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31st IWV ECONOMIC OUTLOOK CONFERENCE

"Ridgecrest - An Innovative Community - Our Future" • February 22, 2018 • 8 a.m. - 12:30 p.m.

SCHEDULE OF EVENTS

WELCOME

Solomon Rajaratnam, EOC Committee, Ridgecrest Chamber of Commerce

Presentation of Colors: US Navy Color Guard – NAWS China Lake

Pledge of Allegiance

National Anthem

Invocation

Recognize Presenting Sponsor and Officials

Video Greetings from Federal and State Elected Officials

Master of Ceremonies – Dr. Larry Cosner

SPEAKERS

Supervisor Mick Gleason, Kern County 1st District

Mayor Peggy Breeden, City of Ridgecrest

Jim Suver, CEO, Ridgecrest Regional Hospital

Karina Drees, CEO and General Manager, Mojave Air & Space Port

Scott O'Neil, Executive Director, IWV EDC

Networking & Expo Break

KEYNOTE SPEAKER

Robert Kleinhenz

Economist and Executive Director of Research

Beacon Economics, LLC

Networking & Expo Break

FEATURED SPEAKERS

RADM Brian Corey, Commander, Naval Air Warfare Center Weapons Division

Ms. Joan Johnson, Executive Director, Naval Air Warfare Center Weapons Division

CAPT Paul Dale, USN Commanding Officer, Naval Air Weapons Station China Lake

CLOSING

Leadership Ridgecrest

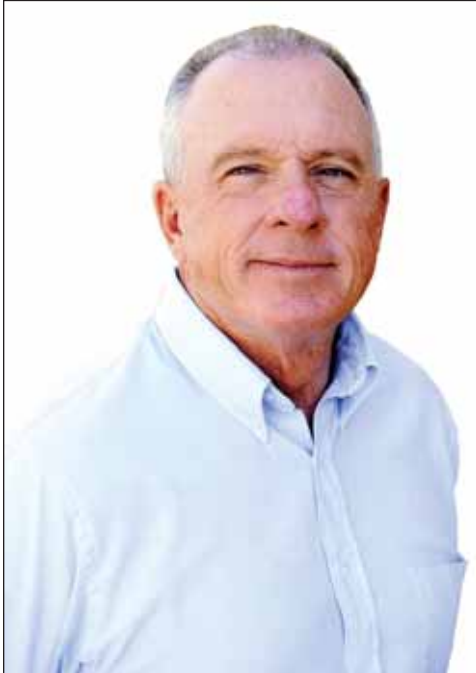
Closing Remarks

Adjournment

Networking & Expo

MICK GLEASON

Kern County
1st District Supervisor



Supervisor Mick Gleason was elected to serve the 1st District of Kern County on November 8, 2012, and took office on January 7, 2013.

A former Navy Captain and base commander, CAPT Michael (Mick) Gleason (USN, ret) has lived in Kern County's 1st District since 2004 after being selected as Commanding Officer of China Lake NAWS. He is dedicated to agriculture, energy and military issues confronting the 1st District and has pledged to foster a job-

creating economy in Kern County.

Supervisor Mick Gleason was born in Nyack, New York, and moved to Haverhill, Massachusetts. He graduated from the University of Notre Dame in 1972 with a bachelor's degree in business administration.

As a Captain in the US Navy, his final assignment was as the Commanding Officer of Naval Air Weapons Station China Lake in 2008. Mick and Robynn have three sons, Wes, Paddy, and Jeff. After retiring from active duty

after 27 years, Mr. Gleason accepted a job as a senior program manager with General Dynamics and has also helped launch the China Lake Alliance, a community advocacy group, designed to support the US Navy at China Lake.

Supervisor Gleason graduated from the Naval Postgraduate School in Monterey, California, in 1999, where he earned his master's degree in astronautical engineering. He loves spending time with his family and kids.

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PEGGY BREEDEN

Mayor of Ridgecrest

Ridgecrest Mayor Peggy Breeden has been a resident in the Indian Wells Valley since 1982. She has been owner of The Swap Sheet, an advertising paper, in the Valley for more than 35 years. Peggy has almost 50 years of business experience.

