

# GRIZZLY

Official Newsmagazine of the California National Guard

## Queen of Battle

Staff Sgt. Cyndi Pearl Baltezare is the Cal Guard's first female infantry Soldier

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# Leadership Corner

## Diversity truly is our strength

Major General David S. Baldwin



California has the largest and one of the most diverse populations in the nation. California National Guard members reflect that diversity, bringing with them unique strengths and skills that enable us to better serve our state and nation. This diversity is one of our greatest strengths.

The diverse backgrounds, cultures, lifestyles and experiences of our Soldiers and Airmen enhance our ability to achieve success, ensuring readiness at home and a warfighting edge when deployed. Soldiers and Airmen who value many perspectives and who can thrive when confronted with unconventional ideas can better interact on the battlefield, during domestic response operations, and within our local communities.

In this time of rapid change, Staff Sgt. Cyndi Pearl Baltezare is a perfect example of how diverse our force has become. Baltezare made history by becoming the first woman in the California Army National Guard to join the infantry. On April 14, she graduated from the

Infantry Transition Course at the Umatilla Army Depot in Oregon, a very physically demanding course which requires exceptional tactical knowledge and leadership ability. She now serves in the 1-184 Infantry Battalion (Stryker Brigade Combat Team). She's the second woman in the Cal Guard to enter the combat arms field, joining Staff Sgt. Alexandra Trivison, who in April graduated from Fire Control Specialist school, a branch of field artillery.

Now that combat arms fields are no longer restricted to males, our female Soldiers are stepping up to the challenge and bringing with them their skills, experience and leadership, ensuring that each mission is staffed with the best-qualified and most-capable people, no matter their gender. We expect more women to enter the ranks of combat arms units in the coming months and years.

Our National Guard culture seeks to provide all members a path toward success and an opportunity to reach their full potential. By opening opportunity to a larger cross sec-

tion of the population, diversity becomes a tool that helps us reach and maintain the highest standards. The complexity of the environments in which we operate requires dynamically-led Soldiers and Airmen at every level, no matter their ethnicity, gender or sexual orientation.

Diversity and inclusion are fundamental to our organizational readiness needs. The National Guard is committed to ensuring diversity and inclusion remain critical components to achieving long term readiness.

We've all heard the cliché that diversity is strength. In the Cal Guard, our diverse ethnic backgrounds, civilian-acquired and professional skills and wide-ranging educational experience prove that we are a diverse organization, and we are stronger for it. Our nation trusts that we will do the right thing. National Guard members reflect who we are as a people, which gives the people of our communities the confidence to believe in us and what we do. When other people can identify with our values and attributes, it strengthens us as an organization and as a nation.

***The diverse backgrounds, cultures, lifestyles and experiences of our Soldiers and Airmen enhance our ability to achieve success, ensuring readiness at home and a warfighting edge when deployed.***

- Maj. Gen. David S. Baldwin

## Greater than the sum of its parts

Command Sergeant Major William Clark Jr.



Recently, I had the opportunity to address the Airmen of the 163d Attack Wing during their well-designed professional development seminar last month. During my comments, I shared my interest in what the Air Force Chief Of Staff (CSAF) General Goldfein considered his No. 1 Focus Area, 'Revitalize Air Force Squadrons.' General Goldfein's vision included these objectives and several reasons why:

The Air Force is working to revitalize squadrons—and squadron-like organizations—across the Air Force.

Squadrons are an essential level of command. The squadrons are where readiness is generated and sustained, where Airmen and families thrive, and where the missions of the Air Force will succeed. To revitalize our squadrons, it's imperative the Air Force:

- Identify and disseminate best practices
- Identify and remove unnecessary impediments
- Place authority and responsibility at the right level
- Review preparation and support for squadron leadership teams

It was interesting to have dialogue over what is a relatively new premise, which places increased emphasis on strengthening, what is widely considered the best suited tactical echelon in the Air Force. For the Army, strengthening the lowest echelons has been of vital importance for decades likely due to the nature of land warfare doctrine. However, in 2013, the Board of Army Science and Tech-

nology put a point on this issue when they submitted a report titled, "Making the Soldier Decisive on Future Battlefields," that "tactical small units (TSU) should be the focus of human-dimension opportunities and solutions that might provide overmatching performance."

After looking at the current culture of Army and Air Force performance management and development, I would offer these useful recommendations to both leaders and subordinates alike:

Evaluate your current training capability and capacity. Are trainers well suited to their roles based on both experience and instructor knowledge? If added depth is needed here, make it a near-term priority to resolve. For the Soldier and Airmen who are uncertain of their ability to assume instructor roles, you probably have more to offer than you realize. A particular comment to NCOs, if you have identified an organizational shortcoming including skills training, understand we have an obligation to address it.

Incorporate measures of performance (MOP) and measures of effectiveness (MOE) into training plans and training objectives. Performance measurement can be as simple as completing individual or collective training with the resources and people intended to receive the training. However, effectiveness is a different animal that may have more to do with gauging the results, reactions, and attitudes of those involved. While the use of MOEs is widely accepted in Army training culture, it may not be as well understood

within the Air Force. If applied, MOEs will help instructors evolve their training to suit the needs of their audiences. For leaders, you may be fortunate enough to witness an improvement in time management in your organizations if MOEs become widely recognized factors. However before this can happen, you have to solicit the feedback via, AARs, Good, Bad, and Ugly (GBUs), or one-on-one discussions.

Get out of the classroom whenever possible. Technology has increased the portability of information. Take advantage of this form of greater freedom because classes present an environment that is a world apart from our battlefield and battlespace experiences. Simulations and simulators work best when the trainee is cognitively engaged, both intellectually and emotionally. Great trainers not only speak well, but they are also excellent at practically demonstrating tasks and standards. Do not be satisfied with training events that just "check the box."

Be it empowering squadrons or squads, what is commonly understood is that no one knows the other members of your team better than you know yourselves. As leaders and members of these organizations, you hold the key to your individual and collective potential. Aside from recruiting capable men and women, no other effort than productive and enriching training will better enable organizations to the tactical-level experience as a sense of revitalization which in and of itself, may become a MOE for current and future warfighting ability improvement.

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## Submissions

**Articles:**

- ★ Articles range from 350 to 2,000 words. All articles should be accompanied by multiple high-resolution images.
- ★ Include first names, last names and military ranks. Always verify spelling.
- ★ Spell out acronyms, abbreviations and full unit designations on first reference.
- ★ Only submit articles that have been approved by your unit's public affairs officer.

**Photographs:**

- ★ Highest resolution possible: MB files, not KB.
- ★ No retouched photos, no special effects.
- ★ Include the photographer's name and rank, and a caption: what is happening in the photo, who is pictured and the date and location.

**E-mail submissions and feedback to:**

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Cover photo by  
Sgt. Brianne Roudebush

