

Army Depot Maintenance: Information on Workload, Workforce, and Challenges

GAO-26-108681 [Accessible Version]

Q&A Report to Congressional Committees

August 10, 2026

Why This Matters

The Army spent more than \$7.1 billion operating its Anniston and Red River Depots from fiscal year (FY) 2021 through FY 2025. The Army spent most of this money maintaining and repairing ground vehicles. These depots, among other things, perform maintenance and repairs on ground vehicles, including vehicles such as tanks, and self-propelled artillery systems; trucks for hauling fuel and supplies; and light armored vehicles for transporting personnel and cargo. These vehicles all require sustainment throughout their life cycle.

Figure 1: Maintainer Welding at Anniston Army Depot



Source: U.S. Army/William Farrow. | GAO-26-108681

House Report 119-231 (2025) accompanying a bill for the National Defense Authorization Act for Fiscal Year 2026 includes a provision for us to review the work performed at Army depots that primarily maintain and repair ground vehicles. This report provides information for Anniston and Red River Army Depots on how the ground vehicle-related workload and workforce has changed from FY 2021 through FY 2025, how the type of work has changed during this period, and challenges these depots face performing maintenance and repairs on ground vehicles.

Key Takeaways

The annual total workload at Anniston Army Depot varied and slightly declined overall when comparing FY 2021 to FY 2025. The depot workload at Red

River Army Depot generally trended up when comparing FY 2021 to FY 2025.

The largest share of the workload at both depots involved repairing parts to be reused on ground vehicles.

Overall, the size of both depots' workforce has decreased when comparing FY 2021 to FY2025. The permanent and term-limited workforce at both depots decreased while the contractor workforce at both depots increased.

Maintenance challenges faced by depot maintainers include the condition of vehicles upon arrival at the depot, the availability of parts and current technical data, workload planning, and old maintenance equipment.

What work is primarily performed at the Anniston and Red River Army Depots?

The Anniston and Red River Army Depots primarily perform maintenance and repairs on ground vehicles.

Anniston Army Depot: This depot primarily works on the following ground vehicles (see fig. 2):

Figure 2: Ground Vehicles Primarily Maintained and Repaired at Anniston Army Depot



Sources (L to R): U.S. Army Reserve/First Sergeant Austin Berner, U.S. Army/Staff Sergeant Kimberly Derryberry, U.S. Army/Sergeant First Class Michael Hunnisett, U.S. Army/Specialist Michael Baumberger, U.S. Army/Sergeant Ryan Gosselin, U.S. Army/Staff Sergeant Xavier Legarreta, and U.S. Army/Sergeant Michael Spandau. | GAO-26-108681

Accessible Text for Figure 2: Ground Vehicles Primarily Maintained and Repaired at Anniston Army Depot

- Abrams Tank
- Armored Personnel Carrier
- Armored Recovery Vehicle
- Breacher/Clearance Vehicles
- Bridging Vehicles
- Paladin Self-Propelled Howitzer
- Stryker Combat Vehicle

Sources (L to R): U.S. Army Reserve/First Sergeant Austin Berner, U.S. Army/Staff Sergeant Kimberly Derryberry, U.S. Army/Sergeant First Class Michael Hunnisett, U.S. Army/Specialist Michael Baumberger, U.S. Army/Sergeant Ryan Gosselin, U.S. Army/Staff Sergeant Xavier Legarreta, and U.S. Army/Sergeant Michael Spandau. | GAO-26-108681

Anniston Army Depot also performs maintenance and repair work on Army locomotives, towed artillery, and small-caliber weapons.

Red River Army Depot: This depot primarily works on the following ground vehicles (see fig.3):

Figure 3: Ground Vehicles Primarily Maintained and Repaired at Red River Army Depot



Sources (L to R): U.S. Army National Guard/Staff Sergeant Tracy Smith, U.S. Army Reserve/Sergeant Jorge Reyes Mariano, U.S. Army/Private First Class Christopher Martin, U.S. Army/Captain Joseph Warren, U.S. Army/Master Sergeant Paul Tuttle, U.S. Army National Guard/Sergeant Frank Zuniga, U.S. Army Reserve/Staff Sergeant Thomas Crough, U.S. Army National Guard, U.S. Army/Joseph Kumzak, U.S. Army/Sergeant Tyler O'Connell, and U.S. Army National Guard/Major Jason Fetterolf. | GAO-26-108681

Accessible Text for Figure 3: Ground Vehicles Primarily Maintained and Repaired at Red River Army Depot

- Armored Security Vehicle
- Bradley Fighting Vehicle
- Construction/Loading Vehicles
- Family of Medium Tactical Vehicles
- Heavy Equipment Transporter System
- Heavy Expanded Mobility Tactical Truck
- High Mobility Multipurpose Wheeled Vehicle
- Light and Medium Truck
- Mine Resistant Ambush Protected Vehicle
- Multiple Launch Rocket System
- Palletized Loading System

Sources (L to R): U.S. Army National Guard/Staff Sergeant Tracy Smith, U.S. Army Reserve/Sergeant Jorge Reyes Mariano, U.S. Army/Private FirstClass Christopher Martin, U.S. Army/Captain Joseph Warren, U.S. Army/Master Sergeant Paul Tuttle, U.S. Army National Guard/Sergeant FrankZuniga, U.S. Army Reserve/Staff Sergeant Thomas Crough, U.S. Army National Guard, U.S. Army/Joseph Kumzak, U.S. Army/Sergeant TylerO'Connell, and U.S. Army National Guard/Major Jason Fetterolf. | GAO-26-108681

Additionally, Red River Army Depot has a rubber manufacturing facility that it uses to maintain and repair components such as tank tracks and road wheels used for vehicles such as Abrams tanks.

Both depots overhaul vehicles, perform major repairs on vehicles, repair complex parts, and complete other types of work for a variety of customers that include the Army, other Department of Defense services, and foreign militaries. The ground vehicle maintenance and repairs include the following:

Overhauls: This type of work restores equipment or components to a completely serviceable condition with a measurable (expected) life.¹ The focus is upon restoring functionality to original technical specifications without incorporating new technology or capabilities.

Major repairs: This type of work, among other things, returns vehicles to a fully mission capable condition. According to Army officials, major repairs are limited to restoration or replacement of components and do not holistically restore the end item like an overhaul, therefore the potential effects on readiness may be equally limited or short term. These types of repairs are also known as 10/20 work, which is a combination of operator and field level maintenance and repairs.²

