

From: Craig Quigley <cquigley@hrmffa.org>
Sent: Friday, April 23, 2021 12:38 PM
To: Craig Quigley
Subject: [EXTERNAL] Executive Insight Brief

Ladies & Gentlemen, below please find this week's edition of *Executive Insight Brief* from The Roosevelt Group.

Craig R. Quigley
Rear Admiral, U.S. Navy (Ret.)
Executive Director
Hampton Roads Military and Federal Facilities Alliance
757-644-6324 (Office)
757-419-1164 (Mobile)



THE
Roosevelt
GROUP

Executive Insight Brief

What happened this week and what's to come

April 23, 2021

Headlines - Budget & Approps - Aerospace & Defense - Advanced Tech - Military Installations & Communities -
Homeland Security - Transportation & Infrastructure - Biotech & Research -
Climate & Development

Notable Headlines

- [DoD releases SBIR BAA \(Intelligence Community News\)](#)
- [Biden taps Mara Karlin for Assistant Secretary of Defense for Strategy, Plans and Capabilities \(POLITICO\)](#)
- [JADC2 strategy 'days' away from going to Austin's desk \(C4ISRNET\)](#)
- [New cyber-hardening mandates may be coming for defense firms \(C4ISRNET\)](#)

Worth a Friday read: [Buzzfeed got a hold of an internal Facebook report on how the company failed to take action against the Jan. 6th insurrection](#)

In case you were curious: [Where media sources fall on a bias chart](#)

Want to be added to our distro list? Reach out to mdoedens@rooseveltdc.com.

Joe Biden has picked 147 nominees to fill key roles in his administration so far

We are tracking **791** government positions among about 1,200 that require Senate confirmation.

399

positions have no Biden nominee.

23

picks are awaiting formal nomination.

89

nominees are being considered by the Senate.

35

have been confirmed by the Senate.

Additionally, we have identified **245** appointees so far who are serving in termed positions or who were held over from previous administrations.

Progress of the Biden Administration's confirmation process. For a more detailed breakdown, click through the image to the Washington Post's confirmation tracker.

Budget & Appropriations

Rep. Elaine Luria pushes for higher defense spending (POLITICO Pro)

Rep. Elaine Luria is one of only a handful of Democrats in Congress who are pushing for increases in defense spending. Luria's reasons are right in her own backyard: She represents the 2nd District of Virginia, home of the largest concentration of naval shipyards in the country. The vice chair of

the House Armed Services Committee has come out strongly in recent months to urge President Joe Biden's administration to invest in the Navy. In an interview, she said Biden's \$715 billion defense spending request is insufficient to fund the Navy that the U.S. needs to counter China's aggressive moves in the Pacific. Luria also called on the president to quickly nominate a Navy secretary.

[Republicans unveil \\$568 billion infrastructure plan \(The Hill\)](#)

A group of Senate Republicans led by Sen. Shelley Moore Capito (R-W.Va.) on Thursday unveiled a \$568 billion infrastructure proposal, a much smaller counteroffer to President Biden's \$2.3 trillion American Jobs Plan. Republicans sent the offer to Biden shortly before noon Thursday. The proposal seeks to define infrastructure more narrowly compared to Biden's expansive view of the issue, focusing on roads and bridges, public transit systems, rail, wastewater infrastructure, airports and broadband infrastructure.

[Defense Health Program facing \\$1.8B budget shortfall for 2021 \(Federal News Network\)](#)

The Defense Department's health program is running a significant deficit halfway into the 2021 fiscal year, and efforts are underway in the Pentagon to make up for the shortfall. Dr. Terry Adirim, acting assistant secretary of defense for health affairs, told members of Congress on Tuesday that the Defense Health Program (DHP) is suffering from \$673 million in COVID-19-related expenses. That number is expected to grow to more than \$1.8 billion. About \$1 billion of those cost are money DoD needs to pay to the private sector. Costs could grow even further as the Pentagon is still assessing the cost of its support to FEMA missions. The gap comes from the everyday toll of coronavirus, as more cleaning and the need for personal protective gear ended up being more expensive than DHP budgeted for.

