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Sent: Friday, April 30, 2021 10:50 AM
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.

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Executive Insight Brief

What happened this week and what's to come

April 30, 2021

Notable Headlines

- [Senate NDAA markup delayed until July amid budget uncertainty - May is for nominees](#)

- [How the DoD can win the great tech race with a new workforce model](#)
- [Telework has a bright future under potential OPM management](#)
- [DISA posts CMRS development RFI](#)
- [Army announces AStRA competition](#)
- [JEDI Contract: Judge Declines To Dismiss AWS Allegations Of Trump Administration Interference In Award To Rival Microsoft](#)

Analysis piece: [A DPA for the 21st Century - Securing America's AI National Security Innovation Base](#)

Deep Dive: [Defense One's Annual "The State of Defense" Report](#)

Joe Biden has picked 197 nominees to fill key roles in his administration so far

We are tracking **792** government positions among about 1,200 that require Senate confirmation.

352

positions have no Biden nominee.

6

picks are awaiting formal nomination.

150

nominees are being considered by the Senate.

41

have been confirmed by the Senate.

Additionally, we have identified **243** 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

Biden to unveil sprawling \$1.8T plan to boost child care, families (POLITICO Pro)

President Joe Biden on Wednesday rolled out a sweeping, \$1.8 trillion plan to invest in social welfare and family assistance programs aimed at redistributing the nation's wealth and lifting millions of Americans out of poverty. The sprawling "American Families Plan," laid out by senior administration officials on Tuesday night, would invest \$200 billion in universal pre-kindergarten and more than \$100 billion in free community college. It would extend the expanded child tax credit through 2025 and ensure that the benefit is more accessible to low-income families by making it permanently refundable. And it would set aside \$225 billion to create the country's first national paid family and medical leave program. At the same time, Biden, who presented the plan

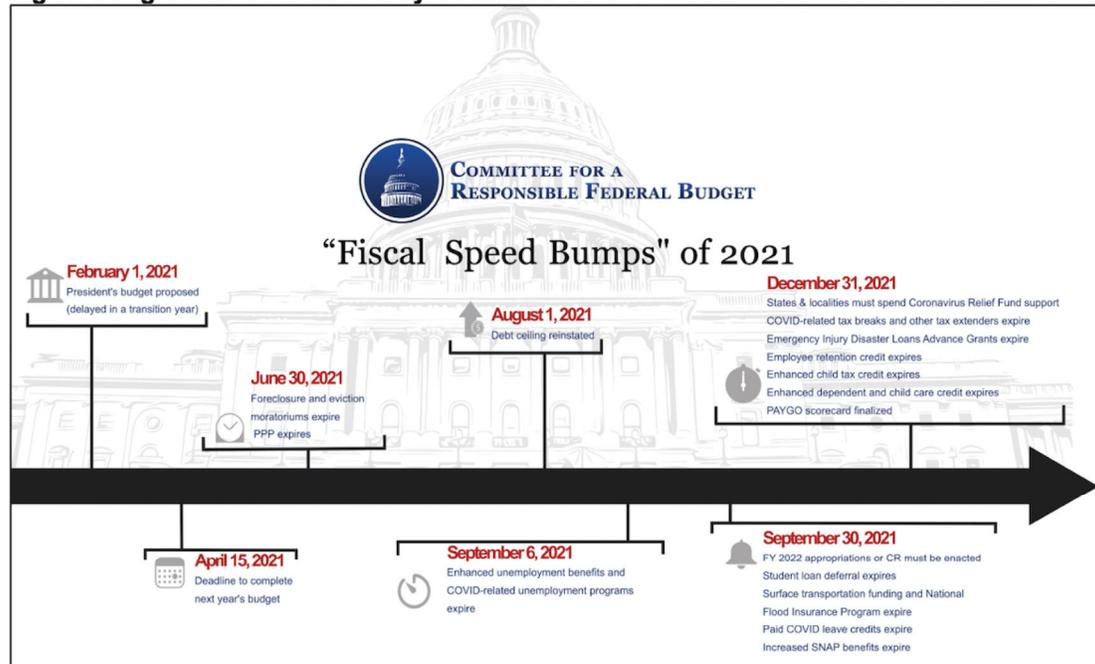
to a joint session of Congress on Wednesday evening, is proposing a round of tax hikes on the wealthiest Americans as well as strict tax enforcement through increased funding for the IRS that the White House says will fully cover the cost of the plan over 15 years. ([American Families Plan Factsheet](#))

