

**STATEMENT BY MAJOR GENERAL WAYNE D. MARTY,
ADJUTANT GENERAL OF TEXAS,
TO THE HOUSE COMMITTEE ON GOVERNMENT REFORM,
APRIL 29, 2004**

I am pleased to have this opportunity to discuss the transformation of the Texas Military Forces.

The Texas Military Forces, including the Adjutant General's Department, Texas National Guard, and the Texas State Guard, are a diverse team of 21,000 Federal and State personnel in 106 installations stationed in or near 86 cities and towns across Texas.

The reason the Texas Military Forces exist is to "provide mission-ready forces, responsive to community, State and nation." These assets represent a system of capabilities of direct and profound relevance not only to the citizens of Texas and the other 53 states and territories, but also, as we have demonstrated in recent years, to freedom-loving peoples throughout the world.

HOMELAND SECURITY

Since September 11th, 2001, the Texas Military Forces have responded within the State of Texas to homeland security requirements and other public emergencies in a variety of ways that demonstrate the versatility of the force. These include the continuous fighter escort of the President and Air Force One immediately following the 9/11 attacks along a route from Florida to Louisiana to Nebraska and finally to Washington, DC; security of 26 airports statewide for nine months until permanent federal security could be arranged; assisting the FBI in their review of airline manifests; augmentation of the Immigration & Naturalization Service, the Border Patrol and the Customs Service along the Mexican border and Gulf coastline; combat air patrols over Houston, the Gulf Coast, New York City and Washington DC; frequent interceptor missions against unidentified aircraft entering US airspace; and security of critical national assets at 20 locations across the United States.

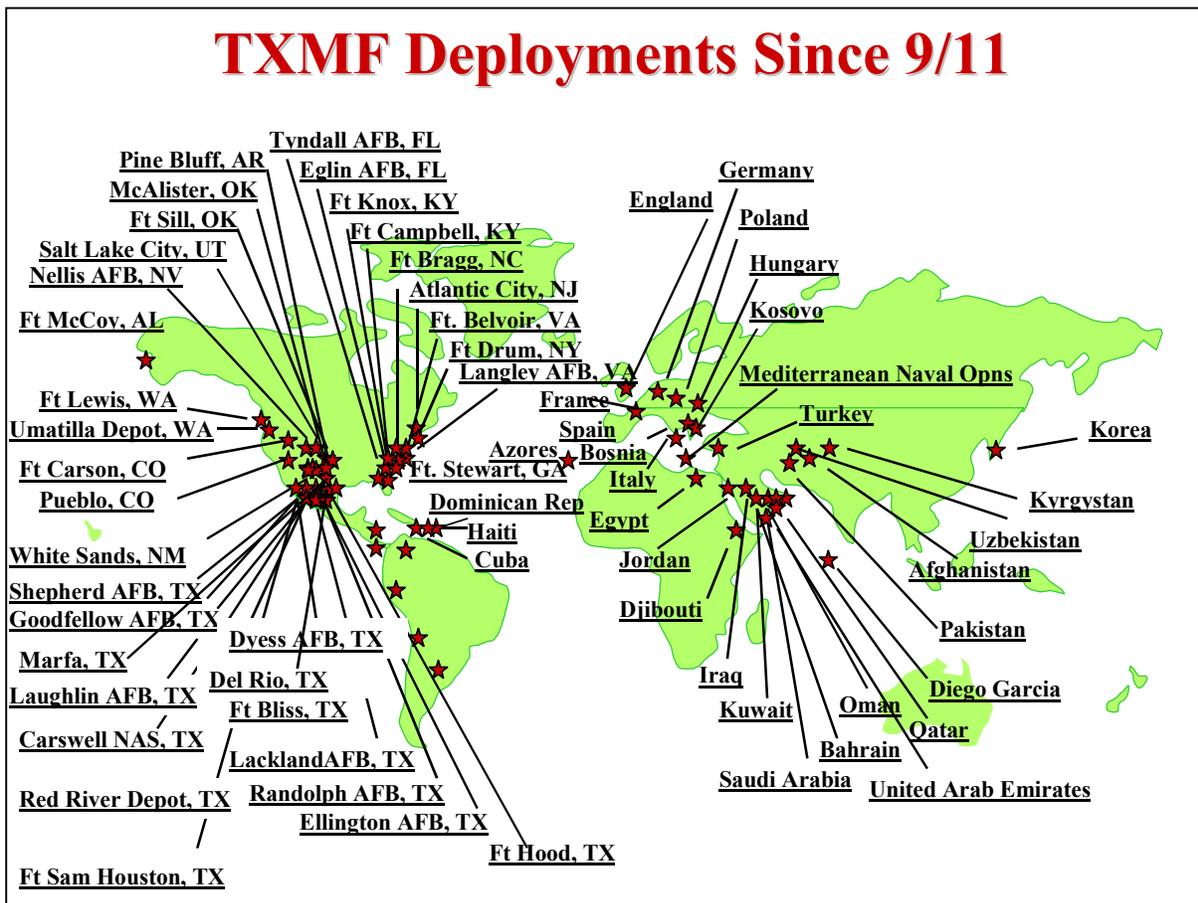
Additional activities included augmentation of search, security & rescue forces at the World Trade Center and the 2002 Winter Olympics in Utah; both air and ground support of local, state and Federal law enforcement agencies along the Mexican border and throughout the state, including demolition of crack houses; assisting with the joint recovery of the space shuttle Columbia; medical and dental support to the needy in the south Texas border region; mentoring programs for at-risk youth; a nationally recognized, award winning program to protect the environment on our facilities and lands; rabies suppression in south and west Texas; and emergency response to six hurricanes and tropical storms, including Isadore, Lilli, Grace, Fay, Claudette and Erika along the Gulf coast, tornadoes in north and south Texas, snow storms in north Texas, floods in central and south Texas, and numerous wildfires across Texas and Oklahoma. Our ability to respond like this is based on close working relationships with state homeland security and emergency management officials and clear guidance from them on their requirements.