[Biden Confronts \\$1 Trillion Cost for Trump's 500-Ship Navy Plan \(Bloomberg Government\)](#)

The U.S. Navy's latest shipbuilding plan would cost more than \$1 trillion over 30 years to build a fleet of 500 surface vessels, submarines, and unmanned ships, the Congressional Budget Office said. The 30-year shipbuilding plan would average \$34.1 billion per year—an amount that would be “unprecedented since World War II,” the CBO said in its analysis on Thursday. The Navy's long-term shipbuilding plan, required by Congress, is based on the Trump administration's last-minute and ambitious plans to boost naval power by 2045. Overall, the plan called for 403 battle force ships, up from about 300 manned ships today, and 143 unmanned vessels by 2045. It would double the Navy's average annual budget over the last three decades.

Aerospace & Defense

[Coming soon: An announcement on which Army and Navy units will move to the Space Force \(C4ISRNET\)](#)

The Space Force has come to an agreement with the Army and Navy on which units will move over to the new space service, the Space Force's No. 2 officer said Wednesday. “In the last several months we have finalized with the Army and the Navy ... what we as all of the services agree are

the forces that should be transitioned in,” Gen. David Thompson, the vice chief of space operations, said during a panel at the C4ISRNet Conference. “You can expect details from both services soon,” he added. “The timeline is in work now, and you’ll see later this year — and continuing into the next year — it will be a phased process by which that transition occurs.”

[F-35 program office announces a “strategic pause” on new logistics system \(Defense News\)](#)

The Defense Department is pausing its efforts to field replacement software for the F-35’s troubled logistics system due to a lack of funding, the head of the F-35 program office said Thursday. In 2020, the F-35 program executive office announced plans to develop a replacement for the Lockheed Martin-made Autonomic Logistics Information System currently used by maintenance crews to perform functions such as ordering spare parts or logging repair work. Known as the Operational Data Integrated Network, or ODIN, the new system would combine hardware produced by Lockheed with software coded by the government, allowing the Defense Department to retain more control over the system. But because of a 42 percent cut to ODIN’s development and testing funding in fiscal year 2021, the program office has decided to take a “strategic pause” in ODIN’s software development effort, said Lt. Gen. Eric Fick, F-35 program executive officer. “Despite all the positive activities, we underestimated the complexity of deprecating ALIS capabilities while migrating to ODIN and learned several important lessons,” Fick said in April 22 testimony before the House Armed Services Committee.

[DoD releases SBIR BAA \(Intelligence Community News\)](#)

On April 21, the U.S. Department of Defense (DoD) issued the broad agency announcement (BAA) for its Small Business Innovation Research program. Proposals must be received before 12:00 p.m. Eastern on June 17. Navy, Air Force, CBD, DLA, DTRA, MDA, NGA, and USSOCOM, hereafter referred to as DoD Components, invite small business firms to submit proposals under this BAA for the Small Business Innovation Research (SBIR) Program. Firms with the capability to conduct research and development (R&D) in any of the defense-related topic areas described in this BAA and to commercialize the results of that R&D are encouraged to participate. Participating DoD Components: Department of the Navy, Department of the Air Force, Chemical and Biological Defense (CBD), Defense Logistics Agency (DLA), Defense Threat Reduction Agency (DTRA), Missile Defense Agency (MDA), National Geospatial-Intelligence Agency (NGA), United States Special Operations Command (USSOCOM).