[Senate confirms OMB management nominee \(GovExec\)](#)

The Senate voted 81-13 on Tuesday to confirm Jason Miller to be deputy director for management for the Office of Management and Budget. Miller is a former Obama administration economic adviser and most recently a nonresident senior fellow at the Brookings Institution and CEO of the Greater Washington Partnership, a nonprofit civic alliance. “Mr. Miller has an extensive track record of tackling difficult management challenges and driving innovation both in government and in the private sector,” Sen. Gary Peters, D-Mich., chairman of the Senate Homeland Security and Governmental Affairs Committee, said ahead of the vote. “OMB is and will continue to be central to the administration’s efforts to combat the pandemic and spur economic activity in communities all across our nation. Mr. Miller’s diverse experience and commitment to getting results for the American people will be an asset to the OMB as it takes on these current challenges and those challenges yet to come.”

[Biden to mandate \\$15 minimum wage for federal contractors \(Federal Times\)](#)

Federal contracts will soon have to include provisions that ensure all employees working under those contracts receive at minimum \$15 an hour for their work, under an executive order President Joe Biden intends to sign April 27. “These workers are critical to the functioning of the federal government: from cleaning professionals and maintenance workers who ensure federal employees have safe and clean places to work, to nursing assistants who care for the nation’s veterans, to cafeteria and other food service workers who ensure military members have healthy and nutritious food to eat, to laborers who build and repair federal infrastructure,” the fact sheet on the order states. Currently, federal contractors must make at least \$10.95 an hour, under an executive order signed during the Obama administration that raised the contractor minimum wage and mandated that the minimum be indexed based on inflation. Biden’s order will include that same provision, meaning that every year after 2022, the minimum for contract workers will increase based on the changes to cost of living. Wages will not change the moment the order is signed, but rather will be brought up to the \$15 minimum over the next year.

Fig. 4: Congressional Fiscal Policy Deadlines in 2021

Source: Committee for a Responsible Federal Budget.

Detailed timeline of the notable budget deadlines that exist even as the Senate announced its markups will be delayed until July. For the full report and additional graphics, click image.

Aerospace & Defense

[What focus areas are key to America's future space capabilities? \(Defense News\)](#)

It has been an active start to 2021 for the Department of Defense's space activities as the Pentagon seeks to build agility, capability and resilience in this increasingly important domain. Increased concentration on space is welcome. However, Pentagon decisions about future priorities, activities and investments should continue to sharpen its focus on the technologies and capabilities required to exploit new architectures and approaches in space. Perhaps the most notable 2021 development so far — and most indicative of the importance of supporting a domestic capability in key technologies — was the [Space Development Agency's February announcement](#) that it will release a request for proposals this summer for the production of 150 small satellites to be placed in low Earth orbit as part of Tranche 1 of the seven-layer National Defense Space Architecture. Tranche 0's 30 satellites are currently being developed and are expected to be launched early next year.