Breeden is serving her second term as Mayor having been recently reelected. She has been elected to serve on the Indian Wells Valley Airport District and the Indian Wells Valley Water District, and is past president of the Ridgecrest Chamber of Commerce.

Peggy also serves or has

served on various boards and committees including: Cerro Coso Community College Foundation Board, Kern Council of Governments, Eastern Kern Air Pollution Control District, League of California Cities, Navy Community Council, Indian Wells Valley Groundwater Management Group, Indian Wells Valley Economic Development Corp., Disaster Council Ridgecrest, East Kern Economic Alliance, Desert Valley Federal Credit Union, Senior Services of IWV, China Lake Museum Foundation, and IWV Well Owners Association.



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JIM SUVER

CEO of Ridgecrest Regional Hospital



Jim Suver is the CEO of Ridgecrest Regional Hospital. Prior to that he served as Administrator/Vice-President of Operations for Petaluma Valley Hospital, a ministry of the St. Joesph's Health System, and before that as administrator/CEO at Biggs-Gridley Memorial Hospital. He is a 1983 Chico State business administration graduate. Mr. Suver also has a master's in health administration from the University of Southern California.

He taught in USC's health administration program for 10 years. He is an instructor in the Chico State health administration major including healthcare finance, healthcare operations management and healthcare administration capstone. His work history includes Sutter Health and Catholic Healthcare West in addition to nine years at Fremont-Rideout Health Group in various positions.



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KARINA M. DREES CEO of Mojave Air and Space Port

Karina Drees is the CEO and General Manager of Mojave Air & Space Port (MASP), home to a diverse set of companies manufacturing and testing air and space vehicles. As CEO, Drees is responsible for maintaining more than 3,000 acres of property and managing 150 tenant contracts. She oversees all testing operations at the airport and manages procedures, business operations and regional partnership development. Drees leads the implementation of strategic initiatives for the benefit of the companies operating in Mojave as well as the region.

Prior to MASP, Drees held senior positions in strategy, business development and

operations for growing technology companies. She was most recently a member of the strategy and positioning team at SRA International. Before joining SRA, Drees held leadership positions at two investor-backed high tech startup companies in the Washington, DC, area.

Drees has a BS from Arizona State University and an MBA from the MIT Sloan School of Management. She also completed International Space University's (ISU) Summer Session Program in Beijing, China. She serves as treasurer on the executive committee of the Commercial Spaceflight Federation and is a board member of the MIT \$100K Entrepreneurship Competition.