[Free the Data: Vice Chiefs Launch an Acquisition Crusade \(Defense One\)](#)

NELLIS AFB, Nevada — On this shadeless corner of the city of Las Vegas, the U.S. military does some of its most important combat pilot training in high-tech simulators — one building apiece for F-16s, F-35s, and F-22s. But there’s a problem: actual air combat doesn’t occur in neat, vendor-specific environments. So the Air Force is constructing a new building on a different corner of the base to better integrate data to help create simulations that are more credible. “It’s easy to go out and collect data for one specific scenario, but applying that to a broad scenario, it’s a very, very difficult challenge,” said Lt. Col. Chris “Slam” Duncan, commander of the 31st Combat Training Squadron.

Gap between F-35 Affordability Constraints and Estimated Sustainment Costs in 2036

Service and aircraft	2020 JPO CPTPY estimate in steady state ^a	Affordability constraint	Gap between projected cost and affordability constraint	Planned aircraft total in steady state ^a year 2036	Total cost overrun in steady state ^a year 2036
Air Force F-35A	(\$7.8)	\$4.1	\$3.7	x 1,192	= \$4.4 billion
Marine Corps F-35B	(\$9.1)	\$6.8	\$2.3	x 353	= \$812 million
Marine Corps F-35C	(\$7.9)	\$6.8	\$1.1	x 67	= \$74 million
Navy F-35C	(\$9.9)	\$7.5	\$2.4	x 273	= \$655 million
					Almost \$6 billion

CPTPY cost per tail (aircraft) per year Costs in millions unless otherwise noted

Source: GAO analysis of Joint Program Office (JPO) data. | GAO-21-505T

Advanced Technologies

[New U.S.-Israel cyber bill drops \(POLITICO\)](#)

A bipartisan group of House and Senate lawmakers today will introduce legislation that would bolster cybersecurity ties between the United States and Israel. The bicameral U.S.-Israel Cybersecurity Cooperation Enhancement Act introduced by Sen. Jacky Rosen (D-Nev.) and others would create a grant program within DHS for digital security research and development, as well as the commercialization of cyber technology. The proposed fund would receive \$6 million annually for five years. Everything from private companies and non-profit organizations to academic institutions and government organizations in Israel or the U.S. would be eligible to receive money, so long as they're in a joint venture with a corresponding entity in the other country.

[USSOCOM seeks surveillance sources \(Intelligence Community News\)](#)

On April 22, the U.S. Special Operations Command (USSOCOM) posted a sources sought notice for technical surveillance field support and training. Responses are due by 5:00 p.m. Eastern on April 27. The purpose of this RFI is to gather Industry's input regarding an upcoming Source Selection supporting the United States Special Operations Command (USSOCOM). [RFI can be found here.](#)

[Tech companies duke it out at Senate hearing \(The Hill\)](#)

