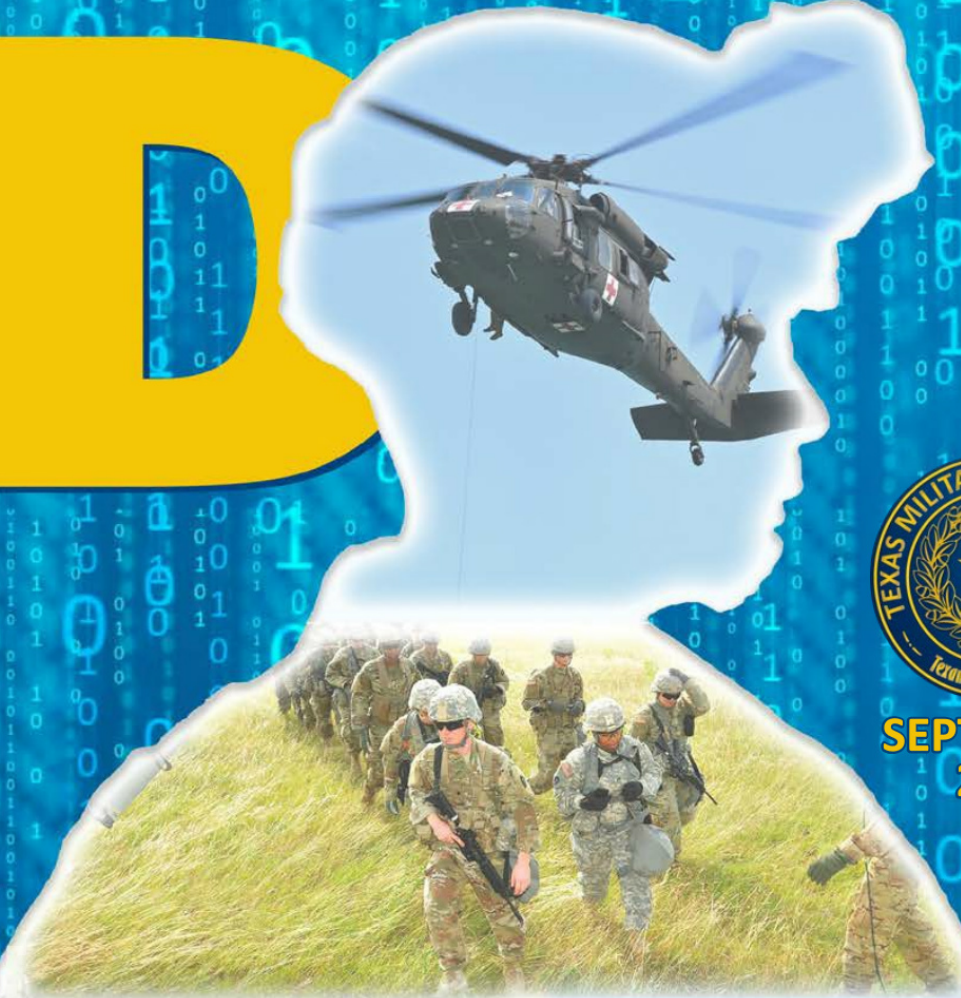


**THE DISPATCH**

**D**



**SEPTEMBER  
2018**



**OFFICIAL MAGAZINE OF THE TEXAS MILITARY DEPARTMENT**



**CYBER: CONNECTING THE GUARD**





*Brig. Gen. Greg Chaney addresses a group of graduating cadets after completion of the Texas Military Department Challenge Academy. This graduation marks the last class to attend the Sheffield Campus before the program is relocated and integrated into the Eagle Lake Challenge Academy Campus for 2019. (Texas Military Department Photo By: Bob Seyller)*



# September DISPATCH

- 4 From the Top
- 5 Future Command Photos
- 6 On Point
- 8 Cyber Careers
- 10 All-Volunteer Cyber Squad
- 12 Cyber Dominance
- 14 Jack Voltaic 2.0
- 16 Guards First Streaming App
- 18 Digital Damage
- 20 Photos from the Field
- 22 Our Force



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**The Adjutant General**  
Maj. Gen. John F. Nichols

**Interim Public Affairs Officer**  
Joshua Amstutz

**Public Affairs Manager**  
Laura Lopez

**Public Affairs Staff**  
Steven Alvarez  
Kyle Burns  
John Gately  
Caitlin Rourk  
John Thibodeau

**Editor and Content**  
Bob Seyller

**Contributing Writers & Photographers**  
The Texas Military Department Public Affairs Office would like to thank all the contributing writers and photographers who generously share their work with us. Without the hard work and dedication of Guardsmen and civilians, we would not be able to tell your TMD story.

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TEXAS MILITARY DEPARTMENT

# FROM THE TOP

## COMMENTARIES FROM TEXAS MILITARY DEPARTMENT LEADERS



## TEXAS GUARD WELCOMES NEW FUTURES COMMAND

**COLONEL SCOTT M. MACLEOD**

TEXAS MILITARY DEPARTMENT LIAISON TO ARMY FUTURES COMMAND

The Aug. 24 ribbon cutting ceremony in downtown Austin signals the arrival of Army Futures Command (AFC), the new four-star headquarters tasked with leading the Army's force modernization enterprise. Since July, advance elements have been on the ground establishing an initial operating capability in the heart of the Texas capital. To reach full operational capacity the Army is consolidating all modernization efforts under a single command to ensure that modern, critical capabilities can be quickly delivered to Soldiers and combat formations. To accomplish this AFC will assess and integrate the future operational environment, emerging threats and technologies to develop and deliver concepts, requirements, future force designs and support the delivery of modernization solutions.

The selection of Austin by the U.S. Army enables the Texas National Guard to play an important role by leveraging our experience in how we train in peace, fight in war and respond to domestic operations as a multi-dimensional, citizen-service member force. In a departure from the traditional concept of other commands, AFC's organizational structure was informed by a range of studies, private sector examples and organizational constructs.

Establishing a new type of Army structure in an American city facilitates innovative collaboration between the military and civilian sectors. Such partnerships enable the Army to learn from and even model cultures common to innovation centers like Austin. In

addition to traditional types of military support, the Texas Military Department has offered to leverage our established relationships in business, academia and government to conduct engagements and help build relationships with local centers of influence.

Our influence extends through service members who have been a part of the tech and entrepreneurial communities developing in Texas over the past several decades. Our personnel are enrolled in higher education programs and hold prominent positions at companies already collaborating with the U.S. Department of Defense, placing them at the cutting edge of Texas educational and practically applied technological innovations. These are our first steps towards establishing a longstanding relationship of partnership and support.

Forming partnerships that promote innovative thinking is the way of the future. Collaborative approaches such as this build upon each other, fulfilling the assertion made by Under Secretary of the Army Ryan D. McCarthy that, "we fight as a formation. Each affects the others."

