

STATE OF THE CITY



A REPORT TO THE COMMUNITY
OCTOBER 2016

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Friends and Neighbors,

At the request of the Bishop City Council, staff prepared the following 2014/2015 and 2015/2016 State of the City Report which is designed to provide the community with a department by department summary of citywide activities for the two prior fiscal years. Additional content gives the community a snapshot of the Council's vision for the future while identifying the challenges associated with the administration of a small city.

It is the sincere desire of your City Council to create an atmosphere that encourages communication, participation, and interaction. Our "Small Town with a Big Backyard" is a direct reflection of its citizens.

Laura Smith

Mayor, City of Bishop



Mayor
Laura Smith



Mayor Pro Tem
Joe Peci



Councilmember
Pat Gardner

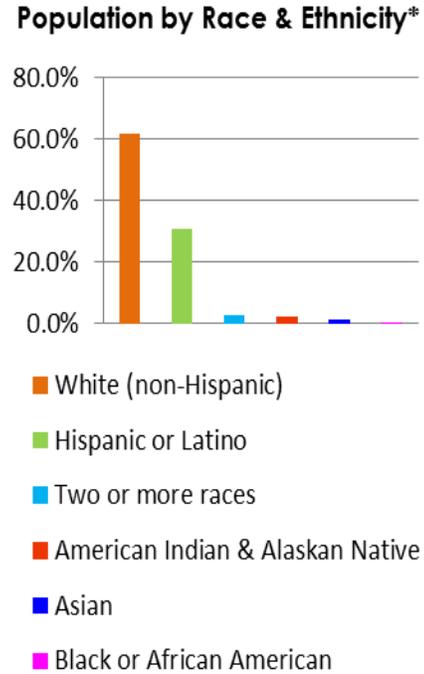
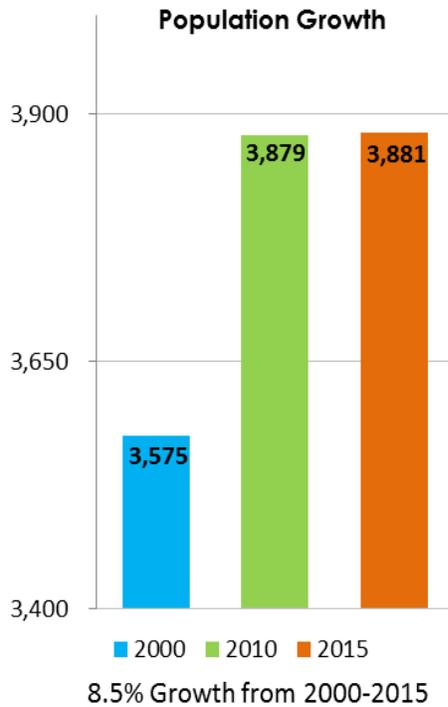


Councilmember
Jim Ellis



Councilmember
Karen Schwartz

CITY OF BISHOP AT A GLANCE



Median Household Income* **\$37,005**

Unemployment Rate* **6.8%**

Median Age* **39**

Households with Individuals under 18* **499**

Households with Individuals over 65* **448**

*** Figures from 2010 Census**

Information from the U.S. Census (2000 and 2010)
California Department of Finance Demographic Research Unit (2012 and 2015)

POLICE DEPARTMENT

DEPARTMENT OVERVIEW

The Bishop Police Department (BPD) is a full-service, law enforcement agency responsible for public safety. Command Staff consists of a Chief, a Lieutenant, and a Records/Dispatch Manager. Staff consists of Police Sergeants, Police Officers, a Detective, Reserve Police Officers, a Public Safety Technician, Dispatchers, and Clerical.

Command Staff sets the tone, direction, and policy. Dispatch receives both emergency and non-emergency calls for assistance, documenting and initiating the necessary medical and police responses. Between handling calls for service received from Dispatch,

Police Officers provide routine and directed patrol, enforce laws and regulations, investigate criminal activity, and participate in community outreach. The more complex criminal cases are investigated by our Detective and often jointly with a dedicated county-wide investigations unit. Evidence and the property room is handled by our Public Safety Technician. Clerical keeps the paperwork, routing, and other important office related responsibilities in order.



Mule Days Deployment - 2016

The BPD has a service population approaching 30,000 - a great deal of which is tourism based - and Officers are well equipped to handle the demand. For many years the BPD has utilized body-worn cameras to reduce liability and increase public confidence. The department strives to keep up with that technology and more. For instance, Officers also have immediate access to less-lethal options and a specially trained tactical unit.

This area is unique in that there are no barriers in terms of teamwork and the pooling of resources. We frequently assist the California Highway Patrol, the Inyo County Sheriff's Office, and the Tribal Police and vice versa. We also have an agreement with Mono County to the north for specific law enforcement operations.

LOOKING BACK

Following are highlights of activity from July 2014 through June 2016:

- The BPD experienced a changing of the guard with Chief Carter retiring in October 2015 and subsequently being replaced by Chief Stec. The vacant Lieutenant's position was filled by Lt. Ellsworth in April 2016.
- In terms of other personnel, the BPD experienced one retirement, one death, two lateral departures, and one officer lateral hire.
- Regarding internal communication and charting the future, the Chief completed employee one-on-ones; began providing staff with monthly department updates; began a uniform committee to better our image; formed a committee to research and update mission and vision statements, core values and mottos; increased training to swing the agency back into compliance; introduced a less-lethal option for patrol; and presented focus on the PST position to ensure evidence room integrity and property management.
- BPD embraced technology and introduced two versions of body-worn cameras. The use of such products aim to 1) reduce liability, and 2) increase public confidence.
- The BPD purchased one police vehicle, Unit #17, a 2015 Ford Explorer Police Interceptor.
- The BPD conducted a Fleet Assessment, ultimately reducing the number of police vehicles by two.
- BPD upgraded its social media platform with a branded mobile app for law enforcement. Citizens can download the free app to their smart devices to receive police activity alerts. The alerts range from simply informing citizens of current police activity (thus reducing concern), to press releases, tips, traffic issues, crime watch information, and more. The information from the app is pushed to our Facebook page as well. The BPD enjoys a community that truly supports its police.

POLICE DEPARTMENT STATISTICS

Traffic & General Reporting	Through 8/31/16	2015	2014
Calls for Service	14,990	14,184	11,255
Officer Initiated Activity	4,685	6,655	6,635
Foot Patrol-Park, Walk & Talk	317	407	430
House Checks/Extra Patrol	987	1002	963
Reports	648	836	979
Arrests	206	231	263
Misdemeanor Citations	157	161	183
Traffic Citations	273	449	400
Parking Citations	141	195	185
Collisions – Non Injury	79	83	91
Collisions - Injury	5	17	10
DUI's	10	9	12
Assist Other Agency (AOA)	357	472	476
Ambulance Requests	752	1,095	1,063

Crime	Through 8/31/16		2015	
	Reported	Cleared	Reported	Cleared
Homicide	1	1	0	0
Rape	1	1	2	2
Robbery	2	1	4	4
Assault	53	27	80	66
Residential Burglary	0	0	2	1
Commercial Burglary	16	3	10	6
Larceny/Theft	64	14	85	9
Stolen Vehicles	8	3	8	1

LOOKING AHEAD

The Command Staff meets once a week to address organizational challenges. Under the direction of the Command Staff, the BPD will enhance emphasis in the areas of coaching, mentoring, training, accountability, communication, staffing, investigations, and policy.

