



# FACT SHEET: Thornberry Reform Proposals

## Expanding Acquisition Reform: Requirements, Sustainment, Accountability, and the Industrial Base

WASHINGTON- Rep. Mac Thornberry (R-TX), ranking member of the House Armed Services Committee, today released his latest proposals to increase agility and accountability in the defense acquisition system while maximizing scarce resources. As with his previous proposals, Congressman Thornberry intends for this legislation to be a discussion draft ahead of the FY21 NDAA markup. Reform proposals this year look to the future and focus on the expanding acquisition reform, codifying reform, addressing vulnerabilities in the industrial base, and holding DOD accountable for implementing past reforms.

### EXPANDING ACQUISITION REFORM:

#### STREAMLINING AND SYNCHRONIZING THE PROCESS

**Requirements Reform:** Requirements must be developed effectively and efficiently to provide warfighters with the right weapon system at the right time. Rep. Thornberry proposes DOD conduct two assessments of the requirements process against several metrics, including efficiency, rigor, the ability to respond to warfighter urgent needs, and technical feasibility. The first assessment will be conducted internally by DOD. The second will be conducted by the extramural research acquisition program chartered in the FY20 NDAA.

**Sustainment Strategy:** Previous reform efforts required DOD to develop individual life cycle sustainment plans during the acquisition milestone process. This proposal will expand that effort, by requiring DOD to look “horizontally” across all sustainment strategies- via a comprehensive sustainment strategy- in order to synchronize and streamline them. Required every four years, the proposal also establishes an independent sustainment advisory panel modeled after the successful “809 Panel” to make recommendations on streamlining and synchronizing the weapons sustainment ecosystem.

### ACCOUNTABILITY: CODIFYING AND ENFORCING REFORM EFFORTS

**Codifying Reform:** Rep. Thornberry is encouraged by Secretary Esper’s “Night Court” process and the initial results of the Secretary’s Defense Wide Review. To ensure these efforts continue, Rep. Thornberry’s proposal codifies reform and requires the Secretary of Defense and Service Secretaries to establish formal policies and governance structures modeled on the current process and provide Congress with a report on those policies and structures. The Thornberry proposal sets monetary savings goals for the Department, annual reporting, and requires true reform savings and not deferrals.

**Enforcing Reforms:** Similar to last year, Rep. Thornberry’s proposal restricts certain DOD funding until the Department implements important Congressionally mandated reforms. This includes:

- Defense Civilian Training Corps: DOD missed the deadline to present Congress an initial implementation plan, and an expansion plan and schedule are due soon. Funds will be restricted after October 1, 2020 if the initial plan is not submitted and after January 1, 2021 if the expansion plan is not submitted.
- Extramural Acquisition Innovation and Research Activities: The FY20 NDAA required DOD to establish an extramural center of excellence for acquisition policy by March 1, 2020. DOD missed the establishment deadline and a second deadline of October 1 to identify the center's director is approaching. Funds will be restricted if the center is not established and director named by October 1, 2020.
- Eliminating Gaps and Vulnerabilities in the National Technology and Industrial Base: The FY14 NDAA required DOD to submit a national strategy for the National Technology and Industrial Base. The FY20 NDAA enhanced the requirement by linking it to the National Defense Strategy. DoD still does not have a strategy. This proposal requires a the strategy and limits funds until the strategy is provided.

**INDUSTRIAL BASE:  
ADDRESSING GAPS AND  
VULNERABILITIES**

**Quarterly Briefings:** The FY20 NDAA gave the office of Industrial Base Policy the authority and direction to assign a Service Secretary or Defense Agency an identified gap or vulnerability in the industrial base for action. Industrial Base Policy was also given the resources to eliminate those gaps and vulnerabilities. This proposal builds on FY20 by requiring quarterly industrial base briefing – modeled after the quarterly counterterrorism, readiness, and cyber briefing congress currently receives- on progress in addressing the previously identified gaps or vulnerabilities.

**STREAMLINING DEFENSE  
ACQUISITION STATUTES**

**Further Streamlining Title 10:** One of the most significant and impactful recommendations of the 809 Panel is to streamline Title 10 with a focus on reorganizing the acquisition statutes. The framework for the reorganization was enacted in the FY19 NDAA. This proposal takes the next step by moving the definitions to a new location and opening the door to complete this recommendation.