Texas leadership recognizes that personal and military relationships act as catalysts for the advancement of innovation and they are committed to supporting AFC as it turns these strategies and ideas into actions. Teaming with AFC allows us to play an important role in supporting the Army as it concentrates on the singular focus of its modernization strategy, to make Soldiers and units more lethal. **- FROM THE TOP -**



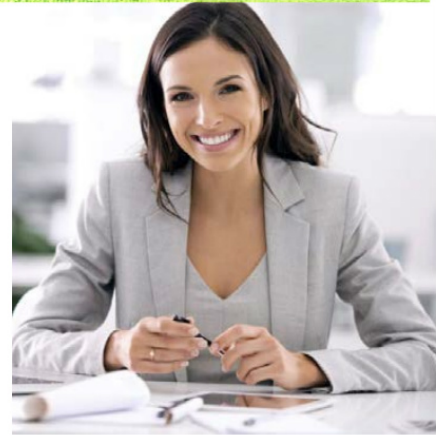
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# CREDENTIALING PILOT PROGRAM

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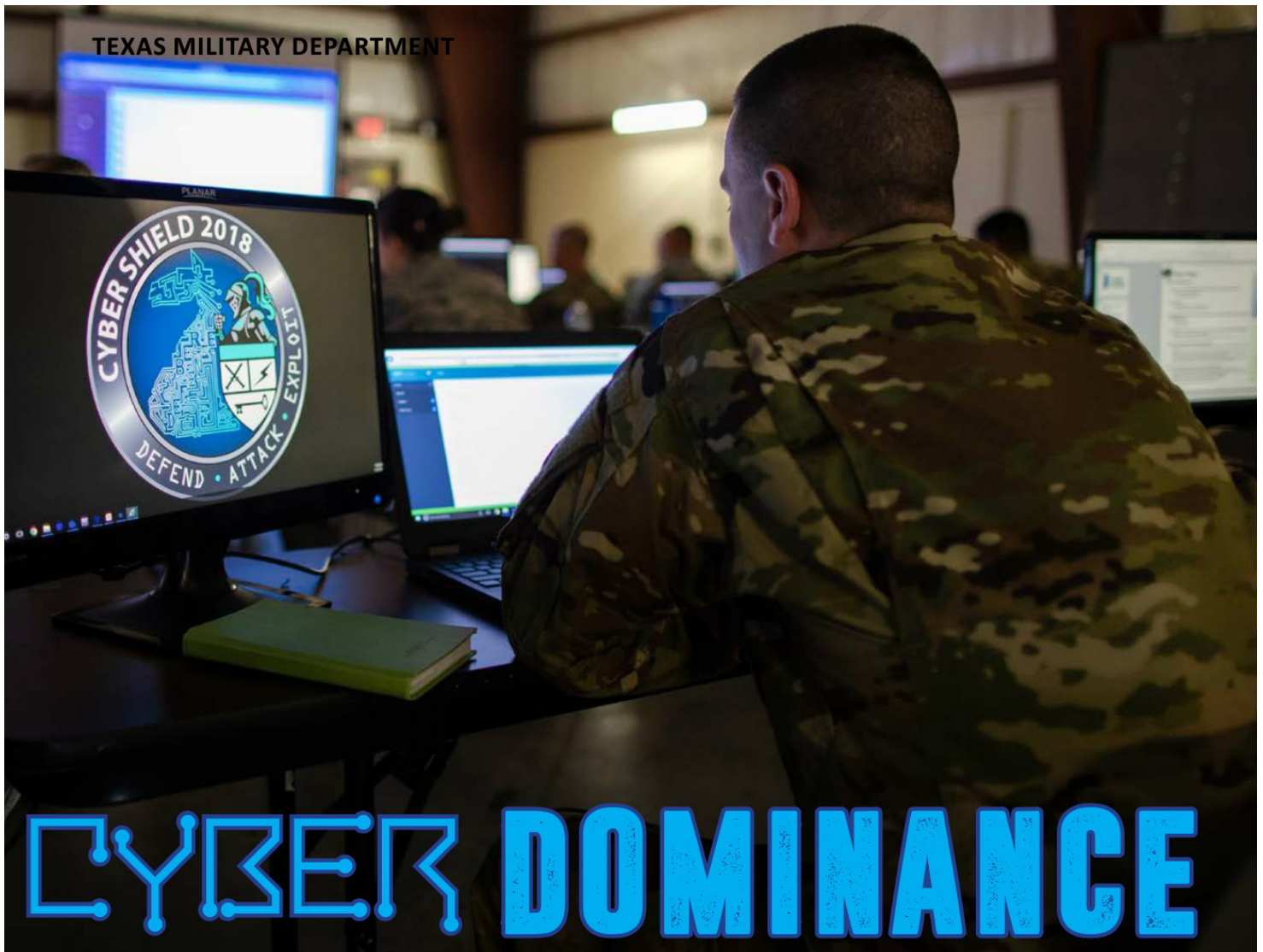
**Certified Administrative Professional (CAP)**  
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**Physical Fitness Certified Personal Trainer (ACE-CPT)**  
**Physical Fitness Certified Personal Trainer (NSCA-CPT)**  
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**Certified Personal Fitness Trainer (CPFT-NESTA)**  
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**Story By: Spc. Jason Archer**  
**100th Mobile Public Affairs Detachment**

AUSTIN, Texas - Cyber Shield 18 is a two-week exercise that brings together units from the Army and Air National Guard, the Army Reserve, state and federal agencies, as well as experts from industry partners and academia to test technologies and tactics against cyberattacks.

“Soldiers got a better understanding in their roles in cyber operations,” Capt. Chester Harbert, an intelligence officer with the 71st Theater Information Operations Group said. “Computer network operations is one of the pillars of information operations. As new technologies emerge, so do new threats to the U.S.’s mission in maintaining the security of cyber space.”

The exercise is an Army National Guard event with more than 800 participants from 40 states and U.S. territories, and it culminates with scenario-based cyber role-play. This is the seventh iteration of Cyber Shield which began in 2012. This year’s exercise occupied 13 buildings and required an estimated 58,000 feet of network cable, according to Soldiers from the Texas National Guard’s 71st TIOG who have played a vital role in the exercise for several years.

According to Harbert, cyber infrastructure is as vital to the National Guard as physical assets. National threats can range from lone “hacktivists” to organized countries

*(ABOVE) A National Guardsman participates in Cyber Shield 2018, a joint operation that brings together military, governmental and civilian technical experts to increase the National Guard’s ability to provide state governors a versatile suite of information technology and cyber security capability to be deployed and utilized as states develop Internet defense programs.*

*(Photo By: Staff Sgt. Jeremiah Runser, Indiana National Guard Headquarters)*

**12 TheDISPATCH SEPTEMBER 2018**



**TEXAS MILITARY DEPARTMENT**

interfering with U.S. defense systems. The National Guard is in a distinctive position because it is able to respond to threats, where federal authorities may not be appropriate, with great speed and expertise. The exercise is designed to train Guardsmen to use the tools needed in case of attacks on local civilian entities.

