



# The Golden Guidon

## COMMANDER'S FAREWELL MESSAGE

Photo by Cindy McInyre, FHL Public Affairs



The first time I addressed you was during the 2017 change of command ceremony, where I said how each one of you plays a vital role in the readiness of our service members, the garrison and our country. Now, after two years of serving alongside you, my appreciation of the value you provide has grown even more. I often receive feedback from the leaders of units training here about the positive impact and contributions you provide to the success and welfare of our customers, service members and families.

I am in awe of Team Liggett-Parks for the dedication and milestones we achieved together to further our goal as a strategic readiness platform for total force training. I was impressed by the accomplishments you made prior to my arrival, and proud of the ones we did together during my tenure.

And we accomplished a lot! Here are just a few to highlight:

- We lead in the Army's energy conservation efforts and are poised to be the first military installation to achieve Net

Zero and Energy Resiliency (see page 6). Fort Hunter Liggett is the only installation piloting a gasifier system to convert waste into energy, and once the proof-of-concept project is completed, will provide a major role in the Department of Defense's Net Zero and Energy Resilience campaign.

- IMCOM and USARC recognize both Parks and Hunter Liggett as the only Army Reserve garrisons using the Range Facility Management Support System (RFMSS) per Army standards to schedule all training through this system.

- We partnered with the 63rd Readiness Division to conduct the first-ever Army Reserve Sergeant Audie Murphy Award boards.

- Our employees are often recognized by IMCOM through their respective career field programs. KCBX, the local National Public Radio affiliate, has featured Fort Hunter Liggett employees and activities in many of its podcast and on-air programs.

- And through the leadership of Lt. Col. Jennifer Nolan and her team, Parks has re-opened the live fire ranges after being closed for more than 10 years, developed new intergovernmental service agreements with the City of Dublin at a significant cost savings to the government, made significant strides toward energy

resiliency, all while enabling readiness for over 30,000 service members in 2018.

These are but a few of our many accomplishments. You have all exceeded my expectations, performing above and beyond to get the mission done, especially during the high OPTEMPO months. I am especially proud of the many Warrior Citizens at both installations who serve their country as a federal employee and an Army Reserve Soldier. It takes a lot to juggle two careers and I salute you for your hard work and sacrifices.

I am proud and honored to have served alongside the dedicated Soldiers, veterans, and the professional corps of Army Civilians that keep Fort Hunter Liggett and Parks Reserve Forces Training Area running smoothly. I am also grateful to all the tenants and contractors that support the garrison and the Army mission.

I encourage you all to continue working as a team and always keep the best interest of our customers, service members and families in mind. Take care of each other, the family and friends that support you, and most of all, take care of yourself. Serving as your commander has been my greatest honor. Thank you.

Coyote Strong, Army Strong!



244<sup>th</sup>

## ARMY BIRTHDAY



**Fort Hunter Liggett** is conducting a Run/Walk Ride on June 13, 9-11 am at the track and a birthday cake will be served during lunch on June 14 at the Dining Facility. **Parks Reserve Forces Training Area and the NCO Academy** are conducting an Army Birthday Run on June 14, 6:15 am starting and ending at the NCOA. There's also a cake cutting ceremony on June 14, noon at the Dining Facility. **A special menu will be served at both DFACs for \$9.10; \$6.80 for specialists and below.**





# READINESS



Team IMCOM:

Welcome to the U.S. Army Materiel Command!

The transition of Installation Management Command under Army Materiel Command is all about capabilities. Army leadership is posturing the force to fight and win across all domains — air, land, sea, space and cyber. By joining Army Materiel Command, IMCOM rounds out the single enterprise that ensures readiness of the Strategic Support Area. Our collective organization is now aligned and responsible for synchronizing and integrating sustainment functions where our military power is generated, projected and sustained.

For the past 13 years, IMCOM has delivered installation services and sustained facilities in support of Senior Commanders worldwide. You — the dedicated and resilient workforce — have thrived through change across the short history of the organization. Our Soldiers, Civilians and Families rely on the services you provide each and every day. I know you will continue the same level of care and compassion wearing the U.S. Army Materiel Command patch.

