



L3HARRIS

FAST. FORWARD.

ATM MANAGED SERVICES

ICNS Conference 2025

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9 April 2025

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Who we are



Kathy Crandall
President,
Mission Networks

Mission Networks is a leading provider of large-scale, platform-agnostic solutions integration for safety-critical and highly secure network infrastructure and enterprise systems. As the trusted disruptor prime for the Federal Aviation Administration, our managed network solutions for communications, data and information, and surveillance support the safe and efficient operation of 44,000 flights daily.

Headquarters
Melbourne, Florida



FTI-India Operations
New Delhi

India

New Delhi - India
Communications Network Operations Center
45 employees

Australia

Melbourne - Australia
28 employees

Melbourne, Vic

United States

- Lockbourne, OH**
• Depot Operations
- Herndon, VA**
• Mission Networks North
• Surveillance Operations Center; FAA customer support
- Atlanta, GA**
• Backup Operations Center
- Tallahassee, FL**
• Customer Support
- Melbourne, FL**
• Mission Networks Headquarters
• Communications Network Operations Center; FAA DCNS Operations; FAA SWIM; FAA Weather, MFN-2



1,200
EMPLOYEES



8
PRIMARY LOCATIONS
WORLDWIDE



3
COUNTRIES OF OPERATION



Drivers for customer to consider managed service option



Multiple controlling entities

- Different customer organizations controlling different aspects of the network (*i.e. devices, access control, requirements*)
- Competing interests not governed by a single accountable executive = contractors executing simultaneous orders for conflicting services
- Example – prior to FAA FTI there were 7 independent networks with individualized access control, bandwidth management, and refresh schedules



No centralized configuration control

- Each controlling entity had responsibility for their own configuration control process | changes were not always shared
- Commercial telecommunications vendor made changes in some cases without coordination or notification – **standard practice in commercial networks!!**



Inconsistent reliability and rising costs

- Outages for some services were routine and would cause disruptions in ATC service
- Pre-FTI telecom costs averaged **\$400M/year**
- No viable path to modernization without significant capital expenditure – **requires congressional approval to fund**



Challenges for managed service provider in implementation



Customer expectations

- Types of efficiencies and timeline of implementation and realization
- Roadmap of modernization and priority of implementation – **cannot disrupt safety of operations**
- Roles and responsibilities for day-to-day operations not fully aligned prior to rollout of managed service



Labor relations

- Coordination of job responsibility changes from customer organization to managed service provider
- Near-term and far-term workforce planning for both customer and managed service provider not fully aligned and/or budgeted
- Examination of job specialties within relevant collective bargaining agreements – (*i.e. specific jobs eligible to transition to managed services?*)



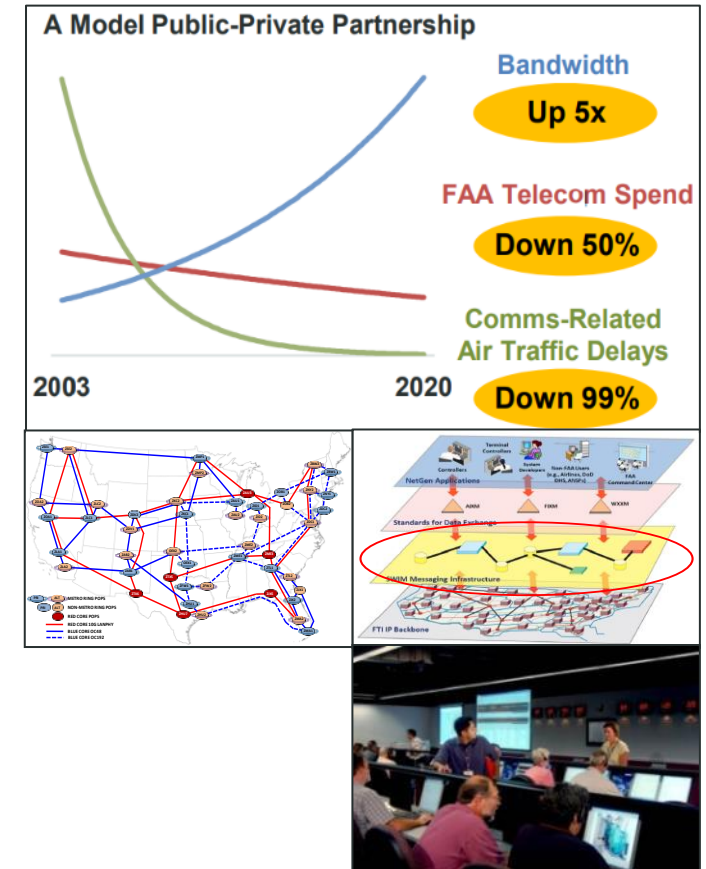
Budget and spending transition

- Has appropriate planning occurred within customer organization to transition from CapEx to OpEx funding
- Even if long-term cost savings are expected, has revenue risk from customer been appropriately budgeted for managed service?

Case study – ANSP critical CNS as a managed service | FAA FTI



- Nationwide air traffic management telecommunications network providing critical voice, data, and video capability essential for flight operations
- Early successes led to FTI cornerstone win – July 2002
- 99.999% network availability
- Connects 4,400+ FAA and U.S. Department of Defense facilities
- 29,000+ services supporting 50,000+ users
- FTI-SAT Network
 - 50 satellite sites in continental U.S. and Southern Caribbean with east and west hub sites for redundancy
- Microwave and Wireless Network (AeroMACS)
 - Over 220 sites in continental U.S., Alaska, Hawaii, Guam, Puerto Rico and Virgin Islands
- NAS Enterprise Messaging Service (NEMS) and NextGen SWIM
- Dedicated Common Operations Centre Management for all elements
 - All services are supported from a common operations centre with separate backup and emergency sites (NOC/BNOC/ENOC/SOC)
- Operations Network (Voice and Data)
 - Implements the System Wide Information Management (SWIM) element of FAA's NextGen architecture





Lessons learned inform continuous improvement and future opportunities



Workforce planning

- Ensure critical roles that are transitioning to managed service provider have adequate planning timeline
 - Provide re-assignment or re-training as early as possible to minimize disruption
- Establish early relationships with collective bargaining organizations to ensure mutual understanding of value-added services
- Plan continuous hiring and training program inside managed service provider organization



Safety remains paramount

- Safety remains the key driver across all operations – **nothing happens that violates or risks safety of the operation!**
- Safety oversight customer organization must have visibility and access into all aspects of the managed service
 - US FAA now beginning to implement Safety Management System for selected contractors



Try before buy

- If possible, conduct a trial period with minimum set of services before executing full contract
- There must be mutual trust and positive relationship between customer and managed service provider, or it will not succeed



Thank You!