About the City of Lancaster

Incorporated in 1977, Lancaster has grown significantly in size and diversity over the last 36 years. With business-friendly policies, the City today attracts global and local companies in many businesses and industries as well as families pursuing the American Dream of homeownership in a close-knit community. Throughout its recent growth, Lancaster has retained a family-focused hometown spirit.

Thousands of visitors come to Lancaster in the spring to enjoy our beautiful orange poppy fields amongst the world famous Joshua trees. The movie industry has captured the essence of the high desert in multitudes of movies shot here each year, bringing many additional visitors to patronize our hotels and retail establishments.

Lancaster is comprised of 94 square miles with residential communities, recreation and art venues, hi-tech industry, and retail businesses. It is an exciting atmosphere for living and a place of limitless opportunity for business.

The City is situated on the north side of Los Angeles County, about 70 miles from downtown Los Angeles. It is bordered by unincorporated Los Angeles County and the city of Palmdale. Lancaster is served by state route 14 and by two major grade-separated east-west thoroughfares: Avenue H and Avenue L.

History

Following the completion of the Southern Pacific Railroad in 1867, Lancaster was established as a water stop along the route. In 1898, gold was discovered in the hills north of Lancaster and attracted many prospectors to the area. Some of the mines can still be seen and are still operational. Also in 1890, borax was found in what is now known as Boron, just to the northeast of Lancaster.
The world’s largest open-pit borax mine is still operational today.

The 1930’s introduced the first airplane to the area and the Air Force started conducting flight tests at Muroc Air Base (now Edwards Air Force Base).

Today, the area is probably most recognized for its significant contributions in the aerospace industry. Edwards Air Force Base, which is famous for its space shuttle landings and Air Force Flight Test Center programs, sits just to the northeast of Lancaster. Lockheed resides just to the south of Lancaster in the city of Palmdale. This is home to the visiting space shuttle and countless exciting test flights of the B-1b, B-2 stealth bomber and F117A stealth fighter. Residents of Lancaster are frequently treated to spectacular air shows as the newest machines in aerospace fill the skies.

Until incorporation in 1977, the area was under the political influence of Los Angeles County. For many years, Lancaster's economy was driven by the defense and aerospace industries. These two industries have been powerful forces driving the growth of the community. Each downturn in military spending had a significant negative impact on the health of the economy. The leaders of the community have been fully aware of these swings from the end of WWII, to the cold war, to the late 70’s Carter era reduction in defense spending, to the boom during the Reagan era of rebuilding our defenses, and most recently the downsizing of the military with its base and program closures; they knew that we had to change.

Government and Administration
The City of Lancaster was incorporated on November 22, 1977. The City uses a City Council/City Manager system of government.

The City Council consists of an elected Mayor and four elected Council Members. As the City's legislative and policy entity, the Mayor and Council Members are responsible to the residents of Lancaster for all municipal programs and services as well as for any legislative matters concerning the City. The Council approves and adopts ordinances, resolutions and contracts and enacts regulations and policies. It appoints the City Manager and City Attorney as well as members of commissions and citizen advisory committees that provide broad perspective in the decision-making process. Members of the Council also serve as directors of the Redevelopment Successor Agency, the Financing Authority and the Housing Authority.

Climate
Lancaster has a pleasant semi-arid climate. The average daytime high in the summertime is
around 100°F and the average winter daytime highs are in the mid to upper 50's. Overnight lows during the coldest months (December-March) can dip into the low 20's Fahrenheit. The Antelope Valley is known for its clean air and blue skies. With an average rainfall of less than eight inches, clear days are the norm even in winter, when surrounding mountain ranges are dusted with snow.

**Population**

According to the 2000 Census, Lancaster’s population was 118,718 or about 1,262 persons per square mile. According to the 2010 Census, Lancaster’s population was 156,633, an increase of nearly 32% over the 2000 Census total. For the year 2013, Lancaster’s Population is estimated to be 158,630, according to the CA Department of Finance. The consistent increase in population in the last decade is a testament to how Lancaster is a most desirable place to live, work, visit, and play.

![Population Growth Graph](image)

Lancaster’s residents are also educated. Of residents aged 25 and older, 26.1% have at least attended some college and 12.0% have at least a four-year college degree.

Lancaster has a diverse mix of ethnic and socioeconomic residents that work together to make the community a coveted place to live. The Antelope Valley enjoys a diverse population with 35.5% Hispanic or Latino, 35.2% White, 22.1% African American, 0.04% Native American, 4.8% Asian/Pacific Islander, and 2.3% from two or more races. The valley is mainly English speaking at 75.72%, however, 17.5% are Spanish speaking and the remainder of the population speaks other languages. This cultural diversity contributes to the success of our many cultural events held each year in the City of Lancaster.