Cyber Shield 2018 included a simulated attack on the transportation industry. The governor called upon the National Guard to stop the threat, minimize the damage and preserve the efficiency of the computer network. The TIOG acted as the opposition force in the mock attacks.

"The second week could be compared to range time," Harbert said. "Exercises were set up like lanes that you may see at annual training."

The event included a discussion between senior military leaders and policymakers to discuss the importance of consistent network security. The panel discussed how to cultivate growth in the Guard's capabilities of defending

emerging cyber threats. Participants also learned about different threats and new actions to counter adversaries.

"With regards to planning, I participated in three conferences over a nine-month period," Harbert said. "It was great to see the result of our planning. I think everyone from our unit improved and added to their skill-sets."

The combination of experience and outside education also gives the Citizen-Soldier a unique skill-set to help overcome adversaries. Harbert said quality events like Cyber Shield help the Texas National Guard maintain their dominance in the cyber realm.

"Bringing Soldiers (together) with backgrounds in information technology and other fields gives our organization the advantage of having unique perspectives and problem solving. Everyone was energized by the experience. All of my Soldiers showed huge growth during Cyber Shield," Harbert said. **-D**

*A National Guard intelligence analyst works three laptop computers on May 16 as part of Cyber Shield 2018 at Camp Atterbury, Ind. Cyber Shield provides a collective training event that, in part, prepares Soldiers to actively monitor for internal network threats. (Photo By: Staff Sgt. Chad Menegay, 196th Mobile Public Affairs Detachment)*



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## TEXAS MILITARY DEPARTMENT

# TEXAS MILITARY DEPARTMENT LAUNCHES THE GUARD'S FIRST VIDEO STREAMING APP

Story By: Sgt. Mark Otte

## 100th Mobile Public Affairs Detachment

AUSTIN, Texas – The Texas Military Department public affairs team is all about big ideas, and one of the biggest is available on your home television. In 2018 the public affairs team launched the National Guard's first video streaming app on Roku.

product went into full swing as Gately and Seyller began garnering support for the project.

"As force modernization continues to be a part of the National Guard's vernacular, public affairs teams have to innovate and embrace new ways to communicate to our various audiences," Interim State Public Affairs Officer Joshua Amstutz said. "This is a unique tool in our communications kit and it enables us to tell the story of our dedicated service members to the streaming audience."

Roku is a streaming device that gives viewers access to on-demand content via channels. From their televisions, subscribers with a Roku box can access hundreds of hours of original content produced or posted by the department.

For Seyller, the project began as a cost saving tool that solved a major problem and has grown into much more.

"I was charged at the time with finding new ways to communicate with the force in the field," Seyller said. "And every method I looked into was cost restrictive. Roku was the least expensive and most robust method of delivering video content to our Guardsmen."

TMD TV allows Soldiers and Airmen to access video content for little more than the cost of a Roku device and a Wi-Fi connection allowing armories to quickly connect to the web-based streaming platform.

"TMD TV has more capabilities waiting to be unlocked," Gately said. "We can use it to deliver training modules and classes to Guardsmen in their homes. Recruiting is looking to load its video content online and integrate it into recruiting functions. We are even working to open up live streams on the platform for people to join TMD town halls or watch ceremonies online."

TMD TV is available online and adds new videos twice a month. It can be downloaded on the Roku by searching TEXAS MILITARY DEPARTMENT. **-D**

The project began during a discussion between John Gately, the department web master, and Bob Seyller the department branding manager. Both recognized a need to deliver videos to Guardsmen in an easily accessible format and discussed the opportunity set top boxes provide in increasing video access.

"I knew being able to deliver this content to the largest screens in an armory or even a Guardman's home holds tremendous appeal. It gives them easily browsable content that showcases the department's capabilities and informs them on important command information," Seyller said. "But I needed someone smarter than me to make the tech work so I did what I always do with tech problems, I called John Gately."

Nearly a year passed after that first conversation until Gately experienced Roku's capabilities first hand. A fellow Texas State Guard member showed him a Roku player and mentioned the developer mode that let people build their own channels.

"I am a sucker for new technology and I love learning new stuff," Gately said. "I wanted to see what that developer mode was and apply it to building the department brand."

It was that curiosity that drove Gately those first 12 hours to produce the framework for what would become TMD TV. After beta testing the channel with his fellow public affairs personnel, a team effort to polish and refine the







Attendees of the Jack Voltaic 2.0 cybersecurity exercise watch a video by a meteorologist explaining the impending hurricane. (Photo Courtesy of the City of Houston)

# JACK VOLTAIC 2.0 TESTS REAL-WORLD RESPONSE

*Commentary By: Sgt. 1st. Class Roland Cisneros  
Texas Military Department J6*

HOUSTON, Texas - In late July, I joined a contingent of Texas Army and Air National Guardsmen at the Jack Voltaic 2.0 Cyber Research Project, where we acted as observers. We were fortunate the event took place in our own backyard—Houston, Texas—giving many of the Texas National Guard's state and local partner agencies an opportunity to collaborate. Building on the success of the first Jack Voltaic exercise in 2017, this year's event was especially relevant for our force, as it focused on the intersection of cybersecurity and domestic disaster response. The event was hosted by Circadence, AECOM, Army Cyber Institute and the City of Houston.

Upon arrival on day one, we were given a live-fire exercise briefing, with a one-hour range overview, which included operation, navigation and ground rules for the exercise. The demonstration range included two missions which covered analyzing network traffic, stopping malicious exfiltration and identifying and removing malware. We were

allowed to explore and complete objectives within the range.

On the second day, we proceeded to the tabletop exercise, which was built around four turns:

- Turn 1: Hurricane Miguel approaches (Prepare and Prevent) – (H-72 hours)
- Turn 2: Operations against infrastructure organizations (Transportation, Water, Energy) – (H-12 hours)
- Turn 3: Operations against service organizations (Healthcare, Government) – (H-hour)
- Turn 4: Collective response and escalation – (H+12 hours)

Throughout the exercise, there were multiple cyber attacks and injects that corresponded to the escalating hurricane category. Cyber-attacks included computer worms, data breaches, compromised networks and software hacks—all very real-life scenarios for both the private and public sectors.

