



**TEHACHAPI**

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## MUNICIPAL SERVICES REVIEW

### KERN COUNTY LAFCO





# **MUNICIPAL SERVICE REVIEW FOR THE CITY OF TEHACHAPI**

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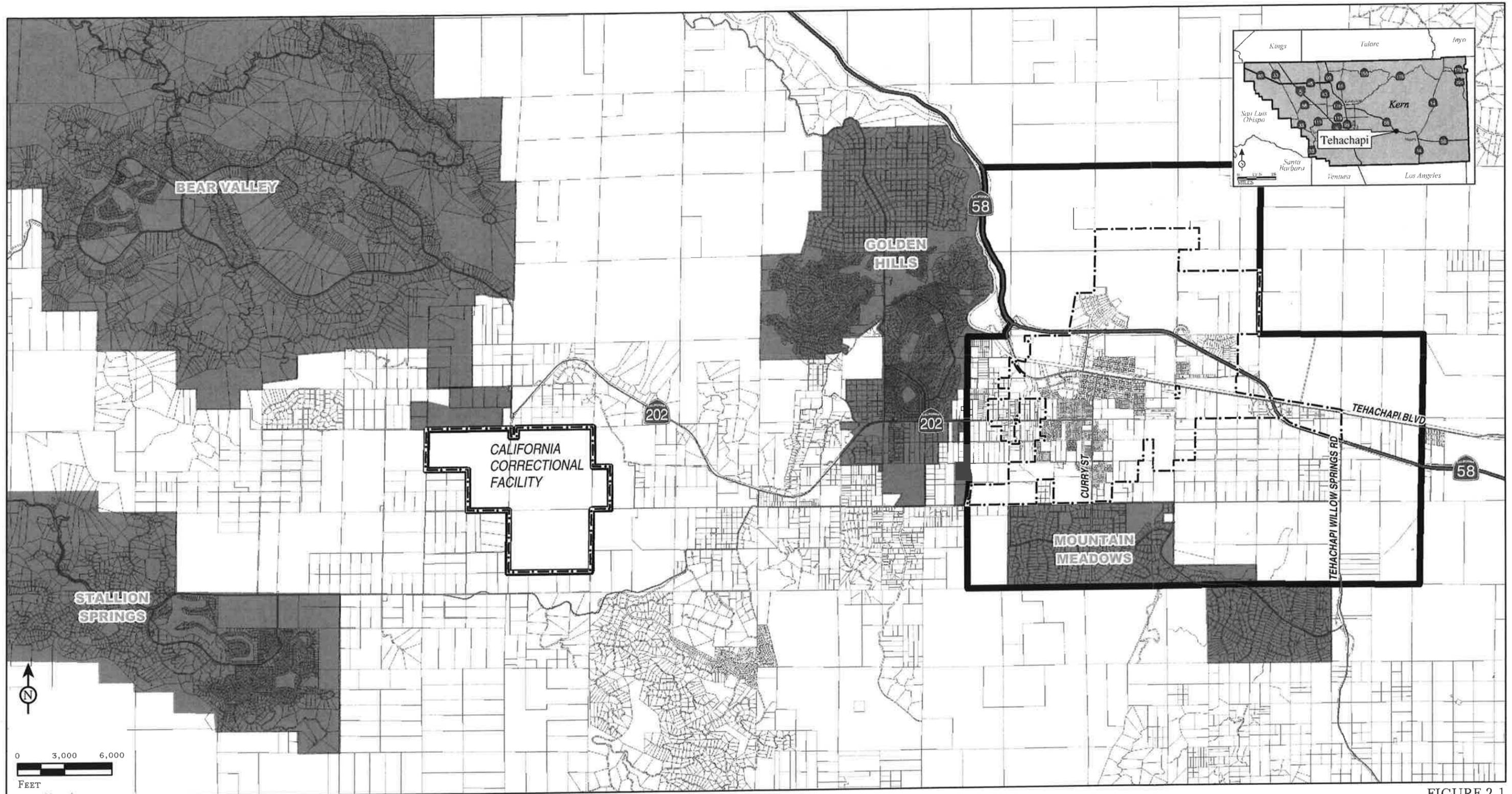


FIGURE 2.1

LSA

- CITY LIMITS
- SPHERE OF INFLUENCE
- COMMUNITY SERVICE DISTRICT

Kern County  
Municipal Service Review  
City of Tehachapi City Limits,  
Sphere of Influence and Nearby Districts

## **1.0 INTRODUCTION TO MUNICIPAL SERVICE REVIEW**

This Municipal Service Review (MSR) is an update to an MSR conducted in 2004. The MSR has been prepared to assist Kern County Local Agency Formation Commission (LAFCO) in meeting the requirements of the Cortese/Knox/Hertzberg (CKH) Act, which requires LAFCO to update the spheres of influence for all applicable jurisdictions in the County. A sphere of influence is defined by Government Code 56425 as "...a plan for the probable physical boundary and service area of a local agency municipality..." The Act further requires that an MSR be conducted prior to or in conjunction with the update of a sphere of influence.

This MSR has been prepared in accordance with Section 56430 of the California Government Code and in accordance with the Service Review Guidelines prepared by the State Office of Planning and Research. This MSR evaluates the public services provided by the City of Tehachapi either directly or pursuant to a contractual agreement with another agency. The MSR also informs LAFCO of a municipality's ability to expand. In this regard as part of the decision making process can and should a municipality expand its sphere of influence and/or territory if it is struggling and hard pressed to manage the territory and the land use located therein, that the jurisdiction already possesses?

In 1997, the State Legislature enacted Assembly Bill (AB) 1484, which established the Commission on Local Governance for the 21<sup>st</sup> Century. The Commission was responsible for assessing governance issues and making appropriate recommendations regarding the Cortese-Knox Local Government Reorganization Act of 1985. Among other recommendations, the Commission suggested that each LAFCO should have knowledge of the services available within its county. This knowledge would assist in decision making about city and district boundaries. The Commission stated that this knowledge should include the current efficiency of providing service, future service needs, and expansion capacity of the service providers. Additionally, information on public service capacity could be gathered as part of the implementation of a new requirement for periodic service reviews. LAFCOs could conduct such reviews prior to or in conjunction with amendments to spheres of influence. A service review would encompass a comprehensive study of each identifiable public service provided by counties, special districts, and the cities in the region. The review would not focus exclusively on an individual jurisdiction to determine its future boundary or service areas. Additionally, an MSR is required to address the existence of any Disadvantage Unincorporated Communities (DUC) which are within or adjacent to the City limits. These DUC islands, if you will, typically occur when these communities are left out of annexations in which more "desirable" properties are annexed and the less desirable areas are excluded from the process. Over time these DUC islands are created in the process commonly referred to as "cherry picking".

The State Legislature acknowledged the Commission's findings and created a legislative tool (as described in Section 56430 of the Government Code) to be used to collect information and evaluate service provision. On September 26, 2000, AB 2838 (Chapter 761, Statutes of 2000) was signed into law. This legislation, the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, marked the most significant reform to local government

reorganization law since the 1963 statute that created a local agency formation commission in each California county. Section 56430 of the Government Code now requires that a review of the municipal services provided to the particular area be conducted, in order to update any sphere of influence in accordance with Section 56425. LAFCOs must prepare a written statement of its determinations with respect to each of the following:

1. Infrastructure needs or deficiencies;
2. Growth and population projections for the affected area;
3. Financing constraints and opportunities;
4. Cost avoidance opportunities;
5. Opportunities for rate restructuring;
6. Opportunities for shared facilities;
7. Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers;
8. Evaluation of management efficiencies; and
9. Local accountability and governance.

In conducting MSR, LAFCOs must comprehensively review all of the agencies that provide the identified service or services within the designated geographic area. In addition, service reviews must be conducted before, or in conjunction with, but no later than establishing or updating a sphere of influence (SOI).

As listed above, the Cortese-Knox-Hertzberg Act identifies nine factors to be addressed when conducting an MSR. For each factor, information is gathered and analyzed, with written determinations prepared for LAFCO's consideration. The following narratives list each factor and provide information regarding the required analysis.

**DETERMINATION 1: INFRASTRUCTURE NEEDS AND DEFICIENCIES**

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

LAFCO is responsible for determining that an agency is reasonably capable of providing needed resources and basic infrastructure to serve areas within the City and in any possible annexation areas. It is important that such findings of infrastructure and resource availability occur when revisions to the City's boundary occur, or, as in this case, during the mandated MSR. In the case of this Service Review, it is prudent to evaluate the present and

long-term infrastructure demands and resource availability of the jurisdiction. This is accomplished by evaluating the (1) resources and services that are available, and (2) the expansion of such resources and services inline3 with increasing demands.