Your mission is critical and it has not changed: provide support, services and facilities to enable training and power projection, and enhance the well-being of our people and installations. My guidance is to focus “down and out” and direct Garrisons’ attention to supporting Senior Commanders.

Remember, your proximity to the battlefield does not correlate to your impact. I commend you for your commitment to the care and welfare of our Soldiers, Civilians and Families. Together, we will provide readiness on our installations.

Army Strong!

GEN Gustave F. Perna

Commanding General of Army Materiel Command

Learn about AMC: <https://www.amc.army.mil/>







# READINESS



## CSTX 91-19-01



*Capt. Mirna Cambero taught Soldiers how to protect themselves in the event of a chemical, biological, radioactive or nuclear attack using and maintaining their protective masks and the JSLIST (joint service lightweight integrated suit technology). (Photo by Spc. Adam Meyer, 505th Theater Tactical Signal Brigade)*

More than 3,000 Army Reserve Soldiers from across the country participated in the Combat Support Training Exercise throughout May. There were engineers, military police units and quartermasters, to name a few. The exercise is supported by brigades of Observer Controller/Trainers to ensure warrior tasks are performed correctly, opposing forces and a slew of safety officers to make daily inspections. FHL was in full swing providing training and administrative support to ensure mission success. FHL also supported a community relations field trip to observe the training and a media day to promote Army Reserve readiness.

Check the FHL Facebook page for more photos:  
<https://www.facebook.com/FortHunterLiggett/>



FHL Fire Department trained Army Reserve 12M Army firefighters from the 163rd Ordnance Company out of Tustin, California in May. Some things they learned include extinguishing aircraft fires, extricating victims from a vehicle and how to safely navigate their way in smoke and fire-filled building. (Photo by Cindy McIntyre, FHL PA) Watch video: <https://go.usa.gov/xmpdd>



The Naval Mobile Construction Battalion 22 based at Port Hueneme, conducted a major training exercise at FHL for its Reserve units from all over the country. Pictured is a mass casualty exercise in May. They were supported by a medevac Black Hawk from the California National Guard based at Sacramento. (Photo by Cindy McIntyre, FHL PA) Watch video: <https://go.usa.gov/xmpdX>



FHL Chaplain Cesar Rodriguez conducted suicide prevention training for the 3/356th Logistics Support Battalion, a FHL tenant unit. Many things can set someone off on the wrong path, such as depression, PTSD, or a traumatic event. Show care and compassion and encourage those that exhibit suicidal thoughts to seek professional help. (Photo by Cindy McIntyre, FHL PA)



FHL Fire Department and Monterey County Fire Training Officers Association (MCFTOA) hosted an Off-Road Driving Skills class at FHL, April 30 and May 1, 2019. Along with a short classroom presentation, participants from eight fire departments drove a challenging 50 mile off-road course that included hill climbs, descents, sharp turns, and water crossings. FHL relies on its partner agencies to assist with fires and other emergencies, and also assists them with off-post incidents, including wildfires hundreds of miles away. (Photos from MCFTOA and Greenfield Fire Dept. Facebook pages)



Firefighters from PRFTA, FHL, Alameda County, Livermore/Pleasanton, and San Ramon Valley fire departments torched an old building in the land exchange area at Camp Parks as a training aid during a May live fire course. Participants learned about fire behavior in live fire training scenarios such as fire growth, thermal layering and smoke development, and explored methods to extinguish the fire. (Photo by PRFTA Fire Dept)

**For more info, photos, videos:**

<https://www.dvidshub.net/unit/FHL-PAO>

and

<https://www.facebook.com/FortHunterLiggett/>







# COMMUNITY ENGAGEMENTS

Fort Hunter Liggett Commander Col. Kerry Norman met with **congressional staff members** from Congressman Jimmy Panetta and Congressman Salud Carbajal, as well as from the Monterey County 3rd District Supervisor's Office to discuss issues affecting local Soldiers and their families such as the basic allowance for housing so Soldiers and Army Civilians can afford to live around FHL. The group also observed the 91st Training Division's Combat Support Training Exercise. (Photo by Amy Phillips, FHL Public Affairs)