The shuttle recovery operation, in particular, highlighted the value of Title 32 mobilizations, which provided Federal funds but allowed the Governor and me to continue to use the

established system of command & control and the habitual relationships with state emergency agencies and responders.

GLOBAL WAR ON TERROR

In addition, since September 11th, 2001, the Texas Military Forces have mobilized and deployed on land, at sea and in the air in support of the Global War on Terrorism at 195 locations within the United States, on coalition naval vessels in the Mediterranean, and in 38 countries, including Afghanistan, the Azores, Bosnia, Bahrain, Chile, Columbia, Cuba, the Czech Republic, Diego Garcia, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, England, France, Germany, Haiti, Honduras, Hungary, Iraq, Italy, Jordan, Korea, Kosovo, Kuwait, Kyrgystan, Oman, Qatar, Pakistan, Peru, Poland, Saudi Arabia, Singapore, Spain, Turkey, United Arab Emirates, and Uzbekistan.



I have watched members of the Texas Military Forces depart for the training that prepares them for duty in the Iraqi area of operations, including artillery and armored cavalry soldiers retraining as military police. I am proud that Texas Military Forces personnel are assisting in the training of the Royal Singapore Air Force, the Czech Armed Forces, and the new Afghan National Army. And, frankly, I was amazed to watch the Texas Information Operations Group conduct 75% of the US Army's Information Operations missions last year, primarily in Afghanistan, Iraq and the Balkans.

Our 136th Airlift Wing, being one of the few 100% qualified night operational C-130 units at the time of Operation Iraq Freedom, flew the first night C-130 mission into Baghdad international. They have maintained aircrews in the theater since the beginning the war. Most significant to this prolonged operational mission is that the squadron achieved a major safety milestone this year when they reached 150,000 flown with no Class A accidents. In addition, the 272d Engineering and Installation Squadron conducted the communication evaluation of the Baghdad Airport immediately after it was secured.

