maintenance schedules, and incorporate data management using GIS.
- Implement the Supervisory Control and Data Acquisition (SCADA) Upgrade project to modernize this critical automation program and hardware. (paired with objective 3.4)
- Install meters on all service connections to comply with SB 552
- Complete the Lead and Copper Rule Revision mandated service line inventory.
- Complete rate study (paired with objective 3.4).

Objective 3.4: Provide sustainable and affordable wastewater collection and disposal to the City while meeting regulatory requirements.

Public Works

- Develop a Capital Improvement Plan for wastewater infrastructure.
- Modernize cyclical maintenance schedules, and incorporate data management using GIS.
- Implement the Supervisory Control and Data Acquisition (SCADA) Upgrade project to modernize this critical automation program and hardware. (paired with objective 3.3)
- Continue serving as the Bishop Area Wastewater Authority (BAWA) administrator.
- Address inflow and infiltration problems.
- Complete rate study (paired with objective 3.3)

Objective 3.5: Promote and support the development and use of alternative energy.

Public Works, Planning

- Streamline solar permitting.
- Work with solar companies to investigate the feasibility of converting City facilities to solar (could be part of facilities master planning effort 3.5).

Objective 3.6: Implement Capital Replacement Program

Community Services

- City Park Facilities Maintenance and Upgrades
- Capital Equipment Replacement

Public Works

- New municipal well for primary source, abandoned well 1
- Establish new JPA for BAWA that includes the BPT as a member and advancement of the consolidated treatment plant.
- Develop a capital equipment replacement program.

Administration, Public Works

- Create a plan and timeline for Land Acknowledgement Monument at the City Park.

Objective 3.8: Protection of Critical Infrastructure within the City

Police Department

- Protect Critical infrastructure within the City.

The Bishop Schools:

- Provide intensive active shooter training to all officers.
- Work with school officials to prevent incidences of criminal activity on school grounds.
- Interact with and inform students of dangerous substances.

- Work with younger children to educate them on policing and 911 etiquette (911 in school program)
- Implement school resource officer.

Northern Inyo Hospital:

- Increase officer patrols on hospital grounds.
- Conduct site checks with hospital staff.
- Provide intensive active shooter training to all officers.

Water and sewer treatment facilities:

- Increase patrol of infrastructure.
- Integrate with the Public Works Department to learn key areas of exposure.
- Add live camera surveillance to identify breeches/plant failures as they happen.

Fire Department property:

- Regular checks on fire stations.
- Install and monitor cameras at fire stations.

Downtown and City Park:

- Access park cameras and add additional cameras to monitor criminal activity on city park grounds.
- Regularly patrol parks, including on foot.

Mission 4: Deliver excellent services through collaboration, transparency, and team member support internally and with external stakeholders.

Objective 4.1: Ensure fiscal sustainability and accountability of the City

Finance, All Departments

- Continue improving budgeting practices and data analysis.
- Implement improved internal controls where feasible.
- Develop systems to effectively forecast City revenues and expenditures.
- Develop systems to track encumbrances and obligations.
- Develop a plan to fully fund the Public Agency Retirement Services (PARS) Retirement Enhancement Plan, which is closed to new entrants.
- Continue to monitor the City's open pension and Other Post-Employment Benefits (OPEB) plans and collaborate with the City's actuary to maintain acceptable levels of funding from year to year.
- Maintain fund balances that allow for financial maneuverability to adapt to macroeconomic effects on the City's long-term liabilities.
- Expand the City's investment portfolio when permissible options are available that provide a return greater than the projected rate of return from a Local Agency Investment Fund (LAIF) investment.

Objective 4.2: Support a connected and engaged community where all residents feel represented and informed.

Administration

- Update the city website to make it more user-friendly.
- Enhance accessibility by providing Spanish translation for City outreach materials and communications.
- Change City Hall address to Church Street

Administration, City Attorney

- Develop a social media policy and create a unified City social media presence for departments other than Police and Fire.
- Facilitate City branding design

Police Department

- Create a Public relations group for social media and event planning / staffing.
- Conduct a citizen academy yearly to educate the public.

Planning & Public Works

- Host public outreach meetings for projects.

Objective 4.3: Ensure City Council Members understand their responsibilities, City policies, City operations, and State

Administration, City Attorney

- Update the City Council Manual and implement a New Council Member Onboarding and Training Plan.
- Implement a travel policy and budget for council member travel.

Objective 4.4: Strengthen the City's alignment and capacity by nurturing collaboration and communication between departments.

Administration, All Departments

- Develop an employee orientation program.
- Offer leadership training programs for managers, supervisors, and staff.

Objective 4.5: Developing a volunteer program.

Police Department

- Implement a citizen volunteer program for the police department through yearly citizen academies.

Administration

- Create and develop a Volunteer Manual for the City.

Objective 4.6: Investing in modernizing business functions and streamlining processes.

Public Works

- Deploy cloud-based building permitting, licensing, and code enforcement software with digital inspections and plan reviews.
- Develop a City-wide GIS strategy.

Police Department

- Modernize workflow and implement modern police techniques within the Police Department to increase efficiency.

Administration

- Digitize paper records for all record retention documents and develop standard organizational practices for efficient record storage and retrieval.

Finance

- Develop internal software and host it with CBT or on our own via a service such as AWS. Bishop Municipal Finance Hub.
- Improve the accounts payable process.

Objective 4.7: Update Police and Fire Officer Training to provide a better service to the community.

Police Department

- Move towards advanced officer training.
- Develop a regional approach to perishable skills training.
- Include basic Spanish-speaking awareness for all officers.
- Update Training.

Objective 4.8: Officer Wellness Support

Police Department

- Enhance officer well-being and productivity through comprehensive incentive and support programs to promote a healthier work/life balance.

Mission 5: Enhance Community Safety by maintaining the safety and security of the community, and improve operations of Fire and Police Departments.

Objective 5.1: Develop a Fire Department-specific strategic plan with the Bishop Rural Fire Protection District.

Fire Department

- Evaluate and determine core mission objectives and future staffing needs. Change organizational structure based on mission and staffing needs.

Objective 5.2: Develop plans and a financing strategy for a combined Police and Fire public safety facility (relates to 3.5)

Fire Department

- Upgrade and/or renovate Police and Fire Department stations.

Objective 5.3: Continue to address crime trends through strategic operations and maintain low crime rates through proactive law enforcement and innovative community policing practices.

Police Department

Increase proactive policing to decrease crime rate:

- Fill current vacancies with qualified lateral officers at a cost saving to the City compared to training new officers.
- Restructure the Department staffing for better supervision and chain of command. Including the addition of a corporal position.
- Revitalize our reserve officer program to supplement staffing at a reduced cost.
- Use alternative patrol methods for events.
- Increase staffing to support proactive policing.

Objective 5.4: Ensure long-term EMS planning.

Administration

- ~~Develop a long-term contract for Bishop Fire to assume the Exclusive Operating Area (EOA) and contract with a service provider.~~

Objective 5.5: Deliver the highest level of fire prevention, suppression, hazard mitigation, and community education services by complying with and exceeding industry standards.

- Improve Insurance Service Office (ISO) rating.
- Identify funding for safety equipment, including fire apparatus, and personal protective equipment (ex. Turnouts, Self-contained breathing apparatus (SCBA).
- Implementation of the full Lexipol policy manual.
- Facilitate state-of-the-art training and education for department members.
- Develop a program for cyclical testing of fire hydrants for flow and functionality.

Objective 5.6: Form a Joint Powers Authority with the Bishop Rural Fire Protection District.

Fire Department

- Engage the Ad Hoc Committee to create a timeline and create the Joint Powers Authority.

Objective 5.7: Strengthen and invest in the relationship between the Police Department and Bishop Unified School District

Police Department

- Engage the Ad Hoc Committee to create a timeline and create the Joint Powers Authority.
- Develop a long-term solution/agreement for staff funding.
- Active Shooter prank call protocol & system improvement, possibly integrate school cameras with dispatch.

Department Name	Supporting Department	Mission	Objective	Key Results / Initiatives	Time Frame	Key Milestones	Progress (by percentage)	Resources Needed	Notes, Related activities, work, assumptions
Administration	Police, City Attorney	1	1.1	Develop code enforcement strategy.		The Code Enforcement Officer position	0%	Funding pending discussion with the county	At this time, partnering with the County is not the preferred method. A combination of a Code Enforcement Officer/Building Inspector who is a City employee should be explored.
						Initiate contact with owners of vacant and underutilized properties to encourage more productive uses that support the vision of a vibrant downtown	Ongoing	Code Enforcement staff is required to succeed in this task	
Administration	Planning	2	2.2	Identify the economic development resources necessary to formulate a strategy aimed at filling commercial vacancies within the City.	2024-2025	Provide support to real estate developers to redevelop vacant properties.	Ongoing		The KMART property (910 N Man) is moving through design. 162 S Line offices are being redeveloped for 8 apartments. 711 Hammond St - in design 35 apartments.
						Work with LADWP on commercial lease extensions.	Ongoing		
Administration	Public Works	3	3.6	Create a plan and timeline for Land Acknowledgement Monument at the City Park		Work with LADWP secure the lease for new Chamber building.	25%		
						Develop a plan for the demolition of Chamber of Commerce building.	5%		
Administration	All departments	4	4.2	Update City's website to make it more user-friendly.	2024	Restructure and revise the website's user experience to make navigating easier, add imagery, and personnel pages.	Completed - Sep/2024		
						Worked with the designer on updating website to make it more user-friendly			
Administration		4	4.2	Enhance accessibility by providing Spanish translation for City outreach materials and communications.		Add paperless applications	30%		The City has executed a contract with Laserfiche for document management software to support records archiving and online applications. Staff is currently undergoing training to operate and manage the new system.
						Spanish translation available at outreach events. Hired a full-time bilingual front desk employee. Social media announcements posted in Spanish.	Ongoing	City spends \$10,000 on bi-lingual activities a year.	
Administration		4	4.2	Change City Hall address to Church Street		Identify unintended legal and financial consequences of address change.	0%	Staff time	
Administration	City Attorney	4	4.2	Develop a social media policy and create a unified City social media presence for departments other than Police and Fire.	2024-2025	City Attorney and staff are working on SM policy. City now has consolidated account for Community Services, PW, Planning, Admin on one page.	Completed - 04/2024		
Administration		4	4.2	Facilitate City branding design	2024-2025	Identify consultants and local key stakeholders, artists	5%	\$25,000 for design	Talked to one consultant
Administration	City Attorney	4	4.3	Update the City Council Manual and implement a new Council Member Onboarding and Training Plan.	2024-2025	Council Manual updated.	Completed - Nov/2023		Onboarding and training to be implemented
Administration	City Attorney, Finance	4	4.3	Implement a travel policy and budget for council member travel.	2024	Set up a formal process to identify attendees for out of town conferences. Set up max budget for FT 24/25	Ongoing		Discuss yearly budgeting during Strategic Planning
Administration	All departments	4	4.4	Develop an employee orientation program.	2023-2024	Implemented HR software for recruitment, onboarding, trainings, payroll	Completed - Jan/2024		HR software purchased, followed by integration into orientation program
Administration	All departments	4	4.4	Offer leadership training programs for managers, supervisors, and staff.		Identified consultant to provide trainings, training will scheduled FY 24/25	Completed - 01/2025		
						Complete leadership training	Ongoing		City employees completed leadership series on Everyday Teamwork, Communication Skills for Supervisors, Developing Good Decision-Making Skills, Executive Communication
Administration		4	4.5	Create Volunteer Manual for the City		The Community Services Department has a volunteer program approved by CJPIA and Jones and Mayor.	Completed - Sep/2023		Manual for Mountain Bike Park Volunteers
Administration		4	4.6	Digitize paper records for all record retention documents and develop standard organizational practices.	2024-2025	Execute agreement with Laserfiche to digitize City files and form.	Completed - July/2024	For Laserfiche, the initial year cost is \$13,100 and the cost for each subsequent year is \$3,100 (subject to increases).	Reviewed three quotes for Laserfiche services, one quote is substantially more cost effective than the other two. Interested in pursuing an agreement with this vendor and including in the FY 24-25 budget.
						Complete training and onboard staff.	20%		
Administration	Fire, Legal	5	5.4	Develop a long-term contract for Bishop Fire to assume the Exclusive Operating Area (EOA) and contract to a service provider.		The City hired a consultant to perform the feasibility study, the project has been determined infeasible.	Completed - July 2024		

