

GAO Highlights

Highlights of [GAO-24-107566](#), a report to the Committee on Armed Services, House of Representatives

Why GAO Did This Study

In 2019, the Army revised its core process to organize, staff, equip, and train forces. The Army uses ReARMM to prepare forces for combat, while intending to field new equipment on a more predictable schedule, to ensure that units train and deploy with the most modern weapon systems.

House Report 117-397 accompanying a bill for the National Defense Authorization Act for Fiscal Year 2023 includes a provision for GAO to assess the status, progress, budget implications, and potential challenges of implementing ReARMM. In this report, GAO describes the Army's (1) investments in modernization and examines the extent to which the Army has (2) made progress in implementing ReARMM and (3) supported planning for new equipment to be fielded through ReARMM. This is a public version of a sensitive report GAO issued in April 2024. GAO omitted information DOD deemed Controlled Unclassified Information.

GAO reviewed Army budget materials, analyzed information on the implementation of ReARMM and efforts to support planning for new modernized equipment, and interviewed Army officials.

What GAO Recommends

GAO is making the following three recommendations. The Army should (1) implement corrective actions to ensure equipment meets condition standards before transfer, (2) determine and adjust processes to better complete planning elements before fielding, and (3) document those process adjustments. The Army concurred with GAO's three recommendations.

View [GAO-24-107566](#). For more information, contact Diana Maurer at (202) 512-9627 or MaurerD@gao.gov.

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ARMY MODERNIZATION

Actions Needed to Support Fielding New Equipment

What GAO Found

The Army's new approach to generate ready forces, the Regionally Aligned Readiness and Modernization Model (ReARMM), is key to the Army realizing its modernization investments. These investments have totaled \$46.5 billion since fiscal year 2021. The Army has adopted new acquisition approaches to rapidly develop multiple types of modernized equipment, which it has categorized into six modernization priorities. Using ReARMM, the Army had fielded six new priority equipment efforts as of November 2023, with ten more scheduled over the next 2 years (see table).

Army Modernization Priorities with Number of Efforts Fielded or Planned by Fiscal Year 2025, as of November 2023

	 Air and missile defense	 Future vertical lift	 Long range precision fires	 Network	 Next generation combat vehicle	 Soldier lethality
Fielded	1	1	—	3	1	—
Planned fielding date	2	—	3	—	1	4

Source: GAO analysis of Army information. | GAO-24-107566

Since it began implementing ReARMM in fiscal year 2020, the Army has generally met its deployment requirements, according to officials. It has organized most of its units, such as brigade combat teams, into ReARMM phases, including one designated for equipping. It has also aligned the units to specific geographic regions. However, some Army National Guard units received equipment, transferred from regular Army units, that was in poor condition. This led the National Guard units to incur unexpected costs, additional labor hours, and training delays. For example, beginning in May 2022, the Army transferred 138 displaced Bradley Fighting Vehicles to the Tennessee Army National Guard. The Army is planning to transfer additional equipment to the Army National Guard under ReARMM. Identifying and implementing corrective actions to reasonably assure that transferred equipment meets mission-capable condition standards would reduce the risk of units incurring unexpected costs and delays in their modernization and training.

The Army has fielded new equipment to the first units before completing some key planning elements, such as building facilities, assigning personnel, and planning for training. The Army is required to use a process to identify, approve, and resource new requirements within each relevant planning element. However, GAO analysis of Army documents found that as of November 2023, the Army fielded six of the previously discussed new priority equipment items with at least one incomplete planning element at the time that the first unit received them. Further, the Army fielded the majority of these items with three or more incomplete planning elements at the time that the first unit received them. When the Army fields new equipment to units without fully completing the planning elements, units may not be well positioned to operate the new equipment. By adjusting its planning elements processes so that they are completed earlier and documenting these changes, the Army will be better able to complete all elements in time for fielding. The Army would also be better able to support units that are operating and maintaining the new equipment.