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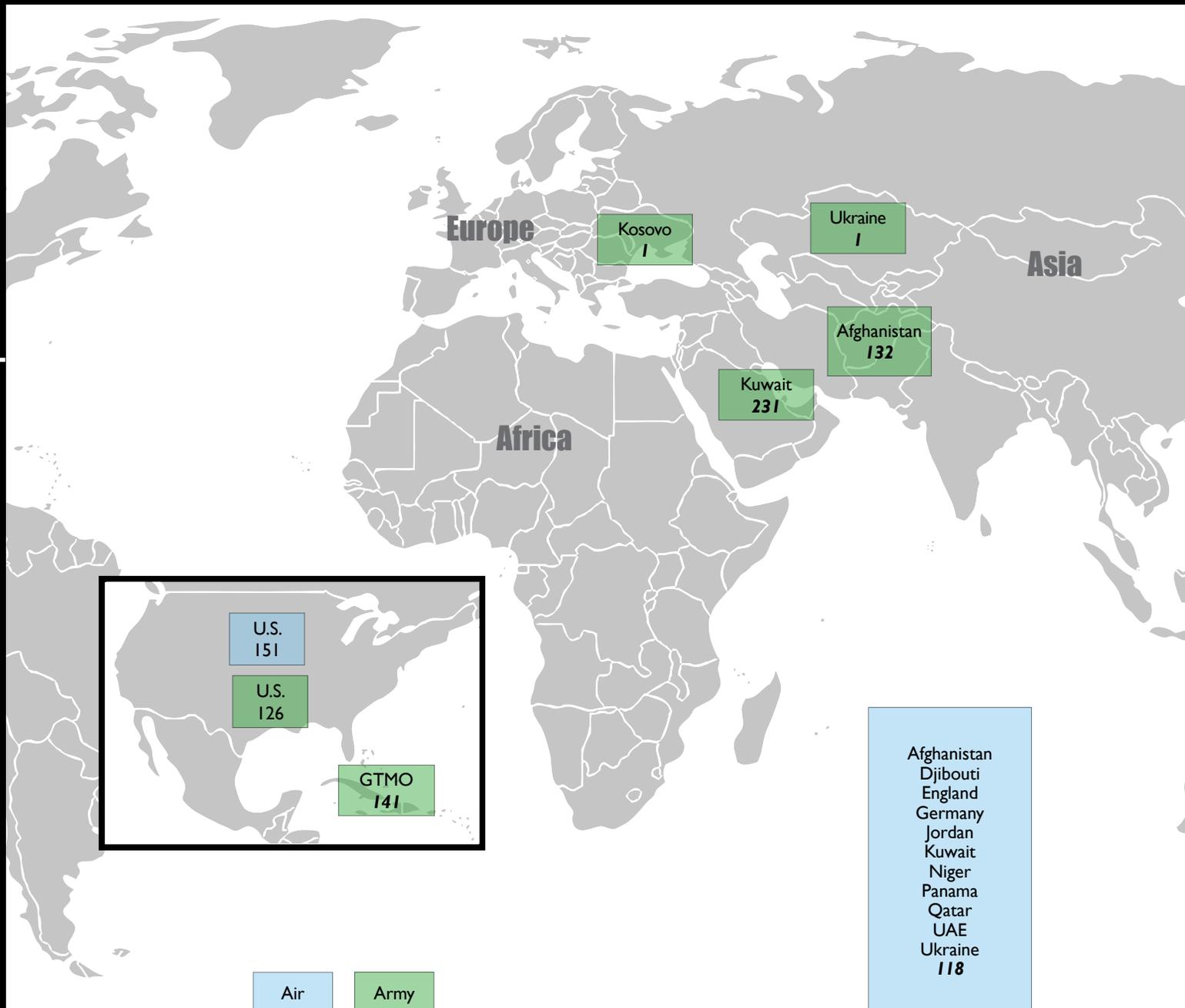
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## California National Guard troops mobilized as of February 2017



Staff Sgt. Cyndi Pearl Baltezore graduates from the Infantry Transition Course at the Umatilla Army Depot, Oregon on April 14, making her the first female infantry Soldier in the California Army National Guard.

# Silicon Valley Air National Guard unit saves 1,016th life in overwater rescue

By **CAPT. RODERICK BERSAMINA**  
129th Rescue Wing Public Affairs

Early the morning of April 18 the 129th Rescue Wing flew two HH-60G Pave Hawk helicopters, one MC-130P Combat Shadow aircraft, and one 4-man Guardian Angel Pararescue team approximately 600 miles off the California coast to rescue a seriously injured 30-year-old man aboard the GUTSY LADY 4, a commercial fishing vessel.

Once the 129th RQW personnel reached the GUTSY LADY 4, the Guardian Angel team boarded the fishing vessel and stabilized and secured the patient before hoisting him onto their helicopter. The Guardian Angel team provided care to the patient on board the helicopter until they arrived at San Jose Regional Medical Center Tuesday evening.

"The 129th Rescue Wing saves lives by air, land and sea when others do not have the capabilities to respond," said Col. Taft Aujero, 129th RWQ Commander. "Whether at home or abroad, our citizen-airmen are always ready to execute."

On Sunday, the 129th RQW accepted the mission from Coast Guard District 11 and established a direct line of communication with the GUTSY LADY 4, which at the time was about 1,100 miles west of the San Francisco Bay Area. Over the weekend, the 129th Rescue Wing launched an MC-130P



**A U.S. Air National Guard HH-60G Pave Hawk rescue helicopter with the 129th Rescue Wing, Moffett Air National Guard Base, Calif., hovers over a commercial fishing vessel, GUTSY LADY 4 during an over water rescue mission to save the life of a seriously injured 30 yr old male, about 600 miles off the coast of San Francisco, California. Photo by Master Sgt. Eric Valdez**

Combat Shadow to the GUTSY LADY 4 to immediately deliver a medication bundle which it dropped to the fishing vessel. The unit's medical teams confirmed the injured patient was stable and determined that the safest course of action was to have the fishing vessel set a course back to the mainland while the unit made plans to extract the patient

at a closer distance of at least 600 miles from the California coast.

"This was a high risk mission today, mainly based off of the overall distance," said Maj. Nate Nowaski, the mission's Search and Rescue Duty Officer. "Commanders weigh that risk based off the patient's overall medical status and urgency and we do our best to mitigate any additional risks to the patient, the fishing vessel crew and our own rescue crews."

One KC-130J aircraft from the Marine Aerial Refueling Transport Squadron 352 (VMGR 352), 3rd Marine Aircraft Wing at Miramar also departed to provide the 129th RQW with additional aerial refueling support. This is the second time this year that the 129th RQW worked in conjunction with their joint partners on a civilian rescue operation.

The 129th RQW is credited with saving the lives of more than 1,000 people. From arid deserts and snow-covered mountain tops to urban and rural settings, 129th Rescue Wing air guardsmen can reach any destination by land, air or sea. Equipped with MC-130P Combat Shadow aircraft, HH-60G Pave Hawk rescue helicopters and Guardian Angel teams (Pararescuemen, Combat Rescue Officers and SERE Specialists), the 129th Rescue Wing conducts combat search and rescue missions, as well as the rescue of isolated persons on board ships, lost or injured hikers, and medical evacuations across the West Coast.

# Cal Guard aviator closes out 42-year career



**Former Army Aviator Corey Ferguson, now a pilot for United Airlines, carries Chief Warrant Officer 5 Duvnjak's flight bag and escorts him across the ramp at Los Alamitos Army Airfield following his final flight. Ferguson carried Duvnjak's bag welcoming him to Fort Rucker on his first day of training back in 1982. Photo by Col. (CA) Rick Lalor**

By **COL. (CA) RICK LALOR**  
JFTB Public Affairs

Chief Warrant Officer 5 Mirko "Duv" Duvnjak, one of the most senior aviators in the California Army National Guard, took his final flight at Los Alamitos Army Airfield (LAAAF) on February 21st, writing the final chapter of a military career that covered almost 42 years of service to the nation.

Duvnjak began his aviation odyssey in the active duty Army as an enlisted UH-1 Huey repairman in 1975. After transitioning to the Army Reserve where he was assigned as a crew chief at LAAAF, he was accepted for flight school at Fort Rucker in 1982 following a two-year wait for a class seat.

"Duv" was on his way. Initially flying UH-1 Iroquois "Huey" gunships with the Army Reserve at Los Al, he moved across the airfield ramp to the Cal Guard and went on to a stellar career that included two combat tours and more than 3,800 accident free flying hours piloting Hueys, AH-1 Cobra, AH-64 Apache, OH-58 Kiowa, and UH-60 Black Hawk helicopters.

He flew Black Hawks in Iraq during his first combat tour in 2005 and served as a senior test pilot with the 1106th Theater Aviation Sustainment Maintenance Group (TASMG) in Afghanistan in 2013.

Duvnjak's final assignment was as senior test pilot and quality control section chief for Bravo Company, 640th Aviation Support Battalion at Los Alamitos, where he was highly respected as both a role model and mentor to the Soldiers he served with.