Shore-Up Staffing Shortages

Recruiting and retention are always a challenge in this profession. Our website now allows a continuous acceptance of applications.

Making the process inviting and simple can save time and money.

VISION: *We want to be a healthy and progressive agency, achieving this by knowing what is going on both internally and externally, and with specific actions that align with our Oath, our Mission, the law, and policy.*



Unit #3

Fleet Management

The PD recently purchased Unit #3, a 2016 Ford Explorer Police Interceptor. This locally purchased vehicle is fully equipped featuring advanced safety equipment and serves as the baseline for future purchases.

Training

State-mandated training requirements are measured in two-year cycles, with the current cycle ending December 31, 2016. To stay slightly ahead of the curve and remain in compliance, our training goal is to 'hit the ground running' near the beginning of the next cycle (January 1, 2017) to avoid last minute scheduling conflicts and the risk of falling out of compliance.

The PD recently began a new emphasis on officer's response and investigation of traffic accidents, better aligning the process with current policy and good

customer service principles. A byproduct of this effort includes increased in-house training and preparation for major events.

Policy Updates

The Lieutenant is updating our department policy manual, developed by Lexipol, to include an option of accessing their Daily Training Bulletins. Policy review and development is a lengthy, on-going process.

Additional Goals for 2016-17

- Complete the uniform committee work
- Complete the research and updates of the BPD's mission statement et al
- Continue the dialog and search for a new police facility
- Enhance the BPD's website
- Assess the K9 program

The BPD's basic on-going deployment goals:

- Reduce crime
- Improve our quality of life by providing the best possible service
- Establish and advance Community/Police relationships
- Arrest and prosecute those responsible for committing crimes

CHALLENGES

Although the PD has enjoyed the use of body worn-cameras, the associated cost is a significant burden. The units cost roughly \$900 each and storage of the enormous amount of data runs roughly \$800 per month. Some agencies across the U.S. have begun to push back on this technology due to the lack of funding streams, maintenance costs, and discovery demands.

With several of our vehicles having high mileage – well over 100,000 miles – it would be prudent to consider budgeting either 1) the potential for expensive repairs; or 2) a plan to temporarily increase the one-per-year purchase rate to a two-per-year purchase rate in order to provide a better sense of stability.

Keeping up with technology - For example, the body-worn camera contract is in year two of three. I anticipate a required upgrade which undoubtedly will have additional costs.

Asset forfeiture - The PD enjoyed forfeiture funds for many years until the program was halted in January 2015. Equitable Sharing was also suspended but has resumed. It is unclear if the overall program will return as it once was.



Badger



Xray with His Find

COMMUNITY OUTREACH



Shop-With-A-Cop



Trunk-Or-Treat



Kids and Cops

FIRE DEPARTMENT

DEPARTMENT OVERVIEW

The Bishop Fire Department is a cooperation between the City of Bishop and the Bishop Rural Fire Protection District (BRFPD), providing fire protection and emergency services in the Bishop area. The BRFPD also serves the Bishop Paiute Reservation under contract with the Bishop Paiute Tribe.



Currently the Bishop Fire Department is staffed with forty-two members including a full-time fire chief, a part-time assistant fire chief, and a part-time mechanic. The remaining thirty-nine members are volunteers: four fire captains, four engineers and thirty-one firefighters.

The volunteer firefighters' workweek can vary from 4 to 30 hours depending on the number of calls. They also dedicate many hours to obtain required training as well as maintain the three fire stations, fire training facility, and apparatus.

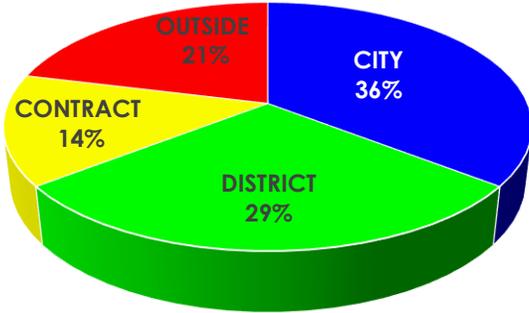




Through various fundraising efforts, the volunteer firefighters participate in the purchase of equipment. The most recent apparatus purchased by the City of Bishop Firefighters is a 750 GPM Wildland Fire Apparatus on a 2011 International Chassis. The most recent apparatus purchased by the BRFPD is a 3,000 gallon water tender built on 2015 International Chassis.

LOOKING BACK

**Average Calls By Area
Jan 2013 - Sept 2016**



Below are three and a half years of response statistics. Overall average response times are based on calls responded to within the City and the District. Incident type "Fire" totals are fires within the City and District. This includes Structure, Wildland, Vehicle and Outside equipment, non-structure fires. We

average a higher number of responders after working hours. During working hours we average around 12 to 15 responders per call.

FIRE DEPARTMENT STATISTICS

Incident Type	2013		2014		2015		2016 To Date	
	City	Dist	City	Dist	City	Dist	City	Dist
Fire	13	9	10	10	16	10	6	17
Rescue & EMS	2	1	4	3	3	2	6	3
Hazardous Condition (No Fire)	13	23	18	20	17	14	19	10
Service Call	8	10	8	4	9	10	5	9
Good Intent	12	16	14	20	21	15	16	6
False Alarms & False Call	27	5	15	2	13	6	18	3
Special Incident	1							
Severe Weather/Natural Disaster					1			
Overpressure Rupture, Overheat						1		
Average Response Time	4.25 minutes		4.62 minutes		5.20 minutes		5.30 minutes	
Average Personnel per call	21 responders		24 responders		23 responders		20 responders	

LOOKING AHEAD

The future goal for the Department is to go to bid for a new building to replace Station Two. Station Two was built in 1947 with a small addition that was later added on. Station Two is too small to accommodate newer types of apparatus. The BRFPD has budgeted for this project and hopes to start construction in early spring 2017.

CHALLENGES

The biggest challenge the Fire Department faces is the recruitment and retention of volunteer firefighters. Many of our younger volunteers leave the area to seek higher education or receive advanced job training. Fortunately, area employers are extremely supportive of the Department and its volunteers allowing employees to leave work when the siren is sounded.

Replacement of aging equipment is also a significant challenge. The Fire Department should look into replacing all of their self-contained breathing apparatus (SCBA). We currently have forty-five packs, at a cost of \$90,000 - \$100,000 to replace. Another future high cost item is the replacement of Engine Number Two. Both the SCBA's and a new engine can be a joint purchase between the Bishop Fire Department and the BRFPD.



PUBLIC WORKS

DEPARTMENT OVERVIEW

With a few exceptions, the Department of Public Works performs all public works functions for the City including water, sewer, streets, building permitting and inspection, and management. Public works staff also provides support to the Planning and Economic Development Department and the Planning Commission.

Public Works is staffed with nine full time employees. There is one vacant part-time field position that is only filled when needed and there is one office student intern position that is filled seasonally.

Public Works manages six program budgets and about five project budgets. Two of the program budgets are enterprise funds – the water and sewer programs – and the remaining program budgets are essentially part of the City's General Fund. The project budgets are typically funded or reimbursed from outside sources such as State Transportation Improvement Program (STIP) funds.