[Marines making big investments in electromagnetic warfare \(C4ISRNET\)](#)

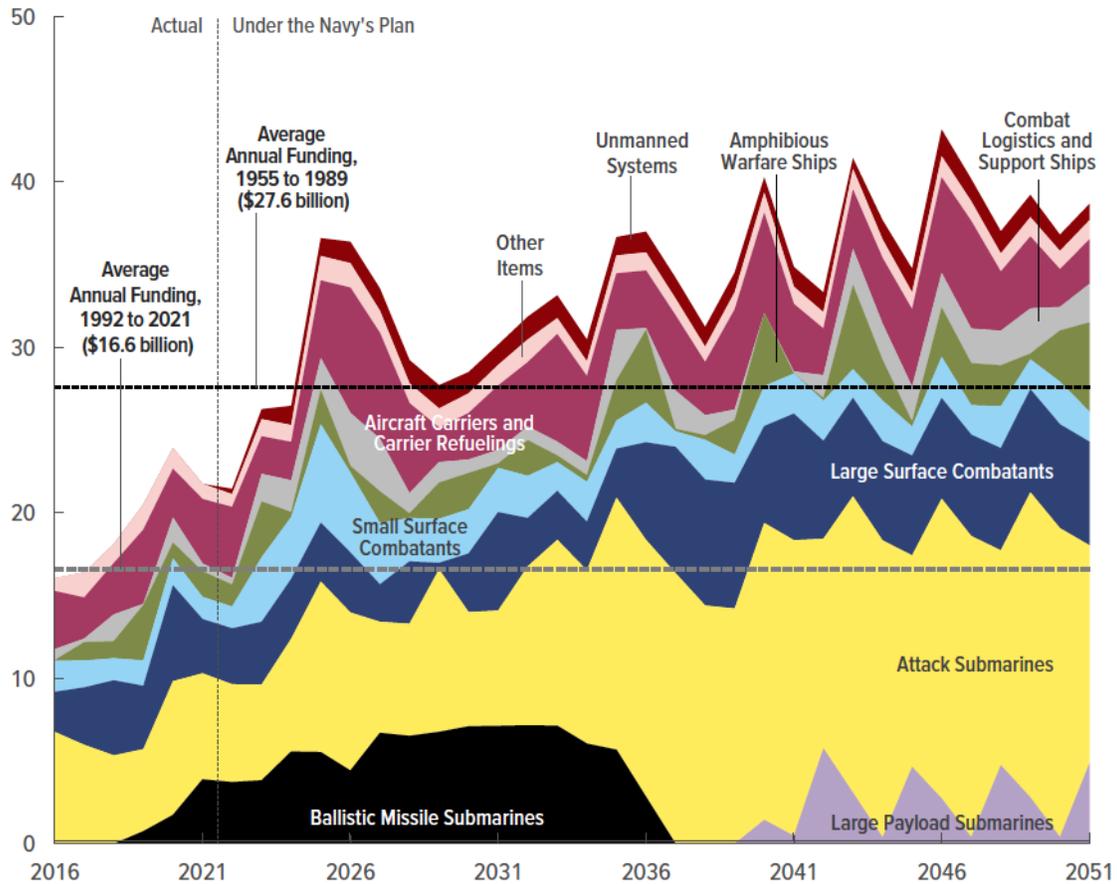
Recognizing the importance electromagnetic warfare will play, the Marine Corps plans to make big investments in new systems. As part of [force design updates](#) the Corps announced for 2030, the service is looking to invest around \$1 billion in development over the next five years, Col. Dave Burton, program manager for intelligence systems and portfolio manager for command element systems at Marine Corps Systems Command, said April 21 at the virtual C4ISRNET Conference. The Corps is enhancing systems for its traditional electronic warfare operators for “peer-to-peer EW engagements,” Burton said.

[Next-gen intercontinental ballistic missile interceptor estimated cost? Nearly \\$18B \(Defense News\)](#)

The Pentagon’s [Next-Generation Interceptor](#) — a weapon the department is competitively developing to replace the current ground-based interceptors within the United States — will cost nearly \$18 billion across the life of the program. An independent cost estimate from the Defense Department’s Cost Assessment and Program Evaluation (CAPE) office — first reported by Bloomberg and since obtained by Defense News — has determined the total cost to develop the NGI will come to roughly \$13 billion while procurement as well as operation and sustainment will come to a little over \$2 billion each.