Department Name	Supporting Department	Mission	Objective	Key Results / Initiatives	Time Frame	Key Milestones	Progress (by percentage)	Resources Needed	Notes, Related activities, work, assumptions
Finance		4	4.1	Continue improving budgeting practices and data analysis.	Annually	Implemented Caselle Online budgeting module during FY 23-24 for construction of FY 24-25 budget. Should enhance interoperability throughout the City and should minimize staff time spent on analysis. FY 24-25, Continuing to make progress on process improvement. Improved monthly reporting to council.	Ongoing	No additional resources needed.	Progress was made during FY 23-24 with regard to making the budgeting process more efficient. Will focus on data gathering and analysis in FY 24-25.
Finance		4	4.1	Implement improved internal controls where feasible.	Annually	During FY 23-24, conducted a review of prior year auditor reports to gain an understanding of the current state of internal controls. Reviewed best practices for municipal governments and built a framework of improvements that are needed. In FY 24-25, will work with City staff to determine feasibility of adjusting the current duties of staff members to allow for implementation of improved internal controls. FY 24-25, other than segregation of duties, which is limited by staffing levels, most internal controls are as effective as possible within our constraints.	80%	No additional resources needed.	Currently, the FY 23-24 tasks are completed and initial, surface level discussions have occurred with regard to implementation. Expectations of additional discussions in FY 24-25. All needed improvements are not feasible at City of Bishop due to staffing level constraints, however, there is potential to make a few improvements with regard to internal controls.
Finance		4	4.1	Develop systems to effectively forecast City revenues and expenditures.	2024-2025	FY 24-25, data is refined, working on City built software to forecast revenues and expenditures and help with various software shortcomings.	50%	No additional resources needed.	In FY 23-24, staff have utilized Caselle and built additional tools to help in understanding historical financial information and its application to current year. FY 24-25 will be focused on using this sound and understood data to build forecasting tools. Internal software development.
Finance		4	4.1	Develop systems to track encumbrances and obligations.	2024-2025	FY 24-25, data is refined, working on City built software to track encumbrances/obligations. The software will be built to track spending over time and display all affects changes will have on the City in real time.	50%	No additional resources needed.	A basic tracking tool was created in FY 23-24. During FY 24-25, City staff will work on improving the capacity and utility of the tracking tool, as well as translating the information to the City accounting system to help in budgeting/accounting for dollars committed but not yet spent. Internal software development.
Finance		4	4.1	Develop a plan to fully fund the Public Agency Retirement Services (PARS) Retirement Enhancement plan, which is closed to new entrants.	2024-2025	FY 24-25, the City is in acceptable to good positions with regard to funding all of its pension plans. With regard to the closed REP plan. The City has adjusted its investment plan within the 115 trust, continues to fund the plan on an annual basis at or exceeding the recommended amount, and will assess position on an annual basis to determine changes needed.	Completed - Aug/2024	No additional resources needed.	In FY 23-24, an issue was identified and initial discussions occurred with regard to potential options to address the issue of the pension plan being under-funded. In FY 24-25, a long-term plan to fund the pension plan will be formulated and presented to City Council. FY 24-25, this item can be removed from the strategic plan.
Finance		4	4.1	Continue to monitor the City's open pension and OPEB plans and collaborate with the City's Actuary to maintain acceptable levels of funding from year to year.	Annually	Annual review of GASB 68 and GASB 75 disclosures to understand the effects of City contributions, distributions and macro-economic factors on the funding level of each respective plan. Discussion with the City Actuary on an annual basis to understand the current best practices, trends and immediate actions needed (when applicable). Implement adjustments to contribution amounts on a year-to-year basis following a thorough review of the above mentioned factors. FY 24-25, OPEB is funding as well as it's ever been funded. REP is in a good position.	Ongoing	No additional resources needed.	All key milestones were conducted in FY 23-24, all key milestones will be conducted in FY 24-25.
Finance		4	4.1	Maintain fund balances that allow for financial maneuverability to adapt to macroeconomic effects on the City's long-term liabilities.	Annually	Monthly analysis of the City balance sheet and budget to actual reports. Annual analysis of City Financial Statements. Consistent improvement in budgeting practices and encumbrance tracking. Consistent monitoring of macro-economic factors to assist in educated forecasting. Construction of better forecasting tools for staff use. FY 24-25, no concerns.	Ongoing	No additional resources needed.	All key milestones were conducted in FY 23-24, all key milestones will be conducted in FY 24-25. Staff will work on improving currently used methods during FY 24-25.
Finance		4	4.1	Expand the City's investment portfolio when permissible options are available that provide a return greater than the projected rate of return from a LAIF investment.	Annually	Provide the City's investment policy to multiple banks and ask the banks to propose what options they can provide to the City. Review additional State approved investment pools that might offer a better return than LAIF. Implement new accounts to allow for additional investment options when additional options would allow for a greater return than current investments are yielding. FY 24-25, began utilizing CA CLASS, higher returns and 3x the compounding frequency. Maintaining LAIF. Considering pursuit of a staggered treasury ladder investment option.	Ongoing	None	In FY 23-24, discussions have been initiated with two banks. In FY 24-25, City staff is hopeful to bring a proposal to City Council for review. The proposal would include additional investment options to potentially be pursued and will also outline what would be needed to have everything in place to allow for an investment to be made when opportune. City staff is hoping to have a framework in place prior to decreases in returns from LAIF to allow for more effective investing.

Department Name	Supporting Department	Mission	Objective	Key Results / Initiatives	Time Frame	Key Milestones	Progress (by percentage)	Resources Needed	Notes, Related activities, work, assumptions
Finance		4	4.6	Develop internal software and host it with CBT or on our own via a service such as AWS. Bishop Municipal Finance Hub.	2025-2026	Code is 90% complete. Refinement. Deployment. Debugging. Staff training. Ongoing improvement and expansion.	0.4	Minimal funding. Some external technical k	The initial deployment will consist of an overall hub, with 6 sub-segments for use. It is difficult to find effective software for a small city. Most software is built and priced for large entities. We are unique, we should have unique tools that are suited for us and much more cost effective. The initial deployment will include segments for lease management, capital asset management/CIP tracking, strategic planning, grant & funding compliance management, employee & pension cost forecasting, and revenue tracking & forecasting. All security and legal requirements/standards will be met at the level of best practices. We will have the ability to expand the scope of the software to meet any needs that the City determines should be met over time. There is potential that this project could fail, but it should be pushed until failure based on the value it can add to the City over time.
Finance		4	4.6	Improve the accounts payable process.	2025-2026	Created a centralized inbox for all City invoices. Implemented a process for filtering and tracking. Once the new process is debugged and running smoothly, considerations will be made as to how we can weave in technology to tie in to our ERP system and automate tedious or duplicative work.	0.6	Minimal funding. TBD.	See milestones.

Department Name	Supporting Department	Mission	Objective	Key Results / Initiatives	Time Frame	Key Milestones	Progress (by percentage)	Resources Needed	Notes, Related activities, work, assumptions
Community Services		1	1.2	Review and Update City Park Master Plan.	2024-2025	Engage with Parks and Recreation Commission to define the priorities	50%	Seek a design consultant to update the Master Plan concept.	Discussion for Parks and Rec. for design
						Collect Public Input at Parks & Recreation Commission meetings	50%		Fluid Document Needs to be updated for community needs
						Amend Master Plan Document	50%		
Community Services		1	1.2	Partner with Chamber of Commerce and local organizations to draw more events downtown, particularly during shoulder seasons.	Ongoing	Added Foodie Fiesta events to City Hall location	Completed - Mar/2024		
						Regularly engage with Chamber of Commerce, Friday Night Market, Climbers Coalition, and other stakeholders to assist in upcoming events	Ongoing		
						Work on encroachment permits for Friday Night Markets, support by helping with organization, closures, providing staff time, and clean-up	Ongoing		Working to identify future Organization to provide Market oversight
						Host Arts Council Events at the City Park	Ongoing		
Community Services		1	1.2	Partner with Inyo County to develop a plan for athletic facilities improvement at the Millpond recreation area.	2023-2028	Developed operational Plan, received support from Inyo Parks	Completed - Oct/2023		
						Attended ESCOG to propose the concept for operational plan.	Completed - Oct/2023		
						Inyo County seeking funding	Ongoing		Working with Inyo county on Grant opportunities
Community Services		1	1.2	Support Bishop Bike Organization with the construction of a mountain bike facility within the City Park.	2023-2026	File CEQA document	Completed - Mar/2023		
						Develop volunteer program	Completed - Sep/2023		
						Add waterlines to accommodate track	Completed - Sep/2023		
						Worked with volunteer group to monitor the construction of a mountain bike park	30%		Continue with BABO for potential relocation per Field 6 design
						Tracking hours of Volunteers Yearly	Ongoing		
Community Services		1	1.2	Support the design and construction of the Community Garden Enhancement Project.	2023-2025	File CEQA document	Completed - Oct/2022		
						Supply supporting documents and submit a grant application.	Completed - Oct/2023	Seek a contractor for the project	
						Assist Community Gardeners in design and preparation of bid documentation. City to review and select bidders.	Completed - Feb/2025		Construction compete. 3/18/2025
						Assist in CNRA grant management.	Ongoing		
Community Services		1	1.2	Create a plan to increase City Pool usage during temperatures above 80 degrees.	2025	Developed part-time staff strategy, hired additional staff and expanded pool usage to accommodate for extended lap swim times, extended public use in the fall through September. Will analyze the use from 2025 attendance.	Completed - Mar/2025		Adjustment made in Operations and Budget to accommodate Public Swimm opportunities
Community Services		3	3.6	City Park Facilities Maintenance and Upgrades	2024-2027	Replacement of the front playground at the City Park.	Completed - Apr/2024		
						Pool Resurfacing	Completed - Mar/2024	Estimated \$100,000 for resurfacing	Construction beginning 3/18/2025 Budget adjustment made to reflect actual
						Pool ADA Upgrades to restrooms, entry, access	0%	Identify cost	
						Field 1 Lights: upgrade electrical	0%	Apply for grant funding in 2026 for \$400,000	
						Field 1 and 2 Parking Lot Drainage Improvement, cost analysis	0%		
						Tennis/Pickleball Courts Resurfacing	0%	\$70K	
						Refurbish Pool Slide, cost analysis	0%		
Community Services		3	3.6	Capital Equipment Replacement	2024-2025	Utility Mower and Tractor: Identified equipment specifications and pricing, purchased.	Completed - Feb/2025	\$73K	

