

**NOT FOR PUBLICATION UNTIL RELEASED  
BY THE SENATE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON DEFENSE**

**STATEMENT OF  
LIEUTENANT GENERAL LEONARD F. ANDERSON IV  
UNITED STATES MARINE CORPS RESERVE  
BEFORE  
THE SENATE APPROPRIATIONS COMMITTEE  
SUBCOMMITTEE ON DEFENSE  
CONCERNING  
THE GUARD AND RESERVE  
ON  
18 June 2024**

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## **LIEUTENANT GENERAL LEONARD F. ANDERSON IV**

Lieutenant General Len “Loni” Anderson was commissioned in 1993 upon graduation from the Illinois Institute of Technology. He was designated a naval aviator in October of 1995 and selected to fly the F/A-18 Hornet.

Lieutenant General Anderson's previous assignments as a General Officer include Assistant Deputy Commandant for Plans, Policies and Operations, Commanding General, 4th Marine Aircraft Wing, Deputy Commanding General, Marine Corps Forces Cyberspace Command and Deputy Commander, Joint Task Force-ARES.

Assignments in the Operating Forces include: Schedules Officer, Assistant Operations Officer, Air Wing Landing Signal Officer, and Weapons and Tactics Instructor with the “Fabulous Checkerboards” of VMFA-312 while deployed on USS Enterprise and USS Truman during Operations SOUTHERN WATCH, DESERT FOX and DELIBERATE FORGE; and Training Officer, MAG-31. In 2006, he transferred to the Marine Forces Reserve where he has served as the Assistant Operations Officer, Marine Aviation Training Support Group-42; Operations Officer, VMFA-112; and Commanding Officer, MALS-41.

Assignments in the Supporting Establishment include: Demonstration Pilot, Navy Flight Demonstration Squadron; Flight Instructor, VT-86; Operations Officer, Marine Aviation Training Support Group-41.

Headquarters and Staff Assignments: Senior Reserve Advisor, MAG-41; Reserve Branch Head, HQMC Aviation; Assistant Wing Commander, 4th Marine Aircraft Wing.

Joint assignments include two deployments in support of Operation INHERENT RESOLVE as the Deputy Director, Combined Joint Operations Center-Baghdad, Iraq and Battle Director, 609<sup>th</sup> Combined Air Operations Center, Qatar.

Lieutenant General Anderson is a graduate of the Weapons and Tactics Instructor Course, the Navy Fighter Weapons School (TOPGUN), Command and Staff College (DEP), Air War College (DEP), Advanced Joint PME, Senior Joint Information Operations Application Course, Harvard Kennedy School's Cybersecurity: The Intersection of Policy and Technology, and the Combined Force Air Component Commander Course.

He was promoted to his current rank and assumed duties as Commander, Marine Forces Reserve and Marine Forces South on 21 March 2024.

## ***Introduction***

Chairman Tester, Ranking Member Collins, and distinguished members of the Subcommittee, it is my privilege to testify on behalf of the Commandant of the Marine Corps. This testimony will provide an overview of the current state of the Marine Corps Reserve and the responsibilities that your Reserve Marines and Sailors have in our national security and will highlight the significant progress we have made in recent years.

The Marine Corps Reserve is a critical component of the Marine Corps Total Force, providing essential capabilities and capacity to compete with our adversaries and respond to global crises. We exist to fight and win our Nation's battles. The Marine Corps Reserve is not simply a surge force; our capacity is essential to meet the demands of the 21st century and further enhance the pillars of Force Design. With the rise of new threats and the evolving nature of future conflict, the Marine Corps Reserve is ready and able to adapt and compete in this ever-changing environment.

Our commitment to readiness is unwavering. We continue to exercise and adapt our activation and mobilization processes, and we are constantly working to improve the training and skills of our Marines and Sailors. We are also focused on identifying, developing, and retaining the best talent. Our Marines and Sailors are our most valuable asset, and we are committed to providing them with the tools and resources they need to succeed.

I am confident that the Marine Corps Reserve is ready to meet the challenges of the future. We are a relevant, ready, and responsive force, and we are committed to serving our Nation with honor.

## ***Talent Management***

In the dynamic and evolving landscape of modern warfare, the Marine Corps Reserve recognizes the imperative of effective talent management as a cornerstone for success. To emerge victorious in the intricate and multi-domain warfighting environments of the future, our Marines must attain and sustain advanced technical, intellectual, and physical capabilities. Moreover, they must operate adeptly in distributed and ambiguous scenarios.