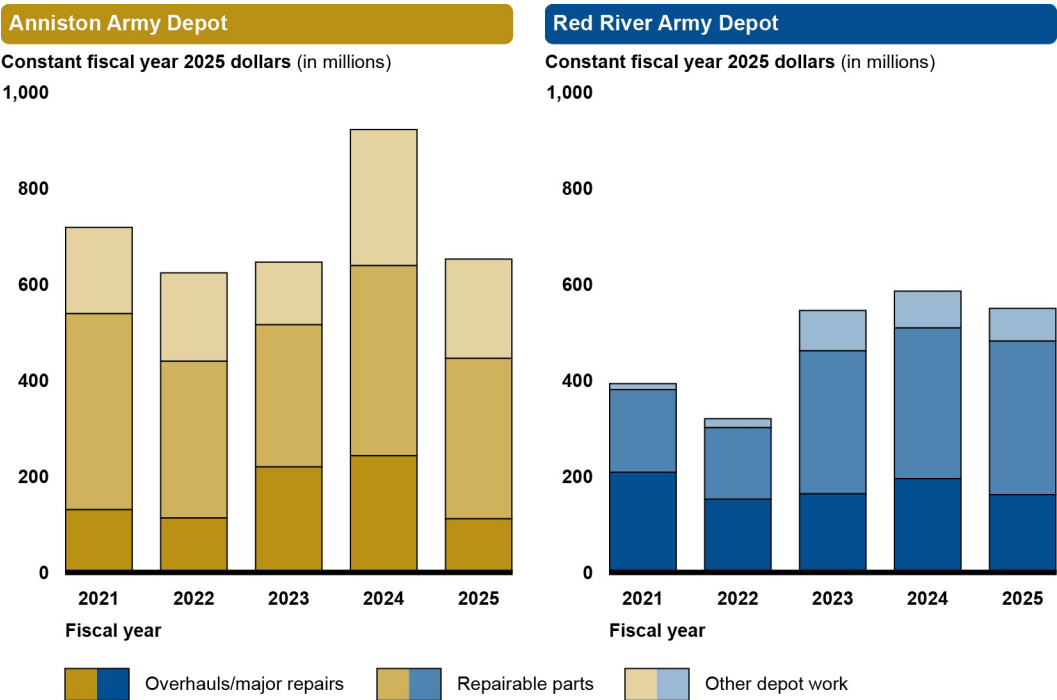
Repairable parts: Depot-level repair is the most sophisticated level of maintenance. Depot-level repair consists of repairing a major end item, such as a ground vehicle, by performing repairs (when economical) on repairable parts.³ Repairable parts consist of multiple subparts or assemblies composed of both repairable and consumable parts. These repaired parts may be used for overhauls and major repair work at the depots, sent to Army units, or provided to other customers.

Other Depot Work: These depots also perform other types of work, including testing and maintaining vehicles stored at the depot. For example, Red River prepared electronic stability control and anti-lock brake kits for more than 20,000 High Mobility Multipurpose Wheeled Vehicles (HMMWV) since FY 2022. Additionally, Anniston maintainers prepare flat-bottom hulled Strykers for conversion into V-shaped hulls, which is then completed by a manufacturer.

How did depot workload vary at both depots, FY 2021-2025?

The workload at Anniston decreased slightly while the workload increased at Red River when comparing FY 2021 to FY 2025. Anniston and Red River Army depots reported about \$6.0 billion in total depot work from FY 2021 through FY 2025. Anniston accounted for about \$3.6 billion, or roughly 60 percent of the total, while Red River accounted for about \$2.4 billion, or about 40 percent over the 5-year period (see fig. 4).

Figure 4: Total Workload in Dollars Spent Per Year, FY 2021-2025



Source: GAO analysis of U.S. Army data. | GAO-26-108681

Accessible Data for Figure 4: Total Workload in Dollars Spent Per Year, FY 2021-2025

na	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)
Fiscal year	Overhauls/major repairs	Repairable parts	Other depot work	Overhauls/major repairs	Repairable parts	Other depot work
2021	130.7	408.1	179.5	208.6	172.0	12.5
2022	113.4	326.1	184.3	152.8	148.5	18.8
2023	219.5	296.0	130.4	163.7	297.6	84.0
2024	243.1	395.6	283.4	195.2	313.7	76.7
2025	111.7	334.0	206.6	162.1	319.6	68.1

Source: GAO analysis of U.S. Army data. | GAO-26-108681

Note: This figure includes work for Army customers, foreign militaries, and other DOD and federal entities.

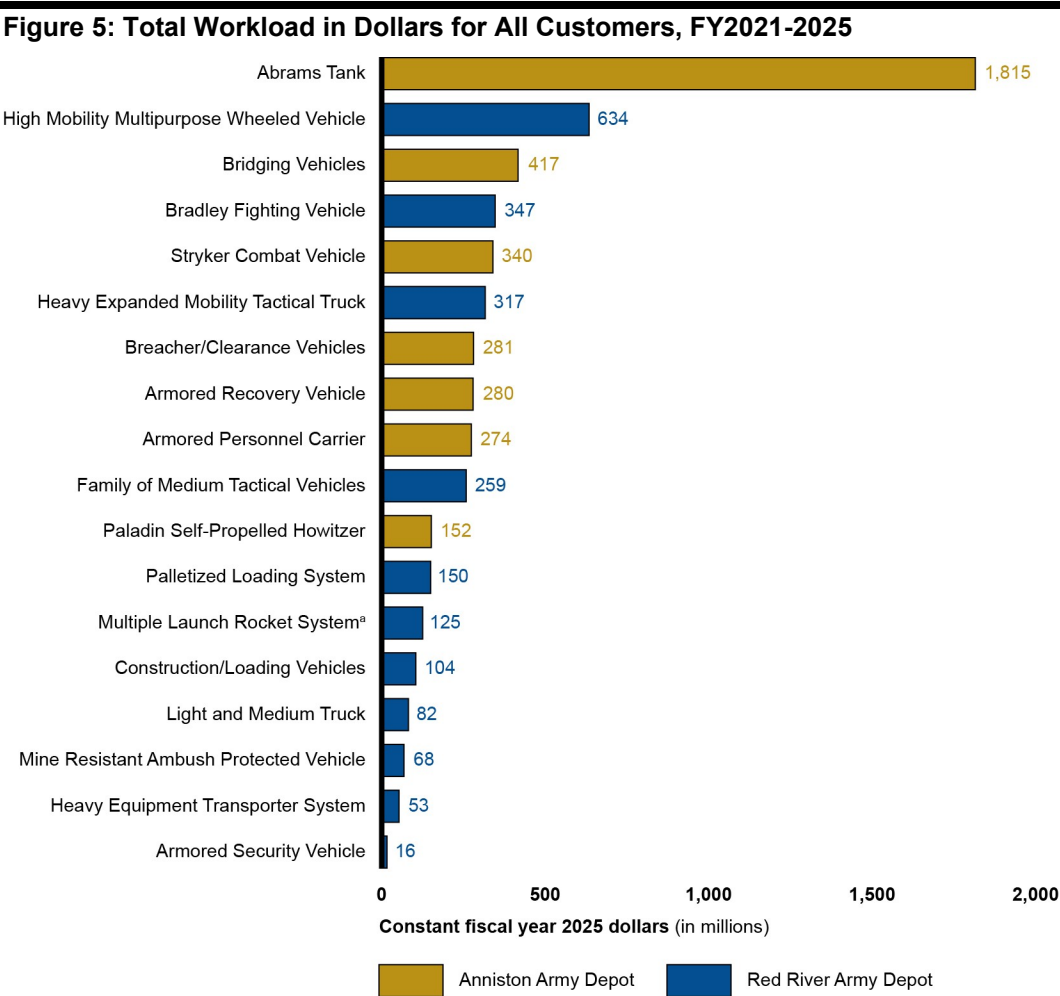
The total workload at both depots varied from FY 2021 through FY 2025 though it peaked at both depots in FY 2024. Comparing FY 2021 to FY 2025, work at Anniston generally declined while work at Red River has generally increased.

