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Subject: FW: [EXTERNAL] Executive Insight Brief

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

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THE
Roosevelt
GROUP

Executive Insight Brief

What happened this week and what's to come

May 7, 2021

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

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Notable Headlines

- [New Army agency turns to industry for data management, cloud migration](#)
- [Proposed Space National Guard Gathers Momentum](#)
- [Space Force wants to be the world's first fully digital service](#)
- [Army posts AI/ML RFI](#)
- [NGA releases ESAS II draft RFP](#)
- [Bank of America Tech Executives See Promise in 5G, 3-D Printing](#)

Worth noting: [Biden Likely Retaining Trump Doctrine on Cybersecurity in Space](#)

In case you were wondering: [How Not To Handle The First Moments Of A PR Crisis \(Courtesy of Peloton\)](#)

Joe Biden has picked 199 nominees to fill key roles in his administration so far

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

351

positions have no Biden nominee.

6

picks are awaiting formal nomination.

148

nominees are being considered by the Senate.

45

have been confirmed by the Senate.

Additionally, we have identified **242** 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

DeLauro: House plans June markups of fiscal 2022 spending bills, July passage (POLITICO Pro)

House Appropriations Chair Rosa DeLauro said Thursday that she expects government funding bills to go through subcommittee and full committee markups next month, followed by floor passage of the fiscal 2022 measures in July. Earmarks included in the bills will be unveiled ahead of each markup, she said during a webinar with The Brookings Institution, acknowledging that earmark requests will face intense scrutiny after a history of abuse and ethical issues. DeLauro said she expects the House to pass a supplemental security spending package in the coming weeks, which would address safety and law enforcement needs following the Jan. 6 insurrection. She plans to brief the Democratic caucus on the

legislation as soon as early next week. ([Additional Hill article](#))

[Earmark intrigue splits Senate Republicans \(POLITICO\)](#)

At least six GOP senators plan to violate their conference's toothless earmark ban and more than a dozen others won't commit either way, citing fears that they're relinquishing power to Democrats if they don't participate, according to a POLITICO survey of all 50 upper-chamber Republicans. Less than 30 Senate Republicans have definitively sworn off earmarks as Democrats revive the practice of congressionally directed spending this year. Ten said they were still chewing on the issue, while several didn't comment or refused to say whether they will honor the earmark prohibition that remains in place — although technically unenforceable — for the entire Senate GOP. The fact that half a dozen Republicans are willing to openly flout the ban suggests that Washington is returning to its traditional horse-trading ways after President Donald Trump's free-spending dismissal of the nation's \$3 trillion deficit wiped away much of the tea party's influence on the GOP.

Biden is lowballing 'Families Plan' cost by \$700B, new analysis estimates (POLITICO Pro)

President Joe Biden's "American Families Plan" could cost \$2.5 trillion over a decade, or \$700 billion more than the White House has projected, according to an analysis released Wednesday. Budget experts at the Wharton School at the University of Pennsylvania say the proposal could run a higher federal tab thanks to differences in the cost of Biden's proposed tax credits, in addition to the plan's universal pre-K and free community college perks. The analysis predicts Biden's proposal would increase government debt by almost 5 percent by 2050, while decreasing GDP by 0.4 percent over the same period, as the debt burden outweighs productivity gains from the new spending programs.

Aerospace & Defense

[Who should lead the Pentagon's information operations efforts? \(C4ISRNET\)](#)

Members of Congress said last week they are worried about the Department of Defense's ability to combat information operations and disinformation campaigns. Their consternation comes about 18 months after a watchdog agency said the Pentagon needed to improve its leadership in the area of information operations. "I am concerned the Department leadership has been slow to adapt to the changing nature of warfare in this domain," Rep. Jim Langevin, D-R.I., the chairman of the House Armed Services Subcommittee on Cyber, Innovative Technologies, and Information Systems, said in opening remarks during an April 30 hearing. "Too often, it appears the Department's information related capabilities are stove-piped centers of excellence with varied management and leadership structures, which makes critical coordination more difficult. Further, the Pentagon has made limited progress implementing its 2016 Operations in the Information Environment Strategy, which raises questions about the Department's information operations leadership structure."