The annual water and sewer budgets are about \$1 million each including capital improvements. The annual General Fund budgets together total about \$600,000. The project budgets within any one year together total between \$1 and \$3 million depending on the projects active at a particular time. Most projects are multi-year and the sum of the total of projects in all the fiscal years is between \$5 and \$10 million.

LOOKING BACK

In addition to extremely important ongoing but routine responsibilities, the Public Works Department's accomplishments from July 2014 to June 2016 include:

- Constructed the \$2 million Warren Street Improvements project



- Constructed the \$480,000 Wye Road Intersection Improvement project
- Constructed the \$180,000 Pine to Park Path project
- Constructed curb ramp at Fowler and Church Streets
- Replaced failed sections of the path through the Bishop City Park and constructed new connections
- Constructed about 240 feet of water line into the park from Hanby Avenue



- Constructed about 1,800 feet of water line on West South Street and on Academy Avenue as part of the \$500,000 Warren Street Utilities project
- Constructed the \$382,000 Positive Pressure Water Improvements project near Well 4 and storage tank

- Constructed the \$631,000 Solar project
- Continued improvements to SCADA (Supervisory Control and Data Acquisition) system for the city water and sewer systems
- Installed grit collection and removal equipment at the wastewater treatment plant
- Replaced deteriorated sidewalk near City Hall



- Constructed the \$27,000 Monitoring Wells project
- Constructed concrete cross gutters at several intersections
- Constructed about 200 feet of sewer line on Academy Avenue as part of the \$500,000 Warren Street Utilities project
- Replaced pump in Well 2 to address vibration and improve efficiency
- Constructed the \$30,000 Sewer Pond Manifold and Recirculation project
- Implemented mandatory water conservation measures imposed by the state



- Served on Administrative Committee of the Inyo Mono Regional Water Management Group
- Participated in processing of Tract Map 250
- Received Americans with Disabilities Act (ADA) data and began evaluation
- Worked with Inyo County on joint Building and Safety services
- Made improvements to irrigation in Sewer Ponds Pasture
- Administered 108 building permits in 2014, 117 buildings permits in 2015, and 124 building permits so far in 2016



BUILDING STATISTICS

	2012	2013	2014	2015	2016 to date
NO. PERMITS ISSUED	142	171	108	115	123
Residential	70	110	62	73	64
Commercial	72	61	46	42	59
PROJECT VALUE	\$1,417,231	\$2,928,304	\$2,440,949	\$2,179,680	\$2,817,049
PERMIT FEES	\$25,225	\$59,404	\$35,670	\$47,078	\$54,268

LOOKING AHEAD

- Complete the \$360,000 Parks Restrooms project
- Complete the \$90,000 Fiber Seal project on Sneden and Short Streets
- Continue right of way acquisition for the \$480,000 Seibu to School Bike Path
- Started preliminary work on the \$1.2 million Spruce Hanby Yaney Sidewalks project
- \$1.1 million Academy/Fowler/Pine Sidewalks project
- Continue environmental studies and design for the \$670,000 Trunk Replacement project
- Continue to work with the Eastern Sierra Community Services District (ESCSD) on ways the two agencies can cooperate to mutual benefit
- Continue updates and maintenance of the city Geographic Information System (GIS)
- Participate in development of North Sierra Highway Corridor plan
- Submit, in cooperation with ESCSD, a Joint Technical Workplan for Nutrient Removal
- Construction of diversion of effluent from ESCSD lagoon to Bishop Pond 4
- Construction of \$60,000 Park Front Path project
- Municipal Drainage Planning project

CHALLENGES

The Department of Public Works faces the following challenges:

- Addressing wastewater nutrient concerns cost effectively
- Maintaining momentum of ESCSD Cooperation project
- Addressing new regulations, particularly those affecting the water and sewer systems
- Aging equipment, especially high cost construction and specialty equipment
- Achieving ADA compliance
- Working through issues related to Los Angeles Department of Water and Power ownership and management of land in and near the city
- Working through issues related to the legacy of the "water wars" waged in the Owens Valley in the early 1900s that still affect water and the City.

PLANNING AND ECONOMIC DEVELOPMENT

DEPARTMENT OVERVIEW

The Planning and Economic Development Department is responsible for administering community development functions. Planning Department responsibilities include: current and long-range planning activities, such as building permit review for municipal code compliance; processing discretionary planning applications; ensuring compliance with State regulations, including CEQA; overseeing implementation of the City of Bishop General Plan; and working with City Council, business owners, and community members to develop strategies to ensure the sustainable and prosperous development of the Bishop community.

Working in conjunction with the responsibilities described above, the Planning and Economic Development Department is tasked with implementing the Economic Development Element of the City's General Plan, including working with business owners and the community to create a more vibrant and inviting downtown for residents and visitors, promoting Bishop as a world-class destination, identifying strategies to expand access and utilization of Bishop's state-of-the-art broadband capability, working with regional partners to strengthen Bishop's retail, education and healthcare, and working in support of guaranteeing reliable regional air service at the Bishop Airport.

