

THE DISPATCH



OFFICIAL MAGAZINE OF THE TEXAS MILITARY DEPARTMENT



JULY 2019

AMERICA'S MULTITASKERS

THE VARIED MISSIONS OF THE TEXAS AIR AND ARMY NATIONAL GUARD



TEXAS MILITARY DEPARTMENT

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Senior Airman John O'Donnell, 149th Fighter Wing Explosive Ordnance Disposal Technician, helps Senior Airman Bentley Davis, 147th Attack Wing Explosive Ordnance Disposal Technician, put on a bomb suit prior to a controlled detonation during Exercise Global Dragon, at the Guardian Centers of Georgia, Perry, Georgia, May 27, 2019. Controlled detonations in this environment allow Airmen to train in realistic situations that they would not be able to simulate at their home stations. (U.S. Air National Guard photo by Airman Sara Kolinski)



Sgt. David Dillon facilitates a pedal-cart race with Blanco Middle School students. Five members of the Texas National Guard Joint Counterdrug Task Force joined the Blanco Coalition of Awareness, Prevention and Treatment of Substance Abuse's community effort, 'May Madness' to educate and provide substance abuse prevention resources to roughly 250 students at Blanco Middle School, May 24, 2019. (U.S. Army National Guard photo by Capt. Nadine Wiley De Moura)



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TEXAS MILITARY DEPARTMENT

FROM THE TOP

COMMENTARIES FROM TEXAS MILITARY DEPARTMENT LEADERS



LEADERSHIP IS A TRICKY THING

CHIEF MASTER SGT. MICHAEL E. CORNIITIUS JR.
COMMAND SENIOR ENLISTED LEADER

“LEADERSHIP IS A GIFT. IT’S GIVEN BY THOSE WHO FOLLOW. YOU HAVE TO BE WORTHY OF IT.”

-General Mark Welsh

Leadership is a tricky thing. Each person has his or her own definition of it, his or her own concept of what it is “supposed” to look like. Perhaps it is in part because what makes good leadership so exceptional is its very intangibility. Every leader is different, and every leader’s style derives from within the depth of one’s character. To me, leadership is all about people. As a leader, if you don’t have people, you have nothing. Having people doesn’t simply mean that you were tasked to lead and care for a certain group of service members; it means they feel they are part of the team and are committed to its success. The success or failure of leadership can be clearly seen in the morale of those they lead.

The way I see it, my job is to take care of our Soldiers and Airmen. I strive to constantly ask myself what I can do to help make things easier for them to do their jobs. I believe it is my task to make sure that service members don’t have to worry or want for anything that will take away from their focus on their careers, their families and their personal lives. The wellbeing of those I lead is something I take very personally. No matter how big or small you think your contribution to this organization is, you matter to me. If I cannot be there for you personally, then it is my duty to ensure there is someone else there at your back for me.

In the military, we talk a big game about how leaders are mentors and guides along the career path, opening doors and windows of opportunity. However, we often struggle in the implementation of this. Part of my leadership philosophy hinges on shifting our mentality to make this a high priority for all leaders. We must engage with one another. I would love to sit down with each individual in our organization to learn who they are, to understand their stories, what made them join the force, what is keeping them here, what makes them tick. I want to encourage all leaders at TMD to sit down and have frank and honest conversations with their troops about their future plans, both near and long-term, and then help

them set a realistic path based on their strengths and weaknesses to achieve those goals. These conversations benefit everyone – the service member, the leader and the agency as a whole. If we want service members who are motivated beyond the current mission, and to have succession planning and stability for this organization, we must prioritize career counseling from leaders.

We say it all the time, that our people are our greatest resource. It is time we start acting like it. We all struggle handling various situations. Leaders must be mentors in how to respond to life events. While circumstances are often outside our control, our response to them is solidly within our grasp. As a leader it is my responsibility to work with those in my command to find positive solutions and actions even in events that feel overwhelming. Leaders have a unique opportunity to use their influence, and hopefully the respect they carry, to help break the chain of thought that can so often put us down the road of despair. Suicide, depression, anxiety – if you haven’t been touched by these things personally, I can guarantee that each and every person in this agency knows a friend or family member who has. It is the task of the leader to remember to take care of the whole person, not just who someone is when at work in uniform. If we knew our troops better, we could notice if someone was acting out of character and check in. We all need to get on board with this, I don’t care how high or low you are on the food chain. We must get back to the piece of taking care of each other, both when it is easy and especially when it is hard. If we lose one person, we lose a family member. We are lucky to be a part of something greater than ourselves. Let’s remember that our service makes us part of a team, and as such we are responsible for each other.

We are not only the biggest Guard force, but also the best. While yes, I am biased, it is statistically true as well. We are always the state that is turned to when others say no, because the country knows that we will always say yes. We put the good of Texas and the nation first. We are the go-to, can-do state. By putting the wellbeing of our troops at the forefront of every leadership decision we make, I believe we will be able to continue this legacy long into the future. **-D**

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

KEEP YOUR GUARD UP

Meeting force structure goals cannot be achieved without strong retention numbers and intensive recruiting. During the most recent legislative session, Maj. Gen. Tracy R. Norris, the Adjutant General of Texas, stated that her biggest goal as adjutant general is to meet recruitment and retention goal numbers. The *Dispatch* sat down with recruiting experts from all three components to understand why Guardsmen leave and what organizational leaders can do to retain them. [Edited for Brevity]

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Master Sgt. Carl Moore
Strength Management Master Sergeant
Texas Army National Guard

Master Sgt. Cris Delestre
Texas Recruiting and Retention State Flight Chief
Texas Air National Guard

Maj. Gen. Robert Bodisch
Commander, Texas State Guard

Col. Darren Fitz Gerald
Deputy Chief of Staff for Operations
Texas State Guard

DISPATCH: The reasons why service members choose not to re-enlist are, of course, unique to individual service members. But what are the most common reasons you encounter?

