



## SAME Capital Week 2026: Delivering at the Speed of Mission

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Each year, leaders from across government and industry come together at Society of American Military Engineers (SAME) Capital Week with a shared purpose, aligning on the future of federal infrastructure and how we deliver it.

This year's discussions made one thing unmistakably clear:

The pace, scale, and expectations of federal infrastructure delivery are changing, and changing fast.

The message this year was less about individual programs and more about a fundamental shift in how the mission will be executed moving forward.

### **AN INFLECTION POINT FOR THE FEDERAL AEC COMMUNITY**

Across every session, from executive leadership panels to the Army, Navy, and Air Force Mega Sessions, leaders described a common reality: demand is accelerating while traditional delivery models are being pushed to their limits.

Programs are growing in size and complexity. Infrastructure is being asked to simultaneously support next-generation capabilities, global posture changes, and quality-of-life improvements for service members.

At the same time, agencies are navigating workforce constraints, evolving acquisition frameworks, and increasing pressure to deliver results faster than ever before.

This convergence is creating an inflection point, not just for government, but for the entire AEC community.

### **SPEED AS A STRATEGIC IMPERATIVE**

One of the strongest themes throughout Capital Week was the shift from efficiency to urgency.

Delivering infrastructure faster is no longer a goal to optimize toward; it is now a requirement tied directly to readiness. Whether supporting mission-critical weapons systems or modernizing installation infrastructure, timelines that once spanned years are now being compressed to meet operational needs.

This shift is driving changes in how agencies think about risk, how decisions are made, and how programs are structured. It is also reinforcing the need for industry partners who can navigate complexity while maintaining momentum.

At its core, the conversation is no longer about whether we can go faster but how we are going to do it.

### **A NEW MODEL: INTEGRATED GOVERNMENT–INDUSTRY DELIVERY**

Another consistent message was the evolving role of industry.

Government leaders were clear: the scale of upcoming work cannot be delivered through traditional, government-centric models alone. Industry is not simply supporting execution. It is becoming a central component of how execution is carried out.

This means earlier engagement, deeper collaboration, and greater alignment from planning through delivery.

It also reinforces a reality that aligns directly with the approach we take at MBP: the most successful outcomes are achieved when project teams operate as integrated partners, focused on delivering value, not just meeting requirements.

### **ACQUISITION REFORM: CREATING OPPORTUNITY AND EXPECTATION**

Capital Week also highlighted a rapidly evolving acquisition environment.

New authorities, alternative delivery methods, and ongoing reforms are opening the door for more flexible and collaborative approaches. At the same time, they are raising expectations for how quickly and effectively projects can move from concept to completion.

For industry, this is both an opportunity and a responsibility.

Organizations that understand these changes and can help clients translate policy into execution will be best positioned to deliver meaningful impact.

### **INNOVATION IS READY. EXECUTION MUST CATCH UP.**

The Emerging Technologies discussions reinforced an important insight: innovation is no longer the limiting factor.

Technologies such as additive construction, advanced materials, and digital delivery tools are already demonstrating the ability to reduce costs and dramatically accelerate schedules. The challenge lies in transitioning these capabilities from pilot efforts into scalable, repeatable solutions.

Bridging that gap will require alignment across funding, policy, and leadership as well as a willingness to embrace new approaches at scale.

For organizations focused on delivering better outcomes, this represents a significant opportunity to lead.

### **WORKFORCE CONSTRAINTS DRIVING CHANGE**

Perhaps the most consistent theme across all service discussions was the growing gap between workload and workforce capacity.

Even as funding increases and programs expand, agencies are facing real constraints in their ability to execute. Hiring challenges, attrition, and limited internal capacity are shaping decisions across the board.

This reality is accelerating the shift toward alternative delivery methods and increased reliance on industry partners.

It is also reinforcing the importance of organizations that can step in, integrate quickly, and help move programs forward with confidence.

## **LOOKING AHEAD**

The opportunity ahead for the federal AEC community is significant. So is the responsibility.

Delivering infrastructure that supports national security is not just about completing projects, it is about enabling readiness, strengthening resilience, and ensuring that our nation is prepared for what comes next.

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