



DCMA

Acquisition Insight & Business Initiatives

Acquisition Insight Focus Days (March 24-25, 2014)

Presented By:

Mr. Greg Miles

Customer Liaison Representative

Portfolio Management & Integration Directorate

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- **Introduction & DCMA Overview**
- **Better Buying Power (BBP) 2.0 Acquisition Enterprise Business Initiatives**
 - **Affordability**
 - **Predictability**
 - **Reliability**
- **How to Find Us/How to Find Out More?**

We represent the military services, other federal agencies and allied government buying agencies at defense contractors worldwide prior to, and after, contract award

DCMA is the eyes and ears of the customer



Mission

We provide Contract Administration Services to the Department of Defense Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter; on time and on cost.

Vision

DOD's leading experts in Quality Assurance; Cost, Schedule, and Supply Chain Predictability; and Contract Administration; enabling our partners to achieve contract objectives.

Values

Integrity – Committed to the highest standards of ethical and moral behavior at all times.

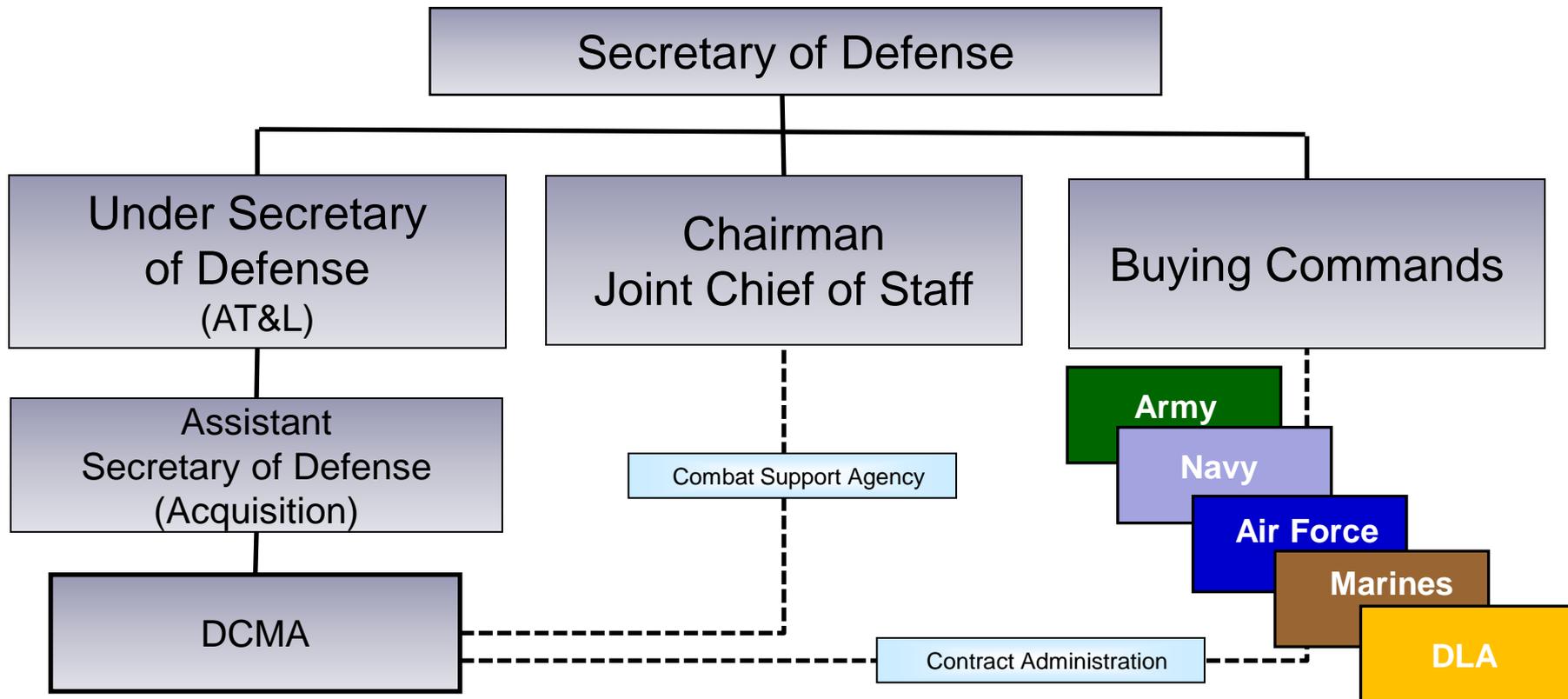
Service – Working for the benefit of our nation and putting professional responsibilities before self-interests.

Excellence – Committed to exceptional performance in everything we do.

