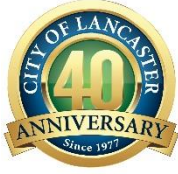


ADOPTED BUDGET  
FISCAL YEAR 2017-2018  
&  
FIVE-YEAR CAPITAL  
IMPROVEMENT  
PROGRAM





CITY OF  
**LANCASTER**

# City of Lancaster

The vision for the City of Lancaster is to be a most desirable place to live, work, visit and play. We achieve our vision through the delivery of highly effective public services for the common good.

## Our Values

Integrity

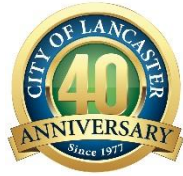
Involvement

Courage

Accountability

Respect

Excellence

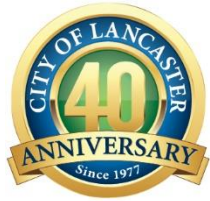


CITY OF  
**LANCASTER**  
FISCAL YEAR 2017-2018  
ADOPTED BUDGET  
&  
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COUNCIL

**R. Rex Parris, Mayor**  
**Marvin E. Crist, Vice Mayor**  
**Raj Malhi**  
**Kenneth G. Mann**  
**Angela Underwood-Jacobs**

**Mark V. Bozigian**, City Manager  
**Allison E. Burns**, City Attorney  
**Jason D. Caudle**, Deputy City Manager  
**Kathleen Abaied**, Human Resources Manager  
**Britt Avrit**, City Clerk  
**Elizabeth Brubaker**, Housing & Neighborhood Revitalization Director  
**Toi Chisom**, Assistant to the City Manager  
**Lee D'Errico**, Public Safety Director  
**Jeff Hogan**, Development Services Director  
**Vern Lawson**, Economic Development Director  
**Brian S. Ludicke**, Planning Director  
**Ronda Perez**, Parks, Recreation, and Arts Director  
**Pamela Statsmann**, Finance Director





# Understanding the Budget Document

The **Introduction** features the **City Manager's Message**, which presents the budget document to the City Council and the citizens of Lancaster highlighting policy directives and budget priorities.

The **Community Profile**, found in the **Introduction** provides specific details about Lancaster, including city demographics, sales and property tax contributors, development activity and important statistics.

The **Budget Overview** outlines all City funds, reviews federal and state economic projections, and provides the budget summary for fiscal year 2018. This section also includes a four-year comparison of revenues and expenditures.

The **Fund Balances section** shows in summary form the status of the General Fund, along with the other funds (component units) that comprise the comprehensive financial unit of the City of Lancaster. These are the same units that are included in the City's Comprehensive Annual Financial Report; the City's other main financial document.

The **Revenue Sources** explains the source of the City's revenue, how it is determined, the basis for estimating it, and any restrictions placed on its use.

The **Department Sections** provide information on the programs that make up the operating budget. This section is segregated into departments and the divisions within the departments. Each program is laid out the same way. The components are:

- Program Description or Department Function - mission of the unit;
- Accomplishments for the previous year - progress towards goals;
- Budget Goals; goals for meeting the City's overall policies; and
- Line Item Detail - dollars allocated for the operation of the program.

The **Personnel Analysis** presents the current staffing by position and proposed changes for the coming fiscal year.

The **Capital Improvement Program** contains the Five Year Capital Improvement Program (CIP) for the City. This section includes the CIP policy, summary pages, detail of each capital improvement project with a map, and expenditure plan for the current year and four years into the future.

The **Appendix** contains budget supplemental information. This includes a detailed explanation of the budget process, the budget calendar, the basis of budgeting, financial policies, past budget awards, and the glossary.

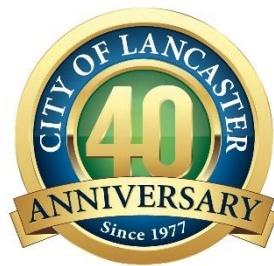
To find any of this information, please refer to the **Table of Contents**.



**CITY OF LANCASTER**

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# INTRODUCTION



California Poppy Festival

# City Manager's Message

**To: Honorable Mayor, Council Members, and Residents of Lancaster**

As City Manager, one of my highest priorities and greatest honors is to present a balanced and responsible budget. A budget that allows the City to not only continue but also expand the delivery of high quality municipal services to residents and businesses of Lancaster.

