



VISION 2020

UPDATE 2

FEATURING FMS IMPROVEMENT INITIATIVES

OCTOBER 2016

SOLUTIONS FOR AMERICA'S GLOBAL PARTNERS





VISION 2020





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MESSAGE FROM THE DIRECTOR



The past few years have been an exciting time for Security Cooperation. Our programs and workforce continue to grow ever more critical in supporting our national security and foreign policy objectives. The interagency's highest levels recognize and support the value of what we do and our efforts to improve.

In 2013, the agency embarked on a journey to respond to the rapidly changing environment and to identify improvements to meet new and different demands on the Security Cooperation community. This resulted in the Defense Security Cooperation Agency's (DSCA) six-year strategy, Vision 2020, originally published in October 2014. Vision 2020's 23 objectives and 78 initiatives address three approaches: laying the foundation, synchronizing to meet customer expectations, and ensuring effectiveness and efficiency.

During the last year of Vision 2020 implementation, we made important progress on a number of initiatives, including reorganization of DSCA into a regionally aligned, matrixed organization; reduction of contract administration surcharge fees; and collaboration with the interagency to issue a Lead Nation Procurement policy. Nevertheless, our environment is very dynamic. We must continue to respond proactively to the increasing demand for U.S. defense articles and services. The environment has necessitated changes to some of our initiatives, a healthy consequence of our commitment to evaluate continuously the needs of our community. This year's update highlights changes to Vision 2020's approach that will guide us moving forward, along with our achievements over this past year.

Stakeholder expectations are high – from our international partners, the United States Congress and senior government officials from across the interagency, as well as our industry colleagues. With our Vision 2020 foundation in place, we facilitated high-level discussions with our stakeholders and together produced a robust set of initiatives – focusing on the enterprise and complementing the efforts already underway at DSCA. We have collaborated extensively across the enterprise and have already begun to make important improvements to our programs – most notably to the Foreign Military Sales (FMS) system. I have highlighted these enterprise-wide initiatives in an appendix to this update. Although different stakeholders are leading these initiatives across the interagency, it is important to recognize the synergies these efforts share.

One of the most transformational efforts is to change the Security Cooperation workforce to adapt to the 21st century environment. The workforce, our greatest asset, must evolve to be fully trained, certified and resourced to carry out the critical Security Cooperation mission. This effort will be our highest priority as we continue to implement Vision 2020 and support the enterprise initiatives.

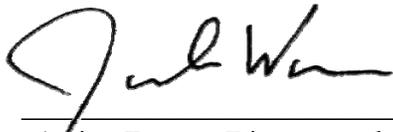
I look forward to continuing to serve with you as we support solutions for America's global partners.



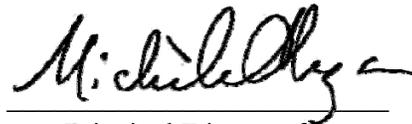
J. W. Rixey
Vice Admiral, USN
Director

MESSAGE FROM THE MANAGEMENT TEAM

Though DSCA management has undergone some changes over the past few years – both in terms of personnel and organization – we collectively remain fully dedicated to achieving DSCA Vision 2020 by implementing the goals, objectives, and initiatives laid out in this document. The revisions we have made since last year’s update reflect our shared commitment to respond appropriately and positively to an increasingly dynamic environment. While specific initiatives sometimes require adjustment, our fundamental agency values remain unchanged and we pledge to hold each other to the same high standards to which we hold the broader workforce. DSCA Vision 2020 outlines the appropriate course of action for addressing the challenges of the coming decade.



Acting Deputy Director and
Principal Director for
Business Operations



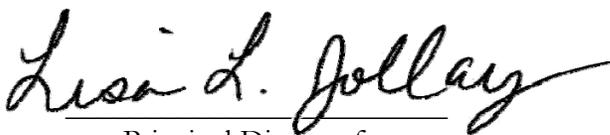
Principal Director for
Security Assistance & Equipping



Chief Performance Officer



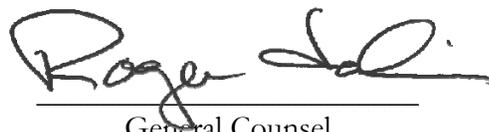
Principal Director for Strategy



Principal Director for
Information Management and Technology

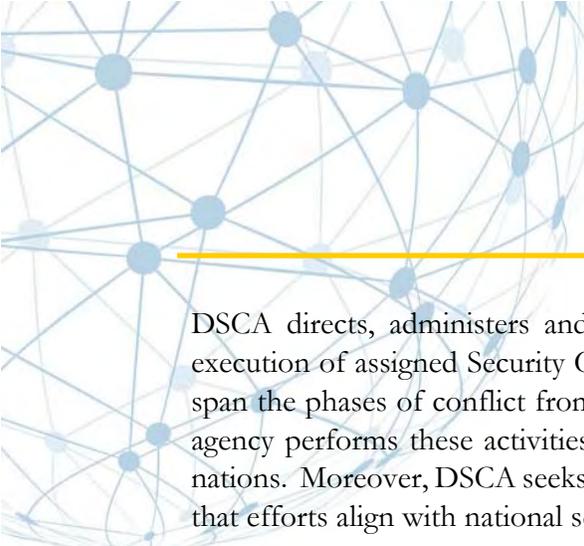


Principal Director for
Administration & Management



General Counsel





EXECUTIVE SUMMARY

DSCA directs, administers and provides Department of Defense (DOD)-wide guidance for the execution of assigned Security Cooperation programs. DSCA issues are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The agency performs these activities by collaborating closely with the interagency, industry and partner nations. Moreover, DSCA seeks to maximize Security Cooperation program effectiveness and ensures that efforts align with national security priorities.

DSCA released Vision 2020 in 2014 to position the agency to lead the community in support of U.S. national security interests and foreign policy objectives. To support more effectively the United States' capability and capacity building efforts around the globe, DSCA Vision 2020 must adapt to the changing environment and global priorities. Our approach, however, remains consistent. DSCA assumes a three-fold approach to address strategic challenges: (1) synchronizing Security Cooperation activities, (2) meeting customer expectations, and (3) ensuring the effective and efficient use of Security Cooperation community resources.

Since 2014, DSCA has implemented 28 percent of the 78 initiatives from across the 8 distinct goals. The implemented initiatives directly affect how the Security Cooperation community operates by reducing cost, decreasing time across the lifecycle of an FMS case, improving the quality of our Security Cooperation programs, and adding greater transparency to our processes. Some of the most noteworthy implemented initiatives are as follows:

- ▶ DSCA collaborated with its Military Department (MILDEP) counterparts to develop a process to share certain FMS case execution documents with partner nations. The increased transparency allows each partner nation more insight into the FMS process, which provides a greater understanding of the overall process and funding requirements.
- ▶ During year one of Vision 2020, DSCA and the Department of State worked in partnership to develop a policy to support a lead nation process to allow certain countries to share defense equipment and training. Building on that foundation, we implemented the first FMS case under this construct earlier this year; several more such cases are in development. We anticipate showing positive, measurable results as this case matures through its lifecycle.

DSCA continues to work with the Security Cooperation community on the remaining 45 initiatives by concentrating its resources on those most impactful to our business. One of the most prominent initiatives going forward is the transformation of the Security Cooperation workforce. The community is a network of world-class professionals that operate at the nexus of defense, acquisition, and foreign policy. DSCA must develop and implement a comprehensive program to address the training and education, certification, assignment/placement, and long-term career planning needs of the DOD Security Cooperation workforce if we are going to perform at the highest level. Through a number of engagements with the United States Congress and our interagency partners, DSCA is now on a trajectory to develop this initiative with the full support of the Security Cooperation enterprise.