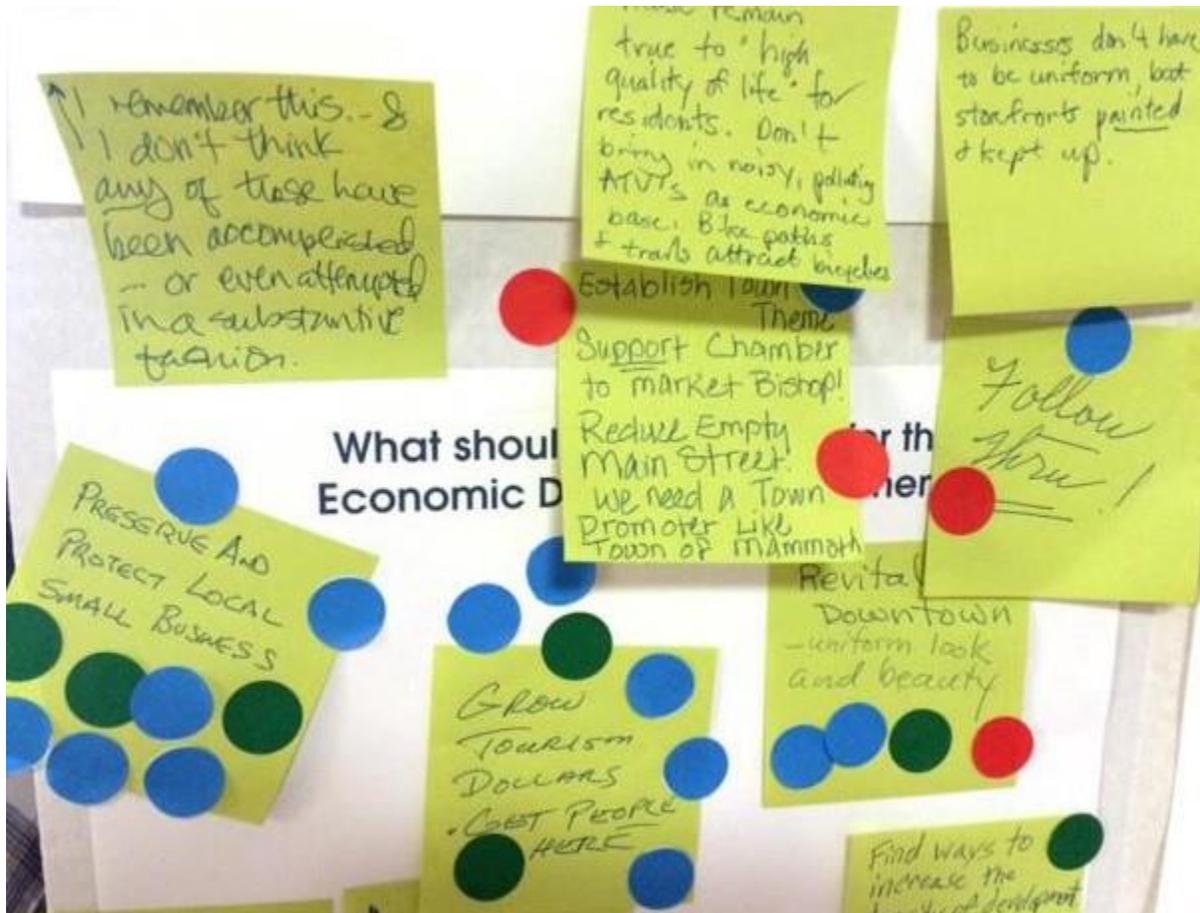
LOOKING BACK

The Planning Department processed 16 planning applications between 2014 and September 2016. The most notable application was Tentative Tract Map No. 250 and associated Conditional Use Permit for the proposed Kingston Subdivision. The proposed project would include removal of the existing Bishop Nursery and associated improvements and construction of 15 graded sites to accommodate single family dwellings, the construction of a main access roadway, drainage improvements, and extension of utilities to serve the individual parcels. City Council certified the environmental assessment of the project on January 11, 2016, and the project received final approval by the Planning Commission on January 26, 2016. Other significant planning actions

included consideration of developing a Medical Marijuana Ordinance, and consideration of vaping and smoking lounges within City limits.

Also during 2016, the City of Bishop partnered with Inyo County and the Bishop Paiute Tribe to develop a corridor and specific plan for the North Sierra Highway Corridor. The North Sierra Highway Corridor Plan is a regional collaboration to guide near-term transportation and circulation safety and streetscaping improvements, and long-term development and infrastructure improvements. This project will be ongoing through 2018 and possibly later.

During the 2014 to 2016 period, the Department oversaw the development of an updated Economic Development Element to the City of Bishop General Plan, which was funded through a Community Development Block Grant. The Economic Development Update was drafted through extensive public engagement, including a public open house where over 120 community members provided their experiences, opinions and goals for economic development in Bishop.



Following the public open house, the City held four outreach and strategy sessions with approximately 30 business owners and community leaders to solicit their input to develop the plan. Conversations were also held with other local governments and agencies in order to provide a regional context for the plan, including Inyo and Mono Counties, the Town of Mammoth Lakes, the Bishop Paiute Tribe, and the Sierra Business Council. Participants identified Bishop's small town character, sense of community, and access to open space as community elements that should be preserved. Themes of what participants felt needed to change about Bishop included downtown beautification and placemaking, strategic tourism promotion, providing reliable regional air service at the Bishop Airport, and bringing higher paying jobs to the area.

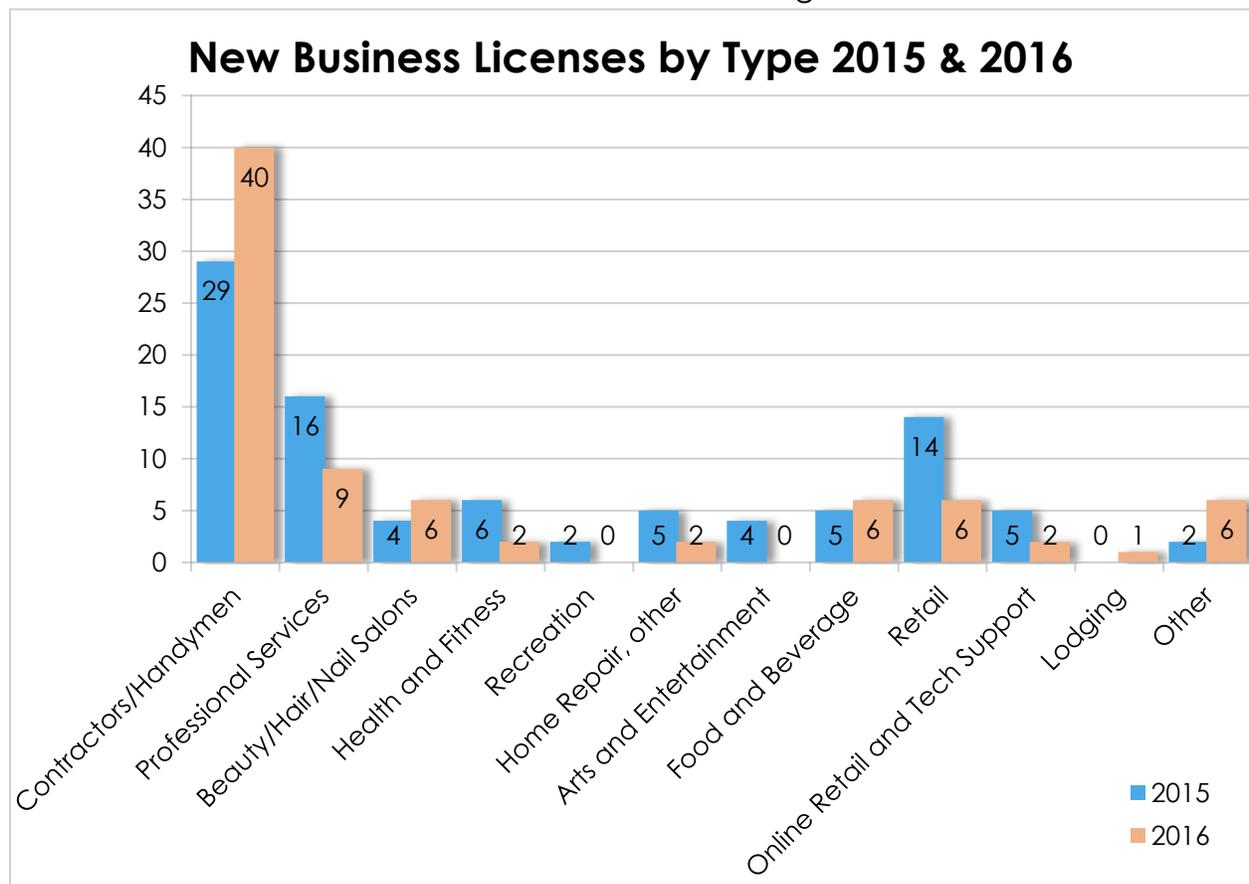
On February 3, 2016, the City hosted a Business Improvement Town Hall to garner additional input on issues and opportunities within the City and Bishop area. "Low-hanging fruit" opportunities for implementation include developing a more effective and consistent wayfinding campaign for vehicles and pedestrians, re-establishing a municipally-sponsored revolving loan program for architectural improvements, increasing destination infrastructure, investigating opportunities to make Main Street a more inviting pedestrian destination, working with regional partners to increase Bishop's housing supply, and supporting the creation of additional downtown events to attract residents and tourists to downtown. To add some of the issues identified, the City hosted an additional workshop focusing on parking in the downtown core, invested in increased landscaping for the downtown core and Warren Street areas, installed several bikes racks, and is working with regional partners to address housing needs.

