

**DEFENSE CONTRACT AUDIT AGENCY**  
**Management Discussion and Analysis**  
**FY 2020**



**A COMMITMENT TO EXCELLENCE**

DEFENSE CONTRACT AUDIT AGENCY  
FY 2020 MANAGEMENT DISCUSSION AND ANALYSIS

A message from the Director .....	2
I. About DCAA .....	3
II. Overview	
Mission .....	3
Organization and Structure .....	3
Management Initiatives .....	5
III. Performance	
Strategic Plan .....	5
Goals, Objectives and Results .....	5
IV. Financial	
Appropriated Funding .....	6
Analysis of the Financial Statements .....	7
Limitation of the Financial Statements .....	12
V. Systems, Controls, Legal Compliance	
Management Assurance .....	13
Internal Control Assessment and Results .....	13



## **MESSAGE FROM THE DIRECTOR**

I am pleased to present the Defense Contract Audit Agency's (DCAA's) Management Discussion and Analysis (MD&A) for FY 2020. Our MD&A provides executive-level information on the Agency's mission and vision, organization and structure, performance results, financial highlights, systems, controls and legal compliance.

DCAA provides audit and financial advisory services to the Department of Defense (DoD) and other federal entities that are responsible for acquisition and contract administration. DCAA operates under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer.

The DCAA team is committed to organizational excellence and sound financial management. I am pleased to report that DCAA received its 19th consecutive unmodified audit opinion on its financial statements. These audit results not only demonstrate that DCAA's financial statements are a reliable reflection of the Agency's financial position, but are also an integral component of the Agency's annual Statement of Assurance.

A handwritten signature in black ink, reading "Anita F. Bales".

Anita F. Bales  
Director

## **ABOUT DCAA**

Prior to 1965, each branch of the military had separate contract audit functions and regulations. Contractor and government personnel recognized the need for consistency, and the Secretary of Defense, Robert S. McNamara, instituted “Project 60” in May 1962 to examine whether it was feasible to centrally manage contract administration and audit activities. An outcome of this study was the decision to establish a single contract audit capability – the “Defense Contract Audit Agency.” DCAA began providing audit and financial advisory services to government contract officials on July 1, 1965.

The Agency’s primary function is to conduct contract audits and related financial services for the Department of Defense and other federal entities responsible for acquisition and contract administration. Specifically, DCAA helps determine whether costs are allowable, allocable, and reasonable. DCAA provides recommendations to government officials on contractor cost assertions for specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies.

## **OVERVIEW**

### **Mission**

Together with our acquisition partners, we increase warfighter capabilities by delivering high quality audits and financial services to achieve fair and reasonable prices that protect taxpayer dollars. Our mission statement clarifies our commitment to getting the most value for every dollar spent on defense contracts. We operate as a member of the acquisition community that works together to equip and serve our service members in uniform. As stewards who look out for taxpayers’ interests, we conduct high-quality contract audit services to ensure the government is paying fair prices for what it buys.

### **Organization and Structure**

DCAA has the following organizational structure:

**Headquarters** is located at the Andrew T. McNamara Headquarters Complex, Fort Belvoir, Virginia. Principal elements of the Headquarters are the Director, Deputy Director, General Counsel, Office of Inspector General, and the Assistant Directors for Operations, Policy and Plans, Integrity and Quality Assurance, and Human Capital and Resource Management.

**Regional offices** are located in Smyrna, Georgia; Irving, Texas; and La Palma, California. A field detachment that works on classified matters is located in Reston, Virginia. Each region is staffed with 720 to 900 employees aligned with 2,000 to 3,000 contractors. The field detachment has 500 employees aligned with 750 contractors.

**Corporate Audit Directorates (CADs)** are located in Lowell, Massachusetts; McLean, Virginia; Fort Worth, Texas; and Chicago, Illinois. Each CAD directs and administers the DCAA mission at select major defense contractors.

**Branch offices** are strategically located within the regions and are responsible for the majority of contract audit services within their assigned geographical areas. Branch offices often have smaller sub-offices to ensure adequate audit coverage.

**Resident offices** are established at specific contractor locations of both regions and CADs where the audit workload justifies the assignment of a permanent staff of auditors and support staff. These offices allow auditors to work on location with the largest major industrial manufacturers that the Government buys from, such as Lockheed Martin, DynCorp, and General Dynamics.

