



# Society of American Military Engineers

*Dedicated to National Security – Since 1920*

October 20, 2021

Lucian Niemeyer  
Chief Executive Officer  
Building Cyber Security  
PO Box 365  
Gainesville, VA 20156-0365

Brian May  
Air Force National Market Lead  
Michael Baker International  
120 S 6th St, Ste 1710  
Minneapolis, MN 55402-1819

Reference: Letter of Appointment, SAME IGE Project: *Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure*

Lucian, Brian:

The Society of American Military Engineers (SAME) thanks you for your submission of your SAME Industry Government Engagement (IGE) project: *Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure* and your willingness to serve as Project Managers.

The intended outcome(s) for this project are:

- Increase understanding and mitigate cybersecurity risks to physical infrastructure and facilities owned and/or operated by federal agencies
- Identify ways that SAME can support federal agency partners in mitigating those risks.

Your work on this project will be in conjunction with the Resilience Community of Interest. As such, work closely with the COI Chair, Albert Romano for any assistance or resources you may need.

Heather Wishart-Smith has volunteered to serve as the Executive Committee (XC) Project Champion for this project. The XC Project Champion is the *keeper of the XC's intent* and ensures XC's intent is clearly communicated and met. Additionally, the XC Champion removes obstacles or provides resources and holds Project Manager accountable for progress and ultimately impact. You are encouraged to coordinate with Heather as soon as practical.

PRESIDENT  
**REAR ADM. MARK A. HANDLEY, P.E., F.SAME, USN (Ret.)**  
AECOM

PRESIDENT-ELECT  
**CYNTHIA LINCICOME, F.SAME**  
TLI CONSTRUCTION INC.

PAST PRESIDENT  
**HEATHER L. WISHART-SMITH, P.E., PMP, LEED AP, F.SAME, F.ASCE**  
JACOBS

VICE PRESIDENT  
**RICHARD A. "RAD" DELANEY, AIA, LEED AP, F.SAME**  
PRIME AE GROUP INC.

VICE PRESIDENT  
**SHARON L. KROCK, PWS, F.SAME**  
SCHNABEL ENGINEERING INC.

VICE PRESIDENT  
**COL. CHARLES D. PERHAM, F.SAME, USAF (Ret.)**  
MATRIX DESIGN GROUP

EXECUTIVE DIRECTOR  
**BRIG. GEN. JOSEPH SCHROEDEL, P.E., F.SAME, USA (Ret.)**

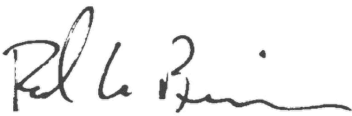
Prior to commencement of this project, please provide the IGE Program Manager (PgM), Rob Biedermann, with a scope document addressing the following:

- Project management plan to include:
  - Further defined project scope of work
  - Major tasks and milestones
  - Overview project timeline noting milestones and schedule completion dates
- Impact or intended outcome(s) (if different or expanded from the above noted)
- Current or requested parties and/or individuals required (industry, government, academic, SAME COI, etc.)
- Funding or other resource needs (if any)

The undersigned will inform you when the review of the scope document is complete.

Thank you for accepting this appointment. SAME appreciates your efforts to impact this issue and looks forward to your results. Contact the undersigned with any questions or resource requests.

Sincerely,



Rob Biedermann  
Industry-Government Engagement Program Manager

CC:

Heather Wishart-Smith, Executive Committee Member and Immediate Past President, SAME  
Albert Romano, Chair, Resilience COI, SAME  
Cindy Lincicome, President-Elect, SAME  
Richard Delaney, Vice President, SAME  
Joe Schroedel, Executive Director, SAME