Department Name	Supporting Department	Mission	Objective	Key Results / Initiatives	Time Frame	Key Milestones	Progress (by percentage)	Resources Needed	Notes, Related activities, work, assumptions
Fire		5	5.1	Evaluate and determine core mission objectives and future staffing needs. Change organizational structure based on mission and staffing needs.	2025-2026	Re-evaluated and canceled the position of Deputy Chief.	FY 24/25	ESCI, source best practices.	
						Implemented Fire duty officer coverage system.	FY 24/25		
						Develop organizational chart	FY 24/25		
						Develop Staffing model utilizing NFPA & ESCI study to ensure coverage and apparatus response	25%		
						Develop promotional guidelines	FY 24/25		
Fire		5	5.5	Improve Insurance Service Office (ISO) rating	2024-2027	Develop a program for cyclical testing of fire hydrants for flow and functionality: Pump, hose, ladder testing	Ongoing		
Fire		5	5.5	Identify funding for safety equipment, including fire apparatus, and personal protective equipment.		Purchased SCBA	Completed - Summer/2024	General fund and RFPD funding if grants and earmarks are not earned.	Was not chosen for the FEMA grant. Will apply annually for various projects.
						Applied for earmark for a fire truck	75% complete	Replacement program consisting of savings and debt options.	
						Create a capital equipment replacement program: Cost/benefit analysis on the returns from the equipment	0%	\$75K GF	Application complete, funding is government dependent. This is for the ladder truck only.
						Priority 1 - Type 1 engine - Look for grant funding or cost share	0%		
						Priority 2 - used type 3 engine	Completed - 04/2025		
						Possibly sell squad 8 for type 6 engine	0%		
Fire		5	5.5	Implementation of the full Lexipol policy manual.	Ongoing	Weekly/bi-weekly trainings	Ongoing		
						Implemented safety-first policies	Ongoing		
Fire	Police	5	5.5	Facilitate state-of-the-art training and education for department members.		Active Shooter, Hazardous Materials, Mass Casualty Incident (MCI) trainings. Offer certified training to create a standard for promotion of officers and members.	Ongoing	Funding from the City and RFPD	Created volunteer flyer, volunteer information packet and a 1 year probationary firefighter manual.
						Develop and implement the Onboarding Manual.	100% complete		
Fire	Public Works	5	5.5	Develop a program for cyclical testing of fire hydrants for flow and functionality.					
Fire		5	5.6	Develop a managing strategy for the Fire Department and Rural Fire Protection District	2029	Identify key partners and priorities	Ongoing	Council support, Rural Board support	

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Planning	Public Works	1	1.1	Improve safe routes to schools and expand the multimodal transportation network.	2023-2028+	Develop ATP and Safe Routes to Schools Designs	Completed - May/2024	Caltrans Sustainable Communities Grant & ATP	
						Apply for design and construction funding for identified projects in City ROW: ATP 2024	Completed - May/2024		
						Received grant for Safe Streets Assessment Report	10%		
						Apply for design and construction funding for identified projects in City ROW: Affordable Housing and Sustainable Communities (AHSC) 2025	50%		
						Apply for design and construction funding for identified projects in City ROW: ATP 2026	0%		
Planning	Public Works	1	1.1	Work with Caltrans, ESCOG to investigate options to calm traffic and better the pedestrian and bicycle environment on the downtown portion of 395.	2023-2028	Requested additional safe crossings through the Bishop Pavement Project on Main St.	Ongoing		
						Work with ESCOG on H2B:RCC application with Caltrans	Completed - Fall/2023	ESCOG did not receive the funds	Did not receive funding
Planning		1	1.1	Promote and Enforce Downtown Design Guidelines through Signage Updates and Community Partnerships.	2023-2028	Worked With Chamber of Commerce on Bishop Beautification.	Ongoing		Bishop Chamber of Commerce Secured Funding, The City actively worked with applicants to submit applications
						Promote awareness of Downtown guidelines	Ongoing		
						Provide funding to encourage non-compliant signage replacement.	0%	15K	Over 50 signage enforcement letters were sent, and over 40 signs were replaced. Over 15 noncompliant signs are missing funding for replacement.
Planning	Public Works	1	1.1	Partnership: Collaborate with Caltrans, ESCOG, and Inyo County to revisit and evaluate truck bypass alternatives that redirect commercial traffic away from downtown, while preserving access for private motorists.	TBD	Work with ESCOG on H2B:RCC application with Caltrans	Completed - Fall/2023	ESCOG did not receive the funds	Did not receive funding
						Work with the County to add truck bypass in the General Plan	Ongoing		
Planning	Public Works	1	1.1	Develop process for the approval of public art	2025-2026	Develop guidelines/ordinance for Public Art and establish Art Committee	0%		
Planning	Public Works, Police	1	1.3	Develop a City Parking Management Plan outlining strategies to address parking demands and improve walkability.	2024-2026	Issue RFP Consultant	Completed - Dec/2023		
						Collect data 4 times a year	Completed - Fall/2024		
						Conduct Public Engagement through the whole process	20%		Had first TAC meeting, conducting parking survey
						Develop a management plan for short-term and long-term parking	10%		
						Develop a Fee-in-Lieu strategy to provide alternative parking solutions.	0%		
Planning	Administration, Public Works	2	2.1	Conduct land use study to consider the potential development of opportunity parcels for residential and city facility expansion.	2024-2025	Explore the feasibility of implementing paid parking options to manage parking availability effectively.	0%		
						Combined with parking study and possibly, regional housing study (See steps in objective 1.3)	0%		
						Analyze opportunities and constrains parcels and determine priority development parcels.	0%		
Planning	Administration	2	2.1	Identify and facilitate the development of City properties eligible for housing under the Surplus Land Act list	2024-2025	Rezone and list Well 3 sites for on Surplus Lands Act.	0%		
						Identify opportunities to implement deed restrictions for new developments.	0%		
Planning	Administration	2	2.1	Increase the inventory of affordable housing by actively supporting housing projects with partners in the service area.	2024-2028	Working with Eastern Sierra Community Housing and Visionary Homebuilders to secure funding for Silver Peaks, AHSC, LIHTC, and Cal Home applications	50%		
Planning	Administration	2	2.1	Conduct Regional Housing Needs Assessment and Action Planning, partnership with Inyo and Mono County, Town of Mammoth Lakes	2024-2026	Identify regional partners to conduct the study.	Completed - Fall/2024	\$54K	
						Select Consultant and complete the MOU with Partners	Completed - Feb/2024		
						Conduct the Housing Needs Study	30%		
						Conduct Housing Action Plan	0%		
Planning	Administration	2	2.2	Support market-rate housing development to advance the construction of 147 workforce housing units currently in the pipeline.	Ongoing	Rezoned a residential parcel for 35 dwelling Units	Completed - Apr/2024		
						Approve 4-unit apartment complex	Completed - July/2024		
						Approve 8-unit apartment complex	Completed - July/2024		
						Working with the developer on 35-unit housing development	10%		
						100-unit mixed-use workforce housing development CUP	10%		
Planning	Planning	2	2.3	Execute Permanent Local Housing Allocation Program (PLHA)	2024-2025	Partner with Inyo County and Eastern Sierra Community Housing (ESCC) on preparation of legal documentation for HCD.	90%		Delays caused by changes in guidelines
						Work with ESCC on marketing the program.	0%		
Planning	Planning	2	2.3	Update the City website with current zoning and ADU resources.	2025	Collaborate with Inyo county on hiring a consultant to create marketing materials for pre-approved ADUs, PLHA	10%		Working with the consultant on the scope

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Planning	Planning	2	2.3	Implement policies to restrict the growth of second home ownership for short-term rentals to ensure an adequate supply of rental properties.	2024-2028	Implement annual review application process.	Completed Jan/2024	The City has 15-17 active applications in 2024.	
						Monitor the rise in short-term rental applications and implement policy updates if the numbers escalate.	Ongoing		
Planning		2	2.5	Implement General Plan Updates	2025-2028	Required by the State by the end of 2025: Safety Element, Environmental Justice	0%	Anticipate funding from the Prohousing or \$200K - \$350K from GF	Will take a year, including 90 days CalFire review, 2-6 month Public Engagement, 2-6 month to create the final version
						Required by the State if updating other element: Open Space Element	0%		
						Mobility and Land Use Element: Add actions in favor of truck route around Bishop, technical update policies	0%		
						Update Mobility Element in General Plan to align with feasible, publicly outreached projects and Downtown Specific Plan (Pending completion City Parking Management Plan at the end of 2024)	0%		
Planning		2	2.5	Update the Municipal Code to comply with Transitional Housing and Navigation Centers Requirements	2025-2026	Update Muni Code to comply with Transitional Housing and Navigation Centers Requirements	5%	None	
						Comply with new State ADU laws			
						Update Muni Code to comply with new ADU Requirements			

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Police		1	1.2	Address Impacts of Homelessness and Transient Activity.		Attended workshops with BH in Sacramento addressing the issues.	Completed - Apr/2024		
						Collaboration with Inyo County, LADWP to align on transient impact issues.	Ongoing		
						Set to Launch MMU with H in FY 24/25, state funding dependent.	FY 24/25	State grant funding	Continue to work with various outreach programs outside of BH.
						Work with Mental Health crisis unit, local businesses and landowners on policies and procedures to minimize the impact of the transient population on business activities and pedestrian traffic.	Ongoing	Dependent on Inyo BH	
Police		1	1.2	Work with State Officials on policies and procedures.		Working with other Police Chiefs in the State on new policy implementation	45%	Statistical data	
Police	Administration	1	1.3	Enforce parking regulations.	FY25/26	Create job description for Community Service Officer position	Completed - Dec/2023		Position will be implemented with overall parking plan.
						Parking Enforcement Part-time position	0%	Police Part-time wages	
Police		3	3.8	Protect Critical infrastructure within the City: Bishop Schools, Northern Inyo Hospital, Water and sewer treatment facilities, Fire Department property, Downtown and City Park	2023-2028	Increased contact and patrols for Northern Inyo Hospital, Bishop city parks, Sewer Plant, and Fire stations.	Ongoing	see 4.6	Continued partnership with NIHD
Police		4	4.2	Create a Public relations group for social media and event planning / staffing.		Updated social media platforms	Completed - Jan/2024		Pending PD staffing
						Increase in presence at community events.	Ongoing		Pending PD staffing
						Increase foot patrols and business checks.	Ongoing		Pending PD staffing
						Be present at school sports and events.	Ongoing		Pending PD staffing
Police		4	4.2	Conduct a citizen academy yearly to educate the public	2024-2025	2024 Class completed	Annually		Class for 2025 in session March 6th
Police		4	4.5	Implement a citizen volunteer program for the police department through yearly citizen academies.	2024-2025	Complete first ever Citizen academy	10%		Planning stage, the program outline is being developed
Police		4	4.6	Modernize workflow and implement modern police techniques to increase efficiency.	2023-2026	Update evidence booking / substance testing procedures.	10%	Funding for Tru-Narc	
						Move paper document procedures to digital formats.	20%	Work with City for digital record retention	
						Revise report writing format and procedures.	Completed Aug /2024	Input from Inyo County DA	
						Partner with allied agencies in an investigative network to solve complex crimes.	Completed Mar/2024		
						Start a Drone program	75%	funding and training	
						Start a K-9 Program	0%		
						Implement (license plate readers) LPR's within the City	60%	Funding / possible grant	
						Expand City camera network monitored by Dispatch to protect City assets.	60%	\$187,500 from budget spreadsheet	
						Integrate with new programs like Project 529 (bicycle registry software).	70%	Outreach	
						Completed integration of county wide Investigation network.	Completed - Mar/2024		
						Modernize Dispatch equipment, console, software upgrade	0%	Collaborate with Town of Mammoth Lakes to combine resources	
						Funding for Tru-Narc	0%	30K if not getting the grant AB 109	2025
						Scanner for crime scenes	0%	70K GF, potential to be reimbursed	2025
						Updated property room and evidence.	90%	Rollins electric to finish contract.	When fiber line is working we will be able to finish project.
Police		4	4.7	Move towards advanced Regional officer training.	Annually	Completed advanced POST training for all levels of staff	Ongoing		
						Certified on jail/holding cell	Completed - Feb/2024		
						PST certified for CSI	Completed - Feb/2024		
						Certified our Det. for child sexual assaults	Completed - Jan/2024		
						Certified Det. for criminal investigations.	Completed - Apr/2024		
						Certified 2 staff members for child forensic interviews.	Completed - Nov/2024		
						Continue advanced training	Ongoing		
Police		4	4.7	Develop regional approach to perishable skills training	Bi-annually	Conduct required perishable skills training in-house as a cost-saving measure to afford advanced training opportunities.	Ongoing		
Police		4	4.7	Include basic Spanish-speaking awareness for all officers.	2024-2025	Completion of Spanish speaking awareness training	0%		
Police		4	4.7	Update Training	2023-2028	Train the trainer courses.	20%		