The budget is a key City policy document--not just a series of numbers or a list of planned expenditures. The fundamental purpose of the City's budget is to link what City Council desires to accomplish for the community with the resources necessary to do so. The budget reflects the vision and goals of the City Council and supports the many responsibilities that comprise the programs and services provided by the City. The budget for these critical services allows us to provide value and results that impact, as well as improve, the daily lives of those who live and work in the City of Lancaster.

It is a pleasure to work for such a Mayor and City Council who develop and create many inventive policies that staff eagerly work to implement, in all areas of service deliverance. This budget is full of programs and services that will continue to push the boundaries of a bold and diverse City governance, approach, and effectiveness.

Groundbreaking, innovative, and pioneering initiatives such as Zero Net Energy, Revive25, Streetlight Acquisition, Lancaster Choice Energy, California Choice Energy Authority, and others have favorably positioned Lancaster at the very forefront of local government.

Yet, even as our major revenues gradually increase and new revenue sources are generated, we continue to manage our finances conservatively. We make all efforts to seek alternative funding sources, such as grants, at a level needed to ensure services continue to be of quality.

Our Management Team's budgeting philosophy continues to focus on finding cost effective ways to fulfill operational objectives and (financially) advancing the City of Lancaster, in ways that look different from yesterday.

I am pleased to present a balanced budget that continues our commitment to remain fiscally responsible and adaptive in addition to meeting community and Council priorities.

It is my pleasure to present to you a comprehensive financial plan for Fiscal Year 2017-2018.

## BUDGET GOALS

### Future Ready

As the landscape of local government continues to evolve, the City is of course taking a proactive approach. Lancaster is thinking beyond this year and next year—even further than ten years—to envision what Lancaster will look like 50 years in the future. ‘Next 50’ is a vision of sensible growth, which balances environmental, economic, individual and collective needs. The City looks to set new standards for how local government can best fulfill its role in a future where new challenges and opportunities will arise.



Coupled with Next 50 are our efforts to become a ‘Smart City’. A smart city gathers data from smart devices and sensors embedded in its roadways, power grids, buildings, and other assets—like streetlights. It shares that data via a smart communications system that is typically a combination of wired and wireless. It then uses smart software to create valuable information and digitally enhanced services.

Some of those services are used by the City itself. Examples include emergency response centers and citywide control centers. Likewise, enhancements such as smart power grids and smart water grids improve efficiency and reliability while also giving customers detailed information to help them reduce their bills. In addition, smart transportation uses the power of computers to optimize travel throughout the city.

Some of those services are delivered digitally via computer or smart phone. Examples include online permitting, online lookup of information such as buried cables, water mains, bus arrival times, traffic maps, crime reports, emergency warnings, and much more.

Lancaster is on its way to becoming a smart city and staff looks forward to future initiatives, developments, and projects to achieve the vision, ultimately improving quality of life by using technology to improve the efficiency and effectiveness services, meet residents’ needs, and engage the community.

## Medical Main Street

In collaboration with Antelope Valley Hospital, the City is working to develop “Medical Main Street” – a 21<sup>st</sup> Century health district designed to provide easily accessible, state-of-the-art health care to Antelope Valley residents in an environment that both encourages and facilitates active and healthy living. The project is envisioned as a walkable, bikeable district housing a wide variety of health care facilities and specialists, with Antelope Valley Hospital as its centerpiece. This initiative aims to capitalize on the 100 acres of vacant land surrounding the existing hospital campus, re-purposing it for mixed-use facilities that integrate health care alongside supporting commercial endeavors such as health food stores, restaurants and workout facilities.

Infrastructure needs could exceed \$20M, and \$675,000 has already been raised to begin implementing the planning phase of this project. Initially, this funding will go toward the development of a full Environmental Impact Report (EIR), Health District and Use Plan, Infrastructure Analysis, Parking Analysis, and Sales and Marketing Proposal. The EIR is currently in progress and will play a significant role in priming the vacant acreage throughout the district for fast-track development. Additionally, a number of stakeholder meetings have taken place in the last year to ensure that the vision of the district is clearly understood and welcomed by all property owners involved. In the coming year, the Economic Development Division will work to produce marketing brochures and other materials to help raise awareness of and attract health-oriented uses to Medical Main Street. Economic Development will also work to establish a proposed governing process to help guide the Medical Main Street effort as it evolves.