ARMY GUARD: There are several situations of why a Soldier does not extend his or her contract to continue serving, but it all boils to one main reason, which is communication. Soldiers of today like to be informed. There a lot of them who don't understand their career options or what's going on with the op-tempo within their units. All this leads to confusion and frustration, which makes a Soldier not want to continue his or her service.

AIR GUARD: The highest trends we encounter are state-to-state transfers or members' [civilian] employment being more demanding.

STATE GUARD: The Texas State Guard does not hold its members to enlistment contracts as the Army and Air National Guards do. Often, the members leaving our ranks do so for personal reasons they've encountered a family, school or work situation that makes it difficult for them to continue to commit their time and energy to the State Guard.

DISPATCH: How do you address these concerns and convince them to stay in?

AIR GUARD: We don't typically try to stand in the way of our members transferring to another state for employment or family opportunities. For those that are remaining local, we review why they joined initially and how the Texas Air National Guard can assist them to get to their goals moving forward.

STATE GUARD: If the situation is temporary, the State Guard will allow for up to six months in a ready reserve status. If the situation goes beyond six months, then the service member will be discharged, and if the character of service is honorable, they can re-join if and when the situation is resolved.

ARMY GUARD: We address these concerns by checking on the communication between the Soldiers and their first-line leaders. We want



*Members of the Texas State Guard are administered the enlistment oath during a formation at weekend drill.
 (Courtesy photo by Texas State Guard)*

to ensure the leadership at all levels are getting their messages pushed to the lowest level. We will find out what it is that is causing the misunderstanding, inform their chain of command and have the chain of command provide the reasoning behind what is going on within their units.

DISPATCH: Retention starts at the unit level. What can units do to help re-engage service members and support retention goals?

STATE GUARD: Leaders at the unit level need to ensure they are first and foremost taking care of their people. The welfare of our members must always be the top priority. Ensuring our State Guardsmen receive high-quality training, are promptly and properly recognized and rewarded for their performance and professionally challenged by duty assignments with a clear purpose will keep them stay engaged and positively influence their choice to remain in the State Guard.

ARMY GUARD: Talk to them. There have been quite a few times where one of my team members or myself go down to the units and ask why they haven't extended yet, and we have received answers such as, "I didn't know my ETS was coming up" or "nobody asked me."

AIR GUARD: Our Air Guard units utilize unit career advisors, or UCA, in collaboration with the retention office. They focus on GI Bill briefings, transferring of Post-9/11 GI Bill benefits, which require four-year commitments and cross-training meetings to support our members in being more diverse and experienced within our ranks. We also conduct information briefings about benefits that members are eligible for along with organizations that support Guardsmen. Most importantly, we focus on our citizen-Airmen, recognizing their accomplishments.

DISPATCH: On the flipside, decisions made within the broader TMD organization unquestionably have an impact on a Guardsmans experience in any of the three components. For many, the one weekend a

month, two weeks a year adage is no longer accurate; the Guard demands a significantly greater time commitment. What cultural and organizational changes could help make one's Guard obligation more manageable?

ARMY GUARD: Leaders must understand what types of citizens make up the Soldiers in their ranks. I'm not saying cater to the Soldiers' personal lives, but we have to understand the recruiting standards have gotten strict over the past few years, and we have attracted some high-quality professionals in our ranks. We must talk to our Soldiers to ensure they are properly balancing their civilian lifestyles with their military lifestyles and provide guidance as needed.

AIR GUARD: I find that most of our citizen-Airmen joined to serve their state and country. They need to know upfront the commitment expected from them. They can convey any concern, and at that time we can have that discussion of how we can make one's obligation more manageable.

STATE GUARD: Leadership must ensure that any time commitment, weekend drills or annual training must have purpose, be challenging and not an idle time-waster. Soldiers do not want their time wasted.

DISPATCH: Are there programs or initiatives you've seen – or exemplary or poor leadership – that impact retention, good or bad?

STATE GUARD: Poor leadership, time mismanagement and unchallenging training will always have an impact on retention.

ARMY GUARD: From what I have seen, when our Soldiers are well-educated about future operations and recognized for their achievements for both military and civilian accomplishments, they tend to have a positive impact on retention. On the other hand the units with the, "Are you going to extend? Good, or if not, so what" attitudes, have retention rates (or lack of) that speak for themselves.

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AIR GUARD: Tuition assistance, tuition reimbursement, re-enlistment bonuses, Hazelwood Act and Community College of the Air Force degree opportunities are all great programs that assist with retention on a positive level.

DISPATCH: Incentives are usually correlated with some tangible benefit, like a monetary bonus. What other incentives your office use to keep service members within your ranks?

AIR GUARD: We focus on development, whether officer or enlisted. We want our ranks to be diverse in experience. We focus on training ethical professionals that are resilient; not only the member themselves but also opportunities for family members, as well. Community involvement is also a focus, so that we partner with civilian agencies and organizations. Our citizen-Airmen encounter a self-worth from this service and a realization of their impact on a greater scale.

