



SAME Orange County Post Small Business Conference

NAVFAC Southwest

**Martin E Smith, P.E.
Deputy Operations Officer
NAVFAC Southwest**

*** Data contained herein is based on the best available information and is subject to change*

17 September 2020

Purpose of this Brief



- **DOD (Navy, Marine Corps, Air Force) major facility investments**
 - Focused on operational facilities (hangars, runways, piers) and new weapons platforms
 - RDT&E facility investment has increased
 - Utility investment remains steady
 - Quality of life capital improvements is reducing
- **DoN is business minded and looking for partners**
 - Leveraging real estate for capital investment and O&M funding
 - Encouraging energy production and financed energy resiliency
 - Using Public-Public Partnerships (e.g. IGSA, EUL, etc)
- **Changing methods and reducing administrative controls**
 - Raising a variety of approval thresholds
 - Pushing authority and capability to the field
 - Reducing environmental burden through partnerships and methods

Why is Our Navy Important?



Increasing Globalization

*Climate Change &
Sea Level Rise:
Opening Artic,
Displaced Persons*



*Great Power
Competition
Returns:
Russia & China*

*Increasing Sea
Floor Cables and
Communication
Traffic*

*Transnational
Criminals: Drugs,
Human Trafficking*

*Increasing Shipping
Traffic*

***America's success depends on our access and relationships
abroad. The U.S. Navy guarantees that access!***

Projecting Power for National Defense



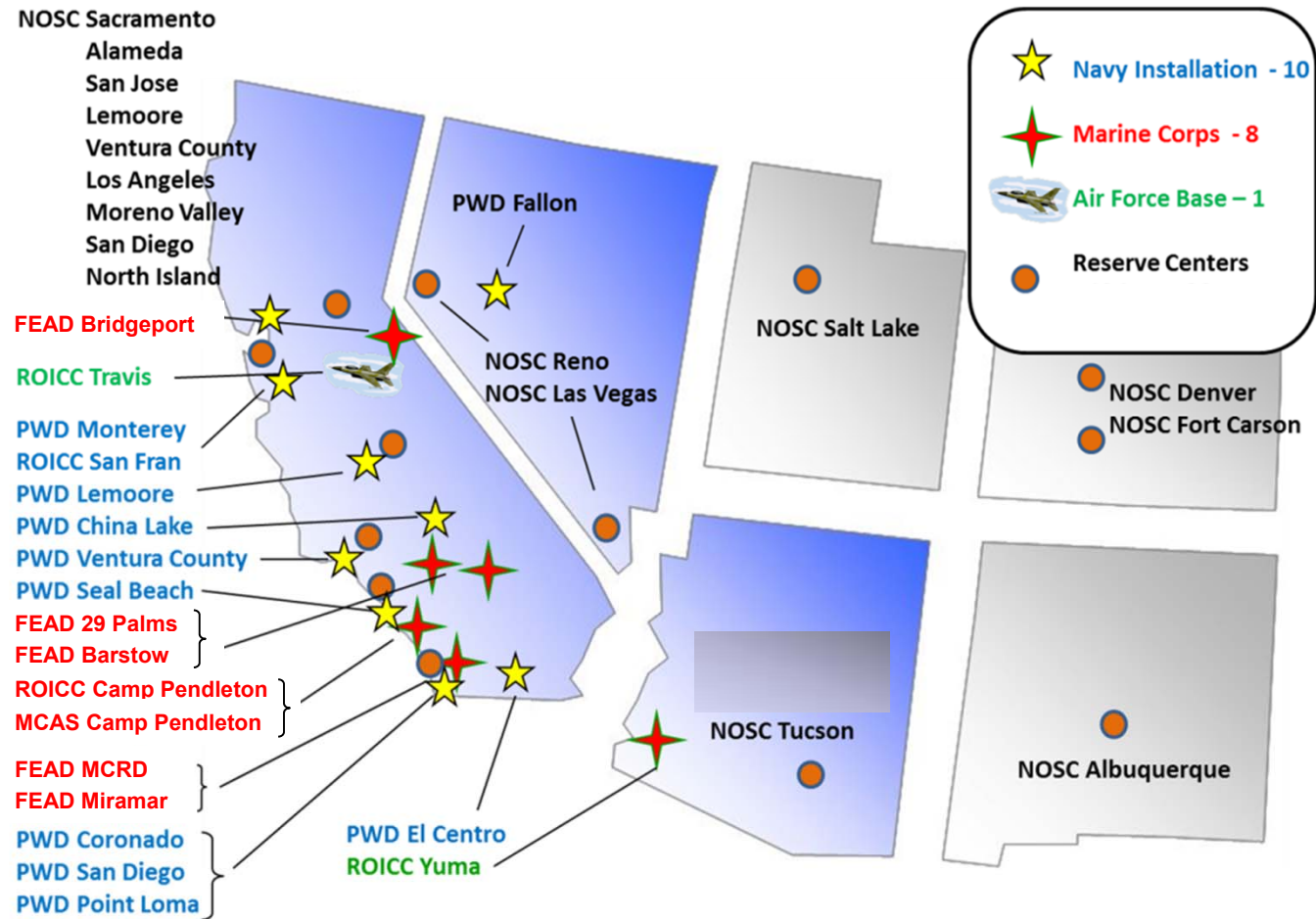
- IndoPacific Region
 - 40 nations
 - 60% of the world's population
 - More than half of the world's surface
 - 30% of the world's GDP
 - 70% of the world's oil transits through the Strait of Malacca
- Top 4 trading partners
 - Canada, China, Mexico, Japan
- 6 largest militaries
 - China, U.S., India, Russia, North Korea, South Korea

*Training Ranges
Maintenance Hangars
Simulators
Command and Control Centers*

*Indoor Shooting Ranges
Piers
Ammo Storage and Handling
Training Centers
Resilient Utility Systems*

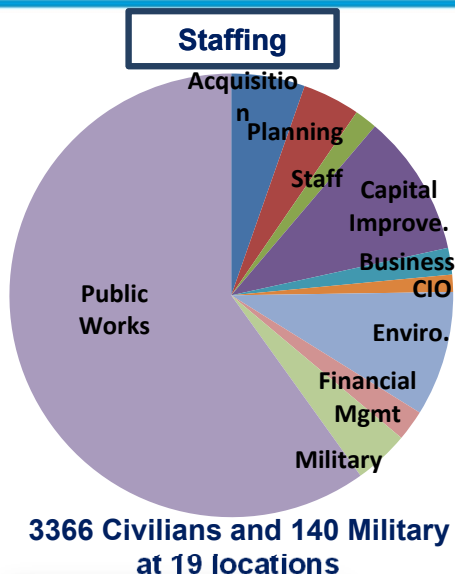
60% of the Fleet to the Pacific

Southwest Region Area of Responsibility



Coastal | Desert | Marine Corps
19 offices assigned to three Project Management Divisions (PMDs)