Oversees deployments currently projected for the Texas Military Forces include the Sinai Peacekeeping Force, as well as additional deployments to Iraq and the Balkans.

I must tell you that we could not have done all this without the support of the United States Congress and the American people. For that, we are very grateful.

TRANSFORMATION

Our ability to meet the demands of these expanding roles, both Homeland Security and the Global War on Terrorism, is also greatly facilitated by the drive for joint transformation by the Department of Defense and the National Guard Bureau. The Texas Military Forces have been working hard to make General Blum's joint transformation vision a reality -- what I call a joint culture of performance excellence. The basic aim is to work together better and smarter to ensure we remain a reliable, ready, relevant and accessible force in the 21st century. In short, we must continually change. The current structure of the National Guard has served us well for half a century, but it is time to eliminate some dead wood, reorganize an outdated force structure, and retool old processes.

Transformation is, first of all, a state of mind. Changing mindsets is a major challenge and a continuing process. Texas already laid the groundwork when we began referring to ourselves as the Texas Military Forces -- not just Texas Army National Guard or the Texas Air National Guard or the Texas State Guard, but the Texas Military Forces.

In Texas, we are pursuing transformation along five distinct but closely related lines that directly and jointly support both the homeland security mission and the Global War on Terrorism:

Firstly, we have transformed the various headquarters into a single, joint, State Headquarters, to help fuse people and property across service lines into interdependent structures with consolidated functions and processes. This will include dual-hatting my Assistant Adjutants General as joint force component commanders for our army and air forces; creation of a joint staff with joint procedures, establishment of a Joint Emergency Operations Center (EOC), including liaison officers from the Army, Air and Navy Reserves; and creation of a joint automation network to replace five separate and distinct networks, allowing for information sharing and electronic collaboration across the joint organization, and at lower cost.

Secondly, we are transforming the Texas Army National Guard into agile, versatile, deployable units of execution and units of action, including the reflagging of the 49th Armored Division as the 36th Infantry Division and, ultimately, the 36th Division (or Unit of Execution), the restructuring of our maneuver brigades into modular, deployable, independent units of action, and the addition of a military police brigade. This will equip us for service throughout the

spectrum of conflict and emergencies, war, post-war stability operations, peacekeeping, homeland security, and natural and man-made disasters.

Thirdly, we are transforming the Texas Air National Guard into a more ready, reliable and relevant force anchored in the three primary missions of precision strike, fighter pilot training, and worldwide tactical airlift, but with new emphasis on information operations and eventual transition to follow-on aircraft, including unmanned aerial vehicles.

Fourthly, we are transforming the Texas State Guard, a voluntary auxiliary to the Texas Army and Air National Guard, into a robust, trained joint force of volunteer specialists focused on homeland security, including a Medical Reserve Corps to augment the medical infrastructure in Texas in response to public health emergencies and terrorist use of weapons of mass destruction.

And finally, we continue to develop and expand our Joint Operating Forces that fuse these various elements together to meet the demands of both Federal and State missions. Currently, these include the Counterdrug Task Force, the 6th Civil Support Team, the Texas State Guard, and our growing support to US Army South and its southern focus with the US Southern Command. Activities of these joint forces have included the following:

- Exercise UNIFIED DEFENSE 04 , or UD04, a joint, NORTHCOM-sponsored homeland security exercise involving TXMF, local, state and Federal agencies;
- Joint contingency units and emergency operations centers for the 2002 Winter Olympics and the 2004 Super Bowl, including coordination and collaboration with local, state, Federal, US Army, US Air force, US Navy and Coast Guard forces.
- Integration of Texas Army and Air National Guard members in the 6th Civil Support Team, a unit focused on assisting first responders to a chemical, biological, nuclear or other hazardous material incident – and this unit has been conducting joint operations with the Coast Guard and local, state and Federal agencies for the past three years. It continues routine liaison to assure these agencies know how to both request 6th CST support and provide essential information about hazardous materials stored or transported in and around the Texas ports and our long coastline.
- Operation Lone Star, an annual, two-week medical exercise that focuses needed medical and dental support to the local populace in the Rio Grande Valley and includes medical specialists from the Navy Reserve, Marine Reserve, Texas Army National Guard, Texas Air National Guard, Texas State Guard, and state and Federal agencies.
- Establishment of a joint, Army & Air Guard, Chemical, Biological, Radiological, Nuclear & Explosives (CBRNE) Emergency Response Force Package for reconnaissance and recovery, mass casualty decontamination, and emergency medical assistance in support of local and state responders in the wake of a WMD event.
- Establishment of a joint operating base at Ellington ANG Base in Houston by collocating Texas Army and Air National Guard units with a Coast Guard unit.