Across both depots, repairable parts represented the largest share of workload dollar value over the 5-year period, accounting for more than \$3 billion. For example, the depots’ work on repairable parts included engines and transmissions for vehicles such as Heavy Expanded Mobility Tactical Trucks and Armored Recovery Vehicles, among others. Repairable parts accounted for about half of the combined workload at Anniston and Red River.

Other depot work, including building electronic stability control and anti-lock brake kits for HMMWV at Red River and preparing Stryker conversions at Anniston, accounted for a growing share of the work at both depots.

What ground vehicles accounted for the most workload at both depots, FY2021-2025?

The Abrams and the HMMWV accounted for the most workload at Anniston and Red River, respectively. The Abrams work accounted for about \$1.8 billion at Anniston, or more than half of the depot’s workload. At Red River, HMMWV accounted for the depot’s largest workload, with about \$634 million in workload (see fig. 5).



Source: GAO analysis of Army data. | GAO-26-108681

Accessible Data for Figure 5: Total Workload in Dollars for All Customers, FY2021-2025		
Category	Constant fiscal year 2025 dollars (in millions)	Army depot
Abrams Tank	1,815	Anniston
High Mobility Multipurpose Wheeled Vehicle	634	Red River
Bridging Vehicles	417	Anniston
Bradley Fighting Vehicle	347	Red River
Stryker Combat Vehicle	340	Anniston
Heavy Expanded Mobility Tactical Truck	317	Red River
Breacher/Clearance Vehicles	281	Anniston
Armored Recovery Vehicle	280	Anniston
Armored Personnel Carrier	274	Anniston
Family of Medium Tactical Vehicles	259	Red River
Paladin Self-Propelled Howitzer	152	Anniston
Palletized Loading System	150	Red River
Multiple Launch Rocket System ^a	125	Red River
Construction/Loading Vehicles	104	Red River
Light and Medium Truck	82	Red River

Category	Constant fiscal year 2025 dollars (in millions)	Army depot
Mine Resistant Ambush Protected Vehicle	68	Red River
Heavy Equipment Transporter System	53	Red River
Armored Security Vehicle	16	Red River

Source: GAO analysis of U.S. Army data. | GAO-26-108681

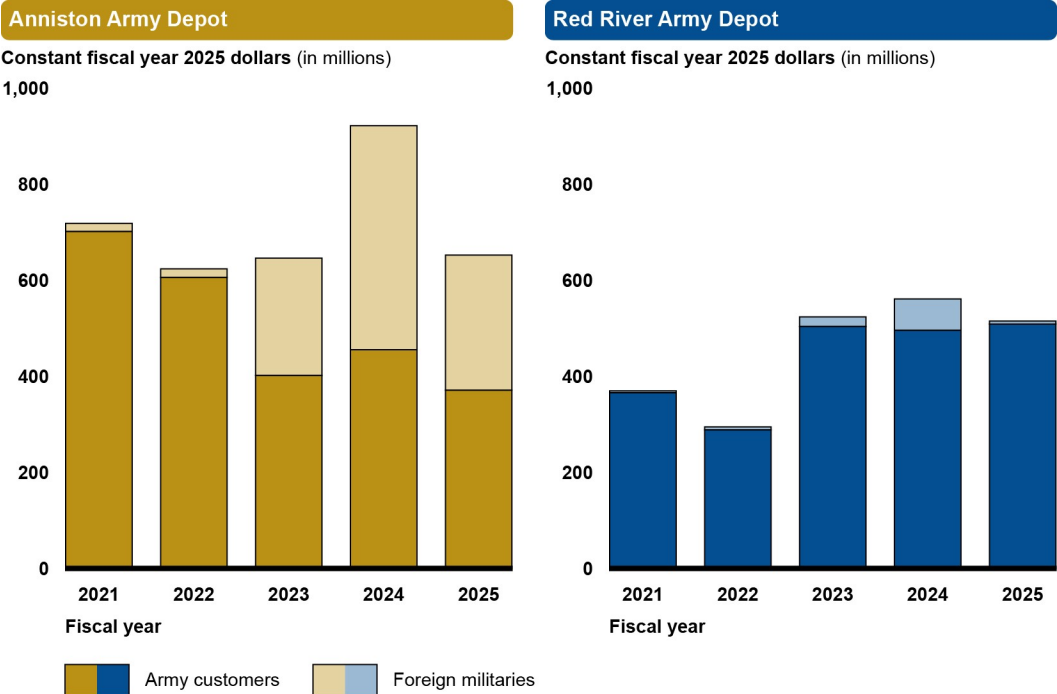
The depots also performed work on other equipment. At Anniston, this included work on towed artillery and locomotives. At Red River, this included towed trailers such as flatbeds and ammunition trailers, and the rubber used for tracks and road wheels on vehicles such as Abrams and Armored Recovery Vehicles. The production or refurbishment of the rubber for tracks and road wheels accounted for about \$139 million in total work at the Red River depot from FY 2021 through FY 2025.

Which customers did the depots primarily support, FY2021-2025?

Both Anniston and Red River Army Depots performed most of their work for Army customers, such as regular Army units or the Army National Guard, from FY 2021 through FY 2025. We refer to the various Army components as Army customers.

Both depots also performed work on Army ground vehicles for foreign militaries. Anniston performed more foreign military work than Red River. Over the 5-year period, the depots performed 19 percent of their work for foreign military customers (see fig. 6).

Figure 6: Total Workload in Dollars Spent by Customers Per Year, FY2021-2025



Source: GAO analysis of U.S. Army data. | GAO-26-108681

Accessible Data for Figure 6: Total Workload in Dollars Spent by Customers Per Year, FY2021-2025

na	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)
Fiscal year	Army customers	Foreign militaries	Army customers	Foreign militaries
2021	701.4	16.9	365.6	4.1
2022	605.5	18.3	288.2	6.6
2023	401.5	244.4	503.5	20.2
2024	455.2	466.6	495.5	65.6
2025	371.1	281.1	508.6	6.5

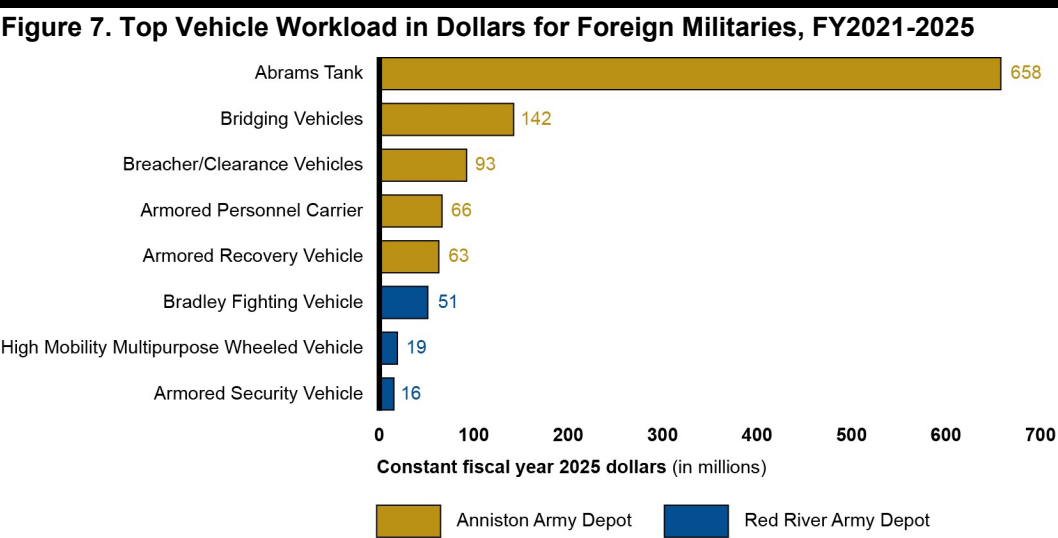
Source: GAO analysis of U.S. Army data. | GAO-26-108681

Note: This figure includes overhauls, major repairs, repaired parts, and other depot work for all Army customers and foreign militaries.

