



U.S. Army Communications-Electronics Command **FOCUS 2020**



CECOM MISSION

Empower the Soldier through sustained C5ISR readiness. Anytime. Anywhere.

CECOM VISION

Enabling lethality is our business. Our bottom line is the Soldier. We do what is best for the Soldier in the fight.



FROM THE COMMANDING GENERAL



MG Randy S. Taylor

Welcome to the U.S. Army Communications-Electronics Command (CECOM) Focus 2020. Today, as our Army modernizes for high-intensity conflict against near-peer adversaries, the imperative for command, control, communications, computers, cyber, intelligence, surveillance, and reconnaissance (C5ISR) readiness has never been greater. CECOM is the Army's C5ISR materiel integrator, and it is the leader to whom Soldiers look to ensure critical hardware and software systems work as intended, when intended, wherever needed.

Multi-domain operations and the return of great power competition bring significant new demands for speed and rigor in all of our operations. In addition to heightening our focus on engagement with Army Futures Command, the Network Cross-Functional Team (CFT), and Program Executive Offices, in 2020 we are challenging the status quo to create a central warranty exchange process to help sustain the Army's new Integrated Tactical Network.

Headquartered at Aberdeen Proving Ground (APG), Maryland, CECOM works as a global team through its network of six regional support centers and dozens of field support activities around the world. In 2019, CECOM brought depot-level repair and overhaul services closer to Soldiers by creating depot maintenance forward capabilities in Europe and Korea. We are also establishing three additional depot maintenance forward locations in the United States into 2020.

At the same time, we are optimizing supply availability, implementing repair cycle floats, reducing parts backorders, improving repair cycle times, and making our contracting more proactive and flexible, among numerous other initiatives. These efforts are designed to ensure CECOM is responsive to Soldiers' needs while staying ahead of strategic competitors and remaining ready and lethal into the future.

Every day, it takes a global team of dedicated CECOM professionals working together to ensure Soldiers are equipped and ready in every component of C5ISR connectivity. In 2020 and beyond, we will continue to empower the Soldier through sustained C5ISR readiness. Anytime. Anywhere.

Army Strong!

A handwritten signature in black ink that reads "Randy S. Taylor".

Randy S. Taylor
Major General, USA
Commanding

BOTTOM LINE: THE SOLDIER

Whether it is configuring a tactical vehicle with the latest blue force tracker, updating software with a security patch to protect it from cyber threats, or issuing a key part for a mobile satellite system to keep it network-connected, CECOM is there for Soldiers 24-7.

As the nature of warfare evolves its focus on smaller, more dispersed units, our Soldiers increasingly rely on C5ISR systems for decisive defeat of adversaries in any location. CECOM is responsible for executing the critical task of integrating and sustaining those systems.

CECOM PRIORITIES FY20

C5ISR FLEET READINESS – READY TO FIGHT NOW

- Ship a part when it is requisitioned (not backordered).
- Discover software vulnerabilities and patch now (not weeks later).
- Sustain resilient, interoperable C5ISR systems for Army, Joint, and coalition partners.
- Send experts where needed, when needed.

FUTURE FORCE C5ISR – OVERMATCH ADVERSARIES

- Figure out how to sustain new systems, ensure they are safe, and save money to buy more good stuff.
- Adapt the way we work and make rapid changes to provide better services.
- Make sure we can communicate and coordinate on the future battlefield.
- Work with Army Futures Command and CFTs to ensure Soldiers have the right sustainment capabilities at the right time.

PEOPLE ALWAYS – TRAINED, AGILE, AND CARED FOR

- Staff our command with the best people, from all backgrounds, to do really great work.
- Ensure the workforce is trained now and fully ready for future missions.
- Provide mentorship and career enhancement opportunities to grow future leaders.
- Challenge leaders to lead by example and be the best at supporting the needs of the Soldier at all times.

CECOM ORGANIZATIONS



Army Materiel Command (AMC)

General Gustave F. Perna

General Gustave F. Perna serves as the 19th Commanding General of the U.S. Army Materiel Command. As Commanding General, General Perna ensures that AMC succeeds in its mission as being the Army's premier provider of materiel readiness to ensure dominant land force capability for the U.S. warfighter and our allies.