## The City's Government Access Television Channel

The City's Government Television Channel broadcasts live all City Council meetings, as well as the majority of the City's many Commission meetings. These meetings are then re-broadcast at various times/days, in order to allow for increased transparency and citizen engagement. The channel also airs a number of shows regarding City programs, services and events. In addition, it airs programming about government related organizations, programs and entities.

The City's Government Television Channel can be viewed throughout the Antelope Valley region, on Spectrum Network's Channel 28. In 2016, the City added the capability for the channel to be viewed on the AT&T U-Verse network. As a result, the channel can now be viewed throughout the entire Southern California region.

In 2017, the City undertook a review of the City's Government Television Channel. FY 2017-2018 will see a number of City-produced shows, as well as a few programs produced by others. Recently, the City also began receiving Public, Educational and Government (PEG) fees, which are to be used for the operation and enhancement of the City's Government Television Channel—to increase community engagement with Lancaster residents.

## Streetlight Acquisition

Lancaster's lighting maintenance district fund has been, for years, running an average annual deficit of approximately a quarter of a million dollars. This forced us to backfill that fund with transportation funds to pay Southern California Edison (SCE) to supply electricity and maintain nearly 18,000 Lancaster street lights. The City of Lancaster worked with SCE to come to an agreement, which would allow the City to be the first city in SCE territory, to buy back its streetlights from SCE and maintain them. By buying back City streetlights, Lancaster will have the opportunity to achieve greater operational efficiency and substantial cost savings for the community, while greatly enhancing services.

The savings the City will achieve are a conglomeration of several factors. One, streetlights will be powered with energy purchased by Lancaster Choice Energy (LCE). Since the launch of LCE in May 2015, rates have consistently been below those of SCE. City staff will maintain the streetlights at rates much lower than what SCE charges the City and will be similar to other operations that the City maintains with quicker and better overall service. The City has started the process of converting streetlight lighting from inefficient high-pressure sodium to "green" LED lights, which will decrease energy use by 40% and reduce the need for regular maintenance. LED lights have an average 10-year life span in comparison to high-pressure sodium lights, which typically last 2-3 years. The streetlight acquisition was completed at the end of March, with the transition to LED's anticipated to be complete by November of 2017.



# FINANCIAL SUMMARY

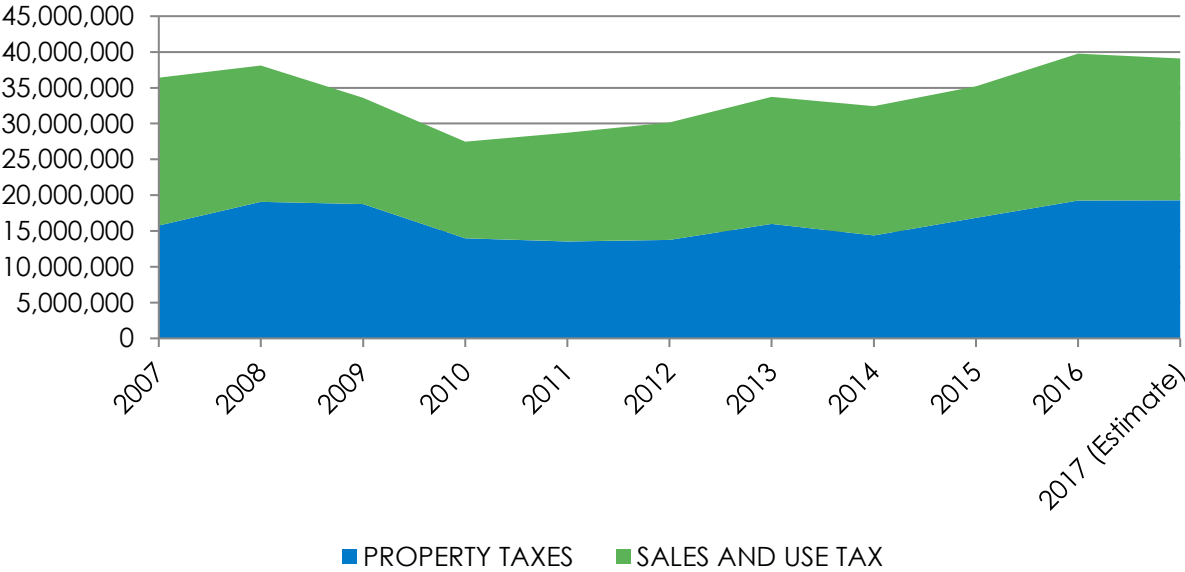
The City budget, adopted at \$187.7 million for fiscal year 2018 is summarized below:

By Category	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
Personnel	33,028,224	36,489,445	38,635,510
Operations & Maintenance	74,320,438	106,981,754	102,785,329
Capital Outlay	220,019	14,200,160	589,855
Capital Improvements	16,853,158	74,831,055	45,675,350
<b>SUM</b>	<b>\$124,421,839</b>	<b>\$232,502,414</b>	<b>\$187,686,044</b>

The FY 2018 budget, excluding capital improvements is 10% less than FY 2017 year-end estimates. This decrease is primarily due to the one-time capital outlay expenditure in FY 17 to acquire the streetlights from Southern California Edison.

## How We Maintain Fiscal Health

Lancaster was hit hard by the sharp economic decline and the resulting long-term recession. While in 2007 Lancaster had the largest increase (21.1%) in assessed property valuation in Los Angeles County, by 2009 assessed valuation had fallen by 15.4%. Similarly, sales and use tax collections decreased by 35% between 2007 and 2010.



Lancaster City Council’s firm commitment to fiscal responsibility and long-term financial stability helped to soften the impact of the declines. Years before the 2008 crash the Council made it a policy to contribute to reserves during economic upswings and maintain those reserves well over the required 10% level. The City also maintains other reserves for specific purposes, such as equipment replacement and other contingencies, in addition to the general fund reserve. Lancaster carries absolutely no general obligation debt.

Having sufficient reserves has enabled us to make thoughtful, rational reductions in our budget while still maintaining, and in many cases expanding public services. As the economy continues to improve, we replenish our reserves in order to position us to be prepared to meet the challenges of the next economic downturn that will inevitably come in future years.

Reserves accumulated during years when revenues exceeded expenditures cushion the City's transition to a lower revenue base and allow the City to adjust spending in response to economic downturns, emergencies, State revenue takeaways, and/or investment opportunities.

Just one example of this involves our dynamic economic development division who aggressively pursued and successfully attracted manufacturing giants BYD (electric buses) and Morton Manufacturing, creating hundreds of jobs for the community. Kaiser Permanente also expanded significantly in Lancaster improving local health care options, for residents.



Mayor Parris and BYD Employee

## CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) amounts to a total of over \$45.7 million to be funded in in fiscal year 2018. Projects are funded by a variety of special and restricted funding sources you can read about in the ‘City Funds’ section of the budget. Several new projects are funded in large part with state and federal grant funds, successfully secured by our committed staff.

To continue transforming the City, we must continue focusing on the infrastructure in the City, through our Capital Improvement Program (CIP). We are proud of our aggressive, proactive approach in allocating more capital improvement and equipment monies than ever before.

Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	TOTAL
74,831,055	45,675,350	49,762,213	67,612,724	40,825,980	<b>\$278,707,322</b>

We have many exciting projects in the pipeline. In 2015, the City launched REVIVE 25—an innovative, cost effective road maintenance program. Lancaster has nearly 1,700 lane miles of roads—that’s the distance from Los Angeles to Chicago. Complete reconstruction of all those miles of roads would cost the city and taxpayers over \$500 million dollars.

REVIVE 25 is a plan to maximize the life of all Lancaster roads by investing more in preventing road issues before they occur. This preventative approach will enable us to postpone or completely avoid more expensive treatment down the line, saving taxpayers more than \$280 million dollars over the next 10 years as we work to treat every square foot of road in Lancaster by 2025. Follow the REVIVE 25 journey at [www.ABetterRoadAhead.com](http://www.ABetterRoadAhead.com).