"Though it was very satisfying to fly, what excited me the most was helping and encouraging my fellow Soldiers and aviators – especially the younger ones," said Duvnjak in summing up his career. "The Lord was very gracious to me, and how many people can say that they got to do what they loved for more than 40 years?"

"But I believe I received the most enjoyment and satisfaction by passing along what was given to me by offering help and assistance to others... Try it yourself for a battle buddy who needs a hand and then you'll truly know what the Bible means when it says it is more blessed to give than to receive."

What's the next stop for this career aviator? Flying of course! Although he's quick to say that he does not want to be "too busy," Duvnjak will be test flying former Army Black Hawk helicopters that are being reconditioned and repurposed for the civilian market for a company based at the former Norton Air Force Base in San Bernardino.

As an anonymous aviator once said... "To most people, the sky is the limit. To those who love aviation, the sky is home."



LAPD Metropolitan Officers prepare to move while participating in an active-shooter exercise at the Long Beach Armory in Long Beach. Photo by Maj. Mark A. Correa

## 224th conducts active-shooter exercise with the LAPD

By MAJ. MARK A. CORREA  
224th Sustainment Brigade

“Shots Fired! Officer Down!” This is a call that a Police Officer never wants to hear, however, this training scenario played out, as Los Angeles Police Department (LAPD) Metropolitan (Metro) Police Officers conducted an Active-Shooter Exercise in conjunction with the 224th Sustainment Brigade at the Long Beach Armory on March 21.

The training scenario was designed around a high-speed pursuit that started out of LAPD’s Harbor Division and took a turn for the worse, when four armed suspects breached security at the Long Beach Armory and entered the motor pool and inside offices with malintent.

The scenario set the conditions for LAPD Officers which were rotated through four separate scenarios. Each scenario focused on a different training objective which tested officers in their ability to tactically respond to a complex and dynamic situation. Officers were assessed in their ability to conduct small unit tactics and effectively communicate, while undergoing an added element of stress, as each scenario was conducted with live simulation rounds.

First Lt. Kristina Tudor, 224th Sustainment Brigade Chemical Officer and LAPD Metro Officer, was a key planner in the exercise. “The opportunity to train at the Long Beach Armory provides our unit with the ability to train at a new facility that our officers

haven’t seen before,” Tudor said. “This makes the training more realistic as officers must use their skills and knowledge of tactical situations and apply them to a new environment.”

Metropolitan Division is a part of the Counter Terrorism Special Operations Bureau of the LAPD. Officers within Metropolitan Division are highly trained in marksmanship and tactics, and deploy at a moment’s notice to critical incidents within the city. Their scope of responsibilities includes dignitary protection, active-shooter response, terrorist attacks, surveillance, high risk search warrants, mobile field force, and training other department assets in specific skill sets.

The 224th Sustainment Brigade added a level of complexity to the training event by providing live role players. 224th Soldiers acted as panicked employees, hostages and office workers. LAPD officers were forced to make on-the-spot decisions in how to deal with victims, while searching for a violent and potentially deadly suspect. In some instances, officers had to determine whether or not the role players were hostages or the suspect.

The 224th Sustainment Brigade’s participation in this training event provided a means for the unit to fine tune its active shooter response plans, which has become a command emphasis from senior leadership, due to the increasing security threats posed from criminal activity, lone wolf actors and insider threats. Additionally, the training event gave the Soldiers the opportunity to experience an active shooter situation, thus better preparing them to react in the event an active shooter situation were to take place.



LEFT: LAPD Metropolitan officers move to cover while participating in an active-shooter exercise at the Long Beach Armory in Long Beach. RIGHT: Members of 224 Sustainment Brigade and LAPD Metropolitan Officers gather for a photo after conducting an Active Shooter Exercise at the Long Beach Armory. Photos by Maj. Mark A. Correa

# Queen of Battle paves the way

Staff Sgt. Cyndi Pearl Baltezare is the California National Guard's first female infantry Soldier

By **SGT. BRIANNE ROUDEBUSH**  
69th Public Affairs Detachment

Women have a long history of serving on the battlefield. They followed their husbands during the Revolutionary War as nurses, cooks and seamstresses. They were officially allowed to enlist during World War I, and in 2016, the Pentagon lifted the ban on women serving in combat roles. Throughout the years, notable women continued to break down barriers and make history: Loretta Walsh was the first female to enlist in the military, Sgt. Leigh Ann Hester was the first female awarded the Silver Star for combat action in 2005, and Capt. Kristen Griest and 1st Lt. Shaye Haver were the first females to graduate Ranger School.

On April 14, 2017, Staff Sgt. Cyndi Pearl Baltezare also made history by becoming the first female in the California Army National Guard to join the ranks of the infantry.

Baltezare said she hopes her accomplishments honor the women who came before her and have helped pave the way for the future of females in the military.

She decided to become an infantryman after attending the Enlisted Association of the National Guard of the United States conference last year. The conference was held not long after the announcement was made that all combat arms positions would be open to females. Baltezare, who had been with the military police her entire career, said she was excited to see that kind of progress and hailed the integration of women into combat. During the conference, she asked a panel of senior enlisted noncommissioned officers how they felt about the integration, and one sergeant major's opinion was that women do not belong in the infantry whatsoever.

"It just clicked for me," Baltezare said. "Why not join the infantry? And not just to prove that sergeant major wrong, but to also show other women that it's not impossible. If you have the right mindset and the right attitude and that intestinal fortitude to do it, then why not?"

It wasn't until she started talking to Lt. Col. Forest Horan, the operations officer at the 1-185th Infantry Battalion at the time, that she realized she was actually going to be the first female infantryman in California.

"At first, I was just like, 'I want to join the infantry, that sounds like a good fit for me,'" Baltezare explained. "When I found out that I was going to be the first, it really hit me: holy crap, this is a big responsibility."

She knows all eyes are on her: leadership monitoring how the integration unfolds, skeptics waiting to see if she succeeds or fails, and other female guardsmen wanting to follow her lead.

"I'm just at the right place at the right time," she said. "I didn't have to be the first, but I'm going to be and I'm really humbled that I have this opportunity - to be the first one to climb the ladder and open that flood gate so that all these other females who have been wanting to join the infantry finally can."

Baltezare joined the New Mexico National Guard in 2003. Two years later, she transferred to California and became a familiar face around the state. She deployed twice - first to Afghanistan in 2009 and then to Iraq in 2010. She then went on to work with the Homeland Response Force and the Counterdrug Task Force.

"She has done everything and has succeeded because she just has this driving force to learn and to get better and to just become a better Soldier," 1st Sgt. Ian Bones said. Bones has known Baltezare for three years; he was the first sergeant of Headquarters and Headquarters Company, 49th Military Police Brigade when she was in the unit and now works with her at the Counterdrug Task Force. "I know she will be successful in anything she wants to do because that's the way she is. She's the type of person that, if you tell her she can't do something, she's going to tighten up her bootstraps and prove you wrong."

She transferred to Headquarters and Headquarters Company, 1-185th Infantry Battalion (Stryker Brigade Combat Team) in January and attended the Infantry Transition Course at the Umatilla Army Depot in Oregon, April 1-14.

The infantry, often referred to as the 'Queen of Battle' and known for having a 'boys-club' culture, hasn't necessarily welcomed female integration with open arms. However, Baltezare said she has not experienced any negativity, adversity or antagonism from the men in her unit or from any of the male students at infantry school.

"I felt like everyone just treated me as a Soldier and expected me to lead as a staff sergeant," she said. "The leadership is really supportive of me and I'm a hard charger - if something needs to get done, I get it done. As long as you're pulling your weight, I don't think there should be a problem."



Staff Sgt. Cyndi Pearl Baltezare carries a 70-pound rucksack and an M240 machine gun during a 12-mile ruck march in Umatilla, Oregon, April 1-14. Courtesy photo

Two other females, Staff Sgt. Melanie Galletti with the Idaho National Guard's Headquarters and Headquarters Company, 116th Cavalry Brigade Combat Team and Sgt. Dakota Demers with the Colorado National Guard's 1-157th Infantry Regiment, A Company, also completed the infantry transition course alongside Baltezare. They too are the first infantry females in their states.