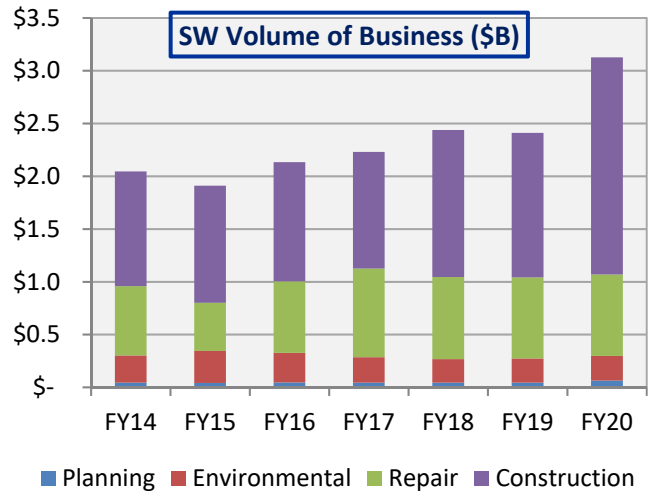
NAVFAC Southwest



MISSION
 NAVFAC is the Naval Shore and Expeditionary Systems Command that:

- Plans, builds, and maintains sustainable facilities.
- Delivers environmental, utilities and other base services.

WHAT WE DO
 The Southwest's naval shore construction and acquisition agent delivering \$2+ billion of annual business and facilities lifecycle sustainment. Integrated team of multi-disciplinary professionals with expertise in planning, real estate, design, construction, utility operation, energy solutions, facility services, transportation and weight handling.



Major Programs

- Littoral Combat Ship
- USMC Infrastructure Reset
- Old Town Center
- KC-46 Pegasus Tanker
- Joint Strike Fighter
- Naval Special Warfare - Coastal Campus
- China Lake Earthquake Recovery

Core Competencies

- Facilities Planning, Operations & Sustainment
- Environmental Compliance & Restoration
- Shore Anti-Terrorism Force Protection
- Utilities and Energy Management
- Specialized Technical Services
- Design, Repair & Construction
- Real Estate

Supported Commands

- Navy Installations Command
- Navy Fleet and System Commanders
- MCI-West, TECOM & USMC Units
- Air Force
- Federal Agencies and non-DOD tenants

*** Data contained herein is based on the best available information and is subject to change*

Major Programs: Current OPS



LITTORAL COMBAT SHIP



Naval Base San Diego LCS
2013-2020
5 MILCONs
\$205M

USMC INFRASTRUCTURE RESET



USMC IR
2017-2028
\$240M/yr annual savings
\$180M in Demo

NAVAL SPECIAL WARFARE




Coastal Campus
2015 - 2024
29 MILCONs
\$1B

KC-46



KC-46A Program at Travis AFB
2018-2021
10 MILCONs
\$165M

JOINT STRIKE FIGHTER



West Coast JSF
2018-2027
23 MILCONs
\$1.3B

MARITIME SURVEILLANCE



Naval Base Ventura County
2019-2024
5 MILCONs
\$332M

Enabling a rebalance. Programmatic approach. Dynamic requirements.

Rapid exchange of lessons learned. Acquisition strategies driven by IOC timelines.

New Platforms: Future OPS



Piers, Power, C2 and Training

Naval Base San Diego
2019-2024
5 MILCONs
\$343M

MQ-25 Stingray, UMCS

Naval Base Ventura County
2019-2024
5 MILCONs
\$332M

Gateway to PACFLT

Ammunition Wharf and Turning Basin, Magazines

Naval Weapons Station, Seal Beach
2017-2021
6 MILCONs
\$297M

V-22 Osprey Bed Down

Naval Base Coronado
2019-2020
2 MILCONs
\$171M

At or pushing capacity. BOS impacts. Utility system limitations.

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FY20 & 21 Workload Distribution



Navy Installations

Project Size	NB San Diego	NB Coronado	NB Point Loma	NWS Seal Beach	NB Ventura County	NAWS China Lake	NAS Lemoore	NAS Fallon	NSA Monterey	NAF El Centro
< \$25M	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
\$25-\$100M	✓	✓		✓		✓	✓	✓		
\$100-\$200M	✓					✓	✓	✓		
>\$200M						✓				

Marine Corps / Air Force Installations

Project Size	MCB Camp Pendleton	MCAS Camp Pendleton	MCAS Yuma	MCAS Miramar	MCAGCC 29 Palms	MCRD San Diego	MCLB Barstow	MCMWTC Bridgeport	Travis AFB
< \$25M	✓	✓	✓	✓	✓	✓	✓	✓	✓
\$25-\$100M	✓		✓	✓	✓				✓
\$100-\$200M	✓								
>\$200M									

*** Data contained herein is based on the best available information and is subject to change.*

FY20 & FY21 Workload >\$4.3B



NAVFAC SW Planned A/E IDIQ Contracts



Title	Type	Capacity	RFP	Est. Award Date
Architect (Multi-Disc)	SB	\$99M	Pending	Q3 FY21
Architect (Multi-Disc)	8(a)	\$20M	Pending	Q3 FY21
Facilities Planning	SB	\$15M	Pending	Q3 FY21
Architect (Multi-Disc)	UR	\$200M	Pending	Q4 FY21
Encroachment	UR	\$30M	Pending	Q1 FY22

*** Data contained herein is based on the best available information and is subject to change*



NAVFAC SW Planned

Multiple Award Construction Contracts



Title	Type	Capacity	RFP	Est. Award Date
Small Business	SB	\$495M	Received	Q1 FY21
C&I	UR	\$2.5B	Phase II	Q1 FY21
Waterfront	UR	\$750M	Phase II	Q2 FY21
Hubzone	SB	\$450M	Phase II	Q2 FY21
Paving	SB	\$99M	Pending	Q3 FY21
Medical	UR	\$249M	Phase I	Q3 FY21
Heavy Horizontal	UR	\$495M	Pending	Q1 FY22
Secure Spaces	TBD	TBD	Pending	Q2 FY22