**Financial Liaison Advisors (FLAs)** are trained, experienced auditing professionals who are assigned to buying commands and provide assistance to acquisition, contract administration, and contract audit personnel. FLAs enhance communication with procurement officials and facilitate issue resolution. In addition, FLAs assist procurement officials in employing DCAA services more efficiently and effectively. Internally, FLAs enhance DCAA's understanding of specific acquisition issues by communicating command needs, concerns, and processes that impact field offices.

**The Defense Contract Audit Institute (DCAI)** in Atlanta, Georgia, provides specialized contract audit training for DCAA's audit staff, and leadership and interpersonal skills training to new supervisors and other Agency employees.

**DCAA's Professional Workforce.** For FY 2020, DCAA had 4,430 authorized personnel. About 88 percent of DCAA employees are auditors and 12 percent are professional support staff in various fields, including administrative support, budget, human resources, information technology, and legal support. Roughly 93 percent of employees have a bachelor's degree, with 44 percent having a master's or higher level degree. In addition, 34 percent of the workforce have a professional certification such as Certified Public Accountant (CPA), Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), or Certified Information System Auditor (CISA).

**DCAA's Assistance to the Acquisition Community.** DCAA assists acquisition personnel by:

- Evaluating contractor-submitted forward pricing proposals;
- Providing contracting officers with accounting and financial advisory services useful to negotiations;
- Verifying the propriety and acceptability of costs charged by contractors to flexibly-priced government contracts; and,
- Deterring inefficient contractor practices through detection and correction, and thereby, preventing excessive costs and contract prices.

## **Management Initiatives**

To help ensure the quality and efficiency of audit operations, DCAA issued additional guidance on the CARES Act, Other Transaction Authorities, Accounting and Estimating Systems, Contractor's Information Survey, and updating selected areas of cost. Additional training provided to the workforce pertained to the Other Transaction Authority, business system audits, and selected areas of cost. DCAA continued implementation of the 2018 National Defense Authorization Act requirement to use Independent Private Auditors to conduct incurred cost audits. In FY 2020, DCAA awarded task orders for 100 such audits to be performed by Independent Private Auditors.

DCAA's aim is to continue to provide contracting officers with high-quality and timely audit reports, advice, and negotiation support to establish fair and reasonable contract prices. During contract performance, DCAA auditors continue to verify that results and outputs of contractor business systems comply with applicable rules, regulations, and contract terms.

## **PERFORMANCE**

### **Strategic Plan**

In FY 2020, DCAA released its 2021-2025 Strategic Plan. The goals focus on strengthening alliances with our customers and strategic partners, delivering flexible and responsive products and services to our customers; and recruiting, cultivating, and retaining a highly skilled, flexible, and empowered workforce. This plan acknowledges the ever changing, budgetary, and security landscape that demands we operate at peak efficiency to reduce the cost of acquisition while ensuring our warfighters get what they need it. This year, we will begin work on the initiatives that support our strategic goals as we work toward our vision of every audit or service we deliver is on time, on point, and highly valued.

### **Goals, Objectives, and Results**

During FY 2020, DCAA examined \$343.2 billion in contract costs; issued 2,830 audit reports; identified \$3.5 billion in net savings; and produced a return on investment of about \$5.3 per \$1 spent. Although there are no specific goals for savings and return on investment, the results provide a significant indication of the value of DCAA's audit services to the U.S. taxpayer.

DCAA met the statutory requirement to complete incurred cost audits within one year of submission, and continues to find ways of being more efficient in executing these audits. The Agency also established a goal of issuing at least 89% of forward pricing audits by the original due date; 93% were submitted on time.