STATE GUARD: There are four compelling reasons for members to serve—and continue to serve—in the Texas State Guard. First, altruism and well-being. We are Texans helping Texans! Our members enjoy the camaraderie of like-minded people who have answered the call and taken up the responsibility to serve their community and the State of Texas. Second, education. Members of the Texas State Guard learn professional emergency response skills, receive professional leadership development training and are eligible for specialized training in search-and-

rescue, boat operations and FEMA-certified courses. Third, financial. State Guard members are paid for State Active Duty for declared emergencies and disasters. They are paid for attending Annual Training. They are eligible for college tuition reimbursement through the Texas Military Department. And they are eligible for various military discounts throughout the state. Finally, military benefits. The Texas State Guard provides an opportunity to serve for those who may never have had the chance to serve in federal military service. Members receive employment protections when called to State Active Duty and are eligible for State Worker's Compensation coverage while on State Active Duty. Like our peers in the National Guard, our members are also eligible for military awards and decorations, as well as promotions based on performance, time in service and time in grade.

ARMY GUARD: The most valuable incentive is the pride of serving. I know that sounds cliché, but no matter how much money they receive, it eventually runs out. Most of our Soldiers extended because they were treated fairly, and we provided a little extra something to their lifestyle such as extra money, insurance, education benefits, etc. The monetary bonuses are icing on the cake.

DISPATCH: From spouses to flag officers to legislators, *Dispatch* readers have diverse backgrounds. As someone charged with keeping Guardsmen in the

2nd Lt. Jarrett Bennett, 551st Multi-Role Bridge Company, 2nd Platoon, administers the Oath of Enlistment to Cpl. Eric Polland, 551st MRBC, extending his commitment to the Texas Army National Guard. The ceremony took place after successfully completing an Improved Ribbon Bridge mission during annual training, June 8, 2018. (Texas Army National Guard photo by Staff Sgt. Mark Scovell)



ranks, what are some ways we can all support retention and keep service members engaged?

ARMY GUARD: As leaders, don't forget to say, "Thank You," to our young Soldiers for serving. As I mentioned before, the recruiting standards tend to get stricter every time we turn around. Not everyone is qualified to wear the uniform due to troubled backgrounds, physical abilities, educational abilities, etc. Our Soldiers must understand the pride and accomplishment of wearing the uniform. They just have to be reminded they took an unselfish oath to serve something larger than themselves. Not only are they becoming better individuals, but they are also making our communities better, our cities better, our counties better, the great state of Texas even greater and the United States of America the best country in the world.

STATE GUARD: Each individual in the Texas Military Department brings unique experiences, backgrounds, knowledge, skills and abilities. It is incumbent upon leadership to recognize these assets and ensure each member of TMD is utilized to his or her fullest potential and challenged. Every member of TMD wants to feel valued and wants to know that is or her service has meaning and purpose. As leaders, it is our responsibility to ensure that members are promoted on time and receive recognition through awards and decorations when deserved or warranted.

AIR GUARD: I have to say first and foremost is communication. We must ensure we are conveying information up and down the chain of command to all ranks. This should empower our ranks to carry on the mission or identify ways we can improve as a whole. The Texas Air, Army and State Guardsmen are full of diverse backgrounds as you stated. We are challenged to be innovative. Who better than those within our ranks to explore and push the limits of our generation to improve our Guardsmen, state and country? We take great pride in being the leaders of the nation. Duty, Honor, Texas. **-D**

KEY POINTS

Communicate with your service members to discuss why they want to leave and propose solutions to retain them.

Leaders need to focus on service member care to maintain a ready and deployable force for emerging missions.

Make certain that time spent on Guard training and missions have a visible impact and defined purpose.

Leaders need to understand the available benefits and organizational mission and vision and communicate these items to your service members.

Empower service members to expand their careers both in the military and their civilian lives.

Be grateful your service members are giving you the opportunity to lead them. Thank them generously.

Show pride in your service and convey that feeling through your words, actions and interactions.



TEXAS MILITARY INTELLIGENCE SOLDIERS DEPLOY TO MIDDLE EAST

*Story & Photos By: Capt. Maria Mengrone
71st Expeditionary Military Intelligence
Brigade Public Affairs Officer*

FORT SAM HOUSTON – Family and friends gathered at Freedom Park at Fort Sam Houston during a deployment ceremony to bid good luck and farewell to a group of approximately 60 Texas Guardsmen of Task Force Athena, the largest group of military intelligence Soldiers to deploy to the Middle East since 2009, May 25, 2019.

Task Force Athena is from the 636th Military Intelligence Battalion, 71st Expeditionary Military Intelligence Brigade and falls under 71st Troop Command.

“Their mission is an important one, and they will make the nation proud,” said Brig. Gen. Charles K. Aris, commander, 71st Troop Command. “They are prepared and have demonstrated through intense pre-mobilization training that they are ready and prepared to tackle the challenges.”

Soldiers deploying attended more than 30 courses spanning 380 man days and logging 550,000 training hours at nine different locations.

“We are very proud of these teams of intelligence Soldiers who have stepped forward to defend their country,” said Col. Michael Liesmann, commander, 71st EMIB. “The Texas Army National Guard has a well-established reputation for having ready, lethal Soldiers and this deployment builds on that long-standing tradition.”

Task Force Athena will provide multi-discipline intelligence support to a joint task force while operating from multiple locations, focused on providing solutions in the most dynamic and complex region of the world.