At Anniston, workload for Army customers declined from about \$701 million to about \$371 million from FY 2021 through FY 2025, as foreign military workload increased. Specifically, workload for foreign militaries increased from about \$17 million in FY 2021 to a peak of about \$467 million in FY 2024.

At Red River, the workload for Army customers generally increased after FY 2022, from about \$288 million to about \$509 million in FY 2025. However, the workload for foreign militaries remained comparatively small, peaking at about \$66 million in FY 2024.

The majority of all workload for foreign militaries occurred at Anniston for work performed on the Abrams (see fig. 7).



Source: GAO analysis of Army data. | GAO-26-108681

Accessible Data for Figure 7. Top Vehicle Workload in Dollars for Foreign Militaries, FY2021-2025		
Category	Constant fiscal year 2025 dollars (in millions)	Army depot
Abrams Tank	658	Anniston
Bridging Vehicles	142	Anniston
Breacher/Clearance Vehicles	93	Anniston
Armored Personnel Carrier	66	Anniston
Armored Recovery Vehicle	63	Anniston
Bradley Fighting Vehicle	51	Red River
High Mobility Multipurpose Wheeled Vehicle	19	Red River
Armored Security Vehicle	16	Red River

Source: GAO analysis of U.S. Army data. | GAO-26-108681

Note: This figure includes overhauls and major repairs, repaired parts, and other depot work.

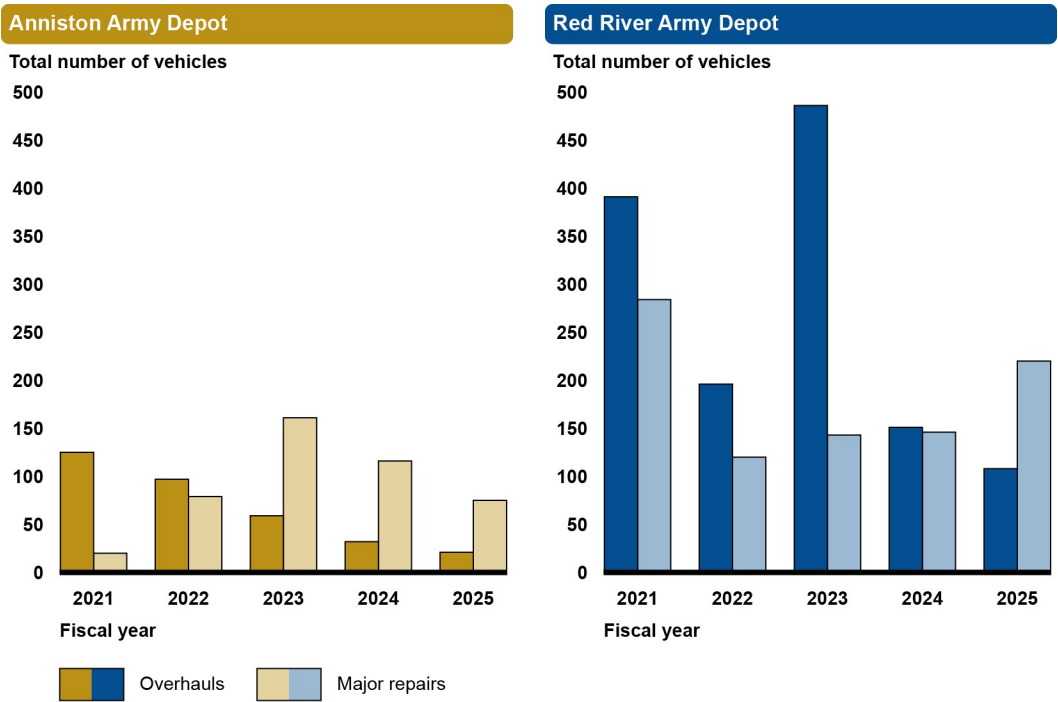
Anniston performed work on Abrams for foreign customers including Ukraine, Poland, Australia, Morocco, Egypt, and Kuwait. Red River performed work on Armored Security Vehicles for Colombia.

Finally, both depots performed some work for other Department of Defense services, including the Air Force and Marine Corps. This accounted for about 2 percent of the depots’ total workload from FY 2021 through FY 2025.

How did the number of overhauls and major repairs at both depots change, FY2021-2025?

The number of overhauls varied year-to-year at both depots though the number generally declined. Specifically, both depots’ workload shifted away from overhauls and toward major repairs. The number of major repairs for ground vehicles exceeded overhauls at both depots by FY 2025 (see fig. 8).

Figure 8: Total Overhauls and Major Repairs for Army Customers, FY2021-2025



Accessible Data for Figure 8: Total Overhauls and Major Repairs for Army Customers, FY2021-2025

na	Anniston Army Depot: Total number of vehicles	Anniston Army Depot: Total number of vehicles	Red River Army Depot: Total number of vehicles	Red River Army Depot: Total number of vehicles
Fiscal year	Overhauls	Major repairs	Overhauls	Major repairs
2021	125	20	391	284
2022	97	79	196	120
2023	59	161	486	143
2024	32	116	151	146
2025	21	75	108	220