#### **DETERMINATION 2: GROWTH AND POPULATION PROJECTIONS FOR THE AFFECTED AREA**

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

The efficient provision of municipal services is linked to the ability to plan for future need. For example, existing and future levels of demand for services must be prepared to plan for the expansion of infrastructure, and to be able to determine where future demand will occur. Growth and population projections data will allow for the verification that there is adequate capacity or supply to serve the existing and future residences and businesses and ensure that projections for future growth and population patterns are integrated into the planning function.

#### **DETERMINATION 3: FINANCING CONSTRAINTS AND OPPORTUNITIES**

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

LAFCO is responsible for evaluating the ability of the agency to pay for improvements or services associated with growth. The planning can begin at the SOI stage by identifying infrastructure and maintenance needs associated with future annexations and development, and identifying limitations on financing such improvements, as well as opportunities that exist to construct and maintain those improvements .

#### **DETERMINATION 4: COST-AVOIDANCE OPPORTUNITIES**

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

LAFCO is responsible for evaluating cost-avoidance opportunities including, but not limited to, the following:

- Eliminating duplicative services;
- Reducing high administration-to-operation cost ratios;
- Replacing outdated or deteriorating infrastructure and equipment;
- Reducing inventories of underutilized equipment, building, or facilities;
- Redrawing overlapping or inefficient service boundaries;
- Replacing inefficient purchasing or budgeting practices;
- Implementing economies of scale; and
- Increasing profitable outsourcing.

**DETERMINATION 5: OPPORTUNITIES FOR RATE RESTRUCTURING**

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

When applicable, the MSR will review agency rates, which are charged for public services, to examine opportunities for rate restructuring without impairing the quality of service. Agency rates will be analyzed for conditions that could affect future rates and variances among rates, fees, taxes, charges, etc., within an agency.

**DETERMINATION 6: OPPORTUNITIES FOR SHARED FACILITIES**

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

Public service costs may be reduced and service efficiencies increased, if service providers develop strategies for sharing resources. Sharing facilities and excess system capacity decreases duplicative efforts, may lower costs, and minimizes unnecessary resource consumption. The MSRs will inventory facilities within the study area to determine if facilities are currently being utilized to capacity and whether efficiencies can be achieved by accommodating the facility needs of adjacent agencies. Options for planning for future shared facilities and services will be considered.

**DETERMINATION 7: GOVERNMENT STRUCTURE OPTIONS**

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

The purpose of considering options for the structure of governance when reviewing a sphere of influence is to identify opportunities for increased efficiency in the provision of services, which lead to savings to both the service provider and the consumer. The MSR will provide a tool to study comprehensively existing and future public service conditions and to evaluate organizational options for accommodating growth and ensuring that critical services are efficiently and cost-effectively provided.

**DETERMINATION 8: EVALUATION OF MANAGEMENT EFFICIENCIES**

Purpose: To consider the management structure of the jurisdiction.

Management efficiency refers to the effectiveness of an internal organization to provide efficient, quality public services. The MSR will evaluate management efficiency by analyzing agency functions, operations, and practices, as well as the agency's ability to

meet current and future service demands. Services will be evaluated in relation to available resources and consideration of service provision constraints.

#### **DETERMINATION 9: LOCAL ACCOUNTABILITY AND GOVERNANCE**

**Purpose:** To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

LAFCO is responsible for evaluating the degree to which the agency fosters local accountability. Local accountability and governance refers to public agency decision-making and operational and management processes that:

- Include an accessible and accountable decision-making body and agency staff;
- Encourage and value public participation;
- Disclose budgets, programs, and plans;
- Solicit public input when considering rate changes and work and infrastructure plans; and
- Evaluate outcomes of plans, programs, and operations and disclose results to the public.

Since existing law requires SOIs to be updated every five years and MSRs must be completed for SOI updates, MSRs should be updated at least every five years. Therefore, the planning horizon for this MSR will be five years from the adoption of the sphere update in 2014.

#### **DETERMINATION 10: EVALUATION OF DISADVANTAGED UNINCORPORATED COMMUNITIES**

**Purpose:** To evaluate if passed and present annexation activity has created pockets or islands of Disadvantaged Unincorporated Communities.

- Past and present annexation activity by the City of Tehachapi has not resulted in the creation of any Disadvantaged Unincorporated Communities (DUC's).
- The Ashe Tract community located north of Goodrick Drive and east of Dennison Road could be characterized as a DUC. However, in 1999 the City of Tehachapi in cooperation with the USDA Rural Development initiated the annexation of this unincorporated island and annexed the 48 single family homes to City water and sewer along with decommissioning the individual septic systems which were suspected of contaminating the shallow well with nitrates that had previously served this community through a mutual water district. In this regard the City of Tehachapi has not only not created any DUC the City has proactively pursued addressing these conditions even prior to legislative action requiring the City's to address DUC conditions.

## **2.0 CITY OF TEHACHAPI**

The City of Tehachapi provides the following services:

- Water
- Wastewater
- Stormwater Drainage
- Roads and Circulation
- Law Enforcement
- Fire Protection (via contract with Kern County Fire Department)
- Solid Waste (via contract with Benz Sanitation)
- Parks
- Airport

### **2.1 ADMINISTRATION, MANAGEMENT AND OPERATIONS**

The City of Tehachapi is located in the mountains between the San Joaquin Valley and the Mojave Desert. It is approximately 45 miles southeast from Bakersfield and 50 miles northwest from Lancaster. The City is surrounded by prominent hills and ridgelines to the north, west, and south. Tehachapi is bounded by the Sierra Nevada Range to the northeast, and the Tehachapi Range to the south. The City is currently approximately 4,784 acres, which does not include the California Correctional Facility that is in the City and encompasses an additional 1,695 acres. The City's current sphere of influence is approximately 15,216 acres.

The City of Tehachapi was incorporated August 13, 1909, and operates under a Council/City Manager form of government. The City's organizational chart is shown in Figure 2. The City Council is composed of five members elected to serve four-year staggered terms. It is the Council's responsibility to enact ordinances, resolutions, and orders necessary for governing the affairs of the City. The City Council meets on the first and third Monday of every month. These meetings are open to the public. Agendas for each meeting are posted in accordance with the Ralph M. Brown Act. The Council encourages citizens to participate in government matters. To further reach out to the public, the City maintains a comprehensive website, utilizes a Facebook page, produces monthly informational flyers, publishes a quarterly newsletter, and creates an annual report of City activities. The City also conducts public outreach meetings for certain City projects, such as the Bicycle Master Plan, the Community Branding Project, and others.

The City has adopted the following mission statement: "The employees of and City Council of the City of Tehachapi are committed to providing the best possible service to the customer at the lowest possible cost, while maintaining the highest quality of life for our residents. The City

team will strive to be the most customer oriented City in Kern County and the State. We will also strive for commitment to excellence in public service.”

The City of Tehachapi adopts a five-year budget annually which includes revenue and expenditure projections. The budget is developed by the City Manager and City Department Heads and is presented to the City Council during a public meeting for review, comment, and adoption, prior to the end of June. The five-year budget format allows the Council and Staff to budget and plan for long-term projects.

To fund needed projects resulting from growth, the City assesses impact fees for water, sewer, wastewater, traffic, parks, police and public facilities. Over the past several years, the City has been able to manage their financial situation in such a way that financing for large projects has been conducted in house, between funds. This internal financing has saved the City significant amounts of money over traditional lender financing by eliminating origination costs, financial consultant expense, lowering interest payments on debt, and increasing interest collection in the accounts loaning the funds over traditional investments. The City still maintains the Tehachapi City Financing Corporation in the event that external financial assistance is necessary for future projects.

