

From: Rick Dwyer <rdwyer@hrmffa.org>
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To: Rick Dwyer <rdwyer@hrmffa.org>
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Ladies & Gentlemen,

Below please find this week's edition of *Executive Insight Brief* from The Roosevelt Group.

Rick Dwyer

Executive Director

Hampton Roads Military and Federal Facilities Alliance

Office: 757-644-6324

Mobile: 850-499-1068



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Executive Insight Brief

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[Trump announces Uzbekistan trade deal after hosting Central Asian leaders](#)

[The FAA is set to start cutting flights to contend with delays and staffing shortages](#)

[Canada, in push away from US, aims to invest billions in defense](#)

[Moscow Just Gave Venezuela Air Defenses, Not Ruling Out Strike Missiles:
Russian Official](#)

TRG Team Members

Meet five subject matter experts who recently joined The Roosevelt Group's network. Their expertise enhances our ability to help our clients navigate complex policy and national security challenges.



The Honorable Doug Bush

Former Assistant Secretary of the Army for Acquisition, Logistics, and Technology

Doug has over three decades of experience, last serving as Assistant Secretary of the Army for Acquisition, Logistics, and Technology. Prior, he spent fifteen years with the House Armed Services Committee (HASC) as a leading staff member focusing on acquisition oversight and policy. He concluded his time with HASC serving as the Deputy Staff Director during his final two years.



Jennifer Short

Former Senior Military Assistant to the Secretary of Defense

Jennifer last served as the Senior Military Assistant to the Secretary of Defense—the direct representative to the Chairman of the Joint Chiefs of Staff within the Office of the Secretary of Defense. Prior, Jennifer served as the Director, Legislative Liaison at HQ USAF, overseeing communications between the Air Force, Space Force, and Congress to collaborate on the department’s programs and annual budget.



The Honorable Rachel Jacobson

Former Assistant Secretary of the Army for Installations, Energy, and Environment

Rachel most recently served as the Assistant Secretary of the Army for Installations, Energy, and Environment, where she was the principal advisor to the Secretary and Chief of Staff of the Army on installation oversight, military construction, energy policy, and environmental management. Previously, she served as the Deputy General Counsel for Environment, Energy, and Installations at the Department of Defense, and as Principal Deputy Solicitor and Acting Assistant Secretary for Fish, Wildlife and Parks at the Department of the Interior.



Dr. Richard Berry

Former Strategic Advisor to the Commander of U.S. Special Operations Command

Rich rounded out his 30-plus years of national security experience serving in the role of Strategic Advisor to the Commander of U.S. Special Operations Command. Prior, he advised six commanders in the U.S. Indo-Pacific Command (USINDOPACOM) as Executive Director, Commander's Action Group and Special Assistant to the Commander. His service with USINDOPACOM includes roles as Special Assistant to the Commander for Global Engagement, Director of Strategic Partnerships, and Deputy J9, Pacific Outreach Directorate.



Yancy Lindsey, Vice Admiral, U.S. Navy (Retired)

Former Commander of Navy Installations Command

Yancy holds nearly four decades of distinguished service in the U.S. Navy, having last served as Commander, Navy Installations Command. Throughout his career, Yancy held operational, strategic, and leadership roles including Commander, Navy Region Southwest; Commandant of Naval District Washington; Commander, Navy Region Europe, Africa, Central; and Executive Assistant to the Assistant Secretary of the Navy for Energy, Installations, and Environment.

View From The Hill

The U.S. Government officially set a new **record** for the longest government shutdown this week—a bleak milestone as lawmakers juggle mixed messages on who is to blame and how to reopen shuttered agencies. Last week ended with rampant rumors that informal bipartisan talks were yielding progress towards a potential end to the stalemate, but Tuesday’s election results across the country have injected fresh uncertainty into whether either side is willing to cave. In what amounted to a sweep for Democrats in the New Jersey and Virginia gubernatorial races, the New York City mayoral race, and California’s proposition 50 ballot measure to redistrict the state’s congressional maps, Tuesday’s off-year elections have spurred some lawmakers and House Democratic Leader Hakeem Jeffries (D-NY) to **urge** Senate leaders to hold the line on demanding assurances on *Affordable Care Act* insurance subsidies. On the flip side, Republicans are attempting to downplay the election results but are clearly feeling pressure, as even President Trump **alluded** to in surprise remarks at a Senate GOP breakfast on Wednesday.

All of this comes as the nation begins to feel more and more pain from the shutdown, amidst mixed dispersal of food aid, significant flight cancellations, and a massive, unpaid Federal workforce. Add on top of that the looming surge in insurance premiums and Thanksgiving holiday travel. Senate negotiators have **zeroed** in on a possible compromise to attach three full-year 2026 appropriations bills to the House-passed Continuing Resolution (CR): Military Construction-Veterans Affairs, Legislative Branch, and Agriculture-FDA. The latest offer by the GOP **includes** an agreement to seek to rehire laid-off federal employees. This would put the ball back in the House’s court, causing heartburn for Speaker Mike Johnson (R-LA), who will be forced to contend with a conservative House Freedom Caucus that is now demanding a full-year CR instead of normal appropriations.

The House GOP leadership is **concerned** about legislation added into the Senate’s version of the National Defense Authorization Act (NDAA) by Sen. Jim Banks (R-IN) that would add new export controls to advanced artificial intelligence chips. These controls would guarantee American buyers would have the first shot at purchasing advanced chips, ahead of foreign adversaries like China, and the bill is a favorite among Capitol Hill’s China hawks worried about losing the AI race. However, some have expressed opposition since the legislation did not go through the regular committee process, and chip manufacturing giant Nvidia has been lobbying hard against the measure. The rush to negotiate a

compromise version of the NDAA before Thanksgiving means the provision may end up getting stripped from the bill.

