



AEROSPACE INDUSTRY DEEP DIVE REPORT



July 8th 2026



PRESIDENT'S MESSAGE

This report captures more than the findings of a single discussion. It reflects our region's shared commitment to ensuring that the Antelope Valley remains a global leader in aerospace innovation, research, testing, manufacturing and workforce development.

As AV EDGE continues its Industry Deep Dive Roundtable series, following our inaugural Healthcare Deep Dive, this aerospace convening brought together industry leaders, military partners, educators, healthcare providers, workforce organizations, and public agencies to discuss both the opportunities and challenges accompanying significant industry growth. The conversation reaffirmed what we know to be true: aerospace remains a cornerstone of our economy and its continued success depends on our availability to plan proactively, collaborate across sectors, and invest in the infrastructure, workforce, housing, healthcare, and quality-of-life resources that support a thriving region.

The recommendations and action items outlined in this report provide a roadmap for collective action. I am encouraged by the strong participation, candid dialogue, and shared sense of purpose demonstrated throughout this Deep Dive. Together, we can ensure that the Antelope Valley is not only prepared for the next generation of aerospace growth but positioned to lead it.

Thank you to all our partners who contributed their expertise and commitment to this important effort. I look forward to working alongside you as we turn these discussions into meaningful results for our communities and our region.



**AV EDGE
President
Suzy
Ghazarossian**



EXECUTIVE DIRECTOR'S MESSAGE

We're proud to continue AV EDGE's Industry Deep Dive Roundtable series—an initiative designed to bring together leaders, employers, educators, and public partners to strengthen our region's key industries. Our Aerospace Industry Deep Dive focused on a sector that has shaped the Antelope Valley's identity, economy, and global reputation for generations.

This convening created a valuable opportunity for stakeholders to share insights, identify workforce and infrastructure needs, and discuss the challenges affecting the industry's continued growth. Together, participants identified opportunities to strengthen the talent pipeline, improve regional coordination, support critical infrastructure, and advocate for the resources necessary to sustain our aerospace ecosystem.

The collaboration and candid dialogue generated through this Deep Dive demonstrate the power of bringing regional partners together around shared priorities. We invite you to explore this report, review the findings and next steps, and remain engaged as we work collectively to ensure the Antelope Valley continues leading the future of aerospace. We also encourage industry leaders and community partners to participate in the AV EDGE Aerospace Committee and help advance the priorities identified through this process.



AV EDGE
Executive Director
Drew Mercy



AEROSPACE COMMITTEE

CHAIR MESSAGE

I have often said, in aviation Kittyhawk is interesting, but insignificant. Aviation took root and grew in southern California, and we still see that today. From the high density PhD environment at China Lake, to the explosive innovation at Mojave, to the proven and disciplined flight testing at Edwards to the huge production capability of Plant 42; we are the Aerospace Valley. Empowering the integration of aerospace across the region is the clear swing zone of AV EDGE. It is an honor to present this report.



AV EDGE
Aerospace
Committee Chair

Dr. David G. Smith,
Brig Gen (CA)

Aerospace Industry Deep Dive Report

July 8, 2026

Key Outcomes

AV EDGE convened representatives from the aerospace and defense industry, Edwards Air Force Base, education and workforce organizations, healthcare providers, local governments, and regional partners to assess the conditions needed to sustain and expand the Antelope Valley aerospace ecosystem. Edwards Air Force Base remains the keystone of the regional economy, supported by Plant 42, Mojave Air & Space Port, major prime contractors, suppliers, educational institutions, and an experienced technical workforce.

Participants emphasized that announced and anticipated industry growth will place additional pressure on housing, healthcare, education, public safety, transportation, and community services. Historically, approximately one-third of incoming aerospace employees are expected to relocate to the region, making quality-of-life capacity an economic development issue as well as a community issue.

A follow-up Aerospace Committee meeting on August 13, 2026 completed the discussion of infrastructure and encroachment issues that could not be reached during the original Deep Dive. Participants identified immediate security risks near Plant 42, aging and capacity-constrained utility systems across Aerospace Valley, and the need to restore regular coordination among mission partners, cities, federal agencies, utilities, and regional organizations. Specific follow-up responsibilities were assigned to AV EDGE, Northrop Grumman, Lockheed Martin, Mojave Air & Space Port, and other partners.

