



STRATEGIC PLAN FISCAL YEAR 2026-2030

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The DCMA Strategic Plan FY2026-2030 was developed by the agency's Senior Leadership Team using input from the DCMA team of trusted professionals. A companion Annual Performance Plan will further outline the Strategic Plan's objectives, and provide measurement, tracking and reporting criteria.

The Strategic Plan and Annual Performance Plan are managed by the DCMA Corporate Action Group on behalf of the DCMA Director and Senior Leadership Team.

DIRECTOR'S MESSAGE

Welcome to the Defense Contract Management Agency Strategic Plan for fiscal years 2026 through 2030.

The plan provides our direction for the coming years, defining our strategic goals, rigorously aligning them to War Department and Presidential directives, and holding us accountable for our mission success. More than just a compass, the plan is also our clock. Because today, more than ever before, speed matters.

Our nation is facing an increasingly complex future, rife with challenges and threats, requiring a rededication of our national defense efforts. We're now on a wartime footing, and DCMA's mission has never been more important.

Our agency has earned its reputation by delivering quality equipment to our warfighters, unmatched industry insight to military decision makers, and exceptional value to taxpayers. We recommit ourselves to this critical work through this Strategic Plan.

We'll perform our mission exceptionally well, as always, and will begin our second quarter century with an increased vigor, eagerly exploiting new technology in the service of precision and the relentless pursuit of warfighter dominance.

Sonya I. Ebright
Acting Director



WE ARE DCMA

MISSION FIRST: We are the independent eyes and ears of the War Department and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness.

The War Department created DCMA to be the most professional, effective and efficient way to provide contract administration and acquisition services, from pre-award through sustainment. Every day our team of trusted professionals delivers more than a million and a half items – from fighter jets to fasteners – to our forces. And every business day we authorize more than \$1 billion in payments to war contractors.

Beyond contracting, as the nation's acquisition combat support agency DCMA delivers accurate insight to War Department decision makers – fast – enabling operational planning and execution. Our real-time monitoring, assessing, problem solving and reporting on the health and viability of the nation's Major Defense Acquisition Programs, and the complex supply chains that feed them, are critical to our military operations around the world.

We are DCMA.

MISSION

We are the independent eyes and ears of the War Department and its partners, enhancing warfighter lethality by ensuring timely delivery of quality products, and providing relevant acquisition insight supporting affordability and readiness.

VISION

A team of trusted professionals delivering value to our Warfighters throughout the acquisition lifecycle.

VALUES

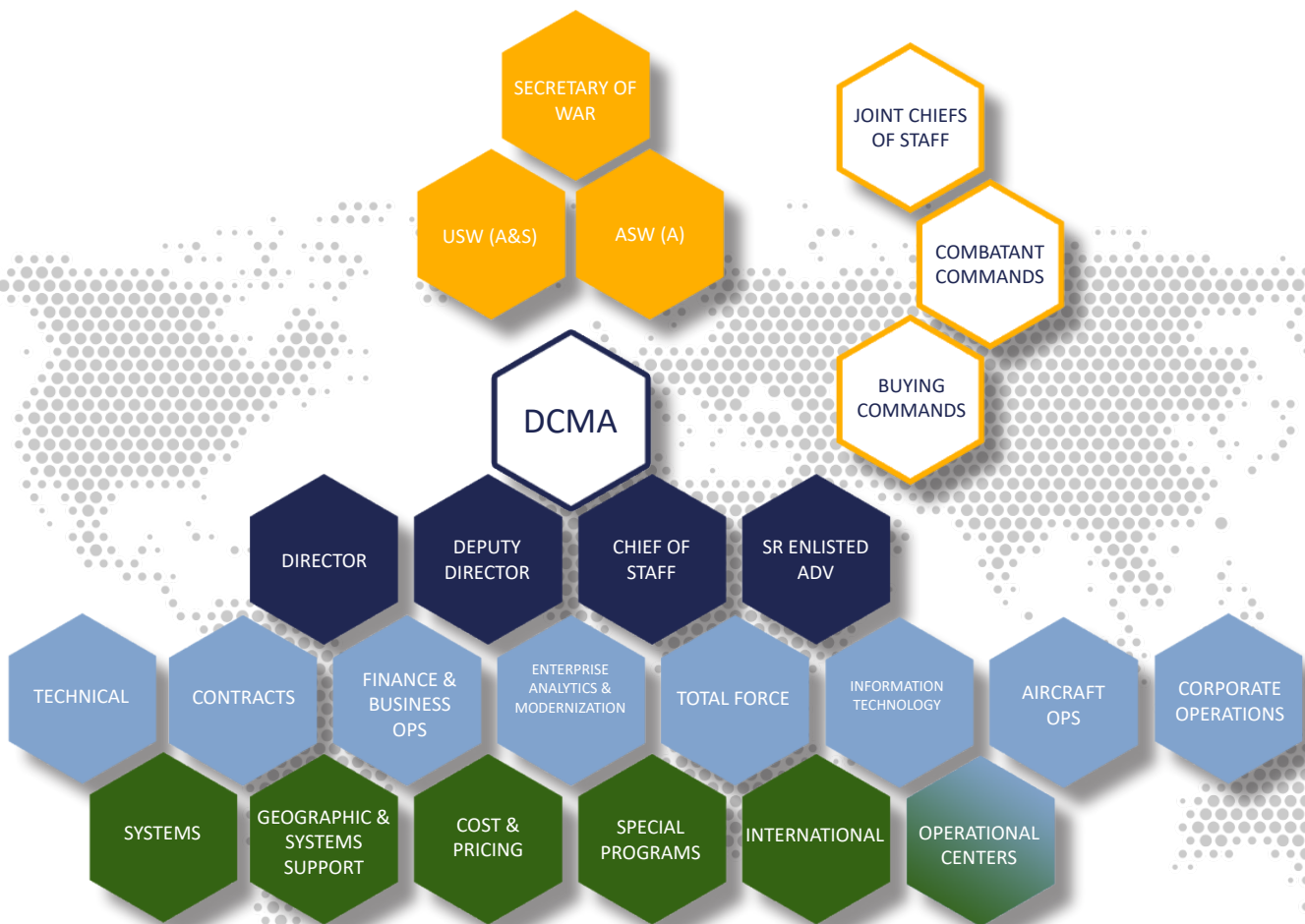
Integrity - Committed to the highest standards of ethical and moral behavior at all times.