Communications-Electronics Command



Tobyhanna Army Depot



Integrated Logistics Support Center



Software Engineering Center



Central Technical Support Facility



Information Systems Engineering Command



Army Contracting Command-APG
*CECOM OPCON

HARDWARE AND SOFTWARE: CRITICAL COMPLEMENTS

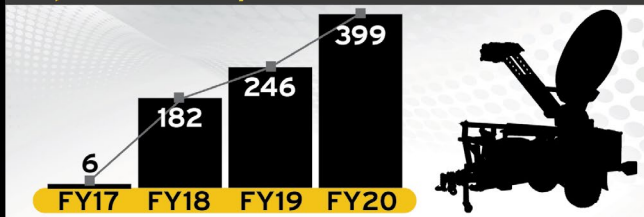
Increasing Operational Readiness and Depot-level Sustainment

Overhauling, resetting, and repairing tactical C5ISR systems at the Tobyhanna Army Depot and depot forward locations.



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Top 10 C5ISR Systems

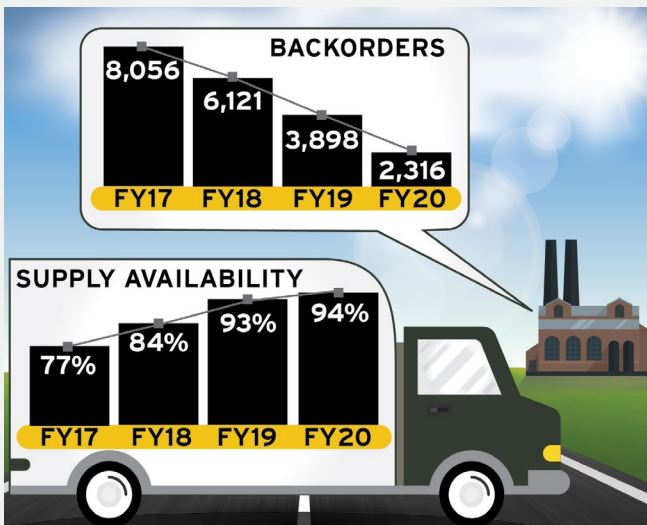


1. High Capacity Line of Sight (HCLOS): AN/TRC-190
2. Joint Network Node (JNN)
3. Phoenix: AN/TSC-156
4. Satellite Transportable Terminal (STT) Inc 2
5. Satellite Transportable Terminal (STT) V1: AN/TSC-167
6. Satellite Transportable Terminal (STT) V2: AN/TSC-185
7. Secure Mobile Anti-Jam Reliable Tactical Terminal (SMART-T)
8. Single Shelter Switch (SSS)
9. Tactical Hub Node (THN)
10. Unit Hub SATCOM Truck (UHST)

Sustainment, repair, and upgrade of C5ISR equipment requires a dedicated home base and multiple forward operating locations. **Tobyhanna Army Depot (TYAD)** in Tobyhanna, Pennsylvania, provides that support and more. TYAD employs thousands of electronics and logistics artisans who can simply do it all: sustain, overhaul, fabricate, engineer, support software, train, and provide worldwide logistics support for the Army's entire fleet of C5ISR systems through forward repair activities and a global network of regional support centers. In 2020, TYAD is focused on establishing depot maintenance forward locations at Fort Bragg, Fort Hood, and Joint Base

Lewis-McChord to better serve Soldier needs, building on the creation of these capabilities in Europe and Korea in 2019. Coupled with a focus on data-driven decision-making and continuous process improvement, TYAD's C5ISR expertise directly touches any Soldier who has a hand in battlefield communications and electronics.

Today, the volume of C5ISR systems in the inventory is astounding, and the growing task of ensuring all these systems are ready and operational lies with the CECOM **Integrated Logistics Support Center (ILSC)**. In fact, the ILSC keeps hundreds of systems sustained at an incredible 97% readiness rate for their entire life cycle. Based at APG, the ILSC ensures supply availability for tens of thousands of replacement parts to enable Soldier readiness of C5ISR systems. Wherever a Soldier is located, the ILSC is never far, providing thousands of hours of on-site logistics assistance.