The Marine Corps strategically leverages the Reserve Component to address its need for a broader spectrum of high-demand/low-density skillsets that are inherently challenging to acquire and retain. We acknowledge the limitations of relying on the Active Component alone and are committed to attracting and retaining diverse individuals with unique talents and skills across the total force. Simultaneously, we strive to provide pathways to military service harmonious with the pursuit of civilian careers for our Reserve Marines.

Aligned with overarching service goals, the Marine Corps actively embraces new initiatives to enhance career flexibility and cultivate talent within the Reserve Component. Our commitment to the Commandant's Talent Management 2030 initiative is a significant stride in this direction. New initiatives to maximize permeability across the total force include a streamlined process for Reserve Component officers to request transition to the Active Component and a reinvigorated emphasis on the Direct Affiliation Program (DAP), which creates new opportunities for departing Active Component Marines, equipped with valuable skills, to seamlessly transition into the Reserve Component. During FY23, active component units received goals for direct affiliation from active to reserve, and this program resulted in 1,094 Marines approved. The FY24 direct affiliation goal is 2,000 and is on track for success. Direct affiliation demonstrates one of many permeability efforts that seeks to retain talent within the service. The Marine Corps Reserve will continue to develop innovative policies, pathways, and tools designed to capture, catalog, and maintain visibility of our diverse pool of talent, ensuring these Marines have a path for future service.

## ***Modernization***

The Marine Corps Reserve, operating as both a strategic and operational Reserve, is a critical part of the Total Force Marine Corps. As the Marine Corps remains the naval expeditionary force-in readiness in support of Naval Campaigning, Strategic competition, and

crisis response the Reserve Component (RC) continues to be an integral element of the planning effort. The Marine Corps' force design process is strategy-driven, threat-informed, and concept-based. Force development is subsequently pursued through deliberate experimentation, wargaming, integrated planning, and studies and analysis that inform an ongoing and iterative campaign of learning to identify what is effective and required. The Marine Corps Reserve participates in and provides support to this force design and development effort while remaining a vital global contributor in meeting combatant command requirements.

AC forces have been rapidly modernizing under the direction of multiple administrations' National Security Strategies (NSS) and National Defense Strategies (NDS). The RC modernization leverages the iterative experimentation, learning, and refinement being accomplished by AC forces and complements AC formations as they transition to new capabilities. The RC remains nested with all Service-related initiatives supporting modernization. As part of a phased modernization with the Active Forces, RC forces will continue to modernize while assessing risk and balancing the Services' ability to remain ready, relevant, and responsive as a vital contributor in support of Combatant Command requirements. Additionally, the Reserve Component, in close partnership with Marine Forces Command and II Marine Expeditionary Force, continues to mature the concept of Service Retained Forces (SRF) in support of global crisis and contingency response operations. The SRF concept demands will uncover needed adjustments to RC capabilities and platforms and illuminate the vital role the RC plays in supporting campaigning in competition and fighting and winning in conflict.

### ***Innovation and Experimentation***

The establishment of Littoral Craft Companies (LCC) is a comprehensive initiative producing strong linkages across several Marine Corps Reserve lines of effort (LOEs). The initiative supports numerous key objectives including Site Optimization, Talent Management, New Platforms and Technologies Integration, Experimentation and Wargaming Support, as well as Service component integration in a way that effectively aligns broad aspects of the Marine Corps Reserve's strategic vision.

Transitioning C and D Companies, 4th Amphibious Assault Battalion (Galveston, TX and Tampa, FL respectively) into LCCs presented an ideal Talent Management and Site Optimization opportunity with the bonus of integrating new Platforms and Technology in the

form of littoral craft. In partnership with the Defense Innovation Unit, the Marine Corps is pursuing a rapid procurement of these dual-use, commercially available vessels through an area of interest solicitation to the Defense Industrial Base. This highly flexible process offers direct access to vendors capable of producing state-of-the-art littoral craft for the Marine Corps Reserve on an aggressive delivery timeline.

Capability development is already underway in key focus areas to include “Training and Training Sustainment” and “Littoral Maneuver Craft Characteristics.” As directed by the Service following LCC initiative approval, the Marine Corps Reserve has held numerous planning sessions to define the mission, training and readiness standards; individual and unit mission essential tasks; military occupational specialty requirements; and other fundamental characteristics necessary for relevant operational employment. Incorporating strategic linkages and supported external entities, this planning accelerates and informs institutional solutions to known littoral maneuver capability gaps.