- Integration of Texas Army and Air National personnel in our Counterdrug Task Force to augment local, state and Federal law enforcement agencies. A recent example of this in action occurred just two months ago, when a Texas Air National Guardsman intercepted and identified a raw cryptologic transmission. Within 30 minutes of the intercept, he prepared a concise, tactical intelligence report and disseminated it to the Joint Interagency South Task Force (JIATF-South). This report provided JIATF-S the location of a surface drug transfer scheduled to take place 14 hours from the time of the intercept. Thirteen hours later, a U.S. Coast Guard Cutter visually sighted the fishing vessel in the eastern Pacific Ocean near the location reported by our airman. Eight foreign nationals were arrested and 195 bales of cocaine weighing 4.7 metric tons and the fishing vessel were seized. The cocaine had a street value of \$77 million. Just in the last eighteen months alone, we have assisted in the seizure of over a \$1 billion of cash, drugs, and property.

We continue to serve both the Global War on Terrorism and the homeland missions. As should be apparent, preparation for one role has enhanced our preparation for the other, because both missions, homeland security and GWOT, require (a) a high degree of agility and (b) the ability by diverse agencies and services to work closely and effectively together, and these are two key objectives of joint transformation.

In an earlier time, because the Army Guard has always been substantially larger than the Air Guard, we would think of fulfilling a mission by considering only Army Guard resources. Now, however, we try to pull from both sides of the house. We no longer think in terms of green or blue, but of one, purple organization with one mission, one voice, one fight. Jointness requires sharing not only people but also information and resources. Situations in the Iraqi and Afghani areas of operations demand jointness. Active duty forces operate in a joint environment already. Essentially what we are doing now with the Texas Military Forces is aligning ourselves with the rest of the Department of Defense. Jointness allows various elements to work together more closely and learn from one another, which assists in preparing units for a joint operating environment when deployed. It aligns us with DOD priorities, such as “Strengthening Combined & Joint Warfighting Capabilities” and “Transforming the Joint Force.” It helps us understand the combatant commands better and, conversely, as we become more joint, they will understand us better. It will allow us to realize efficiencies and greater effectiveness in manpower and resources that can be pushed to subordinate land and air component commanders and below. At a more fundamental level, joint transformation forces us out of “the way things have always been” to creating a future in which capabilities are greatly enhanced in both homeland security and Global War on Terrorism. It has both allowed us and forced us to be imaginative and innovative. It has helped us to move beyond developing leaders to developing leaders of change, and it has helped us to understand that the whole really can be greater than the sum of its parts.

Our Texas Airmen and Soldiers, whether deployed overseas in units or small teams, have found themselves in joint environments, and they have performed well -- and learned much. As one sergeant stated, she learned the importance of “US” in “U.S.”

CARING FOR THOSE WHO SERVE

I have told our departing soldiers how proud I am of what they have done and of what they will do. I have also welcomed home members who have served in countless places around the world. I have presented numerous awards, and have awarded the first Purple Heart to a member of the Texas Military Forces in the current conflict. It is the first Purple Heart presented to a member of the Texas Military Forces since World War II. It is important that we properly recognize our Soldiers and Airmen when they return home. Our Freedom Salute Campaign is a new program that aims to ensure every individual mobilized overseas receives appropriate recognition for his or her service. As an example, the welcome-home for members of Battery B, 2nd Battalion, 131st Field Artillery Regiment -- featured a parade through Wichita Falls, Texas. Of course, we must do more than say, "Welcome back." We know that some soldiers and airmen will have family issues – some which may not develop immediately. We need to be sensitive to what these issues may be. We need to listen.