## **FINANCIAL**

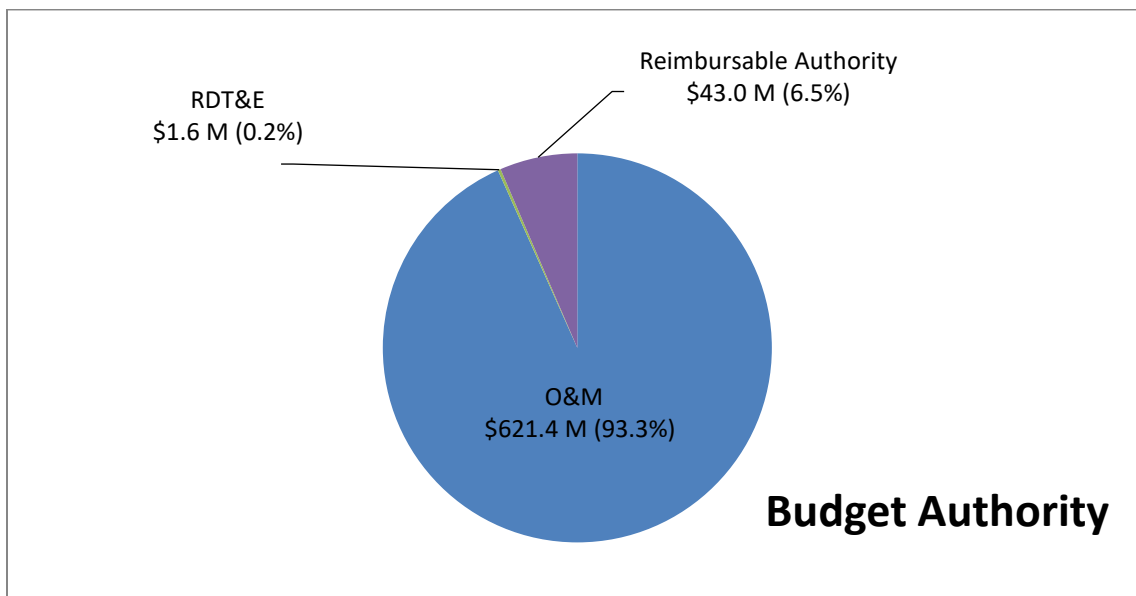
### **Appropriated Funding**

DCAA has three sources of appropriated funding reflected in our financial statements. They include Operation and Maintenance (O&M); Research, Development, Test, and Evaluation (RDT&E) and reimbursable funding authority.

**O&M appropriation** pays for goods and services used during the normal course of business in the fiscal year appropriated. Examples of expenses include civilian salaries and benefits, recruiting, training and education, travel, information technology, leased office space, and business assets. The FY 2020 O&M funding of \$621.4 million was \$1.1 million or 0.2% above the prior year's level.

**RDT&E appropriation** is a new source of appropriation for FY 2020. The \$1.6 million allocation is required for the development of a prototype software with the capability to streamline the assembly, transmission, routing, processing, and tracking of the large volume of contractor submissions received annually by the federal government; this appropriation was also used for redesign of the DCAA Management Information System (DMIS).

**Reimbursable funding** is received from non-DoD agencies for DCAA audit services. The Office of Under Secretary of Defense, Comptroller (OUSD(C)) sets reimbursable authority annually. In FY 2020, DCAA received \$43.0 million in reimbursable authority, which was \$6.0 million (16.2%) above the prior year level.



**Defense Acquisition and Workforce Development Account (DAWDA)** program funds have also been a valuable source of funding for DCAA, allowing us to grow, train, and sustain the audit workforce. The Office of the Under Secretary of Defense for Acquisition and Sustainment [OUSD (A&S)] provided DAWDA funding of \$7.6 million. NOTE: The DAWDA appropriation is part of OUSD (A&S)'s financial reporting and not shown on DCAA's financial statements.

## Analysis of the Financial Statements

The following tables and graphs summarize information regarding the Agency's financial condition.