“This is a particularly tough mission our folks are going to do, but I have great confidence that each officer, non-commissioned officer and Soldier will do their duty, take care of each other and successfully

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complete this important mission with honor,” said Liesmann.

Many Soldiers recognize the difficulty of the mission that lies ahead, and the journey for these Soldiers began months ago with many looking forward to the opportunity to employ their skills.

“The train-up was tough, but it helps us build relationships and get to know each other better,” said Spc. Makayla Slater, intelligence analyst, Task Force Athena.

Slater is looking forward to the experience she will gain while deployed and working with her team to complete the mission and defeat the enemy.

“This ceremony with our visiting higher-ups helped motivate us and encourage us and let us know we are backed up when we are deployed,” said Slater.

During the ceremony, leaders spoke directly to the Soldiers and offered words of advice to help them as they prepared for their departure.

“I want you to be able to do two things,” said Liesmann. “I want you to bet your rank early, meaning I want you to be confident in your intelligence gathering methods and not be afraid to brief your commander about what you know. And secondly, I want

you to weaponize hope and optimism by looking to the small things that will help carry you through the tough days.”

Liesmann presented a pillow case to the Task Force Athena commander and entrusted him to return the pillowcase at the end of their nine-month deployment.

Liesmann added that the pillowcase, which read, “Love Mel,” helped carry him through difficult days during his deployment as a military intelligence officer in Afghanistan. He added that the pillowcase represented hope and optimism while he navigated setbacks on his recent deployment and hoped it would do the same for the members of Task Force Athena.

Family members stood by and watched in anticipation as their Soldiers were honored during the ceremony for their dedication to make Texas and the nation proud as they embark on their important mission.

“I’m very proud of her because I’m glad she’s going to be keeping us safe here,” said Slater’s mother, Heather. “I’m going to miss her.”

Task Force Athena will be deploying to multiple locations across the Middle East this summer in support of Operation Inherent Resolve. **-D**



(PAGE 10) The Task Force Athena commander is presented the official task force colors during a deployment ceremony at Freedom Park at Fort Sam Houston, May 25, 2019. Task Force Athena is a group of approximately 60 Texas Guardsmen and the largest military intelligence deployment since 2009.

(PAGE 11) Family and friends gathered at Freedom Park at Fort Sam Houston during a deployment ceremony to bid farewell to a group of approximately 60 Texas Guardsmen of Task Force Athena, the largest group of military intelligence Soldiers to deploy to the Middle East since 2009, May 25, 2019.

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AIRMEN UP THEIR GROUND GAME

AIR GUARD MEMBERS PRACTICE GROUND CONVOY OPERATIONS DURING DISASTER RECOVERY AND COMBAT OPERATIONS

*Story By: Staff Sgt. Emmanuel Gutierrez & Airman Christopher Sherlock
188th Wing Public Affairs*

PERRY, Georgia – Airmen normally focus their gaze upward as the Texas Air National Guard's C-130s, F-16s and Reapers thunder overhead, but civil engineers with the 147th Attack Wing found their vision cast down as they maneuvered Humvees through the hazardous conditions of convoy courses during the Global Dragon Exercise held at the Guardian Centers in Perry, Georgia.

The first phase focused on disaster relief operations, teaching route clearing skills that would be encountered in the aftermath of a natural disaster. Senior Master Sgt. Nathan Sullivan, a Global Dragon instructor from the 147th Attack Wing, taught Airmen the importance of clearing transportation routes in a reasonable amount of time to allow first responders to attend to victims.

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“These skill-sets could be used during Hurricane Harvey, when emergency services could not get into communities,” said Sullivan. “Storms blow down power lines, trees and overturn cars. We can come in and clear the route.”

Students put their skills to the test at a scenario called Tornado Alley, a road made to simulate the after-effects of a tornado as close to real life as possible. Overturned cars, buses, downed power lines, steel beams and trees challenged the team, as every piece of debris needed to be pushed out of the road or cut from the path. Sullivan said that training and expert instruction at Global Dragon is unlike anything else.

“There is no way we could set up a scenario that this exercise could do; they have been amazing,” Sullivan said. “We get to come here and have the experts with us.”

Guardsmen also performed tactical convoy operations training that simulated scenarios they could encounter while deployed in support of contingency operations. Improvised explosive devices and ambushes greeted the Airmen as they drove through the course. According to Tech. Sgt. David Strobel, a civil engineer operations student with the 147th Attack Wing, the training has prepared Airmen for real-world operations.

“This has given us the ability to almost go real-world,” said Strobel. “We have people who are engaging us on the side of the road, it’s that real-world feel without the real-world risks. It gives me the training to protect myself.”

Global Dragon is a biannual Air National Guard-led exercise that provides training for career fields across the mission support enterprise in as close to real-world conditions as possible. **-D**

(PAGE 12) Civil Engineer operations team members train on tactical convoy operations at Exercise Global Dragon 2019, held at Guardian Centers of Georgia, Perry, Georgia, May 28, 2019. Global Dragon is a biannual Air National Guard-led exercise focusing on career fields across the mission support enterprise in as close to real-world conditions as possible. (U.S. Air National Guard photo by Airman Christopher Sherlock)

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Air National Guard members review map during tactical combat convoy training. (U.S. Air National Guard photo by Airman Christopher Sherlock)



Air Guardsmen remove debris from a roadway during convoy training for a disaster area during state active duty missions. (U.S. Air National Guard photo by Staff Sgt. Emmanuel Gutierrez)



Air National Guardsmen conduct casualty assessments and security patrols simulate real-world convoy operations in a combat environment. (U.S. Air National Guard photo by Airman Christopher Sherlock)

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TEXAS AND CHILE CELEBRATE A DECADE OF STATE PARTNERSHIP

*Story & Photos By: Brandon Jones
Texas Military Department Public Affairs*

AUSTIN, Texas – The National Guard’s core mission includes fighting America’s wars and securing the homeland, but one of its lesser-known missions is that of building enduring partnerships.