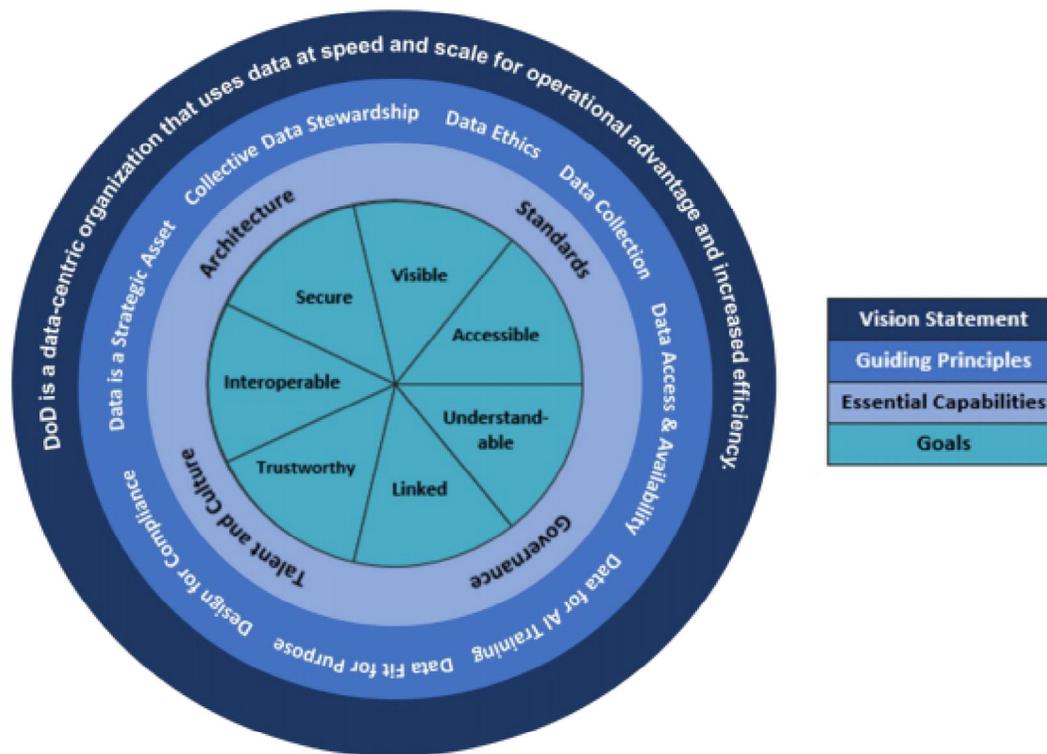
"When the veneer of their safety security and privacy arguments shatter under the weight of scrutiny, Apple and Google respond that they built the platforms and should be able to decide what business models they use," said Jared Sine, chief legal officer and secretary of Match Group. "Members of the committee, I submit that the railroad companies built the railroads. The steel companies built the steel mills. The telephone companies built the telephone lines. The creators of all of these incredible innovations each made the same argument at different times. It

did not justify a monopoly then, and it should not today,” Sine added.

[Swimming in data, Army and Air Force make sure they’re capturing the best info \(C4ISRNET\)](#)

The Army and Air Force are adjusting how they manage the data they create to ensure they’re collecting information that is most important for future battles. The problem? There’s a lot of data. Speaking at the C4ISRNET Conference on Wednesday, top data strategists from the two branches stressed the importance of breaking down siloes so components have access to “authoritative” data that can provide strong insights for future war-fighting under the Defense Department’s concept of a connected force across domains. “That’s part of the governance structure we’ve had to set up,” said David Markowitz, the Army chief data officer, who took over the job in November last year. He noted the Army’s four core mission areas: war fighting, enterprise IT, business and intelligence. Under each of those, the service is appointing mission area data officers “to understand how different domains work within that mission area,” he said. The service has also named data stewards in those areas to identify authoritative data.

Figure 1: DoD Data Strategy Framework



DoD's Data Strategy, originally released in Sept. 2020. For full strategy, click through to the report.

Military Installations & Communities

[The path to success for VA's health record modernization \(Federal News Network\)](#)

On March 19, Secretary Denis McDonough announced the Department of Veterans Affairs will conduct a strategic program review of its electronic health record modernization (EHRM) program. The secretary made it clear he supports the program and emphasized the important impact it will have on the lives of millions of veterans, their families and caregivers. The new joint health information exchange between DoD, VA and the Coast Guard also makes it easier for each agency to share and receive patient information with their community care partners. VA also deployed a centralized scheduling solution for its Central Ohio Healthcare System and has completed one of the most comprehensive health data migrations in history, moving more than 23 million records to a shared data center with DoD.