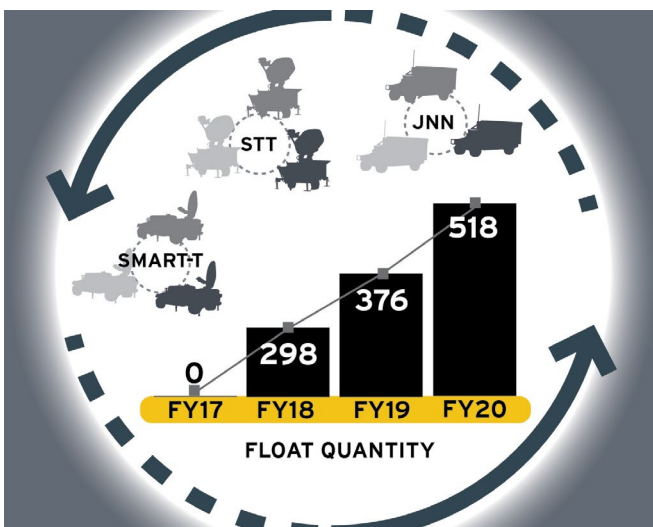


Making Supplies Available for C5ISR Systems

Ensuring the right part is in the right place and time—where and when a Soldier needs it.



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Creating Repair Cycle Floats

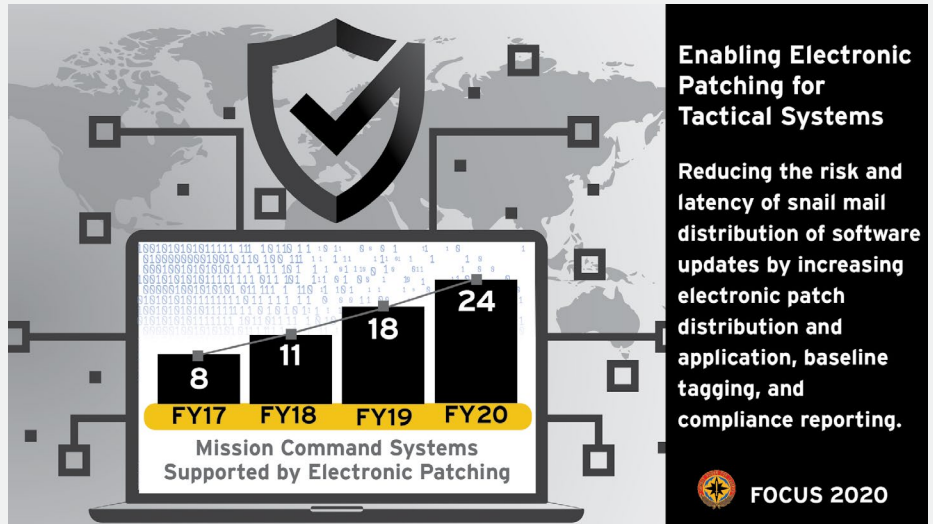
Building pools of ready-to-issue replacement units, or "floats," for key C5ISR systems.



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The Army is also working to get repaired hardware back to units as quickly as possible under the Sustainable Readiness Model, which is designed around 90-day prepare modules. CECOM is supporting these efforts by aggressively building repair cycle floats. These pools of ready-to-issue replacement systems ensure units stay ready with C5ISR equipment. In fiscal year 2018, CECOM created the Army's first-ever C5ISR repair cycle float pool with 36 Satellite Transportable Terminals, Forces Command's highest-priority C5ISR system. It is now scaling up to hundreds of floats of numerous types.

However, none of that hardware can operate without underlying software, where CECOM's **Software Engineering Center (SEC)** plays a critical role. In our increasingly software-defined world, more of the systems we rely on every day—from advanced weapons to the ID card readers in dining facilities—run on software. That also means our adversaries are constantly poking and prodding at these systems to find and exploit vulnerabilities. Also based at APG, SEC sustains C5ISR software systems in the field, which includes fixing problems Soldiers experience and updating software to ensure its interoperability and cybersecurity.



CRUCIAL NETWORK CONNECTIVITY

As we interact with mobile devices and apps more often in our daily lives and on the battlefield, we often take for granted that they will all work together seamlessly—and we all know how frustrating it can be when they don't. With Soldiers' lives on the line, CECOM isn't taking any chances. At Fort Hood, Texas, our **Central Technical Support Facility** acts as a "virtual proving ground," validating that all mission command tactical software applications work together correctly before they make it out to the field where Soldiers' lives depend on them.