From April 10-13, 2019, members of the Texas National Guard and Chilean Armed Forces converged in Austin, Texas, to discuss and celebrate their partnership that started one decade ago. As part of the Annual State Partnership Program planning meeting, the parties met to discuss, plan and establish agreed-upon activities in both countries for the year ahead. The events, held throughout the year, focus on disaster and emergency response; aviation operations, maintenance and safety; military medical and engineer activities; as well as leadership, staff, officer and noncommissioned officer development.

(ABOVE) Texas Deputy Secretary of State Joseph Esparza poses for a photo alongside Texas Military Department and Chilean military leaders after a signing ceremony and 36th Infantry Division Band Concert at the Texas State Capitol in Austin, Texas, April 12, 2019.

“Both our state and their nation have significant responsibilities with regards to disaster response, and experience is often one of the best teachers. So what better way to support one another than helping to share and improve upon best practices?” said Maj. Mark White, State Partnership Program Director, Texas Military Department. “An experience our Soldiers and Airmen value, a great secondary benefit to SPP, is the exchanging of our cultures and what makes Chile and Texas special places respectively. We create lifelong friendships through every event together.”

In addition to planning events for the fiscal year 2020, this trip included multiple activities commemorating the tenth anniversary of the partnership. On April 12, 2019, the Deputy Secretary of State of Texas Jose A. Esparza presented the Chilean delegation with a proclamation recognizing and honoring the important partnership between the Texas National Guard

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and the Republic of Chile. Prior to signing the formal agreement on the steps of the Texas Capitol, lawmakers honored the same group on the House floor.

“Today’s events, in which representatives from Texas and Chile were standing side-by-side, exemplify the solidarity of our commitment to the program and one another,” said White. “In 2020, we will jointly execute over 40 SPP events in both of our countries as we start our second decade of partnership which strives to be the model for SPP in SOUTHCOM.”

Gen. Joseph L. Lengyel, Chief of the National Guard Bureau, has said that SPP is future-focused and adaptive to geopolitical changes. Lengyel added that NGB has seen the program grow from assisting nations in developing more modern and professional militaries functioning under civilian control to partnerships that look to deepen interoperability with complementary capabilities and forces.

“Beyond the military benefits, we have witnessed the fruits of these relationships as they help the United States maintain and grow its alliances across the globe through enduring and personal relationships,” said Lengyel in a 2018 *Strategic Studies Quarterly* article. “What began as a program of 10 partnerships in Eastern Europe has spread across five continents and currently encompasses approximately one-third of the nations in the world.”

As part of the program, and in addition to Chile, the Texas and Nebraska National Guards share a partnership with the Czech Republic. In 2018, the Czech Armed Forces and its state partners commemorated the 25th anniversary of their partnership. Under the National Guard Bureau’s State Partnership Program there are currently 76 partnerships in place, supporting 83 nations around the globe. **-D**

(BELOW) Maj. Gen. Tracy R. Norris, the Adjutant General Of Texas, addresses a gathered crowd on the importance of the Texas Military Department’s state partnership with the nation of Chile during a signing ceremony at the Texas Capitol in Austin, Texas, April 12, 2019.



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TEXAS ARMY NATIONAL GUARD GIVES FUTURES COMMAND INTERNS TASTE OF MILITARY LIFE



1

As Army Futures Command settles into central Austin, it has found a ready partner in the Texas Military Department as the military looks for ways to connect with civilian entities.

On June 11, 2019, this partnership provided Futures Command interns with the opportunity to experience military training firsthand during a trip to Camp Swift in Bastrop, Texas.

Participants were flown via Blackhawk from Camp Mabry in Austin, Texas, to the Camp Swift training site where they participated in weapons training, ate Meals Ready To Eat packets and ended the day with a visit to the live fire range to shoot machine guns.



*"I always saw the military not as an individual, but now I see how nice and helpful soldiers are, now I have more of an emotional and humanized aspect of the military and how they help people."
(Deepti Valliappan, Intern, Army Futures Command)*



2



Partnering for the Future of Military Operations



PHOTO 1: Texas Military Department Flight Crew Chief discusses proper safety procedures with members of the Army Futures Command internship program before a Black Hawk helicopter ride to the Camp Swift Training Site in Bastrop, Texas, June 11, 2019.

PHOTO 2: Army Futures Command interns prepare Meals Ready to Eat packets during a military familiarization visit to the National Guard training site, Camp Swift in Bastrop, Texas, June 11, 2019.

PHOTO 3: Interns with the Army Futures Command watch as a Blackhawk Helicopter departs after transporting them from Camp Mabry in Austin, Texas, to Camp Swift in Bastrop, Texas, June 11, 2019.

PHOTO 4: Interns with Army Futures Command fire machine guns on the Camp Swift live fire range as the culminating exercise after training on simulated firearms as part of a military familiarization, June 11, 2019.

