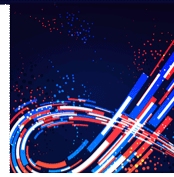


2022 JETC Warfighter Seminars Out-Brief

2022 Warfighter Seminars



Discussed four (4) Joint Engineer issues in four (4) Warfighter Seminars

Conducted four (4) hours of discussions over two (2) days

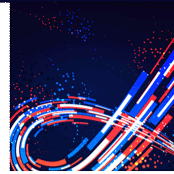
Twenty-seven (27) Seminar Moderators, Leaders, and Panel Participants from:

- 10 US Government Organizations and Agencies
- 8 Industry Organizations

251 JETC attendees participated in the Seminar Working Sessions

*Special Thanks to the SAME Staff:
Robert Biedermann, Steve Taylor and Belle Febbraro*

Warfighter Seminar #1



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

Seminar Leader: Lt. Col. Seth M. Lorimer, USAF, US INDOPACOM J442, F.SAME

Panel Participants:

Seth Cutler, OUSD (A&S)/Construction

Capt. Will Boudra, P.E., CEC, USN (Ret.) F.SAME, NAVFAC Pacific

Lt. Col. Christian Dietz, P.E., PMP, USA, US INDOPACOM J441

Rear Adm. Charles R. Kubic, P.E., F.SAME, USN (Ret.), President, Kubic Engineer Group

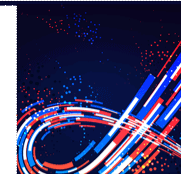
Cdr. Chris Decker, USN (Ret.), President, Planate Management Group

Capt. Michael Saum, USN (Ret.), Navy Pacific Manager, AECOM



PLANATE
MANAGEMENT GROUP
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AECOM



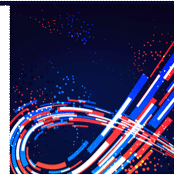
Problem Statement:

How will the United States deliver Joint PDI Posture Footprint program including infrastructure planning, design and construction within the time and resources, given hundreds of projects across dozens of locations, with as many governmental entities each having unique interests, land/access challenges, and environmental regulations?

- PDI MILCON Challenges:
 - Timeline/Urgency
 - Joint Project Sponsor/Installation Management at new posture locations
 - Location and remote peculiarities
 - Volume relative to organic location capacity
 - Modern processes, policies and regulations (increased constraints since WWII)

Warfighter Seminar #1

Findings & Recommendations



Finding #1: Industry understands PDI concept but needs further engagement to prepare for PDI

Recommendation: Early A/E/C Engagement needed for all phases and services. Increase collaboration with industry to better understand the risks, discuss risk allocation, and find solutions before the opportunities hit the street

Finding #2: Still uncertainty regarding MilCon and Contingency authorities applicable for PDI's needs

Recommendation: Table Top the multiple authorities as well as procurement options for anticipated facility requirements from JADPs and determine the applicable ones currently available; determine gaps and seek legislative solutions if needed

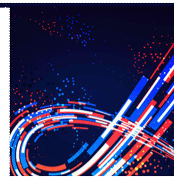
Finding #3: Construction criteria and design specifications may not adequately account for conditions in the AOR with consideration for the supply chain and material testing requirements

Recommendation: Examine how / where to modify criteria for this AOR

Finding #4: Industry / Govt concern for a potential capacity limitations for A/E/C, logistics, labor, etc.

Recommendation: Examine innovative approaches to mitigate, e.g., phased delivery to meet for IOC by location, government pre-procurement / stockpiling of long lead materials, combined military / contractor delivery, etc.

Warfighter Seminar #2



Seminar Moderator: Col Todd Graham, PE, MDANG

Seminar Leader: CDR R. Stephen Ramsey, JS J4

Panel Participants:

MG Jeffrey L. Milhorn, USA, DCG for Operations, USACE

Lt Col Rick Sloop, USAF (Ret.) and Program Manager at Fluor

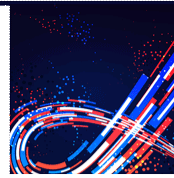


US Army Corps
of Engineers®



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Warfighter Seminar #2



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

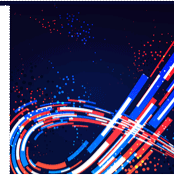
Description: The panel will discuss the “new frontier” of how allies, competitors and adversaries can adversely influence and impact contractors as they work to meet operational construction and service objectives. The discussion will focus on likely tactics, actions and administrative regulations that allies, competitors and adversaries could (and do) employ against contractors or military engineer troops 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:

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

Warfighter Seminar #2

Findings & Recommendations



Finding #1: OPSEC combats malign interference, because you can't target what you don't know about.

Recommendation: Create acquisition planning and contracting models that prioritize OPSEC.