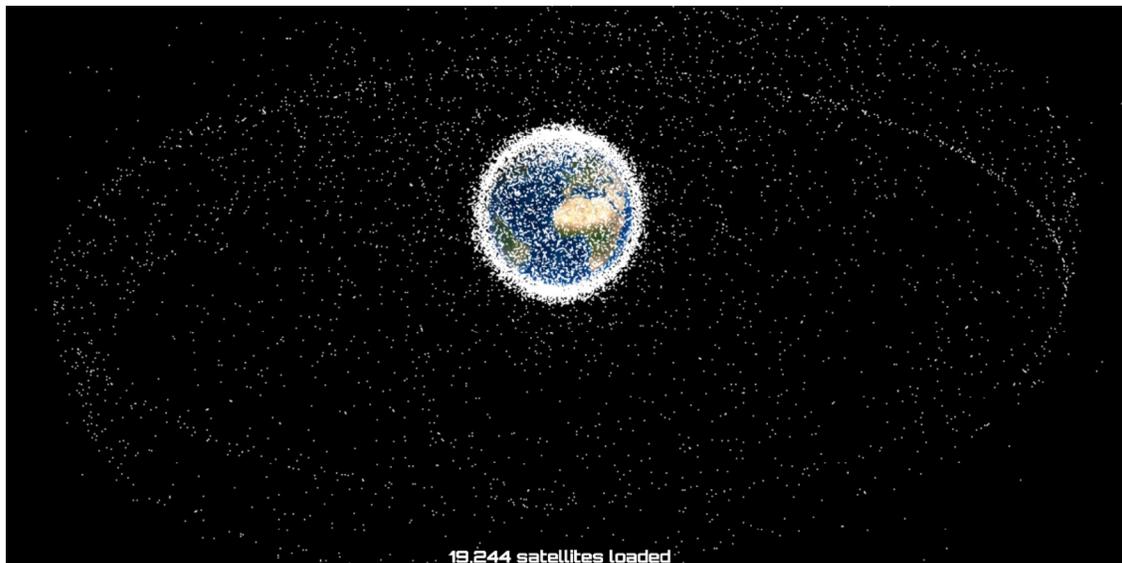
[US Air Force, Navy Extend 50% Work-From-Home Indefinitely \(Defense One\)](#)

The U.S. Air Force is considering keeping in-person staffing at the Pentagon at just 50 percent even after the pandemic subsides, while the Navy issued policy Monday that keeps its occupancy at half for now, according to U.S. officials and documents reviewed by Defense One. In a March memo describing the staffing changes, Air Force officials

enshrined the notion of working remotely post-COVID, and outlined ways to reconfigure office space to put more distance between employees who must show up in person. “Where the opportunity exists, you may consider placing a portion of your workforce on a more permanent telework schedule, and reconfiguring your office space into general use hotel suites that telework personnel can use when they need to come into the workplace,” said the Air Force memo, which was obtained by Defense One.

[Major players bid for chance to build US Marine Corps’ next recon vehicle \(Defense News\)](#)

Several major industry players have bid for a chance to build the U.S. Marine Corps’ next reconnaissance vehicle as the service embarks on a prototyping effort to replace its aging fleet of lightly armored vehicles. Incumbent General Dynamics Land Systems — which is the manufacturer of the Light Armored Vehicle-25 currently in service — announced it submitted an advanced reconnaissance vehicle, or ARV, prototype proposal by the Marine Corps’ May 3 deadline. Textron is competing with a prototype it already built and drove nearly 750 miles, dubbed “Cottonmouth.” BAE Systems would not confirm whether it plans to participate, but several sources connected to the competition told Defense News they believe the company submitted a bid. BAE already manufactures the Marine Corps’ Amphibious Combat Vehicle. SAIC, which received an earlier contract to develop technology for the ARV from the Office of Naval Research in 2019, confirmed to Defense News that it would not compete in this next prototyping phase.



Ever wondered how many satellites are out there? According to ESRI, about 19,000. Click image to head to their real-time tracker.