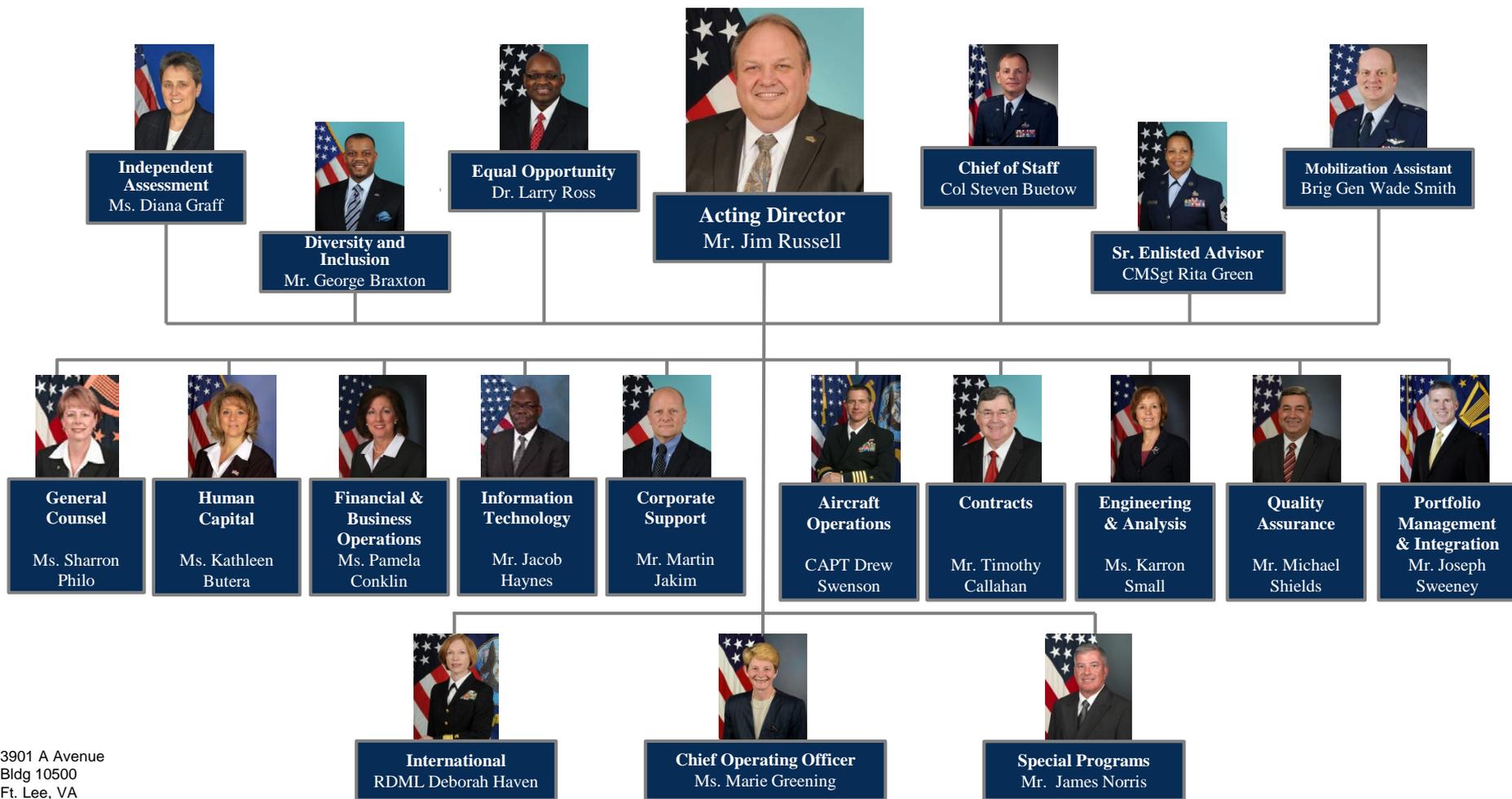
A Combat Support Agency providing CAS support to the DoD Acquisition Enterprise and its partners, principally in three areas:

- **DoD Weapon System Acquisition (from R&D, through production, sustainment, and disposal), including support equipment & spares**
- **Tailored CCAS of designated contingency operations to the Combatant Commanders, both in and out of theater, to include civil augmentation program contracts. This normally includes:**
 - U.S. Army Logistics Civil Augmentation Program (LOGCAP) Contracts
 - U.S. Air Force Contract Augmentation Program (AFCAP) Contracts
 - U.S. Navy Construction Capabilities (CONCAP) Contracts
 - Systems Support Contracting In-Theater
 - Theater Support Contracts
- **Management of grants, cooperative agreements, and other transactions under authority of DoD Directive 3210.6, “Defense Grant and Agreement Regulatory System”**

DCMA is a Team Member... ...In the defense acquisition community



Historical Perspective – Service PROs/DCAS to DLA (1990) to DCMA (2000)



3901 A Avenue
 Bldg 10500
 Ft. Lee, VA
 23801-1809
www.dcms.mil

Current as of 2/20/14

SCOPE of WORK

Total Contract Amount	6,577.5B
Obligated Amount	\$1,860B
Active Contractors	20,001
Active Contracts	347.6K
Unliquidated Obligations Amount	\$223B
ACAT I (IAC, IC, ID) and II Programs	193
Aircraft per Year (FY13)	1,569
Flying Hours (FY13)	20,516
Government Property Value	\$155.6B
Progress Payments	\$15.6B
Performance-based Payments	\$15.7B