[Frustration grows at US military bases overseas over slow pace of vaccine rollout \(CNN\)](#)

Many members of the American military and their family members stationed outside the US are growing increasingly frustrated at the pace of the coronavirus vaccine rollout on overseas bases which is lagging behind the continental US. Military families based in Europe are fully reliant on military health clinics at their bases to receive vaccines. They are not able to receive doses in the countries they are living in, and European Union countries are behind the US in the number of vaccines distributed to their citizens at this point. "We're a bit stranded over here," Emily Starbuck Gerson, a military spouse based at Royal Air Force Lakenheath Air Force Base in England, said. "The UK and Europe has been much stricter in how they handled COVID, so a lot of us has been under these onerous lockdowns ... we're already so far from our support system and loved ones and navigating a global pandemic while living abroad ... so then not being able to access a vaccine on top of that is difficult." Defense Health Agency Director Army Lt. Gen. Ronald Place said that the Department of Defense will open vaccine appointments to "all tiers" on April 19, which is consistent when President Joe Biden has said all adult Americans will be eligible to be vaccinated.

[Construction projects to help Lejeune, other military bases rebuild from Florence \(ABC News\)](#)

When Hurricane Florence hit 2.5 years ago, it destroyed a number of buildings and homes on Camp Lejeune and other military installations across the region, setting back crucial operations. Thursday marks the start of a major \$3.6 billion construction project to repair the damage and rebuild. Local, state and military leaders gathered to celebrate the start of seven military construction projects spanning across Lejeune, New River and Cherry Point. Base officials say the main focus of the project is to rebuild infrastructure that will prove resilient when it comes to future storms or threats. Captain Miguel Dieguez says the Marine Corps has been working to repair what was lost ever since the storm hit in September of 2018.

Homeland Security

[Lawmakers slam DHS watchdog following report calling for 'multi-year transformation' \(The Hill\)](#)

Lawmakers on Wednesday grilled the Department of Homeland Security's (DHS) inspector general following a preliminary report from a government watchdog painting a picture of a dysfunctional office charged with reviewing a number of national security agencies. The Wednesday report issued by the Government Accountability Office includes an eyebrow-raising 21 recommendations for DHS's Office of Inspector General, a significant figure for an entity charged with its own watchdog responsibilities. DHS Inspector General Joseph Cuffari's appearance before the House Homeland Security Committee follows a report by The Washington Post Tuesday finding that Cuffari rejected a recommendation from his career staff to investigate the role the Secret Service played in clearing protestors from Lafayette Square last June.

[Capitol Police abandon plan to reconstruct building's outer fence \(POLITICO\)](#)

Congressional security officials reversed course late Tuesday and abandoned a plan to reconstruct fencing around the Capitol — one that had been approved by Capitol Police and other security leaders just hours earlier. The plan for fencing was approved in anticipation of potential unrest following the verdict in the trial of Derek Chauvin, the former Minneapolis police officer charged with killing George Floyd. Shortly after the jury returned a guilty verdict on all charges, the Capitol Police revealed they had scrapped the renewed fencing plan. "USCP is no longer planning to go ahead with reinstalling some of the outer perimeter fencing," a spokesperson said in a brief statement that offered no explanation for the change of plans. The rebuilt fence also appeared intended to precede President Joe Biden's first joint address to Congress on April 28.

[China behind another hack as U.S. cybersecurity issues mount \(NBC\)](#)

China is behind a newly discovered series of hacks against key targets in the U.S. government, private companies and the country's critical infrastructure, cybersecurity firm Mandiant said Wednesday. The hack works by breaking into Pulse Secure, a program that businesses often use to let workers remotely connect to their offices. The company announced Tuesday how users can check to see if they were affected but said the software update to prevent the risk to users won't go out until May. The campaign is the third distinct and severe cyberespionage operation against the U.S. made public in recent months, stressing an already strained cybersecurity workforce. The U.S. government accused Russia in January of hacking nine government agencies via SolarWinds, a Texas software company widely used by American businesses and government agencies. In March, Microsoft blamed China for starting a free-for-all where scores of different hackers broke into organizations around the world through the Microsoft Exchange email program. In all three campaigns, the hackers first used those programs to hack into victims' computer networks, then created backdoors to spy on them for months, if not longer.