Advanced Technologies

[DoD fortifying cloud connections to work better, faster with companies \(C4ISRNET\)](#)

The Pentagon’s Silicon Valley outreach arm will soon choose a vendor to secure access to cloud services to increase collaboration between the Defense Department and outside

companies. As part of the Defense Innovation Unit's secure cloud management pilot, three vendors could potentially be awarded success memos that would allow them to sell secure cloud access technology to any DoD component without re-competing, providing DoD components with an easier route to access software tools over the internet at a time when the department is increasing its use of software as a service offerings. DIU will choose just one of the three vendors as its own provider. Since last year, DIU has worked with Google, McAfee and Zscaler on prototype capabilities to protect cloud access portals and will choose one for the job, which will help eliminate a hinderance to industry-DoD coordination.

[Biden administration, Congress unite in effort to tackle ransomware attacks \(The Hill\)](#)

The Biden administration and Congress are mobilizing to confront ransomware attacks on critical organizations such as schools and hospitals, which some officials have labeled a national security threat. The Department of Homeland Security (DHS), the Department of Justice and Capitol Hill are all spearheading efforts to get a handle on ransomware attacks, which have skyrocketed during the COVID-19 pandemic as cyber criminals targeted vulnerable networks that came under increased strain. "The threat is real. The threat is upon us. The risk is to all of us," DHS Secretary Alejandro Mayorkas said during a virtual event Wednesday hosted by the U.S. Chamber of Commerce.

Microsoft says it will store business and government data in the EU (POLITICO Pro)

Microsoft on Thursday announced that its business and government customers will be able to store their data in the EU, in response to a push by the bloc to maintain control over European data. "If you are a commercial or public sector customer in the EU, we will go beyond our existing data storage commitments and enable you to process and store all your data in the EU," wrote Brad Smith, the tech giant's president and chief legal officer. The announcement comes a day after the EU announced it will launch an alliance on cloud technology to bolster European cloud companies in a market that is currently dominated by Silicon Valley giants. Under U.S. law, Washington has the power to access data of American companies operating beyond its own borders.

[Pentagon wants white hat hackers to try and penetrate all of its websites \(Federal News Network\)](#)

The Pentagon has expanded its program of using external hackers to probe systems for cybersecurity vulnerability. The bug bounty and vulnerability disclosure programs, launched in 2016, were confined to publicly facing Defense web sites. As of Tuesday, they cover all publicly-accessible DoD information systems. That includes networks, radio communications, even industrial control systems. Officials said the limited program left too many vulnerabilities undiscovered. Cyber Crime Center Chief Kris Johnson said, "If it is a system they can get to basically from their home, or from a public space, everything's pretty much in the game." But no jumping the fence at Fort Meade.

Military Installations & Communities

[Dayton sues air base, defense department for water pollution \(AP\)](#)

The city of Dayton has sued the Wright-Patterson Air Force Base and the U.S. Department of Defense for failing to stop water contaminants from entering a source of the city's

drinking water. The lawsuit filed Monday in the Southern District of Ohio accuses the air base of failing to stop per-and polyfluoroalkyl substances, known as PFAS, from entering one of the sources of the city's water, the Dayton Daily News reported. In March, the city gave notice that it intended to sue unless the air base agreed to cooperate on mitigation measures for PFAS contamination. PFAS are human-made chemicals that research suggests can cause health problems including cancer and weakened immunity. Found in many products like nonstick cookware and firefighting foam, they are also called "forever chemicals" for their longevity in the environment and resistance to destruction.

[Unspent border wall funds will be rerouted back to military construction projects \(Military Times\)](#)

The Pentagon announced Friday that it would cancel all of the border construction projects funded by the siphoning of money destined to build military schools, training facilities and more. More than 100 projects were put on hold in late 2019 after then-Defense Secretary Mark Esper signed off on rerouting \$3.6 billion from the Defense Department's military construction account. What's left will go back into those deferred projects, according to a Pentagon release. "DoD has begun taking all necessary actions to cancel border barrier projects and to coordinate with interagency partners," spokesman Jamal Brown said in a statement. In total, the Pentagon put \$11 billion of its budget into border barrier construction at the behest of then-President Donald Trump, whose declaration of emergency at the border allowed the re-allocation of counter-drug, military construction and acquisition dollars for building contracts through the Army Corps of Engineers. The decision to tap military construction funds prompted multiple lawsuits, one of which the Supreme Court agreed to hear last fall, though it has not ruled.