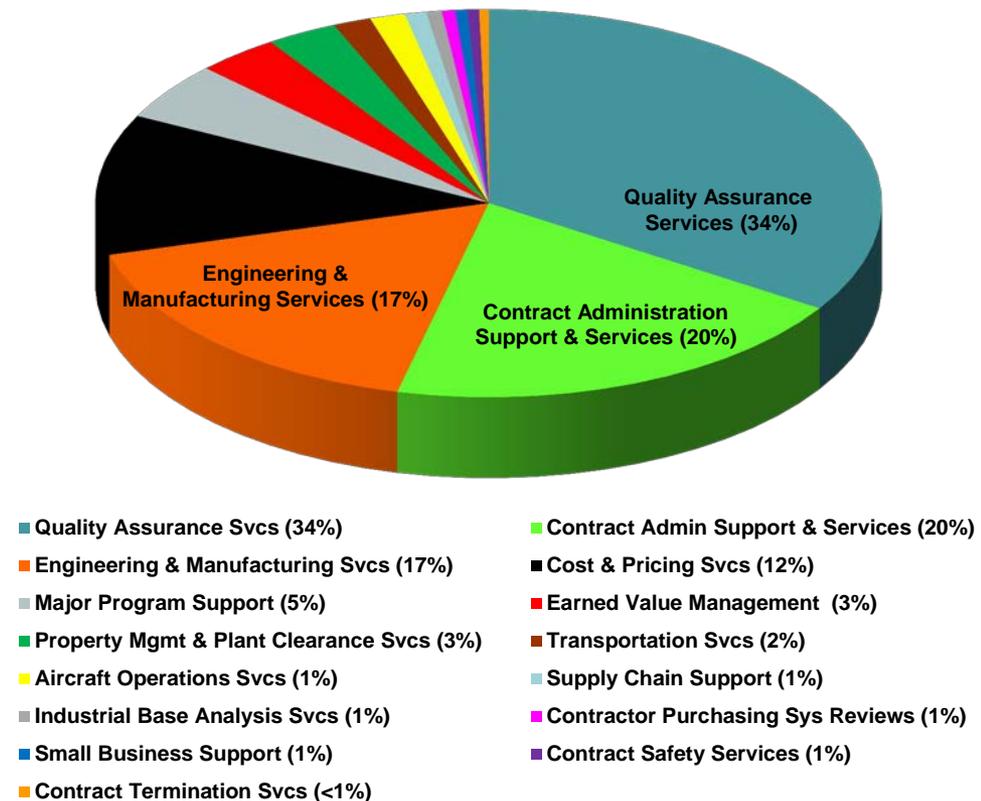
SPAN of CONTROL

Civilians On-board	11,441
Military (Active Duty - 429), (Reserve - 119)	548
Operational Directorates	3
Locations	740+
Contract Management Offices	47
Budget Authority	\$1.35B
Reimbursable Target	\$125.5M

Lines of Service

- Contract Administration Support and Services
- Contractor Purchasing System Reviews
- Cost and Pricing Services
- Property Management & Plant Clearance Services
- Small Business Support
- Contract Termination Services
- Quality Assurance Services
- Contract Safety Services
- Transportation Services
- Engineering and Manufacturing Services
- Major Program Support
- Supply Chain Support
- Earned Value Management
- Industrial Base Analysis Services
- Aircraft Operations Services

Hours of Effort
per Line of Service



1QFY14 data

STRATEGIC ENDSTATES



Acquisition Enterprise: DCMA's acquisition customers receive excellent CAS and the management information needed to make sound business decisions.

Policies and Processes: Effective policies and process standards are in place to support delivery of consistent and cost-effective CAS.



Human Capital: A diverse, agile, high-performing workforce equipped with the competencies needed to execute current and future missions.

Stewardship: An ethical organization with well-defined roles, responsibilities, infrastructure and management controls fully aligned to effectively and efficiently manage public resources.



FY 14-15 Strategic Management Plan

End State	Business Priority	Initiative	Linkage
Acquisition Enterprise	Affordability	Enhance DoD buying power by increasing affordability	Supports BBP 2.0 Initiatives 1, 2, 4, 5, 6
	Predictability	Deliver actionable, predictive acquisition insight to the DoD enterprise	Supports BBP 2.0 Initiatives 1, 2
	Reliability	Provide reliable risk-based contract oversight to ensure customers receive conforming products and services	Supports BBP 2.0 Initiatives 2, 3, 4, 7
Policy & Processes	Business Process Reengineering	Conduct business process mapping and drive continuous process improvements	Supports BBP 2.0 Initiative 4
Human Capital	Recruit	Attract & recruit a high quality, diverse workforce that represents the public we serve	Supports BBP 2.0 Initiative 7, 8
	Hire	Reduce End-to-End hiring process timeline	
	Develop	Implement DCMA policies and programs that span the employee career lifecycle	
	Retain	Preserve recruited talent and critical knowledge within the DCMA workforce	
Stewardship	Internal Audit Readiness	Attain and sustain a clean audit opinion	Supports BBP 2.0 Initiative 7
	Service Provider Role	Support our DoD customers in their efforts to attain and sustain a clean audit opinion on their financial statements	

Affordability Goals

- **Establish an Agency-wide capability to support timely reviews of Disclosure Statement revisions**
- **Support enterprise pricing with the expertise of the Integrated Cost Analysis Teams (ICAT) and improving/expanding efforts on Should Cost Reviews**
- **Improve and expand efforts from the CACO/DACO/Cost Monitors on forward pricing and Boards of Review**

Goal Leader: Contracts Directorate

- **Enhance the real time information for rates/business systems status in Contract Business Analysis Repository (CBAR)**
- **Cost Recovery Initiative: Reduce the backlog of overage accounting issues and final overheads to enable timely settlement of contract cost entitlements**
- **Support the Service Acquisition Review Board (SARB) initiatives to improve the tradecraft in acquisition of services**

Goal Leader: Contracts Directorate

Business Systems

- FAR Parts 9 and 16 address contractor responsibility and business systems adherence necessary to perform government contracts
- Key Business Systems include:
 - Accounting, Material Management Accounting Systems, Estimating, Earned Value Management, Purchasing, Property
- To be determined responsible, a prospective contractor must have the necessary organization, experience, accounting, operational controls, and technical skills, or the ability to obtain them...
- FAR 16.301-3 Limitations
 - *A cost-reimbursement contract may be used only when the contractor's accounting system is adequate for determining costs applicable to the contract or order*