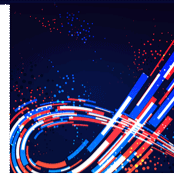
Finding #2: Time is the enemy of OPSEC

Recommendation: Leverage non-traditional authorities, expedited AQ processes (FEDSIM, U&C direct awards through existing MATOC, &/or SOF-style AQ programs) to cut the time down.

Finding #3: Current contracting processes create an inherent conflict between GOV and Industry, however in high-interference areas all acquisitions involve the adversary as a third party.

Recommendation: We must create unity of effort between the GOV and Industry against the adversary by balancing the risk between the GOV and Industry.

Warfighter Seminar #3



Seminar Moderator: COL Mark Collins, USA (Ret.), Vectrus

Seminar Leader: CDR Travis Brinkman, Current OPS, NAVFAC Pacific



Panel Participants:

Cary Watanabe, NAVFAC Pacific COR on Vectrus GCSC

LCDR John Daly, FEAD MCBH and Flushing OIC

Annette Chun, NAVFAC Pacific Contracting Officer

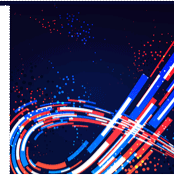
Casey Sinunu, Vectrus Operations

CDR Tim Gleason, NAVFAC LANT – OIC OAW

Col Robert Nicholson, USA (Ret.) and a Vice President at KBR



Warfighter Seminar #3



Title: Contingency Operations: Collaboration between Military, Contractors and Contracting Officials

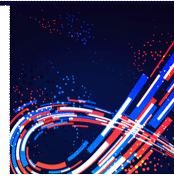
Description: Using the Red Hill GAC (granulated activated carbon) filtration operation AND Berthing and Support Operations at MCB Quantico for Afghan refugees as backdrops, the intent for this seminar is to facilitate a common understanding of contingency contracting dynamics, roles & responsibilities for Gov't/KTR, impact and the dynamic shift in operations as they mature from contingency to sustainment, providing recommendations to the JETC for incorporation of service component integration of contract support for urgent and compelling operations.

Learning Objectives:

- Establish common understanding of the dynamic characteristics of contingency contracting during an urgent and compelling operation.
- Dissect the evolution of an operation from urgent and compelling (contingency) to enduring (sustaining) and the impacts on the contracting process.
- Determine lessons learned for contractor employment for contingency contracts like the GSC MACC, LOGCAP, etc.

Warfighter Seminar #3 (1 of 3)

Findings & Recommendations



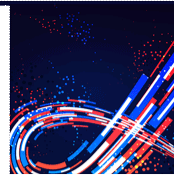
Finding #1: The DOD Needs to Develop Practices to Accelerate Contingency Start Up (Better & Faster)

Recommendations:

- Services
 - Review Capabilities For No-Notice Contingency Response Contracting Support and Determine Gaps
 - Develop Contingency Operations Battle Book Based on Contract Type
- JOEB Working Group
 - Determine Gaps and Link Contingency Contracting Operations to OTA
 - Develop Plan to Engage Legislative Authorities to:
 - Expand OTA Authorities to Include Contingency Engineering and Services
 - Review Service Contingency Response Contracts to Identify and Publish Best Practices
 - Recommend Changes to Joint Doctrine Regarding Utilization of OTA
 - Develop Policy and Resource the Incorporation of Contingency Contracting in Named Joint Exercises

Warfighter Seminar #3 (2 of 3)

Findings & Recommendations



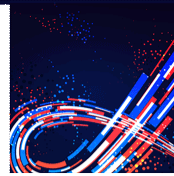
Finding #2: Current practices (FAR, DFARS, Contracting Culture) are barriers to Innovative Solutions to Improve Contingency Readiness/Response

Recommendations:

- Execute Contracting at the Speed of Operations
 - Early Contractor Involvement (Communications and Trust)
 - Expanded Operational Collaboration (Operate Differently)
 - Integrate Contractor Planning Expertise Immediately Upon Award (Knowns/Unknowns)
- Service/GCC Phase 0 Activities (Event + Preparation = Outcome)
 - Engage MAC Holders to Conduct Tabletop Exercises for Likely Contingency Scenarios
 - Expanded Use of Cost-Plus Elements Outside Contingencies to Build Wartime ACQ Readiness
 - Incorporation of Prime Contractors for Planning and Participation in Service and Joint Exercises
 - Integrate Limited Cost Type Contracting into Phase 0 Acquisitions (Readiness Driver)

Warfighter Seminar #3 (3 of 3)

Findings & Recommendations

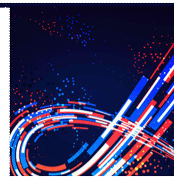


Finding #3: Joint Community Lacks a Unified Approach to Contingency Contracting Operations