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Focused Contracts for Installations



- Planned for award in FY20/FY21
- 4 Geographical Mini-MACCs (SB Set Aside)
- 29 Job Order Contracts (JOC) and Indefinite Delivery/Indefinite Quantity (IDIQ) awarded
 - HUBZONE
 - WOSB
 - SDVOSB
 - 8(a)
- 9 Job Order Contracts (JOC) and Indefinite Delivery/Indefinite Quantity (IDIQ) awards pending
 - 2 in Sep 20
 - 7 in Q1 FY21
 - All set aside for same SB categories

Installation	Installation	Installation	Installation	Contract Type	NAICS	Value
All	All	All	All	MINI-MACC (4 total [NorCal/NV, Metro SD, SoCal/AZ, Central CA])	236220	\$99,000,000
		CPEN	Seal Beach	Road Paving pre-priced IDIQ	237310	\$35,000,000
San Diego	Miramar	Coronado	Pt Loma	Roofing Pre-priced IDIQ	238160	\$42,000,000
			Ventura	Road Paving pre-priced IDIQ	237310	\$25,000,000
San Diego	Miramar	Coronado	Pt Loma	Painting Pre-priced IDIQ	238320	\$14,000,000
		CPEN	Seal Beach	Electrical JOC	238210	\$20,000,000
		CPEN	Seal Beach	Fencing Pre-priced IDIQ	238990	\$25,000,000
		CPEN	Seal Beach	Mechanical/Plumbing JOC	238220	\$20,000,000
			Travis	Specialty JOC	238990	\$15,000,000
San Diego	Miramar	Coronado	Pt Loma	Road Paving pre-priced IDIQ	237310	\$30,000,000
San Diego	Miramar	Coronado	Pt Loma	Civil JOC	237990	\$20,000,000
	Bridgeport	29 Palms	Barstow	Roofing Pre-priced IDIQ	238160	\$16,000,000
San Diego	Miramar	Coronado	Pt Loma	Electrical JOC	238210	\$24,000,000
	Monterey	China Lake	Lemoore	Roofing Pre-priced IDIQ	238160	\$25,000,000
		CPEN	Seal Beach	Flooring Pre-priced IDIQ	238330	\$10,000,000
	Bridgeport	29 Palms	Barstow	Paving pre-priced IDIQ	237310	\$35,000,000
	China Lake	29 Palms	Barstow	Electrical JOC	238210	\$9,000,000
San Diego	Miramar	Coronado	Pt Loma	Fencing Pre-priced IDIQ	238990	\$10,000,000

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Design Strategy



FY	Design-Build (%)	Design-Bid-Build (%)
FY18	59	41
FY19	45	55
FY20	68	32
FY21	65	35

MILCON only
DB Preferred for most
smaller projects

- **Acquisition strategy is based on several factors**
 - **DBB**
 - Mission Need Date. Can start construction as soon as authorized/appropriated
 - New technology....unknown design requirements (e.g. JSF)
 - Complexity of project and/or special permitting
 - **DB**
 - UFC available (common building types, e.g. barracks)
 - Core competencies
 - **Best vehicle**
 - Multiple Award Construction Contract
 - Stand Alone procurement
 - Small Business (competitive or sole source)
 - **Best Source Selection**
 - Best value/trade-offs
 - Low Price

Initiatives



- **Public Works Optimization: Shift in execution of projects <\$5M to the installations (<\$10M if size of office supports)**
 - Increase technical staff at those offices
 - Increase scope (quantity and competitiveness) of contracts available at field offices with assistance from regional team on acquisitions
 - MILCON work will not be shifted
- **Early Contractor Involvement**
 - Bring KTR in at design start
 - Pilot project will be P-025, MQ-25 Hangar at NBVC, starting in FY21
 - Second project will be P-315, Recruit Mess Hall, MCRD San Diego, starting in FY22
- **Stand-up of OICC China Lake**
 - Responsible for \$2.4B Earthquake Recovery MILCONs
 - \$340M in FY20 O&M funding
 - Post-award focused – CMs, ETs, CSs, PCAS Engineers

Construction Contract Modifications



- **NAVFAC SW Improvements**

- **Lean modification process for \leq \$250K**

- Scope developed jointly in field
 - No IGE – mark-up contractors proposal
 - CMs to negotiate as Contracting Officer's Authorized Representative (COAR) & KO signs as approving official (with funding in hand)

- **Modification Processing Time – establishing controls to**

- Monitor modification lifecycle & outline expectations
 - Mandate use of decision tree if no resolution and use of partnering

- **More designers on-site: Navy and A/E (PCAS)**

- **Proposed Contractor Improvements**

- **Time Impact Analysis (TIA) *MUST* be submitted in a timely manner**

- Lack of timely and complete TIA submissions has caused contract modifications to be negotiated without time.
 - In budget constrained projects, this can cause a contract to be put on hold to allow for reprogramming or necessitate scope reductions late in contract duration.

- **If requesting other than NAVFAC standard construction overheads, submit proposed overheads and substantiation for evaluation and negotiation **BEFORE** first change**

Partnering



- **Best dispute resolution is dispute prevention**
 - Cooperative relationships
 - Identify common goals & interests
 - Lines of communication – dispute resolution ladder
 - Cooperative problem solving
 - Clear expectations
- **Increasing focus on formal partnering**
 - Level of partnering had decreased
 - Growing number of projects have significant delays & cost impacts
- **Greater A/E involvement**
 - Critical with DBB
 - Resetting relationship when government owns the risk

Partnering: Dispute prevention to Increase Readiness

Future Workload



Search
“NAVFAC
Southwest”