### ***Fiscal Stewardship***

As we invest in new platforms, barracks, and training, it is our responsibility as good stewards of taxpayer funds to continue to prove that when the Corps is provided a taxpayer dollar, we can show exactly where and how it has been invested – a responsibility we take very seriously. Following a rigorous two-year audit, the Marine Corps achieved an unmodified audit opinion, the best possible outcome – and the first time in the Department of Defense’s history that any service has received an unmodified audit opinion. These results demonstrate how seriously the Marine Corps takes its stewardship of taxpayer funds and our ability to account for and put to best use every dollar trusted to the service. This audit supports what we have believed for a long time – when Congress provides the Marine Corps a dollar, we invest it wisely, and we can tell you exactly where and how it was spent to further our Nation’s national security objectives. The Marine Corps worked with Independent Public Accountants to validate budgetary balances and records and to audit physical assets at installations and bases across the globe. These actions included counting military equipment, buildings, structures, supplies, and ammunition held by the Marine Corps and our DoD Partners. The audit’s favorable opinion was only possible through the support and hard work of numerous dedicated Marines, civilian Marines, and many other partners across DoD. Nonetheless, we will not rest on our laurels; the

audit report pointed out some areas for improvement, and we will use these recommendations to make our fiscal practices even better.

### ***A Total Force***

Throughout the past year, the Marine Corps Reserve supported Combatant Commander requirements by providing reserve forces for global deployments that span the spectrum of conflict. In FY23, 621 Reserve Marines joined their Active Component counterparts in deployments that supported 20 operational requirements across five geographic Combatant Commands. Thus far in FY24, the Marine Corps Reserve has activated 241 Marines in support of five Combatant Commands and is forecasting the activation of more than 600 Reserve Marines to support 19 separate formations throughout the remainder of FY24. These operations significantly increase the Reserve Component's readiness and interoperability with the Active Component, Joint Forces, allies, and coalition partners. Planning is currently underway for increased activations and deployments, possibly double or triple those of FY24, that integrate Reserve forces with the Active Component commencing in FY25 with continued employment through 2030 in support of high-priority Combatant Command requirements.

In addition to participating in operations, the Marine Corps Reserve conducts a wide array of combat-related training exercises around the world. The purpose of these exercises is to improve the Marine Corps Reserve's combat readiness, retain talent, and foster improved international relations and interoperability between allied nations and partners. In FY23, the Marine Corps Reserve led or participated in 46 military exercises across every warfighting domain in 16 countries, contributing 8,498 Reserve Marines. To date in FY24, the Marine Corps Reserve is forecasted to participate in 52 exercises globally, with a total force of 6,396 Reserve Marines.

The Marine Corps Reserve focuses on operational readiness within the Marine Air Ground Task Force and the Joint operational environment. Joint aviation assets from the Marine Corps, Navy, Air Force, Air National Guard, and the Marine Corps Reserve (who planned and led the event) conducted Tactical Air Control Party training to sustain Joint Terminal Air Controller (JTAC) qualifications at Camp Shelby, Mississippi, and San Clemente Island, California. This training benefitted all participating Services by enabling fixed, rotary wing, and

unmanned aviation platforms to achieve mission-essential training in close air support while certifying Reserve Marine JTACs.

The Marine Corps Reserve participates in the Department of Defense (DOD) Innovative Readiness Training (IRT) Program, which provides joint/military training in the United States and its territories to increase deployments and unit readiness. In 2023, the Marine Corps Reserve participated in thirteen exercises under the IRT Program, two of which involved both Active and Reserve forces. Our participating units were able to train to mission essential tasks involving both horizontal and vertical construction, logistical support, communications, and medical care while making tangible, meaningful impacts in communities located in South Dakota, Hawaii, California, New Mexico, Tennessee, Maryland, Louisiana, Texas, Missouri, and Indiana. With Congress's continued support of these efforts, the Marine Corps Reserve looks to expand its footprint in this program to include airlift, construction, medical, and cybersecurity efforts.