Source: GAO analysis of U.S. Army data. | GAO-26-108681

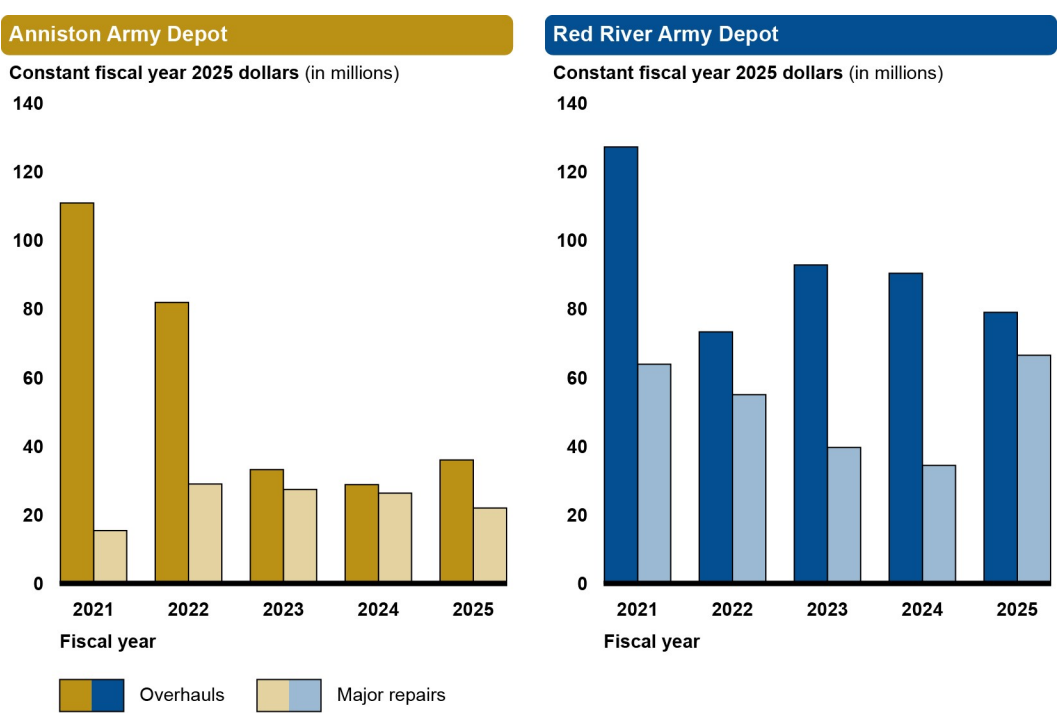
At Anniston, overhauls declined from 125 to 21 vehicles when comparing FY 2021 to FY 2025. Over the same period, major repairs increased from 20 vehicles to 75 vehicles, after peaking at 161 vehicles in FY 2023.

At Red River, overhauls declined from 391 to 108 vehicles when comparing FY 2021 to FY 2025 with a surge of 486 vehicles in FY 2023. Major repairs decreased by 164 vehicles in FY 2021 then increased each year to 220 vehicles in FY 2025.

How did the costs of overhauls compare to major repairs at both depots, FY 2021-2025?

At both depots, the total costs of performing overhauls exceeded the total costs of major repairs each fiscal year, though sometimes major repairs can cost more than overhauls for the same type of vehicle (see fig. 9).

Figure 9: Overhaul and Major Repair Costs for Army Customers, FY2021-2025



Source: GAO analysis of U.S. Army data. | GAO-26-108681

Accessible Data for Figure 9: Overhaul and Major Repair Costs for Army Customers, FY2021-2025

na	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Anniston Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)	Red River Army Depot: Constant fiscal year 2025 dollars (in millions)
Fiscal year	Overhauls	Major repairs	Overhauls	Major repairs
2021	110.9	15.4	127.2	63.9
2022	81.9	29.0	73.3	55.0
2023	33.2	27.4	92.8	39.6
2024	28.8	26.3	90.4	34.4
2025	36.0	22.0	79.0	66.5

Source: GAO analysis of U.S. Army data. | GAO-26-108681

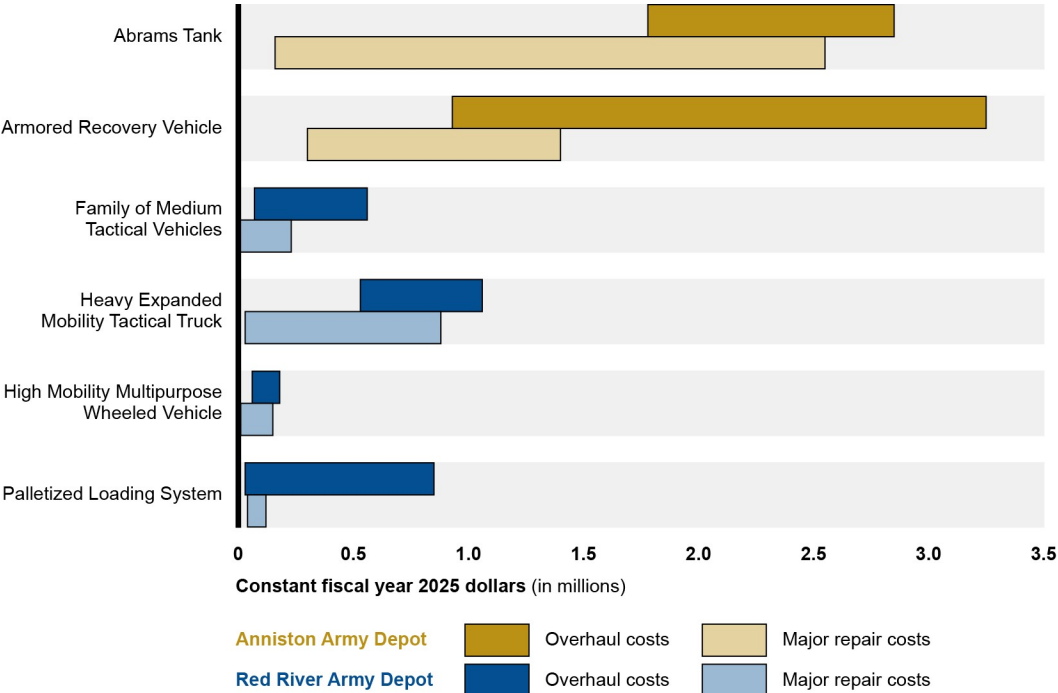
The total costs of overhauls were higher than the total costs of major repairs at both depots. For example:

At Anniston, total overhaul costs declined from about \$111 million in fiscal year 2021 to about \$36 million in fiscal year 2025. Meanwhile, total major repair costs increased from about \$15 million to about \$22 million as the number of major repairs surpassed the number of overhauls.

At Red River, total overhaul costs declined from about \$127 million in fiscal year 2021 to about \$79 million in fiscal year 2025. Meanwhile, total major repair costs slightly increased from about \$64 million to almost \$67 million as the number of major repairs surpassed the number of overhauls.

The average per-vehicle costs for overhauls exceeded the average per-vehicle costs of major repairs for all vehicles, except for HMMWVs. For example, overhauls on Bradley Fighting Vehicles cost an average of about \$2.3 million per vehicle compared with an average of about \$600,000 per vehicle for major repairs. Although the average costs of overhauls generally exceeded the average costs of major repairs, we found instances where the costs of some major repair projects exceeded the costs of some overhaul projects for the same type of vehicles from FY 2021 through FY 2025 (see fig. 10).

Figure 10: Ranges of Per Vehicle Costs Where Some Major Repairs Overlapped with the Costs of Some Overhauls



Source: GAO analysis of Army data. | GAO-26-108681

Accessible Data for Figure 10: Ranges of Per Vehicle Costs Where Some Major Repairs Overlapped with the Costs of Some Overhauls

na	Constant fiscal year 2025 dollars (in millions):	Constant fiscal year 2025 dollars (in millions):	na
Category	Overhaul costs	Major repair costs	Army depot
Abrams Tank	1.78 to 2.85	0.16 to 2.55	Anniston
Armored Recovery Vehicle	0.93 to 3.25	0.30 to 1.40	Anniston
Family of Medium Tactical Vehicles	0.07 to 0.56	0.00 to 0.23	Red River
Heavy Expanded Mobility Tactical Truck	0.53 to 1.06	0.03 to 0.88	Red River
High Mobility Multipurpose Wheeled Vehicle	0.06 to 0.18	0.01 to 0.15	Red River
Palletized Loading System	0.03 to 0.85	0.04 to 0.12	Red River

Source: GAO analysis of U.S. Army data. | GAO-26-108681

Note: This figure includes data on the costs of overhauls and major repairs for Army ground vehicles.