Our Family Readiness Program has made great strides in helping the families of deployed soldiers and airmen get through the difficult times of deployment. We let them know that they are not alone. We want our men and women deployed throughout the state, nation and the world to be able to concentrate on the jobs they are sent to accomplish. Those who deploy with the satisfaction that their families will be cared for have a level of confidence not measured in our readiness conditions. I also salute the families themselves, who have shown incredible strength and courage.

In the Texas Military Forces, recruiting and retention remains strong. We have met the National Guard Bureau's personnel strength goals for the last four consecutive years. Minority recruiting has increased, and we have not seen a significant amount of personnel losses as a result of the numerous deployments. However, it is my assessment that frequent, repetitive mobilizations will eventually have a negative impact on retention. A post-mobilization bonus for soldiers and airmen who reenlist upon return from mobilization would help counteract this.

EQUIPPING THOSE WHO SERVE

Equipment of the Texas Military Forces is maintained by Citizen Soldiers and by a full-time force Federal Civil Service Technicians. We have met the demands of a wartime operational tempo by implementing stricter control measures on unit commanders and full-time maintenance managers. Our ground equipment, made up largely of "legacy systems", is still maintained above Fully Mission Capable (FMC) standards (Technical Manual 10/20). However, there are concerns I must address here.

The future maintenance vision of the Army is based on modern, modular equipment that can be repaired with the assistance of On-Board Diagnostics (OBD) and component replacement. We endorse this concept and are making great strides toward implementation. However, the legacy equipment currently fielded will not be able to maintain the modern, modular fleet, nor will the new test equipment be able to sustain our old legacy equipment. If we are to be a relevant future force, we must be fielded with the most modern equipment. This is from the smallest individual weapon to the largest combat system.

Our transportation and engineer equipment is comprised largely of an aging fleet of trucks, trailers, bulldozers and mobile bridges -- many over 30 years old. The ability to procure repair parts for an aging fleet has become difficult at best. Many of these parts are not supported by the supply system and local purchase parts are scarce. When mobilized it is next to impossible for our old equipment to integrate into the modern task force.

After Action Reviews from Operation Iraqi Freedom have identified severe shortcomings in communications. Combat Service Support units are not authorized by Tables of Organization and Equipment (TOE) the number of radios needed to maintain command and control within the unit. Additionally, we have a shortage of required mounting kits for our SINCGAR radios, and we need F-16 targeting pods and engine upgrades, as well as C-130 infrared countermeasures. This directly affects our readiness. As leaders, it is our duty to ensure that our soldiers have the best, most modern equipment as we send them to defend our country.

Due to a shortage of small arms ammunition we cannot complete basic weapons qualification this year. This directly affects individual soldier readiness, increases post mobilization training time, and is also of great concern to many commanders who must send our men and women into harms way.

Our Air National Guard F-16 fighters, which protect our skies all across our homeland, are some of the oldest in the Air Force fleet. Since 9-11, more hours have been flown on these aging aircraft annually than ever before. If homeland security is a priority, we must supply our homeland air sovereignty alert units with newer aircraft with upgraded engines and targeting pods that would allow for adequate protection of American skies while also providing combat forces for deployment overseas as required.

CONTINUING THE MISSION

I constantly think about the brave men and women of all our armed forces who are on duty throughout the world, seeing to it that the liberties we all cherish will *not* be taken away by those who would do harm to us. I think about our National Guard soldiers and airmen going about their duties wearing Kevlar helmets and flak jackets in temperatures that frequently exceed 120 degrees. They do it day after day, knowing that they are going in harm's way. But they still go out and do what they must do. They do it because they cherish freedom, and because they love our great country. Let us remember them and hope they come home safely. And let us never forget those who have made the supreme sacrifice in defense of our freedom.

