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Rules of Engagement



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PLEASE keep cameras & mics off unless told otherwise by the moderator.

- If you are having issues with your camera or your mic, please use the chat the best you can. You can also use the dial-in option.
- If you have been called on by the moderator, you may turn on your mic and camera.
- If the moderator asks for questions or comments, you may turn on your camera to “raise your hand.” Once you have been called on, you may turn on your mic. You may also alert the moderator that you’d like to speak in the chat.
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Warfighter Seminars Out Brief



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Warfighter Seminars

- Conducted over the course of three (3) days
- Three (3) Joint Engineer issues discussed/addressed
- Thirty-two (32) panel moderators, leaders and participants
 - Thirteen (13) US Government Agencies and Organizations
 - Seven (7) Industry Organizations
 - Participants from the Marianas to Germany
- Average daily attendance of 184 persons

Special Thanks to the SAME Staff:

Kathy Off, Robert Biedermann, Belle Febbraro, Yoko Heukels, and Kelly VandenBoogart

Warfighter Seminar #1

Seminar Moderator: COL William Haight III, P.E., F.SAME, USA (Ret.), WSP

Seminar Co-Leaders: CAPT Jeff Deviney and COL Jim Hoyman, INDOPACOM Engineer Staff

Panel Participants:

Mr. Thadd Buzan, OSD

CAPT Tim Liberatore, USN, NAVFAC Marianas, J4

Lt Col Hans Anker, USAF, EUCOM ECJ4

Mr. Chris Tew, NAU USACE

MAJ Seth Lorimer, USAF, INDOPACOM PCJ4

Mr. Dave Cintron, KBR

Mr. Jason Pantoja, KBR

CDR Chuck Smith, USN (Ret), WSP



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Warfighter Seminar #1



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Title: Fast Delivery of Operational Facilities & Infrastructure

Description: Effective execution of the National Defense Strategy and the National Military Strategy requires Military Engineers to re-energize and adapt our legacy construction processes (with their 3-5 year lockstep methodologies) to address fast delivery of operational facilities and infrastructure at new locations within the competitive space. Being agile in building out at non-traditional “places” is vital to overcoming peer competitors while countering the threat of global conflict. To gain the flexibility and responsiveness required to achieve future global competitive success, government and industry must adopt a broader and more flexible perspective of military construction, assess and update overly restrictive statutory authorities, and advance new ideas, concepts and technologies to provide nimbler delivery methodologies for operational facilities and infrastructure while sustaining healthy contractor competition and scrupulous oversight of taxpayer resources.

Learning Objectives:

- Identify limitations and restrictions of current military construction processes to rapidly deliver joint posture requirements in INDOPACOM and EUCOM theaters and possible mitigation actions.
- Understand the value of theater infrastructure master planning to sequencing and surging of infrastructure delivery.
- Identify means to resource, plan, design, and execute more flexible and sustainable construction projects at remote/austere locations efficiently and effectively.
- Identify approaches to articulate, message and gain authority and resources to advance new contracting and construction ideas, concepts and technologies; and, to identify and seize strategic opportunities to improve construction speed and flexibility.
- Determine the potential and advance the feasibility of adopting a more flexible and sustainable whole of government and whole of partner and allies capabilities to assess and improve critical national infrastructure.



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Warfighter Seminar #1 – Session #1 Fast Delivery of Operational Facilities & Infrastructure ---

What are the challenges for infrastructure planning and delivery in hard to access / remote areas?

Key points from Day 1 discussions:

#1 Combatant Commands (CC) have requirement advocacy but not the funding

Who/how does the planning? / Whole of Government

#2 CC requirements are not the conventional ones that services can better support

DoD processes do not align priorities / Joint requirements dis-incentivized

#3 Remote Area unique challenges

High contractor risk / material and labor shortage / high cost / troop construction

#4 New locations unique challenges

Access challenges / lack local understanding / Codes / Lead Service ownership

Warfighter Seminar #1 – Session #2

Fast Delivery of Operational Facilities & Infrastructure ---

- a. What are Government and Industry capabilities / limitations?
- b. What are the available authorizations and instruments for this environment?

Key points from Day 2 discussions:

#1 Disconnect between GCCs owning requirements and Services owning the funding

Largest limitation for Government to achieve fast delivery

#2 Lack of early engagement and balanced risk for industry, plus uncertain revenues

Largest disincentive for industry – fix and they will engage

#3 Uncertain inventory of available delivery authorizations and instruments

We need to study existing and how to access; Services, Interagency, International

#4 Potential need for new or modified authorities given the complexities of today's austere, tough environments

We need to revisit after more assessment of existing ones and make the case



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Warfighter Seminar #1 – Session #3 Fast Delivery of Operational Facilities & Infrastructure ---

What are some innovations for improved Government / Industry collaboration and means to speed infrastructure planning and delivery that can be pursued in the near term, and by who?