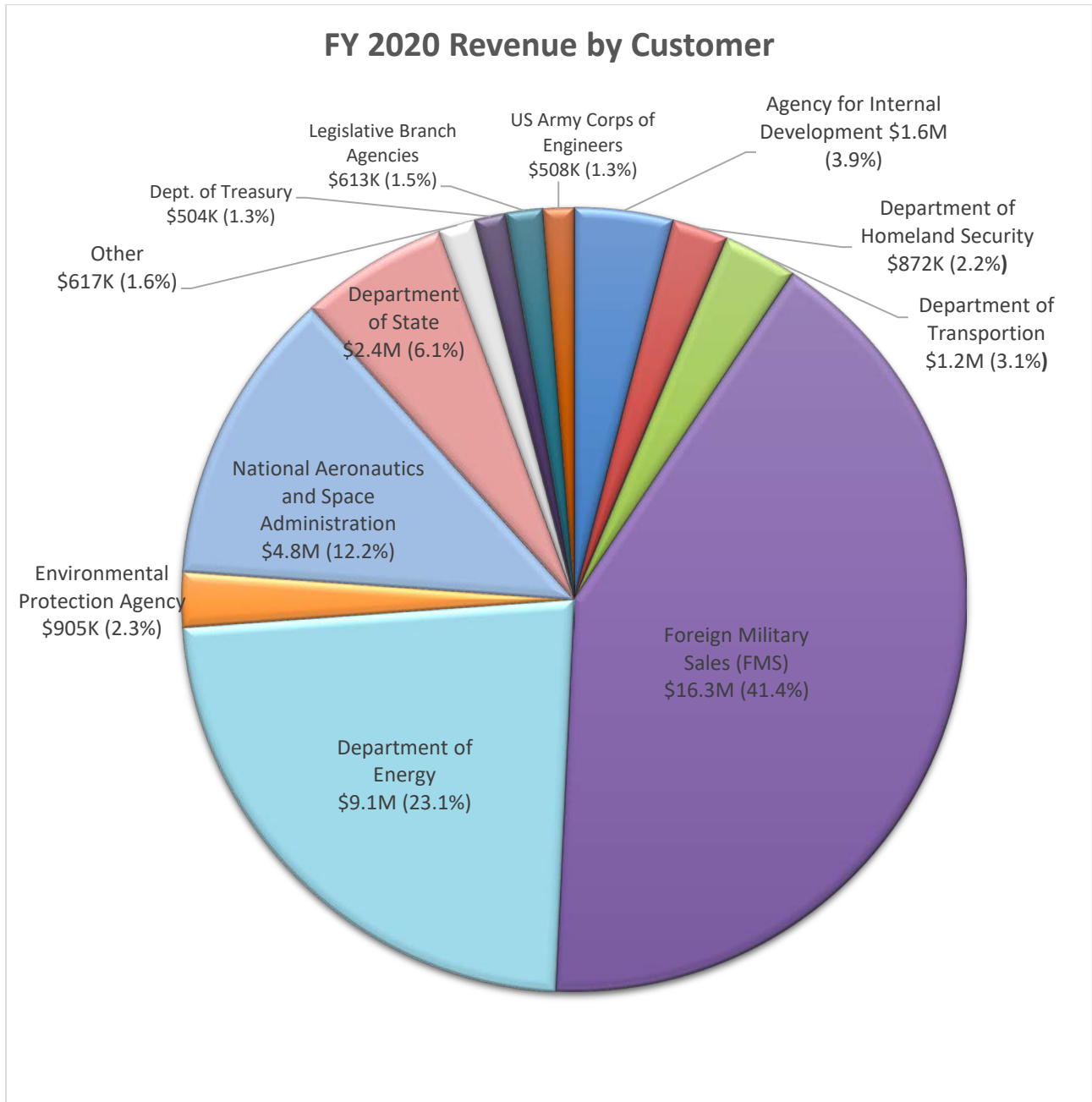
**The Consolidated Statement of Net Cost** presents the annual costs of operating programs. The net cost of each specific program operation equals the program's gross costs less any earned revenue. The following table presents DCAA's major cost categories for the fiscal years ended September 30, 2020, and September 30, 2019.

<b>Consolidated Statement of Net Cost</b> <b>\$ in millions</b>				
	FY 2020	FY 2019	Dollar Change	% Change
<b>Gross Costs</b>				
Personnel Payroll	\$417.6	\$414.2	\$ 3.4	0.8%
Personnel Benefits	218.2	156.1	62.1	39.8%
Purchased Goods & Services	20.9	87.6	( 66.7)	( 76.1%)
FECA Tax	29.5	29.2	0.3	0.9%
<b>Total Gross Costs</b>	<b>\$686.2</b>	<b>\$687.1</b>	<b>(\$ 1.0)*</b>	<b>( 0.1%)</b>
Less: Earned Revenue	(\$ 39.4)	(\$ 36.1)	(\$ 3.3)	9.1%
<b>Net Cost of Operations</b>	<b>\$646.8</b>	<b>\$651.0</b>	<b>(\$ 4.2)</b>	<b>( 0.6%)</b>

\* Numbers may not be exact due to rounding.



The graph below shows DCAA's FY 2020 revenue by major customer.