In this past year, some of the major streets re-surfaced were:

- ◆ Avenue M from 45<sup>th</sup> Street West to 20th Street West (joint project with Los Angeles County)
- ◆ Avenue G from 30th Street West to 50th Street West
- ◆ Avenue J from 50th Street East to 70th Street East
- ◆ 40th Street East from Avenue K to Avenue K-8
- ◆ 10th Street W from Avenue H to Avenue G

Street segments planned in fiscal years 2017 and 2018 include, but not limited to:

- Avenue K from Division Street to Challenger Way
- 20th Street West from Lancaster Blvd to Avenue J
- 10th Street West from Avenue I to Avenue J
- 40th Street West from Avenue K to Avenue L
- Avenue L from 30th Street East to 35th Street East
- 35th Street East from Avenue K to Avenue L
- 20th Street East from Avenue J to Avenue K-8

In addition to road maintenance projects, staff is hard at work on the five freeway (State Route 14) interchange projects (Avenue K, Avenue L, Avenue M, Avenue G, and Avenue J). These ambitious and

transformative projects are funded entirely with Los Angeles County Measure R Highway Equity funds. All of these projects, with a budget in excess of \$88 million, will be completed by 2020.

In the CIP section of the budget document, you can read about and see detailed maps of all budgeted capital projects.

## CONCLUSION

Lancaster continues to be recognized for its excellence with innovative, creative and resourceful programs and strategy efforts. We are very proud of Lancaster and look forward to what is in-store for our City, not just over the next few years but also far beyond.

The dedication and commitment of our City employees is second to none. Whether it is by obtaining competitive grants, gathering the community together at Downtown events and the hugely popular Field of Drafts, or providing excellent customer service in all the “routine” functions of a city, Lancaster staff is always available to lend a hand. We hope after reading this message you have a sense of just how much your City government is committed to the City of Lancaster.

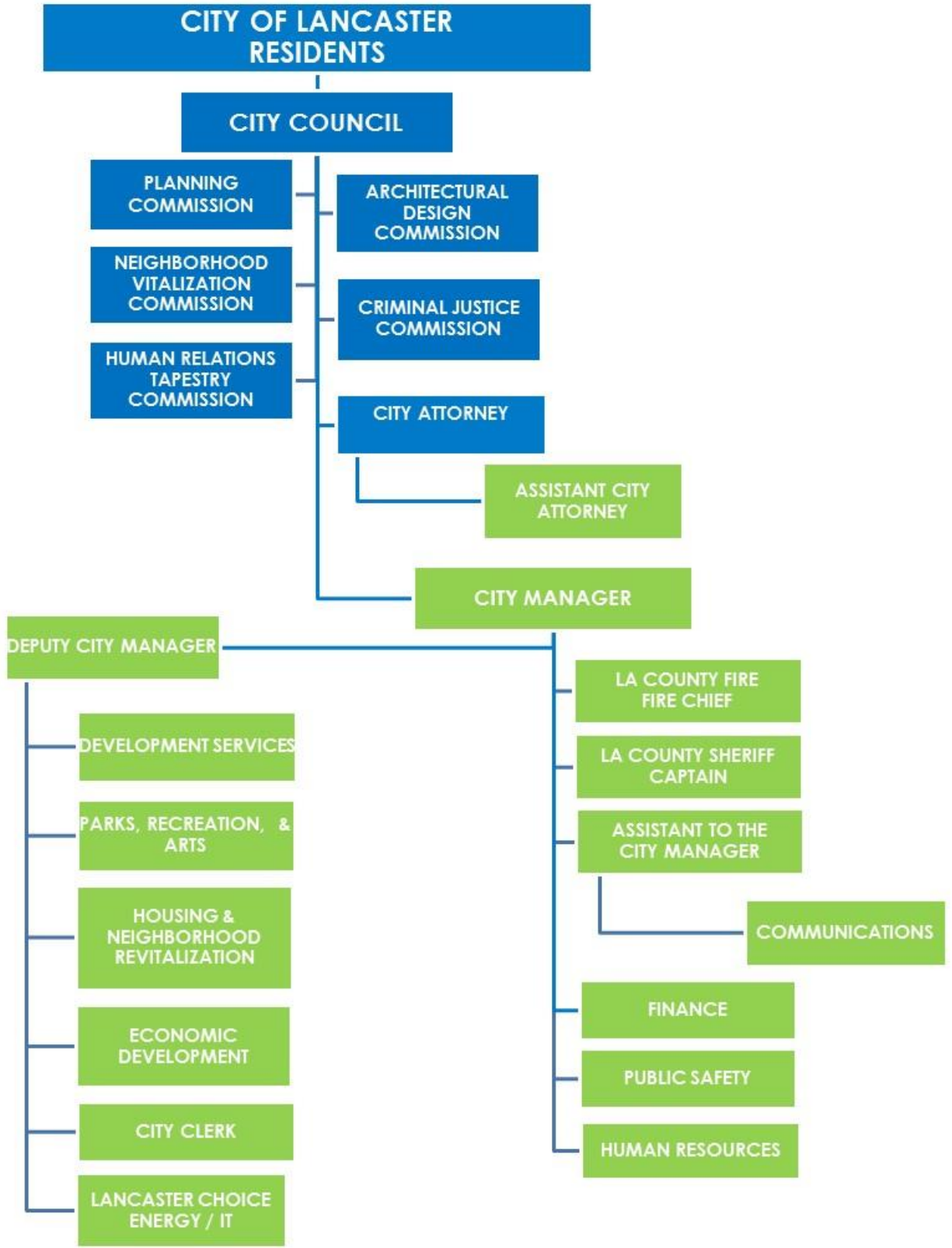
Much of the focus of this budget is a direct result of our City Council and their priorities on behalf of the residents of Lancaster. Mayor Parris and Council’s unparalleled leadership and ingenuity safeguard the continued successes and plans of Lancaster.