Transportation & Infrastructure

[Sen Kennedy \(R-LA\), the ranking Republican on the Energy-Water spending panel](#), told Senate

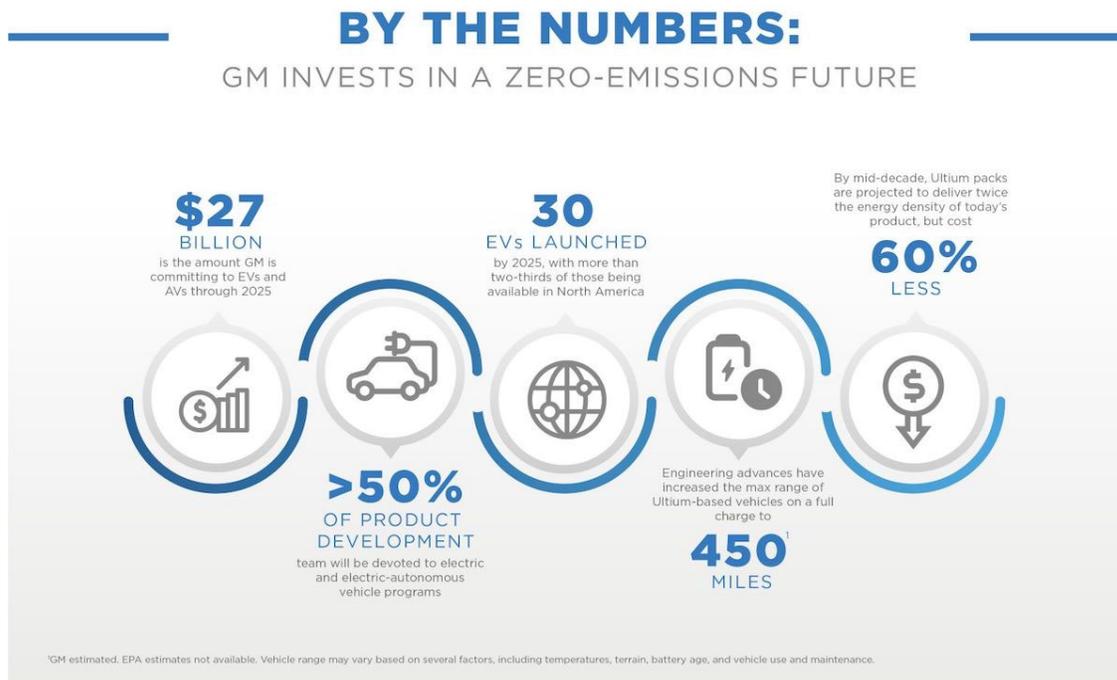
Appropriations Chair Patrick Leahy (D-Vt.) in a letter on Monday that he wants the committee to hear from Energy Secretary Jennifer Granholm about Biden's infrastructure and jobs plan.

Governors prod Biden for all new zero-emission cars by 2035 (POLITICO Pro)

A bipartisan coalition of governors from a dozen states is pressing President Joe Biden to phase out new sales of gasoline and diesel powered cars and light trucks by 2035, targeting emissions from the biggest carbon dioxide-emitting segment of the U.S. economy. In their letter, the governors requested that the Biden administration set standards that would apply to all new passenger cars and light-duty trucks and include milestones along the way to track progress toward the 2035 target. They also call for setting standards for medium-duty and heavy-duty vehicles and supporting policies — like purchase incentives and infrastructure investments — that target 100 percent zero-emission sales by 2045. The governors asked the administration to reaffirm that states have the authority to follow California's stringent vehicle emissions standards, and they requested funding for investments to develop charging and fueling infrastructure, to drive fleet turnover to ZEVs, and to provide underserved communities equitable access to ZEVs and charging infrastructure. The letter also calls on Biden to raise or eliminate existing limits per manufacturer in electric vehicle tax credits and to extend tax credits to sales of medium- and heavy-duty zero-emission vehicles, as well as enact new tax incentives for the manufacturing of zero-emission trucks and buses as well as charging stations.

