About the City of Lancaster

Incorporated in 1977, Lancaster has grown significantly in size and diversity over the last 38 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 through the 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 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 activity in the area is probably most recognized for significantly contributing to 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 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 where the newest machines in aerospace fill the skies.

Until incorporation in 1977, the area was under the political influence of the Los Angeles County. For many years, Lancaster's economy was driven by the defense and aerospace industries. Consequently, these two industries have been powerful forces driving the growth of the community. Each downturn in military spending has had a significantly 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 change was needed.

**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 any legislative matters concerning the City. The Council approves and adopts ordinances, resolutions, and contracts as well as enacts regulations and policies. It appoints the City Manager and City Attorney along with members of commissions and citizen advisory committees that provide a 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 prairie-like climate that is less hot than a typical arid climate. The area within Lancaster is covered by shrub-lands (80%), forests (8%), grasslands (7%), lakes and rivers (2%), and croplands (2%). The average daytime highs in the summertime are around the mid 90’s and the average winter daytime highs are in the upper 50’s. Overnight lows during the coldest months (December-March) can dip into the low 20’s. 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. Average rainfall for the state is around 20 inches per year.

Population
According to the 2000 U.S. 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 2015, Lancaster’s population is estimated to be 160,784, according to the CA Department of Finance. The consistent increase in population in the last decade is a testament to how Lancaster is a desirable place to live, work, visit, and play.

Lancaster’s residents are also educated. Of residents aged 25 and older, 26.6% have at least attended some college. 26.2% of residents carry college degrees, with 16.6% having a four-year college degree or higher.

Lancaster has a diverse mix of ethnic and socioeconomic residents that work together to make the community a welcoming place to live. Lancaster enjoys a diverse population with 43.0% Hispanic or Latino, 43.7% White Alone, 22.3% African American, 1.0% Native American, 4.5% Asian/Pacific Islander and 5.70% from two or more races. 20.4% of Lancaster’s population is
Spanish speaking, 79.6% speak English and/or 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 2015 is $62,559. Of Lancaster’s employed population, nearly 30% are employed in management, financial operations, and/or 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 over 17,000 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.

### 2014 Principal Employers

<table>
<thead>
<tr>
<th>Rank</th>
<th>Employer</th>
<th>Employees</th>
<th>Percentage of Total Valley Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Edwards Air Force Base</td>
<td>10,647</td>
<td>13.9%</td>
</tr>
<tr>
<td>2.</td>
<td>China Lake Naval Weapons Base</td>
<td>6,690</td>
<td>8.72%</td>
</tr>
<tr>
<td>3.</td>
<td>County of Los Angeles</td>
<td>3,743</td>
<td>4.88%</td>
</tr>
<tr>
<td>4.</td>
<td>Lockheed Martin</td>
<td>3,700</td>
<td>4.82%</td>
</tr>
<tr>
<td>5.</td>
<td>Mojave Air &amp; Spaceport</td>
<td>2,500</td>
<td>3.26%</td>
</tr>
<tr>
<td>6.</td>
<td>Antelope Valley Hospital Medical Center</td>
<td>2,300</td>
<td>3.00%</td>
</tr>
<tr>
<td>7.</td>
<td>Northrop Grumman</td>
<td>2,100</td>
<td>2.74%</td>
</tr>
<tr>
<td>8.</td>
<td>Wal-Mart</td>
<td>1,922</td>
<td>2.51%</td>
</tr>
<tr>
<td>9.</td>
<td>CA Correctional Institute</td>
<td>1,915</td>
<td>2.50%</td>
</tr>
<tr>
<td>10.</td>
<td>Antelope Valley Mall</td>
<td>1,800</td>
<td>2.35%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>37,317</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Antelope Valley Employment</td>
<td>76,690</td>
<td></td>
</tr>
</tbody>
</table>

**Housing and Families**
Lancaster is unique in Los Angeles County by having one of the highest affordable housing index rankings. This index is calculated based on median house price income and interest rates. In 2013, Lancaster rated 81 on this scale. By comparison, the City of Santa Clarita rated 73 and the City of Los Angeles 48. Lancaster has 50,076 housing units and the majority of our families are homeowners at 59.9%.
The reasonable housing prices continue to draw an influx of new residents from other Southern California areas. Homebuyers 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 1/3 of the resident workers in Lancaster commute an average of 1-hour or more each day according to the Greater Antelope Valley Economic Alliance in their 2014 labor market study. However, this number will decrease as more businesses are drawn to Lancaster, Los Angeles County’s 2013 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 that 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 that 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 2015, SOAR students received an API (Academic Performance Index) score of 937/1,000, which is ranked 1% of all the High Schools in the nation.

Lancaster is home to 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 certification 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 medical service have come to fruition with the City of Hope collaborating with Antelope Valley Hospital for operation of a 56,195-square-foot, two-story medical and education center with a full-service cancer center, a conference center, and a 172-seat auditorium as well as office space for physicians.