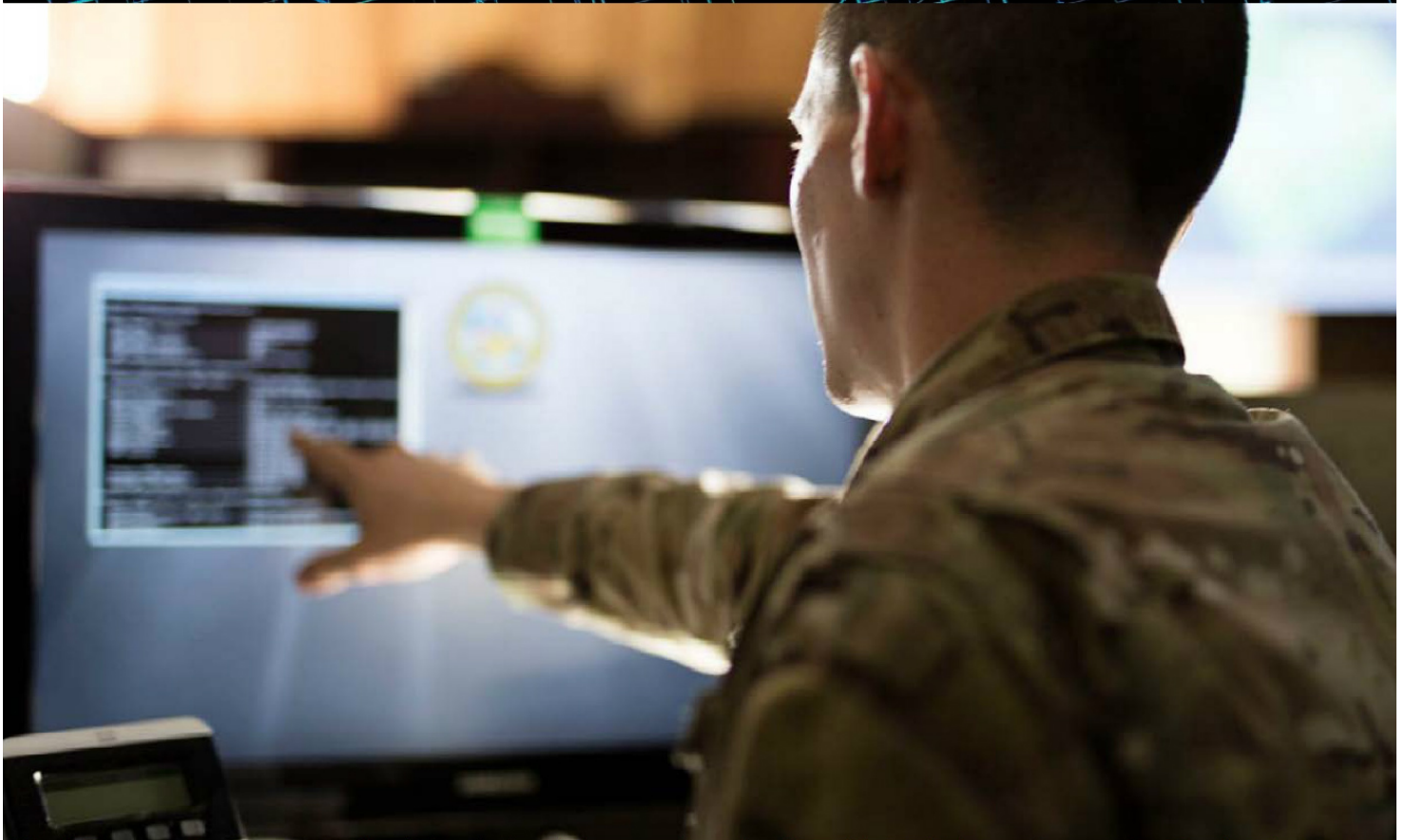
The objectives for the exercise were threefold: to better manage cyber and physical risks to critical infrastructure,

**14 TheDISPATCH SEPTEMBER 2018**





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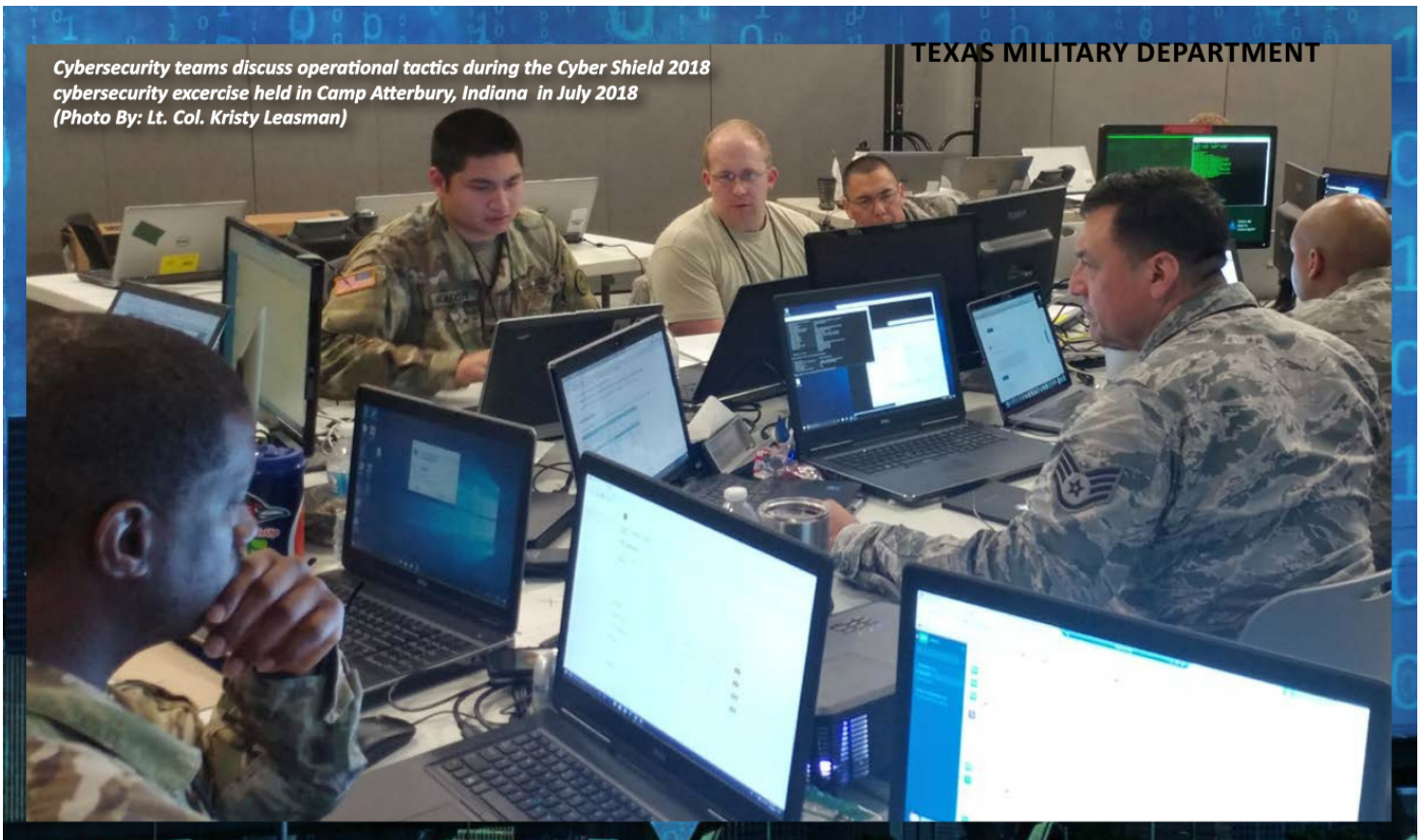
**TMAR  
3BN Lima Company  
conduct boat and GSAR  
training on  
Lake Lewisville**