[U.S. military pressed to act on wave of child injuries in housing \(Reuters\)](#)

Last April, Kate Needham's one-year-old son Robbie pushed through a screen and plunged from a second story window in the family's rental home near Naval Base San Diego. Robbie landed head first on the ground, suffering a life-threatening head injury that required a \$30,000 hospital stay. On a warm day, Needham and her Navy-enlisted husband had cracked open a window in the home that they, as do thousands of American military families, rent from a privatized U.S. military housing operator. With one light press on the screen, she said, the toddler fell through. Soon after, Needham said, employees of military housing landlord Lincoln Military Housing visited to take photos and asked her to reenact the circumstances of the fall. During a phone call Lincoln employees recorded with her, Needham said, she felt pressure to take the blame for Robbie's injury, and she promised not to sue the company. "They completely took advantage of my vulnerable state to cover themselves," Needham said.

['Epic' billion dollar military construction projects for Florence recovery underway \(JDN\)](#)

Two and a half years after Hurricane Florence made landfall in North Carolina, military construction projects worth more than a billion dollars are now underway to restore the state's Marine Corps installations. Officials held a ceremonial groundbreaking at the 10th Marine Regiment headquarters on Marine Corps Base Camp Lejeune last week to officially commence a five-year effort to rebuild facilities on the East Coast's largest Marine Corps base and its two nearby air stations. "Over the next five years, you will see construction on an epic scale," said U.S. Navy Capt. Miguel Dieguez, assistant chief of staff for Facilities and Environment, Marine Corps Installations East (MCIEAST) - MCB Camp Lejeune, in a news release.

Homeland Security

[Secret Service renews calls for \\$8M White House replica for training after Jan. 6 riots \(The Hill\)](#)

The Secret Service wants to replicate buildings like the White House as part of its training facility, its director told lawmakers Thursday, resurfacing an expensive idea that could gain more traction in the wake of the Jan. 6 attack on the Capitol. The \$8 million plan was shelved when it was first raised in 2015, but Secret Service Director James Murray said the facility could be a “game changer” for the agency. “What I’m looking to invest in is to create and construct venues that replicate the areas of operation that our officers and agents work in. I’m looking to build things like White House training facilities,” Murray said, adding that such a facility would “serve the security of this country and the Secret Service for many decades to come.”

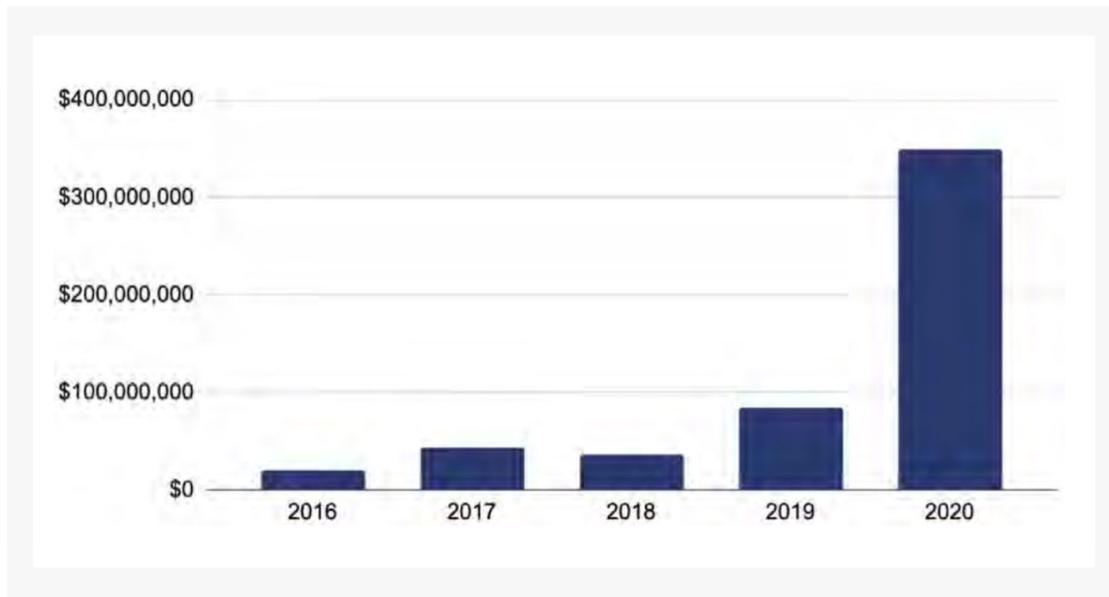
[Thwarting Chinese and Russian Cyber Attacks Starts at Home \(Homeland Security Today\)](#)