The median household income in Lancaster in 2013 was $63,100. Of Lancaster’s employed population, nearly 30% are employed in management, financial operations, and professional occupations.
Major Employers
Edwards Air Force Base (EAFB) and the aerospace industry continue to be the top employers in the area followed closely by government agencies. The Antelope Valley’s two largest employers, EAFB and China Lake Naval Weapons Base employ approximately 20,000 people combined. The manufacturing and retail sectors have shown significant job growth over the last decade, while federal employment, agriculture, and mining all have losses.

2011’s Largest Employers

<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
<th>Company</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edwards Air Force Base</td>
<td>10,808</td>
<td>Bank of America</td>
<td>1,863</td>
</tr>
<tr>
<td>China Lake Naval Weapons</td>
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<td>Antelope Valley Mall</td>
<td>1,800</td>
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<tr>
<td>County of Los Angeles</td>
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<td>CA State Prison – LA County</td>
<td>1,622</td>
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<tr>
<td>Lockheed Martin</td>
<td>3,000</td>
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<td>1,420</td>
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<tr>
<td>Palmdale School District</td>
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<tr>
<td>Antelope Valley Hospital</td>
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<td>Kaiser Permanente</td>
<td>929</td>
</tr>
<tr>
<td>Northrop Grumman</td>
<td>2,573</td>
<td>Jacobs Technology</td>
<td>920</td>
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<tr>
<td>AV Union High School District</td>
<td>2,037</td>
<td>Rio Tinto</td>
<td>817</td>
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<tr>
<td>Wal-Mart (5 stores)</td>
<td>1,922</td>
<td>Westside School District</td>
<td>800</td>
</tr>
<tr>
<td>CA Correctional Institute</td>
<td>1,915</td>
<td>Palmdale Regional Hospital</td>
<td>782</td>
</tr>
</tbody>
</table>

Housing and Families
Lancaster is unique in Los Angeles County by having one of the highest housing affordability index rankings. This index is calculated based on median house price income and interest rates. In 2012, Lancaster is rated on this scale at 81. By comparison, the City of Santa Clarita is 73 and the City of Los Angeles is 48. Lancaster has 52,285 housing units and the majority of our families are homeowners at 59.74%.

The reasonable housing prices continue to draw an influx of new residents from other Southern California areas. Home buyers are attracted by housing prices that are far below the market rate in metropolitan Los Angeles, just 60 miles away. The Antelope Valley Freeway (SR-14) and the Metrolink rail system have made the area viable as a bedroom community. An estimated 63,000 or 43% of the resident workers in the Antelope Valley commute an average of 1-hour each way as reported by the Greater Antelope Valley Economic Alliance in their 2010 labor market study. Although, this number will decrease as more businesses are drawn to Lancaster, the Los Angeles County’s 2007 Eddy Award winning “Most Business- Friendly City.”
Education
Lancaster offers excellent elementary and high school systems, as well as a community college. For elementary, middle schools, and high schools, our city is served by the Lancaster School District, the Westside School District, the Eastside School District, and the Antelope Valley Union High School District.

The City of Lancaster also has many innovative educational opportunities, one of which is Discovery STEM (Science, Technology, Engineering, and Math). Discovery STEM is a partnership between multiple school districts and government agencies that develops electives and core course materials which focus on teaching students about Science, Technology, Engineering, and Math. Another is SOAR (Students on the Academic Rise), which is a specialized high school located on the Antelope Valley College campus, but is part of the Antelope Valley Joint Union High School District. It is an Early College High School which integrates college courses into the high school curriculum. Successful students receive both a high school diploma and an Associate’s college degree within five years. SOAR High has an emphasis in mathematics, science, and engineering. In the 2010-2011 year, SOAR students received an API score of 945, which is ranked 1% of all the High Schools in the nation.

Lancaster is home to the Antelope Valley College, a two-year community college, which offers associate in arts/associate in science (two-year) degrees in 71 fields, as well as certificate programs in 59 vocational areas.

Since early 2005, the Lancaster University Center has been offering Bachelor’s and Master’s Degree Programs from Cal State University (CSU) Bakersfield and CSU Long Beach. There are also several private college options in the Antelope Valley that allow the citizens of Lancaster to obtain higher education without commuting into the Los Angeles area.

Health Care
The health and welfare of our citizens is very important to the City. We have a hospital that services the residents of Lancaster and the Antelope Valley. Antelope Valley Medical Center on Avenue J is centrally located within the City. There are also several urgent care facilities throughout the City.

Plans to expand service have begun with the City of Hope partnering with Antelope Valley Hospital to begin construction of a 56,195-square-foot, two-story medical and education center that will house a full-service cancer center, a conference center and 172-seat auditorium, and space for physician offices.

In addition, construction has started on the Los Angeles County Multi-Service Ambulatory Care Center (MACC). The 124,000-square-foot, $98.8 million facility will include a 39,000-square-foot ambulatory surgery center, a 38,000-square-foot clinical services building, a central plant, and a 47,000-square-foot administrative support building.

Kaiser Permanente has developed and submitted a master plan for its 44-acre site near Avenue L and 5th St West. Kaiser broke ground on Phase I of its campus in late 2012.
City Services

Lancaster contracts for most of its municipal services including law enforcement, fire, refuse collection, recycling, water, transit services, a public library, and an animal shelter. In doing so, the City enjoys the benefits of these essential services while keeping its overhead costs at a minimum.