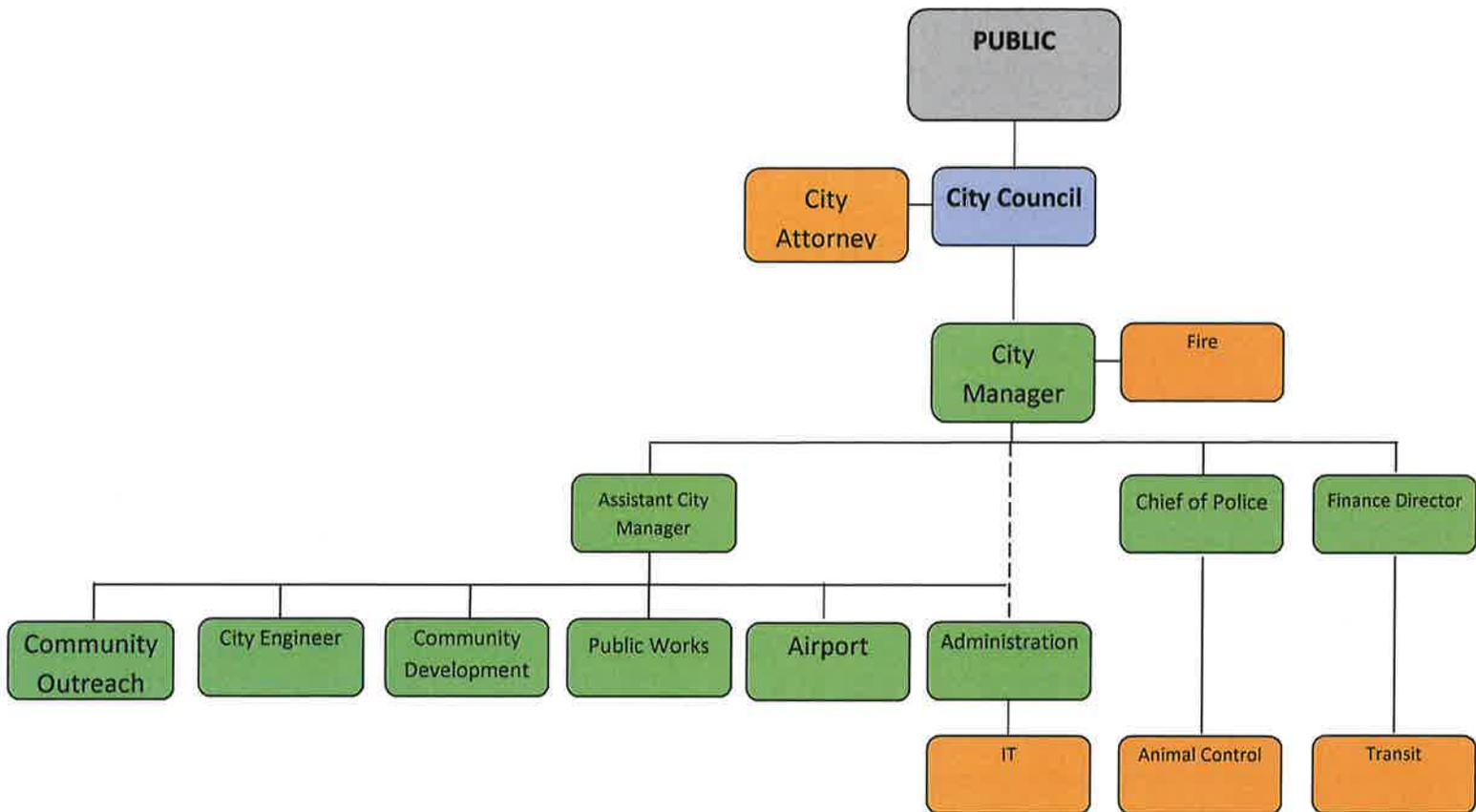
The City regularly considers and implements projects to improve organizational and work efficiency such as a comprehensive review of all City position classifications, the implementation of a computerized maintenance management system, development process improvements, and more. The City has also completed a comprehensive update of its personnel manual to ensure conformance with all State and Federal regulations while still promoting efficiency among staff.

A significant achievement was the City’s recently completed comprehensive General Plan update that is groundbreaking in both its format and content. With multiple years of community outreach and input the new General Plan is a departure from traditional General Plans throughout the State and focuses on form based development that is in keeping with the City’s small mountain town character by promoting better transportation connectivity, appropriate scale of development, walkable neighborhoods, mixed-use development, and more. As the community develops in accordance with the General Plan and the accompanying Zoning Code changes, infill development and less resource-intensive development will be promoted and rewarded through regulatory processes.

In addition to the General Plan and Zoning Code updates, the City has accomplished many other noteworthy achievements. The revitalization of its downtown has been given many regional and statewide awards. A major increase in water storage capability was completed with the construction of 1.5 million gallons of new storage tanks. Process improvements at the City’s

wastewater treatment facility have been completed greatly reducing the nitrates produced while also increasing capacity by nearly 1000 connections. Challenger Drive has been constructed, connecting the Capital Hills area of Tehachapi to Dennison Road, providing freeway access to residents living to the north of Highway 58, and providing a second access to the new Tehachapi Hospital. Numerous road rehabilitation projects have been completed totaling over \$5 million over the previous five years. Five new parks have been constructed and bike and pedestrian facilities have been greatly expanded.

Figure 2.2



**LEGEND**

-  = Elected Position
-  = Provided under contract
-  = Staff Position

## 2.2 POPULATION AND GROWTH

### 2.2.1 Total Population

The California Department of Finance estimates the 2014 population of the City of Tehachapi to be 13,346. According to the U.S. Census, in the ten years between 2000 and 2010, the population of Tehachapi increased from 10,957 to 14,414, which includes the inmate population of the California Correctional Facility that is within the City limits pursuant to a non-contiguous annexation that was achieved in 1997 through special legislation. During the same time period, the housing stock increased from 2,539 to 3,539 units; an average of 100 units per year. The total population has decreased from 2010-2014 due a reduction in the inmate population at CCI rather than a decrease of residents within the City limits. The City of Tehachapi population exclusive of the prison is 8,967.

**Table 2.A City of Tehachapi Population and Housing 2000, 2010, 2014**

Year	Population	Increase	Prison Population	Housing	Housing Increase
2000	10,877	-	4,404	2,539	-
2010	14,414	3,537	5,933	3,539	1,155
2014	13,346	-1,068	4,379	3,622	83

*Population includes prison inmate population*

*Sources include 2004 Municipal Service Review, 2000 and 2010 US Census, Department of Finance, City of Tehachapi Housing Element*

### 2.2.2 Housing Inventory

As shown in Table 2.B, the Department of Finance estimates that there are 3,539 dwelling units within the City of Tehachapi as of 2010. Of these dwelling units 68.4 % are detached single-family homes.

**Table 2.B Dwelling Units within the City of Tehachapi as of 2010**

Housing Unit Type	2000		2010		
	Units	Percentage Total	Units	Percentage Total	Percentage Change
Detached	1,843	63.2	2,526	68.4	37.1
Attached	135	4.6	135	3.7	0
Total Single Family	1,978	67.9	2,661	72.0	34.5
2-4 Units	385	13.2	405	11.0	5.2
5+ Units	281	9.6	281	7.6	0
Total Multi-Family	666	22.9	686	18.6	3.0

Mobile Homes	270	9.3	192	9.4	28.5
<b>Total Units</b>	2,914	100	3,539	100	26.8

Sources include Department of Finance, Tehachapi Housing Element, US Census, Tehachapi General Plan EIR

### 2.2.3 Average Household Size

Tehachapi’s existing population per household as identified by the State Department of Finance is 2.65 which is smaller than the Kern County average of 3.1 and California’s average of 2.926.

### 2.2.4 Population Projections

Table 2.C below indicates that population growth in the City of Tehachapi will occur at 1.1% annually between 2010-2040 compared to 4.1% between 1980-2010.

**Table 2.C – Kern COG’s Planning Assumptions for the City of Tehachapi**

Year	Population with Prison	Population without Prison	Households
2000	10,957	6,712	2,533
2010	14,414	8,271	3,121
2020	16,000	9,540	3,600
2030	17,800	11,130	4,200

*Kern COG’s 2014 Regional Transportation Plan (RTP) June 2014*

## 2.3 WATER

The City of Tehachapi provides potable water service to the residents and businesses within the City. The City’s Water Department maintains seven wells, five million gallons of water storage, 250 fire hydrants, and approximately 50 miles of water mains that supply about 3,000 metered connections. Adequate pressure to provide service as well as firefighting capability is maintained by the use of booster pumps and pressure relief/sustaining valves which produce six pressure zones. The Water System is operated by permit from the State Water Resources Control Board.

Tehachapi pumps its groundwater from an adjudicated groundwater basin and the treatment of groundwater is in the form of free chlorine disinfection residual.

The “safe yield” of the groundwater basin underlying the City (Tehachapi Basin) has been estimated at 5,500 acre-feet per year according to the Lockman and Associates study dated June 1991 and titled *City of Tehachapi Water and Waste Water Development Fee Study*. The City currently has a base right to pump approximately 1,850 acre-feet per year. The City also utilizes annual base right water leases and also participates in conjunctive use of State Water Project (SWP) for artificial groundwater banking. SWP water is purchased from the Tehachapi-Cummings County Water District.

Based on the City's consumption of 209 gallons per person per day water consumption for the City of Tehachapi for 2013 was 2,122 acre feet (AF). Table 2.D below illustrates the annual water consumption for years 2000 – 2013.

**Table 2.D City of Tehachapi Historic Water Demand**

Table 2.D City of Tehachapi Historical Water Demand													
2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
1,671	1,657	1,833	1,787	1,946	1,835	2,070	2,266	2,178	2,132	1,958	2,000	2,206	2,122

Source: 2010 RUWMP Tables 2-16 & 4-12; City of Tehachapi Groundwater Production Report December 2012; Tehachapi Basin Watermaster Reports for Years 2009-2012

Year 2007 reflects the highest water consumption year which tends to coincide with the peak in development/construction activity just prior to the great recession. Much of this peak consumption can be attributed to the use of potable water for construction related activity such as dust control and soil compaction. Subsequently, with a few exceptions the City's now requires the use of non-potable water to be purchased from TCCWD for use associated with construction activity.