Decisions Made

- Adopt a proactive regional aerospace-growth strategy that anticipates workforce expansion rather than responding after shortages become critical.
- Improve communication among aerospace employers, Edwards Air Force Base, local governments, Los Angeles and Kern counties, developers, healthcare providers, schools, colleges, and workforce organizations.
- Convene a focused housing breakout to convert employer and military housing needs into actionable information for local governments and the development community.
- Strengthen K-12, college, university, skilled-trades, internship, and veteran-transition pathways into aerospace careers.
- Increase regional advocacy for healthcare resources serving Edwards Air Force Base, Mojave, East Kern, and other remote aerospace employment centers.
- Complete the Infrastructure Needs and Aerospace Encroachment Challenges discussion through a dedicated Aerospace Committee follow-up meeting.
- Elevate the northwest parcel development adjacent to Plant 42 through Northrop Grumman and Lockheed Martin channels and brief Wright-Patterson Air Force Base at the September program design review.
- Restore regular Plant 42 mission-partner and city coordination meetings so proposed development, security, infrastructure, and operational concerns are identified early.
- Engage utility providers at the earliest stages of aerospace and advanced-manufacturing projects because equipment lead times and system-capacity constraints can add years to development schedules.

Critical Gaps

Aerospace Ecosystem & Regional Growth

- The Antelope Valley's competitive advantage is its ability to support the full aerospace lifecycle—from research and design through flight test, evaluation, manufacturing, and production.
- Participants described substantial hiring and program growth. A broader Northrop Grumman hiring outlook exceeding 9,000 employees was referenced, although the portion ultimately located in the Antelope Valley will depend on program and contract requirements.
- Growth will increase demand for housing, healthcare, schools, childcare, transportation, public safety, retail, and other services needed to recruit and retain employees and families.
- Security and confidentiality requirements limit the detail employers can share publicly. The region needs a method for exchanging aggregated workforce, housing, and facility needs without compromising program security or proprietary information.

Housing Needs

Regional Demand

- Housing should be evaluated across the entire aerospace employment area rather than through separate city or county boundaries. Employees may work at Edwards, Plant 42, Mojave, or contractor facilities while living throughout the Antelope Valley and East Kern.
- Projected aerospace growth will increase demand for executive, professional, workforce, rental, and for-sale housing. Relocating employees may create demand that is not visible in traditional local housing forecasts.
- Housing availability affects recruitment, retention, commuting patterns, school enrollment, and the ability of spouses and families to establish long-term roots in the region.

Edwards Air Force Base Housing

- Participants reported that some airmen have lived in vehicles because appropriate housing was unavailable or unaffordable.
- Base housing has been reduced over time, and Edwards was estimated to be approximately 300 housing units short.
- Approximately 120 modular homes are planned to provide near-term relief. Edwards is also working with a private developer on potential apartments and townhomes, and an Enhanced Use Lease Request for Information is expected to identify additional opportunities.

Local Development Pipeline & Barriers

- Palmdale and Lancaster have thousands of housing units in planning, entitlement, or development stages, but financing gaps, infrastructure costs, market conditions, and CEQA-related delays can slow delivery.
- Developers need better information about aerospace hiring patterns, employee income ranges, preferred housing types, and anticipated timing.
- A focused housing breakout should include Edwards Air Force Base, Plant 42 employers, Mojave Air & Space Port, Palmdale, Lancaster, Los Angeles and Kern counties, developers, homebuilders, multifamily representatives, lenders, and other partners.

Housing Recommendation: AV EDGE should convene a dedicated regional housing discussion led by Aerospace Committee Chair Dr. David “Jester” Smith, with staff support, to identify demand, available projects, barriers, and practical steps that can accelerate military and civilian housing delivery.

Healthcare Capacity & Access

- Healthcare access is a significant recruitment and retention factor, with the greatest concerns concentrated around Edwards Air Force Base, Mojave, East Kern, and cross-county service boundaries.
- Women’s healthcare access at Edwards and in East Kern remains a significant gap. Mojave has extremely limited access, including no urgent-care facility and long waits for routine and emergency services.
- Edwards does not have a full hospital. The base clinic provides limited services, routine appointments can take months, and an emergency ambulance trip may require approximately 45 minutes to reach Antelope Valley Medical Center.
- Home-health capacity is limited in remote communities, creating additional challenges for military families, veterans, seniors, and employees recovering from procedures or managing chronic conditions.