In addition, the Los Angeles County High Desert Regional Health Center is now open and offering a wide range of diagnostic and treatment services, as well as urgent care and outpatient surgery services. Located on Avenue I in East Lancaster, this medical facility was designed to meet environmental energy and design (LEED) gold standards, making it a profound contribution toward Lancaster’s environmentally friendly and efficient goals.

Kaiser Permanente has developed and submitted a master plan for its 44-acre site near Avenue L and 5th Street West. Kaiser broke ground on Phase I of its campus in late 2012 and began operating this facility in 2014.

**City Services**

Lancaster contracts for many 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. This provides the City with the benefits of a dedicated police force at a minimal cost. A full service Sheriff’s Station sits at the east entrance to the Downtown Lancaster area. In 2014, there were 197 sworn officers and 62 civilian personnel for a total of 259 people assigned to the station. There were also 32 reserves, 8 search and rescue reserves, and 15 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 Sheriffs 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 and 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 along with emergency response coordination and training for the City residents.

The City of Lancaster is working closely with the Sheriff’s Department and the LA County Fire Department 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.

**Energy Services**

Lancaster has administered a new electric service for residents and businesses. Lancaster Choice Energy (LCE) involves the City purchasing electricity and providing it to Lancaster electric customers at an affordable rate and with increased renewable energy content.

LCE offers customers the power to choose between two products with varying levels of renewable energy content: Clear Choice and Smart Choice. Clear Choice offers 35% renewable energy content at a lower rate than SCE. Smart Choice provides 100% renewable energy for $10 more per month for residential accounts.

Thanks to LCE, Lancaster has yet another long-term sustainable revenue source to fund City staff and provide essential services for local residents. It also introduces numerous job opportunities and is highly contributive to the Net-Zero City Goals.

**Economic Development**

Since Lancaster’s incorporation in 1977, the City has earned a reputation for its positive business climate. In fact, in 2013, Lancaster was once again named Los Angeles County’s Most Business-Friendly City by the Los Angeles County Economic Development Corporation (LAEDC) for cities with a population of 50,000 or greater. Lancaster won this prestigious honor over such finalists as Santa Monica, Glendora, and Paramount to become the first city in the program’s history to receive the award twice.
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 in the job market.

Lancaster continues to promote job creation and economic vitality by attracting businesses. 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 provided more jobs and helped the retail industry thrive.

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 average price per square foot at $109 as compared to $244 in Santa Clarita and $262 in Valencia as of April 2015.

**Housing & Neighborhood Revitalization**

The goal of the Department of Housing & Neighborhood Revitalization is to make every neighborhood a desirable place to live, work, and play. This vision is pursued by encouraging development and redevelopment, which in turn is cultivated by strategically investing in public resources through Code Enforcement Compliance and Housing Revitalization. Code and law enforcement efforts focus on adhering 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 citizens’ concerns through public/private partnerships and community building.

The Department 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. Such services include reversing the pattern of deterioration and recapturing the sense of place that once existed, increasing the livability and vitality of its neighborhoods, and rekindling a sense of pride among residents unique to Lancaster.

Neighborhood revitalization efforts continue to gain ground and bring stability to established neighborhoods. The Neighborhood Foreclosure Preservation Program, Housing Infill Program, and Housing Rehabilitation Programs 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 community’s wellbeing. The Wellness Homes Program was designed with the help of a collaboration of multiple 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 foster community health and encourage overall improvement, the City also provided a Community Garden to the Trend neighborhood residents. Additional Gardens, collaborations 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 to the Gardens. The 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; they are able to have fun gardening, and then prepare and consume 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 advancing housing and neighborhood revitalization in junction with 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, an inspection team works with residents to raise their awareness of City Codes and assist them in resolving existing code violations.
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 barbecues, 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 22nd season. Located in the heart of downtown Lancaster, this beautiful 750+ seat theatre hosts top name entertainment of all types including exceptional theater, dance, and cultural shows, comedy performances, and musical entertainment. More intimate shows and community theater take the stage in the 110-seat Black Box Theatre within the Center.
Building and Safety
The Building and Safety Division of the Development Services Department is responsible for ensuring the safety of existing buildings, and that new structures are in compliance with building codes. Building and Safety staff issues permits, consults, and advises architects, engineers, designers, etc. The division also makes periodic inspections during the course of construction.

Community Development
The Community Development Division of the Development Services 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 while preserving the health, safety, general welfare, and quality of life for all people who live in, work at, and visit Lancaster. The Community Development Division provides support to the City Council and Planning Commission. It is responsible for the establishment and implementation of various programs including the City’s General Plan, review of development proposals, environmental review, and enforcement of various municipal codes within the City.