The 2,122 AF is well below the above referenced safe yield of the adjudicated Tehachapi Basin. The 2,122 AF is above the base right of 1,850 AF. However the difference or gap if you will between base right and actual usage is made up for through annual base right leases and the City's participation in the conjunctive use of State Water Project (SWP) resources through TCCWD artificial ground water recharge program. A comparison to other agencies in Kern County who provide water service demonstrates that Tehachapi's consumption rates are not excessive in comparison to other water purveyors.

**Table 2.E – Water Generation Rates for Kern County Agencies**

Water Purveyor of Service Area	Water Production-Gallons Per Person Per Day
Stallion Springs	180
California City	339
Bakersfield Metro Area	321
Vaughn Water	454
Delano	220
Tulare	261
Palmdale Water District	235
Arvin	202
Wasco	250
San Joaquin portion of Kern County	296
Bear Valley CSD	160
Rosamond CSD	250

Source: Stallion Springs Master Plan, 2004 and the Agencies within this MSR

The City's distribution system is currently adequate to serve existing customers and is in good repair. An ongoing maintenance program, under the supervision of the Tehachapi Public Works Director, is in effect to keep the infrastructure in good operating condition. It is anticipated that this maintenance program along with the Capital Improvement Program will enable the City to continue to provide domestic and fire service to its customers, provided that adequate supplies of potable water remain available.

The Water Enterprise Fund's Capital Projects List includes projects such as the Process Water Project, Snyder Well Project, water main and water service line replacement projects, as well as, water conservation program enhancements. Funding for these projects will come from a variety of sources such as impact fees, connection charges, and public funding streams.

The Department has a staff of four full-time employees and utilizes other members of the Public Works Department when needed. The administration staff at City Hall provides billing-related services and administrative support for the Water Department.

In terms of cost to the end customer, the City of Tehachapi maintains two service zones, Zone A and Zone B. If the developer of a project being served with municipal water conveyed its water rights at the development stage, the property/project is placed in Zone A and the cost of water usage is calculated at a lower rate than properties/projects in Zone B which did not convey water rights. Table 2.F lists the water rates charged by the City. Table 2.G shows a comparison of water rates in nearby jurisdictions.

**Table 2.F – City of Tehachapi 2004 Water Rates**

	Zone A	Zone B	Outside City Limits
Minimum plus usage of	\$20.41	\$30.34	\$39.34
4,000-10,000 gallons	\$0.65	\$0.96	\$1.75
10,000-20,000 gallons	\$0.96	\$1.41	\$2.52
20,000-40,000 gallons	\$2.05	\$3.09	\$4.25
40,000-60,000 gallons	\$2.50	\$3.71	\$4.99
60,000-80,000 gallons	\$2.97	\$4.45	\$5.82
80,000-100,000 gallons	\$3.40	\$5.09	\$6.47
Over 100,000 gallons	\$3.70	\$5.55	\$6.97

It should be noted that the distinction between Zone A and Zone B is that development in Zone A provided water rights in an amount commensurate with the respective development. However Zone B developments either did not have water rights to convey or elected to retain their water rights. As such water consumers in Zone B pay a higher per gallon fee. The delta between the two (2) zones is used to either purchase additional water rights, lease water rights or purchase SWP water for recharge purposes. Under both scenarios the structure of the water consumption fee provides the City with a mechanism by which to keep pace in terms of water rights/pumping rights as development occurs over time.

With respect to future growth scenarios and projections as illustrated on Table 2.C by year 2030 there are estimated to be 4,200 households within the City of Tehachapi (City limits). Based on an assumption of 2.65 individuals per household equates to a population of 11,130 individuals. Additionally, based on a consumption rate of 209 gallons/person/day this could equate to a consumption of 2,326,170 gallons total city wide water consumption per day or 6.1 AF per day or 2,226.5 AF/year of water consumption. This growth/consumption projection to the year 2030 falls below the aforementioned safe yield of the Tehachapi Basin. The 2,226.5 AF of total Citywide water consumption per year does exceed the current base right pumping allocation of 1,850 acre feet per year. However as previously indicated this allocation is not a fixed amount. Additional water/pumping rights can be procured. In addition, as indicated the City can utilize base right leases and participate in the conjunctive use of state water project (SWP) resources to increase pumping right in an amount commensurate with the amount of water purchased and recharged into the Tehachapi Basin. The City's fee mechanism and development protocol provides the funding necessary to achieve these various strategize towards expanding the City's pumping rights.

Additionally, the City of Tehachapi fee mechanism and development protocol will allow the City in terms of expanding the City's water/pumping rights to keep pace with development overtime.

**Table 2.G – Monthly Water Rates**

	Golden Hills CSD	Mojave Public Utility Dist	Stallion Springs CSD
Residential	\$21.26 Min Meter, plus \$1.33 per unit for 100-500 cubic feet of water, and \$2.66 per unit for each additional 100 cubic feet of water	\$31.92 Min. for <1,000 gallons, plus \$1.32 for each additional 1,000 gallons	Rates are dependent upon usage. Between \$2.75 and \$3.40 per 100 cubic foot
Commercial and Industrial	\$21.26 Min Meter, plus \$1.41 per unit for 100-500 cubic feet of water, and \$2.81 per unit for each additional 100 cubic feet of water	Metered service rates depend on size of meter. Minimum rates begin at \$28.89 per month plus \$1.32 per 1,000 gallons thereafter	Rates are dependent upon usage. Between \$3.15 and \$3.40 per 100 cubic foot

## 2.4 WASTEWATER

In 2012, the City of Tehachapi completed a Wastewater Treatment Plant (WWTP) Improvements Project. Improvements included headworks screening, sludge dewatering, denitrification, SCADA upgrade and a new administration building and maintenance facilities. . The new facilities are designed to provide treatment to a secondary level and are currently in compliance with State and Federal regulations. The plant has a design capacity of 1.25 million gallons per day (mgd). Current plant influent is approximately 0.85 mgd; hence, the treatment plant has ample capacity left for future growth in the City. Specifically, based on an estimated demand of 100 gallons per day per person and an anticipated population of 9,540 residents by

2020. The amount of effluent is anticipated to increase from the current level of 0.85 mg. .95 mgd which is well below the current capacity of 1.25 mgd. The City has design plans for tertiary-level improvements for the WWTP which would increase the treatment capacity to 2.50 mgd. City staff is currently updating construction figures and evaluating various funding scenarios for this project.

Plant effluent is currently used for agricultural irrigation on City-owned property. Upgrading the plant to tertiary treatment would be required to allow use of plant effluent for additional purposes such as irrigation of playgrounds, golf courses, landscaping, et. Additional disinfection and filtration facilities would be required to provide a tertiary level of treatment. While expanding use of treated effluent would be beneficial; the capital cost of upgrading to a tertiary treatment level precludes consideration at this time.

WWTP influent and effluent are currently monitored for both quantity and quality. Monitoring and reporting are currently in compliance with State and Federal regulations. This monitoring program will provide advance notice if plant expansion is required to meet future demand or if the plant needs to be upgraded to meet stricter effluent standards which may be applicable in the future. The City maintained collection system is generally in good repair. It is anticipated that any problems encountered by this inspection program will be addressed under the Capital Improvement Program. The City has planned several projects to upgrade and maintain the sewer system. These projects include process water project and tertiary-level improvements.

New wastewater facilities needed due to growth will be financed by wastewater connection fees from new development. Wastewater connection fees are updated annually to reflect inflation and payment on the financing mechanism for the treatment plant. New development that is located in outlying areas will be responsible for planning and financing wastewater facilities to connect to the City's existing backbone system. Repayment programs will be established to reimburse the developer from other properties benefiting from the improvement through the mainline extension agreement process. The developer will also be reimbursed for the oversizing costs of constructing mains through this same mechanism.

The wastewater rates that are charged by the City are shown in Table 2.H. Table 2.I compares the sewer rates of nearby jurisdictions.

Therefore even in the absence of the aforementioned tertiary treatment upgrades and concomitant increase in effluent capacity the sewer treatment plant has the capacity to accommodate growth over the next planning period.

**Table 2.H – City of Tehachapi Wastewater Rate Schedule, 2004**

Single-Family Dwelling	\$36.86
Multi-Family Dwelling, per unit	\$29.81
Commercial, minimum	\$36.86
Over 7,000 gallons (per 1,000 gallons)	\$3.02
School, per 1,000 gallons	\$6.51

**Table 2.1– Monthly Sewer Rates**

	Mojave PUD	Stallion Springs CSD	Bear Valley
Residential – Single Family	\$12.42	\$39.74	\$76.16
Commercial and Industrial	Min of \$12.42 up to \$1,326.62. Rate is based upon daily flow	From \$34.98 up, dependent upon fixture & usage	\$19.04 per HCF

**2.5 FIRE PROTECTION**

The Kern County Fire Department is a professional firefighting institution, which provides "all-risk" emergency and various hazard/threat mitigation services for the City of Tehachapi. The Kern County Fire Department's mission-driven intent is to *protect life and property by providing effective public education, fire prevention, and emergency services*. In concert with this mission, the Kern County Fire Department furnishes the following educational, preventative and emergency assistance to our citizens of Tehachapi.