At Anniston, Abrams’ overhaul and major repair costs overlapped 40 percent of the time. Additionally, the cost of the top 21 percent of major repairs exceeded the cost of the least expensive overhauls.

At Red River, Family of Medium Tactical Vehicles (FMTV) overhaul and major repair cost overlapped 28 percent of the time. Additionally, the costs of the top 78 percent of major repairs for FMTVs exceeded the costs of the least expensive overhauls.

Army officials told us that they do not plan for major repair projects to cost as much as overhauls. However, once depot workers begin disassembly, they may identify additional issues—such as hidden structural fatigue, failing subcomponents, or engine failures—that can increase repair costs. For example, according to Army officials, a single engine failure can add 25 to 30 percent of the cost of a full overhaul to what was planned as a more limited major repair. Further, Army officials stated that the planned scope of work for overhauls allows for advanced and bulk parts ordering that can lower the costs of the materials, which can result in some overhauls becoming cheaper than some major repairs.

What are the benefits of performing either major repairs or overhauls on ground vehicles?

Performing either major repairs or overhauls provides different benefits to the Army. As we discussed above, performing major repairs on ground vehicles is typically less expensive than performing overhauls, which allows the depots to perform work on more vehicles.

Costs: Funding is the deciding factor, according to Army officials, in determining whether the depots perform overhauls or major repairs on vehicles. Specifically, they stated that although long-range budget planning often plans for work based on performing overhauls, the funding available in a specific fiscal year dictates the type of work that will be performed at the depots. As we noted above, except for the HMMWV, the average per-vehicle costs and the total spending for overhauls exceeded the average per-vehicle costs and total spending on major repairs for nearly all vehicles.

Number of vehicles repaired: Since major repairs generally cost less than overhauls, using depot maintenance and repair funding for major repairs allows the Army to service more vehicles to a fully mission capable standard than overhauling a smaller number of vehicles would allow.

Performing overhauls provides different benefits that may not accrue to performing major repairs, according to Army officials. Specifically, these officials stated that performing overhauls may increase the predictability of parts ordering, workforce planning, and improve Army readiness. Depot officials told us that performing overhauls can provide the following benefits:

Parts availability: Overhauls on ground vehicles create a more consistent demand signal for ordering parts. Specifically, according to Army officials, performing overhauls creates a more consistent demand for parts because depots perform similar work with similar parts on a series of vehicles. In contrast, Army officials told us that major repairs provide a less consistent demand signal for parts ordering because the amount and type of work varies from vehicle-to-vehicle.

Workforce planning: Workforce planning for overhauls is consistent across vehicle fleets because the standardized process of complete disassembly and rebuild for each vehicle allows depots to more reliably plan, schedule, and train maintainers. According to Army officials, major repair work, by contrast, varies significantly in scope and cost, making workforce planning more difficult and reducing opportunities for cross-training and skills maintenance.

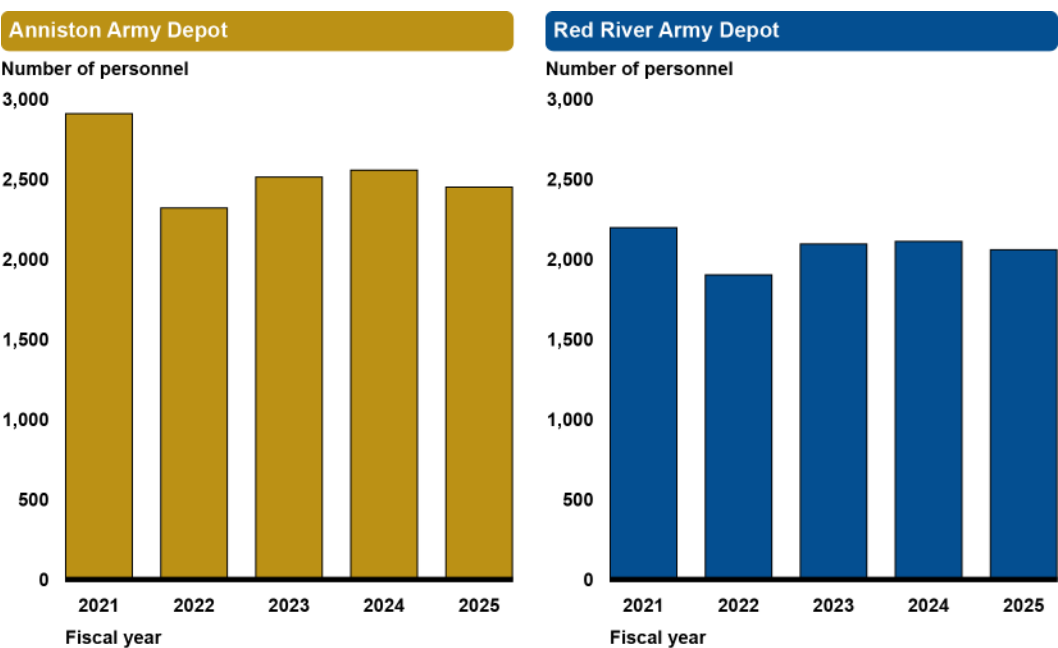
Increased Readiness: We reported in September 2025 that, according to Army officials, reducing overhauls negatively affected the mission capable rates of most vehicles.⁴ Further, we reported that, according to Army officials, the negative effect on mission capable rates occurs because fewer vehicles return to the field in a like-new condition. Army officials told us that major repairs do not holistically restore the end item, or ground vehicle, like an overhaul, therefore the potential effects on readiness may be equally limited or short term. Specifically, according to maintenance definitions in Army regulations, overhauls return vehicles to the field with a measurable life expectancy whereas performing major repairs provides no such expectation.⁵

How has the size of the depots' workforce changed, FY2021-2025?

The combined permanent and term-limited workforce at both depots decreased by 785 people, or about 18 percent, when comparing FY 2021 to FY 2025. Increases in the size of the contractor workforce at both depots somewhat offset those losses during this period. The permanent, term-limited, and contractor workforce at both depots is almost entirely a civilian workforce.

Specifically, Anniston's permanent and term-limited workforce decreased by 616 people, about 22 percent, while its contractor workforce more than doubled, going from 101 to 258 personnel during this period. Meanwhile Red River's permanent and term-limited workforce decreased by 169 people, about 11 percent, while its contractor workforce grew by 84 people, about 14 percent, from 589 to 673 people (see fig. 11).

Figure 11: Total Number of Personnel Per Year, FY 2021-2025



Source: GAO analysis of U.S. Army data. | GAO-26-108681

Accessible Data for Figure 11: Total Number of Personnel Per Year, FY 2021-2025

Fiscal year	Anniston Army Depot: Number of personnel	Red River Army Depot: Number of personnel
2021	2,909	2,197
2022	2,320	1,902
2023	2,513	2,095
2024	2,556	2,111
2025	2,450	2,059

Source: GAO analysis of U.S. Army data. | GAO-26-108681

Note: Anniston Army Depot's workforce data for fiscal year 2022 includes the number of permanent and term-limited personnel but does not include the number of contractor personnel because the depot could not provide contractor data for that year.