Disclosure Statements

- Contracting officers shall not award a CAS-covered contract until a written determination that Disclosure Statement is adequate – unless waived by head of Agency

DCMA approves/disapproves

- **DCMA's ICATs are a critical component of overall DoD strategy to implement Better Buying Power 2.0**

- **ICATs are enhanced Business and Technical Cost and Pricing Teams - now established at 10 locations**

(GE and Northrop Grumman were recently added)

Bell Helicopter Ft. Worth

Boeing St. Louis

Raytheon Tewksbury

Sikorsky Stratford

Lockheed Martin Denver & United Launch Alliance

Northrop Grumman Aerospace Systems & General Atomics

Boeing Philadelphia

Lockheed Martin Ft. Worth

Raytheon Tucson

General Electric Aircraft Engines

** Additional teams may be added in the future*

- **Allows for closer integration of Gov't team with a common goal to minimize contract costs**

Collaborative Process for Selecting OHSCR Locations

- **In July of each year, DCMA sends request to CAEs to identify up to three contractor divisions, in priority order, where they believe an OHSCR would benefit one or more of their programs.**
- **DCMA Director reviews the CAE submission with the Director of Defense Pricing, Mr. Shay Assad, and then subsequent meetings are held with the CAEs to identify the 3-4 locations selected for review in the upcoming year.**
- **In FY 2013 the locations selected were as follows:**
 - **AAI, Baltimore, MD (Review Completed)**
 - **Boeing Defense and Space Group, St. Louis, MO (Review Completed)**
 - **Raytheon Missile Systems, Tucson, AZ (Review Completed)**
 - **AF also made a special request for Cost Estimating Relationship (CER) Reviews:**
 - **Lockheed Martin Aero – Boeing St. Louis – Northrup Grumman Aerospace Systems**
- **Review results made available to DCMA DACOs and requesting Services' officials**
 - **Significant savings generally identified**
 - **Common issues emerging...Business base under forecast, labor escalation, overcapacity**

- **97 Divisional ACOs and 115 Cost Monitors re-assigned under corporate aligned teams (53 Corporations/99 Business Segments)**
- **Creates a dedicated agency core competency singularly focused on business and rate management issues:**
 - Indirect Rates
 - Cost Accounting Standards
 - Contractor Business Systems
 - Disclosure Statements
 - Pensions
 - IR&D/B&P
 - Boards of Review
 - Should Cost Reviews
- **Consistent decisions within and across major companies**
- **Career specialization, dedication, mentoring and succession**
- **Realignment complete Mar 12**

Formal Cost Monitoring Program Initiated

- **Forward Pricing Rate Recommendations (FPRRs) have been the rate paradigm for several years**
- **Inaccurate forecasting of the business base in the out years is key issue precluding Forward Pricing Rate Agreements (FPRAs)**
- **DCMA is improving the rate process by:**
 - **Streamlining Boards of Review**
 - **Establishing FPRA Working Groups (with 5 top companies)**
 - **Conducting Overhead Should Cost Reviews**
 - **Participating on Joint IPTs with services to improve base reviews**
 - **Teaming with OSD and DCAA on FAR table to outline forward pricing proposal support expectations**
 - **Providing CACOs/DACOs/Cost Monitors assistance in absence of FPRA**

- Established at request of the Director, Defense Procurement and Acquisition Policy
- Assists Procurement Contracting Officers with their contracting efforts
 - Primarily negotiations
- Provides real time contractor information that was previously requested and provided via other means
- Information on top contractors based on sales to the Government include:
 - General Corporate and Business Segment Information
 - Indirect Costs and Labor Rates
 - Business Systems Status
 - Cost Accounting Standards & Disclosure Statement Status
 - Financial Accountability
 - Corporate Information
 - DCMA & DCAA Points of Contact

Deployed to
Users – 1 March
2012



Contract Business Analysis Repository (CBAR) 1.0

CBAR 1.0 is an eTool that captures contract-related information about companies

Cost Recovery Initiative (CRI)

- **Joint DCMA/DCAA initiative launched in 2010**
- **Designed to resolve Cost Accounting Standards (CAS) issues**
 - Reviewed by DCAA
 - Resolved by DCMA Administrative Contracting Officers
- **Since Oct 2010 collaborative efforts have achieved:**
 - 615 of 705 outstanding CAS issues resolved as of the end of Dec 13
 - More than \$721M in contractor repayments claimed for recovery
- **Meetings conducted quarterly to ensure CRI focus is maintained**

- **Manage risk through an enterprise effort, develop common Supplier Risk Index methodology and processes to standardize how we identify and assess risk and perform surveillance using a common framework**
- **Collect/Acquire data to support delivery of actionable predictive acquisition insight to the DoD enterprise**
- **Codify processes for supply chain analysis, major program support, DAES assessments, industrial analysis and Earned Value Management System compliance reviews**