The City also partnered with the Chamber of Commerce to implement a small grant program for façade improvements, which has funded signage and painting improvements at the Mountain Rambler Brewery, Lyons Jewelry, Thomas Studios, McMurry's Bar, Amigos Restaurant, The Toggery, and Great Basin Bakery, among others.

In general, the business environment has been very positive during the 2015-2016. Bishop has welcomed several new businesses and seen many vacancies filled, including Mountain Rambler Brewery, Good Earth Yogurt, Paint it Away, Dreamy Dresses, Pure Happenstance, and the Freeform Woodworking Gallery. Whiskey Creek Restaurant also re-opened in 2016.

Currently, there are 783 active business licenses in the City. We have issued approximately 80 business licenses to date in 2016. New business licenses are issued to newly opened businesses, or businesses that have transferred ownership. Seven of those new licenses documented businesses that have transferred ownership. Thirty-one business licenses were terminated in 2016. Ninety-two new businesses licenses were filed in 2015.

Though the City does not currently track new licenses by Standard Industrial Classification codes (SIC codes), the existing business license tracking data does provide some analysis of which industries are applying for new business licenses in Bishop. For instance, nearly 32% of new licenses were for contractors and handymen in 2015, and 50% of new licenses in 2016 have been for contractors and handymen, which is the largest category of new licenses overall. Professional services were the second largest categories of new businesses in 2015 and 2016, followed by retail and beauty salons. It's worth noting that nearly 1/3 of contractors issued business licenses in 2015 and 1/2 of contractors issued businesses licenses in 2016 were from outside the region.



LOOKING AHEAD

The Economic Development Element identified five goals for the future, with supporting strategies and actions, for achieving the vision for Bishop's future expressed during public input: Create a vibrant, authentic and pedestrian-friendly downtown that is a destination for residents and tourists; promote Bishop and the Eastern Sierra region as a world-class, year-round tourist destination; support a balanced and diverse local economy that contributes to Bishop's high quality of life, protects the community's amenity base, leverages broadband access, and improves the financial well-being of its residents; strengthen the community's role as a regional center for retail, education and healthcare, and; support development of commercial air service at the Bishop Airport to provide reliable air travel year-round.

To ensure timely implementation of the Economic Development Element, the City invested in the creation of a part-time staff position dedicated to Planning and Economic Development functions within the City. In addition to overseeing the functions of the Planning and Economic Development Department, this position will also dedicate resources to identifying and pursuing community and economic development focused grant opportunities, with the goal of securing a minimum of at least one grant per year. Grant proposals will focus on public works and infrastructure expansion, placemaking and City beautification, technical assistance for General Plan and Zoning updates, final mile broadband expansion, and other grants supporting the goals of the General Plan.

The Planning and Economic Development Department will also focus on implementation of strategies and recommendations identified during the February Town Hall meeting, such as signage improvements and plans to hold additional Town Hall meetings in 2016 and 2017 to follow-up with the community on what has been accomplished to solicit additional input on business concerns, downtown improvements, and strategies for community revitalization.

The City intends to leverage the success of the façade improvement grant program by re-introducing a City-sponsored, revolving loan façade improvement program that was active during the late-1990s and early-2000s. The program will provide larger amounts of capital for businesses and building owners to access the funding needed for more expensive architectural and structural remodeling.

The overarching long-term objective for the Planning and Economic Development Department is to assist the City and community in realizing its vision to be a regional economic and commercial hub with a multitude of services for both residents and visitors, and to become a diverse, well-rounded, welcoming, sustainable, vibrant community that collaboratively promotes its unique Eastern Sierra location and provides year-round business and outdoor recreation opportunities. Strategies to accomplish this vision include: working with Caltrans to make Main Street a better environment for cyclists and pedestrians; working with building owners to make building improvements and reduce vacancies; reviewing the municipal zoning code for consistency with the City General Plan, and identifying opportunities to update and streamline the code to increase opportunities for future development through allowing for increased density, infill and mixed-use, as appropriate; improving and expanding City infrastructure in support of potential future development; partnering with the Chamber of Commerce to develop and implement strategic marketing for Bishop; and continuing efforts to retain, expand, and attract businesses to Bishop.

CHALLENGES

The primary constraints identified to implementation of the above listed goals include balancing Caltrans requirements along state highways 395 and 168 with facades and pedestrian environment improvements, limited private property in and surrounding Bishop available for development, addressing commercial properties and leases owned and managed by the Los Angeles Department of Water and Power, gaining community, business and building owner buy-in on implementation of downtown beautification strategies, such as façade improvements, and securing grant funding for community and economic development improvement projects.

COMMUNITY SERVICES

DEPARTMENT OVERVIEW

The City's Community Services Department (CSD) is charged with the oversight of numerous City facilities including the City Hall Complex, City Parks, the landscaped portions of Main Street within the Caltrans right of way and all other City controlled property. Additionally, the Department is responsible for the development and implementation of dozens of both adult and youth programs, ranging from fencing to soccer. During the reporting period, Community Services implemented an extremely successful recreation-based After School Program (ASP) providing a safe environment for children K-3 to participate in a myriad of activities from swimming to arts and crafts. The daily schedule also includes time for homework, providing participants the ability to complete assignments under the watchful eye of both paid staff and volunteers. The ASP consistently maintains supervision ratios of 10/11:1, but often times enjoys ratios of 5/6:1.

The Bishop City Park is the focal point of the City. Utilized by tens of thousands annually, the City Park complex includes two swimming pools, six multipurpose athletic fields, skate park, tennis courts, bocce ball court, band stand, two playgrounds, a substantial pond with gazebo and fountain, a pavilion, an adult exercise



area, a community garden, dog park and acres of grass to picnic or just enjoy the arboretum and the shade it provides. Located prominently in the northwest corner of the Park is the City owned A-frame building that houses the Bishop Area Chamber of Commerce and Visitors Bureau (BACCVB), the

organization responsible for marketing Bishop and the surrounding area. The City Park is also home to the Inyo County operated Senior Center, an extremely popular facility that provides exceptional opportunities for the area's senior population.



The CSD maintains relationships with several local organizations including Bishop Little League, AYSO, Bishop Youth Football, the Master Gardeners, the Dog Park Committee, the Tree Committee, the BACCVB, and the Bishop Unified School District (BUSD). The mutually beneficial relationship with the BUSD includes the sharing of facilities which allows for the implementation of numerous activities that would otherwise be impossible.

A team of four individuals consisting of a Director, Parks Supervisor, Recreation Supervisor, and Community Services Secretary work closely with the Parks and Recreation Commission and 50+ part-time and seasonal staff to insure that facilities are properly maintained and programming is delivered in an efficient, cost effective manner while maximizing the enjoyment by participants.