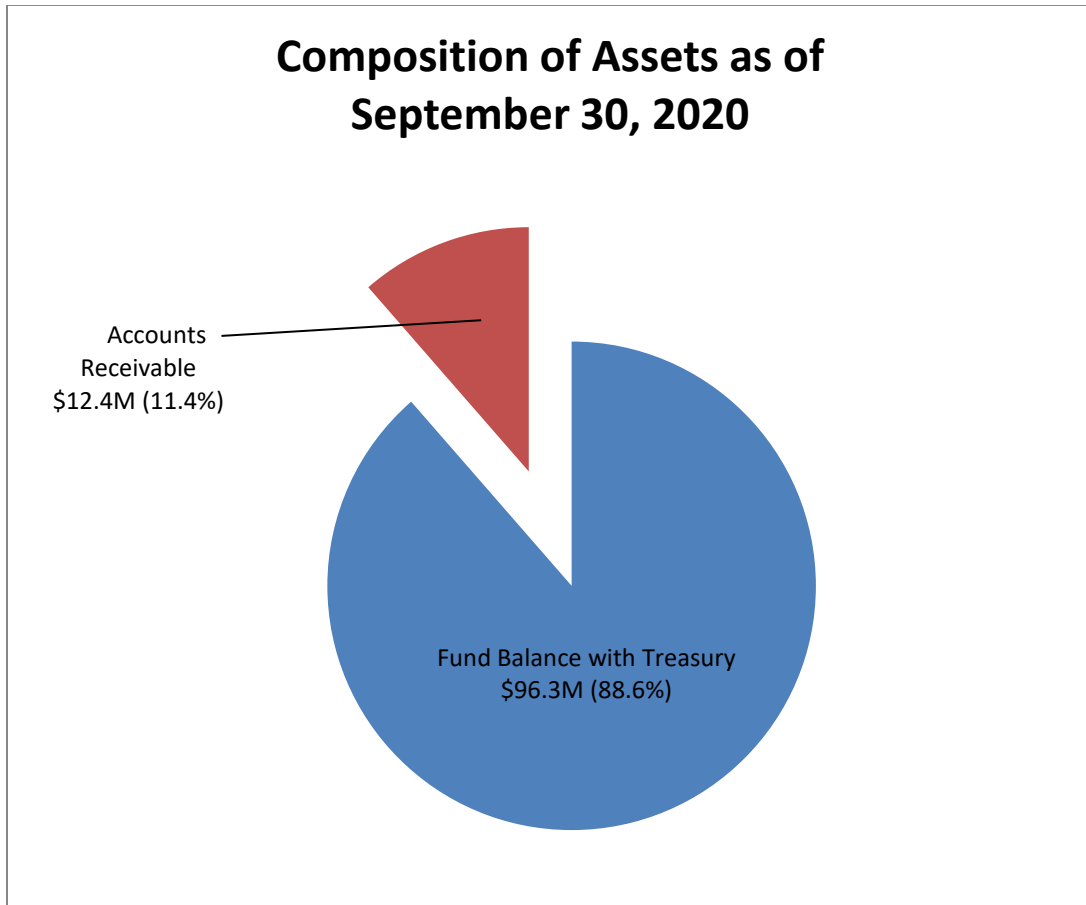


**The Consolidated Balance Sheet** provides a snapshot in time, descriptions of Agency “assets,” “liabilities,” and the difference, which is known as “net position.” Below is a list of DCAA’s major balance sheet categories as of September 30, 2020, September 30, 2019, and a comparison between the two.