In a simpler time, not long ago, looking at threats to your business would mean examining your competitors, customers, and supply chain. Foreign intrigue and espionage probably only entered the picture if you were reading a spy novel after hours. But today, any organization that relies on intellectual property or trade secrets needs to take account of mushrooming threats from state-led cyber theft. We as a country can do much more to provide incentives for business to face this threat — and penalties for those that do not. Recent cyber-attacks like the Russian-directed SolarWinds operation or the Chinese-directed exploitation of Microsoft Exchange servers are just the latest examples of the danger evolving from malcontent hackers in basements to methodical efforts run by some of the world’s most aggressive and well-resourced governments. Our adversaries openly connect industrial espionage with state power. Targets are no longer limited to defense contractors and national laboratories. Even the smallest organizations can attract the attention of hostile foreign cyber operations — or coincidentally be swept up in them, with the same damaging effect.

[DHS set to launch its ‘most significant hiring initiative’ as part of cyber workforce sprint \(Federal News Network\)](#)

The Department of Homeland Security is building momentum on its plans to get ahead of an escalating ransomware threat, and getting started on 60-day sprint focused on ramping up its cyber workforce to get ahead of these threats. DHS Secretary Alejandro Mayorkas said Wednesday marked day one of its workforce sprint, the second of six sprints the agency has planned. “We intend to execute the most significant hiring initiative that the Department of Homeland Security has undertaken in its history,” Mayorkas said speaking at a U.S. Chamber of Commerce event on ransomware. The sprint, he added, will rethink recruiting with a focus on improving diversity, equity and inclusion, will also look at developing future generations of cyber professionals.

Total cryptocurrency value received by ransomware addresses per year | 2016 - 2020



Ransomware payments rose over 300% in 2020, and a surprisingly small group of cybercriminals may be responsible. Click image for full report.

Transportation & Infrastructure

[EXCLUSIVE Ford, BMW lead \\$130 mln investing round in solid-state battery startup \(Reuters\)](#)

Ford Motor Co (F.N) and BMW AG (BMWG.DE) are leading a \$130 million funding round in a solid-state battery startup, Solid Power, as carmakers push to lower the cost of electric vehicles by investing in the development of affordable but powerful rechargeable batteries, the companies said on Monday. The Series B investment round, which includes venture capital firm Volta Energy Technologies, allows Solid Power to expand in-house manufacturing capabilities and positions the battery maker to eventually supply future EVs, possibly by the end of the decade according to BMW battery cell technology chief Peter Lamp. Solid Power declined to say at what level the funding round values the company. "The partnerships and the capital that comes along with it are really going to put us on a good footing to execute on our road map, which simply speaking is qualifying this technology for vehicle use and getting them into vehicles in the not-too-distant future," Solid Power Chief Executive and co-founder Doug Campbell said in an interview.

[Biden calls for more cash, new routes for Amtrak, on its 50th birthday \(POLITICO\)](#)

President Joe Biden celebrated Amtrak's 50th birthday Friday by calling for its routes to be expanded, including the creation of high speed rail service between Charlotte and Atlanta, and a significant increase in funding for the railroad. More service: During a speech at 30th Street Station in Philadelphia, Biden touted his American Jobs Plan, which calls for an

unprecedented \$80 billion investment in rail, the lion's share of which would benefit Amtrak. He also rattled off a list of new city pairs that could be created with that ambitious pot of money. Biden acknowledged Amtrak's own ambitious plan that would serve up to 160 more communities, saying, "Think what it will mean for opportunity if we connect Milwaukee to Green Bay to Madison, Scranton and Allentown to New York, Indianapolis to Louisville and much, much more." "What this means is that towns and cities that have been in danger of being left out or left behind will be back in the game," he said.