"They were amazing; I love those girls," Baltezare said. "We motivated each other. If one of us was struggling on something, we really pushed the other. We knew we were going to get through it together and we were going to graduate together."

She said the course, which included, a 12-mile, 70-pound ruck march, a 35-meter grenade toss, and a physically demanding obstacle course was challenging for everyone, males and females alike.

"We all experienced the same suck and we all went through it just the same. No standards were lowered," she said. "And I know my male classmates loved having us there - we just brought a different perspective and we didn't pose any of the challenges they kind of assumed would happen. If nothing else, there was just a lot of underestimation; they didn't think we were going to make it, but we did. We did exactly what they did."

Baltezare said she is extremely honored to be part of the infantry.

"It's one of the most humbling feelings of my career, and I've been through a lot of different things," she said. "I almost feel like my own hero. It's hard to believe that I doubted myself on a couple of those days because it was mentally tough and physically draining, but I just pushed on. And if you keep pushing, you're going to make it."

Her goal is to encourage more California National Guard females to join the infantry.

## THE 'LEADERS FIRST' STRATEGY

The National Guard Bureau has developed a "Leaders First" policy on integrating women in to combat units; before junior enlisted Soldiers can be recruited into combat arms positions, the unit must have at least two female leaders - either officers or NCOs - of the same field in place first.

Baltezare said that after going through the course with two other females, she understands the importance of having female leadership in place first.

"I kind of forgot what it feels like to be that minority because there are so many women in the MPs," she said. "But now I realize that it's better to have that leadership to help guide you through whatever difficulty you might face as a woman in a male-dominated world."

For the past several months, Baltezare has been reaching out to the MP units and other colleagues encouraging female leaders to join her.

In an email she sent out in May, she said, "I know of several junior enlisted Soldiers that want to be in the infantry, but cannot because of this policy. We are looking for strong, tenacious leaders that can pave the way."

She went on to acknowledge the hard road ahead and the naysayers who will try to deter them, but said, "The reward of making a difference, fostering positive change and finally being formally recognized as combat fighters is worth all the trouble."

Sgt. Susana Bran has answered her call. Bran had always been interested in the infantry, but when she enlisted in 2011, it was not yet open to females.

She transferred to the 1-184th Infantry Regiment, C Company in April and is awaiting a school date.

Although she is nervous to make such a significant career change, she said Baltezare has inspired her.

"She was just super motivating in the way she talks about it," Bran said. "So I'm going to do this and I'm going to put my heart and mind into it."

Horan, the former operations officer of the 1-185th Infantry Battalion who is now the Recruiting and Retention Battalion commander, said the policy makes female integration a slow process. Despite the fact that Bran will be the second female leader within the CNG infantry, her and Baltezare are in different units, so both will need at least one more leader in their units before lower enlisted females can be recruited.

"The Recruiting and Retention Battalion is committed to bringing female Soldiers into the infantry," Horan said. "Since we have the Leaders First policy, I need as many female leaders that are in the California Army National Guard that want to go into the infantry. I'm sitting on hundreds of [lower enlisted] female applicants that I believe would want to join

Continued next page



**TOP LEFT:** April 12th, Staff Sgt. Cyndi Pearl Baltezare, of the 1-185th Infantry Battalion (Stryker Brigade Combat Team), awaits executing a platoon raid during the final FTX of the Infantry Transition Course (ITC) in Camp Umatilla Oregon. **Photo by Maj. Wayne (Chris) Clyne** **RIGHT:** Staff Sgt. Cyndi Pearl Baltezare graduates from the Infantry Transition Course at the Umatilla Army Depot, Oregon on April 14, making her the first female infantry Soldier in the California Army National Guard. Baltezare, with Headquarters and Headquarters Company, 1-185th Infantry Battalion (Stryker Brigade Combat Team), paves the way for more females to join the infantry ranks. **Photo by Sgt. Brianne Roudebush** **BOTTOM LEFT:** Staff Sgt. Melanie Galletti with the Idaho National Guard's Headquarters and Headquarters Company, 116th Cavalry Brigade Combat Team, Staff Sgt. Cyndi Pearl Baltezare with the California Army National Guard's HHC, 1-185th Infantry Battalion (Stryker Brigade Combat Team), and Sgt. Dakota Demers with the Colorado National Guard's 1-157th Infantry Regiment, A Company, pose for a photo following their graduation from the Infantry Transition Course at the Umatilla Army Depot, Oregon on April 14. All three are the first female infantry Soldiers in their states. **Photo by Sgt. Brianne Roudebush**

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the infantry, but cant."

He said the first step for female leaders interested in joining is to take the Occupational Physical Assessment Test, a gender-neutral assessment of a Soldier's fitness level. The RRB can administer this test at its eight sites around the state.

**FEMALES IN OTHER COMBAT ARMS FIELDS**

The infantry is not the only, or even the first, combat arms field in the California National Guard to begin integrating women. Staff Sgt. Alexandra Travison was the first female to join combat arms in the CNG when she graduated Fire Control Specialist school, a branch of field artillery, in February 2017.

After serving as a personnel specialist since she enlisted in 2004, Travison transferred to Headquarters and Headquarters Battalion, 1-143rd Field Artillery Regiment in March 2016. She held a full-time position in the logistics section until she was able to get a school date. Now that she is a fully qualified field artillery Soldier, she is a fire direction control chief and the unit's training NCO.

"I've always been a strong advocate of trying something new and doing things that might be out of your comfort zone," Travison said. "Field artillery was always off-limits to females before, so it was kind of interesting to me. And also, shooting the big guns is pretty cool."

Travison believes combat arms units only stand to benefit from female integration. She said women can bring a different outlook, a different thought process and new ideas.

Her supervisor, Sgt. 1st Class Michael Moverley, an assistant operations NCO with 1-143rd Field Artillery Regiment, said he has always believed that women should be integrated into combat roles.

"I don't think gender should have any effect on somebody's ability to go into combat," he

said. "I believe that as long as you have the intelligence to accomplish whatever your job is, then it shouldn't matter."

Travison said she joined field artillery with the mindset that she was going to learn, grow and lead to the best of her ability regardless of what anyone else might think about women in combat.

"Inherently, you go into it with preconceived notions on how you might be treated based on your gender," Travison said. "But from my experience, the Soldiers that I've had the opportunity to work with have all been extremely professional and very receptive to having a female in their unit. I think that speaks a lot about the California National Guard and the type of leaders we have in place in those combat arms units. It makes me proud to be part of the organization."

Moverley said he has encouraged Travison to embrace her role as the first female in combat arms in the CNG.

"I believe that her place in history is set and she can actually make some large changes in the California National Guard," he said. "That's one of the reasons I told her not to shy away from the fact that she is the first. She didn't like the spotlight, but I told her that there are probably a lot of females out there that want to do combat arms and that she has proven it's doable and that she is accepted."

Moverley said that he hopes Travison's seamless transition into the unit sets the example for other commands to integrate females as well.

For her part, Travison sees nothing but opportunity for the future of women in combat arms.

"It's a challenging road, obviously," she said. "Certain jobs are more physically demanding and others are more mentally challenging, but I believe if a Soldier is physically able and mentally capable of fulfilling the duties and responsibilities required of that position and the needs of the unit and the California Army National Guard, then man, have at it! Go for it! Don't let anything hold you back."

# 144th Fighter Wing participates in Sentry Aloha

By **SENIOR MASTER SGT. CHRIS DRUDGE**  
144th Fighter Wing Public Affairs

More than 120 Airmen from the California Air National Guard's 144th Fighter Wing left the sunny West Coast for the tropical island of Oahu, Hawaii March 22, 2017. The men and women of the 144th packed up eight F-15C Eagles and support equipment and made the 2,500 mile journey to participate in Sentry Aloha 17-03.