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

Excellence - Committed to exceptional performance in everything we do.



WAR ACQUISITION ORGANIZATION



LINE OF EFFORT 1

Strengthen the defense industrial base through modernized technical surveillance, quality product delivery and data driven decisions to enable warfighter lethality.

Champion: Technical Directorate

Warfighter lethality hinges on a robust and resilient defense industrial base capable of rapidly adapting to emerging threats and delivering superior weaponry and systems. DCMA's focused and comprehensive approach will ensure our warfighters maintain a decisive technological and operational advantage.

Today's complex environment demands more than intuition and deep industrial experience. We are committed to leveraging data generated throughout the acquisition lifecycle and across the supply chain for enhanced data-driven decision making. This requires investing in advanced analytics capabilities, developing robust data governance frameworks and fostering a culture that values evidence-based insights. We will better identify potential risks and vulnerabilities within the industrial base, predict performance trends, optimize resource allocation and ultimately make more informed decisions that improve the quality, speed and cost-effectiveness of defense procurement.

Warfighters depend on equipment that performs as expected, every time. A rigorous, relentless focus on quality assurance throughout the supply chain is critical to DCMA's mission. We'll strengthen supplier relationships, influence buying command acquisition decisions and ensure contractors adhere to the highest standards of quality control. By prioritizing quality, we reduce the risk of defects, improve system reliability, and enhance warfighter confidence.

Modernizing surveillance means embracing new technologies and innovative approaches to monitor contractor performance and identify potential issues before they escalate. We will use artificial intelligence and machine learning to enhance our ability to detect anomalies, predict failures and ensure contract compliance. We will leverage progressive business practices to validate steadfast defense industrial base implementation of contract safety and cybersecurity requirements that help preserve and protect valuable War Department assets.

Ultimately, DCMA's mission is to enable warfighter lethality. By strengthening the industrial base through data-driven decisions, quality product delivery and modernized technical surveillance, we ensure our military has the technological edge it needs to deter aggression, protect national interests, and prevail in any conflict.

OBJECTIVE 1.1: Modernized technical surveillance: Characterize overall contractor performance, safety risk and cybersecurity compliance for 100% of DIB suppliers evaluated by DCMA and perform data driven surveillance by leveraging Agency's real time evaluation data, artificial intelligence and machine learning technology.

OBJECTIVE 1.2: Quality Product Delivery: Enhance timely delivery of conforming products to the warfighter - implement a 20% shift from product evaluations to risk-based contractor process evaluations, transition 10% of the surveillance activities from delivery schedule surveillance to production, planning and control (PP&C) surveillance, and reduce transportation turn around time by 20% - through targeted process efficiencies and automation efforts.

OBJECTIVE 1.3: Data Driven Decisions: Harness supply chain insights, automation, advanced analytics, artificial intelligence (AI), and machine learning (ML) to proactively engage, assess, and advise stakeholders across the defense ecosystem. Reduce response time to emerging supply chain risks by 10% year-over-year, deploy new applications with less than 5% errors, and improve process efficiency and/or enhance value of insights for > 50% of core products by the end of FY30.