Given the growing requirements of both homeland defense and the Global War on Terrorism, it is my assessment that the Texas Military Forces will continue to be in high demand, must be prepared to sustain a high level of activity in the coming months and years, and will continue to accomplish a variety of community, state, national and international missions. As such, we will continue to be indebted to the families and employers of deployed soldiers and airmen, and will maintain a high level of support and consideration for them.

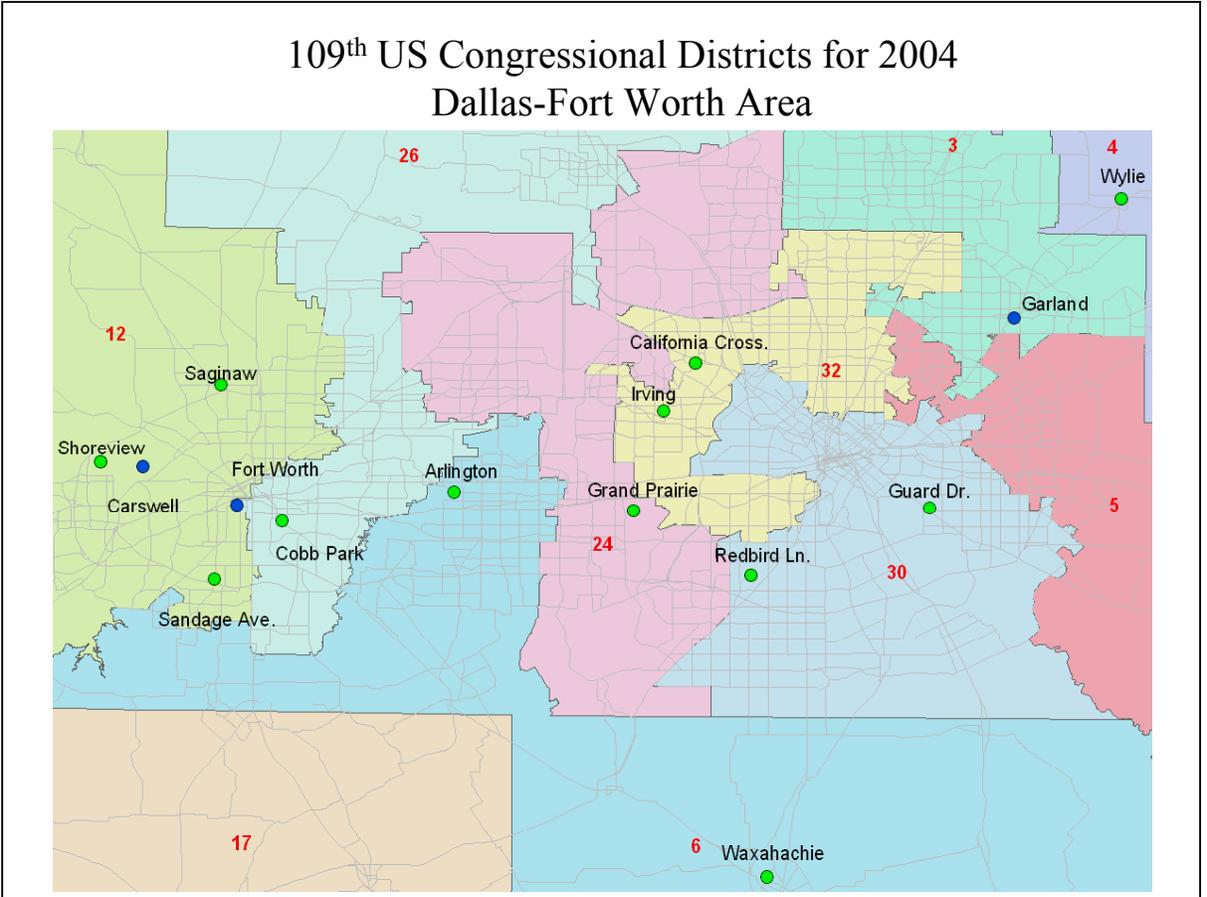
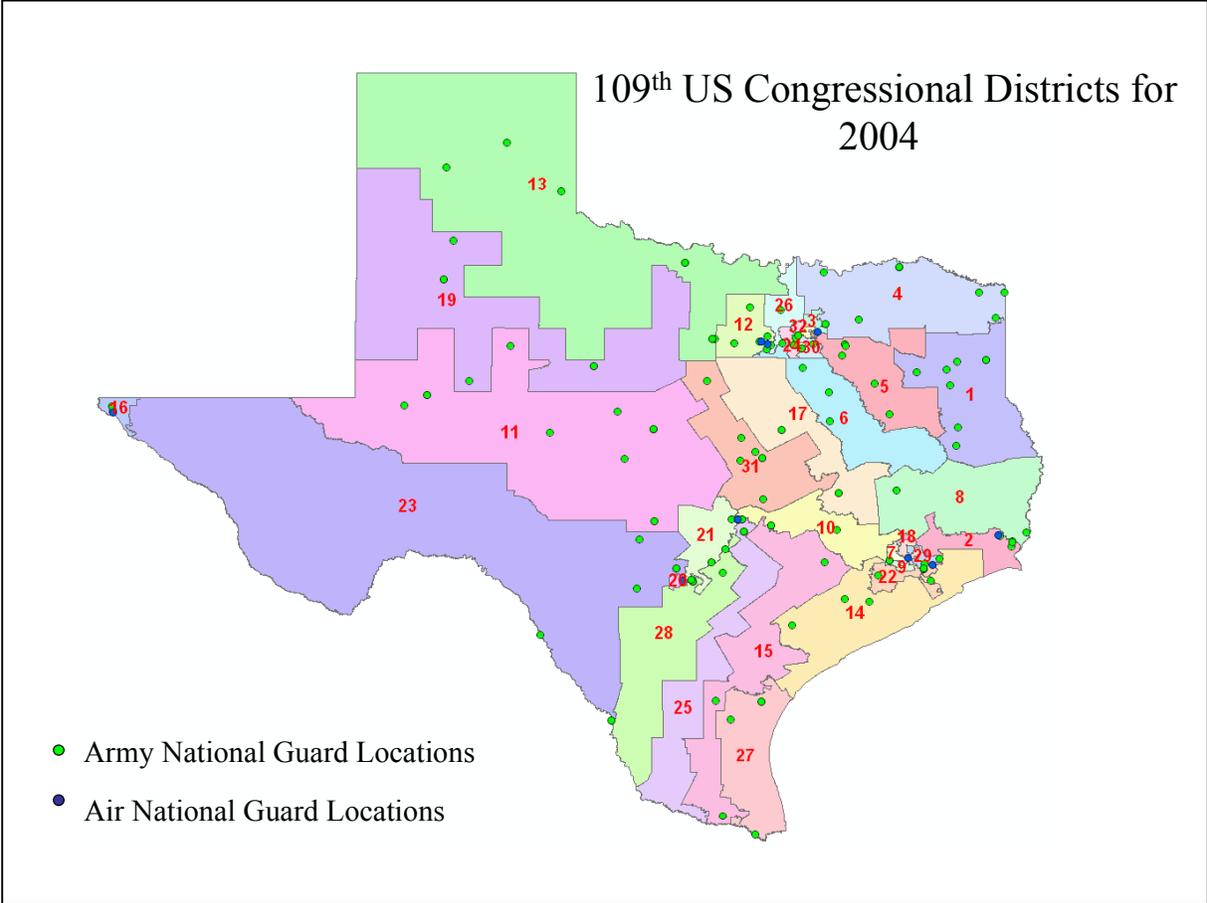
WHAT YOU CAN DO

You have asked how you can help. What you can do for the Texas Military Forces, as well as the entire National Guard of the 54 states and territories, is to assist in the following ways:

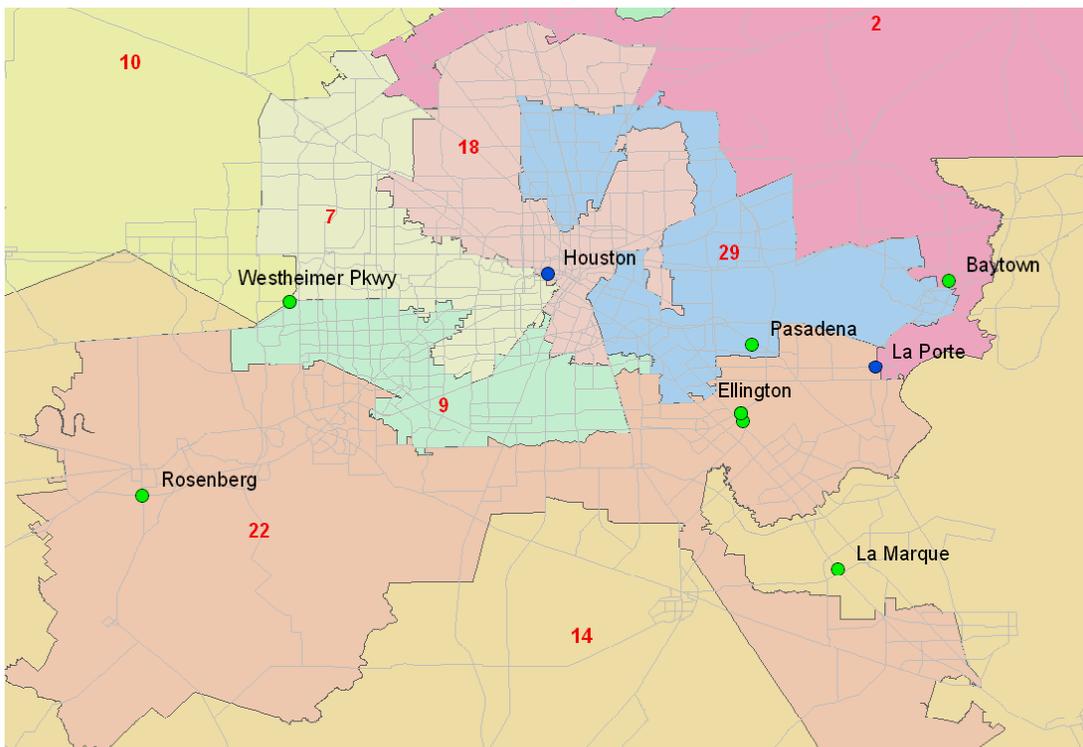
1. Understand that the primary national treasure being used in this effort are the soldiers, sailors, airmen, marines, coast guard personnel, and their families. When it comes to Army and Air National Guardsmen and Reservists, this includes their employers as well.
2. Continue to fully support the DOD and US Government drive for joint transformation, because to do otherwise is to expend that national treasure in inefficient and ineffective ways.
3. Assist DOD in adjusting incentive programs so (a) Title 32 educational incentives can continue for eligible soldiers and airmen when mobilized and (b) retention incentives can be redirected from MOS bonuses to post-mobilization retention bonuses.
4. Assist DOD in ensuring that our soldiers and airmen have the equipment they need to do the jobs we are asking them to do in both homeland security and the Global War on Terrorism, including ammunition for training, aircraft upgrades, trucks and engineer equipment
5. Assist DOD, including the National Guard Bureau, in making the various funding streams, which begin with Congress, less stovepiped, more flexible, and more joint.

Thank you for your attention, and I appreciate very much your efforts on behalf of the National Guard soldiers, airmen, families and employers, as well as all the Soldiers, Sailors, Airmen, Marines and Coast Guard personnel who serve our great nation. I am immensely proud of them, and I know you are as well.

Enclosure:
Texas Military Forces locations by Congressional District



109th US Congressional Districts for 2004 Houston Area



109th US Congressional Districts for 2004 Central Texas