Future Workload
Report
at
NAVFAC
Southwest
Homepage
USEFUL LINKS

The screenshot shows the NAVFAC Southwest website. At the top, there is a search bar with the text "Enter Query" and a magnifying glass icon. Below the search bar, there are navigation links: "Employees", "Projects", "SC Access", and "View Map". The main navigation menu includes "ABOUT US", "CONTACT US", "NEWS", and "CAREERS". The central banner features the headline "NAVFAC Southwest Is Hiring!" with a sub-link "Go to www.navy.mil/swcareers". To the right of the banner is a photograph of a welder and a woman in a hard hat. Below the banner, there is a "Now Hiring:" section with a list of job categories: Electricians, High Voltage Electricians, HVAC Technicians, AC Equipment Mechanics, Carpenters, Plumbers, Pipefitters, Multiple Trades (2+) Specialists, Heavy Mobile Equipment Mechanic, and Engineering Equipment Operator. Below this, there is a "USEFUL LINKS" section with a list of links: "Employee Self-Certification NAVFAC RTW Guidance Form", "NAWS China Lake Earthquake Recovery Industry Forum - 25 FEBRUARY 2020 in Ridgecrest, CA", "Capital Improvements Design eLearning", "MANDATORY TRAINING for NAVFAC SW employees", "Contractor Visit Protocol", "Future Workload Projection for Q4FY20", "How to Obtain an Architect-Engineer Contract with NAVFAC Southwest", "New Hire" Information, and "The San Diego Metro Work Induction". A red box highlights the "Future Workload Projection for Q4FY20" link in both the "Now Hiring:" section and the "USEFUL LINKS" section. Below the "USEFUL LINKS" section, there is a paragraph of text about radiological/chemical cleanup at Treasure Island (NSTI).

https://www.navy.mil/navfac_worldwide/pacific/fecs/southwest.html

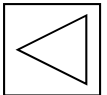
Full transparency on projects & acquisition tools

Requesting Visit to NAVFAC SW



- **NAVFAC SW has specific protocol and a process for contractors to follow when submitting visit requests.**
- **Protocol was developed to:**
 - 1) Provide industry representatives with a fair and equal opportunity to contact the command**
 - 2) Ensure minimal disruption to the Navy mission.**
- **The Contractor Visit Protocol can be found in the NAVFAC SW Public Web Site at the following link:**
https://www.navfac.navy.mil/navfac_worldwide/pacific/fecs/southwest.html
- **To request a contractor call/visit, personal visit, or social call, send an e-mail to the command's Contractor Visit Coordinator at:**
NAVFAC_SW_Contractor_Visit_Coordinator@navy.mil

Questions?





The Navy's Environmental Program in the Southwest; Challenges for FY21+

***Society of American Military Engineers
Orange County Post***

17 September 2020

**Derral Van Winkle, PG
Environmental Remediation PLL
NAVFAC Southwest**



NAVFAC SW Leadership and Management



- Commanding Officer -- CAPT OESTEREICHER
 - Executive Officer – CAPT Scott Cloyd
 - Business Director – Kathy Stewart
 - Operations Officer – CDR Joel Strauss
- Environmental BLL / N45 Shore EV Program Manager – Brian Gordon
 - EV1 Env. Compliance PLL -- Kathie Beverly
 - EV2 Env. Planning and Conservation PLL -- Rebecca Loomis (acting)
 - EV3 Env. Restoration PLL -- Derral Van Winkle
 - EV4 Env. Resources and Assessment PLL -- Delphine Lee



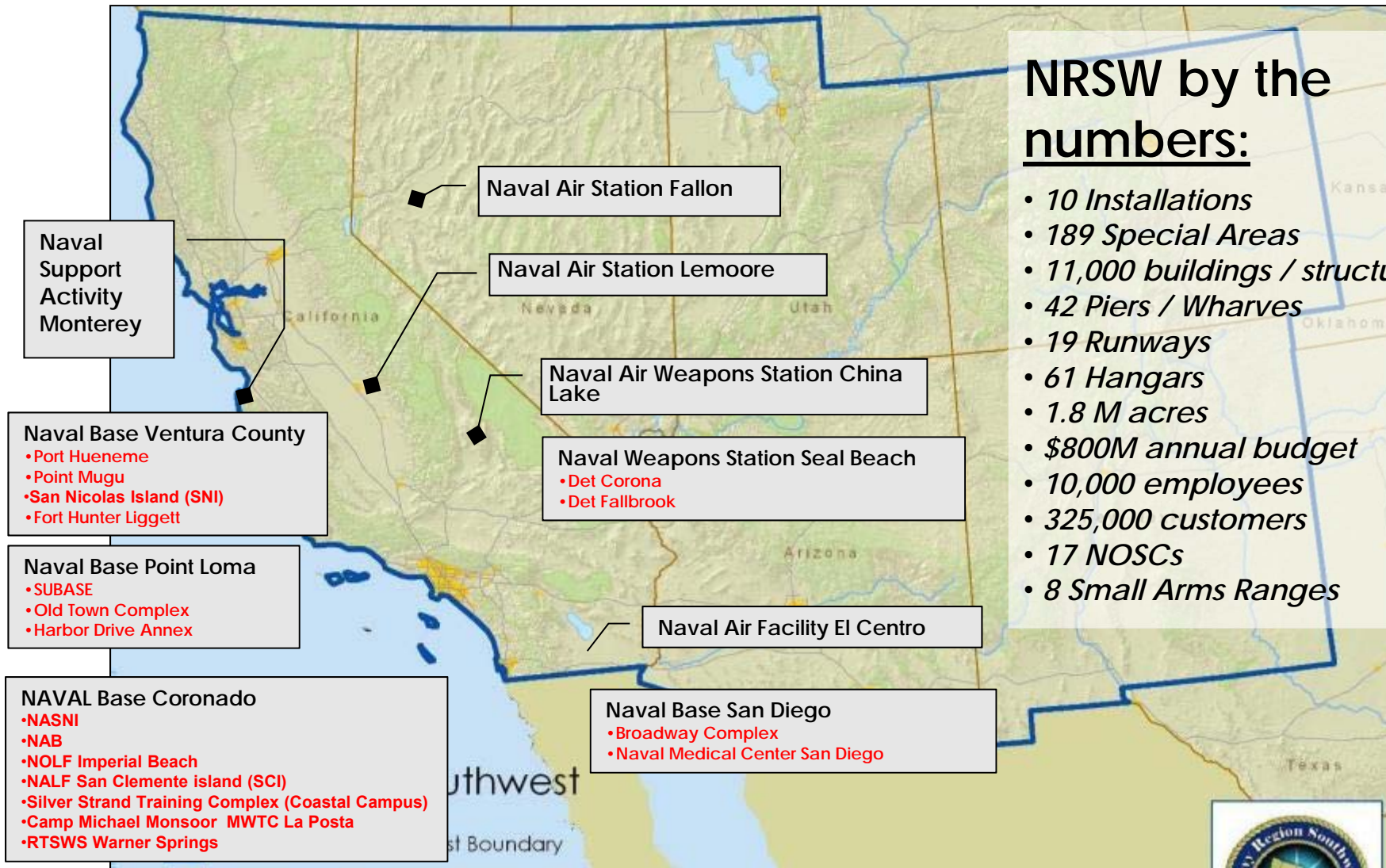
Notes:

BLL – Business Line Leader
PLL – Product Line Leader





Navy Region Southwest



NRSW by the numbers:

- 10 Installations
- 189 Special Areas
- 11,000 buildings / structures
- 42 Piers / Wharves
- 19 Runways
- 61 Hangars
- 1.8 M acres
- \$800M annual budget
- 10,000 employees
- 325,000 customers
- 17 NOSCs
- 8 Small Arms Ranges



MCIWEST Region Overview





Environmental Areas of Responsibility



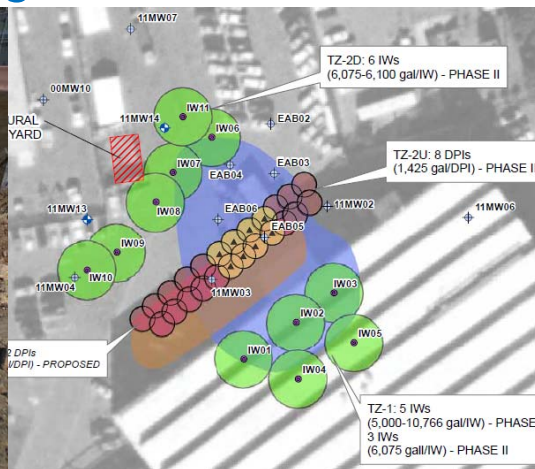
Environmental Quality Programs

- Environmental Compliance & Services
- Environmental Planning
- Environmental Assessments & Special Programs
- Natural and Cultural Resources including Marine Biology



Environmental Restoration Program

- Chemical, radiological, and munitions cleanup





EV1 - Environmental Compliance and Services



• Compliance

- Clean Air Act
- Clean Water Act - NPDES
- Safe Drinking Water Act

• Oil and Hazardous Substance Management

- Chemical and oil spill response and cleanup
- Hazardous and Industrial waste handling, transportation, storage and disposal
- Lead paint, PCB and asbestos abatement
- Oily waste pickup and recycling/disposal

• Environmental Management Systems

• Laboratory Services

• Non-hazardous waste (FKA sustainable solid waste)

• Technology Support

- NESDI
- ESTCP
- SERDP



EV2 – Environmental Planning and Conservation



- Planning-NEPA determination and documentation

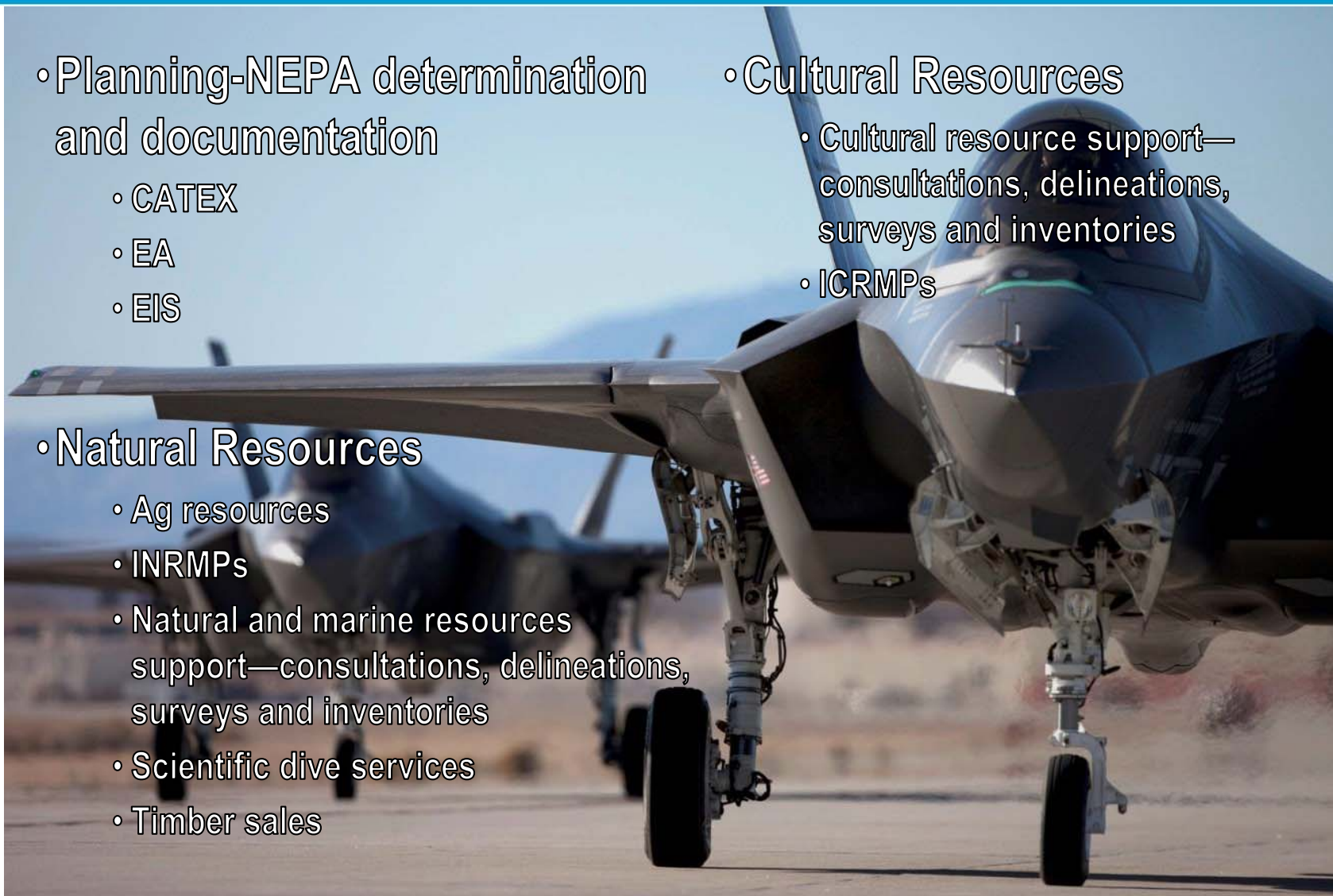
- CATEX
- EA
- EIS

- Cultural Resources

- Cultural resource support—consultations, delineations, surveys and inventories
- ICRMPs

- Natural Resources

- Ag resources
- INRMPs
- Natural and marine resources support—consultations, delineations, surveys and inventories
- Scientific dive services
- Timber sales





EV3 – Environmental Restoration



• Regulatory Compliance

- CERCLA
- RCRA Corrective Action
- Applicable state regulations

• ER, N/BRAC

• Program/Project Management

- IRP and MRP
- Policy and guidance development
- Execution
- Community relations and regulatory support
- Site investigation and cleanup

• Program/Project Management, cont.