- Fire and life safety education, engineering and enforcement.
- Arson and fire investigation.
- Hazard Reduction.
- Emergency Medical Services.
- Structure firefighting.
- Wildland firefighting.
- Vehicle accidents extrications.
- Vehicle (planes, trains and automobiles) firefighting.
- Hazardous Materials regulation and mitigation.
- Technical Rescue competencies, including confined space and trench rescue; high, medium and low angle rescue.
- Disaster Resolution

Kern County Fire Department's Station 12, which is located on the southeast corner of S. Curry and Tehachapi Blvd., is staffed twenty-four hours a day, seven days a week by a company officer, an engineer and a firefighter. These three firefighters, assisted by administrative personnel (firefighters) accomplish the above-listed tasks; endeavoring to furnish and sustain optimal emergency and risk reduction services. KCFD has recently added Station 13 to service the nearby community of Golden Hills. This upgrade has improved the level and quality of service for Tehachapi City residents. Additional firefighters, coupled with a more expedient application of firefighting resources, translate to rapid, precise and massive emergency engagement and resolution; equating to more saved people and property and community health.

Kern County Fire Department's comprehensive and multiple service capabilities provide City of Tehachapi residents - permanent and transient, consistent protection from all types of emergency and exigent hazards. To this end, Kern County Fire Department professionals *actively participate in the Tehachapi community, serve as role models, and continually seek ways to maximize resources, while preserving essential services.* Because we are proud and grateful to serve our Tehachapi community, the Kern County Fire Department is *committed to proudly serve in the safest, most professional and efficient manner.* The following tabular data attest to this commitment:

**Table 2.J - Fire Department Personnel Hours**

	2013	2012	2011	2010
Training	1,059	5,361	2,182	1,273
Station Maintenance	445	395	603	935
Equipment Maintenance	839	661	989	954
Hydrant Maintenance	50	74	56	27
Emergency Incidents	1,275	1,492	1,550	1,341
Fire Safety Education	169	151	224	253
Fire Prevention	252	364	504	552
Administration	477	610	1,070	940
Fire Investigation	6	12	2	6
<b>TOTAL</b>	<b>4,572</b>	<b>9,120</b>	<b>7,180</b>	<b>6,281</b>

**Table 2.K - Fire Department Activity**

	2013	2012	2011	2010
Structure Fires	7	13	8	11
Wildland Fires	1	9	5	17
Vehicle Fires	3	3	4	5
Other Fires	12	11	6	6
Medical Aids	475	439	402	377
Hazardous Conditions	39	43	35	29
Technical Rescue	0	2	0	1
Vehicle Accidents	25	23	36	27
Public Services	83	59	44	48
False Alarms	29	22	22	26
OTHER INCIDENTS	95	128	125	92
<b>TOTAL</b>	<b>769</b>	<b>752</b>	<b>687</b>	<b>639</b>

The Kern County Fire Department's devotion to *constantly evaluate the type of service, method of delivery and equipment needed to maximize our services* will continuously extend into the future, as "Your Fire Department" proactively engages public safety threats and leverages protection opportunities to provide a complete and exemplary fire and emergency services package.

## **2.6 POLICE SERVICES**

The City of Tehachapi reestablished its own Police Department in 2007 to provide enhanced police services for the incorporated City. In June of 2014, the Police Department relocated to a new facility located at 220 West C Street within the city. The new facility represents an adaptive reuse of a former 11,400 square foot garment factory and this adaptive reuse is in keeping with the City's infill and sustainability philosophy in contrast to building new in a "green field condition". Additionally, the facility was able to be self-financed due in large part to the City's adoption of a Public Facilities fee mitigation strategy that requires new development to offset their incremental impact on public facilities which in turn allows the City to keep pace with development activity. The size and design of the new facility will accommodate the anticipated future growth of the Department and also house a planned Dispatch Center. The Department currently employs 16 sworn officers consisting of the Chief of Police, 3 Sergeants, 2 Senior Officers, 9 Officers, and 2 Reserve Officers. The Department also employs a professional staff consisting of an Administrative Assistant, a Records Clerk, and a part-time Crime Prevention Officer.

The Department currently deploys two patrol officers on each shift 7 days a week. Additionally, the Department deploys 2 additional School Resource Officers to the various schools both in the incorporated and unincorporated areas of Tehachapi. When schools are in session, School Resource Officers are generally deployed during dayshift hours to coincide with student attendance. Service levels are routinely analyzed by evaluating the actual operations of the Department and the needs of the community versus simply the number of staff. The Chief and the City Manager maintain an open line of communication, whereby they discuss service-related issues, community concerns, and policing strategies. Appropriate changes are made based upon these communications. Growth projections have been integrated into plans for future service levels pursuant to concerns of the Chief and City Manager. Regional projections and local development plans are also analyzed which allows the Police Chief to effectively anticipate and forecast future staffing and equipment needs. Any increases can occur incrementally with the development of the community. Operations of the Department are routinely analyzed by the City Manager, City Council, and the Chief of Police.

The Police Department has experienced an increase in total incidents, calls for service, total officer reports, and arrests over the past four years. Despite these increases, the Department has maintained acceptable response times to calls for service within the city.

**Table 2.L-Patrol Statistics**

<b>PATROL STATISTICS</b>				
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Total Incidents	14787	15375	14980	15845
Calls for Service	5229	5849	6756	6915
Officer Initiated Incidents	9558	9526	8224	8930
Traffic Stops	1925	1575	1462	2171
Other OIA Incidents	7633	7951	6762	6759
Bus/Building Checks	3937	4285	2892	1515
Veh/Ped Check	720	760	1025	1794
Total Officer Reports	1377	1451	1806	2033
Accident	53	47	36	55
Criminal Accident	35	32	38	42
Felony	378	370	512	559
Information	265	326	444	489
Infraction	6	7	6	13
Misdemeanor	585	611	696	818
Property Damage Only	27	22	28	19
Void	8	29	22	27
Unclassified Reports	20	7	24	11
Total Misdemeanor & Felony Arrests	670	696	683	978
Misdemeanor Arrests	484	487	458	682
Felony Arrests	186	209	225	296
Total Citations	931	792	601	991
Criminal	2	259	261	393
Infraction	264	57	12	12
Misdemeanor	413	149	51	54
Moving Vehicle	7	107	134	317
Parking	210	135	107	108
Voided	1	2	4	3
Unclassified	29	52	11	24

Although the City of Tehachapi experienced some increases in Part I crimes from 2009-2012, a fairly substantial decrease was realized in 2013. The incidence of nearly all Part I crimes declined from 2012 to 2013 resulting in an overall reduction of approximately 18%. The reduction of Part I crimes continues to be the focus of the Department's Community Based Policing Strategy.

**Table 2.M – Part I Crimes**

<b>PART I CRIMES</b>					
<b>CRIME</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Homicide	1	0	0	2	0
Rape	1	1	1	4	5
Robbery	3	6	7	9	7
Assault - Aggravated	43	28	30	47	29
Assault - Simple	51	33	45	39	38
Burglary	115	113	109	210	183
Larceny	182	165	166	240	183
Stolen Vehicle	4	2	19	29	28
Arson	0	0	0	0	0
<b>TOTALS</b>	<b>400</b>	<b>348</b>	<b>377</b>	<b>580</b>	<b>473</b>

The Department has several mutual aid agreements with surrounding agencies. These agreements are a critical component to emergency responses in the Tehachapi area and clearly enhances our ability to provide excellent service to the residents of our community. Mutual aid agreements exist with Kern County Sheriff, Edwards Air Force Base, Federal Bureau of Investigations, California Department of Corrections, Stallion Springs Police Department, and the Bear Valley Springs Police Department. Tehachapi Police Officers are regularly requested to respond to county areas to assist with policing services.

**Table 2.N – Other Agency Responses**

<b>ASSIST OTHER AGENCY RESPONSES</b>				
<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
381	312	403	291	297

## **2.7 STORMWATER DRAINAGE**

### **City-Wide Stormwater Drainage Management**

Prior to the 1970's, the City of Tehachapi was subjected to extensive periodic flooding from heavy precipitation or snowmelt due to runoff from the mountains south of town. A series of dams and diversion structures were constructed under the leadership of the United States Soil Conservation Service (now known as the National Resource Conservation Service) following the creation of a Watershed Flood Study produced in 1972.

Pursuant to the construction of the Tehachapi Watershed Project, the Federal Emergency Management Agency (FEMA) in partnership with the National Flood Insurance Program (NFIP) revised the flood inundation maps for the City of Tehachapi moving the vast majority of the town into Flood Hazard Zone "B". This classification puts the land into the 500-year flood zone.