**Soldiers of 1-143rd IN  
conduct Airborne  
Operation training  
at Camp Swift**



**Texas State Guard J9  
members participate in  
ICS-400 Command and  
General Staff complex  
Incident training**





Cybersecurity teams discuss operational tactics during the Cyber Shield 2018 cybersecurity exercise held in Camp Atterbury, Indiana in July 2018 (Photo By: Lt. Col. Kristy Leasman)

She finds Texas' partners—be it a foreign military or a fellow National Guard unit—face many of the same challenges, even though their cyber programs vary in sophistication. Ultimately, partner trainings and exercises focus on sharing techniques and best practices to protect the forces they serve. Leasman says one of the first steps to successful partnership-building is to enhance training and help partners gain buy-in from their senior leaders by demonstrating relatable, real-life vulnerabilities.

“Cyber operators go to the exercises to meet certain objectives, but now those objectives are being treated as certification-type tests that measure performance as needed, just like when you go into an aircraft and have to perform a certain maneuver. Exercises are maturing and becoming more collaborative,” Leasman said. “So far, they’ve matured at the tactical and operational levels; eventually, they’ll mature at the strategic level, too, as the community progresses in rank and responsibilities.”

Leasman characterized early exercises as “death by PowerPoint,” but they quickly moved to more engaging models. Participants lit up in response. Today, common targets of cyberattacks are everyday smart devices, whose owners rarely recognize their vulnerabilities and how to protect themselves against cyberthreats. Leasman and her team took advantage of this reality and now show—in real time, using attendees’ own personal electronic devices—how easy it is to fall victim to a cyberattack.

One of the Texas National Guard’s cyber team’s priorities is to help its own senior leaders and its partners’ senior leaders become comfortable with cybersecurity, not just buzzwords. As a first step, Leasman and her team work to identify key cyber terrain and prioritize how to protect it, which is achieved through a three-step process. First, her team surveys the cyber terrain to determine a baseline of activity. Next, they secure to ensure compliance. And finally, they protect, if something is out of sorts. By educating senior leaders, Leasman’s team helps them recognize what the second, third and fourth order effects of their decisions related to cyberassets will mean. Systems connected to systems are inherently dangerous, and even having someone accidentally clicking a link can cause unexpected chaos. But the continued partnerships and collaborations, according to Leasman and Winnek, hold the key to continued success in the cyber realm.

“The center of gravity of being effective in a cyberresponse is partnerships. We can quickly identify an issue and identify the friends that can help,” Winnek said. “No one can train up for every possible scenario, so building a community of excellence within the state or internationally, we have those capabilities to build rapport to share training, information and intelligence.” **-D**



TEXAS MILITARY DEPARTMENT

# Guardsmen Work to Manage Digital Damage

*Story By: Caitlin Rourk  
Texas Military Department Public Affairs*

AUSTIN, Texas - As data breaches and cyberattacks grow in scale and frequency, the Texas National Guard is striving to stay ahead of the threat. Although “cyber” is perhaps the most buzzed-about term in the U.S. military, not to mention across the government and the private sector, according to Lt. Col. Kristy Leasman, cyber—which is short for cybersecurity—remains decidedly misunderstood. She notes the important differentiation between cyber and the communications and signal functions. The latter focuses on access and availability, like making sure a network is running or email is up, whereas cyber is concerned with ensuring everything is being done securely.

According to the Office of Management and Budget, U.S. government agencies reported 30,899 information security incidents in fiscal year 2016. Although most never make the news, cyber professionals pay close attention to these developments and identify lessons learned. Maj. Chris Winnek, joint cyber operations chief for the Texas Military Department, points to the 2018 cyberattack on Atlanta as a particularly cautionary tale, noting that Texas and its partners learn a great deal from such incidents. As cyberattacks are only expected to become more widespread, the Texas National Guard regularly learns from and trains alongside its partners, who share best practices in this rap-

idly developing field. Recently, the Texas National Guard participated in Jack Voltaic 2.0, a large-scale cybersecurity exercise that took place in Houston in July 2018, bringing together partners from across Texas and the United States to take part in the realistic scenario that married domestic disaster preparedness and cybersecurity.

One of the most important keys to success in the cyber realm is cultivating partnerships and shared understanding. Leasman, 273rd Cyber Operations Squadron commander, who just returned from a joint cyber event in Croatia, remarked at the progress the Texas National Guard has made forming cyber partnerships, particularly when it comes to working with State Partnership Program partners. Texas has conducted cybertraining with the Czech Republic for years, but collaboration on cyber with Chile, Texas’ other SPP partner, is relatively new. After a recent visit to South America in late August, Secretary of Defense James Mattis reported that Chile lobbied for greater cooperation with the Texas National Guard, particularly to protect its cyber domain, which may expedite U.S.-Chilean cyber collaboration.

“When I first started, I felt like our partners had a lot of really smart people and elite forces that they just didn’t know what to do with. Now, roll forward to 2018, they’re doing exceptionally well, and they have a cybersecurity plan,” Leasman said.

18 **TheDISPATCH** SEPTEMBER 2018





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The coalition leaders and Guardsmen both emphasized the need for first responders, schools and hospitals to be a part of the coalition efforts.

“It will take every one of us to change this and to synthesize our efforts,” Villa-Smith said. “What we are doing with Civil Ops is just as paramount as our criminal analyst mission. It’s just as impactful, because if we don’t reduce demand there is no way to win the war.”

Filled with ambition and hope for the future, Villa-Smith hasn’t forgotten the strong community that gave him balance as a young child watching his father struggle through addiction.

“My mother, my strong Pentecostal community, neighbors and friends were the ones who instilled values in me in order to avoid that kind of lifestyle,” Villa-Smith said. “It took a synthesis of efforts. That is why I turned out the way I did today and another reason why I believe in civil ops.”

After 11 years of not knowing whether his father was dead or alive, Villa-Smith was finally able to make contact with him. By that time, his father was an entirely different person.

“I didn’t see the same man anymore and it was everything in me to try to support him and help him to move past this,” Villa-Smith said. “What I could do just wasn’t enough, it was just too much for one person, even a son.”

Just shy of 30 years old, Villa-Smith imparted years of wisdom that displayed his investment in combating the war on drugs and what he experienced while watching a loved one battle addiction.

“Sometimes it’s not the rappers on TV or the narco-culture itself but it’s us turning a blind eye to our friends and our families and allowing them to continue to struggle like that,” Villa-Smith paused and gathered his thoughts. “That is the main culprit of the demise of our communities. We turn a blind eye all too often, but we have to be there for each other.”

Villa-Smith received the tragic phone call that his father had died of an overdose on his 27th birthday, just a little over two years ago.