- LUC development, management and tracking
- Clean-up technologies
- Environmental support for real estate
- Review of construction/maintenance projects
- Long term monitoring/management
- OCONUS investigation/cleanup
- Technical support—risk assessment, geology, chemistry, etc.

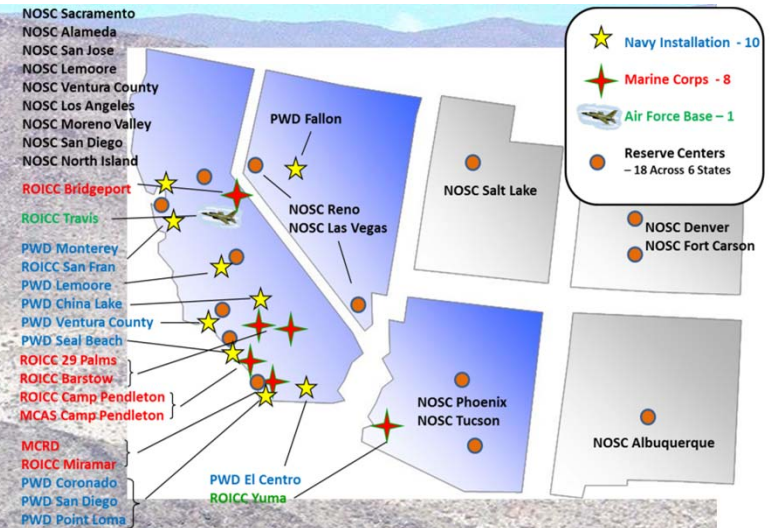




EV4 – Environmental Resources and Assessment



- Budget development
- Resource management
- Community management
- EMS management and consultation
- Metrics development and assessment
- Operational Range Sustainment
- Resource Allocation Plan support
- Environmental Quality and Environmental Restoration program analyses



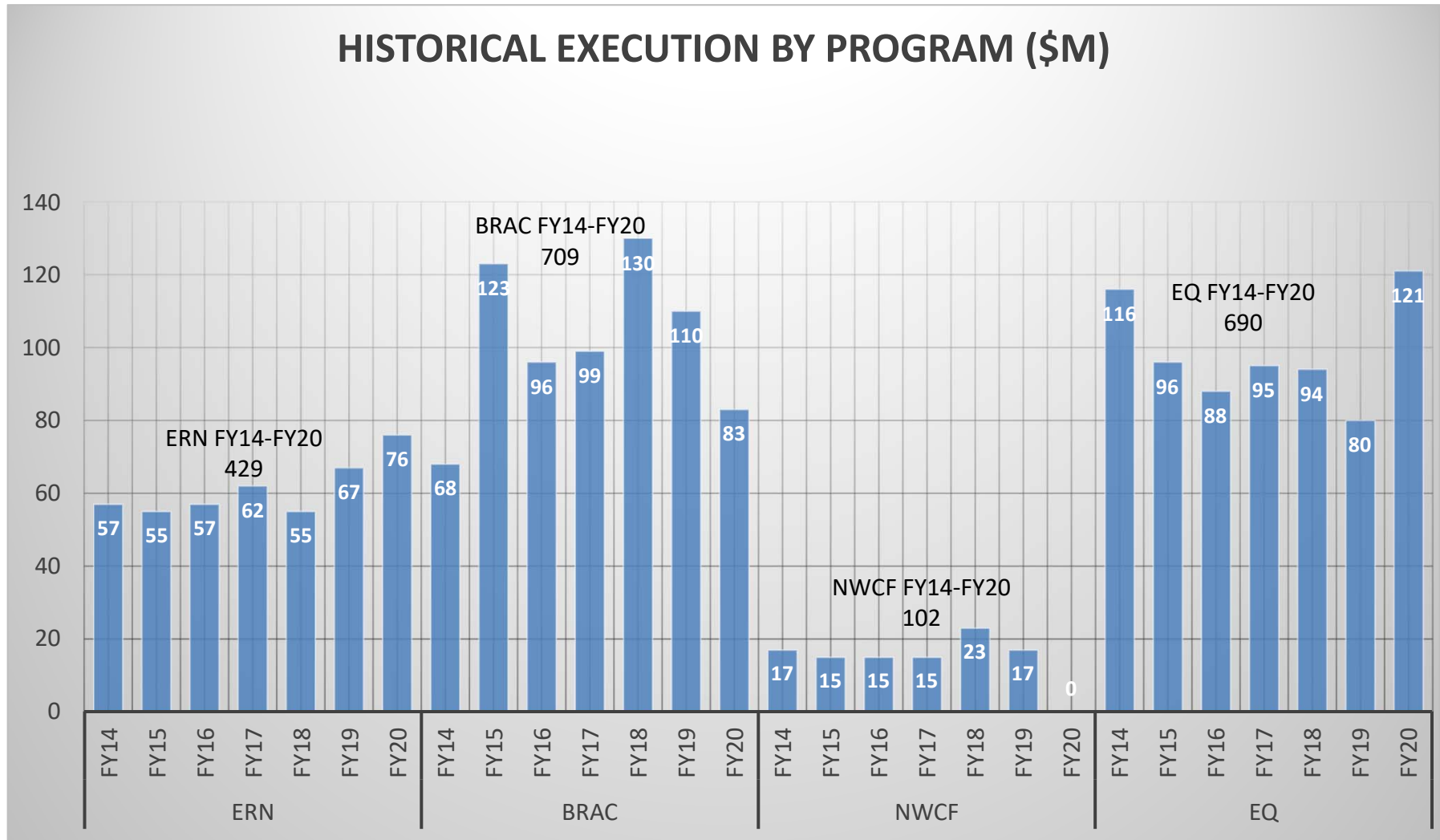
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Environmental Program Execution