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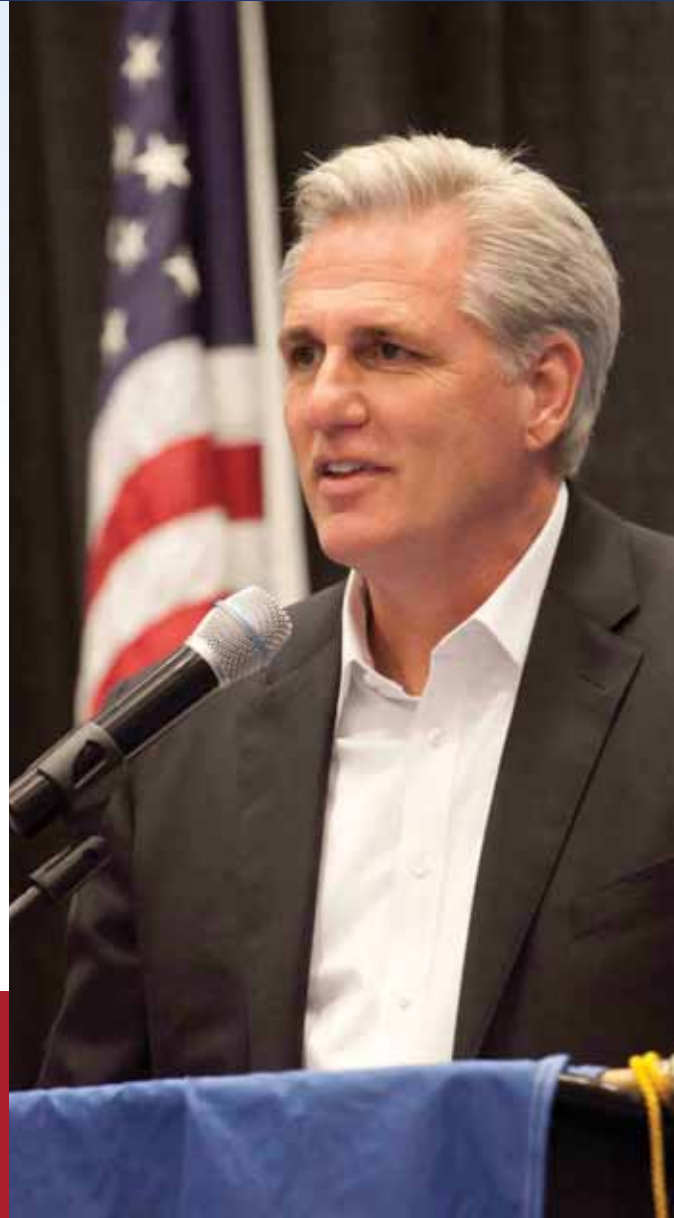
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SCOTT O'NEIL

Executive Director, IWVEDC

Mr. Scott O'Neil is currently the Executive Director of the Indian Wells Valley Economic Development Corporation. He is the proprietor of S. M. O'Neil Consulting, LLC; and, a member of the Naval Research Advisory Committee, an independent civilian scientific advisory group dedicated to providing senior Navy leadership objective analyses in the areas of science, research and development. He retired from U.S. Government civilian service January 2016 after working for the Navy for 43 years. For the decade prior to his retirement Mr. O'Neil served as Executive Director and Director for Research and Engineering of the Naval Air Warfare Center Weapons Division (NAWCWD) at China Lake, California. The Center is responsible for research, development, acquisition support, test,



evaluation, and in-service engineering for naval weapon systems. As Executive Director, Mr. O'Neil directed a highly technical civilian workforce of about 5200 employees.

In November 1998 Mr. O'Neil was appointed as the head of NAWCWD Weapons and Targets Department. In April 2002 he was assigned Director of Atlantic Ranges and Facilities of Naval

Air Warfare Center Aircraft Division, at Patuxent River, Maryland. From May through December 2010 he was assigned acting Deputy Commander Naval Air Systems Command.

Prior to moving into general management, Mr. O'Neil conducted research and development in solid rocket propulsion and thrust vector control systems. He was program manager for Vertical Launch ASROC (VLA), an in-house government advanced development program. VLA was made Fleet operational 1993. He was Deputy Program Manager for Tomahawk Cruise Missile rocket motors and he led the development MK 111 Improved Rocket Motor and the WDU36 lightweight warhead system for Tomahawk.

See O'NEIL, Page 18



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ROBERT KLEINHENZ

**Economist and
Executive Director of
Research, Beacon
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Robert Kleinhenz is Economist and Executive Director of Research at Beacon Economics, LLC and one of California's leading economists. Dr. Kleinhenz is a much sought-after specialist for his deep knowledge of the California and U.S. economies and their industries. Tapping nearly 30 years of experience in analyzing the national and state economies, as well as the economies of California's many diverse regions, he oversees economic research and public policy analysis at Beacon Economics. He is also Executive Director of Research at the UC Riverside School of Business Center for Economic Forecasting and Development.

In his work, Dr. Kleinhenz produces a wide variety of economic forecasts, impact studies, and public policy analyses. Some of his recent projects

have included spearheading an economic impact analysis for the City of Los Angeles' 2024 Olympic bid, and policy research related to California's growing demand for housing.