Anniston and Red River Army Depots experienced different patterns in workforce losses from FY 2021 through FY 2025.

At Anniston, the top five occupations by workforce losses were concentrated in maintainer occupations when comparing FY 2021 to FY 2025. Warehouse work represented the only support occupation among Anniston's top five occupation losses (see table 1).

Table 1. Anniston Top Occupations by Net Losses, FY 2021–2025

Occupation	Net Loss	Percent Change
Mobile Equipment Mechanics	-186	-35%
Armament Work	-44	-34%
Warehouse	-43	-35%
Metal Processing	-41	-21%
Electronic Equipment Installation	-38	-24%

Source: GAO analysis of Army data. | GAO-26-108681

Note: These data include total permanent and term-limited employees at the depots and does not include contractor employees.

At Red River, the top five occupations by workforce losses were distributed among both maintainer and support personnel when comparing FY 2021 to FY 2025 (see table 2).

Table 2. Red River Top Occupations by Net Losses, FY 2021–2025

Occupation	Net Loss	Percent Change
Mobile Equipment Mechanics	-54	-15%
Business and Industry	-22	-17%
General Administrative	-20	-18%
Engineering	-9	-16%
Metal Work	-9	-24%

Source: GAO analysis of Army data. | GAO-26-108681

Note: These data include total permanent and term-limited employees at the depots and does not include contractor employees.

Depot officials also described a shortage of trained or skilled maintainers due in part to the deferred resignation program (DRP) and hiring freezes initiated in FY 2025 that had continuing effects into FY 2026. Specifically, depot officials told us that Anniston lost 105 employees, and Red River lost 119 employees due to the DRP from FY 2025 and into FY 2026. In addition to normal attrition, the DRP, hiring freeze, and other workforce losses have affected both depots.

Depot officials said these workforce losses have created challenges retaining and replacing experienced maintainers, particularly in skilled trades. For example, officials from both depots said they have had difficulty keeping experienced electricians because of competition from nearby industry. The hiring freeze has prevented the depots from filling positions previously held by skilled maintainers who left because of retirement, competition, or the DRP. According to depot officials, contractor personnel often arrive without the required skills and must be trained on the job, while supervisors have limited ability to direct, discipline, or supervise them. Further, contractor employee turnover and skill gaps can affect production continuity.

Depot officials said they use temporary measures to address workforce shortages including cross-training maintainers across multiple work areas, moving maintainers between units as workloads change, and temporarily promoting personnel for up to 120 days. Some temporarily promoted personnel may perform duties from both their permanent and temporary positions.

What challenges affect the performance of maintenance at the depots?

Officials at both depots highlighted several challenges, including the condition of vehicles upon arrival, the availability of parts and current technical data, workload planning, and old maintenance equipment, affecting the depots' ability to maintain and repair ground vehicles.

Condition of vehicles upon arrival: Officials at both depots stated that the condition upon arrival of vehicles affects the depots' ability to plan for maintenance and repair work. For example, officials at Anniston described receiving 79 Abrams with the expectation that the vehicles would be drivable. While observing the condition of ground vehicles awaiting maintenance and repairs at Anniston, officials told us that only 10 of the 79 Abrams we observed parked in an open lot could be started when they arrived at the depot.

Meanwhile, officials at Red River similarly described vehicles arriving at the depot in unexpectedly poor condition, which we observed on holding lots for vehicles awaiting maintenance (see fig. 12).

Figure 12: Condition of a HMMWV (L) and Bradley (R) Upon Arrival at Red River



Source: U.S. Army/Adrienne Brown. | GAO-26-108681

Depot officials told us that technical inspections may occur on an ad hoc basis on some vehicles prior to arriving at the depots. In cases when the depots receive vehicles from units in unexpectedly poor condition, Army officials told us that the depots may seek reimbursement from the unit for the unexpected costs to perform the work and that unexpectedly poor condition vehicles may be removed from the project.

Parts availability: Depot officials described the lack of parts as a challenge that sometimes stemmed from sole source providers, long lead times for parts, and manufacturers that have gone out of business. Officials told us that the ability to execute planned work is heavily dependent on parts availability and supply chain performance. Further, the controlled exchange of serviceable parts and additive manufacturing, or 3D printing, may help with some challenges.

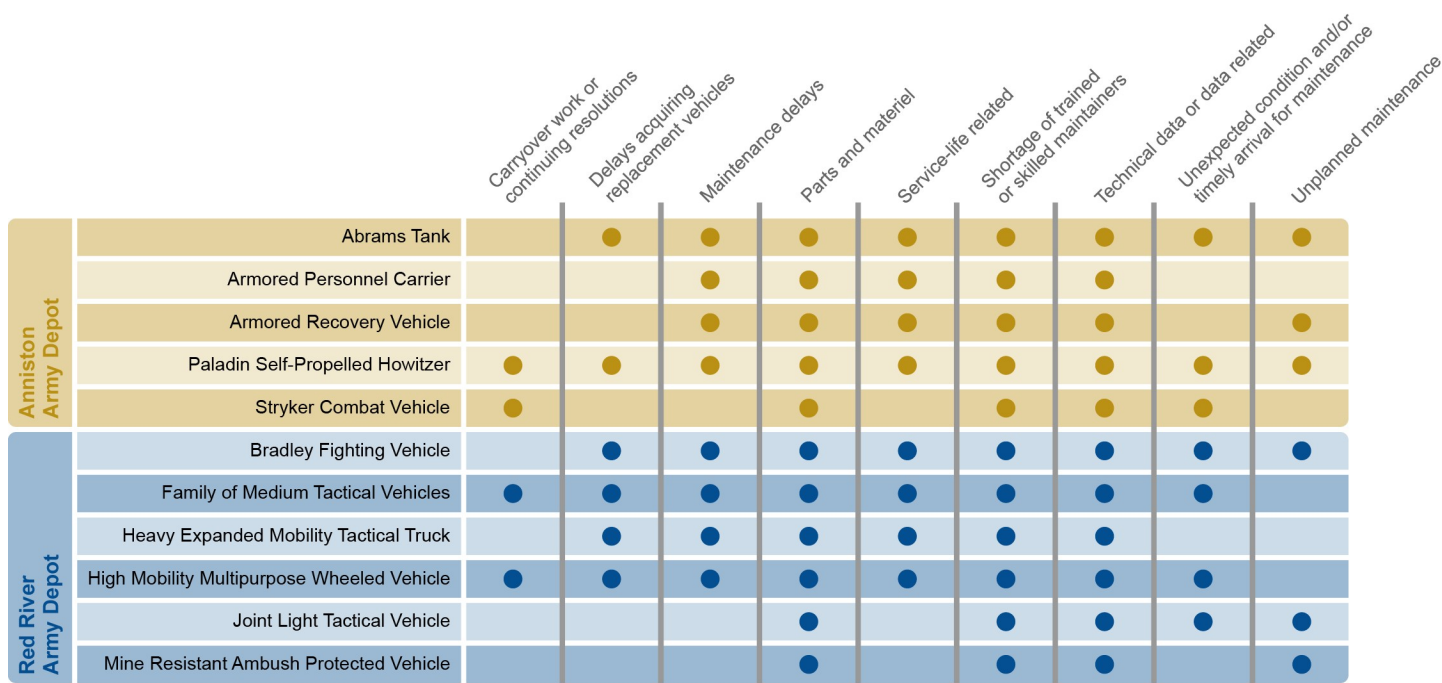
Current Technical Data: Depot officials described not having current technical data as a challenge to performing maintenance and repairs because the technical data are owned by the original equipment manufacturer, which limits the depot's ability to source or reverse-engineer parts. Depot maintainers attempt to reverse engineer parts when they can, officials said. Further, the Army is exploring options to allow depot maintainers to perform maintenance work that otherwise would be performed by manufacturers.