During this past year, the Security Cooperation community focused on institutionalizing those initiatives previously implemented and making important progress towards success for the remaining Vision 2020 tasks and our DSCA-assigned FMS Improvement initiatives (see the Appendix). However, the DSCA leadership in some instances either strategically realigned initiatives because they no longer support the dynamic Security Cooperation environment or adjusted initiative timelines to refocus resources on our most important tasks. Vision 2020 Update 2 reflects these changes made by the DSCA leadership team. We will remain flexible in this changing environment and be responsive to our customers' needs and expectations as we make further progress towards fully implementing this strategy. Therefore, as circumstances warrant, DSCA may make further strategic adjustments to the remaining initiatives based on a better understanding of the Security Cooperation community's priorities.

Vision 2020 is a strategy fulfilling our vision: Enable a whole-of-government effort to build and maintain networks of defense relationships that achieve U.S. national security goals. By maintaining our focus on synchronizing customer expectations, effectiveness, and efficiency, DSCA will continue to play a central role in the Security Cooperation community well into the future.



OUR ENVIRONMENT AND APPROACH

“...no country alone can address the globalized challenges we collectively face.”

2014 Quadrennial Defense Review

In order to establish and maintain the relationships so vital to our strategic interests, the United States must proactively meet the unique and dynamic needs of our partners. We best achieve our national security and foreign policy interests only by working closely with, and building the capacities and capabilities of, our partners. The U.S. remains the global provider of choice despite an increasingly competitive marketplace for defense articles and services. To compete successfully in the current environment, the Security Cooperation community must identify and process these needs and pull together the full spectrum of our programs and services into a customized solution compatible with U.S. national interests and law. Such convergence requires a more unified, whole-of-government approach – an approach mandated for the programs covered by Presidential Policy Directive-23 on Security Sector Assistance. This approach is particularly needed because of:

- ▶ A more diverse, capable, and competitive international environment.
- ▶ The increased connectivity of the global economy and information infrastructure and the requirement to adapt processes and priorities to unforeseen challenges and opportunities.
- ▶ A complex legal and regulatory environment.

Our Workforce

Our workforce fundamentally enables our success. The past year has seen a renewed recognition of the criticality of a properly trained workforce. DSCA is leading efforts to revise how we conduct training across the Security Cooperation community – addressing required competencies and skills across positions and organizational elements, training and education options to deliver those competencies and skills, and certification levels and requirements. In addition, DSCA will implement overarching governance changes to better manage and execute this program.

These efforts have the support of the United States Congress, reflected in the thoughtful provisions in FY17 Authorization Bills. Though at the time this document went to print the precise legislative language was still under discussion and revision on Capitol Hill. The DOD leadership recognizes the need for workforce reform and that DSCA’s initiatives are consistent with this evolving consensus. The Security Cooperation community has the opportunity and momentum to make meaningful and lasting changes to our workforce architecture that will shape the community for years to come.

Our Framework

As we navigate this ever-changing environment, Vision 2020 focuses on three core, fundamental ambitions in leading the Security Cooperation community:

Synchronizing Security Cooperation Activities

- ▶ Working closely with the Office of the Deputy Assistant Secretary of Defense for Security Cooperation, DSCA will lead the Security Cooperation community in better coordinating the delegation and sequencing of efforts, and in collaborating across the Security Cooperation enterprise. Its role includes advance planning and facilitating decision-making that addresses gaps, redundancies, and conflicts, and that achieves long-term objectives. It also entails building adaptability into our processes so the enterprise can anticipate and respond to emergent and dynamic requirements.

Meeting Customer Expectations

- ▶ There is a customer in everything DSCA does, whether it be another U.S. Government (USG) organization, industry, or an international partner. The complexity of modern challenges requires tailored solutions that are artfully deployed. Properly identifying and executing to customer expectations enables the USG to find more complete solutions to its challenges while remaining competitive in the global marketplace. Our customers expect timeliness, accuracy in price forecasting, and effective coordination, particularly on logistics issues.

Ensuring Effectiveness and Efficiency

- ▶ We strive for effectiveness and efficiency in everything we do. DSCA must draw on all its Security Cooperation tools to find the best solution for a given task – and it must do so while constrained by declining resources. DSCA will lead the community in the sustainable use of resources through business process improvement, modernization, and coordinated assessments of community effectiveness and efficiency.



FUNDAMENTALS

Mission

- ▶ Lead the Security Cooperation community in developing and executing innovative Security Cooperation solutions that support mutual U.S. and partner interests.

Vision

- ▶ Enable a whole-of-government effort to build and maintain networks of relationships that achieve U.S. national security goals.

Values

- ▶ **Leadership:** We are a U.S. Government-wide source for Security Cooperation solutions. We expect our organization and our workforce to lead the community toward accomplishing national, regional, and country objectives.
- ▶ **Integrity:** We adhere to the highest ethical and professional standards. In order to build partnerships based on trust, integrity must be at the core of all we do.
- ▶ **Teamwork:** We are committed to the Security Cooperation enterprise as a whole-of-government effort. We understand the importance of working together to build and sustain enduring relationships with our international partners.
- ▶ **Innovation:** We strive for organizational creativity and adaptability. These characteristics are essential to our success in today's evolving strategic environment.
- ▶ **Efficiency:** We are trusted stewards of U.S. taxpayer and partner nation funds. We strive to achieve our mission in the most efficient way possible while maintaining our commitment to effectiveness and quality.





KEY TERMS

The following definitions are provided for the purpose of clarifying this plan and should not be considered official definitions unless so noted.

Customer: Any entity or individual external to DSCA that relies on a Security Cooperation activity or process to achieve a specific output or a specific outcome (e.g. U.S., MILDEP or other USG agency, U.S. industry, or foreign partner).

Implementing Agency: The MILDEP or defense agency responsible for executing military assistance programs. With respect to FMS, the MILDEP or defense agency assigned responsibility by DSCA to prepare a Letter of Offer and Acceptance (LOA) and to implement a FMS case. The Implementing Agency is responsible for the overall management of the actions that will result in the delivery of the materials or services set forth in the LOA accepted by a foreign country or international organization.

Partner (also Partner Nation, Foreign Partner): An international entity – most often a foreign defense and security establishment – that is the beneficiary of Security Cooperation programs and activities.

Security Assistance: A group of programs authorized by the [Foreign Assistance Act \(FAA\) of 1961, as amended](#), and the [Arms Export Control Act \(AECA\) of 1976, as amended](#), or other related statutes by which the United States provides defense articles, military training, and other defense-related services, by grant, loan, cash sale, or lease, in furtherance of national policies and objectives (Source: [Joint Publication 1-02, as amended through April 14, 2006](#)).

Security Cooperation: The full continuum of activities undertaken by the DOD to encourage and enable international partners to work with the United States to achieve strategic objectives. It encompasses all DOD interactions with foreign defense and security establishments, including all DOD-administered security assistance programs that build defense and security relationships promoting specific U.S. security interests, including all international armaments cooperation activities and security assistance activities; that develop allied and friendly military capabilities for self-defense and multinational operations; and that provide U.S. forces with peacetime and contingency access to host nations ([DOD Directive 5132.03](#)).

- ▶ **Security Cooperation Enterprise:** The network of entities engaged in any element of Security Cooperation programs, either as providers or as beneficiaries. This includes USG agencies, the United States Congress, foreign partners, and industry.
- ▶ **Security Cooperation Community:** A subset of USG Executive Branch entities within the Security Cooperation enterprise directly responsible for managing or executing Security Cooperation programs or the policies that affect those programs.
- ▶ **Security Cooperation Workforce:** Employees of USG agencies within the Security Cooperation community.