(All photos: U.S. Army National Guard Photos: Kyle Burns and Brandon Jones)



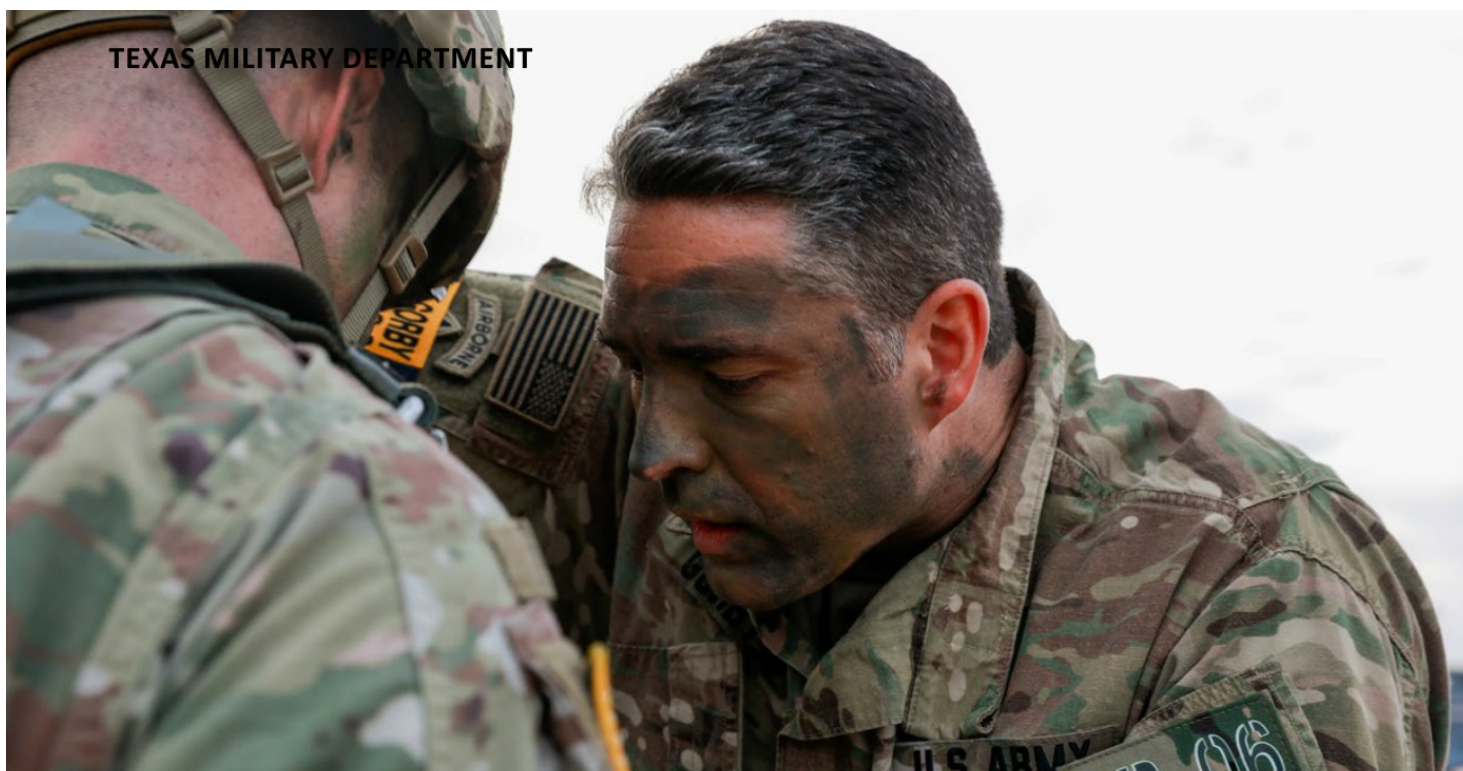
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3



**"Today was one of the most important things we have done. It Lets us see firsthand and experience the gear and body armor, to feel how it gets sweaty and gross and think of how we can fix that to make it better."
(Amit Nacson, Intern, Army Futures Command)**



TEXAS ARMY NATIONAL GUARD COMMANDER FOCUSES ON DEVELOPING LEADERS THAT EMPOWER THEIR SOLDIERS

Story By: Kyle Burns, Texas Military Department Public Affairs

AUSTIN, Texas – The Texas Army National Guard must maintain relevancy by building skills that enable readiness and lethality. Brig. Gen. Greg Chaney, Deputy Adjutant General - Army and commander of the Texas Army National Guard, and Command Sgt. Major Kristopher Dyer, Senior Enlisted Advisor, Texas Army National Guard, have adopted philosophies that will enable commanders to grow their force in more ways than one.

These leaders have highlighted ideas they want commanders to adopt at all levels.

BUILD ON THE LEGACY THAT CAME BEFORE:

Read your creeds. Recognize achievements, and highlight members who utilize disciplined initiative. The Texas Army National Guard has consistently answered the call successfully throughout our country's history. Know your lineage, know your history and know what makes us great.

IT'S ALL ABOUT BALANCE:

Keep in mind that Soldiers need balance in their lives: family, employers and service. Know your troops and

their loved ones. Build relationships with employers and invite them to see what being a Texas Guardsman is all about. Prepare your Soldiers for the mission by giving them the tools and resources they need to win.