CSD staff develop and manage five separate budget units including, Buildings and Grounds, Parks and Recreation, After School Program, Sunrise Mobile Home Park and Transaction and Use Tax (TUT) – Measure A. The Buildings and Grounds Budget is fully funded by the City's General Fund. The Parks and Recreation budget is funded substantially through TUT and the Los Angeles Department of Water and Power via the Long Term Water Agreement. Additionally, the CSD utilizes participant fees to offset 15-20 percent of operating expenditures. Within the reporting period, staff has been successful in the solicitation of outside grant funding to implement both capital improvement and deferred maintenance projects. The ASP is by definition, a General Fund Budget but, is operated similar to an Enterprise Fund, mandating self-sufficiency. The Sunrise Mobile Home Park budget is addressed separately in this document. The TUT Budget is the product of the countywide Measure "A" which levies an additional one half percent sales tax, thirty percent of which is passed through the County of Inyo to the City of Bishop. The voter approved Measure "A" is a general tax, eliminating the requirement for specific expenditures. However, the City of Bishop has

historically utilized the funding source to supplement the Parks and Recreation budget as well as Police and Fire budgets.

LOOKING BACK

Parks and Recreation Programs continue to be popular throughout the Community, encouraging involvement from all demographics with the goal of



improved health and wellness citywide.

- The past two years, children's programs have included gymnastics, fencing, fly fishing camp, summer camps, swim lessons, Dive-In-Movies, art classes, and Kids Night Out with total participation nearing 1,200.



- Adult sports leagues are very popular and include softball, soccer, and basketball. Softball is comprised of three coed divisions, a men's division and women's division totaling 30 teams. Coed soccer remains popular filling 9 teams. Basketball has seen a rise in popularity with 5 teams in 14/15 and 7 teams in 15/16. Overall, programs serve approximately 750 adult participants each year.

- The Community Garden, operated by the Master Gardeners, continues to maintain and beautify the area on the south east side of the park, as well as the study garden in Sunrise Mobile Home Park. These volunteers put in numerous hours cleaning out and replanting each garden area and carefully tracking each plant, vegetable, or fruit as part of their study requirements. These volunteer groups are a vital part of the community, donating time to help keep the grandeur and welcoming atmosphere of our parks and City.



In addition to the many Parks and Rec programs, following is a partial list of building and grounds projects implemented during the reporting period:

- Installed approximately 110 hanging flower baskets on Main and Warren Streets
- Completed Phase One of the Warren Street Landscaping Project
- Completed repairs to the BACCVB roof
- Secured and implemented a \$45,000 Partnerships to Improve Community Health (PICH) grant which included the resurfacing of diamonds one and two
- Facilitated the construction of the Dick Noles Memorial Fountain
- Removed and replaced the planking on the gazebo walkway
- With significant support from the Public Works Department, completed phase one of the existing Park Path Repair Project
- Worked closely with the Public Work Department to complete two new restroom facilities
- Completed phase one of the Pavilion Lighting Project
- Replace thermal pool covers
- Rebuilt and replaced two pool pumps
- Completed the City Hall Complex Safety Lighting Project
- Completed substantial work on the Field Six Project
- Completed Phase One of the Community Garden Frost Free Project
- Worked closely with the Public Works Department removing and replacing damaged concrete and installing sod around the City Hall Complex
- Implemented phase one of the Warren Street Christmas Decoration Project
- Continued work with numerous community based groups to insure mutual success
- Completed phase one of the Rear Park Cleanup Project
- Purchased a new infield groomer
- Purchased a new multi-use vehicle for park operations

LOOKING AHEAD

CSD staff maintains a significant list of desired programs and projects. Limited only by funding and time constraints, the Department envisions implementation

of the following in the near future:

- Phase one of the Pool House Renovation Project
- Construction of the Park Path Project
- Phase two of the existing Park Path Improvement Project
- Increased high efficiency lighting park-wide
- Completion of Field Six
- Increased tree maintenance city-wide
- Additional landscaping within the Warren Street Project
- Landscaping around the two newly installed restrooms
- Gazebo roof replacement
- Install a lighted, floating fountain in the park pond
- Phase two of the City Hall complex sidewalk repair project
- Install frost free hydrants in the Community Garden.

CHALLENGES

The most significant challenge facing the Community Services Department is balancing the need for new facilities while completing deferred maintenance projects on aging facilities and infrastructure.



SUNRISE MOBILE HOME PARK



DEPARTMENT OVERVIEW

Sunrise Mobile Home Park was developed in 1982 as a housing alternative for low income senior citizens. The Park was structured to provide a combination of move-in ready units as well as spaces for owner occupied units. The project was funded through a State of California grant with the City receiving annual rent subsidies for many of the units. When the program concluded in 2012, the City of Bishop was placed in the precarious position of operating a business (enterprise fund) with annual operating expenditures exceeding operating revenues by \$50,000 - \$60,000. These operating losses were offset by the sale of City owned units as vacancies occurred, an unsustainable method of operation.

LOOKING BACK

With the implementation of the formal mid-year budget review process during the 14/15 fiscal year and the development of the 15/16 fiscal year budget/mid-year review, these operating deficits were drastically reduced. The most significant reductions occurred in the reallocation of both full and part time salaries. Unfortunately, operating costs continued to exceed revenues by approximately \$5,000. As a result, the fund balance associated with park

operations continued to decline, negatively impacting the City's ability to fund unforeseen expenditures as well as complete deferred maintenance projects.

LOOKING AHEAD

To eliminate this perpetual short-fall in revenue and avoid the eventual need for general fund subsidy, staff recommended a \$25.00 per month increase for those owner-occupied units currently paying \$225.00 per month, effective July 1, 2016. Implementation of the proposed increase resulted in monthly rates less than one half of many other local parks while continuing to provide increased amenities. This action coupled with the Council's approval to increase monthly space rents for new tenants to \$300.00 will generate approximately \$9,000 annually, a sufficient amount to offset current operating deficits while slowly rebuilding the critical fund balance.



Sunrise Mobile Home Park is a valuable asset to the community, providing secure, convenient housing to a cherished faction of our citizenry.

CHALLENGES

The aging infrastructure, maintenance of the City owned units and the unfortunate placement of trees all present minor to moderate challenges to the ongoing operation of Sunrise Mobile Home Park.

ADMINISTRATION/FINANCE

DEPARTMENT OVERVIEW

The City's Administration /Finance Department develops and administers nine separate General Fund budget units: City Council, Administration, Finance, Treasurer, Legal Services, Insurance, Information Technology (IT), Elections, and Community Promotions.

Departmental operations are facilitated by a team of 4.2 full-time equivalent (FTE) positions including the City Administrator/City Clerk, the Executive Secretary/Assistant City Clerk, the Assistant Finance Director, the Accounting Secretary, and .2 FTE of the Community Services Secretary. This group works closely with the balance of the departments to provide administrative oversight for the City in its entirety.

The City of Bishop utilizes the City Council/City Administrator form of government, meaning that the Administrator and all Department Heads serve at the will of the Council as compared to the City Manager/City Council format, in which the City Manager is appointed by the Council and he/she selects the Department Heads.