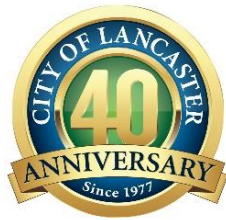
In closing, this budget is the result of the hard work and strategizing by the entire City staff, I want to particularly thank our Finance Director, Pamela Statsmann, for her leadership in managing the City’s finances, Jessica Haney, Administrative Assistant and City Administration staff, Toi Chisom, Assistant to the City Manager, and Melissa Varela, Management Analyst. Together they produced a comprehensive, high-quality document for our Adopted 2017-2018 Budget and Capital Improvement Plan. We are confident we as a community and team of Council, citizens, and staff are resolute and will work together to continue to make Lancaster a great place to live, work, and visit.

Sincerely,



Mark V. Bozigian  
City Manager





# CITY OF LANCASTER

# Community Profile



## INCORPORATION

November 22, 1977

## GOVERNMENT

Lancaster is a charter city operating under the Council-Manager form of government.

## COUNTY

Los Angeles County

[www.lacounty.gov](http://www.lacounty.gov)

## SCHOOL DISTRICTS

Antelope Valley High School District

[www.avdistrict.org](http://www.avdistrict.org)

Lancaster School District

<http://www.lanccd.org>

Westside Union School District

[www.westside.k12.ca.us](http://www.westside.k12.ca.us)

Eastside Union School District

[www.eastside.k12.ca.us](http://www.eastside.k12.ca.us)

## LOCATION

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.

## CLIMATE

Lancaster has a pleasant semi-arid prairie-like climate. The average daytime highs in the summertime are around the mid-90s and the average winter daytime highs are in the upper 50s. Overnight lows during the coldest months (December-March) can dip into the low 20s.

## AREA

94.6 square miles

## ELEVATION

2,359 feet



## 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.

The 1930s 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.

## 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 2017, the CA Department of Finance estimates Lancaster's population to be 157,820.

## EDUCATION

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.

The City of Lancaster 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.

The local community college, Antelope Valley College (AVC), takes pride in providing a quality, comprehensive education for a wide variety of learners. AVC is committed to student success, offering value and opportunity for all members of our community. AVC was founded in 1929 as a department of Antelope Valley Joint Union High School in Lancaster. Today AVC has a service area of 1,945 square miles with annual unduplicated headcount of more than 18,000, and employs more than 850 people. Antelope Valley College is fully accredited by the Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges (ACCJC/WASC). AVC offers an array of popular, education programs, certificates, and degrees.