Sentry Aloha is a National Guard Bureau sponsored exercise that provides an opportunity for fighter integration training between the F-15C Eagle and the F-22 Raptor. F-16 Fighting Falcons were also included to provide dissimilar aircraft combat training.

Fighter integration is where an F-15, a fourth generation fighter, and an F-22, a fifth generation fighter, team up and execute their air superiority mission. The Sentry Aloha exercise facilitates this fighter integration training.

"The F-15 Eagles and the F-22 Raptors will always go to war together," said Capt. Trevor Haagenson, 144th FW pilot and Project Officer for Sentry Aloha. "The opportunity to train directly with the Raptors is extremely important for us to maintain wartime readiness."

The benefits of training alongside the Hawaii Air National Guard's 154th Wing F-22 Raptors had some additional benefits for the pilots of the 144th FW. The larger airspace allowed pilots to practice advanced tactics. They also were able to work with air battle manager controllers and had to share airspace with multiple airframes. These combined variables helped to sharpen the skills of every pilot involved.

"This is some of the best training we will do all year long," said Haagenson. "Fighter integration is our number one mission in the air dominance community and the realism of this Sentry Aloha exercise helped us fine tune our abilities as pilots."

The training was held at Joint Base Pearl Harbor-Hickam, Hawaii and was hosted by the 154th Wing, Hawaii Air National Guard. In total there were nine squadrons with 775 Airmen and five major weapons systems totaling 33 aircraft participating in the final Sentry Aloha exercise of the year from March 22 to April 9.

The squadrons engaged in the exercise included Arizona Air National Guard's 162nd FW, flying F-16 Fighting Falcons; Utah ANG's 151st and Mississippi ANG's 186th Air Refueling Wings, both flying the KC-135 Stratotankers; and Hawaii ANG's 199th and 19th FWs, flying the F-22 Raptors; along with the 144th's F-15 Eagles.

Helping everyone get to JBPHH were the C-17 Globemaster IIIs and their amazing crews. The New York ANG's 105th Airlift Wing, Tennessee ANG's 164th Airlift Wing and Mississippi ANG's 172d Airlift Wing moved hundreds of Airmen and their support equipment thousands of miles, enabling everyone to come together for the third



**TOP:**An F-22 Raptor from the 154th Fighter Wing, Hawaii Air National Guard, and an F-15C Eagle from the 144th Fighter Wing, California Air National Guard return from a sortie during Sentry Aloha 1703. The multi-state exercise provides realistic air-to-air dissimilar fighter training. The ongoing exercise is hosted by the 154th Fighter Wing, Hawaii Air National Guard. **BOTTOM:**Two F-15C Eagles from the 144th Fighter Wing, California Air National Guard, and an F-22 Raptor from the 154th Fighter Wing, Hawaii Air National Guard return from a sortie during Sentry Aloha 1703. Photos by Master Sgt. Dave Loeffler

Sentry Aloha exercise of the year.

To ensure that the Eagle drivers had the fighters to fly, the maintainers stepped up and ensured that the maintenance-intensive aircraft were ready to go for each mission. Out of the 106 sorties scheduled, the 144th Airmen successfully launched 103 aircraft only missing three sorties for an effective rate of 97.2 percent.

"The maintenance on this deployment was fantastic," said Lt. Col. Scott Anderson, 194th pilot and Sentry Aloha Detachment commander. "The men and women of the 144th came through day in and day out, providing us with quality jets non-stop."

After a three-month deployment to Eastern Europe last year, the 144th Maintenance Group has become extreme-

ly proficient at packing the tools and equipment they'd need for most any issue that could rear its ugly head.

"Working with the Logistics Readiness Squadron, we've been able to build our parts kit up to meet all of our needs," said Chief Master Sgt. Jason Rogers, Sentry Aloha non-commissioned officer in charge.

According to Rogers, the operations tempo has been high, but manageable. With the help of LRS supplying the needed aircraft parts, the maintenance personnel repaired most minor write-ups before the following mission launched.

"This is what we do- provide high quality jets for our air dominance mission," Rogers added. "If we go to war tomorrow, we'll be ready."

## Check your oil? NDI team keeps planes flying

By **MASTER SGT. DAVID LOEFFLER**  
144th Fighter Wing Public Affairs

For most people checking the oil in their vehicle is routine. For the 144th Fighter Wing Non-Destructive Inspection (NDI) team the process is taken to a whole new level.

The 144th Fighter Wing deployed nearly two hundred Airmen from the 144th Maintenance Group to support the F-15C Eagle's mission of air superiority as they took part in Sentry Aloha 17-03. The exercise, hosted by the 154th Wing, Hawaii Air National Guard, spanned nearly three weeks and provided extremely valuable, real world dissimilar air-to-air combat training for pilots and ground crews alike. During the exercise 103 sorties were flown with a success rate of 97 percent.

Immediately after every flight, an oil sample is taken from each engine on the F-15 C Eagle and then taken to a by an NDI team member to be analyzed for any contaminants or irregularities in the oil.

"What I believe it does for the Air Force is to let them fly, fight and win in a safer manner," said Senior Airman Eduardo Rangel, an NDI inspector with the 144th Fighter Wing. "What it does for the Eagle is that if we ever find an abundance of said element we can shut down the airplane and swap out the engine while the engine shop fixes the issue."

NDI methods of inspection are used to investigate the quality and integrity of Air Force assets to include the F-15 C Eagle. One particular method, the JOAP (joint oil analysis program) detects and measures the individual amounts of elements within the oil to a value of as little as two parts per million (PPM). Put into perspective that would be like randomly finding two of your friends in Times Square during the New Year's Eve celebration.

Much like forensic investigators, the NDI team uses high tech tools to detect irregularities in US Air Force equipment. The NDI measures are meant to be preventative which result in the savings of valuable US Air Force assets.

# Camp Roberts hosts the DARPA Swarm Challenge

Cadets and midshipmen from the Service Academies fight it out with UAVs over Camp Bob

DARPA Public Affairs

They came, they flew, they wildly exceeded expectations.

More than 40 Cadets and Midshipmen from the U.S. Military Academy, the U.S. Naval Academy, and the U.S. Air Force Academy helped expand the capabilities of swarms of highly autonomous unmanned aerial vehicles (UAVs) in April in the Service Academies Swarm Challenge. In the skies over Camp Roberts, an Army National Guard post north of Paso Robles, Calif., each academy demonstrated the innovative offensive and defensive tactics they had developed over the school year. The three-day experiment concluded with an exciting aerial battle in which the Naval Academy took home the win, a trophy, and bragging rights over its rival academies.

"The teams absolutely achieved their goal for this event by demonstrating 25-on-25 mixed swarms of fixed-wing and quad-rotor aircraft conducting swarm-on-swarm battles," said Timothy Chung, the DARPA program manager leading the research effort. "The Cadets and Midshipmen developed innovative tactics for these highly autonomous swarms and demonstrated those tactics in live-fly experiments. It was a phenomenal success."

That success was the result of the teams and DARPA alike overcoming numerous obstacles in the eight months leading to the final Live-Fly Competition. In addition to creating viable tactics, the students had to manage their own packed schedules, diverse areas of study, and the complex technology, logistics, and team assignments for the competition itself. In this short period of time, DARPA developed, built, and tested custom communications networks and various real-time data-visualization systems designed to track dozens of UAVs simultaneously.

How it all would work out was a big question as the teams gathered and readied their systems. Before the Live-Fly Competition, no team had fielded more than four aircraft at the same time. The first day, the competing teams raised that number to 20 aircraft on a side, in heterogeneous groups of fixed-wing UAVs and quad-rotors. Two short days later, the championship match had 60 aircraft flying—25 on 25 competing, with five additional aloft per team circling in reserve, again in mixed groups.