Public Safety Services

The City contracts for policing services with the Los Angeles County Sheriff’s Department. In doing so, the City enjoys the benefits of a dedicated police force while keeping its overhead costs at a minimum. A full service Sheriff’s Station sits at the east entrance to the Downtown Lancaster area. In 2011, there were 224 sworn officers and 71 civilian personnel for a total of 295 people assigned to the station. There were also 31 reserves, 12 search and rescue reserves, and 13 search and rescue volunteers contributing to the safety of Lancaster. The Sheriff’s station offers routine and emergency call services, investigative services, and teams that concentrate on special areas of interest to both the City and the Sheriff’s such as Target Oriented Police (TOP) teams, Community Oriented Response and Enforcement (CORE), Lancaster Station Bicycle Team, Lancaster Community Appreciation Program (LANCAP), and the newest addition, the Law Enforcement Aerial Platform System (LEAPS) which provides daily, robust aerial surveillance for the Lancaster Sheriff’s station.

Fire Department

The Los Angeles County Fire Department has many stations as well as a state-of-the-art training center in the City of Lancaster and the Antelope Valley. It offers routine and emergency call services and emergency response coordination and training for the City residents.

The City of Lancaster is working closely with the Sheriff’s and LA County Fire for its emergency response and homeland security program. We are fortunate to have an EMS headquarters right here in Lancaster. This allows the City to have many emergency resources at its disposal when an event occurs without having the major overhead expense. We are also fortunate to have both agencies serving on our Safer and Stronger Neighborhoods Committee and helping to plan, coordinate, participate and advertise community outreach events such as our Town Hall meetings, Lookin’ Good Lancaster events, and many others.
**Economic Development**

Since Lancaster’s incorporation in 1977, the City has earned a reputation for its positive business climate. In fact, in 2007, the City of Lancaster was honored with the Eddy Award for Most Business-Friendly City in L.A. County from the Los Angeles County Economic Development Corporation (LAEDC).

Lancaster and the Antelope Valley have grown drastically over the last 25 years. Until this recession, the construction industry was booming with new housing and commercial properties being built all over the valley. In the recent past, Lancaster has seen a growth in population increasing from just fewer than 125,000 in 2000 to over 156,000 in 2010. All these new residents not only create a demand on services but also the job market. It is up to the Economic Development Department to encourage business and development in order to meet the needs of our community.

Lancaster continues to promote job creation and economic vitality by attracting businesses to Lancaster. In northern Los Angeles County, we border one of the world’s largest economies, offering easy access, clean air, open spaces, uncongested roadways and a business-friendly local government. Our innovative economic stimulus package has also helped the retail industry and provided more jobs.

Another incentive for prospective employers is the cost of living in Lancaster and the Antelope Valley. It is much lower than the overall cost of living in the Los Angeles, Riverside, and Orange County areas. Housing prices are affordable, with the median housing price at $129,000 as compared to $350,000 in Santa Clarita and $365,000 in the City of Los Angeles as of February 2013.

**Housing & Neighborhood Revitalization**

The Department of Housing & Neighborhood Revitalization provides a range of services, housing programs and projects designed to assist in the maintenance and improvement of the quality of life in Lancaster’s neighborhoods. Successful revitalization relies on several factors to halt the decline and then stabilize the neighborhood. The Department’s services are delivered through the Code Enforcement Division, Housing Division, Lancaster Housing Authority and the Mobile Home Park Inspection Program to address concerns within the more established areas of the City of Lancaster by reversing the pattern of deterioration and recapturing the sense of place that once existed; increase the livability and vitality of its neighborhoods; and rekindle a sense of pride among residents unique to Lancaster.

The goal of the Department is to make every neighborhood a desirable place to live, work and play by encouraging development and redevelopment through strategic investment of public resources intended to make every neighborhood “livable” through Code Enforcement Compliance, and Housing Revitalization. Code and law enforcement efforts focus on adherence to property maintenance codes and eliminating criminal activity. Neighborhood revitalization efforts are then followed by housing programs designed to deter blight and remove barriers in the established neighborhoods. Another critical factor is getting the community involved and addressing citizen’s concerns through public/private partnerships and community building.
Neighborhood revitalization efforts continue to gain ground and bring stability to established neighborhoods. The Neighborhood Foreclosure Preservation Program, Housing Rehabilitation Programs, and Housing Infill Program make positive physical changes by effectively eliminating blighting conditions.

Neighborhood Impact homes, a successful collaboration between public and faith based community organizations, offer a safe place for youth to get involved in a variety of activities, including sports, reading and other after-school activities. The Impact homes are centrally located in focus neighborhoods, such as Piute, Trend and Desert View, and also offer on-site social support, and an opportunity for neighbors to participate in neighborhood activities in order to build a stronger community. The Impact homes are staffed by volunteers from the Neighborhood Impact Group.