As such, flood insurance is not required of properties within Zone “B” and the probability of flooding is determined to be very low.

### **Local & Regional Stormwater Drainage Management**

Both the development of ‘green-field’ properties and the intensification of development (manifest through the increase in impervious surfaces) create local and regional increases in storm-water runoff. In order to manage these effects, the City of Tehachapi Subdivision and Development Standards require developers to mitigate these effects through project design. While open to the creative efforts of qualified design engineers, these mitigation efforts most commonly take the form of either detention or retention storm basins. Detention basins are designed to accept storm water during an event and then release the stored water into the natural water course within a defined period of time following that event. Retention basins similarly accept storm water during an event but retain them after the event. The water then percolates and evaporates in a defined period of time following an event. The following is a list of basins maintained by the City for this purpose:

- Tucker Road Detention Basin
- Capital Hills Retention Basin
- Industrial Parkway Detention Basin
- Airport Retention Basin
- Applewood Drive Detention Basin
- Pinon Street Retention Basin
- Scarlet Oak Drive Retention Basin
- Dennison Road Detention Basin
- Bailey Court Detention Basin

It is worth noting that subsequent to the 2004 MSR adoption the City has formed a Landscape Lighting Maintenance District and Drainage Benefit Assessment District as a mechanism by which the cost of maintaining these facilities is born by the property owners who benefit from these facilities rather than the general public. These basins are fed from a series of storm drains and open channels designed to collect and transport storm flows. As the size and location of the City’s storm drains are numerous, we will not try and list them in this document. That said, the following is a list of major storm channels maintained by the City:

- Dennison Road / Airport Channel
- Wastewater Treatment Plant Channel
- Antelope Run (Owned and Maintained by the Tehachapi Cummings County Water District)

As future development occurs within the City, storm-water drainage facilities will be required in compliance with the Subdivision and Development Standards. These standards require an evaluation and comparison of the pre-development site runoff against the post-development site runoff. This evaluation leads to the design and implementation of mitigation measures to attenuate this change in runoff.

## **2.8 CIRCULATION**

The 2000 General Plan update was the General Plan in place at the time the 2004 Municipal Service Review (MSR) was prepared and adopted. The 2004 MSR reflected the 2000 General Plan in terms of the circulation element which relied on a more conventional hierarchy of streets with east/west and north/south major collectors at one mile intervals and east/west and north/south secondary collectors at ½ mile intervals. The 2000 General Plan circulation element also designated the Level of Service (LOS) C as an acceptable LOS as defined by the Highway Capacity Manual. Past subdivision designs have emphasized cul-de-sac over the connectivity that can be achieved through non-traditional grid configured street patterns. Therefore, based on an assumption that future residential subdivision designs would be cul-de-sac dominated, each new subdivision would need to rely on a major or minor collector to get from Point A to Point B.

More recently, the City adopted a Form Based General Plan in April 2012 and the mandated circulation element of the General Plan has been renamed Mobility Element. The Mobility Element emphasizes connectivity over cul-de-sac and has re-designated street types within the street hierarchy; Principal Through Streets (Major Arterial), Collector or Through Streets (Minor Arterial), Tertiary Streets (Local Streets).

The street system envisioned for Tehachapi consists of a network of individual streets based more on the desired neighborhood character and less on traffic carrying capacity. This is largely possible through the interconnectedness and redundancy of the network. In this regard, the Mobility Element and future circulation will no longer rely on the former street hierarchy. However, the right-of-way width established in the street hierarchy will be maintained for the purpose of accommodating bike lanes, paseos and multi-use trails throughout the community, rather than paved traffic lanes, providing connectivity to commercial centers, schools, civic centers and residential neighborhoods.

### **2.8.1 Principal Through Streets (Major Arterial)**

Of the three general categories of street types, Principal Through Streets are designed to carry the most amounts of traffic across town at a reasonable speed. Travel lanes tend to be slightly wider than those of minor or local streets. Medians provide for turn lanes that allow for turn movements without impacting the traffic flow. Major arterials have few required stops,

typically at signalized intersections with other major arterials. Additional pedestrian activated signals are recommended. This type provides for smooth flow of vehicular traffic while ensuring pedestrian safety and comfort, quality of life for adjacent residences, and overall aesthetic appeal.

### **2.8.2 Collector or Through Streets (Minor Arterial)**

Designed to connect neighborhoods with major arterials and carry moderate amounts of traffic at moderate speeds. Travel lanes tend to be slightly narrower than those of major arterials to encourage lower speed. Minor arterials typically have stop sign controlled intersections every few blocks. This type balances traffic flow with pedestrian safety and comfort, quality of life for adjacent residences, and overall aesthetic appeal.

### **2.8.3 Tertiary Streets (Local Streets)**

Designed to provide access to most residences in neighborhoods and carry modest amounts of traffic at low speeds. Travel lanes tend to be narrow to encourage low speed. Local streets in low-intensity areas carrying little traffic may be queueing streets, requiring drivers to let oncoming traffic pass before proceeding. Local streets typically have stop sign controlled intersections every couple blocks. This type allows for slow vehicular traffic while emphasizing pedestrian safety and comfort, quality of life for adjacent residences, and overall aesthetic appeal.

### **2.8.4 Public Transit**

The City provides local transit via contract with the Kern Regional Transit Authority. This is a dial-a-ride service that provides services on a first-come-first-serve basis. A local fixed route system has been periodically evaluated since the 2004 MSR adoption. However, there simply have not been the critical mass in terms of ridership to support a fixed route system. Additionally, Kern Regional offers daily trips to Bakersfield, Palmdale and Lancaster to employment and education centers.

### **2.8.5 Bicycle Facilities**

The narrative in the 2004 Municipal Service Review did not discuss existing bicycle facilities given that the City had not adopted a Bicycle Master Plan and essentially in 2004 no bicycle facilities existed. The 2004 Municipal Services Review document included the following Bicycle Facilities Table;

**Table 2.O – 2004 Proposed Bicycle Facilities within the City of Tehachapi**

North-South Routes	East-West Routes
Tucker Road from Highline to Tehachapi Boulevard	Highline Road from Tucker Road to Tehachapi-Willow Springs Road
Summit Road from Highline Road to Valley Boulevard	Cherry Lane from Tucker Road to Brentwood Street
Curry Street from Valley Boulevard to Tehachapi Boulevard	Valley Boulevard from Tucker Road to Summit Road
Mt. View Avenue from Valley Boulevard to Tehachapi Boulevard	D Street from Mt. View Road to Mill Street
Mill Street from Valley Boulevard to Capital Hills Drive	C Street from Robinson Street Snyder St
Robinson Street from C Street to Tehachapi Boulevard	Tehachapi Boulevard from Tucker Road to Tehachapi-Willow Springs Road
Snyder Avenue from Anita Drive to Tehachapi Boulevard	Red Apple Avenue from Westwood Boulevard to Tucker Road
Dennison Road from Highline Road to Tehachapi Boulevard	
Stueber Road from Highline Road to Tehachapi Boulevard	
Tehachapi-Willow Springs Road from Highline Road to Tehachapi Boulevard.	

Subsequent to the 2004 MSR narrative, the City of Tehachapi adopted a Bicycle Master Plan dated June 2012 which established goals, objectives and policies for all types of bicycle riders and trip purposes. The Bicycle Master Plan is an implementation tool for the City's 2012 Form Based General Plan to close existing gaps and provide connectivity to commercial center, civic and recreational areas, schools and employment centers. The Bicycle Master Plan is additionally linked to the pending Active Transportation Plan which will provide the level of detail required to fully implement the Master Plan.

Over 32.08 miles of bicycle facilities are recommended in the Bicycle Master Plan. Recommendations include Class I Bike Paths, Class II Bike Lanes, Class III Bike Routes and Bike Boulevards, expanding the Table 2.O list substantially.