Goal Leaders: Engineering & Portfolio Integration Directorates

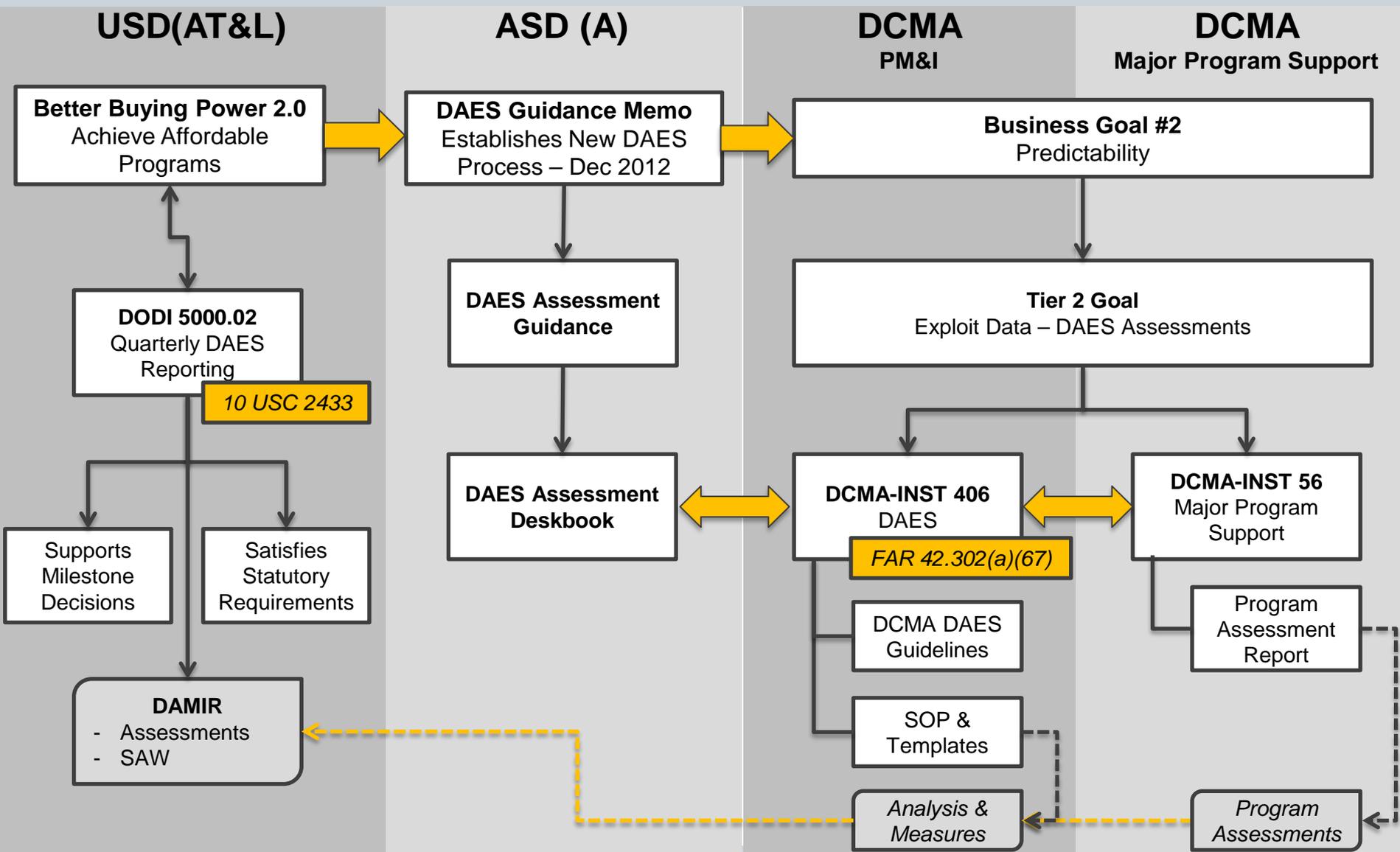
Mission

Develop timely, value-added predictive analysis and acquisition insight to identify and address MDAP, ACAT I and II contract and program issues and to augment acquisition decision-making events that allow senior acquisition leaders to make informed decisions



Functions

- Provide Programmatic Reporting (Contract Performance, Management, and Production) across the Enterprise
- Perform Risk Based Multi-Functional Program Surveillance to maximize the predictive insights of operational surveillance efforts
- Train the DCMA Program Support Team and Program Integration workforce
- Perform analysis and assemble metrics, data, and reports that use contract cost, schedule, and technical performance to identify and make recommendations on root causes of anomalies in the contractors' processes



Electronic Functional Input Template (eFIT)



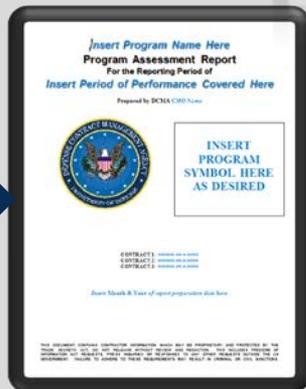
FUNCTIONAL INPUT TEMPLATE

POC:
Name: [] Date: [23-Feb-13]
[] Functional Area: []

IDENTIFYING DATA:
Contract Number: [] Facility: []
Program: []
Product/Subcomponent Name/Signature: []
Prime CASE Code: [] Prime or Sub?: []
Sub CASE (optional): [] CAR Level: []
CAR Number: []
CAR #: []
SOW Para #/Title: []
CDRL/Title: []
Other Ref/Title #1: []
Other Ref/Title #2: []

NOTE: You must first choose a Functional Area.