[Arrival and Uber are working on an electric ride-hailing car \(The Verge\)](#)

UK-based EV startup Arrival is working with Uber to develop an electric car that will be "purpose-built" for ride-hailing. Arrival plans to put the car into production in late 2023 and says it will not be exclusive to Uber. Instead, the startup says the goal is to create an affordable vehicle that would appeal to the millions of ride-hailing drivers around the world. It's another vote of confidence in Arrival, which just became a publicly traded company in March after merging with a special purpose acquisition company, or SPAC. Founded in 2015, Arrival is also developing electric delivery vans (with UPS as a customer) and buses. It also has backing from Hyundai and Kia. Arrival and Uber released a handful of renderings of the new car's interior and said a final design will be revealed by the end of the year. Between now and then, the companies plan to get some drivers involved in the design process, too.

[U.S. House panel discusses low-carbon fuel with airline, biofuel industries \(Reuters\)](#)

Members of a U.S. House of Representatives subcommittee met on Tuesday with representatives from the biofuels and airline industries to discuss ways to expand production of low-carbon aviation fuel, the subcommittee chair told Reuters. The meeting is part of a broader push by lawmakers to advance climate and energy legislation amid calls by U.S. President Joe Biden's administration to rapidly slash greenhouse gas emissions and decarbonize the U.S. economy by 2050. The aviation subcommittee of the Democratic-led House Committee on Transportation and Infrastructure met with low-carbon fuels provider World Energy, the Advanced Biofuels Association and Airlines for America, among others, two sources familiar with the meeting said.

Biotechnology & Research

[Collapse in Cancer Screenings Had Lasting Impact \(MedPage\)](#)

While cancer screening rates largely recovered by summer after collapsing with the onset of the COVID-19 pandemic in early 2020, there remained a 9.4 million total deficit compared to the year prior, national claims data showed. From January to July 2020, screening deficits compared with the same period in 2019 totalled 3.9 million for breast cancer, 3.8 million for colorectal cancer, and 1.6 million for prostate cancer, representing declines of 28.1%, 37.3%, and 15.5%, respectively, reported Edward Chen, MD, MPH, of the University of Kansas Medical Center in Kansas City, and colleagues. "Public health efforts are needed to address the large cancer screening deficit associated with the COVID-19 pandemic, including increased use of screening modalities that do not require a procedure," the team wrote in JAMA Oncology.

[U.S. Sends Medical Supplies to India to Help in COVID-19 Fight \(DoD\)](#)

A lot of progress has been made against COVID-19, but it's still a global pandemic. As part of a whole-of-government effort to slow and eventually end the pandemic, the United States is sending medical supplies and equipment to India as that country battles the most recent outbreak. Wednesday evening, a C-5M Super Galaxy aircraft loaded with oxygen cylinders and regulators, N95 masks and COVID-19 rapid diagnostic kits left Travis Air Force Base, California, bound for India. Wednesday's shipment was just the first. In all, the United States expects to deliver more than \$100 million in medical supplies to the U.S. partner nation. Thursday morning, a C-17 Globemaster III departed Travis for India carrying additional oxygen cylinders and diagnostic kits.

[Genetically modified grass used clean soil pollutants at military test sites \(UPI\)](#)

Toxins from explosives and fire-fighting foams are known to leach into the environment at military bases around the world. But a new type of grass could help clean up the mess. To tackle the problem of water contamination at training ranges, munitions dumps and other military facilities, scientists genetically modified a special grass variety to capture and trap RDX, a toxic chemical common used in munitions. Researchers detailed their engineering feat in a new paper, published Monday in the journal Nature Biotechnology. For the project, scientists selected a switchgrass variety typically used to control soil erosion. In the lab, researchers inserted a pair of genes from a bacteria species known to breakdown RDX.