Physical improvements can only go so far in making a neighborhood healthy again. The City’s focus on preventative health care involves direct outreach to neighborhood residents to make a difference in their lives and their medical care, as well as the entire well-being of the community. The Wellness Homes Program was designed with the help of multiple collaborating community members to meet the health needs of Lancaster’s residents. The Housing and Neighborhood Revitalization Department closely partnered with other supporting organizations including Antelope Valley Partners For Health (and its collaborative agencies), Antelope Valley Community Clinic, Kaiser Permanente, High Desert Medical Group, the Lancaster Sunrise Rotary, and Live Again Ministries. The partnership between the City and the healthcare community offers a proactive approach to tackling health issues and educating residents on how to live healthier and more progressive lives. The first Wellness Home was established in the Trend Neighborhood in July of 2010 and then followed by Wellness Homes in Piute and Desert View.

To further foster community health and improvement, the City also provided a Community Garden to the Trend neighborhood residents. Additional gardens, collaboration between public and private partnerships, are planned for other focus neighborhoods such as Piute and Lowtree. The garden reinforces a goal of the Wellness Home; to promote a healthy diet, nutrition and physical activity programs for children and their families. Neighborhood Impact staff are working with the residents to plant and tend the gardens. These Gardens provide a green space and gathering place for the neighborhood residents. The residents get the opportunity to learn how to garden and grow a variety of vegetables and fruits. In addition, residents not only have fun gardening they also get to prepare and eat the fruits of their labor.

In order to accomplish these goals, it is necessary to address the problems inherent to the City through physical improvements, financial incentives, and social assistance. These operations work together to prevent further blight by encouraging and fostering housing and neighborhood revitalization by protecting and promoting sound redevelopment strategies of the older and often overlooked neighborhoods.

**Code Enforcement**
The City of Lancaster’s Department of Housing & Neighborhood Revitalization is dedicated to
making Lancaster’s neighborhoods a desirable place to live, work and play. One way to achieve this objective is through code enforcement.

The City of Lancaster’s Housing Code requires homeowners and landlords to maintain all housing (single family residences, apartments, condominiums, etc. regardless of when built), within the city limits in a safe and clean condition. The Housing Code also applies to abandoned commercial structures. Across the City, a team of inspectors work with residents making them aware of City Codes and assisting them in resolving existing code violations.

**Building and Safety**
The Building and Safety Division of the Public Works Department is responsible for ensuring the safety of existing buildings and that new structures are in compliance with building codes. Building and Safety staff issue permits and consult and advise architects, engineers, designers, and others. The division also makes periodic inspections during the course of construction.

**Planning**
The Planning Department guides and facilitates development within the City of Lancaster. This is accomplished in a spirit of creativity and with a commitment to provide the highest standard of development to preserve the health, safety, general welfare and quality of life for all people who live, work and visit Lancaster. The Planning Department is responsible for the development and implementation of various planning programs, including the City’s General Plan, review of development proposals, environmental review, and enforcement of various municipal codes within the City, and provides support to the City Council and Planning Commission.

**Recreational and Cultural Services**
Through the Parks, Recreation, and Arts Department, the City of Lancaster provides open space for a wide variety of activities and cultural opportunities through the Lancaster Museum of Art and History and street festivals.

Lancaster City Park/Big 8 Softball Complex is located on 10th Street West and spans approximately 63 acres of land. In addition to an impressive activity center with a full kitchen, game room, and gymnasium, Lancaster City Park is also home to eight lighted tennis courts, basketball and volleyball courts, and our Big 8 Softball Complex. The Stanley Kleiner activity center was built in the mid-1980s and named after Lancaster’s first mayor.

A large, covered group picnic shelter is an excellent location for barbeques, and there are more than a dozen individual picnic tables conveniently located throughout the park. A favorite location for children, the tot lot features colorful playground equipment and oversized
boulders where kids can test their rock-climbing skills.

The other community parks, covering more than 372 acres provide beautifully manicured spaces to Lancaster residents who never have to travel far to find a safe place to picnic, play, exercise or relax. The parks provide ample access to picnic shelters, barbeques, volleyball, tennis, basketball and horseshoe courts, softball fields, swimming pools, playgrounds, walking trails and separate large breed and small breed dog recreation areas.

The Lancaster Performing Arts Center will soon be celebrating the beginning of its 21st season. Located in the heart of downtown Lancaster, this beautiful 750+ seat theatre hosts top name entertainment of all types including comedy, musical entertainment, exceptional theater, dance and cultural shows. More intimate shows and community theater take the stage in the 110-seat Black Box Theatre in the Center.

Sewer and Recycled Water
The Utility Services Division of the Public Works Department manages, operates and maintains the City-owned recycled water program and the sanitary sewer collection system. The sewer system contains approximately 400 miles of pipe and about 8,500 manholes.

Transportation Services
Mobility is essential to a good quality of life. Several City-supported agencies are involved in providing safe streets, bicycle routes, and public transit services.