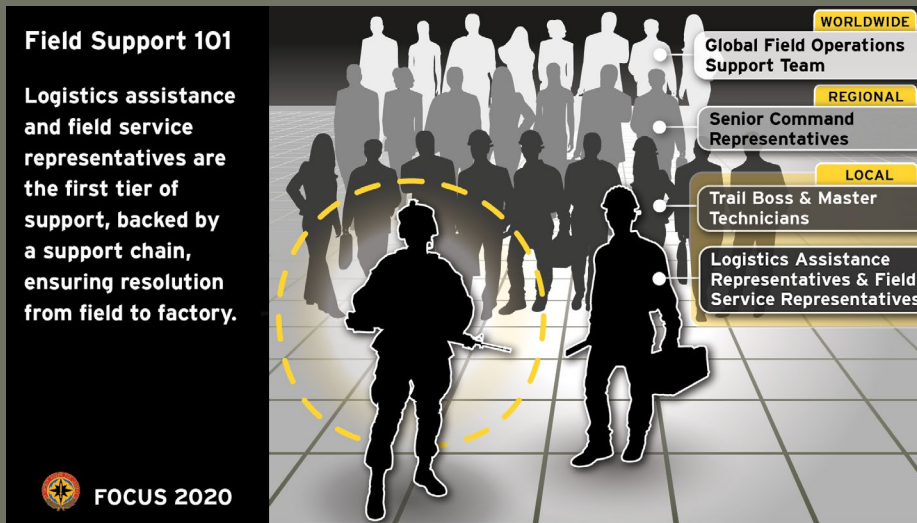
At home or in the field, we all enjoy the benefits of this software-driven connectivity. Whether it's a sergeant Skyping with his wife and daughter thousands of miles away, or a colonel communicating with her Soldiers at the home station, we depend on reliable voice and data network connectivity. CECOM's **Information Systems Engineering Command**, based in Fort Huachuca, Arizona, upgrades the Army network's reach, speed, and capacity to accommodate the needs of more Soldiers.



PIVOTAL INDUSTRY PARTNERSHIPS

Despite the many advantages of this in-house expertise, we also recognize that we don't have all the answers. We depend on industry partners to propel our capabilities, and we engage with them through the **Army Contracting Command – Aberdeen Proving Ground (ACC-APG)**. ACC-APG, which CECOM operationally controls, is a responsive, streamlined resource dedicated to procuring a wide range of products and services. These include state-of-the-art C5ISR technologies and complex weapon systems Soldiers need to deploy, fight, and win decisively.

WORLD-CLASS TALENT



Of course, none of this is possible without people—the heart and soul of CECOM—and we rely on our majority civilian workforce for expertise and continuity across all facets of a large military organization. For example, our G3 has restructured field support operations to make them more responsive to Soldier needs. Our G2 delivers focused threat assessments on our adversaries’ ability to limit or destroy the effectiveness of our battlefield communications systems. And our G1, Equal Employment Opportunity, and Sexual Harassment/Assault Response and Prevention offices collaborate to create an engaging, diverse, safe workplace that enables an agile and trained workforce

that’s ready to commit their whole selves to our mission. From planning and operations, to human resource management, to information technology, safety, public affairs, legal services, and more, CECOM staff offices at APG work together toward the singular goal of a connected, ready, and lethal American Soldier.

OUR PATH FORWARD: 5-3-1

Today our Army is facing a global security environment that grows more competitive and volatile. In the future, it will be critical to ensure our Army is prepared for high-intensity conflict, modernized to extend overmatch against near-peer adversaries, and trained to fight alongside our allies and partners. C5ISR fleet readiness is a crucial part of that mandate.

Faced with an imperative to modernize, Program Executive Offices, in conjunction with the CFTs, are turning to a “find, try, adapt, and buy” construct based on fielding in two-year capability sets.

Accordingly, in 2020 CECOM is revamping the life cycle sustainment approach to support this construct. It is establishing Tobyhanna Army Depot as the Army’s central warranty exchange center for nonstandard C5ISR equipment. This new framework is known as 5-3-1. It is supported by network sustainment planning factors that trace to the Chief of Staff of the Army’s principles, characteristics, and requirements for the network.

Five refers to the 5-year warranty that the Army will pursue for all new nonstandard C5ISR equipment. Three refers to the year 3 decision point, when the Army will decide if it will sustain the equipment’s use after the initial warranty period. If yes, it will decide what entity will be responsible for sustainment—in most cases, CECOM, and in others, Program Executive Offices—and establish a lasting supply chain. If no, it will divest the system.

One refers to the central warranty exchange: Tobyhanna and its more than 40 forward locations around the world. In the future, Soldiers will be able to coordinate with any Tobyhanna representative to send any still-under-warranty nonstandard C5ISR equipment through the warranty exchange process.





2020



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