DCMA
E&A



Insert Program Name Here
Program Assessment Report
For the Reporting Period of
Insert Period of Performance Covered Here
Prepared by DCMA Case # []

DEFENSE CONTRACT MANAGEMENT AGENCY

INSERT PROGRAM SYMBOL HERE AS DESIRED

ABSTRACT []
CONTENTS []
REFERENCES []

Insert Month & Year of report preparation date here

PAR

OSD
AT&L

Significant Acquisition Watch list (SAW)

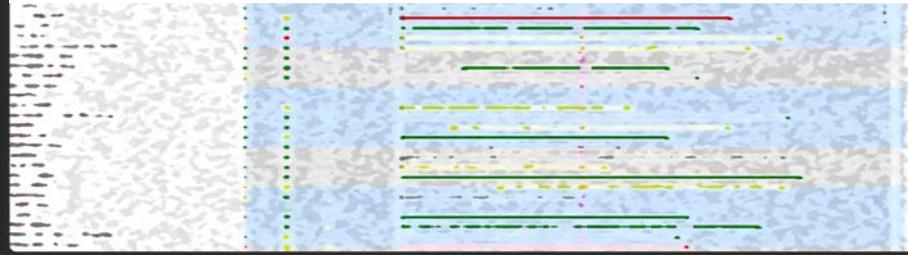


Table with multiple columns and rows, containing acquisition data with various colored highlights.

DAES
Assessment

DCMA
PM&I

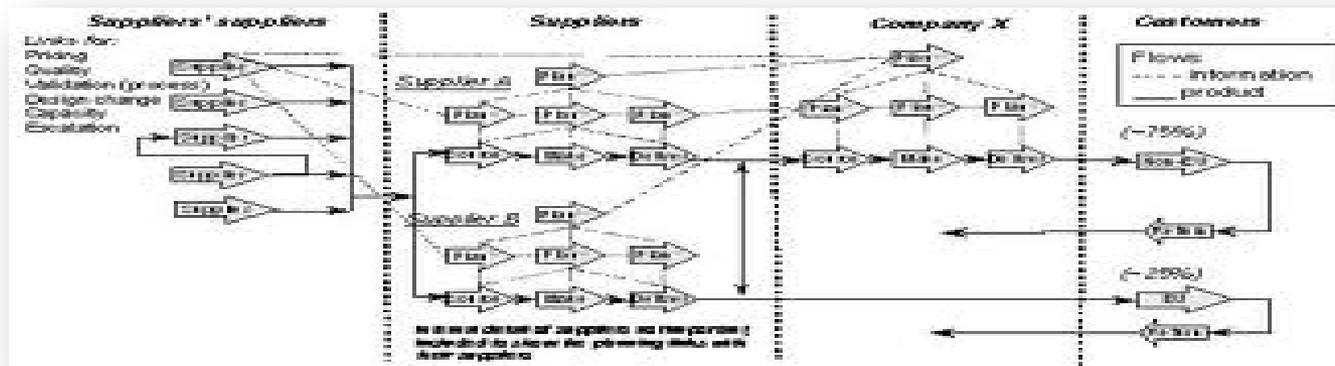
Trend
Analysis

EVMS Analysis
Standard Slides (EASS)

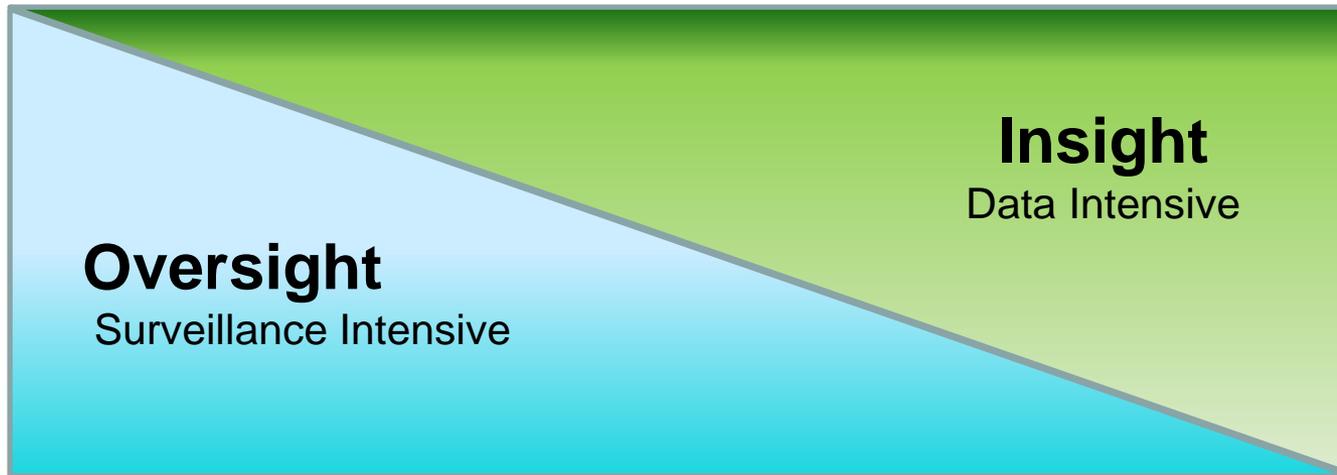
VISION: DoD's leading experts in supply chain risk identification and analysis (*insight*) to influence improved supplier performance (*oversight*) and strengthen industrial base capabilities

MISSION: Provide timely supply chain insight to the acquisition enterprise by identifying risk and mitigating potential disruption that would adversely affect the DoD to fill its national security mission

CONCERNS: Understanding/Mapping the supply chain important due to increases in commercial demands, declining DoD budgets, Original Equipment Manufacturers adopting systems integrator model



Surveillance Data Collection Integration Analysis Synthesis/Reporting



Tactical

Contractor Focused

Contract Administration
Functional Surveillance
Schedule Monitoring
Systems Surveillance