**Table 2.P - Proposed Bicycle Facilities (2012)**

Street	From	To	Mileage
<b>Class I Bike Paths</b>			
Antelope Run (north-south)	Tehachapi Boulevard	Tucker Road	1.37
Antelope Run (east-west)	Antelope Run (north-south)	Alder	0.52
C Street	C Street (Cul-de-sac)	Mojave Street	0.007
Challenger Path	Challenger Drive	Dennison Road	0.61
Cherry Lane	Elm Street	Curry Street	0.30
Conway Path	Tucker Road	Mt. View Avenue	0.59
Orchard Parkway	Alder Avenue	Classico Drive	0.34
Pinon Street	Brandon Lane	Dennison Road	0.53
Tehachapi Boulevard	Existing bike path (west)	Mt. View Avenue	0.08
Valley Boulevard	Curry Street	Snyder Avenue	0.64
<b>TOTAL</b>			<b>5.05</b>
<b>Class II Bike Lanes</b>			
Alder Avenue	Highland Orchard parkway	Curry Street	0.72
Anita Drive	Snyder Avenue	Dennison Road	0.37
Burnett Road	Dennison Road	Appaloosa Court	0.81
C Street	Mill Street	End of road (east)	0.49
C Street	Pepper Drive	Snyder Avenue	0.16
Capitol Hills Parkway	Challenger Drive	Mill Street	0.24
Challenger Drive	Capitol Hills Parkway	Vienna Street	0.43
Cherry Lane	Tucker Road	Elm Street	0.70
Curry Street	Tehachapi Boulevard	C Street	0.30
Curry Street	Valley Boulevard	Highline Road	1.02
Dennison Road	Burnett Road	Highline Road	2.12
E Street	Mulberry Street	Robinson Street	0.54
E Street	Davis Street	Snyder Avenue	0.35
Green Street	J Street	Tehachapi Boulevard	0.21
H Street	Mill Street	Mojave Street	0.54
Highland Orchard parkway	Pinon Street	Alder Avenue	0.04
Highline Road	Tucker Road	Tehachapi-Willow Springs Road	4.03
I Street	Curry Street	Mojave Street	0.37
J Street	Curry Street	Hayes Street	0.43
Mill Street	Capitol Hills Parkway	Tehachapi Boulevard	0.53
Mill Street	Tehachapi Boulevard	Valley Boulevard	0.58
Mojave Street	J Street	H Street	0.15
Mojave Street	Tehachapi Boulevard	Pepper Drive	0.26

Mt. View Avenue	D Street	Valley Boulevard	0.34
Mulberry Street	Tehachapi Boulevard	E Street	0.13
Orchard Parkway	Classico Drive	Curry Street	0.12
Pepper Drive	Mojave Street	C Street	0.14
Pinon Street	Curry Street	Brandon Lane	0.47
Pinon Street	Highland Orchard Parkway	Applewood Drive	0.06
Snyder Avenue	Tehachapi Boulevard	Valley Boulevard	0.47
Steuber Road	Tehachapi Boulevard	Highline Road	1.25
Tehachapi Boulevard	Mt. View Avenue	Tehachapi-Willow Springs Road	3.67
Tehachapi-Willow Springs Road	Tehachapi Boulevard	Highline Road	1.06
Tucker Road	Valley Boulevard	Highline Road	1.02
Valley Boulevard	West City Limits	Tucker Road	0.25
Valley Boulevard (north side)	Las Colinas Street	Oakwood Street	0.50
Valley Boulevard	Snyder Avenue	Dennison Road	0.37
<b>TOTAL</b>			<b>25.24</b>
<b>Class III Bike Routes</b>			
Applewood Drive	Elm Street	Pinon Street	0.20
Elm Street	Cherry Lane	Applewood Drive	0.15
Pinon Street	Applewood Drive	Curry Street	0.19
<b>TOTAL</b>			<b>0.54</b>
<b>Bike Boulevards</b>			
Clearview Street	Valley Boulevard	White Oak Drive	0.25
Elm Street	Maple Street	Cherry Lane	0.48
Maple Street	Mt. View Avenue	Mill Street	0.30
White Oak Drive	Curry Street	Clearview Street	0.22
<b>TOTAL</b>			<b>1.25</b>
<b>Total Network Mileage</b>			
			<b>32.08</b>

Source: Tehachapi 2012 Bicycle Master Plan

Since the 2004 MSR was adopted, the City has installed several Class I, II and III bike networks as listed below in Table 2.Q.

**Table 2.Q - Class I, II and III Bike Networks**

Street	From	To	Mileage
<b>CLASS I Bike Paths</b>			
Tehachapi Blvd	Tucker Road	Approx. 200 feet west of Mountain View	.36
Valley Blvd	Approx. 300 east of Tucker Rd	Oakwood Street	.51

Curry Street	C Street	Valley Boulevard	.25
E Street	Davis Street	Mojave Street	.08
<b>TOTAL</b>			<b>1.20</b>
<b>Non-Standard Bike Path</b>			
Valley Boulevard	Curry Street	Snyder Avenue	.63
<b>Class II Bike Lane</b>			
Green Street	H Street	Commercial Way	.26
Tucker Road	Tehachapi Blvd	Valley Blvd	.50
Valley Blvd	Tucker Road	Las Colinas	.07
Valley Blvd	Oakwood Street	Curry Street	.36
Mountain View Ave	Tehachapi Blvd	D Street	.17
E Street	Mountain View Ave	Mulberry Street	.20
Mulberry Street	Tehachapi Blvd	D Street	.17
D Street	Mulberry Street	Robinson Street	.32
Robinson Street	Tehachapi Blvd	C Street	.29
E Street	Robinson Street	Davis Street	.09
Mill Street	Tehachapi Blvd	C Street	.30
Curry Street	Tehachapi Blvd	Highline Road	.55
E Street	Mojave Street	Snyder Avenue	.26
<b>TOTAL</b>			<b>3.54</b>
<b>Class III Bike Routes</b>			
Mill Street	C Street	Valley Blvd	.28
D Street	Mountain View Ave	Mulberry Street	.18
<b>TOTAL</b>			<b>.46</b>

## 2.9 SOLID WASTE

The City contracts with Benz Sanitation to provide solid waste collection services within the City of Tehachapi. The solid waste that is collected within the City is first hauled to the MRF then to Tehachapi Sanitary Landfill, Bena or the Mojave-Rosamond Sanitary landfill, which are operated by the Kern County Waste Management Department. These facilities are Class III landfills that accept construction/demolition waste, dead animals, and mixed municipal refuse.

The Arvin Sanitary Landfill, located at 5500 North Wheeler Ridge Road, about 1 ½ miles south of State Route 223 (Bear Mountain Road) has been inactive since 2003 and formally closed in 2013.

The Tehachapi Sanitary Landfill is located at 12001 Tehachapi Boulevard, which is about 3 miles east of the City limits and parallel to State Route 58. The facility encompasses approximately 204 acres; 32 acres are permitted for landfill disposal with the remaining area dedicated to

recycling activities, a scale, gatehouse and acres of open vacant land. The facility is permitted to accept 1,000 tons per day which was expanded in 2007 from 370 tons per day as referenced in the 2004 report. The estimated closure date of this facility will occur between 2014-2017.

(Kern County Waste Management is currently circulating a Supplemental EIR for the Tehachapi Landfill to acquire additional land to be used as a buffer area and increase the height of waste by 20 feet which will increase the landfill life span to approximately 2020).

The Mojave-Rosamond Sanitary Landfill is located at 400 Silver Queen Road in Mojave, which is approximately 28 miles from the City. The facility encompasses 1,688 acres; 544 acres are permitted for landfill disposal. The facility is permitted to accept 3,000 tons per day and the estimated closure date of this facility is 2023.

According to the annual report filed to Calrecycle, in year 2013, the City of Tehachapi disposed of 13,721.17 tons of solid waste.

As noted in the Calrecycle annual report, Tehachapi has many different diversion programs as listed in the table below:

**Table 2.R Calrecycle Annual Report**

Xeriscaping/Grasscycling	Backyard and On-Site Composting/Mulching
Business Waste Reduction Program	Procurement
Government Source Reduction Program	Material Exchange, Thrift Shops
Residential Curbside	Residential Drop-Off
Residential Buy-Back	Commercial On-Site Pickup
Government Recycling Programs	Special Collection Seasonal
Special Collection Events	Residential Curbside Greenwaste Collection
Commercial on-Site Greenwaste Pick-Up	Sludge
Tires	White Goods
Scrap Metal	Wood Waste
Concrete/Asphalt/Rubble	Brochures
Outreach Programs	Schools (education)
Ordinances	MRF

*Source: City of Tehachapi 2013 Calrecycle Annual Report*

The City of Tehachapi has a flat rate for residential solid waste services (\$17.40 per month) and commercial/industrial rates are based on the larger refuse bin size, number of pick-ups per week, and whether it's compacted refuse ( \$90.86 -\$761.77 per month).

**2.10 PARKS**

The 2004 MSR relative to parks accurately pointed out that the City of Tehachapi only owned and maintain a single park (Airport Park) and that parks are essentially the exclusive domain of

the Tehachapi Valley Park and Recreation District (TVRPD). At the time the 2004 MSR was developed and approved the general sensibility of the TVRPD was antagonistic towards the development of neighborhood and pocket parks and as such the TVRPD desired to collect an in lieu fee to be applied towards the construction of much larger regional parks rather than a series of more accessible smaller neighborhood parks. Subsequent to the 2004 MSR two (2) significant shifts have occurred. First a change in management and philosophy at the TVRPD and secondly a re-visitation of the manner in which the City should grow in terms of providing open space and park amenities to its citizenry. Fast forward to 2014 and the City of Tehachapi owns and maintains five (5) parks; Airport Park, Railroad Park, Pioneer Park, Warrior Park and Braves Park. The City's Form Based General Plan emphasizes pedestrian sheds which will have some open space amenity within walking distance from residential neighborhoods. The General Plan includes two distinct types of public open space: 1. rural open space in which nature is the area that surrounds and defines Tehachapi, and greenway which are open space corridors that connect the town to nature; and 2. town open space which are greens, plazas, squares, and playgrounds. Additionally the City has established a landscape and lighting district in which the cost of maintaining neighborhood parks, paseos and streetscaping are born by residents who live in the immediate area of the improvement and not the general population. The working relationship between the City of Tehachapi and the TVRPD is much more proactive and positive towards shared goals and objections.