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Police		4	4.8	Enhance Officer Well-being and Productivity through Comprehensive Incentive and Support Programs to promote a healthier work/life balance.	2025-2026	Completion of new MOU to create a physical training incentive (i.e. pay incentive for passing a yearly PT test)	0%		Expect new MOU at start of FY 25/26
						Change department policy to allow for 1 Hour on duty time for personal development and or physical training.	Completed Apr/2024		
						Completion of new MOU to create a mental health incentive (i.e. pay incentive for yearly mental health assessment, NOT a Fit for duty assessment).	Expect new MOU at start of FY 25/26		
						Hiring of full sworn staffing to adjust scheduling to provide Officers with better work / life balance.	Annually		
Police		5	5.3	Use alternative patrol methods for events.	2024-2025	Purchase bicycles and train officers	25%	Funding	Bicycle cost quotes
Police		5	5.3	Increase staffing to support proactive policing.	2024-2025	Fill vacancies	75%	Qualified applicants	2 sworn lateral Officers hired 1 vacant dispatcher position to be filled.
Police		5	5.7	Work with Bishop Unified School District to implement a cost share funded School Resource Officer program.	2024-2025	Agree on MOU with Bishop school district with financial commitment	Completed - Aug 2024	\$85k (city share of position)	Tentative commitment from school district on \$80k funding per year, need to include escalation per year
Police		5	5.7	Develop long-term solution/agreement	2024-2027	Look at long-term funding option: possibly a Bond Measure	0%		
Police		5	5.7	Active Shooter prank call protocol & system improvement, possibly integrate school cameras with dispatch.	2024-2027	Staff training through FBI completed working to integrate with school cameras	50%		School purchased ACTIVNET, hired officer with certified active shooter training

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Public Works	Planning	1	1.1	Implement Whitney Alley Project	2024-2028	Concept design	100%	\$150k of GF to complete full-scale construction documents. \$400-450 of GF to complete the construction of Phase 1.	waiting on results from parking study to move project forward.
						Construction Drawings	50%		
						Advertise Construction Contract	0%	Relying on Prop 68 and Clean California grants for construction funding	
						Complete Construction	0%		
Public Works	Planning	1	1.1	Plan and implement sidewalk and bike lane improvements that will connect to the planned Caltrans improvements on State Routes 395 and 168.	2023-2028+	Perform community outreach to identify needs	50%		
						Develop Project Study Reports for ATP application with hired consultant	95%	\$60,000 streets general fund	need to close out and finalize project
						Apply for Cycle 7 ATP grant	Completed - June 24		completed
						Initiate Grant with Caltrans, if awarded	n/a		not awarded
						PAED, PS&E, R/W, CON	n/a	only if awarded grant	not awarded
Public Works	Community Services	1	1.2	Athletic Field 6 Renovation Project	2025-2028	Updated Parks Master Plan	20%	Community Services task	Dependent on the update of the City Park Master Plan
						Design Contract for conceptual plans, life-cycle const analysis	Completed - Apr/2025		Continue design work with Wood Rodgers
						Design Contract for construction plans for Field 6, Basketball and Pickleball Courts	0%		will be based on LCCA, construction cost, and funding opportunities
						Seek additional sources of funding to bolster project	0%		Work with Inyo Co. to identify Grants
						Advertise and award construction contract	0%		
Public Works	Planning	1	1.4	Design and construct projects that include sidewalk improvements.	2024-2030	South Warren Street Improvements	50%		
						East Line Street Bridge	10%	estimates on total project progress; see individual projects for specifics & resource needs	
						Johnston Drive Drainage Improvements	10%		
						Whitney Alley Improvements	20%		
						ATP Improvements - Connecting Bishop	< 5%		
Public Works	Planning	3	3.1	Develop a comprehensive sidewalk and bicycle routes assessment and strategy, including preliminary engineering.	2024-2028	Hire a consultant to preform route assessments	0%		
						Hire a consultant to develop preliminary engineering reports for identified routes	20%	\$150k streets general fund	includes PSR work for ATP grant application (obligated March 2024)
						Hire a consultant to develop Capital Improvement Program	0%		
Public Works		3	3.1	Develop a City-wide sidewalk assistance program to encourage and facilitate homeowners to improve sidewalk conditions.	2023-2028	Develop program with updated sidewalk policies and procedures	0%	\$20k streets general fund	targeting 2027/28
Public Works		3	3.1	Develop a Capital Improvement Plan for Street Improvements.	2025-2027	Hire a consultant to develop Capital Improvement Program	0%	\$75k streets general fund	targeting 2027/28, water/sewer CIP is priority
Public Works		3	3.1	Seek funding for East Line Street Improvements project to begin the planning and design process.	2023-2028	Identify funding sources and apply	Ongoing		pursuing STIP funds through LTC
Public Works	Planning	3	3.2	Complete environmental documents and engineering design work on the East Line Street Bridge Replacement project.	2023-2028	Complete Environmental Clearance - ISMND	Completed - Mar/2024	\$319k STIP funding programmed	Will be 100% by June 30, 2025
						Complete Engineering and Design	60%		
						Identify and pursue new source of construction funding	Ongoing	\$2M+	Construction funding expired June 2024
Public Works	Planning	3	3.2	Complete the design and environmental work on the South Warren Street Improvement project and implement construction.	2023-2028	Complete Environmental Clearance - NEPA	100%	\$60,000 Streets	obligated Dec. 2023
						Complete Engineering and Design	95%		
						Identify and pursue additional source of construction funding	2025-2026	\$1M CPFCDL funded	need additional \$1.4M in funds to complete project as designed (includes CM @\$200k)
Public Works		3	3.2	Develop a cyclical maintenance program for pavement preservation.	2024-2028	Hire consultant to preform a Pavement Condition Survey with recommended levels of treatment for sections of road	0%	\$35k streets general fund	LTC could reimburse for some of the cost
						Validate and update a project priority list based on the most recent pavement condition index.	0%		
						Contract for at least one pavement preservation treatment on an identified project.	0%	\$1.50/sq ft for construction contract RMRA funded	
Public Works		3	3.2	Address drainage issues on Johnson Drive.	2023-2026	Engineering design and environmental compliance work if necessary	30%	\$88k streets general fund	project delayed due to anticipated cost of construction (multi-million).
						Construction	0%	TBD	on hold
Public Works		3	3.2	Replace road culvert at South Third and East South Street in partnership with LADWP.	2024	Construction	0%	\$40k streets general fund for materials and supplies	still waiting to hear from DWP on when they can schedule the work
Public Works		3	3.3	Develop Capital Improvement Plan for water infrastructure	2025	Hire consultant to develop CIP for water infrastructure and update the City's standard plans and specifications	70%	\$50k water fund	City Standards are 70% complete; CIPs are being revised by staff and are at 50%
Public Works		3	3.3	Plan and implement the replacement of the water main under West Line Street from Main Street to Home Street prior to Caltrans implementing the Bishop Pavements Project. This will include isolation valves on the existing line to Well 4.	2023-2025	Engineering design, permitting, and environmental compliance work (if necessary)	60%	\$117k water fund;	100% by June 30, 2025
						Construction		\$2.2M+ water fund	USDA RD loan, anticipated construction fall 2025

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Public Works		3	3.3	Modernize cyclical maintenance schedules, corporate data management using GIS.	2024-2028	Develop scope of work for GIS specialists	20%	\$10,000 water fund	working with ESRI on rural water/sewer solutions
						Purchase technology to modernize workflows.	50%	\$5k water fund	
Public Works		3	3.3	Install meters on all service connections to comply with SB 552	2025-2032	Begin long-range planning, Determine how to implement and identify funding sources.	0%		FY25/26 goal for funding applications
						Require all new construction install a meter or meter idler for retrofitting (possibly by ordinance)	90%		ordinance changes anticipated May 2025
						Implement installation of meters	0%		Targeting FY28 and beyond
Public Works		3	3.3	Complete the Lead and Copper Rule Revision mandated service line inventory.	2024	Develop inventory and utilize GIS to record information	Ongoing	staff time and possible contract with Inyo County GIS	Initial inventory complete; GIS webmap developed. Need to idneitfy privately owned lateral materials on all unknowns. More regulations anticipated in 2026
Public Works		3	3.3	Complete rate study	2025	Hire consultant to develop new 5 year rate structure for water and wastewater service	0%	\$60k water fund; \$60k sewer fund	Consultant hired; new rates anticipated to go into effect January 2026
Public Works		3	3.3	Develop Capital Improvement Plan for wastewater infrastructure.	2025	Hire consultant to develop CIP for wastewater infrastructure and update the City's standard plans and specifications	70%	\$50k sewer fund	City Standards are 70% complete; CIPs are being revised by staff and are at 50%
						Purchase technology to modernize workflows.	50%	\$5k sewer fund	
Public Works		3	3.3	Implement the SCADA Upgrade project to modernize this critical automation program and hardware.	2023-2024	Contract for system design, engineering, and implementation. Includes flow meter at end of Clarke St.	90%	\$220k sewer fund; \$160k water fund	obligated July 2023, amended April 2024
Public Works		3	3.3	Continue serving as the Bishop Area Wastewater Authority (BAWA) administrator.	Ongoing	Acquiring land from LADWP for future operations	90%	\$400k sewer fund; waiting on LADWP	on pause until requirements are fully known
						Hiring a consultant to develop a preliminary engineering report as the next steps in the feasibility of a joint plant.	Completed - Jan/2024	\$85k sewer fund	PER final in June 2025
						Apply for State Revolving Funds for planning and design and hire consultant to preform work.	Completed - Mar/2024	staff time	Funded, anticipate Sept 2025 to enter into agreement
						Hire a third party to take over the Administrator role for BAWA.	Completed - Mar/2024	\$30k per year	
Public Works		3	3.3	Address inflow and infiltration problems.	2024-2028	Video inspection of pipes with camera system to identify problem areas	Completed - Sept/2024	\$150k+ for new camera system	camera system purchased an put in-service; will be reimbursed through USDA funds
						Replacement of poor condition pipes, such as Hammond Street	5%	TBD	waiting on development of residential before replacing this pipe
						CIPP lining for manholes and pipes	0%	TBD	Tenatively funded through USDA RD; design in FY25/26, construction FY26/27
						Work with Lumos to access disaster funds to preform linings	Completed - Dec/2024		USDA Disaster Funds application submitted Dec/2024, waiting to hear back
Public Works		3	3.5	Streamline solar permitting.	2024-2028	Encourage the development and use of solar within the City	Ongoing		
						Adopt City ordinance to bolster the requirements for sanitary facilities at EV charging stations.	0%		
Public Works		3	3.5	Work with solar companies to investigate the feasibility of converting City facilities to solar	TBD	For annual consideration, dependent on LADWP incentives.	0%	Could be part of facilities master planning effort 3.5.	
Public Works		3	3.6	New municipal well for primary source, abandoned well 1	2026-2028	identify funding sources			
						Environmental Compliance & Design		possibly WRDA authorizats through US ACE, 800K to match 2.5 MI	
						Construction			
Public Works	Legal	3	3.6	Establish new JPA for BAWA that includes the BPT as a member and advancement of the consolidated treatment plant.	2025-2026	Establish new JPA	5%	legal support	initiated the process to include Tribe in JPA
Public Works		3	3.6	Develop a capital equipment replacement program.	2024-2027	Vacuum Truck	Completed - Nov/2023	\$450k, water/sewer/streets	obligated November 2023, delivery 18 months
						Crew maintenance trucks	Completed - Jan/2024	lease cost	lease with Enterprise
						F-550 replacement	0%	\$90k, water/sewer/streets	
						Dump/plow trucks	0%		
						Street sweepers	0%	\$100k annually from water/sewer/streets	
						Loaders	0%		