Operational

Sector Focused

Impact Analysis
Sector Analysis
Mitigation Strategies

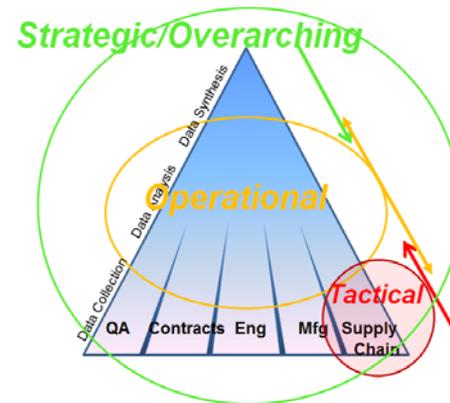
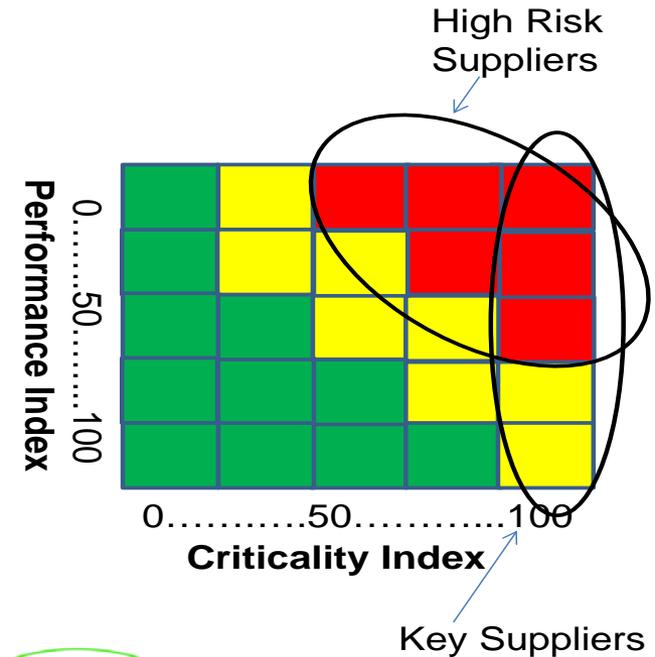
Strategic

Industry Focused

Strategic Risk
Analysis and
Mitigation



- Defines methodology and consistent surveillance process to become DoD's leading expert in supply chain predictability
- High level roadmap for:
 - risk rating suppliers
 - conducting surveillance
- Establishes common terminology for DCMA processes



Reliability Goals

- **Establish Counterfeit Mitigation Strategy (CMS) policy**
- **Reduce repetitive Material Review Boards (MRB), improve tracking of contractor corrective actions and streamline process cycle times**
- **Influence Joint Aeronautical Logistics Commanders Critical Safety Item policy, enhance Contract Management Quality 101 training to align and upgrade data collection and analysis capabilities**

Goal Leader: Quality Assurance Directorate

- **Counterfeit Mitigation goal is composed of four elements:**
 - Training, Policy, Operational Tools, Communications / Awareness
- **Developing a holistic approach to counterfeit mitigation, not just for electrical components**
- **Developing a training package to include theory and practical applications**
- **Provided instruction to our Quality Community to validate supplier risk mitigation efforts**
- **Working with OSD to revise & develop policy**
- **Working with SAE to develop executable standards**

- **A modular architecture enterprise eTool**
- **Holistic Quality perspective of 26,000+ Suppliers**
- **Provides a “Performance Index”**
- **Captures:**
 - Corrective Actions (CAR), Product Quality Deficiency Reports (PQDR), Pre-Award Surveys (PAS), Delivery & Business Data, etc.
- **Uses:**
 - Surveillance Planning
 - Leadership decision making
 - A view into the supply chain

- **Enterprise Corrective Action Request (CAR) tool deployed**
- **Corrective Action (CA) Process Instruction Revised Sept 2013**
Due to Industry feedback:
 - Issuance of CARs to the prime for subcontractor noncompliances introduces additional and unnecessary cost, and
 - In certain circumstances, the prime does not have the necessary access to subcontractor proprietary data required to resolve noncompliances
- **Subcontractor Level I & II CARs issued to subcontractor with notification to the prime**

- **Subcontractor Level III/IV CARs issued to the prime contractor**
- **A CAR will be issued to the prime contractor when a subcontractor is unwilling or unable to effect corrective action**
- **In situations where a systemic lack of prime control of subcontractors exists (for example: recurring subcontractor noncompliances), DCMA will issue a CAR to the prime contractor**

NCM Policy being revised to include Reduction Program

- Provides sound methodology and procedures for both low volume and high volume Type II Waiver/MRB activity
- Will require a collaborative effort with Contractor
 - Establish realistic NCM reduction goal
 - Collect and analyze data to drive reduction of MRB
 - Reduce cost and improve quality
- Will require:
 - All CMOs to collect and trend NCM data to baseline supplier NCM process
 - The establishment of a joint DCMA-Supplier NCM Reduction Council when identified thresholds are exceeded
 - Use Consideration as a last resort to encourage NCM reduction and reduce costs with full participation of buying commands and PCO

Contractor pilot efforts on-going. Policy deployment June 2014



Acquisition Insight  **Global Engagement**

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EMERGENCY
The Defense Contract Management Agency (DCMA) is the Department of Defense (DoD) component that works directly with Defense suppliers to help ensure that DoD, Federal, and allied government supplies and services are delivered on time, at projected cost, and meet all performance requirements. [more >>](#)
[Our Director](#) | [Our Services](#)

DCMA DIRECTORATES & REGIONS

- DCMAHQ** | Headquarters Directorate
- DCMAO** | Operations Directorate
- DCMAE** | Eastern Regional Command
- DCMAC** | Central Regional Command
- DCMAW** | Western Regional Command
- DCMAI** | International Directorate
- DCMAS** | Special Programs Directorate
- DCMAIT** | Information Technology Directorate

DCMA: SUPPORTING THOSE WHO SERVE



WELCOME TO DCMA | DCMA professionals serve as "information brokers" and in-plant representatives for military, Federal, and allied government buying agencies | [more >>](#)

1 2 3 4 5 6

CUSTOMER ACCESS
Be sure you have access to all the latest DCMA Customer Resources... sign up via **EWAM** today! We welcome your feedback!