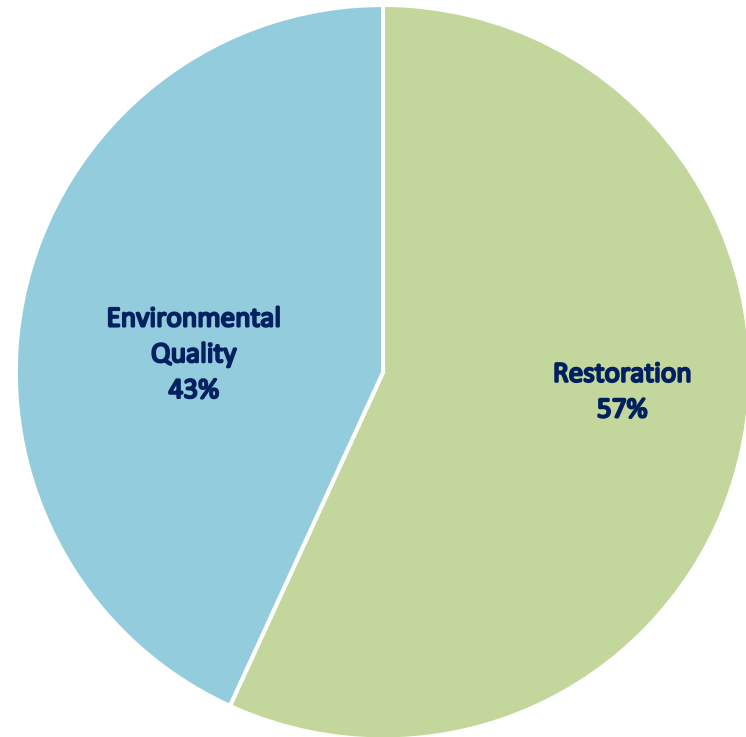
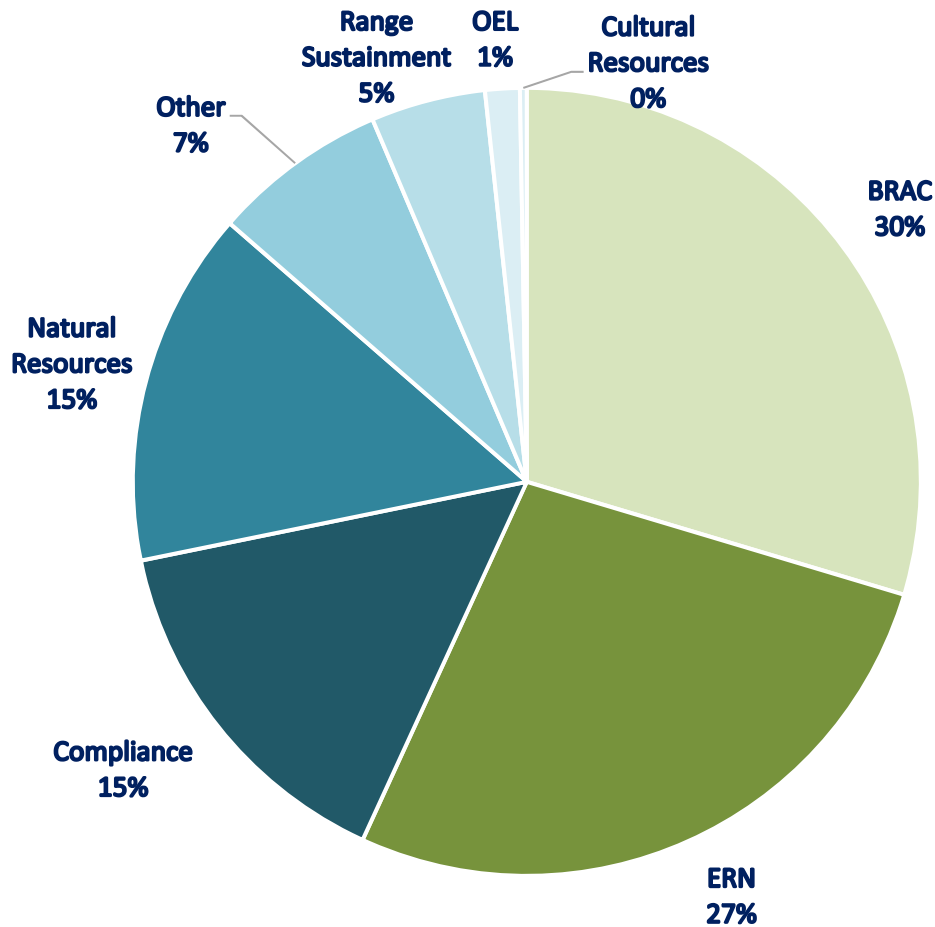


HISTORICAL EXECUTION BY PROGRAM (\$M)



Data is based on the best available information and is subject to change. FY14-FY19 represent actuals; FY20 represents plan.

FY20 NAVFAC SW Environmental Business Line Execution

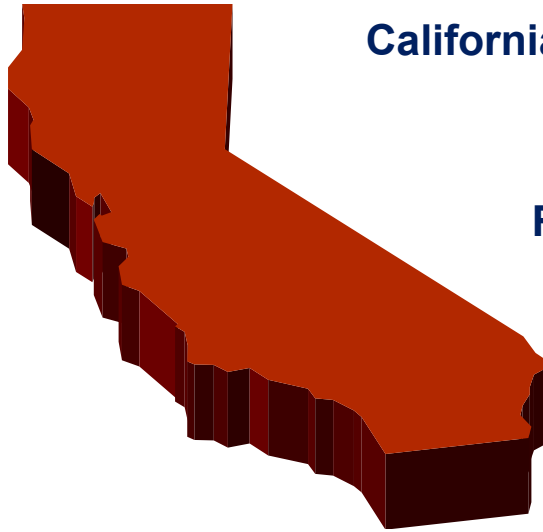




Regulatory Compliance Context



Majority of SW Navy and Marine Corps installations are in California



California has aggressive, multi-level air, water, and other media regulatory agencies

Regulations, rules, and permits are more stringent than Federal requirements.