CBO's Estimates of Annual Shipbuilding Costs Under the December 2020 Plan

Billions of 2021 Dollars



The Congressional Budget Office's analysis of the Navy's December 2020 Shipbuilding Plan. For full analysis, click image.

Advanced Technologies

[Cloud software marketplaces are linchpin to driving innovative technology solutions into DoD \(C4ISRNET\)](#)

The American military is entering an era of great power competition, where agility and quick adaptation matters more than ever. For too long, emerging capabilities failed to bridge the valley of death and get integrated into Department of Defense programs of record. In recent years, the DoD has launched groups aiming to change the tech insertion reality, such as the Defense Innovation Unit, Joint Artificial Intelligence Center and Army Futures Command, which accelerate

adoption of innovative technologies across the department. Even so, disruptive innovation in the commercial sector still struggles to enter the federal market, including at the Pentagon. The recent trend toward the defense industrial base consolidating down to a handful of large system integrators tuned toward winning contracts that require custom-developed solutions must cease. Their hold on DoD means innovative software startups and small businesses find the federal government market increasingly complicated, lacking transparency and fraught with misaligned incentives, which further supports the incumbents.

DOE lifts Trump-era ban on China-made grid equipment (POLITICO Pro)

DOE will revoke a late Trump-era ban on certain grid equipment made in China, and it will ask the industry how it can tighten up cybersecurity on the grid, according to prepublication documents released Wednesday. The details: DOE's actions lift a ban on certain bulk power system equipment produced by companies connected to China that was first implemented in December of last year as part of President Donald Trump's executive order aimed at securing the grid. The power industry had concerns about the executive order, as it was written so broadly that it could restrict a wide variety of equipment. President Joe Biden suspended the Trump order for 90 days, and DOE's action revokes the ban permanently while launching a process to inform restrictions on other equipment. The ban does not appear to have been in place long enough to affect many power companies, which typically have very long timelines for capital investments.

[LinQuest wins USSPACECOM ops contract \(Intelligence Community News\)](#)

Los Angeles, CA-based LinQuest Corporation, a provider of space systems technology and electronic warfare solutions for U.S. defense and intelligence communities, announced on April 28 that it was awarded a \$31,676,388 million third sole source contract to support the United States Space Command (USSPACECOM) operations. The contract has a one-year period of performance through April 2022. "We are pleased to continue our partnership with United States Space Command in this historic and vital warfighting effort," said LinQuest President and CEO Tim Dills. "For over 30 years, LinQuest has worked with Government national security space stakeholders in architecting, acquiring, and operating space systems. This contract will sustain the continuity of those efforts with the world's preeminent organization in employing space capabilities for national defense, USSPACECOM."

Military Installations & Communities

[Navy finds 'forever chemicals' at MD bases near two Chesapeake rivers \(Bay Journal\)](#)

The U.S. Navy has reported finding high concentrations of toxic "forever chemicals" in groundwater beneath its Patuxent River air base in Southern Maryland and beneath a smaller airfield nearby on the St. Mary's River. Per- and polyfluoroalkyl substances, or PFAS, were detected in all 16 areas sampled last year at Naval Air Station Patuxent River and at both areas checked at the Webster Field annex, the Navy disclosed in a [50-page document recently posted online](#). The shallow groundwater contaminated by PFAS seeps into "nearby streams and rivers," the Navy document says. The Patuxent River is a tributary of the Chesapeake Bay, while the St. Mary's River

flows into the Potomac River, another Bay tributary.

[2020 Census changes may have helped states with large military populations \(Fox News\)](#)

U.S. Census demographers are crunching data and releasing decennial results that affect everything from local political representation to funding for public services – and in 2020 there was a key change to the way some service members were counted that may influence outcomes. In years past, military members stationed abroad were counted at their place of residence listed on record – not their military bases, even if the deployment was temporary. This was believed to damage areas with military bases, which might have registered an artificially diminished population count.