FY2016 ACCOMPLISHMENTS

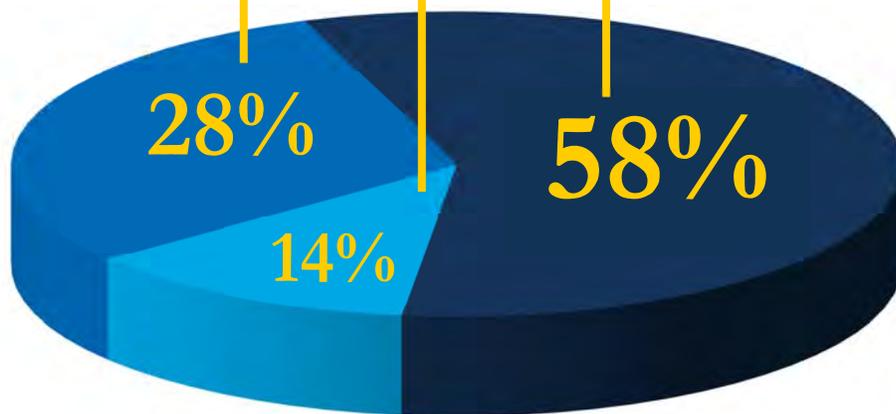
Over the course of FY16, DSCA saw important progress on many initiatives that have positively influenced the Security Cooperation community. While several of these accomplishments are detailed below, a full list of implemented initiatives can be found in the appendix. Looking forward, the agency has prioritized the remaining initiatives to implement strategically over the next few years.



22 initiatives were **implemented** since the inception of Vision 2020

11 initiatives have been **removed or consolidated with other initiatives** to streamline implementation and accommodate prioritization.

45 initiatives will **continue** this year, and through 2020



SUCCESSFUL HIGHLIGHTS

Trade Show Participation (Initiative 5.2.a.)

The DSCA Trade Show initiative improves DoD support to trade shows by synchronizing enterprise participation at both international and domestic events. Increased planning and preparation for trade show participation maximizes limited resources and prioritizes engagements with regional and industry partners.



In FY16, DSCA, working with the Combatant Commands (CCMD) and the MILDEPs, synchronized efforts to provide equipment and Distinguished Visitor support to 17 international trade shows. DSCA worked closely with counterparts at the Departments of Commerce and State to support defense industry in pursuing increased business opportunities at the Singapore Air Show. DSCA, working closely with the Office of Defense Cooperation in London, successfully synchronized activities, messaging, and outreach engagements for 23 senior leaders who participated at the Farnborough International Air Show.

In FY17, DSCA will synchronize trade show support by continuing to refine equipment and Distinguished Visitor planning. In addition, DSCA will seek to expand planning and synchronization efforts to include broader representation from theater-components, program offices, and defense industry.

Lead Nation Procurement (Initiative 6.2.b.)

The Lead Nation Procurement Initiative advances the U.S. commitment to help the North Atlantic Treaty Organization (NATO) and NATO members maximize the purchasing power of their defense budgets through the types of procurement envisioned by Smart Defence initiatives. Lead Nation Procurement permits joint procurement of defense articles and services through a lead country for economies of scale and also offers the potential for flexible retransfers among members of the group.

The first Lead Nation FMS case was implemented in July 2016. Baltic nations are participating in a case to share the costs to host a senior U.S. Army officer at the Baltic Defence College. In August, another key milestone was reached with the Congressional Notification of a case for precision-guided munitions with the NATO Support and Procurement Agency as the Lead and several NATO nations participating.

DSCA and the Department of State continue to solicit proposals for additional candidate Lead Nation cases and also continue their efforts to develop additional tools to support multinational procurements.

Standard Level of Service (Initiative 6.1.b.)

This initiative will successfully create a unified definition of "standard level of service" to be used across the Security Cooperation community. The standard level of service initiative provides further clarification as to which services are funded by the FMS surcharge and which are properly funded by a line on a LOA document or other sources of funding. Additionally, guidance is now provided on activities specific to "non-standard" items. If the DOD does not currently procure an item, it is considered non-standard and the additional workload necessary to procure and deliver that item will be funded by the LOA. Last, this revised policy addresses the volume of some activities that will be provided with the FMS administrative surcharge. For example, only one case review will be provided each year.

By further defining which activities are provided with the FMS administrative surcharge, the entire DOD will provide LOAs that are more consistent to our international partners. DSCA expects this policy to be implemented in FY17. Shortly afterwards, DSCA will initiate a detailed review of the administrative surcharge rate.

SYNCHRONIZING SECURITY COOPERATION ACTIVITIES

1. Calibrating DSCA's Roles and Responsibilities

Goal: Ensure that DSCA's official roles and responsibilities support DSCA Vision 2020.

End State: Official issuances clearly codify the level of DSCA responsibility necessary for the efficient and effective execution of DSCA-managed Security Cooperation programs and initiatives.

Objective 1.1: Lead the Security Cooperation community in clarifying and codifying agency roles and responsibilities in order to eliminate ambiguity and redundancy and better align with strategic guidance and existing directives.

	Initiative	Dates/Status
a	Recommend amendments to existing DOD and Security Cooperation community directives.	Implemented. See appendix for details.
b	Contribute to the updating of all forms of guidance and Security Cooperation processes required to ensure that DSCA equities are represented in accordance with the agency's mission.	Oct 2014 – Sept 2017
c	Clarify stakeholders' responsibilities.	Implemented. See appendix for details.
d	Update program execution guidance and training materials.	Implemented. See appendix for details.

Objective 1.2: Initiate and participate in a thorough review of the Security Cooperation workforce that calibrates the roles and responsibilities of job categories to simplify business processes and eliminate unnecessary redundancy.

	Initiative	Dates/Status
a	Lead a community-wide inventory of core Security Cooperation positions and recommend amendments to roles and responsibilities necessary to eliminate ambiguities, inefficiencies, misalignments, and gaps.	Oct 2014 – Sept 2017
b	Review and update, as required, position descriptions, program-specific information papers, execution guidance, and training materials to reflect new roles and responsibilities.	June 2016 – Sept 2018

2. Achieving Strategic Alignment and Optimization of the Professional Development of the Security Cooperation Workforce

Over the past year, DSCA has advanced several human capital initiatives outlined within Objective 2, “Achieving Strategic Alignment of Human Capital,” impacting DSCA Headquarters and the greater Security Cooperation workforce. We have determined that DSCA Headquarters-focused initiatives should be moved to a separate DSCA Human Capital Strategic Plan. This Human Capital Strategic Plan will not only encompass the initial objectives included in the previous version of Vision 2020, focused on the headquarters, but will also cover: (1) DSCA’s strategic direction as it relates to human capital initiatives; (2) DSCA customer/stakeholder human capital management outcomes/goals; and (3) an implementation plan that will express strategies for accomplishing the goals set for DSCA. This new DSCA Human Capital Strategy will be completed within the year and published separately from Vision 2020.

The new objective, Achieving Strategic Alignment and Optimization of the Professional Development of the Security Cooperation workforce, will focus on DSCA's broad effort to optimize the professional development of the Security Cooperation workforce. The Security Cooperation Workforce Development Program outlined in the Senate Armed Services Committee's draft FY17 National Defense Authorization Act informs DSCA's efforts. The effort encompasses a number of initiatives aimed to improve training, education, and professional development across the workforce. The initiatives target how DSCA provides training and education through the Defense Institute of Security Cooperation Studies (DISCS) to include: training provided to different Security Cooperation positions and career paths; the level of training/education that should be provided; and the appropriate time to provide the identified training/education. We will work in close cooperation with Security Cooperation community leadership to implement this program.