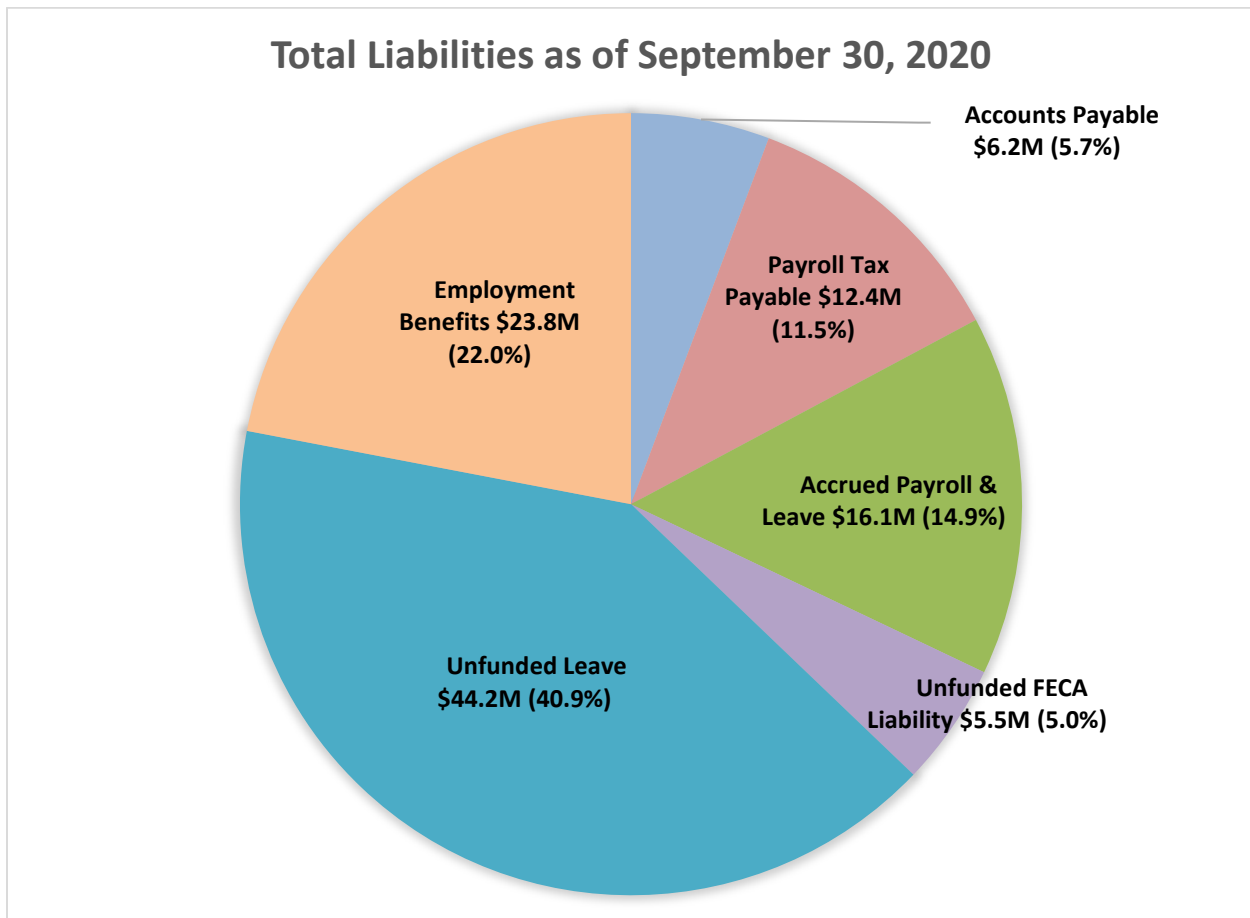
**Consolidated Balance Sheet as of September 30, 2020**  
**\$ in millions**

	<b>FY 2020</b>	<b>FY 2019</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Assets</b>				
Fund Balance with Treasury	\$ 96.3	\$ 96.2	\$ 0.1	0.1%
Accounts Receivable	12.4	5.8	6.6	110.2%
Other Assets	<u>0.0</u>	<u>0.1</u>	<u>( 0.1)</u>	<u>(100.0%)</u>
<b>Total Assets</b>	<b>\$108.7</b>	<b>\$102.1</b>	<b>\$ 6.6</b>	<b>6.5%</b>
<b>Liabilities</b>				
Accounts Payable	\$ 6.2	\$ 3.1	\$ 3.1	100.0%
Employment Benefits	23.8	24.6	( 0.8)	( 3.3%)
Accrued Payroll & Leave	16.1	13.7	2.4	17.5%
Payroll Tax Payable	12.4	9.5	2.9	30.5%
Unfunded FECA Liability	5.5	6.7	( 1.2)	( 17.9%)
Unfunded Leave	<u>44.2</u>	<u>39.0</u>	<u>5.2</u>	<u>13.3%</u>
<b>Total Liabilities</b>	<b>\$108.2</b>	<b>\$ 96.6</b>	<b>\$11.6</b>	<b>11.9%</b>
<b>Net Position</b>				
Unexpended Appropriations	\$ 63.1	\$ 58.1	\$ 5.0	8.5%
Cumulative Results of Operations	<u>( 62.5)</u>	<u>( 52.6)</u>	<u>( 9.9)</u>	<u>18.7%</u>
<b>Total Net Position</b>	<b>\$ 0.6</b>	<b>\$ 5.5</b>	<b>(\$ 4.9)</b>	<b>( 89.3%)</b>

**DCAA's Assets** of \$108.7 million are comprised of the Fund Balance with Treasury (FBwT) and Accounts Receivable (AR). This amount represents an increase of \$6.6 million or 6.5 percent greater than last year's balance. The \$6.6 million change is mainly due to an increase in accounts receivable.