[Billion-Dollar Army Housing Project Begins Next Week at Five Bases \(Military.com\)](#)

Construction will begin next week at five Army bases to improve 12,000 existing on-base family residences and build about 1,200 new homes with \$1.1 billion in private financing. The money speeds up plans to upgrade family housing with a focus on junior enlisted and noncommissioned officer housing at Fort Hood in Texas, Fort Campbell and Fort Knox in Kentucky, Fort Drum in New York, and Army housing in Oahu, Hawaii, said Phillip Carpenter, chief operating officer of Lendlease, the private company that manages housing at the bases. There has been pressure from military leaders and Congress for the private companies that manage military housing to accelerate improvements on homes after media reports about two years ago began to expose the dangerous conditions and toxic exposures some families have faced in base housing. The Army leaned on Lendlease about eight months ago to seek out additional loans, and Carpenter said doing so has allowed the company to speed up its revitalization timeline by about 10 years.

Homeland Security

[House Passes Homeland Security Bills on DHS Morale, Acquisitions, Transportation \(Homeland Security Today\)](#)

The House of Representatives passed seven bipartisan homeland security bills including House Homeland Security Chairman Bennie Thompson's (D-Miss.) DHS MORALE Act, which seeks to address longstanding morale and retention challenges within the Department of Homeland Security by directing a range of reforms including improved opportunities for leadership development, employee engagement, and career progression. "I am pleased the House came together today to pass legislation to address DHS' longstanding challenges by approving bills to improve morale of the DHS workforce, develop a cadre of acquisitions professions within the Department, create new partnerships between small businesses and the Department's prime contractors, and improve DHS strategic planning," said Thompson. "I look forward to working with the Senate to ensure that all seven bipartisan measures – each of which has been approved at least once before by the House – get timely consideration in the Senate."

[A civilian cybersecurity reserve corps is needed for the Pentagon and DHS, lawmakers from both parties say \(Air Force Times\)](#)

A bipartisan group of lawmakers is pushing to create a civilian reserve corps of cybersecurity experts to help defend national security interests, amid concerns about growing digital threats to public and private networks and infrastructure. The Civilian Cybersecurity Reserve pilot program would bolster the workforces at the Defense Department and Department of Homeland Security by bringing in former federal employees and military veterans who are trained in the field and could respond to emergencies. Civilian reservists could give the federal government a fresh tool in its arsenal to protect networks and root out bad actors in cases like last year's SolarWinds breach, in which Russian intelligence is suspected of compromising about 100 companies and about a dozen government agencies.

[President Biden Announces Key Administration Nominations in National Security \(List available at link\)](#)

Transportation & Infrastructure

[Ford Plans to Manufacture Its Own Batteries for Electric Vehicles \(WSJ\)](#)

Ford Motor Co. is getting into the battery-making game with plans to develop its own lithium-ion batteries for electric cars, the latest auto maker to bring the critical technology in-house as the industry rushes to sell more plug-in cars. Ford said Tuesday it plans to open a \$185 million battery-development center in southeast Michigan next year. The Dearborn, Mich.-based auto maker eventually plans to manufacture its own battery cells, product chief Hau Thai-Tang said during a media call Tuesday. Analysts have said Ford is behind rivals in making the pivot to electric vehicles when investors are betting big on companies that make them. Since he took over the company last fall, Ford Chief Executive Jim Farley has signaled a more aggressive approach to plug-in cars, including a move into batteries.

[Americans Are OK With Biden's Spending Plans: Poll \(US News\)](#)

President Joe Biden has plans to spend pots and pots of money. And Americans overwhelmingly are OK with that, according to a Monmouth University poll released Monday. The survey found that 68% of Americans support Biden's \$2.2 trillion infrastructure and jobs proposal – a plan that defines "infrastructure far beyond roads and bridges, adding in things like eliminating lead water pipes, help for caregivers and money for community colleges and child care. Less than a third – 29% – of the public opposes the idea. Biden's yet-to-be-revealed "American Families Plan" [revealed after this article's release, linked at the top of this email] is expected to cost about \$1.8 trillion and addresses such issues as national child care, paid family leave and tuition-free community college. That plan, expected to be rolled out ahead of the president's first joint speech to Congress Wednesday night, is backed by 64% of adults, with 34% opposing it, Monmouth pollsters found.