Streets and Roads
The Maintenance Services Division of the Public Works Department is responsible for the day-to-day maintenance of City streets, alleys, sidewalks, curbs, and gutters. In 2012, over 10,720 potholes were repaired in order to maintain the existing systems. As the City’s street and roadway system ages, requiring replacement, the Capital Engineering Division oversees street rehabilitation projects.

Public Transit Services
The Cities of Lancaster and Palmdale and the County of Los Angeles joined together in 1992 to create the Antelope Valley Transit Authority (AVTA) to meet the growing need for public transportation in the Antelope Valley. AVTA began transit service on July 1, 1992.

AVTA began operations with three bus services: Transit, Commuter and Dial-A-Ride. A fourth service, Access Services, was added in 1996 to serve the disabled as a “complementary paratransit service” in accordance with the Americans with Disabilities Act. In 1998 the Tuesday Medical Shuttle was created, which offered rides to nine major medical facilities in the
Los Angeles basin and San Fernando Valley.

AVTA is an award-winning transit agency. The Los Angeles County Board of Supervisors recognized AVTA as an Efficient Transit System. The California Transit Association gave a Transit Innovation Award to AVTA in 1998 and a Transit Image Award in 1999.

Lancaster is also served by Metrolink rail and therefore residents can travel to six different counties in Southern California. The City works closely with Metrolink to develop and maintain various services and long-term planning in the best interest of our citizens.

Administrative and Support Services

City Council
As the City's legislative and policy entity, the Mayor and four Council Members are responsible to the residents of Lancaster for all municipal programs and services as well as any legislative matters concerning the City. The Council approves and adopts ordinances, resolutions and contracts, and enacts regulations and policies. It appoints the City Manager and City Attorney as well as members of Commissions and citizen advisory committees that provide broad perspective in the decision-making process.

City Manager
The City Manager is responsible for providing leadership as the chief executive officer of the City. He is responsible for appointing department directors and overseeing the day-to-day operations of the City government.

City Clerk’s Office
The City Clerk's Department records, prepares, certifies and maintains the official minutes of all meetings of the City Council, Power Authority, Finance Authority, Housing Authority, and Neighborhood Vitalization Commission and prepares agendas and compiles agenda packets for those meetings.

The City Clerk publishes and mails legal notices as required by State law and City statutes, and processes follow-up documentation for action taken at those meetings. The City Clerk serves as the Records Manager for the City, archiving and indexing documents for vault storage and provides for development of and adherence to official records retention.

As the custodian for official records, the Department acts as the official depository for all City records, seals and maintains all City documents, ensures that ordinances are codified into
the Municipal Code, and processes and maintains resolutions, ordinances, contracts, claims, fidelity bonds, deeds and other documents as required under applicable provisions of State law and City statutes.

The Department also publishes legal notices pertaining to ordinances, public hearings, and bids, receives sealed bids and coordinates the bid opening process which can be found under Bid Notices and Results.

The City Clerk is the Elections Administrator, coordinating and supervising the conduct of regular and special municipal elections and serves as the City’s Deputy Registrar of Voters. The City Clerk is the filing officer for Fair Political Practices Commission campaign statements and Statements of Economic Interest. The Clerk's Department maintains custody of the official City Seal.

**Finance**
The Finance Department is responsible for the control of all financial activities of the City. The Department manages financial resources and ensures that adequate resources are available. The Department is also responsible for the Purchasing, Business Licensing, and Information Technology Programs.

**Human Resources and Risk Management**
As a strategic partner with the operating departments, Human Resources provides a full range of personnel related services. The Department is responsible for ensuring that employer-employee relations are managed in the most effective and timely manner, negotiating and implementing the City’s agreements with unions, and administering grievances arising from administration of those contracts. Human Resources is responsible for all recruitment and selection activities, classification and compensation subsidies and administers the employee benefit program. In addition, the Department provides a comprehensive organizational and employee development program to ensure retention of the City’s most valuable asset, its employees.

**Communication Division**
As part of the Administrative Services Department, the Communications Division is responsible for all internal and external City communications including media relations, press releases, event publicity, City publications, website management and employee communications such as newsletters and the intranet. The actions of the division are guided by a comprehensive Communications Strategic Plan.

**Transportation Maintenance Operations**
As part of the Public Works Department, the primary function of Transportation Maintenance is to provide inspection, maintenance, and repair to lighting, signal, sign, markings and fleet equipment assets.

This Division provides safe and efficient flow for all means of travel, both today and in the
future. To accomplish this, the Division is involved in all development projects from the beginning, to determine traffic impacts and mitigation measures through construction, maintenance of traffic signs, striping and signals. Staff studies traffic flow and safety problems, and designs and implements improvements.

**Traffic Engineering Services**
The Traffic Engineering Division (Public Works Department) administers programs that promote safe and efficient movement on the City's transportation system.