Department Name	Supporting Department	Mission	Objective	Key Results / Initiatives	Time Frame	Key Milestones	Progress (by percentage)	Resources Needed	Notes, Related activities, work, assumptions
Public Works	Planning	4	4.2	Host public outreach meetings for projects.	2024-2030	East Line Street Bridge	Complete - Sept/2024		Hosted 1 outreach on East Line St project, possibly 2 more to schedule
						Whitney Alley Improvements	Ongoing		over 30 meetings on Whitney Alley, formal and informal
						ATP Improvements - Connecting Bishop	Ongoing		3 ATP meetings hosted in 2024
Public Works		4	4.6	Deploy cloud-based building permitting, licensing, and code enforcement software with digital inspections and plan reviews.	2024-2028	Develop and deploy cloud-based building permitting, licensing, and code enforcement software in partnership with Inyo County	90%	\$50k general fund	Partnership with Inyo County
						Move towards the digital review of plan sets (i.e., Bluebeam), and digitize paper records to reduce paper submission of applications.	5%	\$5-10k general fund	
Public Works		4	4.6	Develop City-wide GIS strategy.	2024-2026	Develop a City-wide GIS strategy that is focused on maintaining updated databases, utilizing field collection tools for routine and cyclical inspections and maintenance, and providing an online portal for the public to view City map data.	10%	\$10-30k general fund	working with ESRI on solutions
Public Works	Police, Fire	5	5.2	Upgrade and/or renovate Police and Fire Department stations	2025-2028	Identify the needs: upgrade electrical, add female bathroom facilities and locker rooms, dayroom, kitchen, sleeping quarters		Funding, grants	discussion started with Consultant; need to clearly define requirements
						Develop feasibility study and identify costs		Identify cost	
						Design			
						Construction			



Technical Memorandum

WOOD RODGERS
BUILDING RELATIONSHIPS ONE PROJECT AT A TIME

Title: City of Bishop Field 6 Enhancement Project
Life Cycle Cost Analysis (LCCA) – Natural vs Artificial Turf

Prepared For: Nora Gamino & Dan McElroy
City of Bishop

Prepared By: Mike Davidson, PE
Wood Rodgers, Inc.

Date: May 5, 2025

BACKGROUND

The City of Bishop is developing a plan to reconstruct the existing Field 6 soccer field at the City Park that is centrally located within Bishop between Main Street and Hanby Road. The location of Field 6 is within the eastern portion of the park, as shown in **Figure 1** below. The existing soccer field was constructed in 2017 and is currently utilized not only for athletic events but also as a multi-purpose field for visitors, as well as a staging area for fireworks events such as New Years and the Fourth of July. The project proposes reconstructing the single field into two full-size soccer fields with field lighting and grandstands, as shown in **Figure 2** below. Based on several factors, the City desires to explore the life cycle costs of installing natural turf (seeding and sod methods) or artificial turf, including existing inadequate soil conditions, extensive natural turf field maintenance, replacement frequency and an increased use potential of the field. This technical memorandum evaluates the life cycle costs between the natural turf and artificial turf options and provides recommendations for the option that fits the needs of the City.

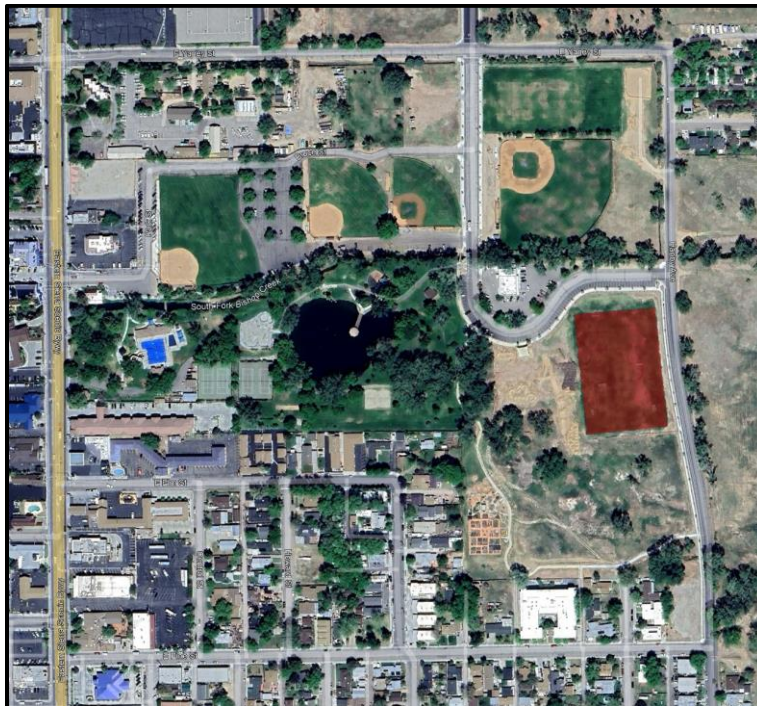


Figure 1: City Park Vicinity (Field 6 Highlighted in Red)



**Figure 2: Proposed Field 6 Conceptual Layout
(Prepared by Wood Rodgers, January 2025)**

BACKGROUND DATA AND ASSUMPTIONS

The following represents important data points and assumptions relating to the analysis of the turf options:

- Two soccer fields, 74 yards by 115 yards in size
- Design Analysis Period: 20 Years
- Inflation Rate Per Year: 3%
- Field lighting is planned to be installed with the project, which was considered to develop the assumed hours of use per day shown below.
- Natural Turf (Seeding Method)
 - Assumed to require replacement after 5 years.
 - Assumed use of 5 hours per day for 6 months of the year.
 - Assumed extensive maintenance required during initial seed establishment period, including maintenance staff and installation of a construction fence to limit access.
 - Maintenance needs developed based on actual maintenance needs of the existing field per discussions with City of Bishop personnel.
- Natural Turf (Sod Method)
 - Assumed to require replacement after 5 years.

- Assumed use of 5 hours per day for 8 months of the year.
- Maintenance needs developed based on actual maintenance needs of the existing field per discussions with City of Bishop personnel.
- Artificial Turf
 - Assumed to require replacement after 10 years.
 - Assumed use of 7 hours per day and year-round use.
 - Maintenance needs developed based on actual maintenance needs of existing artificial turf fields at Golden Eagle Regional Park in Sparks, NV combined with discussions with the City of Sparks personnel.

LIFE CYCLE COST ANALYSIS

Analysis Development

To develop comparable life cycle scenarios between natural and artificial turf, three cost elements for each option were considered to estimate costs for each product over the 20-year design period. Those three cost elements include initial construction costs, annual maintenance costs, and rehabilitation costs at the replacement intervals specified above. Although the focus of this analysis is to compare multiple improvement scenarios within the 74 yard by 115 yard soccer field footprints only, surrounding improvements cost estimates have also been included to further inform the City of the total estimated costs over the 20-year life period. (Refer to **Exhibits D through F** for detailed conceptual cost estimates).

Existing Soil Conditions

The City has mentioned that the existing soil conditions are not conducive to healthy natural turf based on their observations, maintenance needs and existing natural turf conditions. For further validation, soil samples were taken at four locations from the existing field and provided to A&L Western Laboratories for sampling and recommendations in February 2025. Although amendments are available to help address soil issues, the southeast quadrant of the existing field showed excessive toxicity levels and a full dig-out of that area is recommended.

Natural Turf (Seeding Method) – Refer to Exhibit A

For natural turf (seeding method), the following describes the estimated costs for this option:

- Annual Maintenance Costs: As mentioned above, the annual maintenance costs have been estimated based on actual maintenance intervals that the City of Bishop is currently undertaking with the existing Field 6. Those include mowing twice a week, seeding as needed throughout the year, aeration twice a year, irrigation repairs as needed throughout the year, fuel costs for equipment (vehicles, mowers, aerators) and restriping after mowing. Labor rates have been estimated at \$40 per hour for maintenance staff to perform these tasks.
- Initial Expenses: The fields will require earthwork to import soil at an approximate 6-inch depth to account for problematic soil conditions. As mentioned above, although some of the soil could be amended to help correct issues, a full dig-out and replacement with acceptable topsoil would provide two benefits, a better soil base for sod and exported material may be utilized in other areas of the project where soil conditions are less critical. Per discussions with a local contractor aware of the available topsoil in the vicinity of Bishop, CA, it is anticipated that this volume of topsoil would have to be imported from Bakersfield, CA as the nearest location, resulting in a higher soil placement cost of \$150/cubic yard. Other initial expenses include reconfiguration of the irrigation system to support two fields, placement of seed, field maintenance through the seed establishment period, and procurement of a paint striping machine.

- **Other Recurring Expenses:** It is anticipated that every 5 to 8 years the seeded turf field will require replacement. Included with replacement is the off-haul of the existing turf and placement of new seed. With the increase in use that is anticipated for the fields, calculations are conservatively based on a replacement interval of every 5 years.

Advantages: Most cost-effective solution and City maintenance staff training not required.

Disadvantages: Proper soil preparation is critical, intensive maintenance required following seed placement and a shorter season of use due to maintenance requirements and allowing the turf to regenerate after use.

Natural Turf (Sod Method) – Refer to Exhibit B

For natural turf (sod method), the following describes the estimated costs for this option:

- **Annual Maintenance Costs:** Annual maintenance costs for this option are anticipated to be similar to the natural turf (seeding method), therefore the same maintenance needs, intervals and costs have utilized for these cost calculations.
- **Initial Expenses:** The fields will require earthwork to import soil at an approximate 6-inch depth to account for problematic soil conditions. As mentioned above, although some of the soil could be amended to help correct issues, a full dig-out and replacement with acceptable topsoil would provide two benefits, a better soil base for sod and exported material may be utilized in other areas of the project where soil conditions are less critical. Per discussions with a local contractor aware of the available topsoil in the vicinity of Bishop, CA, it is anticipated that this volume of topsoil would have to be imported from Bakersfield, CA as the nearest location, resulting in a higher soil placement cost of \$150/cubic yard. Other initial expenses include reconfiguration of the irrigation system to support two fields, placement of sod, and procurement of a paint striping machine.
- **Other Recurring Expenses:** It is anticipated that every 5 to 8 years the sod will require replacement. Included with replacement is the off-haul of the existing turf and placement of new sod. With the increase in use that is anticipated for the fields, calculations are conservatively based on a replacement interval of every 5 years.

Advantages: Mid-level initial cost solution, City maintenance staff training not required.

Disadvantages: Proper soil preparation is critical, shorter season of use due to maintenance requirements and allowing the turf to regenerate after use.

Artificial Turf – Refer to Exhibit C

For artificial turf, the following describes the estimated costs for this option:

- **Annual Maintenance Costs:** As mentioned above, the following annual maintenance requirements are based on discussions with City of Sparks staff related to their Golden Eagle Regional Park which has been in place for approximately 15 years. Those include turf cleaning weekly, brushing/aerating/raking monthly, performing deep turf cleaning, replacing/refilling turf infill and performing a Gmax test twice a year. Similar to the natural turf option, labor rates have been estimated at \$40 per hour for maintenance staff to perform these tasks.
- **Initial Expenses:** Similar to the natural turf option, the extents of the field areas would be excavated to a depth of 6 inches except for the artificial turf option would be backfilled with base material sufficient for drainage. Excess material from excavations would be utilized in other areas of the project outside of the field limits. Other items required during initial installations would include an underdrain piping system running the length of each side of the fields, the artificial turf mat placement including infill, and procurement of pull groomer and pull sweeper machines.

- **Other Recurring Expenses:** It is anticipated that every 10 years the artificial turf mat would require replacement. Included with the replacement is the off-haul of the existing artificial turf material and placement of a new artificial turf mat.

Advantages: Artificial turf withstands heavy use, year-round use potential, reduced water consumption and minimal upkeep.

Disadvantages: Highest initial cost option and City staff maintenance training required.

