

FMS CASE MANAGEMENT QUICKSHEET

A Guide for Government & Industry Professionals

Executive Summary

Foreign Military Sales (FMS) is a government-to-government program administered by the Defense Security Cooperation Agency (DSCA). It enables U.S. partner nations to procure defense equipment, training, and support, strengthening alliances and improving interoperability.

This QuickSheet provides a simplified, accessible overview of the FMS lifecycle, key stakeholders, essential documents, and the expectations placed on industry participants who support these cases.

Understanding the FMS Lifecycle

Although every FMS case is unique, the overall process follows a predictable and repeatable sequence focused on transparency, accountability, and mission alignment.

FMS Lifecycle Overview

1. Partner Nation Requirement Identified
2. Letter of Request (LOR) Submitted
3. Price & Availability (optional)
4. LOA Case Development (scoping, pricing, schedule)
5. Letter of Offer & Acceptance (LOA) Issued
6. Case Execution and Contracting
7. Production, Delivery, and Training
8. Sustainment and Support
9. Case Closure

This structure allows both the U.S. Government and partner nations to coordinate resources and manage expectations.

Key Stakeholders in FMS

Primary Participants

- **Partner Nation (PN):** Defines the requirement and funds the case
- **Security Cooperation Office (SCO):** Embassy-based liaison to DSCA and the partner nation
- **DSCA:** Policy lead; ensures consistency, compliance, and oversight
- **Implementing Agencies (Army, Navy, Air Force):** Conduct case execution and contracting
- **Industry:** Provides systems, services, training, and sustainment

Clear understanding of stakeholder roles helps ensure efficient case progress.

Core FMS Documents and Their Purpose

Document	Purpose
LOR (Letter of Request)	Initiates official FMS case consideration
LOA (Letter of Offer & Acceptance)	Formal, legally binding offer from the U.S.
Case Execution Plan	Defines schedules, risks, and milestones
Transportation and Sustainment Plans	Ensures long-term readiness and lifecycle support

These documents provide structure and accountability throughout the case.

Recent FMS Reform Priorities

Between 2023–2025, DoD and DSCA introduced reforms focused on delivering capability faster and improving partner-nation experience.

Key Enhancements

- Streamlined LOA development timelines
- Improved pricing accuracy through updated cost models
- Increased transparency via digital dashboards
- Better coordination with the industrial base for production and delivery planning
- Stronger emphasis on lifecycle sustainment

These reforms reflect widespread efforts to make FMS more responsive and predictable.

Industry's Role in FMS Success

Industry contributes throughout the entire FMS lifecycle.

Before LOA

- Provide export-compliant configurations
- Offer accurate ROM (Rough Order of Magnitude) estimates
- Support feasibility assessments

After LOA

- Assist Implementing Agencies with contracting activities
- Deliver technical data and documentation
- Support production and delivery milestones

Sustainment Phase

- Provide training, spares, sustainment planning, and long-term support
 - Ensure interoperability and readiness remain strong across international users
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FMS Case Management Checklist

- Has the export-compliant configuration been defined?
 - Have ROM pricing and lead times been provided?
 - Have risks and dependencies been communicated early?
 - Have training, sustainment, and spares requirements been addressed?
 - Have all ITAR/EAR export control obligations been met?
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Appendix A — Acronyms & References

Acronyms

- DSCA – Defense Security Cooperation Agency
- SCO – Security Cooperation Office
- PN – Partner Nation
- LOR – Letter of Request
- LOA – Letter of Offer & Acceptance
- ITAR/EAR – Export control regulations

References

- DSCA SAMM Manual – <https://samm.dsca.mil>
- DSCA Homepage – <https://www.dsca.mil>
- Export Controls – <https://www.pmddtc.state.gov>