Healthcare Recruitment, Retention & Coordination

- Palmdale Regional Medical Center reported progress recruiting primary-care physicians and indicated that approximately 60 percent are remaining in the region, showing that local training and recruitment strategies can improve retention.
- Shortages in specialty care, urgent care, pediatric care, women’s services, and primary care continue to affect the ability of aerospace employers to recruit and retain employees with families.
- TRICARE participation, physician recruitment, and provider reimbursement influence whether private providers can serve military families effectively.
- Participants expressed concern that the Defense Health Agency does not sufficiently prioritize Edwards as a remote installation with limited nearby civilian capacity.
- Private or public-private healthcare services on or near Edwards should be explored, although federal requirements, state regulations, reimbursement, and permitting may complicate implementation.
- Emergency medical service and patient-transport systems do not always align across the Los Angeles–Kern county boundary, even though employees and residents routinely cross that line for work and care.

Infrastructure Constraints

- Mojave Air & Space Port is approaching available power capacity. Even a group of electric-vehicle charging stations can require electrical capacity comparable to a small commercial center.
- Southern California Edison equipment lead times, including switchgear and high-voltage transformers, can reach approximately 18 months. When design, review, procurement, and construction are combined, total project timelines can extend to three to three-and-one-half years.
- Mojave Public Utilities District needs an additional water well. Funding has been secured and the project is in progress.
- Potential data-center development at Edwards Air Force Base would create substantial water and power demand that must be evaluated against existing capacity and mission requirements.
- Southern California Gas Company projects serving Plant 42 can require approximately six to 18 months from application through meter installation, making early coordination essential.

- China Lake, Mojave Air & Space Port, Edwards Air Force Base, and Plant 42 rely on utility systems that are approximately 80 years old while aerospace, advanced-manufacturing, electrification, and data demands continue to grow.
- Site readiness and development schedules depend on early identification of utility capacity, equipment availability, financing, and construction constraints. Opportunities involving renewable energy, alternative providers, and advanced energy systems should remain part of long-range infrastructure planning.
- Avenue M improvements will become increasingly important as Plant 42 expands and employee, freight, and emergency-access demands increase.

Aerospace Encroachment Challenges

- A new Covington Group/CBRE commercial development on the northwest parcel adjacent to Plant 42 creates significant security concerns. Phase D would build directly to the Plant 42 boundary, with potential sight lines toward the B-21 production area at Site 1 and Building 260.
- Participants recalled that a nondescript Chinese consortium previously offered cash for the same parcel without identifying a development plan. Air Force Office of Special Investigations involvement contributed to the City of Palmdale declining that proposal.
- The current built-to-suit development model does not appear to require security vetting of future tenants. Without additional safeguards, a hostile or foreign-connected actor could obtain a location with line-of-sight access to sensitive operations or conduct surveillance from a public right-of-way, including from a vehicle equipped with a telephoto lens.
- Encroachment is broader than fence-line construction. It includes physical proximity, airspace conflicts, radio-frequency interference, telemetry and flight-test spectrum limitations, public-right-of-way surveillance, and foreign-entity infiltration.
- Federal spectrum reallocations have already affected military and civilian aeronautical systems. Participants cited a B-2 radar modification required after spectrum was reassigned to the cellular industry.
- Plant 42 supports approximately 18,000 jobs and Edwards Air Force Base supports approximately 12,000. Encroachment that limits operations or future missions therefore presents a major regional economic risk as well as a national-security concern.