- CBAP
- CAS Directory**
- Contract Mgmt Team
- Contract Inquiry
- Customer Liaisons
- Careers @ DCMA
- Delivery Schedule Mgr
- EVMS Instruction
- Fed Biz Opps
- PCARSS
- Preaward Survey Mgrs

INDUSTRY ACCESS
Industry Concerns

QUICK LINKS

- Furlough Guidance
- Contingency CAS
- CCAS Feedback
- Cost & Pricing Cntr
- Exec Fleet Vehicle
- Employee Exit Survey
- Fraud Net
- Plant Clearance PCARSS
- Specialty Metals

EMPLOYEE ACCESS

WEBMAIL: HQ | Boston | Carson

TELEWORK: Telework Portal

LOGINS: Intranet | Portal | eTools | Emergency Resources

EEO: Equal Employment Opportunity Center

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HQ, Regions & CMOs

Policies

E-Tools Access

CAS Directory CMT Finder



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Quick On-Line Survey Access

FEEDBACK

DCMA wants your feedback on our services



Questions?

Back Up

- **Administration Functions - FAR 42.302a/DFARS 242.302**
 - **71 Standard FAR functions**
 - **2 Standard DFARS functions**
 - **Normal with delegation for administration**
 - Performed as appropriate to the requirements of the contract
 - **PCO may retain all except**
 - Negotiation of forward pricing rate agreements
 - Establishment of final indirect cost rates and billing rates
 - Determination of contractor's compliance with Cost Accounting Standards; including disclosure statement adequacy & compliance
 - Adequacy determination of the contractor's accounting system
- **Additional Functions - FAR 42.302b/DFARS 242.302**
 - **11 Additional Functions**
 - Performed when specifically authorized by the Contracting Officer

- **Plant Offices**

- DCMA office resident in contractor's facilities
- Full administration responsibilities for all contractor contracts
- Lead oversight of major defense contracts throughout supply chain

- **Geographic Offices**

- DCMA office centrally placed within defined geographic area
- Functional specialists travel to contractor facilities throughout area
- Full administration responsibility for all contracts within area

- **Product Specific Offices**

- Provides customer-focused support in high-visibility areas
- Administration responsibilities for unique functions/product lines
 - NASA Product Operations – responsible for support to NASA
 - Naval Special Emphasis Operations – responsible for critical programs
 - Aircraft Integrated Maintenance Operations – responsible for aging aircraft
 - Aircraft Propulsion Operations – responsible for complex aircraft engines

- ★ **DCMA Headquarters – Fort Lee, VA**
- ▲ **Regional Headquarters**
- **International CMOs**
- **Special Programs**

DCMA Western Region:

- ▲ **Headquarters – Carson, CA**
- Contract Management Offices:
- Boeing Huntington Beach, CA
- Denver, CO
- Lathrop, CA
- Lockheed Martin Denver, CO
- Lockheed Martin Sunnyvale, CA
- Los Angeles, CA
- Palmdale, CA
- Phoenix, AZ
- Raytheon, Tucson, AZ
- Santa Ana, CA
- NPO (NASA Product Operations), Fort Sam Houston, TX

DCMA Central Region:

- ▲ **Headquarters – Chicago, IL**
- Contract Management Offices:
- Bell Helicopter, Forth Worth, TX
- Boeing, St. Louis, MO
- Chicago, IL
- Dallas, TX
- Dayton, OH
- Detroit, MI
- Huntsville, AL
- Lockheed Martin, Forth Worth, TX
- Twin Cities, MN
- AIMO (Aircraft Integrated Maintenance Operations), St. Augustine, FL

DCMA Eastern Region:

- ▲ **Headquarters – Boston, MA**
- Contract Management Offices:
- Atlanta, GA
- Baltimore, MD
- Boeing, Philadelphia, PA
- Boston, MA
- Garden City, NY
- Hartford, CT
- Lockheed Martin, Marietta, GA
- Lockheed Martin, Moorestown, NJ
- Lockheed Martin, Orlando, FL
- Manassas, VA
- Orlando, FL
- Philadelphia, PA
- Raytheon, Tewksbury, MA
- Sikorsky Aircraft, Stratford, CT
- Springfield, NJ
- APO (Aircraft Propulsion Operations), Hartford, CT
- NESO (Naval Special Emphasis Operations), Philadelphia, PA

DCMA Special Programs

- Special Programs East
- Special Programs South
- Special Programs West

International Contract Management Offices:

- **DCMA Americas – Ottawa, Canada**
 - **DCMA Northern Europe – RAF Wyton, United Kingdom**
 - ***DCMA Southern Europe – Wiesbaden, Germany**
 - ***DCMA Middle East – Kuwait City, Kuwait**
 - ***DCMA Afghanistan – Kabul, Afghanistan**
 - **DCMA Pacific – Atsugi, Japan**
- * Includes Contingency Contract Administration (CCAS) Operations