Climate & Development

Biden administration unveils 10-year plan to conserve one-third of U.S. land (POLITICO Pro)

The Biden administration unveiled a report Thursday outlining steps it could take in an ambitious 10-year push to place one-third of the country's land and water under conservation, including offering financial incentives to encourage voluntary participation, but Republicans cast doubt about the administration's pursuit of and ability to meet the goal. "Nature in America is in trouble," Council on Environmental Quality Chair Brenda Mallory said during a call with reporters Thursday. "Climate change is reshaping our lands and our oceans and our coasts. We are witnessing staggering declines in wildlife population habitats that are being fragmented into smaller and smaller parcels as ranches, forests and other working lands are being converted into parking lots and subdivisions. We need a collective, all-hands-on-deck national effort to conserve the land and waters upon which we all depend." [Full report available here.](#)

[America's new normal: A degree hotter than two decades ago \(AP\)](#)

America's new normal temperature is a degree hotter than it was just two decades ago. Scientists have long talked about climate change — hotter temperatures, changes in rain and snowfall and more extreme weather — being the "new normal." Data released Tuesday by the National Oceanic and Atmospheric Administration put hard figures on the cliché. The new United States normal is not just hotter, but wetter in the eastern and central parts of the nation and considerably drier in the West than just a decade earlier. Meteorologists calculate climate normals based on 30 years of data to limit the random swings of daily weather. It's a standard set by the World Meteorological Organization. Every 10 years, NOAA updates normal for the country as a whole, states and cities — by

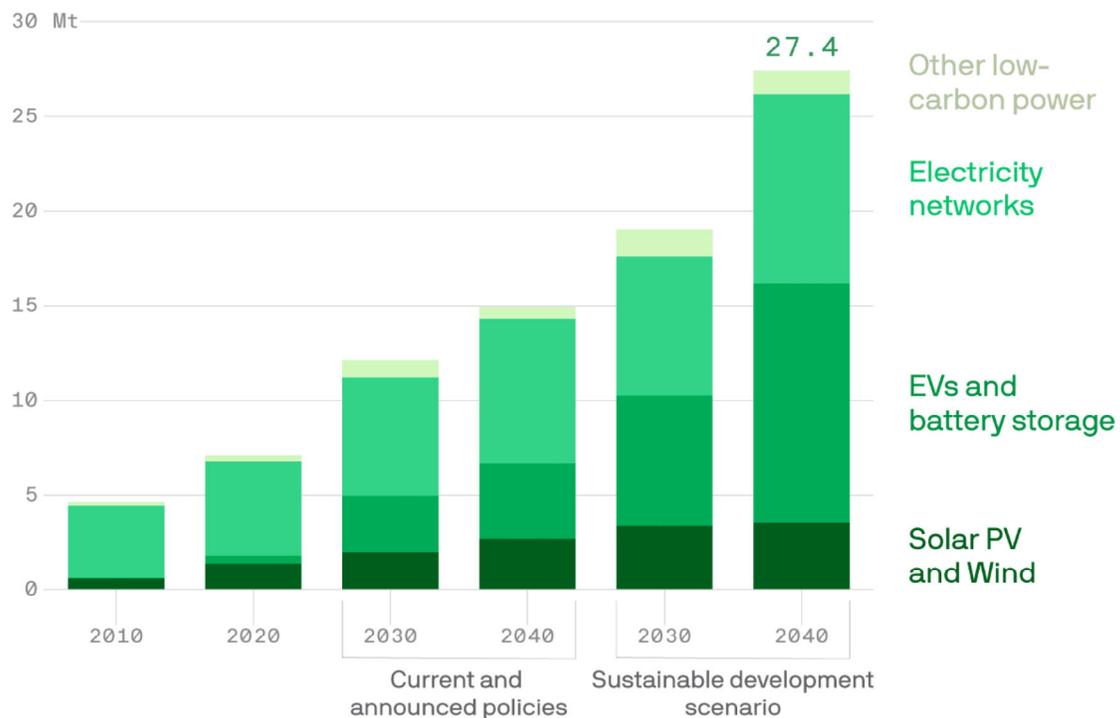
year, month and season.