"One of the most exciting outcomes of it," Chung said, "has been the opening of the eyes and the imagination—not only of the Cadets and Midshipmen, not only of the researchers that helped create this technology, but also of the attending warfighters and operators who were able to watch the Cadets and Midshipmen engage in swarm-versus-swarm battle in live flight and understand both what swarms are able to do and what they are not yet able to do."

"I'm incredibly proud of the Cadets and the Midshipmen who have put so many hours into this Challenge," said acting DARPA Director Steven Walker. "To my knowledge, this is the first time we've flown swarm against swarm at this scale. And the creativity these students showed



**LEFT:**The service academy competitors line up with their unmanned aerial vehicles (UAVs) on McMillan Airfield on Camp Roberts in April during the DARPA Swarm Challenge. **RIGHT:**A quadcopter UAV flies over Camp Roberts during the DARPA Swarm Challenge. Photos courtesy of DARPA Public Affairs

in their design of offensive and defensive tactics bodes well for our Services' future capabilities."

DARPA often does a Challenge event instead of a standard research program when the Agency knows a field of technological innovation is ripe for fast progress but would benefit from incentives to get participation from the broader research or Service community. For the Service Academies Swarm Challenge, DARPA invited the young officers-in-training to develop and flight test novel ideas for how best to use swarms in future wars.

That goal is especially relevant today in light of the trend in military operations to maximize human-machine cooperation, whether the machines are UAVs, unmanned undersea vehicles, unmanned ground vehicles, or even satellites, said Brad Tousley, director of DARPA's Tactical Technology Office, which oversaw the competition. The Service Academies Swarm Challenge focused the students on the fact that in the future—when these capabilities are in real military systems—they may have the opportunity to use swarms of much larger numbers of unmanned entities.

"One of DARPA's jobs is to make sure that every fight we go into is an unfair fight in our favor," Tousley said. "That means ensuring that these Midshipmen and Cadets as future officers can use unmanned systems in a swarm configuration more effectively than their adversarial counterparts."

## Gameplay

The Service academies tested their tactics in a modified version of Capture the Flag. Two teams at a time played inside the Battle Cube, a cubic airspace 500 meters on a side, 78 meters above the ground. Each team was given 20 fixed-wing UAVs and 20 quad-rotor UAVs and, under the rules of play, could field a mixed fleet of up to 25 UAVs for each of two 30-minute battle rounds. Each team had to protect its "flag" (a large, inflatable ground target) while trying to score the most points before time ran out.

Teams had three ways to score points: air-to-air "tags" that used simulated (virtual) weapons and sensors to fire on an opponent's UAV in flight; air-to-ground "tags" earned by physically landing a UAV on

the opponent's flag; and accomplishments in swarm logistics by launching as many UAVs as quickly as possible and keeping them aloft as long as possible. The team that won both of its matches won the competition.

The three matches saw successively higher scores and more complex gameplay, as the teams gained and learned from their experience:

- Sunday, April 23: In this opening game, Air Force defeated Army 58-30 in a 20-on-20 battle. Air Force's 10 fixed-wing UAVs and 10 quad-rotors had 13 air-to-air tags and no air-to-ground tags, while Army's 15 fixed-wing UAVs and five quad-rotors had six air-to-air tags and one air-to-ground tag. Army took an early lead but Air Force's ability to quickly amass a larger swarm proved to be the decisive factor.
- Monday, April 24: This classic matchup saw Navy defeat Army 70-37 in a 20-on-25 battle. Navy's 11 fixed-wing UAVs and nine quad-rotors had 16 air-to-air tags and five air-to-ground tags, while Army's 17 fixed-wing UAVs and eight quad-rotors had eight air-to-air tags and three air-to-ground tags. The match was all about the fixed-wing aircraft, with only one successful air-to-air tag by a quad-rotor.
- Tuesday, April 25: Navy defeated Air Force 86-81 in a hard-fought championship match in which the lead changed four times before the clock ran out. Both teams launched every aircraft the game allowed, fielding the most of all the matches with 60 UAVs aloft at a time—25 on 25, while each team launched and held five additional craft in reserve. Navy's 20 fixed-wing UAVs and 10 quad-rotors had 19 air-to-air tags and six air-to-ground tags, while Air Force's 18 fixed-wing UAVs and 12 quad-rotors had 18 air-to-air tags and four air-to-ground tags. The large number of aircraft pushed the experimental networking infrastructure to its limits and made it harder for both teams to send commands and update tactics.

Each team developed multiple tactics as well as an overarching strategy for imple-



menting them during matches. DARPA is currently evaluating the data from this preliminary research for potential applicability to future military missions.

## Looking Ahead

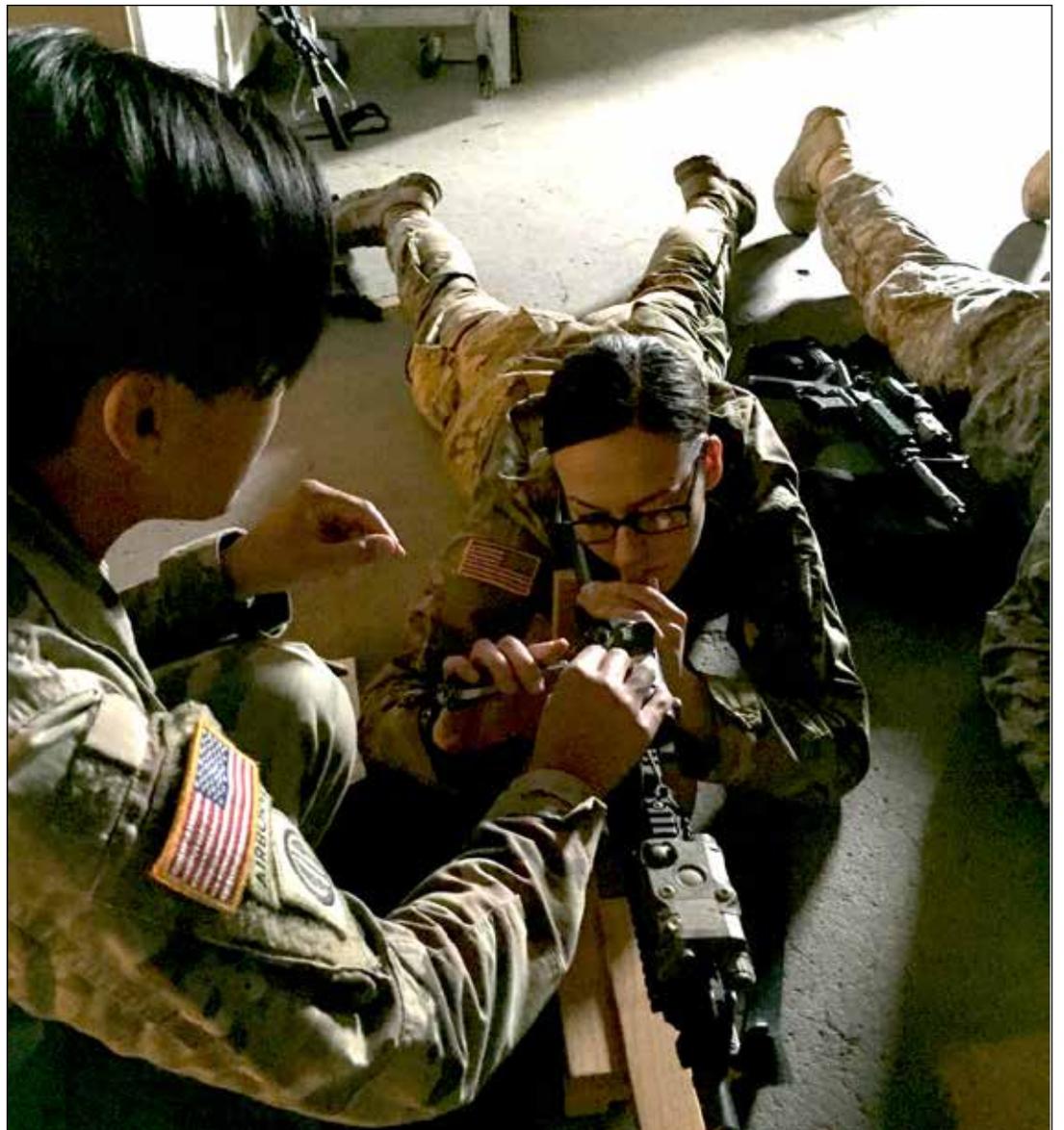
The Service Academies Swarm Challenge highlighted many potentially fertile areas of future swarm-related research, Chung said. Topics of particular interest include efficient intra-swarm communications, improved situational awareness among swarm members, and developing human-machine interfaces and other tools that allow swarm commanders to more effectively use swarm capabilities. It also underscored the value of installations such as Camp Roberts, which has the restricted airspace, infrastructure, and experience to host large-scale UAV experiments.