“You never think it will happen until it happens to someone you love, then you’ll wish that somebody had been involved—drugs affect so many of us,” Villa-Smith said as he took a deep breath. “If you love someone don’t give up on him or her and if you have a problem get help. If not it will cost you everything like it did my father and family.”

Not only is Villa-Smith personally invested in impacting his community, but he is also pursuing two different master’s degrees in software engineering and business administration with a focus in finance. These degrees, he says, will enrich his knowledge in every aspect of his counterdrug duties.

“This is my passion, to assist in the reduction of demand and fighting drugs on the street today,” Villa-Smith said. **-D**

## TEXAS MILITARY DEPARTMENT



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## COL Raul Rosario

### Commander, 149th Fighter Wing "Gunfighters"

#### EXPERIENCE:

Col. Rosario commissioned into the Air National Guard in 1996 and earned his pilot wings in 1997 as a member of the 156th Fighter Wing in San Juan, Puerto Rico. In 2002, he joined the ranks of the 149th Fighter Wing, headquartered in San Antonio, Texas. He is a command pilot with almost 3,000 flying hours, has flown combat missions in operations Southern Watch and Enduring Freedom and has supported Noble Eagle. Rosario has civilian experience both as an aerospace engineer program manager and as an airline pilot. Col. Rosario previously served as the 149th Operations Group commander.

#### EDUCATION:

Col. Rosario holds a bachelor's degree in aerospace engineering and a master's degree in theology and ethics. He has completed ANGRC's Intermediate and Senior Development courses, as well as the Air Force's President Safety Board Course. He is rated in the F-16C.

#### DID YOU KNOW:

His children could fly an airplane years before they could drive a car. Of course, they needed booster seats.

#### IN HIS WORDS:

"I am truly honored to be able to serve the Gunfighters, and I am so thankful for all the opportunities that I have received from the dedicated men and women of this outstanding wing. My family and I are committed to help you succeed and to continue this wing's long history of 'Uncompromised Excellence and Mission Dominance!'"



## MARCY WELDIN

### Director, Government Affairs, Texas Military Department

#### EXPERIENCE:

Marcy is no stranger to the government affairs office at Camp Mabry, having previously served as the deputy director since 2013. Marcy has more 17 years of government affairs experience in a variety of roles, including as administrative support to a large corporation, as a lobbyist for a large law firm and as deputy legislative director for then Gov. Rick Perry.

#### EDUCATION:

Marcy holds a bachelor of science degree in psychology from Emporia State University.

#### DID YOU KNOW:

Marcy has run the Hood to Coast 200-mile relay in Oregon five times and has walked the AVON39 Walk to End Breast Cancer three times – in Washington, D.C., Chicago and New York City.

#### IN HER WORDS:

"I truly love my job, and I am honored to advocate on behalf of the Soldiers, Airmen and employees of the Texas Military Department. Our goal is to reach every elected official across the state and educate them on the good work TMD is doing, both overseas and here at home. I encourage Guardsmen to read the government affairs policy and reach out to the Government Affairs team to discuss ways to engage with their units and facilities."



# OUR FORCE

*Story and Photo By: 1st Lt. Nadine Wiley De Moura  
100th Mobile Public Affairs Detachment*

AMARILLO, Texas - Spc. Samuel Villa-Smith looked on to Lake Meredith in the small town of Fritch, Texas, just 36 miles north of Amarillo, with a pensive gaze. He clutched the only photo he had left of him and his father, who died from an overdose in 2016.

Villa-Smith smiled and shared some of the only good memories he had of his father before he left his family when he was nine years old.

"My father taught me everything I know about fishing and camping at this exact spot," Villa-Smith said. "The last time I was here with him I was 7 years old and found a Native American spearhead. My father had us turn it in to the museum because it was the right thing to do. Memories like that remind me that he was a good man, he was just overcome by his addiction."

Villa-Smith, a Soldier with the 1st Squadron, 124th Cavalry Regiment, was recently chosen to lead civil operations in the Texas Panhandle region with the Texas National Guard Joint Counterdrug Task Force.

The Panhandle, slightly larger than the size of West Virginia, is a region rich in oil fields, agriculture and wind turbines, nestled among miles and miles of plains and geological formations like the Palo Duro Canyon.

For natives like Villa-Smith, the region is also known as a high-intensity drug trafficking area.

In 2015, Amarillo was one of the four top-25 cities in the United States for opioid abuse, according to the Texas Health and Human Services Commission.

The Drug Enforcement Administration's National Clandestine Laboratory Register identified that three of the top 11 counties in Texas with meth labs were in the Panhandle.

"This region is my home, where everything is for me: family, churches, schools," Villa-Smith said. "Civil Ops provides me with the opportunity to help fight this enormous battle that is taking this community over. This community has struggles with meth, cocaine, heroin, prescription addiction and alcoholism."

As a civil operator, Villa Smith will coach, train, facilitate, lead and support coalition and community-based organizations in an effort to impact substance abuse in his region.

For Villa-Smith the counterdrug mission is personal.

"Growing up with my father like that was a world of terror and a world of constant heartache seeing him sell everything he had to get his next fix," Villa-Smith said. "Seeing him completely passed out from the drugs. He was so far gone and the more he took the greater his tolerance became and he needed more and more. It ended my mother's marriage to him. It destroyed all of us."

Villa-Smith, who enlisted in 2011, said his father's experience with addiction was what motivated him to come back and contribute to Amarillo and the wider Texas Panhandle region.

"When I joined the counterdrug program I had a personal vendetta," Villa-Smith said.

Villa-Smith explained that civil operations are focused on long-term, multigenerational, cultural and community change that will involve cultivating coalitions and focusing on prevention.

"We can probably intercept more people and their behaviors now," Villa-Smith said. "I'm just thinking about what would have happened if my father had those opportunities, resources and people who actually cared about him in the community. We could have made a difference."

Villa-Smith has already met with key players in the community who are on board with starting a coalition that will address the issues in the area.

Dr. Dwight Vick, who has a doctoral degree in public administration with a concentration in substance abuse policy, is one of them.

"The coalition is in the building process," Vick said. "Without Spc. Villa-Smith it is not going to happen—without that Guard, military support."

Vick explained that the community is very supportive of military personnel and families and that having them involved will provide immediate credibility when addressing issues.

"There have been coalition efforts in the past, but in my opinion they have fallen because people are not able to separate personal and professional viewpoints, and there was no uniting force to pull everyone together," Vick explained. "With the National Guard coming in, they will help provide support and direction to go forward and combat the substance abuse problem."

Vick said that their first line of order would be targeting schools, since children are on the front line of the issue. The children come from homes with addiction which results in instability and behavioral issues.

"Spc. Villa-Smith is the face of what the problem can be like for families," Vick said. "This has to be treated for the individual, family and community, which is why having the military involved is critical because they can provide the guidance and social support that people can rely on and they can work within the community with the coalitions."