Analysis Results

The attached LCCA calculations describe in detail the costs that were developed for the analysis. Results are presented as estimated inflated costs per year, total cost across 20 years and average cost per year. Another metric that was analyzed is based on the estimated cost per hour of use. Assumed hours of use are described above, with the assumption that a natural turf field would require some time to 'heal' where an artificial turf field can be constantly used without a need for down-time. Results are summarized as follows:

Table 1: Life Cycle Cost Analysis Results			
	Natural Turf (Seed) Option	Natural Turf (Sod) Option	Artificial Turf Option
Total 20-Year Period Cost (Rounded)	\$3,852,841	\$5,271,014	\$5,130,588
Average Cost Per Year (Rounded)	\$192,642	\$263,551	\$256,529
Estimated Hours of Use Per Year	910	1225	2548
Cost Per Hour of Use (Rounded)	\$4,234	\$4,303	\$2,014

RECOMMENDATIONS

Evaluation of the three options shows that the anticipated costs for a 20-year lifespan will be the lowest with the natural turf (seed) option and the natural turf (sod) and artificial turf options being similar. Further evaluation of the potential hours of use shows the artificial turf option providing the greatest benefit based on cost per hour of use. The following recommendations are provided for consideration by the City:

- **Recommendation 1 (Natural Turf (Seed) Option):** This recommendation will provide the City with the following benefits:
 - This option is the most cost effective at initial construction and throughout the 20-year period.
 - The City's maintenance personnel will not require any additional training for maintenance of a natural turf field.
- **Recommendation 2 (Artificial Turf Option):** This recommendation will provide the City with the following benefits:
 - The City will experience a reduced need for staff to maintain the artificial turf fields, resulting in the potential to reallocate resources in other areas.
 - Artificial turf does not require irrigation, leading to significant water use savings.
 - Artificial turf fields are more durable than natural turf fields, providing a more uniform and consistent playing surface for its users. Its durability allows it to withstand harsh weather conditions and allows for use year-round.

ATTACHMENT A

EXHIBITS A to C - LIFE CYCLE COST ANALYSIS CALCULATIONS

EXHIBITS D to F – CONCEPTUAL COST ESTIMATES

EXHIBIT A - NATURAL TURF OPTION (SEED METHOD) - LIFE CYCLE COST ANALYSIS

Annual Maintenance Costs Breakdown (2025 Costs)	
Item	Cost/Year
Mowing (6 hr, twice a week, \$40/hr)	\$ 24,960.00
Seeding/Amendment/Fertilizer (\$3,000/yr)	\$ 3,000.00
Aeration (16 hrs, twice a year, \$40/hr)	\$ 1,280.00
Irrigation Repairs (\$400/yr for parts, 4 hrs/mo, \$40/hr)	\$ 2,320.00
Fuel Costs (Diesel, 20 gal/wk, \$5.00/gal)	\$ 5,200.00
Restriping (Twice a week, \$85/field)	\$ 17,680.00
Total	\$ 54,440.00
Contingency (20%)	\$ 10,888.00
Grand Total (Rounded)	\$ 65,400.00

Initial Expenses - Natural Turf (2025 Costs)	
Item	Cost/Year
Earthwork Including 6" Soil Import (2,840 CY, \$150/CY)	\$ 426,000.00
Landscaping Irrigation System (17,020 SY, \$13.50/SY)	\$ 229,770.00
Place Natural Turf (Seeding Method, 17,020 SY, \$1.50/SY)	\$ 25,530.00
Seeded Field Maintenance & Fencing (See Note 4)	\$ 10,000.00
Paint Striping Machine	\$ 3,500.00
Total	\$ 694,800.00
Contingency (20%)	\$ 138,960.00
Grand Total (Rounded)	\$ 833,800.00

Other Recurring Expenses - Natural Turf (2025 Costs)	
Item	Cost/Year
Full Field Renovation (Incl Off-haul, Seed, Every 5 Yrs, \$16.5/SY)	\$ 280,830.00
Seeded Field Maintenance & Fencing (See Note 4)	\$ 10,000.00
Total	\$ 290,830.00
Contingency (20%)	\$ 29,083.00
Grand Total (Rounded)	\$ 320,000.00

Assumptions

1. A 3% Inflation Rate per Year has been incorporated into LCCA calculations.
2. Turf area is based on field dimensions of 74 yds x 115 yds, or a total area of 17,020 sq yds for two fields.
3. Initial natural turf costs consist of import of 6" of adequate soil, irrigation installation and placement of natural turf through a seeding method.
4. A newly seeded field will require approximately 4 months of maintenance during seed establishment. Estimated cost based on 2 staff at 5 hours per week at \$40/hr as well as installation of temp. construction fencing to limit access.
5. The City does not currently charge for water use but may do so in the future. This is an unknown cost that will add to the annual maintenance costs for a natural turf field.
6. Maintenance costs estimated based on discussions with the City and their expenses on the existing Field 6.

Natural Turf (Seed) LCCA Calculations (20-Year Period)		
Year	Per Year Cost	Total Cost
1	\$ 899,200.00	\$ 899,200.00
2	\$ 67,362.00	\$ 966,562.00
3	\$ 69,382.86	\$ 1,035,944.86
4	\$ 71,464.35	\$ 1,107,409.21
5	\$ 433,771.10	\$ 1,541,180.30
6	\$ 75,816.52	\$ 1,616,996.83
7	\$ 78,091.02	\$ 1,695,087.85
8	\$ 80,433.75	\$ 1,775,521.60
9	\$ 82,846.76	\$ 1,858,368.36
10	\$ 502,859.59	\$ 2,361,227.94
11	\$ 87,892.13	\$ 2,449,120.08
12	\$ 90,528.90	\$ 2,539,648.97
13	\$ 93,244.76	\$ 2,632,893.73
14	\$ 96,042.10	\$ 2,728,935.84
15	\$ 582,952.08	\$ 3,311,887.92
16	\$ 101,891.07	\$ 3,413,778.99
17	\$ 104,947.80	\$ 3,518,726.79
18	\$ 108,096.24	\$ 3,626,823.02
19	\$ 111,339.12	\$ 3,738,162.15
20	\$ 114,679.30	\$ 3,852,841.44

Total Cost over 20-Year Period	\$ 3,852,841.44
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Average Cost Per Year	\$ 192,642.07
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Est Hours of Use Per Year (5 hr/day, 6 mo)	910
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Cost Per Hour of Use	\$ 4,233.89
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NOTE: These LCCA calculations are focused on comparing alternatives within the limits of the soccer fields only. Additional costs for supporting improvements, such as mobilization, demolition, earthwork and surrounding grass areas, will be necessary for a complete project. Detailed cost estimates for supporting improvements, as well as potential bid alternatives (lighting, support structures, fencing and sidewalks), are shown in Exhibit D included with this report.

EXHIBIT B - NATURAL TURF OPTION (SOD METHOD) - LIFE CYCLE COST ANALYSIS

Annual Maintenance Costs Breakdown (2025 Costs)	
Item	Cost/Year
Mowing (6 hr, twice a week, \$40/hr)	\$ 24,960.00
Seeding/Amendment/Fertilizer (\$3,000/yr)	\$ 3,000.00
Aeration (16 hrs, twice a year, \$40/hr)	\$ 1,280.00
Irrigation Repairs (\$400/yr for parts, 4 hrs/mo, \$40/hr)	\$ 2,320.00
Fuel Costs (Diesel, 20 gal/wk, \$5.00/gal)	\$ 5,200.00
Restriping (Twice a week, \$85/field)	\$ 17,680.00
Total	\$ 54,440.00
Contingency (20%)	\$ 10,888.00
Grand Total (Rounded)	\$ 65,400.00

Initial Expenses - Natural Turf (2025 Costs)	
Item	Cost/Year
Earthwork Including 6" Soil Import (2,840 CY, \$150/CY)	\$ 426,000.00
Landscaping Irrigation System (17,020 SY, \$13.50/SY)	\$ 229,770.00
Place Natural Turf (Sod Method, 17,020 SY, \$15/SY)	\$ 255,300.00
Paint Striping Machine	\$ 3,500.00
Total	\$ 914,570.00
Contingency (20%)	\$ 182,914.00
Grand Total (Rounded)	\$ 1,097,500.00

Other Recurring Expenses - Natural Turf (2025 Costs)	
Item	Cost/Year
Full Field Renovation (Incl Off-haul, Sod, Every 5 Years, \$30/SY)	\$ 510,600.00
Total	\$ 510,600.00
Contingency (20%)	\$ 102,120.00
Grand Total (Rounded)	\$ 612,800.00

Assumptions

1. A 3% Inflation Rate per Year has been incorporated into LCCA calculations.
2. Turf area is based on field dimensions of 74 yds x 115 yds, or a total area of 17,020 sq yds for two fields.
3. Initial natural turf costs consist of import of 6" of adequate soil, irrigation installation and placement of natural turf through a sod method.
4. The City does not currently charge for water use but may do so in the future. This is an unknown cost that will add to the annual maintenance costs for a natural turf field.
5. Maintenance costs estimated based on discussions with the City and their expenses on the existing Field 6.

Natural Turf (Sod) LCCA Calculations (20-Year Period)		
Year	Per Year Cost	Total Cost
1	\$ 1,162,900.00	\$ 1,162,900.00
2	\$ 67,362.00	\$ 1,230,262.00
3	\$ 69,382.86	\$ 1,299,644.86
4	\$ 71,464.35	\$ 1,371,109.21
5	\$ 763,320.07	\$ 2,134,429.28
6	\$ 75,816.52	\$ 2,210,245.81
7	\$ 78,091.02	\$ 2,288,336.83
8	\$ 80,433.75	\$ 2,368,770.58
9	\$ 82,846.76	\$ 2,451,617.34
10	\$ 884,897.17	\$ 3,336,514.51
11	\$ 87,892.13	\$ 3,424,406.64
12	\$ 90,528.90	\$ 3,514,935.54
13	\$ 93,244.76	\$ 3,608,180.30
14	\$ 96,042.10	\$ 3,704,222.41
15	\$ 1,025,838.35	\$ 4,730,060.76
16	\$ 101,891.07	\$ 4,831,951.83
17	\$ 104,947.80	\$ 4,936,899.63
18	\$ 108,096.24	\$ 5,044,995.86
19	\$ 111,339.12	\$ 5,156,334.98
20	\$ 114,679.30	\$ 5,271,014.28

Total Cost over 20-Year Period	\$ 5,271,014.28
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Average Cost Per Year	\$ 263,550.71
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Est Hours of Use Per Year (5 hr/day, 8 mo)	1225
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Cost Per Hour of Use	\$ 4,302.87
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NOTE: These LCCA calculations are focused on comparing alternatives within the limits of the soccer fields only. Additional costs for supporting improvements, such as mobilization, demolition, earthwork and surrounding grass areas, will be necessary for a complete project. Detailed cost estimates for supporting improvements, as well as potential bid alternatives (lighting, support structures, fencing and sidewalks), are shown in Exhibit E included with this report.

EXHIBIT C - ARTIFICIAL TURF OPTION - LIFE CYCLE COST ANALYSIS

Annual Maintenance Costs Breakdown (2025 Costs)	
Item	Cost/Year
Turf Cleaning (Weekly, 2 hr, \$40/hr)	\$ 4,160.00
Brushing/Aerating/Raking (Monthly, 6 hrs, \$40/hr)	\$ 2,880.00
Deep Turf Cleaning (Monthly, \$500/mo)	\$ 6,000.00
Turf Infill Redistribution/Refill (Incl. w/ Deep Turf Cleaning)	\$ -
Gmax Testing (Twice a Year, \$1,000/test)	\$ 2,000.00
Total	\$ 15,040.00
Contingency (10%)	\$ 3,008.00
Grand Total (Rounded)	\$ 18,100.00

Initial Expenses - Artificial Turf (2025 Costs)	
Item	Cost/Year
Earthwork Including 6" Base Import (2,840 CY, \$100/CY)	\$ 284,000.00
Underdrain Pipe System (1,500 LF, \$200/LF)	\$ 300,000.00
Artificial Turf Mat Including Infill (17,020 SY, \$75/SY)	\$ 1,276,500.00
Pull Groomer & Pull Sweeper (Year 1 Purchase)	\$ 11,000.00
Total	\$ 1,871,500.00
Contingency (10%)	\$ 374,300.00
Grand Total (Rounded)	\$ 2,245,800.00

Other Expenses - Artificial Turf (2025 Costs)	
Item	Cost/Year
Turf Replacement (Includes Off-haul, Every 10 years, \$90/sy)	\$ 1,531,800.00
Total	\$ 1,531,800.00
Contingency (10%)	\$ 306,360.00
Grand Total (Rounded)	\$ 1,838,200.00

Assumptions

1. A 3% Inflation Rate per Year has been incorporated into LCCA calculations.
2. Turf area is based on field dimensions of 74 yds x 115 yds, or a total area of 17,020 sq yds for two fields.
3. Initial artificial turf costs include import of 6" of base material, underdrain piping system, artificial turf installation and infill placement.
4. Artificial turf will be pre-striped and not require striping maintenance.
5. Artificial turf will not require irrigation.
6. Discussions with City of Sparks, NV staff was utilized as the basis for artificial turf maintenance requirements as well as actual bid replacement costs based on their experience at their Golden Eagle Regional Park.