Traffic Engineering staff strive to reduce traffic congestion and improve traffic safety by analyzing, planning, and recommending improvements to the City's traffic circulation system; oversee the design of streets and traffic control devices to ensure compliance with City, state, and federal laws, standards and guidelines; conduct traffic safety evaluations and studies; operate the City's traffic Signal and Communications System; seek grant funding opportunities for transportation related projects; and ensure compliance with state and federal mandated transportation related programs.

**Capital Engineering**
The Capital Engineering Division (Public Works Department) is responsible for the design and construction of the 5-Year Capital Improvements Program (CIP). Included in this overall responsibility are the planning, designs, utilities coordination, right-of-way coordination, project design management, inspection, construction management and contract administration for City projects. In addition, this program continually evaluates infrastructure needs to develop projects for inclusion into the 5-Year CIP. Similarily this program requires coordination with other departments and divisions to provide their project planning, scoping, and cost estimating services in order to add projects to the 5-Year CIP.

**How Do We Compare to Other Cities?**

<table>
<thead>
<tr>
<th>City</th>
<th>Full-Time Employees</th>
<th>Population</th>
<th>Square Miles</th>
<th>Total City Revenue</th>
<th>Total Operating Expenditure</th>
<th>Budgeted General Fund Revenues</th>
<th>Budgeted General Fund Appropriations</th>
<th>Capital Improvement Project</th>
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<tbody>
<tr>
<td>Burbank</td>
<td>1,398</td>
<td>104,982</td>
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<td>$700.93</td>
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<td>$165.35</td>
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<tr>
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<td>Lancaster</td>
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Sources: (1) California Dept. of Finance Estimates as of May 1, 2013
Column figures are for fiscal year 2012-2013 and dollar figures are in millions

The chart above not only compares the City of Lancaster to our neighboring communities, but also includes various communities in Southern California with similar aspects such as
population, services offered, etc. There are, however, many differences among the cities. For instance, some have full service police, fire and utilities, whereas the City of Lancaster contracts with Los Angeles County Sheriff’s Department for policing, Los Angeles County Fire provides fire services and our City utility is in its beginning stages.

**How Do Our Major Revenue Sources Compare?**

<table>
<thead>
<tr>
<th>City</th>
<th>Sales Tax Total</th>
<th>Property Tax Total</th>
<th>Hotel Tax Total</th>
<th>Franchise Tax/FEES Total</th>
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</thead>
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<tr>
<td></td>
<td>Per Capita</td>
<td>Per Capita</td>
<td>Per Capita</td>
<td>Per Capita</td>
</tr>
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All “Total” column figures are in millions of dollars and are for fiscal year 2012-2013.

Agencies differ in many ways which accounts for much of the budgetary differences reflected in the chart above.

As can be seen in the chart above, sales tax and property tax are major revenue generators for cities. In our comparison, we cover cities from three separate Southern California counties, each with their unique aspects. For instance, Lancaster and Palmdale are desert communities in northern Los Angeles County that are still developing, whereas cities such as Glendale, Ontario, and Burbank are established, so development is minimal. As hotels and other commercial businesses continue to open and more people come to reside in or visit Lancaster, our major revenue sources will change as well.

**Fiscal Year 2012-2013 Major Accomplishments**

During the 2012-13 Fiscal Year, the City continued to take steps in planning for the future not only through sound fiscal management, but also through many strategic planning efforts. Many revitalization, beautification, safety and improvement projects were also accomplished or begun in 2012-2013. Below are some of our most notable projects.

**Net Zero**

Dignitaries and nominees from around the world gathered in Vienna, Austria, this September to recognize outstanding achievements in energy conservation, innovation and sustainability. Awards were presented in five distinct categories, each representing different aspects of global ecology. Lancaster competed in the “Fire” category, which encompassed a variety of renewable energy projects. Such projects included energy-saving software from the Netherlands, as well as an Israeli project to provide small-scale renewable power sources within underserved Palestinian communities.
The City of Lancaster’s multi-tiered, public/private partnership approach to creating an ongoing sustainable energy program was awarded the $10,000 first place prize. In addition to coming in first in the “Fire” category, the City of Lancaster came in third place overall, besting a dozen other finalists for top honors in this, the world’s most prestigious environmental award which attracted some 6,000 separate entries from 150 countries around the world.

Recycled Water
In our desert climate, one of the most important issues residents face is having one of their most basic needs met: the need for water. California’s current water situation, a drought coupled with the judicial decision to divert water that normally serves Southern California communities in order to protect a small fish called the delta smelt, has made a steady water supply an even bigger concern.

The City of Lancaster has chosen to take an active role in protecting and increasing the City’s water resources. One method to achieve this is Lancaster’s Recycled Water Direct Reuse Program.

Through this effort, which was conceived and approved by the City Council in December 2004, the City’s Department of Public Works has installed approximately 7 miles of purple pipe – the type used to transport recycled water – in the Division Street Corridor. This area is bordered roughly by Avenue E and Lancaster Boulevard and a mile on either side of Division Street. Another half-mile of pipe has been laid along Avenue F to serve the Lancaster Landfill. In the past year the City has developed procedures to take further advantage of these lines.