Although, Villa-Smith is the only one currently assigned to the region, he will be strategizing with his Area Team Leader, 1st Sgt. Warren Bainbridge, who has extensive knowledge on the civil operations program and has been with the Counterdrug program for over a decade.

"A lot of people have good intentions here, and we will be synthesizing efforts to provide leadership and guidance so that they can make an impact on the community," Bainbridge said. "The plan is to move forward with basic things, do a business plan to ramp up and when they get funding step off into action."



## TEXAS MILITARY DEPARTMENT

to build capabilities and coordination for enhanced incident response and recovery and to strengthen collaboration across sectors, jurisdictions and disciplines.

The exercise began with a brief video of a newscaster reporting the approach of Hurricane Miguel, city preparation and a weather forecast of low winds with light rainfall. The news reporter also identified several power outages throughout the city. Upon completion, the table-top exercise discussion facilitator presented a slide deck with in-depth questions directed to various public and private sector organizations. For example, one question asked, "What internal and external dependencies does each critical infrastructure need to successfully respond to the current incident?" Each table identified their respective dependencies and briefed them to the rest of the participants. If the response was vague, the facilitator would probe the briefer to "dig deep" and either retrieve the required information or note that additional research would be needed for the specific organization.

In general this is how the event was run. While each turn happened, the "players" detected and attempted to mitigate, while the observers discussed possible solutions and other best business practices.

The exercise was an overall success as it applied a plausible cascading scenario to the largest city in Texas which

could impact its 2.3 million residents. While the coordination of the exercise was definitely a feat at such a grand scale, the selected facilitators were the linchpins in making it successful. It was clear that extensive thought had been put into the questions asked and directed to specific organizations, with vague answers putting individuals on the spot for clarification.

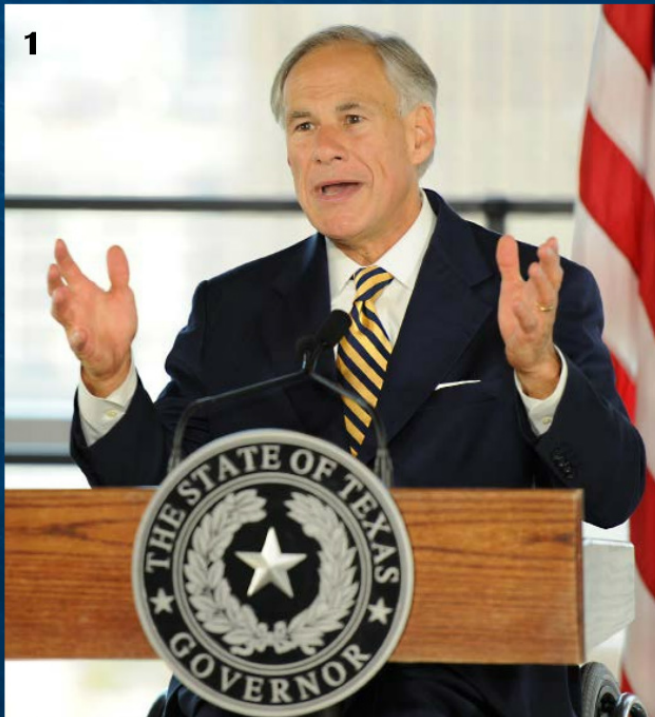
Several questions were posed throughout the exercise and hot wash in what the military's role is during such a real-world event. Representatives from the U.S. Army and 91st Cyber Command offered some insight, referring to the military as more of a "last one in, first one out" resolution to cyberattacks. Another member mentioned the State of Texas Assistance Request program, in which organizations could complete an application to request military assessments of their networks and how legislative had changed so the program was more proactive than reactive. The table-top exercise was definitely a high-level approach to addressing a city-wide issue. I would highly recommend leadership be in attendance of any future Jack Voltaic exercises, as they integrate training opportunities from a domestic operations perspective with a few organizations to both help secure Texas infrastructure and exercise cyber protection team operations locally. **-D**



*(From Left) Brig. Gen. Dawn Ferrell, the Texas Military Department Deputy Adjutant General - Air, Sylvester Turner, mayor of the city of Houston and Lt. Gen. Jeffrey S. Buchanan, U.S. Army North commanding general hold a press conference discussing the Jack Voltaic 2.0 cyber security exercise held in Houston, Texas. (Photo Courtesy of City of Houston Twitter)*

[www.tmd.texas.gov](http://www.tmd.texas.gov) 15





1) Gov. Greg Abbott welcomes Army Futures Command to Texas at the opening of the newest four-star command in the Department of Defense.

2) (From Right) Maj. Gen. John F. Nichols, the adjutant general of Texas, Chief Master Sgt. Michael Cornitius, command senior enlisted leader and Brig. Gen. Tracy Norris, deputy adjutant general and TXARNG commander attend the opening ceremony for the Army Futures Command in downtown Austin, Texas.

3) Gen. John M. Murray, will oversee a team of Soldiers and professionals that will help develop the Army's role in future combat and defense operations. (All photos by Master Sgt. Michael Leslie, 36th Infantry Division Public Affairs)





## TEXAS MILITARY DEPARTMENT

AT4 light anti-armor weapon and the M203 grenade launcher. In the crew-served weapons room, training is conducted on the MK19 automatic grenade launcher, M2 machine gun, M240 machine gun and the M249 squad automatic weapon.

“The system allows us to mix the weapons to the needs of the teams being trained,” Mendoza said. “As more upgrades become available, we are able to coach them and really tailor their training.”

Data is measured before, during and after each shot. Coaches can monitor shooters’ pitch, cant, trigger squeeze and steady position in real time via sensors in EST II’s weapons. After an iteration, the system can playback everything recorded on the screen.

The implementation of technology at Camp Swift helps service members continue their mastery of Soldier tasks, Mendoza said. The installation also utilizes other simulators, including the Humvee Egress Assistance Trainer and the Virtual Convoy Trainer.

“Technology is making training more efficient,” Mendoza said. “Soldiers can fly helicopters, drive tanks and call for fire in simulators,” he added. “Especially Guard Soldiers that can’t train everyday this technology safely gets them familiar with equipment.”

The Army’s upgraded tech also makes the training available to more Soldiers. As advances make systems more efficient, tools like the EST II can be more mobile, Mendoza said. Soldiers with a basic understanding of computers can learn to

run the EST II with training given by Mendoza’s staff.

Wade Ferguson, Mendoza’s civilian counterpart at Camp Swift, is in charge of briefing incoming platoons on how to effectively use the system. Ferguson said he has seen groups who use the EST II effectively do better when they get to a live-fire range.

“When you get a Soldier that hasn’t qualified in over a year, it can be difficult for them,” Ferguson said. “Using the system helps save time, frustration and saves the state money in ammo and other range costs.”

The facility at Camp Swift will host 10 to 300 Soldiers per weekend. An individual weapon connected to the EST II can fire upwards of 60,000 rounds before it needs servicing.