(Left) FHL's Army Community Service hosted a **Mommy & Me** Marble Painting event and attendees used their creative skills to paint on glass and tile for Mother's Day gifts. (Courtesy photo)



(Right) FHL's FMWR hosted an annual **Military Spouse Appreciation** event that showcased a surprise video of their loved ones with a special message of thanks and love for all they do. (Photo by Bryan Lee, FMWR)



(Left) The **Nacitome Museum** in Jolon, had another successful Dutch oven cookoff to showcase good ol' fashion Dutch oven cooking, chuckwagons, a Salinan Indian drum ceremony, to name a few. FHL had an informational booth to educate public on its mission and how we are integrated with the community. (Photo by Amy Phillips, FHL Public Affairs)



(Right) Chaplains, Soldiers and pastors from local churches participated in **National Day of Prayer**. (Photo by Cindy McIntyre, Public Affairs)



PRFTA

Garrison employees and tenants at both installations participated in **Post Beautification Week** (April 30-May 1) to conduct some Spring cleaning in their respective areas. Employees cleaned up the areas around their buildings and inside their offices. (Photo left) PRFTA even got a helping hand from volunteers of the Valley Christian Center in Dublin. (Photos by Cindy McIntyre, FHL Public Affairs)



FHL







# SPOTLIGHTS



## ARTURO CALZADILLAS

Honored with the  
Distinguished Member of the Transportation  
Corps Regiment Award

*(Left) Arturo Calzadillas, the FHL Director of Emergency Services is pictured fourth from the left along with four other recipients of the Distinguished Member of the Transportation Corps Regiment Award. (Below) Major Arturo Calzadillas, commander of 217th Transportation Company during 2005-2008, shown in Kuwait preparing to cross into Iraq with his combat logistic patrol, 2006. (Courtesy photos)*

By Amy Phillips, FHL Public Affairs

Arturo Calzadillas, the director of emergency services at Fort Hunter Liggett, received the Distinguished Member of the Transportation Corps Regiment Award during a ceremony at Fort Lee, Virginia on May 7, 2019.

He is recognized for spending eight years in the transportation career field, and serving as commander for two transportation companies - the 737th Transportation Company from 2005 to 2008, and the 217th Transportation Company from 2000 to 2003. In his civilian capacity, Calzadillas served as a city police officer for 10 years, and State police officer for five years in Washington State. Read full story: <https://go.usa.gov/xmG5X>



## SGT. 1ST CLASS STEPHANIE HENDRICKS Sergeant Audie Murphy Award Recipient

By Amy Phillips, FHL Public Affairs



*Sgt. 1st Class Stephanie Hendricks wearing her Sergeant Audie Murphy Club medal during the 2018 induction ceremony, and seen here with her parents Lollie and Charles Hendricks. (Photo by Sgt. Lena Wakayama, 63rd Readiness Division Public Affairs)*

Not everyone can join the elite Sergeant Audie Murphy Club (SAMC) but Sgt. 1st Class Stephanie Hendricks with the 11th Battalion, Army Reserve Careers Division (ARCD) based at Moffett Field, California, joined the ranks in September 2018. She also supports the Parks Reserve Forces Training Area Photo Lab several days of the month.

"My Dad is in the Sergeant Audie Murphy Club and I remember him doing so much in the community...I want to be like him and also have a bigger platform to be able to connect Soldiers with the community," said Hendricks.

It's not as easy to join the SAMC, which is named after Staff Sgt. Audie Leon Murphy, a World War II hero and the highest decorated Soldier in American history. To be considered for the board, a noncommissioned officer has to be nominated and pass four phases that test their physical, mental, weapons, and leadership skills. It took Hendricks two tries and she said it wasn't any easier the second time going through the board. Hendricks claims she had more anxiety knowing where she fell short the first time and trying to "nail it" the second time. "Never quit," said Hendricks. "It's made me a better person, a better Soldier."