House Democrats want DOT to develop national aviation emergency plan (POLITICO Pro)

House Transportation Committee Chair Peter DeFazio (D-Ore.) and Rep. Rick Larsen (D Wash.) introduced legislation Thursday that intends to enshrine into statute provisions to shore up aviation preparedness in the face of infectious diseases, including creating a federal mask mandate that could be put into place for future pandemics, among other items. "The COVID-19 pandemic exposed serious flaws in the federal government's preparedness to keep airline and airport workers and travelers safe amid a public health emergency," DeFazio said in a statement. "And with tens of millions of people yet to be vaccinated, Congress still can and must do more to protect those on the frontlines of our aviation system from future pandemics like Covid-19." The bill's introduction comes as the current mask mandate is set to expire on May 11 that airlines and affiliated unions have said they would like to see extended.



Biotechnology & Research

[The US must invest in research and innovation to broaden economic opportunity \(The Hill\)](#)

The nation is experiencing a watershed moment for science and innovation. Both houses of Congress recently held hearings to discuss bold new plans to accelerate the nation's science and innovation ecosystem to address major societal challenges and, in the process, reignite the U.S. economy. I had the privilege to serve as a witness in one of these hearings last Thursday. These discussions come at a true inflection point for U.S. competitiveness. While investments in research and development (R&D) have fueled our nation's broad prosperity since World War II, our R&D ecosystem is now at a critical moment, shaped by three major trends I highlighted in my testimony.

['Another vital defence': Coronavirus treatment pills could be available within six months \(Sydney Morning Herald\)](#)

Coronavirus cases could be "stopped in their tracks" by take-at-home pills the British government plans to develop and distribute within six months. Prime Minister Boris Johnson said the search for new antiviral medication would revolutionise how COVID-19 is treated should the disease permanently circulate similar to the seasonal flu. Johnson said a new taskforce would drive the development of at least two new pills or capsules by the onset of autumn in September. "This

means that if you test positive, there might be a tablet you can take at home to stop the virus in its tracks and significantly reduce the chance of infection turning into more severe disease,” he said. “Or, if you are living with someone who has tested positive, there might be a pill you could take for a few days to stop you from getting the disease yourself.” The taskforce will be modelled on the panel of experts whose work in identifying and buying the most promising vaccine candidates during 2020 laid the groundwork for the United Kingdom’s world-leading rollout.

Climate & Development

[U.S. International Climate Finance Plan to better align public and private financial flows to achieve Paris Agreement objectives \(White House\)](#)

Public financing alone will not be enough to meet the challenges posed by climate change. Public interventions, including public finance, must also mobilize private capital. Despite sustained efforts, the amount of private dollars mobilized by each dollar of public finance invested has remained flat, at levels insufficient to keep the goal of limiting warming to 1.5°C within reach. Financial markets are increasingly demanding investment opportunities that are consistent with low GHG-emissions and climate-resilient pathways. Supporting the flow of capital toward activities that are consistent with those pathways requires building an ecosystem of data, information, practices, and procedures that enable financial market actors to internalize climate-related considerations into their decisions. Over time, the more market participants do this, the greater the volume of capital that will shift toward more environmentally sustainable investments.

Biden assembled an all-star climate team. Now he has to deliver (Politico Pro)

Many confirmed to Biden's Cabinet have expressed dedication to prioritizing climate issues. “The assumption is that climate isn’t just aligned with the economic agenda, it is the economic agenda,” said Flegal, who was managing the Hewlett Foundation’s U.S. climate grants before joining the team. “We don’t have to marshal evidence every time to make the case.” However, it may still be challenging for the climate-conscious team to pass sweeping legislation due to the opposition from Republicans in the Senate and the Supreme Court's power to strike down laws or rules limiting carbon pollution.