After serving in the House since 1987, becoming the first woman elected as Speaker, and acting as one of the Democratic Party's most significant power brokers, Rep. Nancy Pelosi (D-CA) **announced** this week that she would not seek reelection in 2026. Beloved on the left and reviled by the right, Pelosi's retirement comes amidst a broader angst within the Democratic Party over the aging Democratic Caucuses in the House and Senate, and a new generation of progressives angling for influence. In addition to Pelosi, moderate Rep. Jared Golden (D-ME) **announced** he will not run for reelection in his rural northeastern district, presenting a prime pickup opportunity for Republicans.

Pentagon News

Last Friday, U.S. Secretary of Defense Pete Hegseth and Chinese Defense Minister Dong Jun **met** on the sidelines of the 12th ASEAN Defence Ministers' Meeting in Kuala Lumpur, Malaysia. Secretary Hegseth **maintained** Washington's position on Taiwan and stressed the defense of U.S. interests in the Indo-Pacific region. On Sunday, Secretary Hegseth **said** on X that the relationship between China and the U.S. has "never been better" and will be setting up military-to-military channels to "deconflict and deescalate any problems that arise." The Chinese Ministry of Defense also **confirmed** this through a press release, noting that the defense departments of both countries will be taking concrete steps to implement military-to-military channels based on "equality and respect, peaceful coexistence, and stable, positive development."

These communications are key to the peace and stability of the Indo-Pacific region, especially after China's continuing aggressive actions in the region. Just last week, a Chinese coast guard vessel **rammed** and damaged an anchored Philippine vessel off an island in the South China Sea. The U.S. and China ceased military-to-military communications in 2022 after then-U.S. Speaker of the House Nancy Pelosi **visited** Taiwan to show solidarity with a democratic partner and demonstrate the U.S. commitment to Taiwan's security. In 2024, President Joe Biden **reestablished** military ties with China aimed at avoiding conflict between the nations. President Trump and Secretary Hegseth are continuing the efforts

made by the last administration to improve the U.S.-China military communications.

While American foreign policy continues to develop overseas, gridlock in Congress has ground many domestic operations to a screeching halt.

Amid the ongoing and **record-breaking** shutdown, many are interested in the dynamics of the unpaid civilian workforce at the Pentagon, who feel increasingly frustrated and forgotten as Congress fails to reopen the Federal Government. Many civilian Federal employees have **continued** to work without pay for over a month. They have now missed two paychecks, and many of them are struggling to find a way to keep providing for themselves and their families. Members of the Department of Defense's (DoD) civilian staff, which includes many military family members and veterans working at home and abroad, are suffering from low morale and deep frustration.

DoD employs nearly one million civilians. Of that number, 334,900 have been furloughed, while the remaining several hundred thousand have continued to perform their duties. According to reporting from CNN, DoD employees are expressing serious concerns both about their ability to avoid going into debt and keep doing their jobs effectively. In particular, debt and overall financial hardship are considered major risk factors that can make a person more vulnerable to bribery and influence by malign actors. Many DoD civilians hold high-level security clearances and work with classified information on a regular basis. Now, they are worried they will run out of money before their next paycheck. Aside from the practical risks, some employees at DoD feel forgotten by the Trump Administration, which has taken drastic steps to shrink the Federal workforce. Pentagon Press Secretary Kingsley Wilson dismissed CNN's reporting on this issue and blamed Congressional Democrats for the length of the shutdown.

Despite limited progress on a resolution to the shutdown, sweeping overhauls of longstanding DoD processes are set to be implemented in the coming days.

Today, Secretary Hegseth is scheduled to formally unveil the overhaul of the Pentagon's acquisition process to industry executives. According to a leaked draft of the **memo**, *Transforming the Warfighting Acquisition System*, "Every process, board, and review must justify its existence by demonstrating how it accelerates

capability delivery to meet warfighter needs.” The memo outlines a new guiding principle: speed to capability delivery, and demands that the entire restructuring process be completed within 2 years. The draft’s tight deadlines leave little time for implementation planning, with requirements for the Pentagon’s acquisition chief to issue guidance within 45 days, and each military service must provide its implementation plan within 60 days.

This dramatic shift aims to dismantle the existing multilayered acquisition hierarchy, which is often blamed for delays, and would reform the existing Program Executive Offices (PEO) into Portfolio Acquisition Executives (PAE), who will oversee the consolidated PEOs. These PAEs would be empowered to make decisions regarding cost, performance, and schedule trade-offs, as well as shift funding and waive technical standards. The memo would create a chain of acquisition authority from the Program Manager to PAEs to the Service Acquisition Executive (SAE), with no intermediate red tape.

This new model would be a significant diversion from the current process and would connect compensation and job security for PAEs and Program Managers (PMs) to performance-based metrics like delivery times and mission outcomes, and include removal mechanisms for poor performance. It would also extend PAE and PM tenure to match delivery cycles with a 4-year minimum and the possibility for a 2-year extension, and would require each portfolio to establish scorecards within 180 days with “primary performance measures for time from validated need to initial and full operational capability.”

Next Week's Hearings

Armed Services Committee

House of Representatives

- NONE

Senate

- NONE

Appropriations Committee

House of Representatives

- NONE

Senate

- NONE

Homeland Security Committee

House of Representatives

- NONE

Senate

- NONE



The Roosevelt Group

Chosen for expertise. Defined by results.

200 Massachusetts Ave. NW

Suite 360

Washington, DC 20001

Phone: [\(202\) 469-3490](tel:(202)469-3490)

The Roosevelt Group | 200 Massachusetts Ave NW Suite 360 | Washington, DC
20001 US

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