Read full story: <https://go.usa.gov/xmwzS>

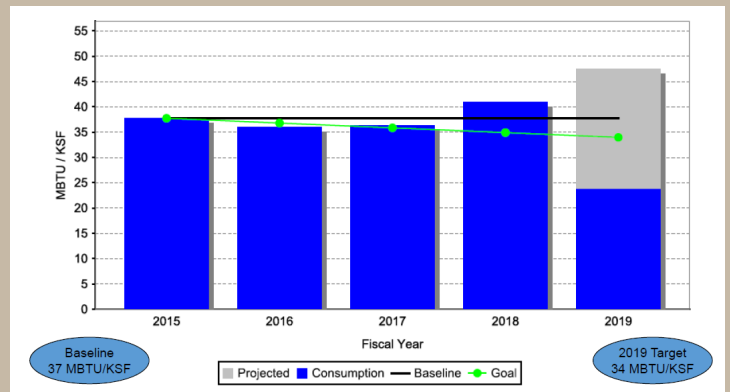
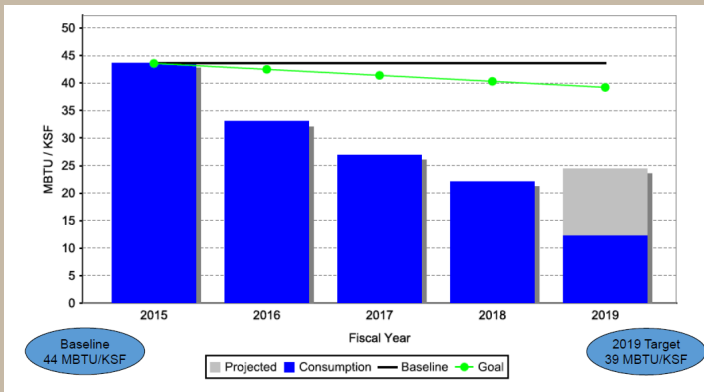




# FEATURES

## FHL/PRFTA LEADS THE WAY IN ENERGY EFFICIENCY

Fort Hunter Liggett/Parks Reserve Forces Training Area is one of 17 installations identified by the Assistant Secretary of the Army as Energy Efficiency Pilot installations. And we lead the way with a 49.3 percent reduction in energy consumption. At FHL, all fossil-fuel-burning heating plants have been replaced with high-efficiency electric heat pumps and HVAC equipment. There are also Solar PV Arrays and energy storage systems in place. At PRFTA, there is an energy management system, and a Dept. of Energy, IMCOM, Lawrence Berkeley National Lab partnership for a Resilient Replicable Modular Micro-Grid project. Also, there are plans to acquire energy management control systems for both installations.



Energy used at FHL (left) and PRFTA (right).

## Psychological Operations Calls on Different Set of Weapons – Part 1 of a Series

By Cindy McIntyre, Public Affairs

The weapon a Soldier uses isn't always a rifle or artillery. Soldiers frequently rely on diplomacy and intelligent analysis to avoid using firepower. For the PSYOP (Psychological Operations) team, negotiating tribal affiliations, cultural differences and points of view can make or break mission success.

Fort Hunter Liggett's 80th Training Command Psychological Operations (PSYOP) course provides realistic scenarios to teach Soldiers and Marines how to negotiate the difficult terrain of cultural, social and political differences when they deploy to other countries. The 4-week course is for those reclassifying for a new military occupational skill (MOS). Key skillsets taught are information-gathering and face-to-face communications.

One such training scenario played out at Fort Hunter Liggett in February 2019, when a rural province was recovering from a communist coup, and



Graduates of the psychological operations class receive regimental crest pins at the end of the field exercise. (Photo by Cindy McIntyre, FHL Public Affairs)

villagers (role players) were unsure of who their friends were. American forces were helping to stabilize the province, yet subterfuges and attacks on livestock and water supplies make the Americans suspect. Over 10 days, more than a dozen role players in the mock village both followed scripts and improvised on the fly to make the Sol-

diers use their negotiating and information-gathering skills, learned in the previous weeks of classroom training, to bring peace.