Prior to joining Beacon Economics, Dr. Kleinhenz served as Chief Economist of the Kyser Center for Economic Research at the Los Angeles County Economic Development Corporation (LAEDC). Earlier in his career, he was Deputy Chief Economist at the California Association of Realtors where he focused on housing market and consumer research. He also taught economics for over 15 years, most recently at California State University, Fullerton.

A leading voice in Los Angeles and beyond, Dr. Kleinhenz is an in-demand

See KLEINHENZ, Page 18

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RADM BRIAN COREY **Commander, NAWCWD**

Rear Adm. Corey is a native of Granite City, Ill. He earned a Bachelor of Science degree in chemical engineering and a commission as an ensign from the Naval Reserve Officer Training Corps at the University of Illinois. He is a distinguished graduate of the U.S. Naval Test Pilot School and holds a Master of Arts degree in national security and strategic studies from the Naval War College.

Corey served operationally as an F/A-18 pilot in Strike Fighter Squadron (VFA) 86 deployed in USS America (CV 66), VFA-146 deployed in USS Nimitz (CVN 68), and command of VFA-192 forward deployed in USS Kitty Hawk (CV 63) to Japan. During these tours he participated in operations Desert Storm, Southern Watch, Provide Hope, Deny Flight, Operation Iraqi Freedom and several Western Pacific



deployments.

His shore tours include service as a selectively retained graduate (SERGRAD) flight instructor with Training Air Wing Two and the Office of the Chief of Naval Operations (OPNAV) staff where he served as the F/A-18 requirements officer and as the deputy

for Strike Aircraft Plans and Requirements.

Corey has served in numerous acquisition tours beginning with the U.S. Naval Test Pilot School where he was selected to fly the MiG-29 aircraft in Russia. His test experience includes two tours at Naval Air Warfare Center Weapons Division, China Lake, Calif., where he worked on improvements to weapons, sensors and software upgrades for F/A-18 A-F models. His program management experience includes leading the Core Avionics Integrated Product Team and serving as the deputy program manager for Systems and Advanced Development in the F/A-18 and EA-18G Program (PMA-265). He also commanded the Direct and Time Sensitive Weapons

See COREY, Page 18

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JOAN JOHNSON

**Executive Director,
NAWCWD**

Ms. Joan Johnson currently serves as the Executive Director and Director for Research and Engineering at the Naval Air Warfare Center Weapons Division (NAWCWD). With two primary sites at Point Mugu and China Lake, Calif., the center is responsible for research, development, acquisition support, test, evaluation, and in-service engineering for the total weapon system. Ms. Johnson directs a civilian workforce of more than 4,600 professionals.

With more than 30 years of experience in both the private sector and as a civilian with the Department of Defense, Ms. Johnson began her career in industry as an engineer in Electronic Warfare Research and Development. She continued to work as both a software engineer and a systems engineer, developing and integrating software and systems solutions for airborne avionics and Electronic Warfare systems. Ms.



Johnson also served as Engineering Program Manager and Software Engineering Department Manager for teams developing Electronic Warfare suites for the U.S. Navy, Army and Air Force.

Ms. Johnson was hired into the government in February 2000 at NAWCWD China Lake. She worked for the Systems Engineering Department, leading independent program

assessments of NAVAIR software-intensive acquisition programs. In September 2001, Ms. Johnson was promoted to the position of Weapon System Support Activity Lead for the AH-1 Super Cobra attack helicopter program, where she was responsible for execution of full lifecycle support for the AH-1 Super Cobra mission systems and weapon systems. In December 2003, Ms. Johnson was selected as the Head of the Systems Engineering Management Division, providing supervision and leadership to product team leads, chief engineers, and senior engineers supporting weapon systems acquisition, development, and sustainment for Naval Aviation.

Ms. Johnson entered the Senior Executive Service in August 2008, as Director of Software Engineering for the Naval Air Systems Command (NAVAIR)

See JOHNSON, Page 17

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CAPT PAUL DALE **Commanding Officer, NAWS China Lake**

Captain Dale is a 1994 graduate of the University of Michigan (Ann Arbor) with a Bachelor of Science in Electrical Engineering. He earned his Surface Warfare Officer designation then subsequently earned selection for lateral transfer followed ultimately by Naval Flight Officer wings in 1998.