The Marine Corps Reserve also supports the Total Force by executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. There is no responsibility we treat with higher regard than this solemn mission. Inspector-Instructor (I-I) and Reserve Site Support staffs are geographically positioned to accomplish the vast majority of Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to families. Most Marine Corps casualty notifications and follow-on assistance calls to the next of kin are made by our Reserve Marines. During FY23, I-I and Reserve Site Support staffs supported over 75% of the 468 active casualty calls performed by the Marine Corps, and Marine Corps Reserve units performed 94% of the 20,475 total funeral services provided by the Marine Corps for former Marines.

### ***Equipment***

The Marine Corps Reserve is designed to be equipped at near parity with its active component counterpart due to the Total Force approach to equipment fielding. To maximize the potential of our reserves, we must ensure adequate investment in Reserve equipment to ensure the modernization and readiness of our Reserves. Equipment modernization and improved readiness are key factors that allow the Marine Corps to keep pace with future threats and preserve operational agility. However, the high demand for Reserve units and the resulting high operational tempo stress the Marine Corps Reserve's ability to maintain equipment and replenish



deficiencies. Delays in appropriations have affected the Marine Corps' modernization efforts, as well as its ability to divest legacy equipment. The Marine Corps Reserve's cost to maintain its legacy equipment continues to increase, adversely affecting unit training and overall readiness. Inadequate or delayed fielding, coupled with delays in the appropriation of funds, disrupts our ability to program long-term equipping activities and challenges our efforts to improve current and future readiness.

The Marine Corps Reserve mitigates risk and ensures material readiness through Training Allowances (TA). Reserve units maintain equipment based on the unit's TA, which is the portion of the unit's full Table of Equipment (T/E) necessary for maintaining training readiness at Reserve Training Centers. This method ensures the necessary amount of equipment to train, maintain, and store remains on hand within personnel and facility constraints. All equipment above the TA (the difference between the TA and the T/E) is stored at Marine Corps Logistics Bases and other "in stores" locations. Several factors affect maintenance efforts and priorities across the RC. These factors include reliance on personnel to identify and perform preventative and corrective maintenance, operation and exercise of the equipment sets, and targeted fiscal resourcing decisions. Leveraging Operations and Maintenance, Marine Corps Reserve (O&M MCR) funding to employ Marine Logistics Command mobile maintenance support teams helps augment our limited organic maintenance capacity. We also utilize a Service-managed third-party logistics provider to repair secondary components that cannot be repaired organically due to limited intermediate maintenance capacity. Congressional support for Reserve funding as specified in the FY 2025 President's Budget Request is paramount to our continued success in sustaining equipment and maintenance readiness.

### ***Facilities***

The Marine Corps Reserve occupies 158 Reserve Training Centers in 47 states, the District of Columbia, and the Commonwealth of Puerto Rico. Among these, 28 sites are owned and maintained by the Marine Corps Reserve, while the remaining 130 Reserve Training Centers are categorized as "tenant" status and owned by other Services. Through support agreements, the Marine Corps Reserve assumes maintenance responsibility for facilities at 113 of these tenant sites. Over the past two years, the Marine Corps Reserve has dedicated significant efforts to rectifying and ensuring the accuracy of our real property records, aligning

them with our complete sustainment funding requirement. Among the total 158 sites, some Reserve Training Centers are situated within major DOD installations, while the majority are dispersed across civilian communities, encompassing residential neighborhoods to industrial and commercial districts.

Traditionally, the Marine Corps Reserve has committed 100% of the facilities budget to support the sustainment, maintenance, and modernization of existing infrastructure and day-to-day operating costs. Because of this investment and commitment, we have improved the overall readiness of our facilities. Moreover, through the comprehensive utilization of the Facilities Sustainment, Restoration, and Modernization (FSRM) program, we have also retained and improved facilities that were deemed vital to support the Marine Corps Reserve's mission. Presently, our focus is on identifying significant FSRM projects for future funding. Simultaneously, we are actively engaged in efforts to maximize efficiency. This includes a strategic approach to cost reduction and funding savings through the realignment of facilities and the demolition of excess footprint. As part of this initiative, the Marine Corps Reserve is currently in the process of reprioritizing five sites, realizing savings ranging from approximately \$200k to \$300k per site.

As we capitalize on utilizing the Military Construction, Navy Reserve (MCNR) program, our focus is on providing construction for new and enduring capabilities and recapitalizing our aging facilities. The construction projects enabled by the annual authorization and appropriation of MCNR funding are a significant factor in advancing our facilities support mission, especially as we optimize our force laydown throughout the Nation. Continued support for our MCNR program funding requests is essential for planning and execution to modernize our capabilities and, when needed, to divest from infrastructure or facilities that no longer meet the mission.