Artificial Turf LCCA Calculations (20-Year Period)		
Year	Per Year Cost	Total Cost
1	\$ 2,263,900.00	\$ 2,263,900.00
2	\$ 18,643.00	\$ 2,282,543.00
3	\$ 19,202.29	\$ 2,301,745.29
4	\$ 19,778.36	\$ 2,321,523.65
5	\$ 20,371.71	\$ 2,341,895.36
6	\$ 20,982.86	\$ 2,362,878.22
7	\$ 21,612.35	\$ 2,384,490.57
8	\$ 22,260.72	\$ 2,406,751.28
9	\$ 22,928.54	\$ 2,429,679.82
10	\$ 24,220.50	\$ 4,851,730.28
11	\$ 24,324.89	\$ 4,876,055.17
12	\$ 25,054.63	\$ 4,901,109.80
13	\$ 25,806.27	\$ 4,926,916.07
14	\$ 26,580.46	\$ 4,953,496.53
15	\$ 27,377.87	\$ 4,980,874.41
16	\$ 28,199.21	\$ 5,009,073.62
17	\$ 29,045.19	\$ 5,038,118.80
18	\$ 29,916.54	\$ 5,068,035.35
19	\$ 30,814.04	\$ 5,098,849.39
20	\$ 31,738.46	\$ 5,130,587.84

Total Cost over 20-Year Period	\$ 5,130,587.84
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Average Cost Per Year	\$ 256,529.39
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Est Hours of Use Per Year (7 hr/day, 12 mo)	2548
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Cost Per Hour of Use	\$ 2,013.57
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NOTE: These LCCA calculations are focused on comparing alternatives within the limits of the soccer fields only. Additional costs for supporting improvements, such as mobilization, demolition, earthwork and surrounding grass areas, will be necessary for a complete project. Detailed cost estimates for supporting improvements, as well as potential bid alternatives (lighting, support structures, fencing and sidewalks), are shown in Exhibit F included with this report.



EXHIBIT D
CITY OF BISHOP - CONCEPTUAL FIELD LAYOUTS (NATURAL TURF SEEDING) - ENGINEER'S ESTIMATE
FIELD 6 ENHANCEMENT PROJECT

5/5/2025

Base Bid

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization & Erosion Control	1	LS	\$136,500.00	\$136,500.00
2	Remove Existing Landscaping Irrigation (Minimal Removal & Cap Existing Lines)	1	LS	\$20,000.00	\$20,000.00
3	Remove Trees	10	EA	\$10,000.00	\$100,000.00
4	Remove Existing Fence	440	LF	\$25.00	\$11,000.00
5	Clear and Grub	27,000	SY	\$5.00	\$135,000.00
6	Earthwork (Cut to Fill)	1,660	CY	\$20.00	\$33,200.00
7	Place Natural Turf (Seeding Method)	27,000	SY	\$1.50	\$40,500.00
8	Construct Landscaping Irrigation System	27,000	SY	\$13.50	\$364,500.00
9	Install Trees	25	EA	\$300.00	\$7,500.00
10	Earthwork (Including Import Soil)	2,840	CY	\$150.00	\$426,000.00
11	Seeded Field Maintenance & Fencing	1	LS	\$10,000.00	\$10,000.00
12	Place Soccer Field Markings	1	LS	\$1,500.00	\$1,500.00
13	Paint Striping Machine	1	EA	\$3,500.00	\$3,500.00
14	Purchase Soccer Goal & Netting	4	EA	\$1,100.00	\$4,400.00
Subtotal =					\$1,293,600

Bid Alternative - Field Lighting

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$40,000.00	\$40,000.00
2	Field Lighting, Electrical Lines, Equipment and Electrical Connection	1	LS	\$400,000.00	\$400,000.00
Subtotal =					\$440,000

Bid Alternative - Support Structures

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$7,600.00	\$7,600.00
2	Purchase Bleachers (24'x5')	6	EA	\$3,000.00	\$18,000.00
3	Install Shade Structure (28'x28')	3	EA	\$15,000.00	\$45,000.00
4	Water Fountain	2	EA	\$6,500.00	\$13,000.00
Subtotal =					\$83,600

Bid Alternative - Fencing

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$21,168.00	\$21,168.00
2	Construct 4' Chainlink Fence	1,191	LF	\$125.00	\$148,875.00
3	Construct 6' Chainlink Fence	140	LF	\$125.00	\$17,500.00
4	Install Tall Barrier Netting Fence	4	EA	\$11,000.00	\$44,000.00
5	Install Maintenance Vehicle Gate	1	EA	\$1,300.00	\$1,300.00
Subtotal =					\$232,843

Bid Alternative - Sidewalks

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$19,680.00	\$19,680.00
2	Construct PCC Sidewalk	16,400	SF	\$12.00	\$196,800.00
Subtotal =					\$216,480

Combined Subtotal =	\$2,266,523
20% Contingency =	\$453,305
Total Construction Cost Estimate =	\$2,719,900



EXHIBIT E
CITY OF BISHOP - CONCEPTUAL FIELD LAYOUTS (NATURAL TURF SOD) - ENGINEER'S ESTIMATE
FIELD 6 ENHANCEMENT PROJECT

5/5/2025

Base Bid

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization & Erosion Control	1	LS	\$161,600.00	\$161,600.00
2	Remove Existing Landscaping Irrigation (Minimal Removal & Cap Existing Lines)	1	LS	\$20,000.00	\$20,000.00
3	Remove Trees	10	EA	\$10,000.00	\$100,000.00
4	Remove Existing Fence	440	LF	\$25.00	\$11,000.00
5	Clear and Grub	27,000	SY	\$5.00	\$135,000.00
6	Earthwork (Cut to Fill)	1,660	CY	\$20.00	\$33,200.00
7	Place Natural Turf (Seeding Method)	9,980	SY	\$1.50	\$14,970.00
8	Place Natural Turf (Sod Method)	17,020	SY	\$15.00	\$255,300.00
8	Construct Landscaping Irrigation System	27,000	SY	\$13.50	\$364,500.00
9	Install Trees	25	EA	\$300.00	\$7,500.00
10	Earthwork (Including Import Soil)	2,840	CY	\$150.00	\$426,000.00
11	Place Soccer Field Markings	1	LS	\$1,500.00	\$1,500.00
12	Paint Striping Machine	1	EA	\$3,500.00	\$3,500.00
13	Purchase Soccer Goal & Netting	4	EA	\$1,100.00	\$4,400.00
Subtotal =					\$1,538,470

Bid Alternative - Field Lighting

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$40,000.00	\$40,000.00
2	Field Lighting, Electrical Lines, Equipment and Electrical Connection	1	LS	\$400,000.00	\$400,000.00
Subtotal =					\$440,000

Bid Alternative - Additional Structures

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$7,600.00	\$7,600.00
2	Purchase Bleachers (24'x5')	6	EA	\$3,000.00	\$18,000.00
3	Install Shade Structure (28'x28')	3	EA	\$15,000.00	\$45,000.00
4	Water Fountain	2	EA	\$6,500.00	\$13,000.00
Subtotal =					\$83,600

Bid Alternative - Fencing

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$21,168.00	\$21,168.00
2	Construct 4' Chainlink Fence	1,191	LF	\$125.00	\$148,875.00
3	Construct 6' Chainlink Fence	140	LF	\$125.00	\$17,500.00
4	Install Tall Barrier Netting Fence	4	EA	\$11,000.00	\$44,000.00
5	Install Maintenance Vehicle Gate	1	EA	\$1,300.00	\$1,300.00
Subtotal =					\$232,843

Bid Alternative - Sidewalks

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$19,680.00	\$19,680.00
2	Construct PCC Sidewalk	16,400	SF	\$12.00	\$196,800.00
Subtotal =					\$216,480

Combined Subtotal =	\$2,511,393
20% Contingency =	\$502,279
Total Construction Cost Estimate =	\$3,013,700



EXHIBIT F
CITY OF BISHOP - CONCEPTUAL FIELD LAYOUTS (ARTIFICIAL TURF SEEDING) - ENGINEER'S ESTIMATE
FIELD 6 ENHANCEMENT PROJECT

5/5/2025

Base Bid

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization & Erosion Control	1	LS	\$251,600.00	\$251,600.00
2	Remove Existing Landscaping Irrigation (Minimal Removal & Cap Existing Lines)	1	LS	\$20,000.00	\$20,000.00
3	Remove Trees	10	EA	\$10,000.00	\$100,000.00
4	Remove Existing Fence	440	LF	\$25.00	\$11,000.00
5	Clear and Grub	27,000	SY	\$5.00	\$135,000.00
6	Earthwork (Cut to Fill)	1,660	CY	\$20.00	\$33,200.00
7	Place Natural Turf (Seeding Method)	9,980	SY	\$1.50	\$14,970.00
8	Place Artificial Turf Including Infill	17,020	SY	\$75.00	\$1,276,500.00
8	Construct Landscaping Irrigation System	9,980	SY	\$13.50	\$134,730.00
9	Underdrain Pipe System	1,500	LF	\$200.00	\$300,000.00
9	Install Trees	25	EA	\$300.00	\$7,500.00
10	Earthwork (Including 6" Aggregate Base Import)	2,840	CY	\$100.00	\$284,000.00
11	Place Soccer Field Markings	1	LS	\$1,500.00	\$1,500.00
12	Pull Groomer & Pull Sweeper	1	EA	\$11,000.00	\$11,000.00
13	Purchase Soccer Goal & Netting	4	EA	\$1,100.00	\$4,400.00
Subtotal =					\$2,585,400

Bid Alternative - Field Lighting

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$40,000.00	\$40,000.00
2	Field Lighting, Electrical Lines, Equipment and Electrical Connection	1	LS	\$400,000.00	\$400,000.00
Subtotal =					\$440,000

Bid Alternative - Additional Structures

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$7,600.00	\$7,600.00
2	Purchase Bleachers (24'x5')	6	EA	\$3,000.00	\$18,000.00
3	Install Shade Structure (28'x28')	3	EA	\$15,000.00	\$45,000.00
4	Water Fountain	2	EA	\$6,500.00	\$13,000.00
Subtotal =					\$83,600

Bid Alternative - Fencing

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$21,168.00	\$21,168.00
2	Construct 4' Chainlink Fence	1,191	LF	\$125.00	\$148,875.00
3	Construct 6' Chainlink Fence	140	LF	\$125.00	\$17,500.00
4	Install Tall Barrier Netting Fence	4	EA	\$11,000.00	\$44,000.00
5	Install Maintenance Vehicle Gate	1	EA	\$1,300.00	\$1,300.00
Subtotal =					\$232,843

Bid Alternative - Sidewalks

Item Number	Description	Qty	Unit	Unit Cost	Total Cost
1	Mobilization	1	LS	\$19,680.00	\$19,680.00
2	Construct PCC Sidewalk	16,400	SF	\$12.00	\$196,800.00
Subtotal =					\$216,480

Combined Subtotal =	\$3,558,323
20% Contingency =	\$711,665
Total Construction Cost Estimate =	\$4,270,000