Workforce Development Challenges

Existing Programs & Opportunities

- Participants referenced the Griffiss Institute/Air Force Research Laboratory model as an example of a centralized hub connecting industry, research, education, and workforce resources.
- A regional aerospace manufacturing training program was described as the first certified program of its kind. Classes are full, a second cohort of approximately 30 students is being prepared, and related capacity is expanding. Formal program and partner names should be confirmed before publication.
- AVUHSD has developed STEM exposure, laboratory experiences, job shadowing, internships, and career-technical programs that introduce students to aerospace careers before graduation.
- Department of Defense internships and veteran-transition opportunities exist but are not always widely understood by students, transitioning service members, educators, or employers.
- The Southern Pacific Aerospace Defense Alliance (SPADA) was introduced as a regional support organization—not a training provider—focused on connecting government, academia, industry, and workforce

agencies to strengthen the aerospace talent pipeline and support middle-tier aerospace and defense companies.

- Aerospace career opportunities extend well beyond engineering. High school graduates, military veterans, skilled-trades workers, and reentry participants can enter aerospace and defense occupations with meaningful advancement potential.
- SPADA is planning networking events featuring industry panels and is participating in a career-technical education event at NASA Armstrong.
- The GRIFISS Institute completed Viceroy internships at Edwards Air Force Base and China Lake, with positive feedback from both hosts and interns.
- Antelope Valley College was selected for a Southern California NASA workforce-training grant, creating another opportunity to strengthen the regional aerospace pipeline.

Pipeline Gaps

- The region needs stronger graduate-level programs and additional “2+2” pathways allowing students to begin locally and complete bachelor’s or advanced aerospace-related degrees through university partnerships.
- Antelope Valley College should have a more visible and direct connection to aerospace jobs, internships, research opportunities, and employer-defined skill needs.
- Career-technical and skilled-trade programs should show how welding, electrical, mechanical, machining, construction, and other skills transfer into aerospace and advanced manufacturing careers.
- Smaller suppliers and regional employers may need help accessing interns, veterans, and entry-level talent, while students and parents need clearer information about careers that do not require a four-year degree.

Regional Coordination Needs

Federal Priorities

- Recognize Edwards Air Force Base as a remote and strategically important installation requiring enhanced healthcare resources and access.
- Support federal funding and policy solutions for military housing, regional infrastructure, workforce training, transportation, and services needed to sustain aerospace missions.
- Strengthen communication among Edwards leadership, congressional offices, local governments, counties, employers, and regional organizations.

State Priorities

- Address CEQA and other regulatory barriers that delay housing, healthcare, infrastructure, and economic development projects needed to support aerospace growth.
- Seek practical regulatory pathways for private investment in healthcare and housing serving remote military and aerospace communities.
- Pursue state infrastructure and workforce funding that recognizes aerospace and flight test as strategic economic assets.

Local & Regional Priorities

- Focus immediately on housing delivery, coordinated planning, permitting and entitlement efficiency, and communication with employers and developers.

- Establish regular coordination among Los Angeles and Kern counties, Palmdale, Lancaster, Edwards, Mojave Air & Space Port, healthcare providers, education partners, and aerospace employers.
- Create a structured mechanism to share non-sensitive employer needs, anticipated growth, housing demand, and infrastructure priorities while respecting security and confidentiality.
- Include healthcare, public safety, schools, childcare, transportation, and community amenities in regional growth planning because they directly affect recruitment and retention.

Security & Mission-Partner Coordination Gaps

- AV EDGE needs a current Air Force Office of Special Investigations/Plant 42 detachment contact so security concerns can be routed quickly and shared with Palmdale, Lancaster, and Los Angeles County.
- Quarterly meetings that previously brought Plant 42 mission partners and city representatives together to flag proposed development and operational concerns have lapsed and should be reinstated.
- Wright-Patterson Air Force Base met with the City of Palmdale in November regarding the northwest parcel development, but an updated briefing is needed as construction advances.
- Cities, developers, commercial brokers, mission partners, and federal security representatives need a consistent process for identifying potential line-of-sight, tenant-control, spectrum, airspace, and foreign-ownership concerns before projects reach late permitting or construction stages.