Read full story: <https://go.usa.gov/xmG5j>





# Let Your **Voice** be **Heard!** Army Engagement in **2019**



## Share Your Thoughts on the FEVS

The annual Federal Employee Viewpoint Survey (FEVS) is an opportunity to share with leaders, at all levels, what is going right and what isn't going well in your organization. The 2019 FEVS is your opportunity to share your feedback on leadership, pay, innovation, work-life balance, and other issues.



### Employee Engagement is defined as

An employee's sense of purpose, manifested in the level of dedication, persistence, and discretionary effort, put into their work and into overall commitment to their agency and its mission.



### The benefits of Employee Engagement are

#### Individuals see increased...



Innovation



Personal well-being



Satisfaction



Team Orientation

#### Organizations see increased...



Productivity



Morale

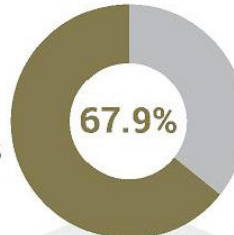


Performance



Retention

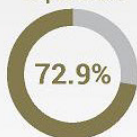
### Army's 2018 FEVS Results



### Employee Engagement Index

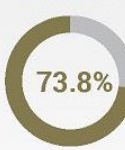
The results show the percent of Army Civilians who responded positively to the questions included in the index

#### Intrinsic Work Experience



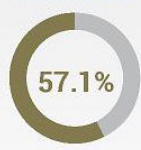
Feelings of motivation and competency relating to workplace role

#### Supervisors



Interpersonal relationship between employee and supervisor

#### Leaders Lead



Perception of integrity of leadership and leadership behaviors

### The Army heard from you!

Your feedback from the 2018 FEVS helped Army understand where we are doing well and where we can improve. Within the survey, a number of survey questions align to drivers that support conditions for achieving an engaged workforce. These drivers, leveraged appropriately, can indicate direction and options for effective change.

#### Area of Strength

### Training & Development



feel they are given the opportunity to improve their skills in their organization



believe their supervisor in their work unit supports their development

#### Notable Improvement

### Performance Feedback



discussed their performance with their supervisor in the last six months



feel their discussions with their supervisor about performance are worthwhile

#### Area for Improvement

### Performance Recognition & Reward



believe promotions in their work unit are based on merit



do not believe that steps are taken to deal with a poor performer



do not feel that differences in performance are recognized in a meaningful way

Areas of Strength refers to areas where over 2/3rds of Civilians responded positively on the FEVS. Areas for Improvement had more negative or mixed responses, in some cases seeing decreases in positive responses from prior years. Notable Improvements refers to areas which saw larger increases in positive responses than other areas.



**Your Army. Your Voice.**

<https://www.milsuite.mil/book/groups/federal-employee-viewpoint-survey-fevs>

**Window opens 14 May\***

\*USACE survey opens and closes one week later.



# SOLDIER & EMPLOYEE BULLETIN

## DINING FACILITIES POLICY 11-2.

- The DFACs are open to people with a CAC and family members, however, military personnel have priority and are authorized to go to the front of the line.
- Civilian and military family members are permitted to eat at the last 30 minutes of each meal period.
- Civilians are not authorized second serving portions.