As local legislators, councilmembers are responsible for and responsive to the citizens who elected them. Council's functions include but are not limited to the following:

- Select the City Administrator, Chief of Police, Fire Chief, and Public Works Director
- Review and approve the annual budget
- Establish long- and short-term objectives and priorities
- Oversee performance of the local public employees
- Oversee effectiveness of programs
- Establish tax rates
- Enter into legal contracts
- Borrow funds
- Pass ordinances and resolutions
- Regulate land use through zoning laws
- Regulate business activity through licensing and regulations
- Exercise the power of eminent domain

- Communicate policies and programs to residents
- Respond to constituent needs and complaints
- Represent the community to other levels of government

At the request of the City Council, budgeted expenditures associated with Council operations have decreased substantially over the last several budget cycles. These self-imposed reductions have resulted in adequate savings to fund implementation of the Granicus System, greatly enhancing transparency – a high priority for the Council.

The City Clerk's Office is a division of the Administration Department. Under the direction of the City Administrator/City Clerk, the Assistant City Clerk records the official minutes of all City Council meetings; maintains original Resolutions and Ordinances; serves as the custodian of City records and documents; oversees the Records Management Program; and provides professional support to the City Council, City Administrator, and staff. Additionally, the City Clerk's Office oversees the Elections Division. The Assistant City Clerk works closely with the Inyo County Clerk-Recorder throughout the consolidated election process.

The Finance Division of the Administration/Finance Department works closely with the City Administrator and departments in the development of a budget representative of Council identified priorities and philosophies. The Division also works closely with the Assistant City Clerk managing the City's numerous insurance policies. Additionally, the Division is responsible procedurally for accounts payable, accounts receivable, payroll, retirement and benefits management, tracking of seasonal and part-time hours, monitoring of accrued leave, workers compensation insurance, cash management, asset management, Transaction and Use Tax monitoring, business license processing, financial reporting, and the facilitation of the annual audit.

The City Treasurer is an elected official whose role is to provide objective oversight of the City's fiscal operations.

Legal services for the City of Bishop during the reporting period were provided contractually by the firm of Jones and Mayer. The firm provides routine legal support at a formally negotiated cost (retainer). Services provided outside of the negotiated scope are billed at a previously agreed upon hourly rate. The City has been extremely pleased with the services provided by Jones and Mayer.

The City's IT needs are met contractually by Carmichael Business Technologies (CBT). Oversight of this contract is provided by an IT Committee made up of representatives from each department.

The Community Promotions Budget is utilized to support numerous, locally based entities and events including the Bishop Area Chamber of Commerce and Visitors Bureau, Laws Railroad Museum, Inyo Council for the Arts, the Senior Legal Program, the Inyo County Senior Program, the Tri-County Fair, the Senior Discounted Water and Sewer Program, and the Boy Scouts.

LOOKING BACK

A key function of the Administration/Finance Department is development of the City's annual budget. During the reporting period, staff worked closely with Council refining the budget process resulting in a revamped methodology that identifies all revenue sources associated within a given budget unit.

Additionally, expenditures related to the operation of an individual budget are no longer spread over multiple units, resulting in substantially less confusion when determining the actual cost of operation and contrasting year over year revenues and expenditures.

The Finance Division worked closely with the California Joint Powers Insurance Authority (CJPIA) for the provision of Workers Compensation Insurance, saving the City approximately \$200,000 when compared to the previous provider.

The Finance Division upgraded portions of the City's accounting software, providing greater efficiency in daily operations. The new business license component of the system will prove beneficial to the Planning and Economic Development Department for data gathering and analysis.

The IT Division made great strides during the reporting period. The contractual agreement with CBT provided for the implementation of numerous hardware and software upgrades while drastically improving overall cyber security.

LOOKING FORWARD

A major role of the Administration/Finance Department is to provide support to the balance of the City Departments. The effective delivery of this support empowers the respective Departments to develop and complete projects, deliver services in a superior fashion, and feel confident in their roles. It is a goal

of the Administration/Finance Department to improve the level of support city-wide, insuring the future prosperity of the City of Bishop and its constituents.

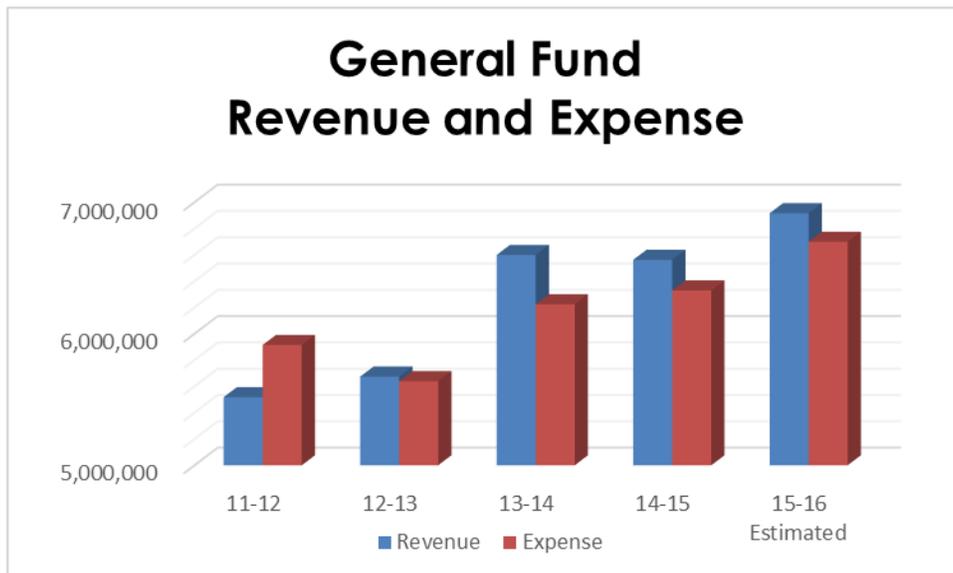
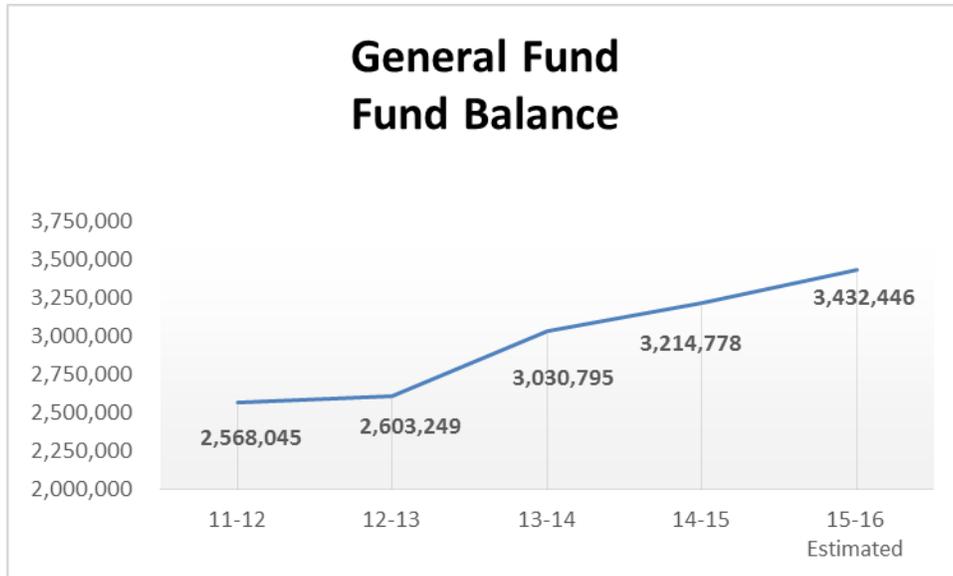
CHALLENGES