ACTION ITEMS

AV EDGE

- Complete and circulate the draft report for factual corrections, assignment confirmation, and additional information.
- Convene the regional housing breakout and coordinate participation by industry, military, local government, counties, developers, builders, lenders, and community partners.
- Develop a method for collecting and sharing aggregated hiring, relocation, and housing-demand information while protecting security, confidentiality, and proprietary information.
- Obtain the Air Force Office of Special Investigations/Plant 42 detachment contact through Edwards Air Force Base leadership and distribute it to Palmdale, Lancaster, and Los Angeles County with appropriate mission-partner introductions.
- Draft a letter to Palmdale and Lancaster regarding encroachment awareness and follow up with city meetings.
- Connect with the CBRE commercial brokers representing the northwest parcel development and ensure the security concerns are raised through applicable city planning and permitting discussions.
- Support reinstatement of regular Plant 42 mission-partner and city coordination meetings.
- Coordinate early engagement with Southern California Edison, Southern California Gas Company, water agencies, cities, installations, and developers on power, gas, water, transportation, and site-readiness constraints.
- Maintain and expand the online collection of aerospace incentives and local-government development resources, including links to City of Palmdale programs.
- Confirm formal names and acronyms of the aerospace manufacturing training programs discussed.
- Review the City of Palmdale community guide and determine whether a regionwide relocation and community resource should be developed.

Industry & Mission-Partner Assignments

- **Bob Bowman and Jared Yoshiki (Lockheed Martin/Northrop Grumman):** Jointly brief Wright-Patterson Air Force Base at the September program design review regarding the B-21 proximity risk created by the northwest parcel development.
- **Jared Yoshiki:** Brief Northrop Grumman site leadership, coordinate with Bob Bowman on the Wright-Patterson engagement, and consider participating in AV EDGE's Developer-Agency Working Group to strengthen coordination on major projects and utility contacts.
- **Dr. David "Jester" Smith (Mojave Air & Space Port):** Carry forward the recommendation to reinstate regular Plant 42 mission-partner and city coordination meetings through the Wright-Patterson discussion.

Committee Assignments

- **Aerospace Committee:** Develop the regional growth strategy; guide the housing breakout; monitor implementation of the infrastructure and encroachment actions; and facilitate cross-sector coordination.
- **Workforce Development & Education Committee:** Map aerospace pathways; pursue graduate and "2+2" programs; connect AVC and AVUHSD programs to employers; coordinate with SPADA and GRIFISS; and expand internships, job shadowing, skilled-trade pathways, reentry opportunities, and veteran-transition programs.

- **Healthcare Committee:** Assess access gaps affecting Edwards, Mojave, East Kern, and remote employment centers; support federal advocacy; and continue work on TRICARE, home health, urgent care, physician recruitment, and private/public-private options.
- **Transportation & Infrastructure Committee:** Evaluate cross-county emergency response and medical transportation; identify transportation and public-safety needs; advance Avenue M improvements; and coordinate follow-up on aging utilities, power, gas, water, grid reliability, redundancy, and site readiness.
- **Legislative Affairs Committee:** Develop federal healthcare advocacy priorities; identify state regulatory reforms; and coordinate funding and policy support for housing, infrastructure, transportation, healthcare, and workforce development.

Open Questions

- Which representatives should formally participate in the regional housing breakout?
- What aggregated hiring, relocation, and housing information can employers share without compromising security or proprietary information?
- Should AV EDGE establish a recurring aerospace ecosystem coordination meeting?
- Should the region develop a relocation and community guide for incoming employees and military families?
- Which college and university partners are best positioned to develop graduate-level and “2+2” aerospace pathways?
- Which federal office or regional coalition should lead advocacy for enhanced healthcare resources at Edwards?
- What city, federal, and industry review process can identify potential tenant-control, line-of-sight, spectrum, airspace, and foreign-ownership risks before adjacent development reaches construction?
- Which organization should convene and maintain the restored Plant 42 quarterly mission-partner and city coordination meeting?
- What long-range utility-capacity plan is needed for Plant 42, Edwards Air Force Base, Mojave Air & Space Port, China Lake, and related aerospace-supporting development?
- Which entity should lead development of a cross-county emergency medical service and medical-transportation solution for Edwards, Mojave, and East Kern?