**DCAA's Liabilities** of \$108.2 million are classified as either funded (covered by current budgetary resources) or unfunded (covered by future budgetary resources). Funded liabilities include employer contributions to employee benefits, accounts payable, payroll taxes payable, and current accrued payroll. Unfunded liabilities consist primarily of employment benefits, estimated future Federal Employment Compensation Act (FECA) liabilities, and leave earned but not yet taken. DCAA's total liabilities increased by \$11.6 million.



**Net Position** represents the difference between assets and liabilities. Changes in the net position result from changes that occur within the Cumulative Results of Operations and Unexpended Appropriations. Unexpended appropriations represent the amount of undelivered orders and unobligated balances of budgetary authority. Our net position decreased by \$4.9 million; from \$5.5 million in FY 2019 to \$590 thousand in FY 2020. The decrease is attributed to \$4.9 million increase change in unexpended appropriation and offset by decreases of \$9.9 million change in cumulative results of operations when compared to September 30, 2019.

**The Cumulative Results of Operations** are presented in the Consolidated Statement of Changes in Net Position. DCAA had Financing Sources of \$637.0 million and a Net Cost of Operations totaling \$646.8 million. The Net Cost of Operations includes accrued expenses for annual leave liability, personnel benefits liability, and actuarial liability; Future appropriations will fund these

liabilities. The Net Change was \$9.9 million, which is the difference between the Financing Sources and the Net Cost of Operations. The change is primarily attributed to an increase in personnel benefits.

The following table presents comparative data for the Net Position and Results of Operations as of September 30, 2020, and September 30, 2019.

**Change in Net Position and Cumulative Results of Operations**  
**\$ in millions**

	<b>FY 2020</b>	<b>FY 2019</b>	<b>% Change</b>
Unexpended Appropriations	\$ 63.1	\$ 58.1	8.5%
Cumulative Results of Operations	<u>( 62.5)*</u>	<u>( 52.6)</u>	<u>( 18.7%)</u>
<b>Net Position:</b>	<b>\$ 0.6</b>	<b>\$ 5.5</b>	<b>( 12.4%)</b>
Operations Beginning Balances	(\$ 52.6)	(\$ 45.0)	16.8%
Financing Sources	637.0	643.4	( 1.0%)
Net Cost of Operations	646.8	651.0	( 0.6%)
Net Change	<u>( 9.8)</u>	<u>( 7.6)</u>	<u>29.6%</u>
<b>Cumulative Results of Operations:</b>	<b>(\$ 62.4)</b>	<b>(\$ 52.6)</b>	<b>18.7%</b>

\* Numbers may not be exact due to rounding.

Our Net Cost of Operations represents the difference between the costs incurred by our programs less associated revenues. We receive our funding through Congressional Appropriations and reimbursement for services provided to other federal agencies. Our Net Cost of Operations for the year ended September 30, 2020, totaled \$646.8 million.

The FY 2020 Net Cost of Operations represents a decrease of \$4.2 million or 0.6 percent less than the FY 2019 Net Cost of Operations. The majority (92.7 percent) of FY 2020 annual net costs relate to Personnel Compensation (\$393.6 million) and Benefits (\$205.6 million).

## **Limitations of the Financial Statements**

The Defense Finance and Accounting Service (DFAS), in collaboration with DCAA, prepares DCAA's financial statements. The principal financial statements report the Agency's financial position and results of operations, pursuant to the requirements of 31 U.S.C. 3515 (b). DFAS prepares the statements from the Agency's financial records in accordance with OMB Circular No. A-136, and uses generally accepted accounting principles for Federal entities. The statements are also used to monitor and control budgetary resources. The statements should be read with the understanding that they are for a component of the U.S. Government.

## **SYSTEMS, CONTROLS, AND LEGAL COMPLIANCE**

DCAA uses an enterprise resource planning system, Defense Agencies Initiative (DAI), and DFAS prepared DCAA's financial statements based on data entered into the DAI. This system tracks budget execution; the DAI was not designed to capture the information necessary to create financial statements. Departments and agencies under the Executive Branch did not produce annual financial statements until required by the Chief Financial Officers (CFO) Act of 1990.

The Federal Financial Management Improvement Act (FFMIA) of 1996 requires that audit reports state whether Agency financial management systems comply substantially with Federal financial management systems requirements, applicable Federal accounting standards, and the U.S. Government Standard General Ledger at the transaction level. Federal agencies must fully disclose financial data, including the costs of Federal programs and activities. DCAA continues to develop and implement improved business processes that support the accuracy and auditability of its financial statements.