**Strategic Plan Financial
Commitment Proposal for
Fiscal Year 2025-2026**

***DATA CURRENT THROUGH
GL MARCH 2025***

**Continued Obligations from Prior
Years**

Project Title	Description (If applicable)	Initial Estimated Cost	Actualized Final Cost	Amount Spent in FY 23-24	Amount Spent in FY 24-25	Current Financial Obligation in FY 25-26
Whitney Alley and Main St. Infrastructure Design	GL Account 001-023-56027	\$ 150,000.00	\$ -	\$ 51,665.00	\$ 14,763.00	\$ 83,572.00
Proposal/Master Plan for City-Owned Properties to be Developed for Housing	Potential to include facility infrastructure planning. GL Account 023-000-55026	\$ 150,000.00	\$ -	\$ 49,515.00	\$ 55,398.75	\$ 45,086.25
City Brand Design	Contracting with professional to develop a City of Bishop brand and logo.	\$ 25,000.00	\$ -	\$ -	\$ 9,652.50	\$ 15,347.50
Streets & Sidewalks	Sidewalk strategy, assistance program, street design and Johnston Drive. 25-26, postponing progress other than some continuation on Johnston Drive.	\$ 320,000.00	\$ -	\$ 71,711.00	\$ 2,925.00	\$ 60,000.00
Pavement Preservation	Scalable pavement preservation/maintenance project. GL Account 001-023-56027. 25-26, postponing progress.	\$ 250,000.00	\$ -	\$ -	\$ -	\$ -
Police Department Camera System	Installation of an updated camera system throughout the City. Upfront cost of \$50,000-\$75,000. Would require a \$30,000 per year subscription fee in subsequent years and would require a 5-year commitment post installation. GL Account 001-020-56028. GASB 87 or 96. Amount spent is implementation and 5 year subscription.COMPLETED.	\$ 187,500.00	\$ 184,000.04	\$ -	\$ 184,000.04	\$ -
City Park Field 6 Resurfacing and Lights Original Assessment	GL Account 001-031-56027. Actual cost to be determined. Currently \$750k from City and \$250k from County.	\$ 750,000.00	\$ -	\$ -	\$ 43,200.00	\$ 706,800.00
Resurfacing of the Park Pool	GL Account 001-037-56027. COMPLETED.	\$ 300,000.00	\$ 298,921.00	\$ -	\$ 298,921.00	\$ -
Wayfinding Master Plan	Development of a wayfinding/signage plan. GL Account 001-034-52015.	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00
SUBTOTAL		\$ 2,182,500.00	\$ 482,921.04	\$ 172,891.00	\$ 608,860.29	\$ 960,805.75

City Staff Proposals for FY 25-26

Project Title	Description (if applicable)	Initial Estimated Cost	Actualized Final Cost	Amount Spent in FY 23-24	Amount Spent in FY 24-25	Current Financial Obligation in FY 25-26
City Park Field 6 Resurfacing and Lights DECISION POINT	GL Account 001-031-56027. \$1M committed by City and County in prior year. Assess how to move forward. Total project funded by GF, Measure A, and County. No additional estimated cost provided, discussion needed on how to proceed.	\$ -	\$ -	\$ -	\$ -	-
Tennis & Pickleball Court Resurfacing	GL Account 001-031-56027. \$70k, funded by GF.	\$ 70,000.00	\$ -	\$ -	\$ -	70,000.00
Fields 1 and 2 Parking Lot Drainage	Design and construction for drainage. GL account 001-031-56027. Funded by GF. No cost provided as staff does not have an accurate cost estimate or assessment of the project at this time.	\$ -	\$ -	\$ -	\$ -	-
FD/PD Station Improvement	Upgrade/renovate Police and Fire Stations. Feasibility and concept design. Funded by GF and RFPD. No cost provided as staff does not have an accurate cost estimate or assessment of the project at this time.	\$ -	\$ -	\$ -	\$ -	-
Replace F550 w/ Flat Bed and Plow Equipment	Purchase, not lease, of new vehicle. GF and enterprise funds equally split the cost.	\$ 90,000.00	\$ -	\$ -	\$ -	90,000.00
PD Tru-Narc	Planning for reimbursement through AB 109.	\$ 30,000.00	\$ -	\$ -	\$ -	30,000.00
PD Crime Scene Scanner	Funded by GF. Possible to have the expense reimbursed.	\$ 70,000.00	\$ -	\$ -	\$ -	70,000.00
New Municipal Well	25% match for WRDA. \$800k match for \$2.5M. Water Fund. At least a year away.	\$ 800,000.00	\$ -	\$ -	\$ -	-
S. Warren St. Construction: CITY CONTRIBUTION	\$1M earmark. \$1.4M contribution from City. Incl. contingency, actual could be significantly less. GL Account 019-040-56027.	\$ 1,400,000.00	\$ -	\$ -	\$ -	1,400,000.00
S. Warren St. Construction: CASH FLOW NEEDED FOR REIMBURSABLE EARMARK	\$1M earmark. \$1.4M contribution from City. Cash flow for reimbursable portion. GL 001-023-56027.	\$ 1,000,000.00	\$ -	\$ -	\$ -	1,000,000.00
Addition of a Part-Time Assistant Fire Chief	Proposing maximum of 1,000 hours @ \$45/hour. Total cost FY 25-26 \$48,100. 50/50 split w/ RFPD. Operating expense accounts in GF.	\$ 24,050.00	\$ -	\$ -	\$ -	24,050.00
Addition of a Part-Time Parking/Code Enforcement Employee	Proposing maximum of 1,040 hours @ \$30/hour. Total cost FY 25-26 \$32,100. Funded by GF. Operating expense accounts in GF.	\$ 32,100.00	\$ -	\$ -	\$ -	32,100.00
Update the Open Space and Safety Elements of GP	State requirement. Do we address on our own, or contract. If contract, budgeting \$200k. GL Account 001-034-52015.	\$ 200,000.00	\$ -	\$ -	\$ -	200,000.00
Cross-connection Control Plan & Specialist	Required regulatory need. Water Fund. 004-050-52015.	\$ 25,000.00	\$ -	\$ -	\$ -	25,000.00
Streets Sign Replacement & Inventory	Sign replacement and inventory. 001-023-52018.	\$ 25,000.00	\$ -	\$ -	\$ -	25,000.00
Water Fund Infrastructure Upgrades	Meter replacement, motor replacement and install, fill stem meters and controls, chlorination pump replacement, water storage tank (1M & control). Water Fund. 004-050-56027.	\$ 70,000.00	\$ -	\$ -	\$ -	70,000.00

Project Title	Description (if applicable)	Initial Estimated Cost	Actualized Final Cost	Amount Spent in FY 23-24	Amount Spent in FY 24-25	Current Financial Obligation in FY 25-26
Disaster Funds - CIPP	Reimbursable, but cash flow is needed on our end. Planning & Design. Sewer Fund. Intergov Rev. budgeted in the same amount.	\$ 300,000.00	\$ -	\$ -	\$ -	300,000.00
W. Line Water Main Replacement: ESTIMATED DEBT AND DEBT SERVICE	Planning to use a 40 year USDA loan. Would be looking at debt service, not funding entirely with fund balance. Water Fund. Estimating 3.375% interest rate.	\$ 1,500,000.00	\$ -	\$ -	\$ -	69,000.00
W. Line Water Main Replacement: CITY CASH CONTRIBUTION	Planning on Water Fund Contributing \$1M in cash to reduce debt and interest expense over time, while maintaining significant cash reserve.	\$ 1,000,000.00	\$ -	\$ -	\$ -	1,000,000.00
W. Line Water Main Replacement: GENERAL FUND INTERFUND LOAN FOR INTERIM FINANCING OF CONSTRUCTION	Interim financing is required for construction. This loan is fully reimbursed by the USDA loan. More cost effective for the City to provide interim financing than external lender. Short-term, cash would be restricted and unrestricted within the FY. This is the principal amount, both the lending and borrowing funds would need to budget for interest earnings and expense. It is best practice for interfund loans to charge interest in at least the amount that would be earned if the money remained invested in external investing opportunities. Roughly 4.3% interest. Must be included in the budget, not in recorded rev/exp in the books.	\$ 1,500,000.00	\$ -	\$ -	\$ -	1,500,000.00
BAWA Planning and Design	CWSRF grant totaling \$2.4-3.2M. Reimbursable grant. Still need to figure out details of how to facilitate and provide cash flow. City is legal grantee. Initial thoughts, details are subject to change . Placeholder on CITY cash outlay in 25-26. Sewer Fund. Intergov Rev. budgeted in the same amount.	\$ 375,000.00	\$ -	\$ -	\$ -	375,000.00
Used Type 3 Fire Engine: CONTINGENCY	Budgeted in FY 24-25. If not purchased by end of 24-25, inclusion in FY 25-26 requested. 50/50 split w/ RFPD.	\$ 75,000.00	\$ -	\$ -	\$ -	75,000.00
Water and Sewer Rate Study	Water and Sewer Rate Study. Water and Sewer Funds. 80% of total cost outlay in 25-26. 50/50 split.	\$ 48,000.00	\$ -	\$ -	\$ -	48,000.00
Pylon Sign Replacement Program	Funding the removal of signage in downtown. Initial year recommendation of \$15k. Principal Planner would craft and administer the program.	\$ 15,000.00	\$ -	\$ -	\$ -	15,000.00
Increased Staffing and Service at City Pool	Additional \$113,000 in operating expenses to provide additional services and availability to the public. Various GL accounts in GF.	\$ 113,000.00	\$ -	\$ -	\$ -	113,000.00
SUBTOTAL		\$ 8,762,150.00	\$ -	\$ -	\$ -	6,531,150.00

FY 2025-26 Strategic Plan Financial Overview

			Cash Available for		25-26 Proposed		Net Balance After	Final 25-26 Balance After
	Estimated Starting Cash 25-26	Restrictions	Additional Projects	Existing Obligations	Obligations	Total Proposed Obligations	Restrictions & Obligations	Accounting For Short-Term
								Loan Repayment and Grant
								Reimbursements
General Fund	9,548,666.00	(3,900,000.00)	5,648,666.00	(915,719.50)	(3,184,150.00)	(4,099,869.50)	1,548,796.50	4,048,796.50
Sewer Fund	2,539,537.00	(700,000.00)	1,839,537.00	-	(729,000.00)	(729,000.00)	1,110,537.00	1,785,537.00
Gas Tax Fund	243,891.00	-	243,891.00	-	-	-	243,891.00	243,891.00
Water Fund	2,369,681.00	(750,000.00)	1,619,681.00	-	(1,218,000.00)	(1,218,000.00)	401,681.00	401,681.00
Local Transportation Fund	89,759.00	(44,266.00)	45,493.00	-	-	-	45,493.00	45,493.00
SMHP Fund	415,183.00	-	415,183.00	-	-	-	415,183.00	415,183.00
Streets-Sidewalks Improvement Fund	1,420,000.00	-	1,420,000.00	-	(1,400,000.00)	(1,400,000.00)	20,000.00	20,000.00
Heavy Equipment Replacement Fund	59,000.00	-	59,000.00	-	-	-	59,000.00	59,000.00
Property/Housing Development Fund	52,000.00	-	52,000.00	(45,086.25)	-	(45,086.25)	6,913.75	6,913.75
COPS Fund	199,314.00	-	199,314.00	-	-	-	199,314.00	199,314.00
TOTAL	16,937,031.00	(5,394,266.00)	11,542,765.00	(960,805.75)	(6,531,150.00)	(7,491,955.75)	4,050,809.25	7,225,809.25

Note: Starting cash estimates are conservatively estimated and assume all revenue in 24-25 earned and all expenses in 24-25 incurred

Note: Final balances assume 25-26 revenues equaling expenses

Note: Reserve Funds, such as the Streets-Sidewalks fund do not account for potential contributions made in 25-26. If contributions are made, final balance could be more than stated

Note: Final 25-26 balance is not a total cash estimation. This is a rough estimation of cash available for Strategic Planning obligations in the following fiscal year (26-27)