[Biden’s Road to Clean Energy Runs Through West Virginia Coal Country \(Bloomberg\)](#)

The state’s senators, Joe Manchin and Shelley Moore Capito, are poised to shape the nation’s energy transition—with the challenges of their home state firmly in mind. West Virginia lawmakers occupy key perches on Capitol Hill as President Joe Biden introduces a sweeping infrastructure and climate package—the \$2.25 trillion American Jobs Plan—and pledges to revitalize coal country. Senator Joe Manchin, a conservative Democrat, is a crucial swing vote in the 50-50 Senate and chairs the Energy and Natural Resources Committee. Senator Shelley Moore Capito is the top Republican on the Environment and Public Works Committee and an architect of the GOP’s own infrastructure proposal, a \$568 billion counteroffer to Biden’s. In the House, West Virginia members sit on the infrastructure-adjacent Ways and Means and Energy and Commerce committees.

Growing mineral demand for clean energy tech

Projected global demand by technology and scenario, in million metric tons



Minerals are essential components in many of today’s rapidly growing clean energy technologies. Click image for the full IEA report.

Upcoming Events (times in ET)

- [FedScoop: AI Week \(May 10-14\)](#)
- [Atlantic Council: Advancing Army priorities for the future of warfare: A conversation with the Acting Secretary and the Chief of Staff of the Army](#) (May 10, 1:00 PM)
- [Brookings: What exactly is 'responsible AI' in principle and in practice?](#) (May 10, 1:30-2:30 PM)
- [The Heritage Foundation: Space Force: What's Next?](#) (May 10, 2:00 PM)
- [CSIS: Future Strategy Forum: The Future of National Security and Technology](#) (May 10- May 12)
- **The Senate Homeland Security and Government Affairs Committee** will hold hearings to examine improving Federal cybersecurity post-SolarWinds, focusing on prevention, response, and recovery. (May 11, 10:00 AM)
- **The Senate Environment and Public Works Subcommittee on Transportation and Infrastructure** will hold hearings to examine equity in transportation infrastructure, focusing on connecting communities, removing barriers, and repairing networks across America. (May 11, 10:00AM)
- **The House Veteran's Affairs Subcommittee on Economic Opportunity** will hold a hearing titled "Military Transition during the COVID-19 Pandemic" (May 11, 10:00 AM)
- [Carahsoft: The State of Intelligent Automation: RPA and AI in State and Local Government](#) (May 11, 12:30 PM)
- [McAfee: Cybersecurity Funding for Higher Education](#) (May 11, 2:00 PM)
- [R Street Institute: Cyber 101 Series- Better Watch Your Back: The Defensive Side of Cyber](#) (May 11, 2:30 PM)
- **The Senate Commerce, Science and Transportation Subcommittee on Surface Transportation, Maritime, Freight, and Ports** will hold hearings to examine freight mobility, focusing on strengthening America's supply chains and competitiveness (May 11, 2:30 PM)
- [American Council for Technology - Industry Advisory Council: Briefing on Zero Trust Project](#) (May 11, 3:00 PM)
- [SMi: Unmanned Maritime Systems Technology Virtual conference](#) (May 12-13)
- [National Security Innovation Network \(NSIS\): New York Defense Innovation Summit](#) (May 12, 10:00 AM – 3:30 PM)
- [CSIS: International Crisis War Game with Dr. Jacquelyn Schneider, Hoover Institution](#) (May 12, 1:00-4:00 PM)
- [The Armed Forces Communications and Electronics Association: Military Installations: The Time for Digital Transformation?](#) (May 12, 1:00 PM)
- **The Senate Armed Services Subcommittee on Personnel** will hold hearings to examine military and civilian personnel programs in the DoD in review on the Defense Authorization Request for FY22 and the Future Defense Program (May 12, 2:30 PM)
- [The Institute of World Politics: Online Seminar: Cyber Intelligence and Statecraft](#) (May 12, 5:00 PM)

- [ATARC: Cloud and Coffee](#) (May 13, 9:00 AM)
- **The House Appropriations Subcommittee on Military Construction, Veterans Affairs, and Related Agencies** will hold a hearing titled “Navy and Marine Corps Quality of Life and Installation Updates” (May 13, 10:00 AM)
- [Carahsoft: How AI and Machine Learning Powered Chatbots Are Saving Government Agencies Time and Money](#) (May 13, 2:00 PM)
- **The House Armed Services Committee** will hold a hearing titled “Operations in Cyberspace and Building Cyber Capabilities Across the Department of Defense” (May 14, 11:00 AM)

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