## ANNUAL MANDATORY FY19 TRAINING.

- Operations Security (OPSEC) (Requirement: Initial/Annual) <https://securityawareness.usalearning.gov/opsec/index.htm>.
- Information Security (INFOSEC) Training Refresher (Requirement: Initial/Annual) <https://www.lms.army.mil>. For additional info on INFOSEC or OPSEC, contact Lori Fash, 831-386-2119, [lori.a.fash.civ@mail.mil](mailto:lori.a.fash.civ@mail.mil).
- Antiterrorism Level 1 (Requirement: Initial/Annual) <https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>. For additional info contact Shylon Green, 831-386-3816, [shylon.m.green.civ@mail.mil](mailto:shylon.m.green.civ@mail.mil).
- Threat & Awareness Reporting Program (TARP) (Requirement: Annual) <https://www.lms.army.mil>.
- EEO/Anti-harassment/No Fear Act (Requirement: Initial/Annual). <https://www.atrrs.army.mil/selfdevctr>.
- DOD Cyber Awareness Challenge (Requirement: Annual) Certificate of completion and signed Acceptable Use Policy (AUP) required for information systems access. <https://iatraining.disa.mil/eta/cyber-awareness-challenge/launchPage.htm>.
- Ethics Training for OGE Form 450 (Confidential Financial Disclosure Report), and OGE Form 0278e (Public Financial Disclosure Report) filers only (Requirement: Annual). Per AR 350-1 Ethics training is a one-time requirement for civilian employees newly assigned to the organization and is done as part of in-processing/onboarding, and subsequently per commander's discretion. <https://www.jagcnet2.army.mil/ethicstraining>.
- Sexual Harassment, Assault, Response, Prevention (SHARP) (Requirement: Initial/Annual) Per AR-350-1, classroom training required annually. Classroom training FOR FHL/PRFTA employees conducted by SARC, Harvey Walker, (831) 386-2582, [harvey.d.walker4.civ@mail.mil](mailto:harvey.d.walker4.civ@mail.mil). (Face to Face training is scheduled on the Main Events Calendar (MEC).

**FOREIGN TRAVEL BRIEFING.** A mandatory briefing is required if you are traveling overseas. Please contact Lori Fash at 831-386-2119 or [lori.a.fash.civ@mail.mil](mailto:lori.a.fash.civ@mail.mil).

**JURY DUTY.** Federal employees should use "LC" as the code on their timecard for paid leave. Copies of the court-issued summons and certificate of attendance must be provided to the supervisor and timekeeper. Contact Resource Management if you have questions: 831-386-3080.

**PAYMENT OF EXPENSES FOR PROFESSIONAL CREDENTIALS.** IMCOM authorizes payment to obtain and renew professional credentials required for continued employment in the employee's current position. Contact your supervisor or Human Resources for more details.

- Looking for employment in the local and surrounding area?
- Need support updating your civilian and federal resume?
- Been a while since you've sat through an interview and afraid you'll say the wrong thing?

The PRFTA Army Community Service is here to help you navigate through the rough waters of searching and preparing for your next job.

**Now HIRING!**

## ACS Job Connections

Sign-Up to receive weekly emails with local and nationwide job opportunities, specifically targeting veterans, reservists, and military spouses. Additionally, you'll receive updates on our Employment Program workshops that will help you prepare for that job!

Simply email [maria.t.chapa.civ@mail.mil](mailto:maria.t.chapa.civ@mail.mil) to receive emails with job opportunities or call 925-875-4678 for more information.

For FHL, contact Carmen Leggett at 831-386-2378 or [carmen.h.leggett.civ@mail.mil](mailto:carmen.h.leggett.civ@mail.mil)

## LOOKING FOR SOMETHING TO DO?

### Fort Hunter Liggett

<http://soulofca.org/events/>

<http://members.kingcitychamber.com/events/calendar>

<https://www.seemonterey.com/events/>

<http://pasoroblesdowntown.org/downtown-calendar/>

<https://www.slocal.com/events-and-festivals/>

<https://slochamber.org/>

### Parks Reserve Forces Training Area

<https://www.dublin.ca.gov/1174/Entertainment-Attractions>

<http://www.pleasanton.com/channel/Attractions/4834>

<http://www.cityoflivermore.net/thingstodo/default.htm>

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The Golden Guidon is an authorized publication for the U.S. Army Garrison Fort Hunter Liggett community. Content in this publication is not necessarily the official view of, or endorsed by, the U.S. Government, the Dept. of the Army, or Fort Hunter Liggett. Submit feedback, story ideas and other information of community interest to the editor at: [amy.phillips.civ@mail.mil](mailto:amy.phillips.civ@mail.mil) or call 831-386-2690.