## **2.11 CITY OF TEHACHAPI AIRPORT**

Tehachapi's Municipal Airport is a public-use airport located in the northeastern portion of the City, adjacent and south of State Highway 58, within walking distance of the hotels, restaurants and metropolitan area. It currently has one runway (11/29) that is 4,040 feet long by 75 feet wide with two connecting taxiways, a visitor's terminal, automated fueling facility, apron and FAA approved weather station. There is also a commerce park, event center and City park/campground located on the airport property.

There are approximately 75 aircraft based at the airport which averages 30 aircraft operations per day. Roughly 60 percent of the operations are transient commercial and non-commercial aviation, with the balance being local general aviation. The airport supports small and mid-size piston, turbo-prop and jet aircraft. In addition, when the San Joaquin Valley is experiencing inclement weather, Tehachapi Municipal Airport serves as an alternate destination for cargo aircraft. The airport is routinely utilized by the Kern County Fire Department, Renewable Energy Industry, California Correctional Institute, Mercy Air, FedEx, Tehachapi Police Department, Kern County Sheriff, Hall Ambulance, Medivac and private enterprise.

The Airport's revenue sources consist of private and commercial ground leases, specialty agreements, fuel sales, use fees, and other aviation and non-aviation compatible ventures. The airport is included in the National Plan of Integrated Airport Systems and is operated and maintained by the City's Airport Department.

## **2.12 DETERMINATIONS FOR THE CITY OF TEHACHAPI**

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations of the City of Tehachapi

### **2.12.1 Infrastructure Needs and Deficiencies**

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. To meet the demands created by growth, the City requires developers to provide the City with new water rights, sufficient to serve the needs of their development in perpetuity, or to pay a fee sufficient to purchase those water rights on the open market.
2. The City's water distribution network is adequate to serve existing customers and is in good repair. In 2008, the City completed construction of an addition 1.5 million gallons of freshwater storage.
3. The City's wastewater treatment plant was upgraded in 2012 to restore capacity to the existing plant. This \$4 million project has created capacity for a approximately 1000 additional sewer connections.
4. The City requires developers to construct all on-site infrastructure needed by the new development, as well as off-site improvements identified through environmental reviews.
5. During the past seven years, the City has constructed, or has accepted constructed improvements from developers, for significant upgrades to the City's stormwater management network, including four new drainage retention basins and over a mile of underground storm drain pipe.
6. The City completed a Pavement Management inventory in 2013 identifying needed maintenance and improvement projects to maintain the City's roadway network in a Good or Excellent condition.
7. Current road networks are adequate to handle expected traffic growth and any capacity improvements needed will be funded by developers as off-site requirements identified in their environmental review process. Additionally, the City's recently adopted General

Plan suggests greater roadway connectivity and an decreased reliance on large collector and arterial streets in favor of more and better routes to important destinations such as schools, parks, commercial centers, and public facilities.

### **2.12.2 Growth and Population**

**Purpose:** To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. KernCog has projected the City's population to grow 1.1% annually and the number of households is projected to grow 1.6% annually through 2040.
2. The City has taken regional growth projections and local development plans to forecast for future infrastructure needs within the City to assist in long range planning purposes such as General Plan and for large infrastructure projects or for additional needed supplies such as water.
3. The Tehachapi Police Department utilizes regional projections and local development plans to plan for future staffing and equipment. Utilizing these information sources allows the City to meet the demands on police services that result from growth.

### **2.12.3 Financing Constraints and Opportunities**

**Purpose:** To evaluate a jurisdiction's capability to finance needed improvements and services.

1. To fund needed projects resulting from growth, the City assesses fees for water, wastewater, traffic, police facilities, civic facilities, and parks. The City should regularly review these fees to ensure that revenue is adequate to support the demands of growth.
2. The City has built a healthy reserve in both its General Fund and in multiple enterprise funds that have allowed it to fund projects internally, without traditional financing over the last five years including a the construction of a new Police Headquarters. That said, the City maintains the Tehachapi City Financing Corporation to fund capital improvements if necessary.
3. The City prepares a comprehensive five-year budget, which is updated annually, that clearly describes the services provided to the residents and the funds expended for those services.

4. The City has obtained over \$12 million for grant funded projects during the past five years and should continue to aggressively pursue grant funding where possible.

#### **2.12.4 Cost-Avoidance Opportunities**

**Purpose:** To identify practices or opportunities that may help eliminate unnecessary costs.

1. The City has begun providing engineering services formerly contracted with a private company. The change allowed for reduced expenses, increased control, increased revenue, and improved customer service.
2. The City worked with Southern California Edison while designing and building the wastewater treatment upgrades through SCE's Savings By Design Program, to reduce power consumption and receive credit for efficiency upgrades.
3. The City constructed new water storage that provides additional capacity, and also allows the City to now pump water out of its wells during "off-peak" times, reducing electricity costs significantly.
4. The City is now storing and indexing its records electronically, significantly reducing staff time to locate records for internal users, as well as improving public access to City records.
5. The City has initiated partnerships with numerous non-profits for the management of its facilities, including the Historic Train Depot, the BeeKay Theatre, and others, thereby reducing staff time necessary to manage these important community facilities.
6. The City has contracted out its routine landscape maintenance duties and has determined that it is less expensive than maintaining the personnel, equipment, and materials necessary to perform the maintenance in house.

#### **2.12.5 Opportunities for Rate Restructuring**

**Purpose:** To identify opportunities to impact rates positively without decreasing service levels.

1. Rates for City services should be analyzed during the annual budget process, to ensure that charges and fees are adequate to cover expenditures and meet the legal requirements for a clear nexus between the fee and the uses.

### **2.12.6 Opportunities for Shared Facilities**

**Purpose:** To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The City is currently working with the Tehachapi Valley Recreation and Parks District (TVRPD) to develop an MOU that would allow the sharing of equipment between the two jurisdictions to reduce the need to purchase larger equipment not needed on a daily basis.
2. The City is currently working with Golden Hills Community Services District (GHCSO) to develop an agreement for an emergency water connection between agencies, as well as on the shared development of future water production wells.
3. The City has partnered with the County of Kern to share costs for multiple transportation projects that benefit both agencies.
4. The City has partnered with the California Department of Transportation (Caltrans) to share costs for a significant transportation safety enhancement project near the Tehachapi Blvd and Highway 58 interchange.
5. Additional partnership opportunities should be pursued between the City and other agencies for reductions in cost, personnel, office space, materials, and other resources or expenses.

### **2.12.7 Government Structure Options**

**Purpose:** To consider the advantages and disadvantages of various government structures to provide public services.

1. It is reasonable to conclude that public services can be provided by the City of Tehachapi under the existing government structure.
2. The City is currently providing the same or similar services as other government agencies within, or immediately adjacent to its limits and its sphere of influence. These duplications should be evaluated to ensure that duplication of efforts is not creating inefficiencies or conflicts that hamper the delivery of public services.

### **2.12.8 Evaluation of Management Efficiencies**

Purpose: To consider the management structure of the jurisdiction.

1. The City's budget and accounting practices are audited every year by a certified public accountant.

### **2.12.9 Local Accountability and Governance.**

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. Rates and fees for services have been established at public hearings that include public participation.
2. The City has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. The City's outreach program includes providing information regarding current issues of significance to the community. In particular, the City has provided information on its web site and conducted workshops and public town hall meetings to solicit the broadest public input possible.
3. Prior to budget approval, public meetings are conducted to include citizen concerns.
4. The City's website provides information about the City Council and issues of importance to the community.
5. The City set up a Facebook page posting events and meeting notifications and to help better communicate with its citizenry.

### **3.0 LIST OF REFERENCE MATERIAL**

City of Tehachapi General Plan 2035

2010 Tehachapi Regional Urban Water Management Plan

Tehachapi Housing Element 2014

Tehachapi Groundwater Basin Study 2009

Greater Tehachapi Municipal Service Review Kern County LAFCO 2004

Tehachapi Bicycle Master Plan 2012

City of Tehachapi Water and Wastewater Development Fee Study (Lockman and Associates) 1993

City of Tehachapi Budget 2013-2014

City of Tehachapi Financial Report for year ending 2013 prepared by Hannah Chung, Finance Director

2010 US Census Update

2014 Department of Finance

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