LEAPS
The City of Lancaster has introduced a new aerial patrol system which provides law enforcement with a highly effective tool to fight crime. The Law Enforcement Aerial Platform System (LEAPS) was designed and built by local high-tech firm, Aero View LLC.

Lancaster Sheriff’s Station Captain Robert Jonsen says LEAPS provides the department with a bird’s eye view of situations deputies can’t always assess effectively from ground level. It also improves response times in emergency situations and natural disasters, where airborne assistance is critical. From a public safety perspective, LEAPS can follow a criminal target via visual movement using both visible and infrared images for tracking. It is a capable and economical resource offering superior patrol and investigative capabilities.

The system has already proven itself by helping to apprehend two murder suspects and has been used to track burglaries. The LEAPS system is unique in that it is the first aircraft system of its kind to become airborne at such a low-price point.
The system follows strict law enforcement protocols to ensure citizen privacy. Additionally, the Sheriff’s Department has complete control over the data and operation of the system. Neither City staff nor contractors have access to the encrypted data stream which is beamed directly to the Sheriff’s Station. Data is archived for 24 months, thus should crimes initially go unreported, investigators can follow up a later date to see if the perpetrators were caught on tape.

When not flying the skies over Lancaster, the aircraft is housed, maintained, and fueled at Fox Field. The City’s contract with Aero View calls for the firm to maintain operations in Lancaster for 10 years. The system is also being offered to other cities and counties looking for a cost-effective way to combat crime. As demand for LEAPS grows, the City will benefit from an influx of new jobs and tax revenues.

By all means LEAPS is a milestone in public safety innovation nationwide.

**Community Wellness**

One of the premier programs, Uniting Neighbors in a Team Effort (UNITE) community service program, was launched in 2010. UNITE offers Lancaster residents the opportunity to come together as a neighborhood and propose a project which will improve their neighborhood in some way, be it aesthetically, socially, or from a safety perspective. Selected projects then receive funding and resources from the City to carry out their proposals. In 2012 we had 7 projects funded.

Lancaster’s El Dorado neighborhood bustled with activity one recent Saturday as the community came together for seven special projects chosen to be a part of UNITE. Nearly 50 young teens sacrificed sleeping-in to help spruce up their campus at Endeavour Middle School. Also on hand to help out was Principal David Denning and several members of the staff. Other volunteers helped weed the planters along Fig Avenue and replaced withered plants with drought tolerant plants and hardscape. They also dug into their own pockets to help fund the project.

About four dozen teen and adult volunteers helped their neighbors by mowing lawns, raking leaves and removing trash. The objective wasn’t just to clean up the area, but to also teach basic landscape maintenance skills that can be used in the future.

Another group of volunteers repainted house numbers to make it easier for emergency first-responders to locate addresses. The community projects weren’t limited to physical effort, however. A chess tournament at El Dorado Elementary School offered children from K-6 grade an opportunity to extend their concentration skills and learn effective chess strategies. Another program increased awareness of the impact of bullying while promoting resiliency and healing among victims.

The day wrapped up with a community BBQ and bike rodeo at Monte Vista Elementary School where families came together to get to know their neighbors better and gain tips on bike and pedestrian safety. Join us in thanking all those who participated and sponsored these great community building events!
2011 marked the first year that the city of Lancaster offered cooling centers to beat the heat. Centers included the Lancaster Soccer Center and the Senior Center just off the BLVD by the new American Heroes Park. In 2012 the MOAH was added as a third center. When temperatures are high, prolonged sun exposure may cause dehydration, heat cramps, heat exhaustion, and heat stroke. The successfully operated cooling centers provided a great way for residents keep safe by staying cool.

In honor of all military service men and women the City of Lancaster proudly displays banners of local heroes along the length of The Blvd. This is a small but tangible way for the people of the City of Lancaster to give thanks to those who have given the ultimate sacrifice to defend our beloved country. Local heroes include John E. Allen; Ryan Clark; George Delgado; Chris D. Leon; Joseph Lopez; Matthew Ramsey, Marvin R. Sprayberry III; Ian Wesley Stewart; Allan Walker and many more.

**Prospects for the Future**

**Revenue Generation**
The City is developing new sources of revenue as well. Through innovative programs such as the Lancaster Power Authority and the California Clean Energy Authority, the City is creating new income possibilities while helping others benefit from its solar experience.

Lancaster has also aggressively pursued grants and special funding to help augment reduced sales and property tax revenues. While the City has managed to avoid layoffs, it now employs 90 fewer staff members due to attrition. City employees have stepped up and helped in many other ways as well. Despite all the challenges, City staff remains highly motivated and dedicated to finding new ways to accomplish more with less. The magnificent Museum of Art and History (MOAH) stands as a shining example of this. It is truly amazing what can be accomplished with a little creativity and cooperation. By working together as a community, Lancaster has managed to weather the last seven years of the recession. The road ahead will undoubtedly be bumpy, but by continuing to team up with local citizens and businesses, Lancaster’s future will remain positively clear.