The three Service Academies are poised to extend the research that supported the Challenge. They are keeping all the UAVs, software, and other infrastructure that DARPA provided. And they have created basic curricula and capstone project frameworks for conducting unique, accelerated research and field experiments on swarm tactics. Most important, they now have dozens of students who have worked side-by-side with leading-edge researchers and operators experienced with advancing the state of knowledge of swarm systems.

"There are seeds of genius in these Cadets and Midshipmen and I hope that one day some of them will return to DARPA as program managers," Chung said. "There's a bright future for these young military leaders, in that they now—having experienced the cutting edge of technology—can help shape how that technology will be used in the future."



**A fixed-wing UAV launches at McMillan Airfield on Camp Roberts in April during the DARPA Swarm Challenge. Photos courtesy of DARPA Public Affairs**



TOP: Capt. Roy Hyde of the California Army National Guard's Charlie Company, 2nd Battalion, 135th Aviation Regiment, updates his crew as a UH-60 Black Hawk lands in the background April 8 at Allen Ranch, Martell, California, during the 2017 Wildland Firefighting Training with the California Department of Forestry and Fire Protection (CAL FIRE). Photo by Staff Sgt. Eddie Siguenza LEFT: California National Guard HH-60 Pave Hawk helicopter drops water near Pardee Reservoir in Lone, California, April 8, during the 2017 Wildland Firefighting Training between the California Guard and California Department of Forestry and Fire Protection (CAL FIRE). Photo by Staff Sgt. Eddie Siguenza RIGHT: Staff Sgt. Cyndi Pearl Baltezare, a California Army National Guard infantry Soldier with Headquarters and Headquarters Company, 1-185th Infantry Battalion (Stryker Brigade Combat Team) and Sgt. Dakota Demers with the Colorado National Guard's 1-157th Infantry Regiment, A Company bore site the optics on their weapons during the 11B Infantry Transition Course in Umatilla, Oregon, April 1-14. Both Baltezare and Demers are the first National Guard infantry females in their states. Courtesy photo

# At a Glance



LEFT: Pvt. Carlo Octoman, from the 330th MP Company, carries a dummy to the next station on the firing range during the Stress Shoot competition April 21 at Camp Roberts. RIGHT: Pfc. Lucas Myers, from FSC, 579th Engineer Battalion, sprints to the finish line during the Stress Shoot competition April 21 at Camp Roberts. Photos by Capt. Jason Sweeney



CENTER LEFT: Airmen from the 144th Fighter Wing make preparations to F-15C Eagles prior to the first sortie of Sentry Aloha 17-03 March 29 at Joint Base Pearl-Hickam, Hawaii. CENTER RIGHT: U.S. Air Force Staff Sgt. Raymon Figuero, a crew chief with the 144th Aircraft Maintenance Squadron, stands ready to launch an F-15C Eagle as an F-22 Raptor, from the Hawaii Air National Guard, taxis by during Sentry Aloha 17-03, March 29. BOTTOM: Airmen from the 144th Fighter Wing conduct a foreign object debris (FOD) walk at Joint Base Pearl-Hickam, Hawaii, prior to the first sortie of Sentry Aloha 17-03. Photos by Master Sgt. David Loeffler



A California National Guard UH-60 Black Hawk drops water near Pardee Reservoir in Lone, California, April 8, during the 2017 Wildland Firefighting Training between the California Guard and California Department of Forestry and Fire Protection (CAL FIRE). Photo by Staff Sgt. Eddie Siguenza

## CAL FIRE, Cal Guard commence 2017 fire preparation

By STAFF SGT. EDDIE SIGUENZA  
69th Public Affairs Detachment

The living, breathing enemy that consumes the Golden State every year is the reason the California National Guard and California Department of Forestry and Fire Protection (CAL FIRE) unite months prior to facing their arch nemesis.

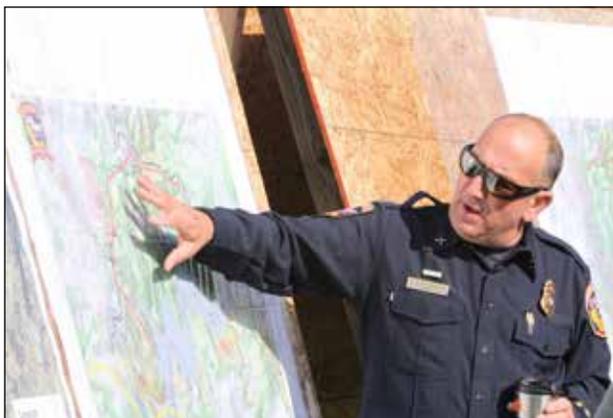
For about two decades, the Cal Guard and CAL FIRE have staged Wildland Firefighting Training that brings together the Cal Guard's air assets (helicopters) and CAL FIRE's air operations unit for practical and field exercises. They united again April 7-9, restarting a rhythm that'll stretch into this summer's fire season.

"The exercise's biggest advantage is it gives us an opportunity to train personnel in the duties required to support the program," said John Winder, CAL FIRE's military asset coordinator. "New MHEM (military helicopter managers), AAML (agency aviation military liaison), MFL (military field liaison) and LNO (liaison officers) are all exposed to an environment in this training that is as close to actual activation as we can get. Those that are already qualified also get to exercise their skills."

Every year California burns, says CAL FIRE Alex Lujan, a fire captain and exercise coordinator. The Cal Guard's experienced pilots and helicopters have been vital to battling wildfires, especially in difficult terrain. This year continues a cooperative partnership the Cal Guard and CAL FIRE have shared since the late 1990s, Lujan explained.

"Our first fire mission (with Cal Guard) was in 1987, but this program has been around since 1997 and it's gotten better every year," added Lujan. "People keep asking if we're going to see a lot of fires this year despite all the rain we've been getting. Let me put it this way: Grass and trees burn. I haven't seen California not burn in my lifetime."

Cal Guard aircraft dropped well over one million gallons



R. Scott Watson, a retired California Department of Forestry and Fire Protection (CAL FIRE) battalion chief, briefs California National Guardsmen April 8 during the 2017 Wildland Firefighting Training at Allen Ranch, Martell, California. The training involved CAL FIRE air operations and Cal Guard air assets in preparation for the upcoming fire season. Photo by Staff Sgt. Eddie Siguenza

of water and retardant on wildfires each of the last four years, according to Capt. William L. Martin, Cal Guard public affairs deputy director. The Guard fielded several hundred hand crew members in 2014, over 1,000 in 2015 and more than 400 in 2016.

"The training is important so that the California National Guard can integrate air support for CAL FIRE for fire suppression activities," said Lt. Col. Daniel Anderson, battalion commander of Cal Guard's 3rd Battalion, 140th Aviation Regiment and one of several dozen Guardsmen prepping for fire season for the umpteenth time. "This gives us the opportunity to train our personnel, test our capabilities and work with CAL FIRE directives before the season begins. It's preparation for everyone."

This year, the Cal Guard will continue supporting CAL FIRE and California Office of Emergency Services (Cal OES) by providing up to 14 rotary-wing aircraft avail-

able for personnel and cargo, reconnaissance missions, firefighting (water buckets), and rescue (Medevac). California is one of a few states that possesses a Modular Airborne Fire Fighting Systems (MAFFS), or two fixed-wing aircraft that can drop 3,000 gallons of fire retardant or water in one pass.