The combined effects of our targeted site consolidations, FSRM, and MCNR Programs have steadily reduced the number of inadequate or substandard Reserve Training Centers and enabled improved support to Reserve units and personnel. However, as our infrastructure ages, the operating costs have steadily increased due to the requirements for more secure communications and classified spaces within these facilities and these requirements will continue to rise as the Marine Corps modernizes to meet the requirements of the National Defense Strategy.

The safety of our Marines, Sailors, and their families is of utmost importance; therefore, we are actively engaged in ongoing efforts to improve the overall force protection at all our sites. We take pride in working with our Service partners and the National Guard to improve security at our sites where joint occupation is optimal. Throughout the last ten years, numerous force protection assessments have been conducted at our facilities, and security-engineering reports have been generated to assist in developing designs that mitigate protection concerns, specifically within the realm of physical security. These assessments identify requirements and serve to prioritize enhancements, ultimately improving the overall facility security for our Marines, Sailors, and their families.

### ***Sexual Assault Prevention and Response***

For the Marine Corps Reserve, improving the health and safety of our service members by fostering a culture of dignity and respect are top priorities, as they are vital to reducing and ultimately eliminating sexual assault within our ranks. The Marine Corps Reserve has a unique and adaptable Sexual Assault Prevention and Response (SAPR) Program that provides training, advocacy, guidance, and supportive services across our geographically dispersed force.

The Marine Corps Reserve SAPR Program is undergoing many vital staffing and structure changes in response to the Independent Review Commission (IRC) on Sexual Assault in the Military in accordance with the recommendations approved by the Secretary of Defense. These changes begin by adding more full-time civilian SAPR personnel to strengthen the effectiveness of both prevention and response efforts, and there is an accelerated effort to fill all of the required positions at all levels simultaneously.

The Marine Corps Reserve operates a dedicated Sexual Assault Support Line that is staffed 24/7 by their professional SAPR team. It also actively publicizes the DOD Safe Helpline, a resource that offers crisis support services for members of the DOD community.

### ***Quality of Life***

The Marine Corps Reserve is dedicated to ensuring quality of life programs are designed to effectively assist all Reserve Marines, Sailors, and their families, whether deployed or on the home front. Marine Corps Community Service (MCCS) programs are flexible and are continually adjusting to meet the needs of our geographically dispersed Reserve Marines and

their families. The training programs provided to our commanders, Family Readiness Command Teams, and Marines and Sailors and their families contribute to a ready and resilient force equipped to succeed. The Marine Corps Family Team Building (MCFTB) Program enhances readiness through non-clinical preventive education, professional training, and community-building support throughout the wide array of mission, life, and career events. During FY23, the Marine Corps Reserve conducted 267 training events in which 10,427 Marines, Sailors, and family members received essential information to assist them throughout the deployment cycle. These events helped them prepare for and flourish during deployments and achieve a positive post-deployment reintegration experience.

The Marine Corps emphasizes the importance of readiness for Marines and family members in many areas of life. The Marine Corps Personal and Professional Development Programs provide training and educational resources to increase awareness and build individual and family development skills. These programs enhance the quality of life for our military community by promoting self-reliance and self-sufficiency, as well as continuing the tradition of “taking care of our own.” The Marine Corps Personal and Professional Development Programs include transition readiness, personal financial management, voluntary education, and information and referral.

The Marine Corps Transition Readiness Program (TRP) is a comprehensive program that helps Marines and their families develop and attain effective post-transition employment, educational, and entrepreneurship goals. The Marine for Life Network helps to link our Marines to employment, education, and community resources in their hometown areas to support their future goals. A virtual course is available for Marines who are not located near a military installation. In FY23, the Marine Corps Reserve transition staff assisted 761 Marines with pre-separation counseling and 618 Marines with capstone completion.

### ***Conclusion***

As the operational environment changes, your Marine Corps Reserve will continue to innovate and evolve in order to meet future challenges and deter the pacing threats as prescribed in the National Defense Strategy. The key to our success has been and will continue to be individual Marines, Sailors, and their families. Your Reserve Marines will continue to answer

their Nation's call to serve, and with your continued support, we will remain ready. Semper Fidelis.