High number of environmental bills, rules, and permits proposed each year

Level of regulatory oversight is evidenced by the high number of inspection days, environmental permits, and reporting requirements

CA regulatory context leads to high environmental restoration, compliance, and conservation costs

Environmental Focus Areas/Challenges



1. Naval Air Weapons Station China Lake Earth Quake Recovery/Fire Impacts to natural and cultural resources
2. Socializing new NEPA requirements
3. Increased scrutiny by regulatory agencies – more enforcement
4. Updating Installation Memorandum of Agreements with State Historic Preservation Office
5. Increase Community Outreach Focus (e.g., AB-617, community air protection)
6. AFFF Replacement and PFAS investigations
7. Air permits with broader coverage and additional documentation requirements
8. Initiating CERCLA response at radiological sites at active installation
9. Financial System Changes





DON PFAS Comprehensive Strategy



Addresses issues in the following areas:

- Drinking water on DON active installations
- Assessing completed pathways for drinking water off active installation
- DON cleanup program
 - DON active and BRAC installations with history of use
 - Groundwater evaluation by conducting installation wide Preliminary Assessment/Site Inspection and continue CERCLA process
- AFFF Replacement
- RISK COMMUNICATION throughout the process is critical

DON Communication Website:

<http://www.secnav.navy.mil/eie/pages/pfc-pfas.aspx>

Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), 1980; Superfund Amendments and Reauthorization Act (SARA), 1986; National Contingency Plan (NCP) as amended 1990



Environmental Contracts



PROGRAM	QTY OF CURRENT CONTRACTS	AVAILABLE CAPACITY (\$M)	PLANNED FY21 PROCUREMENTS CAPACITY (\$M)	QTY OF FY21 PROCUREMENTS
RESTORATION	3	\$333	\$835	3
COMPLIANCE	1	\$9	\$100	1
SERVICES	2	\$32	\$0	0
CR	2	\$24	\$0	0
NR	4	\$42	\$59	2
NEPA	2	\$10	\$0	0
RANGE	1	\$59	\$100	1

Note: MACs are counted as one contract in above table



Data is based on the best available information and is subject to change.



Planned NAVFAC SW Environmental Contracts



TITLE	SCOPE	MAC/S	PRICING	SIZE	DURATION	CAPACITY (\$M)	RFP	PLN AWD
8(a) EMAC	RESTORATION	MAC	FIXED	SB	5	95	Q2 FY18	Q2 FY21
MARAC (RAC VII)	RESTORATION	MAC	COST	SB	5	240	Q3 FY19	Q2 FY21
RADMAC III	RESTORATION	MAC	FIXED	UR	5	500	Q3 FY20	Q2 FY21
STORMWATER	STORMWATER	SINGLE	FIXED	SB	5	100	Q4 FY20	Q1 FY21
TAP III	RANGE SUSTAINMENT	SINGLE	FIXED	UR	7	100	Q4 FY20	Q2 FY21
MARINE HABITAT	NATURAL RESOURCES	MAC	FIXED	TBD	5	10	Q3 FY20	Q1 FY21
HABITAT ENHANCEMENT	NATURAL RESOURCES	MAC	PRE-PRICED	SB	5	49	Q1 FY21	Q3 FY21
ADMIN RECORD	ALL PROGRAMS	SINGLE	FIXED	SB	3	4	Q4 FY20	Q1 FY21

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Environmental Industry Day Forums



Environmental Business Line has been holding Industry Days for larger procurements

- Provides opportunity to have an open dialog with industry experts prior to issuance of Request for Proposals (RFP)
- Provides opportunity for Government to receive industry input concerning the project
- Allows discussion of challenges “before-the-fact” by gathering and discussing past experiences and success stories
- Streamlines procurement process by addressing concerns upfront rather than through Requests for Information (RFIs) during proposal phase

Process for Requesting Visit to NAVFAC SW



- **NAVFAC SW has specific protocol and a process for contractors to follow when submitting visit requests.**
 - **Protocol was developed to**
 - 1) Provide industry representatives with a fair and equal opportunity to contact the command
 - 2) Ensure minimal disruption to the Navy mission.
- **The Contractor Visit Protocol can be found in the NAVFAC SW Public Web Site at the following link:**

https://www.navfac.navy.mil/navfac_worldwide/atlantic/fecs/southwest/contact_us/KTR_Visit_POC.html

Process for Requesting Visit to NAVFAC SW



- **To request a contractor call/visit, personal visit, or social call, send an e-mail to the command's Contractor Visit Coordinator at [NAVFAC SW Contractor Visit Coordinator@navy.mil](mailto:NAVFAC_SW_Contractor_Visit_Coordinator@navy.mil) with the following information:**
 - **The individuals you would like to meet with at NAVFAC Southwest.**
 - **Specific dates and times you are available.**
 - **Identify whether you need base access (N/A for 1220 Pacific Hwy Complex)**
 - **list of specific topics you wish to discuss.**
- **After this information is received, we will then contact the contractor to coordinate details of the visit. Please allow at least one week to coordinate visits.**
- **Considerations in scheduling a meeting will be:**
 - **If the contractor is involved in an ongoing procurement/solicitation (or any stage of an active acquisition).**
 - **Discussion of specific procurements or project information, whether pending or anticipated.**
 - **Discussion of potential acquisition vehicles, source selection methodologies, etc.**
 - **If the contractor is involved in a dispute with NAVFAC or another entity of the US.**
 - **If the contractor requests a visit more than once in a six month period.**



More Information



- **Projected NAVFAC Environmental Contract Opportunities**
www.navfac.navy.mil
- **Small Business Program Office**
<https://smallbusiness.navfac.navy.mil>
- **Federal Business Opportunities**
www.fedbizops.gov
- **Navy Electronic Commerce Online (NECO)**
<https://www.neco.mil>

Any Questions?

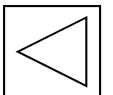


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(Large Business)





Thank You Sponsors! (Small Business)





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Society of
SAME
American Military Engineers

**SECURING
AMERICA'S
FUTURE,**

Together

The 2025 SAME Strategic Plan positions the Society to increase our impact as we start our second century.

The banner features a dark blue background with a pattern of white stars and a red, white, and blue ribbon on the left side. The text is primarily white and blue, with the word "SAME" in large, bold, white letters. The tagline "SECURING AMERICA'S FUTURE, Together" is positioned on the right side, with "Together" in a cursive font. A line of ten red stars separates the tagline from the word "Together".

For more information, please visit: www.same.org