Recommendations:

- JOEB
 - Review Existing Doctrine and Update/Modify as Necessary (Common Language)
 - Define Contingency Phases and Phase Transition Dynamics (Conditions Based)
 - Define Role of the Contractor in Planning Process (Post Award)
 - Identify Services best practices and recommend DoD policy Guidance Modification/Development
 - Conduct Yearly WG with Prime MAC Contractors for Contingency Contracting Best Practices
- 2023 JETC Include Another Contingency Operations Focused Warfighting Forum
- Services
 - Incorporate Contingency Contracting Response Training into Contracting and Military & Acquisitional Professional Development Courses (Future Force)

Warfighter Seminar #4



Seminar Moderator: Dr Shawn Howley, Deputy Commandant Army Engineer School

Seminar Leader: Col Matthew Beverly, Army War College

Panel Participants:

Colonel Clete Goetz, Director Office of the Chief of Engineers (OCE)

Mr Andy Margules, ERDC-CRREL, Office of the Technical Director, LNO to NORAD & NORTHCOM

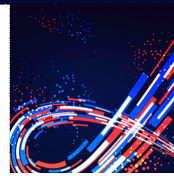
Mr Mark Thompson, Office of Research and Technology Applications, NAVFAC and Expeditionary Warfare Center

Lt Col Ryan Walinski, Prime BEEF Branch Chief, AF/A4CX

Mr Kyle McCarthy, DLA Troop Support, Class IV Executive Agent Program



Warfighter Seminar #4



Title: Integration of Innovative Technology into Military Engineering

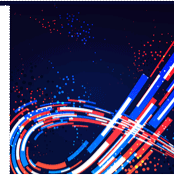
Description: Discuss and explore the expanding capabilities of Artificial Intelligence (AI), Virtual/Augmented Reality (V/AR), Additive Manufacturing (3DP), Nanotechnology and Advanced/Composite Materials. Explore how those capabilities can be leveraged to enhance military engineering and better meet the needs of the Nation and joint force in global competition and contingencies.

Learning Objectives:

- Identify advantages, limitations, and restrictions associated with adopting AI, V/AR, 3DP and other innovative/emergent technologies into military engineering
- Identify the options and means to leverage AI and V/AR in engineer training and education
- Identify options and the means to improve engineer planning and operations
- Identify options and the means to exploit AI in design, and additive manufacturing and emerging materials in construction

Warfighter Seminar #4

Findings & Recommendations



Finding #1: Military engineering lacks a coherent strategy for application of AI, A/VR, 3DP, resulting in Service engineers pursuing capabilities in stovepipes.

Recommendation: JOEB recommend areas of S&T/R&D and prototyping to coordinate across the Services. Designate Service leads for emergent technologies areas.

Finding #2: Systems and acquisition pathways for AI, A/VR, and 3DP currently exist. However, engineering proponents do not fully understand the available options and acquisition pathways (i.e. Other Transaction Authorities and organizations prototyping across Services).

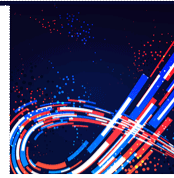
Recommendation: Educate/inform/train key engineer decision makers to better integrate and develop acquisition strategies.

Finding #3: Military engineering requirements/gaps for the use of these technologies are ill defined.

Recommendation: JOEB identify and communicate gaps as they apply across engineering Joint Capability Areas. Include the gaps in engagements with system developers and industry to address known and unknown gaps.

Warfighter Seminar #4

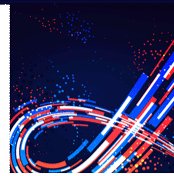
Findings & Recommendations



Finding #4: The application and full potential of AI, A/VR, and 3DP for military engineering is not clear and documented.

Recommendation: Include AI, A/VR, 3DP into Service/Joint exercise and experimentation events. Include a follow on AI, A/VR, 3DP Warfighter seminar in JETC 2023.

Senior Leader Guidance and Comments



Mr. Michael McAndrew

Deputy Assistant Secretary of Defense for Construction

Major General Jeffrey L. Milhorn, USA

Deputy Commanding General for Military and International Operations

Rear Admiral Dean VanderLey, USN

Commander, Naval Facilities Engineering Systems Command Pacific

Brigadier General William H. Kale III, USAF

Air Force Director of Civil Engineers

Mr. Angel A. Dizon, III

Managing Director for Program Development, Coordination and Support, Department of State's Bureau of Overseas Buildings Operations

Rear Adm. Mark Handley, P.E., F.SAME, USN (Ret.)

President, Society of American Military Engineers

Brigadier General Joseph Schrodell, F. SAME, USA (Ret.)

Executive Director, Society of American Military Engineers

Warfighter Seminar

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Q&A