[G7 leaders discuss 5G infrastructure security for first time \(ITPro\)](#)

G7 tech leaders have discussed for the first time the importance of promoting security and resilience in critical digital infrastructure, highlighting 5G and future communication technologies

in particular. Leaders highlighted the need for a more secure and transparent ICT infrastructure supply chain, particularly in global telecoms. This will require a “rigorous evaluation of equipment” which is consistent with existing measures, such as those found in the EU’s 5G toolbox. The leaders came together at the G7 Digital and Tech ministerial virtual meeting, hosted by the UK ahead of this year’s G7 Summit, to sign a declaration containing a number of principles relating to the future of technology as nations recover from the pandemic. It was also revealed that international regulators and policymakers will meet with the UK’s Competition and Markets Authority (CMA) in the autumn to discuss long term coordination and enforcement to address concerns over the market power of big tech platforms.

Biotechnology & Research

[Army Research Could Enable Biotechnology Advances \(Military Spot\)](#)

New Army-funded synthetic biology research manipulated micro-compartments in cells, potentially enabling bio-manufacturing advances for medicine, protective equipment and engineering applications. Bad bacteria can survive in extremely hostile environments — including inside the highly acidic human stomach—thanks to their ability to sequester toxins into tiny compartments. In a new study, published in ACS Central Science, Northwestern University researchers controlled protein assembly and built these micro-compartments into different shapes and sizes, including long tubes and polyhedrons. Because this work illuminates how biological units, such as viruses and organelles, develop, it also could inform new ways to design medicine, synthetic cells and nano-reactors that are essential for nanotechnology.

[US Space Force scientist says military ‘human augmentation’ is necessary in next decade \(Metro UK\)](#)

The chief scientist for the newly created US Space Force has said he thinks ‘human augmentation’ will be here sooner rather than later. Dr. Joel Mozer, speaking at an event at the Airforce Research Laboratory, said that it is ‘imperative’ that the US outdo its adversaries by leading in ‘human augmentation’ in military technology. ‘In the last century, Western civilization transformed from an industrial-based society to an information-based society, but today we’re on the brink of a new age: the age of human augmentation,’ said Mozer. ‘In our business of national defense, it’s imperative that we embrace this new age, lest we fall behind our strategic competitors.’

[Skin and bones repaired by bioprinting during surgery \(Science Daily\)](#)

Fixing traumatic injuries to the skin and bones of the face and skull is difficult because of the many layers of different types of tissues involved, but now, researchers have repaired such defects in a rat model using bioprinting during surgery, and their work may lead to faster and better methods of healing skin and bones. "This work is clinically significant," said Ibrahim T. Ozbolat, Hartz Family Career Development Associate Professor of Engineering Science and Mechanics, Biomedical Engineering and Neurosurgery, Penn State. "Dealing with composite defects, fixing hard and soft tissues at once, is difficult. And for the craniofacial area, the results have to be esthetically pleasing."

DOD Vaccination Data						
	 Army	 Marine Corps	 Navy	 Air Force***	Service Member Total	 DOD Civilian****
Partially Vaccinated	139,172	22,851	65,618	57,502	285,143	107,058
Fully Vaccinated	147,385	58,423	158,607	130,079	494,494	222,818

As of 0500 April 28, 2021

DoD vaccination data as of Apr 28, 2021. For full report, click image.

Climate & Development

[Biden pledges to cut greenhouse gas emissions by up to 52% by 2030 \(Axios\)](#)

The Biden administration is moving to address global warming by setting a new, economy-wide greenhouse gas emissions reduction target of 50% to 52% below 2005 levels by 2030. Why it matters: The new, non-binding target is about twice as ambitious as the previous U.S. target of a 26% to 28% cut by 2025, which was set during the Obama administration. White House officials described the goal as ambitious but achievable during a call with reporters Tuesday night. The big picture: The new 2030 target is meant to keep the U.S. on a path that would be likely to limit global warming to just 1.5 degrees Celsius (2.7 Fahrenheit) above preindustrial levels by 2100.