[President Biden Sets 2030 Greenhouse Gas Pollution Reduction Target Aimed at Creating Good-Paying Union Jobs and Securing U.S. Leadership on Clean Energy Technologies \(White House\)](#)

On Day One, President Biden fulfilled his promise to rejoin the Paris Agreement and set a course for the United States to tackle the climate crisis at home and abroad, reaching net zero emissions economy-wide by no later than 2050. As part of re-entering the Paris Agreement, he also launched a whole-of-government process, organized through his National Climate Task Force, to establish this new 2030 emissions target – known as the “nationally determined contribution” or “NDC,” a formal submission to the United Nations Framework Convention on Climate Change (UNFCCC). Today’s announcement [April 22] is the product of this government-wide assessment of how to make the most of the opportunity combatting climate change presents.

Upcoming Hearings & Events (all times ET)

- [Wilson Center: Energy Efficiency Buildings as a Pathway to Carbon Neutrality in the US and China](#) (April 26, 9:00 AM)
- [POLITICO: Playbook with U.S. Secretary of Energy Jennifer Granholm](#) (April 26, 11:00 AM)
- [National Science Foundation: Robotics Program Webinar for CAREER Principal Investigators](#) (April 26, 3:00 PM)
- **Senate Armed Services** will hold "hearings to examine Department of Defense's management challenges and opportunities." (April 27, 9:30 AM)
- **Senate Energy and Natural Resources** will hold "Hearings to examine energy development on federal lands, focusing on the current status of the Department of the Interior's onshore oil and gas leasing program." (April 27, 10:00 AM)
- **Senate Homeland Security and Governmental Affairs Subcommittee on Emerging Threats and Spending Oversight** will hold "Hearings to examine controlling Federal legacy IT costs and crafting 21st century IT management solutions." (April 27, 10:00 AM)
- **Senate Finance** will hold "Hearings to examine climate challenges, focusing on the tax code's role in creating American jobs, achieving energy independence, and providing consumers with affordable, clean energy." (April 27, 10:00 AM)
- **House Transportation and Infrastructure Subcommittee on Aviation** will hold a hearing titled, "The Leading Edge: Innovation in U.S. Aerospace." (April 27, 11:00 AM)
- **Senate Environment and Public Works Subcommittee on Clean Air and Nuclear Safety** will hold "Hearings to examine S.283, to establish a National Climate Bank." (April 27, 2:30 PM)
- **Senate Foreign Relations** will hold "Hearings to examine U.S. Policy on Afghanistan." (April 27, 2:30 PM)
- [NDIA: Emerging Tech Horizons- Tutorials in Aircraft Survivability Webinar](#) (April 27, 12:00 PM)
- [Institute for Defense and Government Advancement: Hypersonic Weapons Summit](#) (April 28-30)
- [Missile Defense Agency: SBIR/STTR Innovation Summit](#) (April 28-29).
- [American Society of Naval Engineers: Intelligent Ships Symposium](#) (April 28-29)
- **House Appropriations Subcommittee on Department of Homeland Security** will hold a hearing titled "Coast Guard Readiness." (April 28, 10:00 AM)

- **House Science, Space, and Technology Subcommittee on Research and Technology** will hold a hearing titled "National Science Foundation: Advancing Research for the Future of U.S. Innovation" (April 28, 10:00 AM)
- **Senate Armed Services Subcommittee on Strategic Forces** will hold "Hearings to examine United States nuclear deterrence policy and strategy." (April 28, 4:30 PM)
- [C4ISRNET: What's Next for Army PNT](#) (April 29, 10:00 AM)
- [Brookings Institute: Challenges facing America's defense budget - The future of PPBES](#) (April 29, 10:00 AM)

Copyright © 2017-Present The Roosevelt Group LLC, All rights reserved.

Our mailing address is:

200 Massachusetts Ave, NW, Suite 360, Washington DC 20001

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#)

WARNING: This email originated outside York County's email servers. Please verify the sender's identity, and use caution when clicking any links or opening any attachments.