Goal: Effectively develop and implement a Security Cooperation workforce training, education, and professional development certification program.

End State: An identifiable, agile and high-performing Security Cooperation workforce with the knowledge, skills, and experience to meet current and future challenges.

Aligns with FMS improvement initiative "P0.2 - Security Cooperation Workforce Development" which aims to ensure the Security Cooperation workforce has the right mix of skills and experience to fully execute current Security Cooperation missions and the flexibility to address future requirements.

Objective 2.1: Scope the Security Cooperation workforce.

Initiative	Dates/Status
a Structure DSCA’s organization and match its workforce to support the mission in a safe, effective, and efficient manner.	Implemented. See appendix for details.

b	Identify Security Cooperation positions that should be considered for inclusion in a workforce development program.	Ongoing
c	Develop a way to track those positions using existing manpower, personnel and training databases.	Ongoing
d	Understand how the Security Cooperation workforce is clustered into fields and position categories, and where there is overlap with the defense acquisition workforce.	Ongoing

Objective 2.2: Analyze Security Cooperation workforce positions.

	Initiative	Dates/Status
a	Identify the competencies, skills, and experience required for each position in the Security Cooperation workforce.	Ongoing
b	Designate Security Cooperation positions with the highest strategic importance and most demanding responsibilities as key Security Cooperation positions.	Ongoing
c	Develop a way to identify key Security Cooperation positions, as well as the competencies, skills and experience requirements for all Security Cooperation positions, in existing manpower, personnel, and training databases.	Ongoing
d	Develop a mechanism to identify training and certification requirements and a means to track workforce skills and certification.	Ongoing

Objective 2.3: Develop a Security Cooperation workforce certification program.

	Initiative	Dates/Status
a	Identify training, education, and experiential opportunities that help to develop the competencies, skills, and experience required by the Security Cooperation workforce to meet current and future opportunities. Explore options for developing opportunities to address any Security Cooperation workforce capability gaps.	Ongoing
b	Develop incentive structures that encourage and maximize participation in the certification program.	Ongoing

c	Prepare a strategic communications strategy, as appropriate, to ensure the Security Cooperation workforce is aware of and understands the certification program.	Ongoing
d	Track participation in the certification program via existing manpower, personnel and training databases.	Ongoing

Objective 2.4: Manage workforce development.

	Initiative	Dates/Status
a	Establish a DSCA office to manage the workforce certification program and identify counterpart points of contact throughout the Security Cooperation community.	Ongoing
b	Refocus and expand the geographic presence of DISCS (formerly DISAM) to better support training and education of the Security Cooperation workforce.	Ongoing
c	Strengthen the access and influence of the DSCA/ DISCS through increased cooperation with Defense Acquisition University and other DOD Security Cooperation and education institutions.	Ongoing

3. Enabling the DSCA Mission with an Authoritative, Secure Information Technology (IT) Mission Systems Portfolio

Goal: Enable the execution of DSCA’s Security Cooperation mission by aligning agency requirements to IT services and capabilities that provide authoritative and dynamic information for decision-making.

End State: A Security Cooperation community with streamlined mission systems and information sharing practices that provide a near real-time view of community activities, facilitates organizational learning, enables strategic decision-making, and allocates IT resources to support DSCA’s mission.

Objective 3.1: Fully understand, manage and execute Information Management and Technology (IM&T) agency requirements in order to support the community.

	Initiative	Dates/Status
a	Document and evaluate case management processes and develop a concept of operations.	Oct 2016 – Sept 2018
b	Implement a detailed plan for DSCA’s migration to the Global Theater Security Cooperation Management Information System (G-TSCMIS) and for DSCA to help the community effectively use G-TSCMIS as the	Implemented. See appendix for details.

	authoritative data system of the Security Cooperation community.	
c	Charter and establish governance boards to capture the Security Cooperation community requirements.	Oct 2016 – Sept 2018
	<p>Aligns with FMS improvement initiative “Security Cooperation Enterprise Solution (SCES)” which aims to develop a tri-Service FMS Case Execution System with access to data for multiple stakeholders within the United States Government as well as Partner Nations.</p>	
	Establish a team within IM&T with responsibility for Security Cooperation community management, portfolio management, and agency architecture framework.	Oct 2016 – Sept 2017
e	Work with the Security Cooperation community to ensure that the Security Cooperation Enterprise Solution (SCES) includes adequate functionality for standardized case execution business process.	Ongoing
	<p>Aligns with FMS improvement initiative "L2.3 - Security Cooperation Enterprise Solution" which aims to develop a tri-Service FMS Case Execution System with access to data for multiple stakeholders within the United States Government as well as Partner Nations.</p>	

Objective 3.2: Streamline and simplify IM&T’s portfolio of mission systems.

	Initiative	Dates/Status
a	Mitigate the risk of unsupported hardware/software (e.g., the Defense Security Assistance Management System (DSAMS)).	Oct 2016 – Sept 2017
b	Establish a Security Cooperation community Enterprise Board to oversee all system investments and gain visibility into portfolio costs.	Oct 2016 – Sept 2017
c	Establish technical baseline and enterprise architecture, roles, processes, documentation, and tools.	Oct 2016 – Sept 2018

Objective 3.3: Implement proactive cybersecurity practices that become part of the daily ethos for the entire DSCA.

	Initiative	Dates/Status
a	Clarify and improve Authorizing Officer designation and certification process.	Oct 2016 – Sept 2017
b	Establish agency-wide cybersecurity partnerships.	Oct 2017 – Sept 2018

Objective 3.4: Extend IM&T’s influence by forging partnerships across the Security Cooperation community.

	Initiative	Dates/Status
a	Establish structure and processes to allow better partner relationship management.	Oct 2017 – Sept 2019



MEETING CUSTOMER EXPECTATIONS

4. Aligning Activities and Resource Allocation to Broader Strategic Priorities

Goal: Prioritize the achievement of United States Government strategic goals in executing DSCA-managed activities, programs, and resource allocation.

End State: DSCA leads the Security Cooperation community in synchronizing the resourcing, management, and execution of its programs in order to effectively prioritize the achievement of specified strategic outcomes.

Objective 4.1: Improve internal DSCA information sharing, communication, and synchronization of efforts to enable employees to think strategically across the spectrum of Security Cooperation activities.

	Initiative	Dates/Status
a	Transition DSCA to a “matrixed organization” and establish Integrated Regional Teams.	Implemented. See appendix for details.
b	Use a DSCA-wide engagement calendar.	Implemented. See appendix for details.
c	Modernize DSCA’s infrastructure to facilitate increased communication and synchronization across functions, and to enable a mobile workforce with a reduced physical footprint.	Oct 2014 – Sept 2017

Objective 4.2: Inform resource allocation and the planning and execution of DSCA-managed programs by structured analysis that derives priorities from national, regional, and DOD strategic guidance.

	Initiative	Dates/Status
a	Develop mechanisms to understand stakeholder concerns.	Consolidated with initiative 4.3.a.
b	Manage bilateral engagement strategies.	Implemented. See appendix for details.
c	Use regional roadmaps to achieve end states and mitigate the effects of likely constraints and challenges.	Consolidated with initiative 4.3.b.

Objective 4.3: Facilitate interagency collaboration with and external understanding of the Security Cooperation community to improve DSCA involvement in intra-agency Phase 0 planning and enable synchronization among Security Cooperation programs.

Aligns with FMS improvement initiative “Personnel Development Assignments” which aims to enhance interagency collaboration and engagement through reciprocal exchanges (e.g., comparable to existing program between DSCA and the Office of Regional Security and Arms Transfer under the Department of State, Bureau of Political-Military Affairs) for personnel development and knowledge-sharing.