Seminar 1's conclusions for OSD and Engineer Service Chiefs' support and awareness:

- #1 – Advanced Planning / P&D Support
- #2 – Joint Program Office
- #3 – Hybrid approaches: contracting and troop construction
- #4 – Whole of Government infrastructure focus
- #5 – Authority flexibility

Warfighter Seminar #2

Seminar Moderator: Col Todd Graham, PE, MDANG, Principal, Booz Allen Hamilton

Seminar Co-Leaders: CDR R. Stephen Ramsey, JS J4

Panel Participants:

COL Jim Koeppen, USA, CENTCOM
LTC James Sakai, USA, CENTCOM
LTC CB Batts, USA, CENTCOM
CDR Kendall Chapman, 30 NCR
Dr. Jeff Becker, Center for Naval Analyses
Dr. Chris Cairns, Center for Naval Analyses
Col Kyle Hicks, USAF (Ret.), AFIMSC/Det. 2
James Vandenberg, Department of State, OBO
Peter Gulbranson, Department of State, OBO
Lt Col Rick Sloop, USAF (Ret.), Fluor
COL Mark Collins, USA (Ret.), Vectrus



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Warfighter Seminar #2

Title: Adverse Influences and Impacts on Overseas Contractors by Allies, Competitors and Adversaries

Description: The panel will discuss the “new frontier” of how allies, competitors and adversaries can adversely influence and impact contractors as they work to meet operational construction and service objectives. The discussion will focus on likely tactics, actions and administrative regulations that allies, competitors and adversaries could (and do) employ against contractors to disrupt projects; and how such behaviors and restrictions would impact/influence the employment of contract capability and capacity. The panel will then explore proven and possible ways and means to minimize or prevent disruption of overseas projects by allies, competitors and adversaries.

Learning Objectives:

- Day 1 - Identify probable adverse influences and impacts and the scope of their disruption to overseas construction of critical operational facilities and infrastructure.
- Day 2 - Identify probable operational gaps and shortfalls which could be created by restrictive actions by allies, competitors and adversaries when executing overseas construction projects.
- Day 3 - Identify means and discuss ideas on how best to mitigate adverse effects of “unhelpful interference” by allies, competitors and adversaries in overseas construction projects.

Summary Report: Warfighter Seminar – Panel #2

• Objectives (12 months)

- Understand factors/influences that are occurring on our gov't projects
- Develop whole of gov't mitigation strategies
- Develop survivable contracting and contract execution SOPs for use in contested environments
- Data Collection to better recognize patterns – is the challenge just politics or is it intentional state/nonstate actor influence
- Access to intel support at the programmatic level
- Training
 - Inject modules into JEOC, CECOS, USACE, AFIT, DAU (e.g., existing contingency contracting course), DoS FSI
 - Develop stand-alone course

• Objectives (Long term)

- Formal tracking of malign influence ICW Intel community – DIA, Center for Security Evaluation, SCRM
- Training: Roll-out course material into enduring formats

• Actions

- Establish Working Group/OPT, potentially under the Joint Operational Engineering Board
 - Ability to operate / discuss at classified level, when necessary
 - Adjust JOEB WG charter to add DoS OBO, Develop regional strategic action plans to bring in contractor support to countries/locales where there is not existing U.S. gov't protections
 - Planning Task Order under GCC, GCSC, LOGCAP, AFCAP IOT inject industry representation into WG
- Leverage Partnership with Industry Forums

• Defined Success

- Ability to (1) measure interference, (2) mitigation measures, and (3) track reduction in delays
- Ongoing, automatic data feed into JEPES from USACE P2, NAVFAC ieFACMAN, and DOS BMIS (contract management systems) to track instances of suspected interference.
- Correlate interference data against delays, should see improved on-time performance
- Contract options for known contested projects (model partnering agreement, REA justification for interference, etc.)



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Warfighter Seminar #3

Seminar Moderator: RADM Chuck Kubic, CEC, USN (Ret), Kubic Engineer Group

Seminar Co-Leaders: Rotating amongst Panel Participants

Panel Participants:

CAPT Al Hutchison, U.S. Pacific Fleet

COL David Noble, SOUTHCOM

CAPT Matt Riethmiller, Naval Construction Group ONE

LTC Erik Fleischner, USA (Ret.), EUCOM

MR. Kawa Amina, INDOPACOM

LTC Dominic Sparacio, USA (Ret), NAVFAC

Col Brian Duffy, USAF (Ret), Stanley Consultants, Inc.