Workload planning: Depots face maintenance challenges due to frequent changes to workload plans that create instability in the performance of maintenance and repairs, officials said. For example, in their Budget Estimate Submissions, Anniston and Red River reported changes in planned work of 77 percent and 50 percent, respectively, in FY 2023. Additionally, in some instances, the depots did not have enough skilled personnel, such as welders, when unplanned foreign military work became a priority. Depot officials stated that they shifted personnel or sometimes hired additional short-term personnel to manage the unplanned workload.

Old maintenance equipment: Depot officials told us that using old equipment to repair vehicles can create challenges performing maintenance and repairs on ground vehicles. Some officials told us that the newest depot equipment may be 20 to 30 years old, and some equipment remains far older, including a 1940s lathe. Further, when equipment becomes inoperable, maintainers use backup or secondary equipment to perform the work, if available, which can delay production because backup or secondary equipment may be in another building. Additionally, equipment downtime can create production bottlenecks when no redundant capability exists. Depot officials told us that they actively keep a prioritized list of equipment that needs to be replaced or refurbished.

The Army faces these and other challenges. For example, we reported in September 2025, that 11 Army ground vehicles maintained and repaired at Anniston and Red River Army Depots had multiple sustainment challenges affecting the performance of maintenance and repairs at these depots (see fig. 13).⁶

Figure 13: Sustainment Challenges for Specific Ground Vehicles Maintained at Anniston and Red River Army Depots, FY2015-2024



Source: GAO analysis of U.S. Army information. | GAO-26-108681

Specifically, we reported that challenges with parts and materiel and the availability of current technical data applied to all the Army ground vehicles. We also found that a shortage of trained maintainers affected all the Army vehicles and that the condition of vehicles upon arrival at the depot affected 7 of the 11 Army vehicles.

Agency Comments

We provided a draft of this report to DOD and the Army for review and comment. In its written comments, reproduced in Appendix I, DOD agreed with our findings.

Appendix I: Comments from the Department of War



SUSTAINMENT

OFFICE OF THE ASSISTANT SECRETARY OF WAR
3500 DEFENSE PENTAGON
WASHINGTON, DC 20301-3500

Ms. Diana Maurer
Director, Defense Capabilities and Management
U.S. Government Accountability Office
441 G Street, NW
Washington DC 20548

Dear Ms. Maurer,

This letter serves as the Department of War (DoW) response to the Government Accountability Office (GAO) Draft Report GAO-26-108681, titled "ARMY DEPOT MAINTENANCE: Information on Workload, Workforce, and Challenges," August 2026 (GAO Code 108681).

I have reviewed the report and concur with it as written. I am fully committed to continuing to support the Military Departments as they work to strengthen and expand their depot workforces to meet mission requirements and deliver the best possible support to the Warfighter. For further information, please contact me at scott.a.holland4.civ@mail.mil or (571) 372-6756.

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Scott A. Holland
Director, Maintenance, Sustainment & Strategy
Deputy Assistant Secretary of War
(Materiel Readiness)

Accessible Text for Appendix I: Comments from the Department of War

SUSTAINMENT

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Scott A. Holland
Director, Maintenance, Sustainment & Strategy
Deputy Assistant Secretary of War
(Materiel Readiness)

How GAO Did This Study

We collected and analyzed Anniston and Red River Depots' workload data in terms of the numbers of overhauls, major repair work, repairable parts, and other work performed at the depots for FY 2021 through FY 2025. We also collected and analyzed maintenance and repair cost data by project at both depots, including total actual costs and the component categories of labor, parts and material, and other costs during the same time frame. Additionally, we analyzed throughput data to examine trends in the types of depot workload by comparing overhaul and major repair work data. Lastly, we collected and analyzed the depots' personnel rosters for FY 2021 through FY 2025 including data about total employees and occupations.

We assessed the reliability of the Army data used in our report. To do this, we reviewed related documentation; held interviews with knowledgeable agency officials; and performed electronic data testing for missing data, outliers, and obvious errors. We determined these data to be sufficiently reliable for the purpose of summarizing trends in maintenance workload and costs, and the size of the depots' workforce.

We interviewed officials from Army Materiel Command; Tank-Automotive and Armaments Command (TACOM) Office of Organic Industrial Base and Office of

Integrated Logistics Support Center; and officials from both Anniston and Red River Army Depots. We interviewed officials from the Army's TACOM and from both Anniston and Red River to identify the effects of each type of depot repair (overhaul or major repair) on workload planning, workforce skills and training, and Army readiness. At Red River, we met with depot leadership officials to discuss challenges affecting the performance of maintenance and repairs on ground vehicles. At both depots, we interviewed division, branch, and line supervisors about challenges performing maintenance and repairs on ground vehicles.

We conducted this performance audit from July 2025 through August 2026 in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

List of Addressees

The Honorable Roger Wicker
Chairman
The Honorable Jack Reed
Ranking Member
Committee on Armed Services
United States Senate

The Honorable Mitch McConnell
Chair
The Honorable Chris Coons
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States Senate

The Honorable Mike Rogers
Chairman
The Honorable Adam Smith
Ranking Member
Committee on Armed Services
House of Representatives

The Honorable Ken Calvert
Chairman
The Honorable Betty McCollum
Ranking Member
Subcommittee on Defense
Committee on Appropriations
House of Representatives

We are sending copies of this report to the appropriate congressional committees, the Secretary of Defense, and the Secretary of the Army. In addition, this report is available at no charge on the GAO website at <https://www.gao.gov>

GAO Contact Information

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Endnotes

¹Army Regulation (AR) 750-1, *Army Materiel Maintenance Policy* (Mar. 2, 2023). The Army updated AR 750-1 May 29, 2026.

²See AR 750-1. The Army maintenance standard is defined by the Army Technical Manual 10 series and Technical Manual 20 series and/or in the appropriate or applied technical data plans. The Army refers to this type of maintenance and repair work at its depots as 10/20 or 10/20-plus work and, at a minimum, equipment is returned to a fully mission capable standard, meaning that systems and equipment are safe and have all mission-essential subsystems installed and operating as designated by applicable Army regulation.

³Department of Defense Inspector General, *Audit of Depot-Level Reparables for Army, Navy, and Air Force Engines*, DODIG-2021-134 (Sept. 30, 2021).

⁴GAO, *Weapon System Sustainment: Various Challenges Affect Ground Vehicles' Availability for Missions*, [GAO-25-108679](#) (Washington D.C.: Sep. 25, 2025).

⁵AR 750-1.

⁶[GAO-25-108679](#). We also reported on sustainment challenges affecting seven Marine Corps ground vehicles.