Initiative	Dates/Status
a Develop strategies for improving stakeholder understanding of DSCA.	Implemented. See appendix for details.
b Coordinate with stakeholders and identify plans, objectives, and milestones to conduct recurring regional program reviews in order to synchronize activities, create synergy in response to USG initiatives, and develop Security Cooperation solutions.	Oct 2014 – Sept 2017
c Proactively provide policy guidance.	Updated with continued monitoring.



5. Enabling More Responsive Industry Participation in Security Cooperation

Goal: Sustain a whole-of-government effort to facilitate more responsive industry participation in Security Cooperation.

End State: The Security Cooperation community partners with industry to actively apply innovative approaches to fulfilling international capability requirements.

Objective 5.1: Conduct structured analyses that inform USG decision making on supporting industry’s participation in Security Cooperation efforts.

	Initiative	Dates/Status
a	Annually publish increasingly accurate FMS Forecasts and “Javits” Reports that project FMS activities and support effective planning and budgeting for Security Cooperation.	Implemented. See appendix for details.
b	Develop technology roadmaps that compare key aspects of the export readiness of U.S. systems or technology solutions to partners’ capability requirements in order to support forecasted competitions and procurements.	Oct 2014 – Sept 2020
c	Implement, where appropriate, a strategic framework that supports USG efforts to help define partner requests.	Consolidated with initiatives 4.3.b. and 5.1.b.
d	Identify and promote technology release decisions that support Security Cooperation priorities.	Implemented. See appendix for details.

Objective 5.2: Facilitate industry engagements that provide and capitalize on Security Cooperation opportunities.

	Initiative	Dates/Status
a	Ensure that Security Cooperation objectives are prioritized appropriately at trade shows.	Implemented. See appendix for details.
b	Implement a methodology for planning industry engagements that help achieve technology roadmaps.	Consolidated with 5.1.b.
c	Promote a DOD methodology to implement approved advocacy plans.	Implemented. See appendix for details.



6. Remaining a Provider of Choice for Our International Customers

Goal: Use the FMS process and supporting activities to facilitate the building and maintenance of international relationships by meeting customer expectations and making FMS competitive in a diverse international environment.

End State: Prospective international customers view the United States as a provider of choice because of positive and repeatable experiences with the FMS process.

Objective 6.1: Optimize the use of customer funds across the community.

Initiative	Dates/Status
a Encourage transparency by identifying key officials in the United States and partner nations.	Ongoing
b Assess “standard level of service” implementation and evaluate potential alternatives.	Oct 2014 – Oct 2016 (See FY16 Accomplishments for details.)
c Evaluate the use of a tiered administrative surcharge.	Consolidated with 6.1.b.
d Conduct a major review of each surcharge and evaluate assessment and collection methodologies.	Oct 2014 – Sept 2017
Aligns with FMS improvement initiative “L2.4 – Reduction of Contract Administrative Surcharge, Elimination of Attrition Surcharge” which will help the United States remain the provider of choice through the reduction of costs to Partner Nations.	
e Review processes that use FMS customer funds – including Stand-By Letter of Credit Program, termination liability, case closure, payment schedules, and training pricing – to	Oct 2017 – Sept 2018

eliminate inefficiencies and the unnecessary retention of customer funds.

Objective 6.2: Adapt the FMS process to changing business practices and purchaser requirements with innovative business models and more accommodating business rules.

	Initiative	Dates/Status
a	Propose changes to permit FMS purchasers to allow U.S. contractors specified in a valid commercial export authorization to have temporary possession of, or access to, defense articles procured via FMS without a separate retransfer authorization to perform integration, repair, refurbishment, or upgrade.	Continuing to review feasibility, consider potential mechanics, and assess return on investment.
b	Develop strategies to support defense equipment/training sharing initiatives.	Implemented. See appendix for details.
c	Reform the management of Supply Discrepancy Reports to improve responsiveness to the customer while making the review process less labor-intensive for USG implementing agencies.	Implemented. See appendix for details.
d	Explore and develop options for using LOAs to support leases of defense articles or lease-like arrangements.	Oct 2015 – Mar 2017

Objective 6.3: Increase confidence in FMS as a procurement option for partner nations by providing greater and more structured customer visibility and participation during the Pre-Letter of Request (Pre-LOR) and case development phases and during FMS contracting.

	Initiative	Dates/Status
a	Execute one test case with each MILDEP for a new model of customer involvement in the Pre-LOR, case development, and contracting processes of the FMS system.	Oct 2014 – Jun 2017
b	Coordinate and publish appropriate policy changes, informed by assessments of the test cases, for establishing a DSCA policy on increased FMS customer visibility and participation in the FMS process.	Consolidated with 6.3.a.
c	Conduct annual assessments of effectiveness and affordability of a DSCA policy on increased FMS customer visibility and participation in the FMS process for each of the first two years of implementation.	Consolidated with 6.3.a.



Objective 6.4: Identify and communicate realistic transportation options and costs before and during case development to improve transparency and responsiveness while ensuring that transportation is resourced at sustainable levels.

	Initiative	Dates/Status
a	Develop criteria and execute test cases for advance transportation planning, culminating in the publication of a transportation planning decision tree in the Security Assistance Management Manual (SAMM) .	Oct 2014 – Dec 2016
<p>Aligns with the FMS improvement initiative “L5.6. Integrating Logistics into Security Cooperation” in logistics capabilities can be a point of failure in DOD's Security Cooperation efforts.</p>		
b	Coordinate and formalize processes across the community to identify and consider transportation options before and during case development while ensuring that transportation charges are sustainable.	Oct 2015 – Sept 2018
c	Develop a method for measuring the effectiveness of advanced transportation planning, and conduct regular assessments.	Oct 2016 – Sept 2017

ENSURING EFFECTIVENESS AND EFFICIENCY

7. Applying Resources to Incentivize Community Performance, Innovation, and Responsiveness

Goal: Allocate DSCA-controlled resources consistently and equitably while incentivizing innovation and responsiveness.

End State: A responsive Security Cooperation community is effectively resourced to manage and execute its programs while continually seeking to innovate and improve performance.

Objective 7.1: Define the cost components of the FMS Administrative Surcharge funds budget and formulate strategies that maximize community responsiveness.

Aligns with FMS improvement initiative “L5.3. Cost and Schedule Estimates,” which aims to improve by providing more robust pricing and delivery schedule estimates for both Price and Availabilities and LOAs.

	Initiative	Dates/Status
a	Align FMS Administrative budget with corporate workload measures.	Implemented. See appendix for details.
b	Assess, from a resource management perspective, the cost of Pre-LOR activities and define the portions of these activities that are funded appropriately by the FMS Administrative Surcharge.	Oct 2014 – Sept 2016
c	Assess appropriate funding sources for continued support of nonstandard program offices.	Consolidated with 6.1.b.
d	Maximize effective and efficient overseas operations by issuing revised policies and procedures.	Oct 2015 – Nov 2016

Objective 7.2: Transition to a new resource paradigm that incentivizes performance and innovation.

	Initiative	Dates/Status
a	Achieve full Financial Improvement and Audit Readiness (FIAR) compliance for all DOD-managed funds.	Oct 2014 – Sept 2017
b	Establish more accurate and transparent transportation cost methodologies to ensure that transportation is charged and billed equitably.	Oct 2015 – Mar 2017

c Achieve full FIAR compliance for the FMS Trust Fund and other Security Cooperation funds.

Dec 2016 – Sept 2020



8. Optimizing the Management and Execution of DSCA Programs

Goal: Ensure that DSCA leads in optimizing the management and execution of its programs.