RETAIN THE BEST BY ENABLING THE BEST:

They are in your formations, and you are probably thinking of them right now; the people who make things happen and keep things running; the people you can rely on to get the job done. Find out what they need and how to get it. Recognize them in front of their peers, and look for opportunities to get them to the next step.

Leaders need to enable those around them to thrive and enforce the standards that will push their units forward. By doing that, we honor those that came before and those that currently choose to serve with wisdom, courage, temperance and justice. The American people trust us, the profession of arms, to be ready when called and to operate in their best interests in the homeland, warfight and state partnerships. The best time to honor their trust is before we are called.

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THE BIG THREE POINTS OF FOCUS:

OPERATIONAL SUCCESS:

You must prepare your units to win. Whether called domestically or overseas, you may be asked to deploy and win with the Soldiers, equipment and training you currently have. You will be prepared for any mission by building upon that foundation.

SOLDIER LETHALITY:

We hear it constantly, but what does it mean? Individual readiness is too broad. Leaders need to make sure Soldiers are training in jobs they've been assigned. Make them practice it during drill weekends. Don't negate the basics: marksmanship and field operations have always been, and always will be, essential to our success. Your Non-commissioned Officers need to be given the time they need to do this. Build that into your training schedules now.

RELEVANCE:

Recruit the most qualified, then turn them into leaders. Prioritize resources, push to modernize equipment so federal support transition is seamless. Sustain training environments, and look to build partnerships that will support the mission. **-D**



TEXAS MILITARY DEPARTMENT

*(PAGE 18) U.S. Army Lt. Col. William Gorby, with 1st Battalion, 143rd Infantry Regiment (Airborne), Texas Army National Guard, conducts an inspection at Fort Worth, Texas, March 22, 2019. The Joint Forcible Entry exercise is an annual large-scale air drop and land mobility mission that simulates a contested battlefield scenario as a way of training units for dangerous situations that can occur while deployed.
(U.S. Army Reserve photo by Spc. DeAndre Pierce)*

*(ABOVE) U.S. Army Capt. Raymond Bayane, left, commanding officer of Delta Company, and Spc. Joshua Garza, both assigned to 1st Battalion, 141st Infantry Regiment (1-141 IN), Texas Army National Guard, deployed in support of Combined Joint Task Force - Horn of Africa (CJTF-HOA), perform weapon-clearing procedures at Camp Lemonnier, Djibouti, Feb. 18, 2019.
(U.S. Air Force photo by Staff Sgt. Amy Picard)*

U.S. Army 1st Lt. Johnny Britton assigned to Alpha Battery, 3rd Battalion, 133rd Field Artillery Regiment, Texas Army National Guard, and Sgt. 1st Class Ramon Ramos, assigned to Headquarters Headquarters Battery, 3rd Battalion, 133th Field Artillery Regiment, Texas National Guard, compare notes during an Observer Coach / Trainer course in preparation for Exercise Dynamic Front 19 at Grafenwoehr Training Area, Germany, Feb. 14, 2019. (U.S. Army National Guard photo by Sgt. 1st Class Robert Jordan, 382nd Public Affairs Detachment)



PHOTOS FROM THE FIELD:



Sgt. Benjmin Beham
1st Battalion, Co. B Dive Team
Texas State Guard

Bravo Dive team placing an emergency air cylinder in perpetration for a deep-dive at a decommissioned missile silo



Lt. Col. Thomas Peterson
536th Brigade Support Battalion
Texas Army National Guard

Flag stands being produced for the
36th Infantry Division



Master Sgt. Michael Miller
136th Contingency Response Flight
Texas Air National Guard

Texas Air Ex 2019

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REAL-WORLD EXPERIENCES OF TEXAS GUARDSMEN FROM TRAINING, STATE ACTIVE DUTY & DEPLOYMENTS



Sgt. 1st Class Melody Perez
Co. C, 156th Brigade Engineer Battalion
Texas Army National Guard

Nine Line Medivac Training

Lt. Col. Thomas Peterson
536th Brigade Support Battalion
Texas Army National Guard

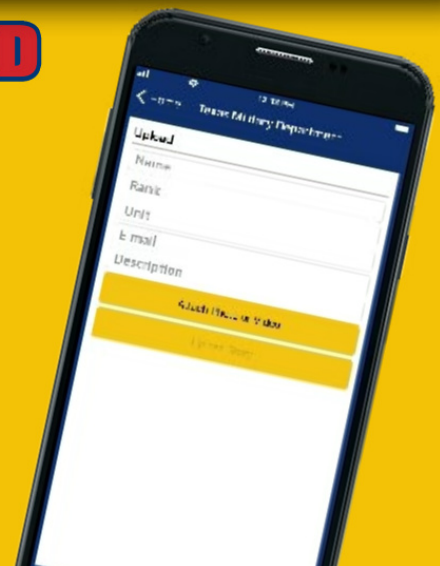
Enjoying some field time with the Guard



HAVE YOUR PHOTO FEATURED IN THE DISPATCH

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Search "Texas Military Department" in your app store



Key Leadership Changes



James K. Red Brown

Chief Of Staff for the Adjutant General of Texas

EXPERIENCE:

Mr. Brown received his Army commission as an armor officer from Texas A&M University in May 1980 and immediately joined the Texas Army National Guard. He served in a variety of command and staff assignments within Texas, culminating as the Commanding General of the 36th Infantry Division. After Division Command, Mr. Brown was selected to serve as the Deputy Commanding General, Operations for 1st United States Army at Rock Island, Illinois. For the past four years, he served as the Deputy Commanding General, Reserve Components, at United States Army Forces Command, Fort Bragg, North Carolina. Mr. Brown retired after serving thirty-nine years in uniform. In civilian life, Mr. Brown was the managing partner of Texas Water Systems, a private utility company, in Tyler, Texas. Mr. Brown served for nine years on the Lindale Independent School District Board of Trustees and as president of the board for six years. He has been the president or chairman of his local Chamber of Commerce, Economic Develop Corporation and Rotary Club.