Residents can earn a B.S. in Engineering from the College of Engineering at CSULB within two and a half years! The Bachelor of Science in Engineering Degree Completion Program is designed for students who are interested in completing their B.S. degree in Electrical or Mechanical Engineering. The program's location is at the Lancaster University Center (LUC)--providing unprecedented access to the industry, including internships with local companies and organizations. Participants must have completed their first two years of coursework at a community college or other university.

## HEALTH CARE

The City of Lancaster strives to maximize the quality of life of its residents, and continuing to evolve its local healthcare resources is a critical component of achieving this goal.

The City's Medical Main Street effort is one key way that the City is proactively working to improve the health of its citizens. Envisioned as a regional center for health and wellness, the 300-acre district surrounding the Antelope Valley Hospital campus, currently in its planning phase, will be a crossroads of medical facilities and a number of other health-oriented uses – whether they be walking paseos, bike paths, health food markets, apartments or gyms. In partnership with the Hospital, and with the support of the many property owners throughout the 300 acres, the City has made great strides toward bringing this wellness community to fruition. Over this next year, a significant push will be placed on marketing to help raise awareness and attract uses to the district.

In addition to Antelope Valley Hospital and the Medical Main Street effort, Lancaster is home to progressive, award-winning medical facilities such as Kaiser, which opened the doors to its brand new facility in 2014. After only three years in operation, the facility is already bursting at the seams with both staff and patients. This center is only Phase I of a larger master plan for the 40 acres they own on Avenue L, which is planned to be a medical campus that will complement the Armargosa Creek Commercial Center (currently in its design phase for the site directly north of the Kaiser land).



## INCOME

The median household income in Lancaster in 2016 was \$66,634.

## PERSONS PER HOUSEHOLD

The average number of persons per household in Lancaster owner-occupied and renter-occupied homes was 3.14.

## HOUSING UNITS

In 2016, Lancaster housing units totaled 52,733.

## LANCASTER BUSINESSES

Lancaster has seen tremendous growth in its business sector, with 19 new businesses having opened on The BLVD in the last six months alone and several of its major sales tax revenue generators experiencing significant expansions in just the last year.

## BYD



One such company includes BYD, which is undergoing a 340,000 SF expansion that will bring its facility to more than 450,000 SF, enabling them to reach 1,500 employees by the end of 2018.

## LANCE CAMPER

Lance Camper has also seen significant expansion, as it recently purchased a 61,000 SF building at the southern end of the Lancaster Business Park. This acquisition brings its total facility square footage to more than 200,000 and provides enough space to create 150 new manufacturing jobs, increasing their employment to 650.



## RAM OF THE WEST

The Lancaster Auto Mall has seen a 139% increase in sales since 2010 which has spurred growth throughout the Auto Mall. Notably, Hunter Dodge is expanding its operations across 10<sup>th</sup> Street West with the development of “Ram of the West,” which will be the largest Dodge truck center in North America.



## PUBLIC TRANSIT

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 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.

The Antelope Valley Transit Authority (AVTA) is bringing a fresh new energy to public transportation in the Antelope Valley! The transit agency has set a major goal to convert all of its aging diesel buses to a 100% battery electric bus fleet, by purchasing up to 85 new all-electric buses over the next three years.

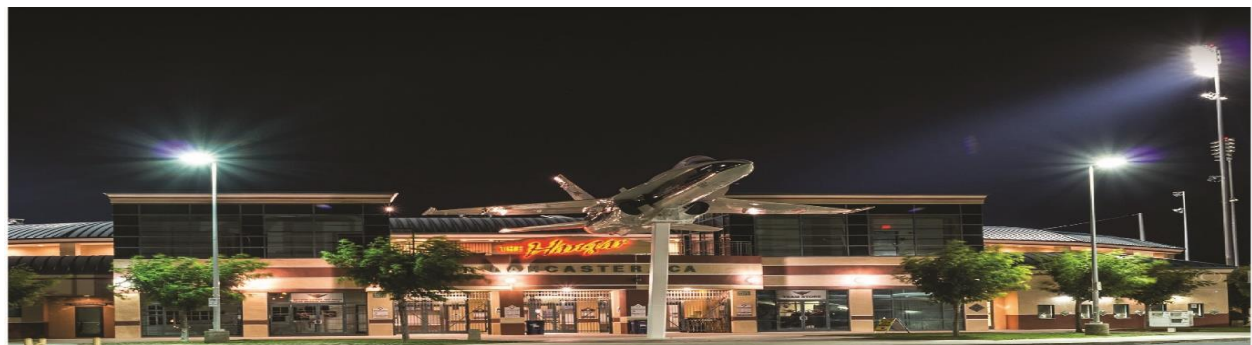
Lancaster is also served by Metrolink rail and therefore residents can travel to six different counties in Southern California.