DCAA's accounting system is adequate to ensure transactions are executed in accordance with applicable appropriations statutes. Reasonable assurance is provided to ensure that assets are properly acquired, used, and safeguarded to deter theft, accidental loss or unauthorized disposition, and fraud.

### **Management Assurance**

In its Annual Statement of Assurance (SoA) for FY2020, DCAA provided reasonable assurance to the Secretary of Defense that the Agency's internal controls met the objectives of the Federal Managers' Financial Integrity Act (FMFIA) of 1982.

The Agency has a rigorous system of internal financial and administrative controls to ensure effective management of the Agency's resources. This system provides the reasonable assurance required to certify that the objectives of the FMFIA are achieved. The FMFIA requires federal agencies to assess the effectiveness of internal controls for program, operational, and administrative areas, as well as accounting and financial management.

As an audit organization, DCAA is aware of the importance of management internal controls. As part of its quality control process, DCAA performed specific reviews during the past year to evaluate the adequacy and consistency in implementing audit and procedural guidance. Other objectives of these reviews include identifying areas requiring additional policy coverage and determining the adequacy of existing coverage.

### **Internal Control Assessment and Results**

DCAA continued to evaluate its system of internal accounting and administrative controls in effect during the fiscal year ending September 30, 2020, in accordance with the guidance in OMB Circular No. A-123, Management's Responsibility for Enterprise Risk Management and

Internal Control. The objectives of the system of internal accounting and administrative controls for DCAA are to provide reasonable assurances for:

- Effectiveness and efficiency of operations,
- Reliability of financial reporting,
- Compliance with applicable laws and regulations, and
- Financial information systems compliance with the FMFIA.

DCAA and DFAS assessed internal control effectiveness over financial reporting according to the OMB Circular No. A-123, Appendix A, Internal Control over Financial Reporting (ICOFR), for the following:

- Fund Balance with Treasury
- Accounts Receivable
- Accounts Payable
- Government Purchase Card Program
- Financial Statement Compilation
- Federal Employees' Compensation Act Liabilities
- Government Travel Card Program
- Property Management Procedures
- Other Liabilities
- Appropriations Received
- Payroll

Financial reporting is not limited to financial statement reporting. Circular No. A-123, Appendix A, included within the definition of "financial reporting" other significant internal and external financial reports that could materially affect spending, budgetary, or other financial decisions. Appendix A prescribed a process for assessing internal controls over financial reporting. The process included:

- Evaluating internal controls by understanding management's attitude, awareness, and actions to include:
  - Integrity and ethical standards,
  - Commitment to competence,
  - Management philosophy,
  - Organizational structure, and
  - Assignment of authority and responsibility.
- Evaluating internal controls at the process, transaction, and application levels and obtaining knowledge of the organization's key processes by:
  - Performing process risk assessments with regard to financial assertions of completeness, obligations and rights, valuation, existence and occurrence, reporting and presentation, compliance with laws and regulations, and safeguarding of assets from fraud, waste, and abuse;

- Identifying existing key controls intended to mitigate identified risk;
- Assessing and testing the design and operation of internal controls over financial reporting; and,
- Issuing an Annual Statement of Assurance on Internal Control over Financial Reporting (ICOFR) as a subset of the Annual Federal Managers' Financial Integrity Act Statement of Assurance.

We conducted separate tests to assess the effectiveness of internal controls. No material weaknesses surfaced in the design or operation of the internal controls. DCAA reported an unmodified statement of assurance for internal controls over non-financial operations and integrated financial management systems in its annual FMFIA SoA.

The concept of reasonable assurance recognizes that (1) the cost of internal controls should not exceed the benefits expected to be derived and (2) the benefits include reducing the risks associated with failing to achieve the stated objectives. However, errors or irregularities may occur but remain undetected because of inherent limitations in any system of internal accounting and administrative control. These include limitations resulting from resource constraints, Congressional restrictions, and other factors.

Our evaluation of internal control processes relied on several sources, including internal reviews and an audit by an external firm. The best evidence of our success in institutionalizing internal controls comes from the fact that DCAA has earned 19 consecutive "unmodified opinions" on our financial statements from independent public auditors. DCAA had no Anti-Deficiency Action (ADA) violations for FY 2020, and no incomplete corrective actions from a prior year.

As the Department faces decreasing budgets, DCAA will continue to be an essential component for getting the best value for every dollar spent to protect the taxpayer and support our warfighters. Our strategic outlook is solid and our central focus remains on delivering the highest quality products, serving our customers, and supporting our workforce.