[DOD Using Climate Assessment Tool to Understand Impacts of Climate Change \(DoD\)](#)

The Defense Department has identified climate change as a critical national security threat and has taken steps to address vulnerabilities at its installations from climate change such as flooding, forest fires and drought. There are some 5,000 DOD locations worldwide, each facing unique climate change risk factors. To better understand and manage these risks, the department has adopted and expanded a climate change tool designed by the U.S. Army Corps of Engineers to project the effects of climate change on almost 1,400 locations, according to Marissa McInnis, climate change program director and co-lead for the Climate Action Team. The DCAT enables personnel at all levels of the department — from installation planners to leadership — to understand each location's exposure to climate-related hazards using historical data and future climate projections, McInnis said.

[Hawaii to become the first state to declare climate emergency \(The Hill\)](#)

Hawaii made history on Thursday as the first state legislature to declare a climate emergency. The state legislature passed a Senate Resolution, SCR44, that openly states that climate change threatens both humankind and the environment. It requests state collaboration with organizations devoted to alleviating the adverse effects of climate change to halt the increase of global temperatures. "I'm very pleased that the Legislature has taken this step by declaring a climate emergency," said Sen. Mike Gabbard (D), the primary sponsor of the resolution. "We must take strong action to address climate change related challenges, such as sea level rise, coastal erosion, and the protection of our critical infrastructure."

Upcoming Events (times in ET)

- [Brookings: Analyzing Biden's first 100 days](#) (May 3, 10:00 - 11:30 AM)
- [POLITICO: Beyond Survival: Small Businesses After Covid-19](#) (May 4, 9:00 AM)
- [CSIS: A New Era for Climate Change and Food Security?](#) (May 4, 10:00 - 11:00 AM)
- **House Armed Service Subcommittee on Intelligence and Special Operations** will hold a hearing titled, "Reviewing Department of Defense Strategy, Policy, and Programs for Countering Weapons of Mass Destruction for Fiscal Year 2022" (May 4, 11:00 AM)
- **House Appropriations Subcommittee on Defense** will hold a hearing titled, "Fiscal Year 2022 National Guard and Reserves" (May 4, 12:00 PM)
- [WITA China Roundtable: A New U.S. Strategy for an Age of Competitive Interdependence](#) (May 5, 10:00 AM)
- **House Appropriations Subcommittee on Defense** will hold a hearing titled, "Fiscal Year 2022 United States Army Budget" (May 5, 12:00 PM)
- [CSET: AI, Autonomous Systems and Espionage: The Coming Revolution in Intelligence Affairs](#) (May 5, 4:00-5:30 PM)
- [CSIS: PONI \[Project on Nuclear Issues\] Capstone Conference](#) (May 5- May 6)
- [Brookings: A conversation with Rep. Rosa DeLauro on priorities for congressional appropriations](#) (May 6, 12:00 - 1:00 PM)
- [Defense One: Genius Machines 2021](#) (May 6, 12:00 - 2:50 PM)
- [CSIS: A Conversation with Congresswoman Lauren Underwood](#) (May 7, 10:00- 11:00 AM) discussing the American Rescue Plan's potential impact on public health infrastructure
- [Heritage Foundation: Protecting Vital Defense Supply Chains: Perspectives from Congress and Industry](#) (May 7, 12:00 - 12:45 PM)
- **House Appropriations Subcommittee on Defense** will hold a hearing titled, "Fiscal Year 2022 United States Air Force and Space Force Budget" (May 7, 12:00 PM)
- [CSIS: Project Overmatch: A Conversation with RADM Douglas Small, USN](#) (May 7, 1:00- 1:45 PM)

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