End State: The Security Cooperation community, in consultation with relevant customers, continuously improves and optimizes dynamic and innovative processes with appropriate tradeoffs between quality, speed, cost, and transparency.

Objective 8.1: Maintain work quality while more efficiently and quickly processing LORs and LOAs.

Aligns with FMS improvement initiative “L1.2. Partner Signing of LOA,” which aims to improve timely acceptance and implementation of LOA documents, resulting in faster deliveries and mitigating potential sources of cost increases.

	Initiative	Dates/Status
a	Reduce the average number of days from LOR receipt to LOA/Amendment Offer.	Implemented. See appendix for details.
b	Update coordination matrix to facilitate quick review of LOAs.	Implemented. See appendix for details.
c	Update case writing/review roles and responsibilities for the Case Writing Division and Implementing Agencies to achieve a sustainable workload distribution model that	Oct 2014 – Sept 2017

	ensures the appropriate level of review and the efficient use of resources.	
d	Reduce the coordination requirements for Nonrecurring Cost (NC) waivers.	Implemented. See appendix for details.
e	Review quality assurance and coordination requirements.	Implemented. See appendix for details.

Objective 8.2: Increase efficiency and responsiveness in case execution by codifying the responsibilities of Case Managers and establishing community-wide milestones.

	Initiative	Dates/Status
a	Rewrite the Case Managers' responsibilities in the SAMM, C2.T1 , making them clearer and more specific so that Case Managers can be more productive.	Implemented. See appendix for details.
b	Establish clearer training and certification for all Case Managers.	Consolidated within objectives 2.2., 2.3., and 2.4.
c	Standardize milestones; update the definition of the FMS Master Plan in the SAMM.	Implemented. See appendix for details.



APPENDIX: IMPLEMENTED INITIATIVES

1. Calibrating DSCA's Roles and Responsibilities

Initiative

1.1.a. Conduct an internal review of existing DOD and Security Cooperation community directives and recommend necessary amendments to eliminate ambiguities, inefficiencies, misalignments, and gaps that inhibit the effective and efficient execution of DSCA-managed programs.

Impact: Collaborated with process and policy stakeholders to amend directives and key documents to eliminate ambiguity, inefficiencies, misalignments, and gaps.

1.1.c. Engage Security Cooperation stakeholders to clarify roles and responsibilities related to program oversight, management, and the general execution of Security Cooperation activities.

Impact: Increased collaboration with Security Cooperation stakeholders and improved process for adjudicating requests.

1.1.d. Review and update, as required, program-specific information papers, execution guidance, and training materials.

Impact: Updated DISCS curriculum, SAMM, and DOD guidance to reflect the latest information, and will continue to update functional and informational materials as needed.

2. Achieving Strategic Alignment of Human Capital

Initiative

2.1.a. Structure DSCA's organization and match its workforce to support the mission in a safe, effective, and efficient manner.

Impact: Conducted a review and realigned the DSCA Headquarters structure as part of the Office of the Secretary of Defense Delaying Initiative.

3. Enhancing Knowledge Management

Initiative

3.1.b. Implement a detailed plan for DSCA's migration to the G-TSCMIS and for DSCA to help the community effectively use G-TSCMIS as the authoritative data system of the Security Cooperation community.

Impact: Provided an integrated view through G-TSCMIS of all completed, planned, and ongoing Security Cooperation activities for DSCA. Will continue to work diligently towards G-TSCMIS's final release through FMS Improvement initiative L2.6 by both entering appropriate events and exporting data from DSCA-owned authoritative data systems and working with stakeholders to expand system usage.



4. Aligning Activities and Resource Allocation to Broader Strategic Priorities

Initiative

- 4.1.a. Transition DSCA to a “matrixed organization” and establish Integrated Regional Teams that prioritize and synchronize DSCA-managed activities while balancing USG objectives with partner nation expectations.
Impact: Enabled workforce to better serve the full spectrum of capabilities by increased knowledge sharing and awareness.
-
- 4.1.b. Use a DSCA-wide engagement calendar for tracking significant events, milestones, and recurring activities to improve the timeliness and quality of planning processes and products.
Impact: Fostered a more synchronized and efficient long-range work environment.
-
- 4.2.b. Manage long- and short-term bilateral engagement strategies that inform the use of DSCA resources so that DSCA activities better align with USG strategic guidance.
Impact: Director, DSCA travel supports DOD's national security priorities and conserves FMS Administrative resources by engaging with his counterpart at the appropriate time and to achieve prescribed desirable results.
-
- 4.3.a. Develop strategies for improving stakeholder understanding of DSCA’s tools and for positioning DSCA to better support Security Cooperation-related activities.
Impact: Director, DSCA and DSCA leadership built a greater understanding of DSCA’s tools, including DISCS, through bilateral engagement.



5. Enabling More Responsive Industry Participation in Security Cooperation

Initiative

Annually publish increasingly accurate FMS Forecasts and “Javits” Reports that project FMS activities and support effective planning and budgeting for Security Cooperation.

- 5.1.a. Impact: Launched the DSCA, MILDEPs, and CCMD FY17-18 forecast, with the initial draft of Javits expected to be sent to the Department of State in the middle of October each year, ultimately better enabling USG to prepare for FMS activities in upcoming years.

Identify and promote technology release decisions that support Security Cooperation priorities.

- 5.1.d. Impact: Updated the SAMM with additional guidance to promote early/advanced technology release decisions that went into effect in September 2016.

Lead DOD support to tradeshow to ensure that Security Cooperation objectives are appropriately prioritized.

- 5.2.a. Impact: Promoted consistent messaging by the USG, which led to a better understanding of Security Cooperation goals.

Promote a DOD methodology to implement approved advocacy plans.

- 5.2.c. Impact: Created consistent advocacy messaging in line with coordinated USG goals leading to expanded senior leader advocacy in various international meetings and fora.

6. Remaining a Provider of Choice for Our International Customers

Initiative

- 6.2.b. Develop strategies to support defense equipment/training sharing initiatives.



Impact: Implemented the first FMS case under the Lead Nation Procurement initiative. A more complex case for procurement of precision-guided munitions by eight nations through the NATO Support and Procurement Agency is advancing toward offer.

- 6.2.c. Reform the management of Supply Discrepancy Reports to improve responsiveness to the customer while making the review process less labor-intensive for USG implementing agencies.
- Impact: Evaluated with the United States and partner stakeholders the management of Supply Discrepancy Reports and mutually determined the current policy and processes best met the needs of the customer and USG.
-

7. Applying Resources to Incentivize Community Performance, Innovation, and Responsiveness

Initiative

- 7.1.a. Establish corporate workload measures to inform the allocation of the FMS Administrative budget.
- Impact: Annual budget/Program Objective Memorandum process is more reliant on empirical data and workload measures to establish annual funding allocations, which significantly reduces the administrative effort in formulating and adjudicating budget requests.
-

8. Optimizing the Management and Execution of DSCA Programs

Initiative

- 8.1.a. Implement the June 2015 guidance to reduce the average number of days from LOR receipt to LOA/Amendment Offer below FY13 levels, report quarterly on actual performance, develop recommendations for improving performance, and execute those recommendations.
- Impact: Improved collaboration and data sharing between DSCA and the MILDEPs, which enabled agreement on new LOA processing timelines and allowed for frequent reviews of metrics, resulting in sharing of lessons-learned between MILDEPs. New functionality was programmed into DSAMS to identify potential candidates for process improvement efforts.
-
- 8.1.b. Annually update a coordination matrix that minimizes the number of DSCA Headquarters reviews required and facilitates DSCA's quick review of LOAs.
- Impact: The coordination matrix improves LOA quality as errors are reduced. The coordination matrix ensures the correct functional entities with equities are reviewing the LOAs, while reducing the overall number of reviews. The matrix provides feedback to each functional entity reviewing LOAs on how they are performing against stated goals and whether any adjustment or support is needed by a functional entity to meet the goal.
-

Work with the Office of the Office of Under Secretary of Defense (Comptroller) and the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics (OUSD AT&L)) to reduce or eliminate the coordination requirements for NC waivers beyond DSCA.