Captain Dale's command tour occurred from February 2012 to May 2013 as Commanding Officer of VAW-116, the "Sun Kings", located at Naval Base Ventura County flying the E-2C

Hawkeye 2000.

His at-sea tours prior to his Command tour involved duties on an Aegis Cruiser and two E-2C squadrons.

Ashore Captain Dale served as a Hawkeye Weapons and Tactics Instructor at Naval Strike and Air Warfare Center (NSAWC) in Fallon, NV. He also attended the US Naval War College Newport Rhode Island. Joint duty occurred as a member of the NORTHMCOM J3 directorate Colorado Springs Colorado. His assignment prior

to NAWSCL was as the N6 / Carrier Airborne Early Warning Weapons School (CAEWWs) Department Head at the Naval Aviation Warfighting Development Center (NAWDC), which was previously known as NSAWC, located in Fallon, NV.

Captain Dale's decorations include the Defense Meritorious Service Medal, Meritorious Service Medal, Air Medal Strike/Flight, and Battle E. He has accumulated nearly 2700 E-2 flight hours and 575 carrier arrested landings on three different aircraft carriers.

JOHNSON

From Page 16

and Head of the Systems Engineering Department at NAWCWD. In 2013, she was appointed Director of the Weapons and Energetics Department for NAVAIR and served in that position until January

2016, when she was appointed to her current position.

Ms. Johnson earned her bachelor of science degree in Chemical Engineering from the University of Virginia. She was a recipient of the Naval Air Warfare Center Weapons Division Michelson Laboratory Award in 2007 for significant contributions

to Naval and Marine Aviation. She received the Navy Meritorious Civilian Service Award in 2011 and the Naval Air Warfare Center Weapons Division Dr. L.T.E. Thompson Award in 2013. Ms. Johnson has been a member of the Acquisition Professional Community since 2002.

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KLEINHENZ

From Page 14

speaker who regularly presents to business, government, and nonprofit organizations. A well-known media commentator, he has been interviewed on CNBC and NPR and is regularly quoted in major national dailies

including the Wall Street Journal. Current and past affiliations include the National Association for Business Economics, the National Association for Business Economics, Los Angeles Chapter, the Western Economic Association International, and the Real Estate Research Council of Southern California.

Dr. Kleinhenz holds a Ph.D in Economics from the University of Southern California with a specialty in Urban and Regional Economics. He also holds an M.A. degree in economics from the University of Southern California and a B.A. degree in economics from the University of Michigan.

O'NEIL

From Page 11

Mr. O'Neil received his Bachelor's in Mechanical Engineering (BME) from Seattle University in 1972 and received his Master's in Mechanical Engineering from the University of Southern California in 1977. The Massachusetts Institute of Technology (MIT) selected

Mr. O'Neil as an Alfred P. Sloan Fellow and he received his Master's in Management from MIT in 1992. He is the recipient of numerous Command awards for engineering and management excellence. He has received the Naval Meritorious and Superior Civilian Service Awards. Mr. O'Neil received the Meritorious SES Presidential Rank Award from President

Bush in 2007. In January 2016 he received the Navy Distinguished Civilian Service Award, the highest honorary award the Secretary of the Navy can confer on a Department of the Navy civilian employee. He is a member of Tau Beta Pi engineering honors society and is a registered Professional Mechanical Engineer in California.

COREY

From Page 15

Program (PMA-242). Corey served as the Naval Air Systems Command Vice Commander until October 2015.

On Oct. 29, 2015 Corey assumed his current position as the Commander, Naval Air Warfare Center Weapons Division, and Assistant Commander for Test and Evaluation, Naval Air Systems Command.

Corey has more than 3,800 flight hours and 660 carrier arrested landings, mostly in the F/A-18 Hornet. He has logged hours in more than 20 aircraft, including the F/A-18 A-F, MiG-29, AV-8B, F-15, and F-16.