AEROSPACE INDUSTRY

DEEP DIVE REPORT

TASK LIST



July 8th 2026

AV EDGE

Aerospace Deep Dive

July 8, 2026

Task Assignments

AV EDGE Staff

- Finalize and circulate the Aerospace Industry Deep Dive Report for participant review.
- Convene a focused regional housing breakout led by Aerospace Committee Chair Dr. David “Jester” Smith.
- Include Edwards Air Force Base, Plant 42, Mojave Air & Space Port, local governments, counties, developers, builders, lenders, and other appropriate partners.
- Develop a non-sensitive method for sharing aggregated hiring, relocation, housing-demand, and facility-needs information.
- Obtain and distribute the Air Force Office of Special Investigations/Plant 42 detachment contact through Edwards Air Force Base leadership.
- Send Palmdale and Lancaster an encroachment-awareness letter and coordinate follow-up meetings.
- Engage CBRE regarding the northwest parcel and surface security concerns through applicable planning and permitting discussions.
- Support restoration of regular Plant 42 mission-partner and city coordination meetings.
- Confirm training-program names and evaluate a regionwide relocation guide.

Aerospace Committee

- Develop recommendations for a proactive regional aerospace-growth strategy covering housing, workforce, healthcare, infrastructure, and quality of life.
- Guide the housing breakout and facilitate coordination among industry, military, government, education, healthcare, and development partners.
- Monitor implementation of the Infrastructure Needs and Aerospace Encroachment Challenges follow-up actions.
- Work with mission partners and cities to establish an early-warning process for proposed development, tenant, spectrum, airspace, and security concerns.
- Identify additional priorities and responsible partners and report progress to the AV EDGE Board and other committees.
- Coordinate regional participation in the Air & Space Forces Association reception welcoming the incoming Edwards commander.

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Task Assignments

Workforce Development & Education Committee

- Explore graduate-level and “2+2” aerospace degree pathways with Antelope Valley College and university partners.
- Connect AVC and AVUHSD programs more directly to employer needs, internships, research, mentoring, and job-shadow opportunities.
- Expand K-12 career awareness and skilled-trade, manufacturing, and veteran-transition pathways into aerospace employment.
- Include reentry participants and career seekers without four-year degrees in aerospace pathway outreach.
- Coordinate with SPADA, the GRIFISS Institute, Antelope Valley College, NASA Armstrong, and other partners on networking, internships, grants, and employer connections.
- Confirm the names, eligibility, capacity, equipment, instructors, and employer connections of regional aerospace training programs.

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Task Assignments

Healthcare Committee

- Assess healthcare-access gaps affecting Edwards Air Force Base, Mojave, East Kern, and remote aerospace employment centers.
- Include women's health, urgent care, home health, primary and specialty care, pediatrics, and emergency response.
- Support advocacy for expanded federal healthcare resources and explore private or public-private services near Edwards.
- Continue coordination on TRICARE participation, physician recruitment, reimbursement, and cross-county access barriers.

Transportation & Infrastructure Committee

- Evaluate cross-county emergency response and non-emergency medical transportation affecting Edwards, Mojave, and East Kern.
- Identify transportation and public-safety needs created by aerospace growth, including access to Plant 42, Edwards, and Mojave Air & Space Port.
- Advance Avenue M improvements needed to support Plant 42 expansion.
- Coordinate early utility-provider engagement and long-range planning for water, power, gas, aging infrastructure, grid reliability, redundancy, and site readiness.

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Task Assignments

Partner Organizations

Local Government, County & Development Partners

- Provide current housing-project information, unit types, schedules, financing gaps, infrastructure constraints, and regulatory barriers.
- Identify permitting, entitlement, and infrastructure improvements that could accelerate housing and aerospace-supporting development.
- Include mission partners and federal security contacts early when adjacent development could create line-of-sight, tenant-control, airspace, spectrum, or foreign-ownership concerns.
- Share relocation, community-service, and employer-support resources for a possible regionwide guide.
- Coordinate planning across city and county lines to reflect regional aerospace employment and commuting patterns.

Aerospace Employers & Military Partners

- Provide aggregated, non-sensitive estimates of hiring, relocation, housing, workforce, and service needs when feasible.
- Identify priority education, training, internship, skilled-trade, and veteran-transition needs.
- Designate representatives for the housing, infrastructure, and encroachment follow-up discussions.
- Bob Bowman and Jared Yoshiki (Lockheed Martin/Northrop Grumman) will jointly brief Wright-Patterson Air Force Base at the September program design review regarding the northwest parcel's proximity to the B-21 production area.
- Jared Yoshiki will brief Northrop Grumman site leadership, coordinate with Bob Bowman on the Wright-Patterson engagement, and consider participating in AV EDGE's Developer-Agency Working Group.
- Dr. David "Jester" Smith (Mojave Air & Space Port) will carry forward the recommendation to reinstate regular Plant 42 mission-partner and city coordination meetings.
- Provide feedback on how existing trade and technical skills transfer into aerospace and advanced manufacturing positions.