8.1.d. Impact: Reduced average coordination time with OUSD (AT&L) from four to two days and streamlined coordination with DSCA Office of the General Counsel and the Office of the Under Secretary of Defense (Policy) via implementation of digital coordination with CAC signatures.

Review quality assurance and coordination requirements and develop recommendations for future procedures using results from 8.1.a and b.

8.1.e. Impact: Processed LORs and LOAs more quickly while maintaining a high degree of quality and consistency.

Rewrite the Case Managers' responsibilities in the [SAMM, C2.T1](#), making them clearer and more specific so that Case Managers can be more productive.

8.2.a. Impact: New guidance improved the productivity of Case Managers by providing clear and specific guidance to ensure case execution is managed more effectively, more transparently, and on time.

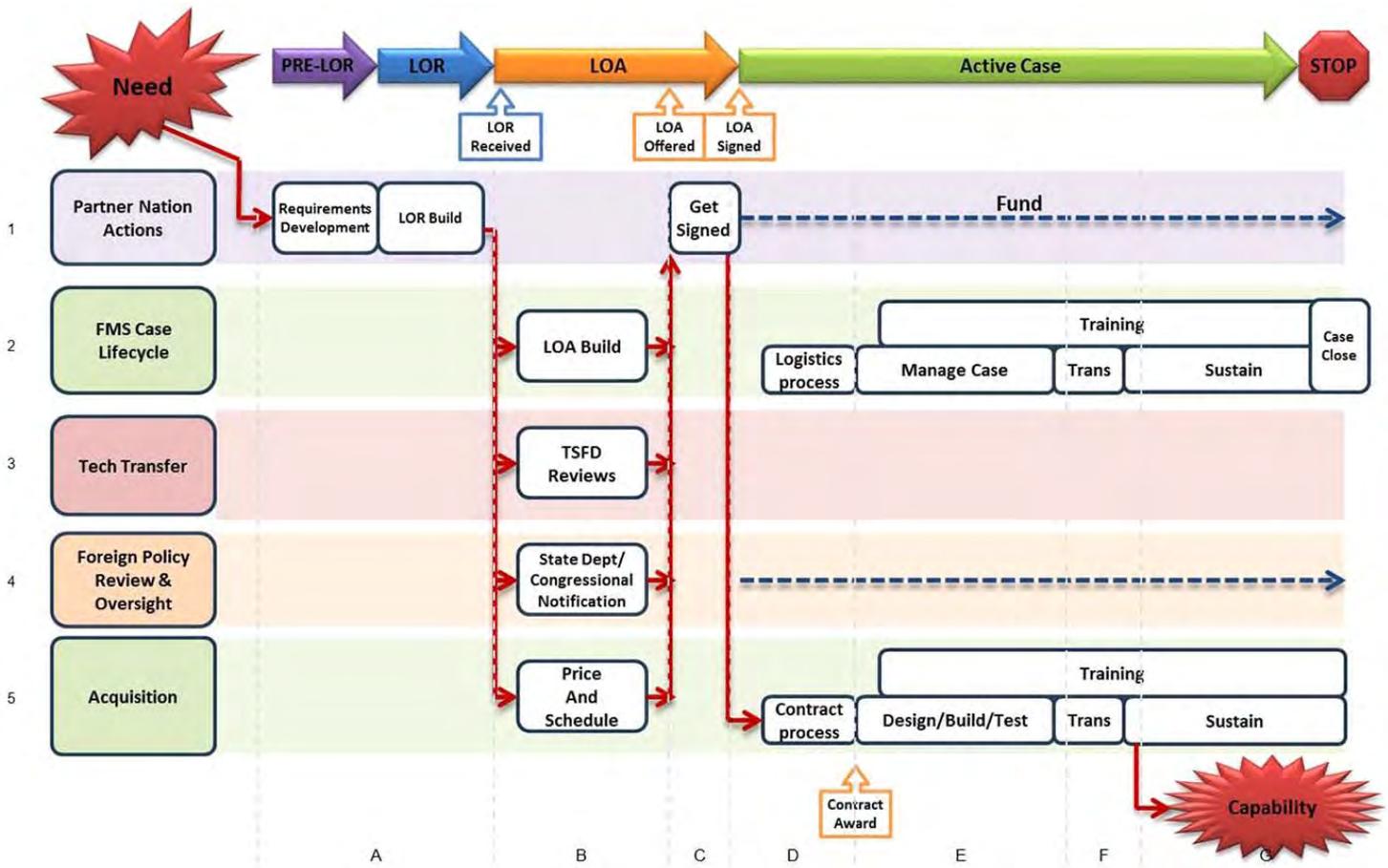
Standardize key milestones in the execution of FMS projects and make them more visible to the Security Cooperation community; update the definition of the FMS Master Plan in the SAMM.

8.2.c. Impact: Standardized the milestones and defined the Master Plan. Reduced the number of Case Manager responsibilities and added a new responsibility for ensuring contracting milestones are met, requiring the issuance of a master plan with key program milestones.



APPENDIX: FMS IMPROVEMENT INITIATIVES

The Security Cooperation enterprise has developed and begun to implement a number of initiatives to make Security Cooperation programs, particularly FMS, more responsive and effective in a dynamic environment of growing demand. Our partners rely upon the quality, timeliness, and effectiveness of our programs in order to implement their national defense strategies, reflecting our shared international and defense interests.



The initiatives, summarized below, include: working with our foreign partners and industry to define requirements and align priorities better (and earlier); ensuring closer coordination with the procurement community to improve acquisition timelines; identifying ways to update, enhance, and restructure our workforce training based on refinements to the FMS processes; and resourcing the workforce properly both to meet current FMS requirements and to manage future needs effectively. The initiatives are spearheaded by different stakeholders within the DOD, as well as the interagency, in particular the Department of State.

Like the DSCA Vision 2020 efforts, we can report important successes. For example, based on close cooperation among DSCA, the MILDEPs, and our CCMD colleagues, we have significantly revamped our forecast process to better enable the USG to prepare for FMS activities in upcoming years (see

related V2020 initiative 5.1.a.). In addition, together with the Department of State, we have instituted a new board structure/review process to support execution of the Special Defense Acquisition Fund authority to increase our responsiveness to partner nations’ needs by reducing acquisition timelines.

Collectively, the efforts, along with DSCA’s Vision 2020 initiatives, represent a robust effort across the interagency to enable the United States to remain the provider of choice for our foreign partners.

Some initiatives, defined as Phase 0, impact the entire process, while other initiatives target specific points in the FMS process; these are organized by the lane each targets in the FMS process chart (see above for the process chart).