## CONTRACTING

Lancaster contracts with Los Angeles County for many services including law enforcement, fire, water, library, and animal care and control.

The City contracts with Waste Management for refuse collection and recycling. Sewage water is treated by a special district, Los Angeles County Sanitation Districts.

By contracting out major public services, the City enjoys the benefits of these essential services while keeping its overhead costs at a minimum.





## Principal Property Taxpayers

Rank	Taxpayer	Primary Land Use	Taxable Assessed Value
1	Kaiser Foundation Hospitals	Commercial	\$108,735,132
2	Wal Mart Real Estate	Commercial	\$58,539,290
3	USIR II-Lancaster LLC	Industrial	\$45,284,000
4	CP Antelope Shops LLC	Commercial	\$39,779,205
5	Thrifty Payless Inc.	Industrial	\$36,712,346
6	MGF Cordova Park LP	Multi-family Residential	\$34,796,789
7	FTS Property Holdings LLC	Vacant Land	\$33,213,456
8	MK RRP 176 Holston Drive LLC	Commercial	\$32,231,365
9	MGP 1X Properties LLC	Commercial	\$28,942,025
10	Sygma Network Inc.	Multi-family Residential	\$26,442,628

Source: MuniServices, LLC. with information from the Los Angeles County 2015-16 Secured Property Tax Roll

## Principal Employers in the Greater Antelope Valley

Rank	Employer	Number of Employees
1	Edwards Air Force Base	11,457
2	Naval Weapons Air Station – China Lake	6,520
3	Northrup Grumman	4,200
4	Los Angeles County	4,136
5	Lockheed Martin	3,700
6	Antelope Valley Hospital Medical Center	2,500
7	Antelope Valley Union High School District	2,500
8	Lancaster School District	2,200
9	Wal-Mart (5)	1,922
10	Antelope Valley Mall (All STORES)	1,800

Source: Greater Antelope Valley Economic Alliance 2017 Annual Report

## Parks, Recreation and Community Centers

Item	Number
Maintained City facilities	54 buildings
Maintained park land	462.8 acres
Lancaster Performing Arts Center low/no cost programs	16,040 participants
Coordinated after school programming	3,340 children
Organized softball tournament season	542 teams
City special events & programs	24 events

## Public Works

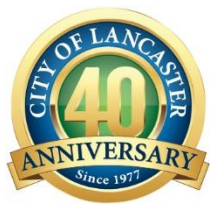
Item	Number
Potholes repaired	10,881
Graffiti requests addressed	5,361
Pounds of E-Waste recycled	652,000
Gallons of motor oil recycled	14,800
Gallons of cooking oil recycled	1,410
Gallons of anti-freeze recycled	975
Abandoned shopping carts collected	5,805

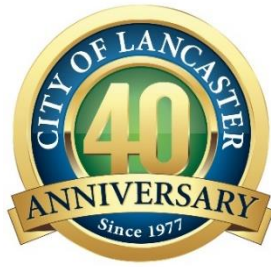
## Public Safety

Item	Number
Total arrests	7,282 arrests
Felony arrests made by Burglary Suppression Team	198 arrests
Sworn deputies	225
Lancaster station support staff	75

## Licensing and Business

Item	Number
Active City business licenses	8,544
New businesses opened on the BLVD	19
Increase in retail sales between 2015 and 2016	4.7%
Value of new dwelling units constructed in FY 16-17 through April 2017	\$37,787,116
City change in unemployment rate between April 2015 and April 2016	-1.9%





# CITY OF LANCASTER