EDUCATION:

Mr. Brown completed multiple military schools in his career and holds a Master of Strategic Studies degree from the Army War College and Executive Leadership certificates from Syracuse University and Virginia Tech.

DID YOU KNOW?:

Mr. Brown and his wife Jane have been married for thirty-two years and have two daughters. Maj. Crystal Rolleg, a physician assistant in the Texas Army National Guard and Hannah Wiggs, a public school teacher in Midland. Their son-in-law, Kevin, is a petroleum engineer in Midland. They have two grandsons, Colton and Carson.

IN THEIR WORDS:

"It is an honor to be allowed to continue to serve the members of the Texas Military Department as the Chief of Staff for the Adjutant General, and I am especially glad to be back in the great state of Texas!"



Col. Marvin D. Johnson

United State Property and Fiscal Officer (USPFO) - Texas

EXPERIENCE:

Col. Johnson received his commission as a 2nd Lt. in the ROTC program from the University of Alabama (RollTide!). Col. Johnson transferred to the Texas Army National Guard and was assigned to the 536th Forward Support Battalion in Houston, Texas, in October 1993. He served in numerous critical positions throughout the Texas National Guard. In his previous assignment as the Joint Staff J4 – Logistics Sustainment Chief, he planned, organized and oversaw joint logistics operations for the Texas National Guard. He held command positions at the company, battalion and brigade levels. He also served as the TXARNG G4 Director of Logistics, Battalion Training Center Officer-in-Charge (Camp Swift) and Secretary of the Joint Staff & General Staff. Col. Johnson deployed to Afghanistan from 2005 – 2006 and Iraq from 2009 – 2010, where he commanded a battalion of over 700 Soldiers serving across the country.

EDUCATION:

He holds a Bachelor's Degree in Electrical Engineering Technology from the University of Alabama in Tuscaloosa, Alabama, a Master's Degree in Disaster and Emergency Management from Trident University in Long Beach, California and a Master's Degree in Strategic Studies from the U.S. Army War College in Carlisle Barracks, Pennsylvania.

DID YOU KNOW?:

Col. Johnson and his wife, Faye, of nearly 27 years are huge Alabama (ROLLTIDE!!!) and Cowboys fans.

IN THEIR WORDS:

"I am so honored and humbled to have been selected to serve as the USPFO - Texas as a member of the NGB Joint Staff. I will work diligently to serve the State of Texas as our organization transitions to better serve and support our fellow Texans and the citizens of this great nation."



Col. Michael L. Reid

Director of Staff, Texas Air National Guard

EXPERIENCE:

Col. Reid enlisted in the U.S. Air Force in March 1987. After serving eight years as an enlisted member and obtaining the rank of technical sergeant, he commissioned as a second lieutenant through the Air Force Reserve Command in February 1995, where he served as an aircraft maintenance officer in the 507th Air Refueling Wing at Tinker AFB, Oklahoma. Col. Reid has held various positions from differing assignments throughout his 33 years in the military. Nearly two decades of those years include command experience.

EDUCATION:

Col. Reid holds a Bachelor of Science degree in Industrial Technology from Southern Illinois University and a Master of Science degree in Aeronautical Science from Embry-Riddle Aeronautical University. He has attended Joint and Combined Warfighter School and Joint Forces Staff College in Norfolk, Virginia. He also has a variety of Federal Aviation Administration and Federal Communications Commission licenses.

DID YOU KNOW?:

Col. Reid has served in a full-time capacity in all three components of the Air Force (Active Duty, Guard and Reserve).

IN THEIR WORDS:

"I am truly honored and humbled to serve as a leader within the Texas Military Department. I consider myself fortunate to be associated with an outstanding organization that is teeming with immensely talented and dedicated Airmen and Soldiers."



Teresa Golmon

Procurement Director, TMD Office of State Administration

EXPERIENCE:

Golmon has over 28 years of purchasing, contracting and construction experience with the Texas Military Department including a multitude of State Active Duty missions ranging from natural disasters and public health missions.

EDUCATION:

Golmon has extensive training, education and in-depth knowledge of procurement rules and regulations as they apply to both the State of Texas and the federal government. She holds certification as a State of Texas Procurement Manager and State of Texas Contract Manager.

DID YOU KNOW?:

She is an avid bass fisherman and fishes bass tournaments all over the state of Texas with her husband Dean. She has three wonderful grandchildren that she loves spending time with. She also enjoys raising her two dogs, Jake and Baylee, and her pet pig, Bentlee.

IN THEIR WORDS:

"I am honored to have been selected for the position of Procurement Director for the Texas Military Department. My goal is to provide leadership and build strong professional relationships to ensure the success of the agency's goals and responsibilities. Leadership does not always mean doing what is popular; leadership means doing what is right through integrity, character and trust."

SPECIAL FORCES TRYOUTS



FOR MORE INFO CONTACT

**SSG TRAVIS PETERSON OR SSG JAMES THOMAS
512-431-0970 or 512-638-7309**



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