Education & Workforce Partners

- Map K-12, college, university, skilled-trade, research, internship, and veteran-transition pathways.
- Coordinate with SPADA and GRIFISS and incorporate reentry pathways and careers that do not require a four-year degree.
- Identify missing credentials, degree pathways, equipment, instructors, and employer partnerships.
- Improve public awareness of aerospace careers that do and do not require a four-year degree.
- Confirm and promote the names, eligibility, capacity, and employer connections of regional training programs.

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Task Assignments

Federal, State & Local Government Representatives

Federal

- Recognize Edwards Air Force Base as a remote, strategically important installation requiring enhanced healthcare resources and access.
- Pursue funding and policy support for military housing, infrastructure, workforce training, transportation, and related services.
- Strengthen communication among Edwards leadership, congressional offices, employers, counties, cities, and regional organizations.

State

- Identify practical reforms addressing CEQA, permitting, and other barriers affecting housing, healthcare, infrastructure, and aerospace-supporting development.
- Pursue infrastructure and workforce funding that recognizes aerospace and flight test as strategic economic assets.

Local & Regional

- Support housing delivery, coordinated planning, permitting efficiency, and infrastructure readiness.
- Support early security and mission-partner review of development adjacent to aerospace installations and testing corridors.
- Participate in regular regional coordination and help identify land, financing, and development tools supporting aerospace growth.

Follow-Up & Tracking

- Schedule the focused housing breakout and track implementation of the infrastructure and encroachment action items.
- Confirm delivery of the Wright-Patterson briefing, city encroachment letters, OSI contact distribution, and CBRE outreach.
- Reestablish regular Plant 42 mission-partner and city coordination meetings and assign a responsible convener.
- Convert confirmed assignments into a tracking list with responsible parties, target dates, and status updates.
- Incorporate factual corrections and committee recommendations into the final report.
- Determine whether to establish recurring aerospace coordination and develop a regionwide relocation and community guide.



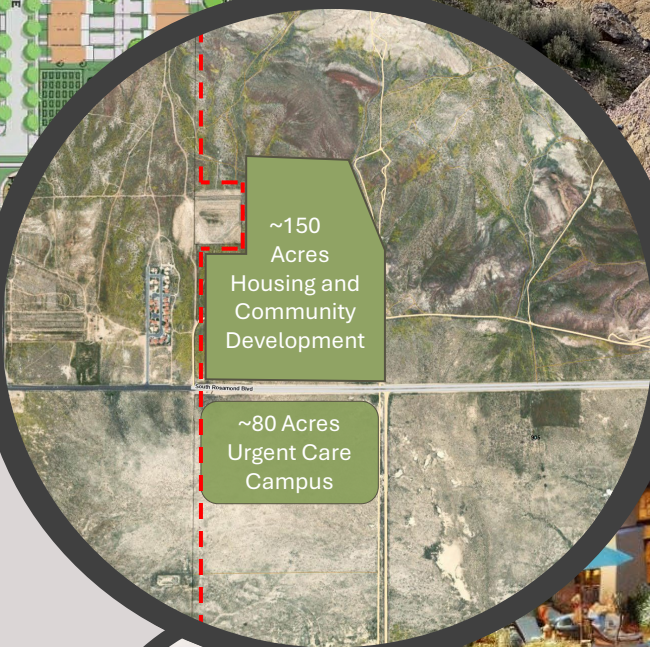
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SUPPLEMENTAL INFORMATION



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Proposed Development

Community (700-1K Housing Units)

- Single Family
- Apartments
- Townhomes
- Parks and Recreation

Quality-of-Life Amenities

- Commercial Space; Food, Retail
- Community Centers; Gathering Space
- Fitness Center; Pool and Splash Pad

Urgent Care Campus and Compatible Use