Phase 0: Shaping Activities

FMS Initiative and Description		Linkage to Ongoing Vision 2020 Initiative	
P0.1.	Refine DSCA FMS Sales Forecasting	Provide an accurate forecast of Security Cooperation activity to better plan for resource requirements across multiple lanes of FMS activities.	Initiative 5.1.a.
P0.2.	Security Cooperation Workforce Career Development	Ensure the Security Cooperation workforce has the right mix of skills and experience to fully execute current Security Cooperation missions and the flexibility to address future requirements.	Initiatives Under Goal 2.
P0.3.	DISCS Strategic Review	Enable a Security Cooperation workforce the ability to effectively develop innovative Security Cooperation solutions through DISCS training.	Initiatives Under Goal 2.
P0.4.	Personnel Development Assignments	Enhance interagency collaboration and engagement through reciprocal personnel exchanges (e.g., comparable to existing program between DSCA and Department of State PM/RSAT) for personnel development and knowledge-sharing.	Objective 4.3.
P0.5.	Manpower Cut Exemptions	Protect Implementing Agency personnel who support FMS from across-the-board personnel reductions, in particular: <ul style="list-style-type: none"> ▶ Security Cooperation Office (SCO) positions ▶ MILDEP positions targeted for reduction 	Initiative 4.3.b.
P0.6.	Alignment with Strategic Guidance	Ensure military service support for FMS and Security Cooperation is aligned with DOD guidance and CCMD plans.	

P0.7.	Security Cooperation Enterprise Group	Promote effective communication and coordination across the Security Cooperation enterprise to ensure priorities and resources are aligned.	
P0.8.	SCO Staffing Allocation	SCO staffing levels currently based on regional CCMD allotments vice a strategy driven process.	
P0.9.	Priority FMS Case Performance Reviews	Use the CCMD Priority meeting to address not only immediate issues with cases, but systemic ones.	Initiative 5.2.b.
P0.10.	Industry Engagement	Synchronize engagement between USG and industry with regard to FMS processes and priorities.	Initiative 5.2.c.
P0.11.	Defense Advocacy	Discern effective opportunities for defense advocacy on a consistent basis across the interagency and identify cases where additional USG support is warranted and leverages U.S. industry.	
P0.12.	Synchronized Participation in Trade Shows	Coordinate Security Cooperation enterprise participation in international and domestic trade shows and standardize messaging regarding USG programs and priorities.	Initiative 5.2.a.
P0.13.	Consolidate Authorities and Improve Execution Language	Streamline planning and effective execution of Security Cooperation programs through consolidated Security Cooperation authorities.	

Lane 1: Partner Nation Actions

FMS Initiative and Description		Linkage to Ongoing Vision 2020 Initiative
L1.1.	Foreign Customer Guide (1a)	Update the Foreign Customer Guide to provide comprehensive guidance on requirements definition, including total capability approach, to streamline LOR responses.
L1.2.	Partner Signing of LOA (1c)	Streamline timely acceptance and implementation of LOAs to prevent delivery delays and cost increases.

Lane 2: FMS Case Lifecycle

FMS Initiative and Description		Linkage to Ongoing Vision 2020 Initiative	
L2.0.	Vision 2020 Implementation (2a – g)	Ensure FMS processes and supporting activities managed by DSCA to facilitate the building and maintaining of international relationships in support of foreign policy and national security goals and objectives.	Connected across All Goals and Objectives
L2.1.	Transparency into FMS for Partner Nations (2a – g)	Manage and meet partner nation expectations by providing greater transparency into FMS.	
L2.2.	DSCA Realignment (2a – g)	Ensure FMS facilitates the building and maintaining of international relationships through: <ul style="list-style-type: none"> ▶ Timely and effective processes ▶ Increased transparency for Partner Nation ▶ Continued quality of service 	
L2.3.	Security Cooperation Enterprise Solution (SCES) (2d-g)	Develop tri-Service FMS Case Execution System with access to data for multiple stakeholders within the United States Government as well as Partner Nations.	
L2.4.	Reduction of Contract Administration Surcharge (2a-g)	Remain the provider of choice through the reduction of cost to Partner Nations.	
L2.5.	Multiple Nation Procurement (2a-g)	Enable sales to multiple partners on a single LOA to meet European Smart Defence Initiatives.	Initiative 6.2.b.
L2.6.	G-TSCMIS (2a-g)	Develop a comprehensive picture of whole-of-government Security Cooperation activities.	Initiative 3.1.b.
L2.7.	Case Development Extenuating Factor Tracking (2a-b)	Identify case development extenuating factors and use data to develop specific approaches to remedy as well as to identify trends for potential process improvements.	
L2.8.	DSCA Headquarters Training (2a-g)	Develop and maintain expertise of DSCA Security Cooperation staff in rapidly changing	Goal 2.

		environment per the Security Cooperation Workforce Career Development Program.	
L2.9.	DSCA Country Portfolio Director Development (2a-g)	Identify and implement portfolio training to enhance DSCA Country Portfolio Director development.	Goal 2.
L2.10.	DSCA Action Officer Portfolio Focus (2a-g)	Standardize tools/procedures to focus DSCA action officers on country and regional portfolios.	

Lane 3: Technology Transfer

FMS Initiative and Description		Linkage to Ongoing Vision 2020 Initiative
L3.1.	Design of Systems for Export (3a)	Strengthen DoD acquisition rules for addressing “exportability” early in the development phase by creating mandatory exportability requirements for all future programs.
L3.2.	Review and Streamline Processes (3a-b)	Coordinate the timeliness of complex technology release processes to facilitate release decisions.
L3.3.	Staffing (3b)	Protect Operations & Management funded personnel at Defense Technology Security Administration and Implementing Agencies who conduct technology transfer and foreign disclosure and export license reviews across the enterprise.
L3.4.	Export Control Reform (3b)	Consistent with the Presidential Directive, better protect the most sensitive defense technologies, while reducing unnecessary restrictions on exports of less sensitive items.

Lane 4: Foreign Policy Review and Oversight

FMS Initiative and Description		Linkage to Ongoing Vision 2020 Initiative
L4.1.	Facilitating Department of State Review, Processing, and Approval (4b)	Improve engagement and information flow to facilitate efficient Department of State review, processing, and approval of FMS-related transactions.

Lane 5: Acquisition

FMS Initiative and Description		Linkage to Ongoing Vision 2020 Initiative
L5.1.	Acquisition Workforce Training on FMS (5a-e)	Ensure acquisition workforce understands unique program management, development, test, and fielding challenges associated with FMS and plans accordingly.
L5.2.	Special Defense Acquisition Fund (5b-e)	Increase responsiveness by procuring select defense articles and services in anticipation of their future transfer to Partner Nations.
L5.3.	Cost and Schedule Estimates (5b)	Improve cost and schedule estimates.
L5.4.	Risk Transparency Initiative (5b)	Increase responsiveness through the identification of sales that involve new development, integration or are non-program of record and thus may be at increased risk of cost/schedule overruns.
L5.5.	Contracting for FMS (5d)	Improve acquisition contracting timelines.
L5.6.	Integrating Logistics into Security Cooperation (5e-g)	Improve Security Cooperation effectiveness and efficiency by ensuring that DOD has the tools and authorities to help partner countries build their defense logistics capacity (e.g., FMS Distribution Services Initiative).





APPENDIX: ACRONYMS

AECA	Arms Export Control Act
CCMD	Combatant Command
CDEF	Case Development Extenuating Factor
DOD	Department of Defense
DISCS	Defense Institute of Security Cooperation Studies
DSAMS	Defense Security Assistance Management System
DSCA	Defense Security Cooperation Agency
FAA	Foreign Assistance Act
FIAR	Financial Improvement and Audit Readiness
FMS	Foreign Military Sales
G-TSCMIS	Global Theater Security Cooperation Management Information System
IT&M	Information Technology & Management
LOA	Letter of Offer and Acceptance
LOR	Letter of Request
MILDEP	Military Department
NATO	North Atlantic Treaty Organization
NC	Nonrecurring Cost
OSD	Office of the Secretary of Defense
SAMM	Security Assistance Management Manual
SCES	Security Cooperation Enterprise Solution
SCO	Security Cooperation Office
USG	United States Government



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