**Economic Stimulus**
Santa Clarita-based Morton Manufacturing is pulling up stakes and relocating their entire manufacturing facility to Lancaster within the next 12 to 18 months. Morton is just one example of a trend predicted by commercial broker Coldwell Banker Richard Ellis, which noted that the LA basin was running out of space to accommodate successful, growing manufacturers. The high-tech supplier of precision bolts is bursting at the seams, attempting to operate out of their existing 45,000-square-foot facility.

Operating two shifts, the company has been cranking out 1.2 million fasteners a month. By next year they must deliver at least 1.5 million units a month just to
keep up with existing orders. Morton will build a new 86,000-square-foot facility on a 10-acre site in the Lancaster Business Park, bringing 300 jobs to the Antelope Valley. The company is one of the leading suppliers of aircraft engine fasteners in the world, serving customers such as General Electric, Pratt & Whitney, and Rolls Royce. With many of their staff already living in the Antelope Valley, moving north where land is plentiful simply made sense. The company evaluated a dozen sites before selecting the parcel in the Lancaster Business Park. Manufacturing jobs are ‘wealth-inducing,’ with each job creating additional jobs in the service sector, every dollar generated in manufacturing supports $1.40 in output from other sectors. As a result, when all is said and done, upwards of 1,200 new jobs could be created by this move.

In addition, InSite Development is wrapping up construction on its new 8,000-square-foot retail/office building in Downtown. Meanwhile, Halley-Olsen-Murphy Funerals & Cremations is currently updating its Date Street facility with a 20,000-square-foot expansion. Another project soon getting underway is the Department of Motor Vehicles office at 10th Street West and Avenue L-8 which will occupy 30,000 square feet. With all these projects it is easy to see that the economy is starting to come back, and Lancaster is well positioned to take advantage of it.

**Health Care and Hospitality Growing**

A review of commercial projects being constructed reveals an interesting pattern. Three new healthcare facilities broke ground in the first months of 2013, while two hotels are checking into town. Construction began on Ave I and 3rd Street East for the Los Angeles County Multi-Service Ambulatory Care Center (MACC). The 124,000-square-foot, $98.8 million facility will include a 39,000-square-foot ambulatory surgery center, a 38,000-square-foot clinical services building, a central plant, and a 47,000-square-foot administrative support building. In the same vein, City of Hope recently began construction on a new cancer center in cooperation with Antelope Valley Hospital. The 56,195-square-foot facility will be located on the Antelope Valley Hospital campus. The new cancer center will offer a full range of innovative diagnostic and treatment options, as well as clinical trials and research projects. Meanwhile, a new community education center will offer a 172-seat auditorium, offices, and classrooms. The Center is scheduled to open in late 2013.

Across town, Kaiser Permanente is moving forward with a 130,000-square-foot out-patient facility, part of an expansive 40-acre medical campus planned for Avenue L and 10th Street West. The healthcare provider already has a sizeable presence in the Antelope Valley with medical offices including urgent care and pharmacy services on 15th Street West, and a behavioral health facility on 20th Street West. These operations, along with the more than 125 physicians and 700 employees whom currently serve Antelope Valley patients, will continue to operate, allowing the healthcare provider to better serve our growing local needs.
Two new hotels have recently made reservations to create lodging facilities in Lancaster. Best Western, the world’s largest hotel chain, is slated to build a new 100-room hotel at Avenue I and 20th Street West. Nearby, Marriott Corporation has already begun construction on a new TownePlace Suites within the Lancaster Spectrum Center on 20th Street West and Avenue J-8, adjacent to the 14 Freeway.

**Retail on the Rise**

After several years of searching for the perfect spot to locate in Lancaster, Chipotle Grill has chosen a site at the corner of Avenue K and 10th Street West. To be located on the northeast corner of the intersection, the center will be built on the site of an old gas station, thus putting a fresh face on the parcel across from the popular Lowe’s Center and diagonal to the resurgent Commerce Center. With the success of Chili’s, Rubio’s, and Panera Bread, it is only natural that Chipotle chose this spot to firmly establish their brand here in Lancaster. Known for their generously proportioned and freshly prepared burritos, tacos, and salads, Chipotle has earned a loyal following as large as their blimp-sized burritos.

A Starbucks coffeehouse and a Domino’s Pizza will also locate in the redeveloped retail complex along with an existing Jack in the Box, which will undergo expansion and remodeling. Construction has already begun, with anticipated completion in late 2013.

Nearby, See’s Candies is relocating its shop within the Commerce Center, which will also be home to a new Yoshinoya Japanese Restaurant. In addition, WSS, a leading southern California shoe retailer, recently added Lancaster to their list of 55 stores statewide. See’s, founded in 1921, is well-known and well-loved throughout the West for their premiere chocolate candies. Yoshinoya’s popular Teriyaki Bowls combine fresh vegetables with chicken, beef and rice to make a delicious, healthy meal. With more than 1,400 locations worldwide, this is the company’s first foray into the Antelope Valley. These movements show that businesses see Lancaster as a great growth opportunity.”