Sewer and Recycled Water
The Public Works Division of the Development Services 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.

Capital Engineering
The Capital Engineering Division of the Development Services 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. This program continually evaluates infrastructure needs to develop projects for inclusion in the 5-Year CIP, and also requires coordination with other departments and divisions to provide their project planning, scoping, and cost estimating services.

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 Development Services Department is responsible for the day-to-day maintenance of City streets, alleys, sidewalks, curbs, and gutters. In 2014, nearly 14,436 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.
Transportation Maintenance Operations
As part of the Development Services 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 in the Development Services Department administers programs that promote safe and efficient movement throughout the City's transportation system.

Traffic Engineering staff strive to reduce traffic congestion and improve traffic safety by way of the following: analyze, plan, and recommend 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 law 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.

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

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 perspectives 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**
The City Clerk 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. The City Clerk also 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 also processes follow-up documentation for actions 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, Clerk’s office 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 City Clerk 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 also 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, and also maintains custody of the official City Seal.

**Finance**
The Finance Department controls 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 Procurement, Budgeting, Treasury, Investment, Accounting, Payroll, 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 administration of 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.
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>
</tr>
</thead>
<tbody>
<tr>
<td>Burbank</td>
<td>1,156</td>
<td>106,084</td>
<td>17.38</td>
<td>$650.16</td>
<td>$645.02</td>
<td>$153.3</td>
<td>$153.3</td>
<td>$45.10</td>
</tr>
<tr>
<td>Glendale</td>
<td>1,584</td>
<td>199,182</td>
<td>30.58</td>
<td>$832.70</td>
<td>$832.72</td>
<td>$181.50</td>
<td>$181.50</td>
<td>$15.47</td>
</tr>
<tr>
<td>Irvine</td>
<td>748</td>
<td>250,384</td>
<td>66.45</td>
<td>$426.30</td>
<td>$226.73</td>
<td>$157.00</td>
<td>$157.10</td>
<td>$114.00</td>
</tr>
<tr>
<td>Lancaster</td>
<td>251</td>
<td>160,784</td>
<td>94.55</td>
<td>$110.41</td>
<td>$85.38</td>
<td>$53.70</td>
<td>$54.82</td>
<td>$22.59</td>
</tr>
<tr>
<td>Ontario</td>
<td>1,052</td>
<td>168,777</td>
<td>50.01</td>
<td>$325.73</td>
<td>$470.17</td>
<td>$147.92</td>
<td>$176.66</td>
<td>$24.91</td>
</tr>
<tr>
<td>Palmdale</td>
<td>181</td>
<td>157,009</td>
<td>106.2</td>
<td>$143.12</td>
<td>$94.43</td>
<td>$48.56</td>
<td>$64.21</td>
<td>$67.49</td>
</tr>
<tr>
<td>Santa Clarita</td>
<td>376</td>
<td>213,231</td>
<td>62.16</td>
<td>$183.10</td>
<td>$89.39</td>
<td>$90.81</td>
<td>$39.13</td>
<td></td>
</tr>
</tbody>
</table>

Sources: (1) California Dept. of Finance Estimates as of January 1, 2015
Column figures are for fiscal year 2014-2015 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, firefighters, and utilities, whereas the City of Lancaster contracts with Los Angeles County Sheriff’s Department for policing. Additionally, 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</th>
<th>Property Tax</th>
<th>Hotel Tax</th>
<th>Franchise Tax/Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Per Capita</td>
<td>Total</td>
<td>Per Capita</td>
</tr>
<tr>
<td>Burbank</td>
<td>$29.51</td>
<td>$279.48</td>
<td>$34.72</td>
<td>$328.84</td>
</tr>
<tr>
<td>Glendale</td>
<td>$34.70</td>
<td>$177.13</td>
<td>$46.87</td>
<td>$239.25</td>
</tr>
<tr>
<td>Irvine</td>
<td>$56.88</td>
<td>$234.38</td>
<td>$48.84</td>
<td>$201.24</td>
</tr>
<tr>
<td>Lancaster</td>
<td>$19.10</td>
<td>$120.41</td>
<td>$15.15</td>
<td>$95.50</td>
</tr>
<tr>
<td>Ontario</td>
<td>$66.00</td>
<td>$394.64</td>
<td>$42.25</td>
<td>$252.63</td>
</tr>
<tr>
<td>Palmdale</td>
<td>$16.14</td>
<td>$103.73</td>
<td>$15.25</td>
<td>$97.93</td>
</tr>
<tr>
<td>Santa Clarita</td>
<td>$33.50</td>
<td>$160.11</td>
<td>$28.50</td>
<td>$136.18</td>
</tr>
</tbody>
</table>

All ‘Total’ column figures are in millions of dollars and are for fiscal year 2014-2015
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 the primary revenue sources 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 the 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.