LINE OF EFFORT 2

Deliver agile, transparent, and efficient acquisition life-cycle processes to improve stakeholder outcomes.

Champion: Contracts Directorate

Acquisition life-cycle processes must adapt to the transformative changes upon us, shaped by key realities, to meet Secretary of War priorities. DCMA will unlock transformative capabilities through automation and technology, delivering value to the War Department through improved performance and affordability.

This transformation is driven by increased digitalization and automation, with AI-powered contract management systems and robotic process automation becoming commonplace. Data-driven decision-making will be crucial, utilizing real-time analytics for contract performance monitoring, risk assessment and optimization. Simultaneously, increased complexity and volatility in interconnected supply chains demands a proactive approach to mitigate disruptions. Finally, evolving acquisition workforce and partner demands increasingly require a blend of technical expertise, business acumen and strong collaborative skills.

To achieve these objectives, DCMA will focus on four key tenets. First, we will prioritize Innovative Acquisition Tools (Modernization & Capability) by delivering next-generation technology, including AI-powered contract management systems and robotic process automation, to empower the workforce, proactively manage risk and enhance acquisition outcomes.

Second, we will focus on Streamlined Acquisition Processes (Efficiency & Acceleration) by eliminating redundancies, reducing bottlenecks and accelerating delivery and payment, guided by the principles of the Revolutionary FAR Overhaul. Employed properly, the RFO will streamline regulation, speed decision making and achieve significant savings.

Third, DCMA will ensure Auditable Financial Accountability (Stewardship & Compliance) through rigorous adherence to processes, improved controls and proactive measures against fraud, waste and abuse. DCMA's commitment to transparency and accountability will set a standard in the War Department's drive to pass financial audits.

Finally, DCMA will forge Strategic Partnerships (Collaboration & Innovation) with industry, government and academia, fostering collaboration and innovation to enhance acquisition outcomes and rapidly provide warfighters with cutting-edge capabilities.

OBJECTIVES 2.1: Reduce acquisition life-cycle services processing time by 20% through improvement initiatives and automation.

OBJECTIVE 2.2: Refresh all primary DCMA policy documents affected by the Revolutionary FAR Overhaul or regulatory reform through appropriate policy coordination procedures and subsequently streamlining processes through risk-based approaches.

OBJECTIVE 2.3: Achieve and maintain FIAR audit opinions based upon agency road maps, ensure significant reduction in failed RMIC and IET test attributes, and 100% implementation of audit recommendations through enhanced data-driven oversight and disciplined management controls.

OBJECTIVE 2.4: Increase whole of government stakeholder collaboration and warfighter readiness by aligning acquisition life-cycle process performance factors with customer requirements, increasing collaborative initiatives by 30%, and delivering unparalleled efficiency and performance.



LINE OF EFFORT 3

Drive enhanced value and affordability through modern, adaptive, and responsive cost and pricing capabilities to increase return on investment.

Champion: Cost & Pricing Command

Line of Effort 3 modernizes Cost & Pricing capabilities, delivering adaptive solutions through intelligent automation, multi-functional integration, and the expertise of our professionals. In a challenging global environment, this effort demands a strategic shift, exploiting trade space between workload, risk, resources and customer requirements, applying resources effectively and efficiently against our most critical and compelling needs.

This line of effort operationalizes a risk-based strategy focused on process reform, transformative technology, resource optimization and synergistic collaboration to maximize War Department purchasing power and taxpayer value.

DCMA's Cost & Pricing capability is a force multiplier for the Department, providing centralized expertise and acquisition intelligence throughout the procurement lifecycle, enabling accelerated acquisition decisions and strengthening negotiation leverage while enabling warfighter readiness.

We will reduce redundancy and relative costs by utilizing a centralized cadre of specialized acquisition professionals who deliver rapid, credible, data-driven pricing intelligence anchored in continuous improvement.

These efforts provide unmatched insight into the defense industrial base's cost structures and pricing strategies, fostering transparency throughout the supply chain while supporting contracting officer negotiations from a position of strength, driven by data, securing optimal terms and value.

DCMA will champion modernization to amplify Cost & Pricing capabilities across the Department. Prioritizing data as a critical asset includes integrating automation, AI and machine learning into core business processes, promoting seamless collaboration across limited DCMA and War Department resources.

This line of effort emphasizes trust and ongoing investment in our professional workforce as paramount to enabling agility and innovation; embracing multi-functional integration while continuing to build institutional knowledge and resilience that benefits the War Department.