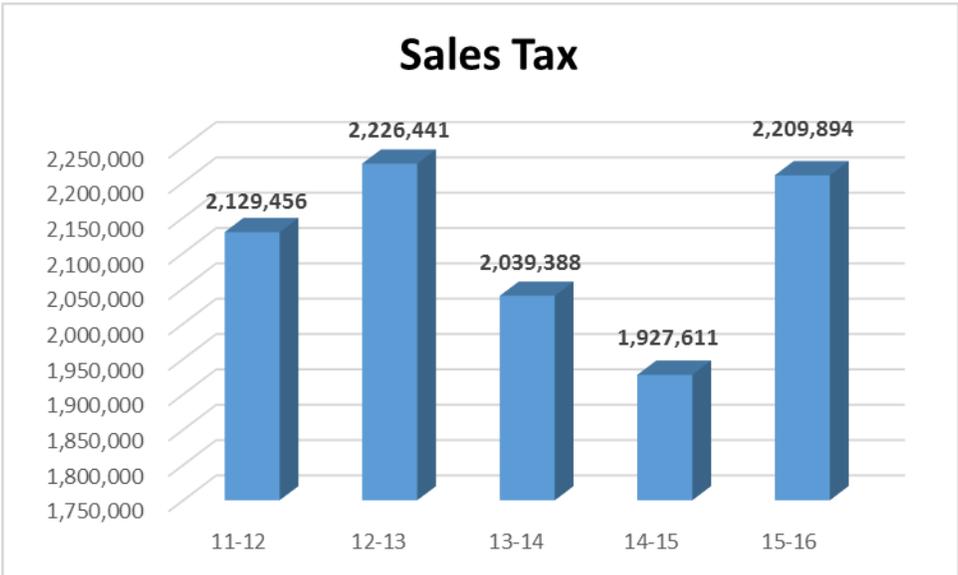
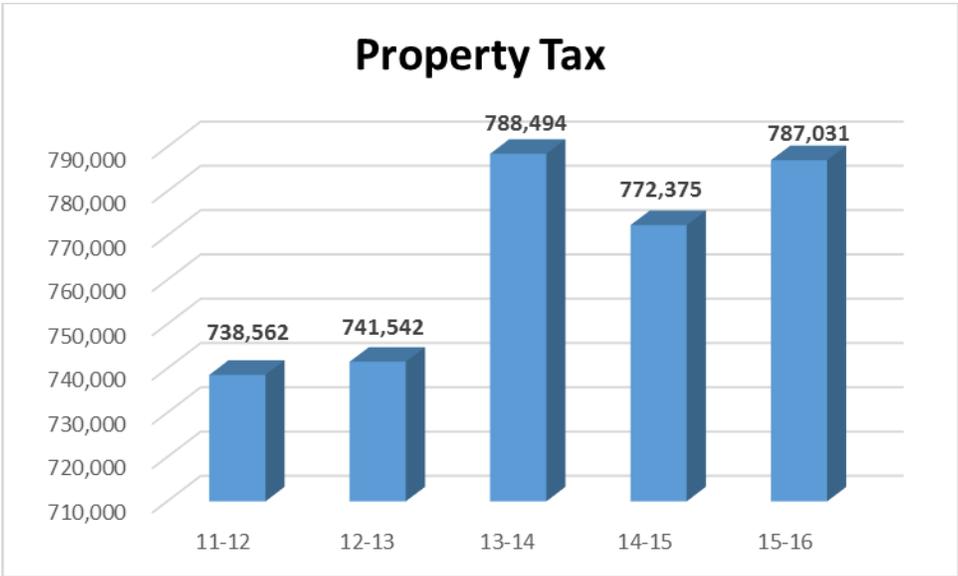
The most significant challenges facing the City of Bishop are the unknown and intangible. City staff, with support from the City Council, manage the tangible very well. From controlling expenditures to estimating revenues conservatively, the City's future is secure. However, the significant costs associated with health care, pensions, and other post-employment benefits (OPEB) are extremely volatile and difficult to project accurately. Consequently, we find ourselves trending toward excessive conservatism, resulting in a diminished ability to fund capital and deferred maintenance projects.

The obvious and greatly over identified challenge is inadequate funding, when in fact, the greatest challenge is to refuse to believe it. Successful entities choose their destiny, they don't sit and wait for it to be delivered. To move the City of Bishop forward, we must identify our destiny and go get it!

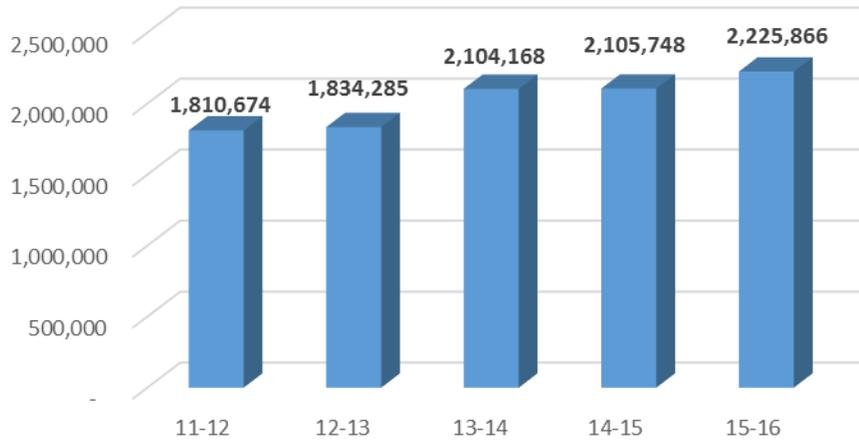


FINANCIAL HIGHLIGHTS

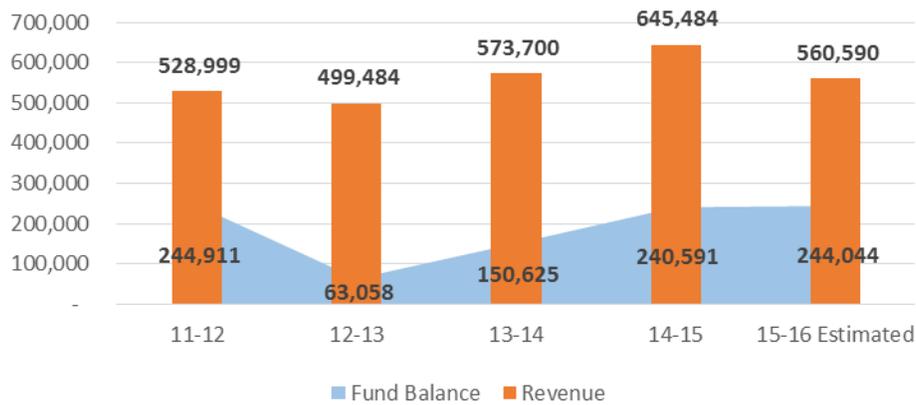




Transient Occupancy Tax



Transaction and Use Tax Revenue & Fund Balance



TRUST FUNDS