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RIDGECREST'S POPULATION

2018 POPULATION ESTIMATE (Zip
code of City of Ridgecrest)** 33,723
2010 Census Population 32,938
2023 Projection 34,427

POPULATION CHARACTERISTICS
Median Age 36.39
Spanish Speaking 10.80%

POPULATION BY ORIGIN
Not Hispanic or Latino 80.45%
Hispanic 19.55%

POPULATION BY ORIGIN
White Alone 75.87%
Black or African American 3.80%
American Indian/Alaska Native 1.33%
Asian Alone 4.10%
Native Hawaiian/other Pacific Islander 0.47%
Some Other Race 7.75%
Two or More Races 6.68%

AVERAGE HOUSEHOLD INCOME

93555 \$ 85,502
HOUSING - (Dec. 2017)
Median Housing (CoreLogic /
www.RealQuest.com) \$ 174,000
Housing Units 13,347
Person per Household (avg.) 2.52
Homeowners (avg.) 64.28%

EDUCATION (age 25+)
No High School Diploma 9.82%
High School Graduate 25.42%
Some College, no degree 25.70%
Associate's Degree 9.42%
Bachelor's Degree 20.65%
Master's Degree 7.07%
Professional School Degree 0.94%
Doctoral Degree 0.98%

WORKFORCE (16+ by Occupation)
Architect/Engineer 8.62%
Arts/Entertain/Sports 3.15%
Building Grounds Maint 3.65%

Business Financial Ops 3.72%
Community Soc Svcs 0.74%
Computer/Mathematical 8.54%
Construction/Extraction 6.29%
Edu/Training/Library 4.48%
Farm/Fish/Forestry 0.46%
Food Prep/Serving 5.64%
Health Practitioner/Tech 3.27%
Healthcare Support 1.33%
Maintenance Repair 5.16%
Legal 0.36%
Life/Phys/Soc Sociology 1.80%
Management 8.39%
Office/Admin Support 11.59%
Production 5.32%
Protective Services 1.30%
Sales/Related 7.86%
Personal Care/Service 3.66%
Transportation/Moving 4.67%
SOURCE: Claritas via Environics Ana-
lytics
<https://en.environicsanalytics.ca/Spotlight>

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These advancements are what drive our economy.

Both on and off the base, our community has established a reputation of staying focused on the things that matter. There will always be challenges in a dynamic economy, but there are also opportunities and we will always rise to the occasion. Whether it be ensuring the best quality of life for residents, crafting the most advanced weapon technology, producing critical minerals or educating and training tomorrow's masterminds this community has what it takes to face the future.

I hope the Indian Wells

Valley Economic Development Conference brings pride to this community. I applaud what we have accomplished and believe this gathering is a steadfast reminder to continue supporting our local economy. As all of the thought leaders come together, I look forward to hearing about the great things yet to come. I am proud to be your representative, not just as a community, but representing a place that continues to change the economic and national security landscape across America.



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RETAIL SALES BY CITY

Demographic data provided by Greater Antelope Valley Economic Alliance

CITY	2012	2013	2014	2015	2016*	2017*	% change 2016-17
Lancaster	\$ 1,558,359,000	\$ 1,603,048,500	\$ 1,621,577,900	\$ 1,648,958,000	\$ 1,727,009,200	\$1,779,679,500	3.0%
Palmdale	\$ 1,421,475,800	\$ 1,437,113,700	\$ 1,508,768,200	\$ 1,574,385,800	\$ 1,606,795,600	\$1,650,196,400	2.7%
Ridgecrest	\$ 245,000,000	\$ 254,000,000	\$ 260,000,000	\$ 260,000,000	\$ 260,000,000	\$283,000,000	9.0%
Tehachapi	\$ 235,531,000	\$ 250,853,000	\$ 282,729,000	\$ 237,615,000	\$ 232,944,300	\$240,584,100	3.0%
California City	\$ 29,788,966	\$ 36,345,143	\$ 32,748,969	\$ 32,342,939	\$ 32,423,100	\$34,418,222	5.8%
Total	\$ 3,490,154,766	\$ 3,581,360,343	\$ 3,705,824,069	\$ 3,753,301,739	\$ 3,859,172,200	\$3,987,878,222	
% of increase/Decrease		6.08%	2.61%	3.48%	1.28%	2.82%	