CDR Charlie Kubic, USN (Ret) Booz Allen Hamilton



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Warfighter Seminar #3

Title: Operational Mobility in Support of Expeditionary Operations

Description: The panel will discuss in an unclassified setting how the joint force and private industry can (must) come together to provide support and services to ensure the Operational Commander has dependable mobility to conduct distributed expeditionary operations in austere, remote locations. The discussion will address how theater entry points and mobility corridors can be identified using advanced technology to enable innovative damage repair of existing aerial and seaports; and, where required, to establish initial facilities to enable sustained access and unimpeded mobility.

Learning Objectives:

- **How Do We Plan?** Identify how **innovative planning systems** can enable determination of joint force requirements and options to support **global operational reach** and **unimpeded expeditionary access**.
- **Why Do We Plan?** Identify **current capabilities** to enable reach and access as well as currently identified **gaps and/or shortfalls**.
- **What Do We Plan?** Identify **innovative technologies** and **emerging Tactics, Techniques and Procedures (TTPs)** designed to **mitigate and overcome current operational limitations**.



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Seminar #3 – Key Points & Future Actions

Session #1 - How Do We Plan?

- **What stops effective Operational Mobility planning? Communication !!!**
 - Comms between different services, Comms between warfighters and industry
- Planners need to **make assumptions, understand risk, make branch plans**
- Must **know our baselines**: Tailor planning efforts to match the complexity of the baselines
- **Key Survey Notes:**
 - Planners need **tools to visualize a complex battle space** and the **skilled workforce** to employ the tools
 - Planners require a tool that provides insight into **historical data**, insight into **what may happen** in the future, and helps by providing **actionable advice**
 - The most urgent needs are capabilities to plan **distributed logistics nodes** and to provide **real-time assessments of infrastructure damage**
 - **Warfighters believe** they have **communicated** their **requirements** BUT **industry** is split **50/50** on whether they **understand requirements** -- **ALL agree** we need **easier methods to share MOBILITY SOLUTIONS**
- **Recommended Actions:** SAME JECO advocates **best practices** to **communicate requirements** and **receive/evaluate emerging industry solutions**



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Seminar #3 – Key Points & Future Actions

Session #2 - Why Do We Plan?



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- **Employ Engineer Capabilities** to ensure Expeditionary Operational Mobility
 - What Scenarios? What is needed? How Much? How Long? Shared Use?
- Must **consider phased physical, fiscal, time & context elements**: Environment, Authority & Availability, LOCs, Maneuver Platforms, Sustainment/Repairs
- Need **interoperable tools to frame problems/solutions** for complex battlespaces
 - Employ **holistic approach** (interagency, industry, partner nation, NGOs) vice US military-centric
 - Develop **relationship solutions** (on-ground resources, local contracting, host nation applications) to augment platform solutions (US equipment & logistics, forward US footprints)
 - Establish current, easily accessible **infrastructure backbone repositories with Industry Partners** to inform operational environments & balance assumptions/risk with innovation.
- **Recommended Action**: Improve **direct, exploratory collaboration between the Military and Industry** by assigning mid-grade Liaison Officers to Key Industry Partners.

Seminar #3 – Key Points & Future Actions

Session #3: What do We Plan?



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Achieve Posture Through Emerging Technology & TTPs

- Promote awareness of **latest industry construction technologies & equipment** supporting austere locations.
 - Existing forums (science & technology, industry day, SAME)
- Logistics constrained environments: **What technologies exist today** that will enable **reliable and cost-effective solutions** at posture locations
 - **Rapid Airfield Material Recycling** & Rehabilitation (RAMRR); **Mini-Robotic Submersible Dredge** (MRSD)
 - Other non-JCTD approaches that deliver industry technologies faster
- **Immature logistics infrastructure** to support mobility requires **industry and military engineer collaboration**.
 - Use of **indigenous materials**; new **logistic supply chains**; innovative **robotic engineer equipment**
- **Mobility for Evolving Lethality** – Engineer support for **new platforms, unmanned systems & A2AD response**
 - **New enduring/non-enduring posture locations** to enable warfighter maneuver
- **Recommended Actions:** SAME host a **Mobility Innovation Competition** to showcase emerging Planning & Operational Technology from a wide range of sources.



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Senior Leader Guidance and Comments

Mr. Michael McAndrew, OSD

Deputy Assistant Secretary of Defense for Facilities Investment and Management

MG Jeffrey Milhorn, P.E., USA

Deputy Commanding General for Military and International Operations, USACE

RADM John Korka, P.E., CEC, F.SAME, USN

Commander, Naval Facilities Engineering Systems Command, & Chief of Civil Engineers

Brig Gen William Kale III, P.E., USAF

Air Force Director of Civil Engineers

RADM Edward Dieser, P.E., USPHS

Chief Engineer Officer of the U.S. Public Health Service

Mr. Henry Jardine V, State Department

Principal Deputy Director for the Bureau of Overseas Building Operations (OBO)

Q&A AND FEEDBACK



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