OBJECTIVE 3.1: Identify redundant and unproductive requirements, streamline workflows and standardize processes impacting 70% of Cost and Pricing capabilities to strengthen organizational agility, responsiveness, and efficiency, maximizing War Department purchasing power and taxpayer value.

OBJECTIVE 3.2: Enhance operational capacity and value proposition by embedding transformative technology in 50% of cost and pricing capabilities, promoting seamless collaboration and unmatched insights for the War Department and its partners.

OBJECTIVE 3.3: Cultivate an agile, pricing-minded workforce embracing innovation and multi-functional integration to meet the shifting demands of a dynamic acquisition environment. Leveraging cross-functional, specialized training across 75% of the cost and pricing capabilities will further build institutional knowledge.



LINE OF EFFORT 4

Develop talent and align resources, infrastructure, and technology to meet evolving operational demands.

Champions: Information Technology, Finance & Business Operations, Total Force, Corporate Operations

We will deliver a modernized DCMA that optimizes resourcing and transforms how we hire, train and retain our people. We'll right-size our workplaces, improve processes, and leverage technology to deliver agile, data-informed and mission-focused results. We will evaluate and refine our organizational structure, enabling the agency to meet current and future War Department demands with precision, resilience and sustained performance.

DCMA will focus on transforming its talent and resourcing functions to attract, develop and retain a highly skilled workforce capable of providing operational contract support and insightful acquisition expertise. This involves partnering with our servicing human resources office to streamline hiring processes in alignment with executive order, centralizing and modernizing training programs to address emerging War Department needs, and strategically aligning personnel and skills with agency priorities through tools like the Resource Workload Model.

Furthermore, DCMA will proactively right-size its facilities, adhering to law and guidance to create flexible, collaborative and efficient office environments that supports employee well-being and mission success across our organization.

Simultaneously, the agency will optimize and automate processes to reduce administrative burden and accelerate execution. Modern technology and comprehensive data analysis will be leveraged to deliver timely, accurate and actionable acquisition insights to the War Department, consistent with FY26 War Department Acquisition and Sustainment policy. These technological improvements will ensure workforce effectiveness regardless of location, enhancing mobility, efficiency and innovation while addressing new mission requirements

Finally, building upon the Vision restructure, DCMA will continuously evaluate and refine its organizational structure to maximize responsiveness to War Department and customer needs. This ongoing refinement will balance mission execution with resource constraints, ensuring both efficiency and sustained operational excellence.

OBJECTIVE 4.1: Talent & Resourcing:

DCMA aligns workforce capabilities with mission priorities by reducing skills gap by 5%, improving stakeholder satisfaction by 5%, and maintaining a 50%fill rate of agency-approved critical positions.

OBJECTIVE 4.2: Place:

DCMA manages an optimized, secure facilities portfolio targeting a 10% increase in GSA lease space efficiency. This reflects efficient stewardship of public resources and alignment with federal real property goals.

OBJECTIVE 4.3: Technology:

DCMA delivers a secure, integrated enterprise, transitioning 95% from legacy systems, reaching 85% customer satisfaction in virtual services, configuring Blue List as an integrated, automated marketplace and attaining Zero Trust compliance to ensure mission assurance and warfighter readiness.

OBJECTIVE 4.4: Organizational Structure:

Target a 25% improvement in Organizational Optimization Index reflecting streamlined structures, reduced redundancy, and mature operational centers that drive enterprise-wide efficiency.



EXECUTION STRATEGY

The DCMA Director utilizes several formal and informal internal mechanisms to ensure agency efforts align with our strategic goals and objectives. Leadership is fully accountable for meeting near-term performance metrics as well as progress toward long-term objectives.

The agency will hold regular performance reviews to evaluate performance and use the results to support management and improve processes as well as for decision making. Each supporting Directorate will develop a supplemental strategy in support of the Strategic Plan, and will be responsible for supporting initiatives for each Line of Effort.

The Senior Leadership Team will ensure the following elements of change are incorporated throughout the LOEs and progress is made:

Culture – transition to become more risk-informed and empowered through increased collaboration and information sharing

Policies & Procedures – inform guidance to keep up with modernization

IT Transformation & Tools – support data driven decision making and analysis along with supporting cross functional information sharing

Facilities – progress to a post-realignment work environment while reducing facility costs and footprint

Agency Structure – continue to refine and evolve to improve functional and operational excellence

ANNUAL PERFORMANCE PLAN

The Annual Performance Plan identifies initiatives and communicates fiscal-year execution strategies for each LOE. Execution is crucial to strategic planning, and active participation from DCMA's operational workforce and capability boards is vital to the successful execution of the Strategic Plan. The APP provides an apparatus for this participation, and a foundation for agency and employee performance standards.





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