* Last 4 quarters reported

HOME SALES BY CITY

AREA	UNITS SOLD			AVG. PRICE PER SQ. FT.			AVERAGE SALES PRICE		
	2016	2017	% CHANGE	2016	2017	% CHANGE	2016	2017	% CHANGE
Cal City, Mojave	361	436	21%	\$66	\$76	16%	\$104,820	\$120,727	15%
Ridgecrest	609	670	10%	\$107	\$110	3%	\$181,167	\$181,754	0%
Rosamond Area	316	387	22%	\$122	\$141	15%	\$202,163	\$231,607	15%
Tehachapi Area	729	781	7%	\$140	\$150	7%	\$246,480	\$271,098	10%
Antelope Acres	80	84	5%	\$135	\$155	15%	\$264,734	\$272,327	3%
Lake Los Angeles	214	226	6%	\$110	\$127	16%	\$144,358	\$172,737	20%
East Lancaster	958	976	2%	\$122	\$143	17%	\$206,164	\$230,894	12%
West Lancaster	1,494	1,645	10%	\$139	\$158	14%	\$254,984	\$283,905	11%
West Palmdale	1,015	963	-5%	\$152	\$169	11%	\$333,806	\$356,487	7%
East Palmdale	1,452	1,468	1%	\$141	\$161	15%	\$230,888	\$256,962	11%
Littlerock	197	243	23%	\$147	\$162	10%	\$212,714	\$254,104	19%
Leona Valley	60	75	25%	\$185	\$208	12%	\$308,298	\$340,367	10%
ALL AREAS	7,485	7,954	6%	\$131	\$147	12%	\$224,215	\$247,747	10%

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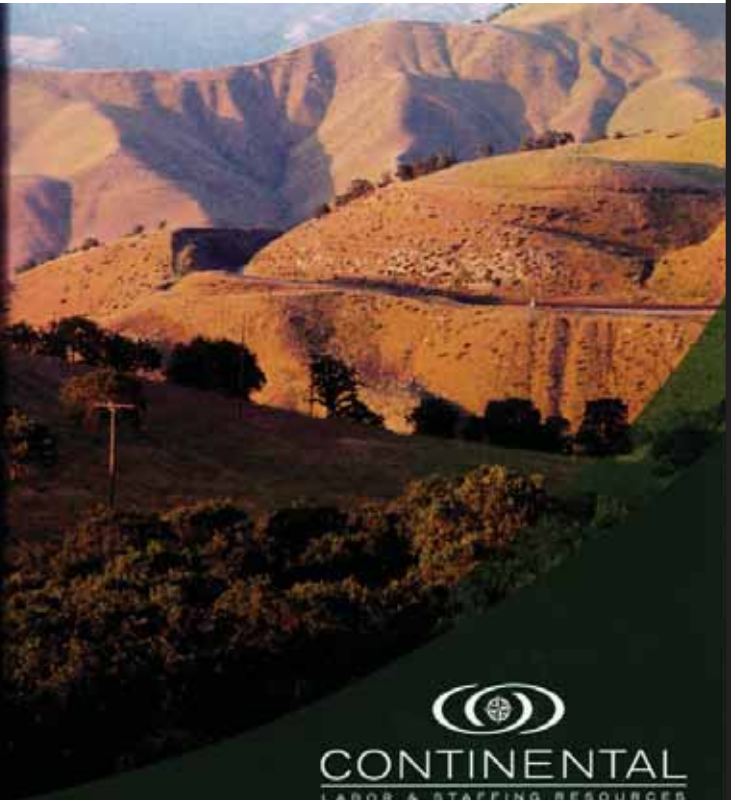
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