“At 10 cents per round or so, for the M4, one of our weapons can save around \$6,000 in just ammunition,” Ferguson said. “But the time saved is much more valuable.”

Command Sgt. Maj. Mendoza looks to future technologies to continue to improve training available to Texas National Guard personnel. Future technologies include replacing data cables with Bluetooth technology and more realistic scenarios.

“Technology helps NCOs train Soldiers, but the EST is just another tool. There is no replacement for dime drills and dry firing,” Mendoza said. “The training must start with familiarization of weapon systems at the home station.” **-D**



[www.tmd.texas.gov](http://www.tmd.texas.gov) 7





When asked to picture the most devastating impact the enemy could deliver to the United States, most immediately picture a nuclear missile, land or sea invasion, terrorist attack or some other concentrated threat that can be quickly identified, thwarted and avenged. Attacks on the nation are, however, becoming increasingly nuanced. Invasions are not challenging physical borders but silently creeping through computer systems, testing for vulnerabilities and striking in some instances years after burying themselves in an unknowing systems code.

This new front has led the National Guard to begin fielding a new Soldier skillset in cyber operations, and it needs strong, educated cyber warriors to enlist today. To fill these spots the Texas National Guard is going all out to find these rare and vital skillsets to fill the following positions.

### **Enlisted**

#### **Cyber Operations Specialist (17C)**

*Requirements: ASVAB, General Technical (GT) : 110, Skilled Technical (ST) : 112*

Conduct defensive and offensive missions to maintain secure digital operations and, identify and remove adversaries online both at home and overseas. Conduct reconnaissance and intelligence work on specified systems and networks. Perform network audits, penetration testing data forensics analysis and software treat analysis. React to cyberspace events, employ cyberspace defense infrastructure capabilities, produce network security posture assessments.

#### **Cyber Network Defender(25D)**

*Requirements: General Technical (GT) : 105, Skilled Technical (ST) : 105, minimum of four years of verifiable experience in Information Assurance and Information Technology.*

Performs specialized computer network defense, including infrastructure support, incident response, auditing and managing. The cyber network defender also detects unauthorized activity in the cyberspace domain and responds to attacks.

### **Officer**

#### **17 Cyber Operations Specialist**

Lead, plan and direct both defensive and offensive maneuvers and effects operations in the cyberspace domain. Target and neutralize online adversaries through targeted attacks and response to attacks. Protecting data, networks, net-centric capabilities, and other designated systems through detection, identification, and response actions to attacks against friendly networks.

### **Warrant Officer:**

#### **170A Cyber Operations Technician**

*Requirements: E5 and higher, top secret clearance, BLC Graduate Technical requirements listed [here](#).*

Serve as the subject matter expert and adviser to the commander and staff regarding offensive and defensive cyber operations assets and personnel. Direct, plan, administer and manage cyberspace operations within assigned area of operation. Develop policy recommendations and provide technical guidance regarding the operation and management of military, intergovernmental, interagency and multi-national cyberspace assets and personnel. Integrate cyberspace effects into warfighting functions to optimize combat effectiveness.

**Selection for a career in cyber operations is highly competitive and interested Soldiers and civilians should contact local National Guard recruiters for more information.**

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**8 TheDISPATCH SEPTEMBER 2018**



## TEXAS MILITARY DEPARTMENT

# TEXAS' ALL-VOLUNTEER CYBER SQUAD

**Story by: Chief Warrant Officer 3 Janet Schmelzer**  
*Texas State Guard Public Affairs*



*Members of the Texas State Guard cyber team review a realtime heat map of cyber attacks in the United States during August drill held at Camp Mabry. (Texas State Guard Photo By Sgt. 1st Class John Gately)*

AUSTIN, Texas - The Cyber Security team of the Texas State Guard is ready to protect the State Guard's information systems from digital attackers and advanced persistent threats and to recover from hardware and software failures.

"The team's primary purpose is to monitor the ever-changing digital battlefield, respond to network-based threats, and stop digital adversaries from disrupting the Guard's ability to complete our mission of providing help to the people of Texas when they need it," team leader Sgt. 1st Class Andrew Garthe said.

Team members bring more than 50 years of combined information technology experience and cyber security knowledge to help protect Texas State Guard hardware, software and data. They have industry recognized certifications, training and education, and a deep understanding of the cyber security landscape. One of the team's strengths is that members come from different areas of

information technology which helps the team bring cyber security best practices, credibility, technical expertise and innovative ideas to the Texas State Guard.

"You can't get into cyber security without some kind of foundation. To get your foot in the door, you either go get your degree or certifications, or you can get years of experience with certifications that specialize in information security," team member Staff Sgt. Andrew Williams said. "You not only have to know security, but also networking, programming, and everything about electronics down to the ones and zeros and the science and theories of electricity to defend effectively against the most serious of attacks that occur today."

To counteract cyberattacks proactively and reactively, team members have to think like the digital bad actors to defend information systems and private data.

"Thinking like hackers and digital intruders uncovers system vulnerabilities and flaws and leads us to find a way to keep the system protected," Williams said.

Team members are also focused on how information technology and cyber security will assist the individual guardsman. They create and protect a controlled information system environment to keep the personal data of a guardsmen safe by monitoring, investigating and reporting anomalies and log files.

The Cyber Security team plans to provide additional information technology and cyber security support to individual Texas State Guard personnel. The team will conduct site visits to train Texas State Guard members on how to protect their personal data and educate them on how to spot and manage threats like phishing, social engineering, catfishing and ransomware.

Across the Texas State Guard the team plans to train unit information technology specialists on how to conduct cyber security functions, use information technology resources ethically and train technology specialists to provide e-mail and phone support. **-D**



## TEXAS MILITARY DEPARTMENT




# ON POINT

## ENGAGEMENT SKILLS TRAINER HELPS SOLDIERS REFINE MARKSMANSHIP SKILLS

**Story and Photos By: Spc. Jason Archer  
100th Mobile Public Affairs Detachment**

CAMP SWIFT, Texas - Camp Swift recently upgraded an aging virtual reality shooting system that allows Soldiers to fire unlimited rounds and hone their shooting skills before ever stepping foot on a live-fire range.

The Engagement Skills Trainer (EST) II replaced the EST 2000. The improved system mimics a live-fire range using state-of-the-art video projectors, air compressors and lasers. It also measures shooter data used for coaching and can simulate other scenarios.

Command Sgt. Maj. Toby Mendoza, range operations non-commissioned officer in charge, oversees the EST as part of his responsibilities. As an award-winning machine gunner and rifleman, Mendoza credits some of his success to using this technology.

“In 2007, my team won the [Marksmanship Advisory Council] 5 Regional machine gun competition,” Mendoza said. “All of our shooter training for the competition that year took place in the EST.”

The EST-II occupies two rooms in a building built specifically for the systems around 10 years ago. In the small arms room, Soldiers can fire the M4 carbine, shotgun, M9 pistol,