"When the California Emergency Management Agency calls the Cal Guard to support CAL FIRE in fire suppression activities, both entities must be prepared," said Richard Cordova, CAL FIRE information officer. "This training is a required per the cooperative use agreement to ensure that all qualifications and standards are met by both agencies."

For the training, the California Army and Air Guard flew a CH-47 Chinook, UH-60 Black Hawks and UH-72 Lakotas around Amador County, coordinating water drops and establishing communication as if a real wildfire existed. Every Cal Guard helicopter includes a CAL FIRE MHEM, who coordinates water drop locations with ground command.

"Going through the process from Day 1 all the way until the first drop is made is very important," said Winder. "This is critical to ensure a successful activation when the actual emergency occurs."

Scott Watson, a retired CAL FIRE battalion chief, is one of dozens of CAL FIRE veterans brought in to support the training program.

"CAL FIRE and other departments, including federal agencies, routinely employ helicopters for fire suppression when fighting wildfires," Watson explained. "California Guard helicopters are requested by Cal OES to support these agencies in fire suppression operations just about every year. They give a tremendous advantage fighting fires from above. Given the military experience, this cooperative program is the best throughout the nation."

# Cal Guard flight ops keeps aviators connected

By **SPC. AMY CARLE**  
69th Public Affairs Detachment

An unexpected late-season storm had postponed water bucket training at Pardee Reservoir on April 8, but the forward flight operations crew from 3rd Battalion, 140th Aviation Regiment, California Army National Guard, out of Stockton, California, was still busy at work, monitoring communications from inside a large tent which served as their temporary command center.

Rain delayed their home station departure, so they drove to Lone early in the morning to set up for joint wildfire training, which happens annually between the Cal Guard and the California Department of Forestry and Fire Protection (CAL FIRE) in preparation for wildfire season.

The Soldiers had set up their tactical operations center (TOC) in the middle of a rutted, muddy meadow near the Pardee Reservoir, just on the outskirts of a helipad. There were no trees or other high points on which to erect their antennae, so they used the only high points available, atop their Humvee and utility vehicle, which they nicknamed "the unicorn" and the "rhinoceros."

Navigating a constantly changing environment is nothing new for this crew, which includes signal support, aviation operations and mechanics. They help members of the Cal Guard aviation office stay informed and connected in both routine and emergency situations, including scheduled

events like the large-scale disaster exercise Vigilant Guard, and support operations during such events as wildfires and the recent Oroville Spillway collapse.

"We have our basic guidelines, and then we adjust," said Sgt. Shaun K. Ochsner, the supply noncommissioned officer in charge for the 140th. "We are set up to be remote, like right now in the middle of this field."

After 17 years in the field, Ochsner has a lot of experience doing this kind of work, and says the constant change and unpredictability is one of the things he likes best.

Spc. Julia Ibarra, a flight operations specialist with the 140th, agreed.

"It's different every day," she said, smiling.

Ibarra was watching the large screen in the tent which displayed the communications network. She explained it as a kind of chat room that connects all state aviation personnel together. The team can track flight departures, report progress and monitor the pilots' frequencies as necessary.

While the pilots and CAL-FIRE crews discussed whether the training should be shifted to the next day due to the rain, the Soldiers in the TOC were unfazed by the adjustments. They've learned to expect change. The Soldiers in the tent joked about their February drill when they stood waiting to be released from final formation only to learn, that instead of going home, they had been activated to respond to sup-



**TOP:** A UH-72 Lakota helicopter flies over a tent housing a temporary operations center (TOC) April 8, near Lone. The TOC was erected to support the annual joint wildfire operations conducted by California National Guard and CAL FIRE. **LEFT:** California National Guardsmen review communications on April 8, inside a TOC near Lone. The Soldiers were providing flight operations support as part of joint wildfire operations conducted by California National Guard and CAL FIRE. **RIGHT:** California National Guardsmen finish checking equipment on a tactical vehicle being used to situate one of their antennae April 8, outside of Lone. The Soldiers were part of a flight operations team supporting the annual joint wildfire operations conducted by California National Guard and CAL FIRE. **Photos by Spc. Amy Carle**

port needs in Oroville. Ochsner reported with pride that the unit had been up and ready in less than an hour.

"It's never the same thing, all the time," he said, grinning. "You always have to adjust to meet the mission."



A UH-60 Black Hawk from the California National Guard drops a 600-gallon Bambi bucket into Pardee Reservoir in Lone, California, April 8, during the 2017 Wildland Firefighting Training. California Guard air assets were training with CAL FIRE air operations as a prelude to the upcoming fire season. **Photo by Staff Sgt. Eddie Siguenza**

# California Guardsman Reels in Prestigious Inspector General Recognition

By **STAFF SGT. EDDIE SIGUENZA**  
69th Public Affairs Detachment

In a month's span, Master Sgt. Brandon S. Morey ascended a ladder not many noncommissioned officers attempt to climb.

Morey, who is the Assistant Inspector General Non-Commissioned Officer-in-Charge of the California National Guard's Inspector General (IG) Office, attained not one, but two rare recognitions recently. He was named the National Guard Bureau IG NCO of the Year in March and went on to nearly being selected in the Department of the Army IG Noncommissioned Officer of the Year competition at Fort Belvoir, Virginia, in April.

Morey was only a few points shy of earning the Department of the Army title. A month earlier, he won the NGB IG NCO of the Year, an honor that placed him as NGB's sole representative in the Department of the Army competition.

"There are still challenges out there for senior NCOs," said Morey, of Dixon, California. "It was a team effort overall. I could not have won without the help of my IG team. We held five different mock boards, each with increased levels of questions and pressure."

The annual NGB competition is offered to all 54 state and territories IG offices and Morey was one of nearly a dozen finalists. To earn his place, Morey had to comply with a strict administrative process that included the submission of an IG NCO nomination packet, a written essay and a video teleconference. The video teleconference was the last step in determining the NGB's representative, and senior leaders got to interview Morey as if he were standing before them.

"(His) selection as the NGB IG NCO of the Year and, then to be nearly selected as the DA IG NCO of the Year, identifies not only the extraordinary caliber of Morey as an Assistant



**Master Sgt. Brandon S. Morey, right, assistant inspector general at the California National Guard's Inspector General's Office, is congratulations from Col. Robert J. Lehman, State Inspector General, May 12, after earning runner-up in the prestigious Dept. of the Army Inspector General Noncommissioned Officer of the Year competition recently. Morey, of Dixon, California, took top honors in April's National Guard Bureau Inspector General Soldier of the Year to earn the shot at the U.S. Army contest. Photo by Staff Sgt. Eddie Siguenza**

Inspector General, but also identifies him as a truly professional Soldier and noncommissioned officer," said Col. Robert J. Lehman, California National Guard State Inspector General. "As part of a team, I believe that the success or failure of one of us represents the success or failure for us all. As a result, we should take tremendous pride in having Master Sgt. Morey, our fellow teammate, compete and succeed in representing not just himself, but all of us."

Up the ladder Morey went to the Department of the Army event that united winners from Active Duty, Army Reserve and Army National Guard. Again, Morey was one of nearly a dozen competitors. He did so well, at one point a board member asked if he could see a questionnaire from a distance because "I answered the question verbatim from

what was written."

"Oh, he slam dunked it," Lehman added.

"The toughest part was the essay writing," Morey replied. "A very strict grading criterion from the IG school was used to grade the essays. Going into the event competitors knew each word would be highly scrutinized."

Morey's NGB victory earned the acclamation of NGB's top leaders — Air Force Chief Master Sgt. Mitchell O. Brush, Senior Enlisted Advisor, and Chief NGB Air Force General Joseph L. Lengyel. Both rewarded Morey with coins. Morey was also coined by Sergeant Major of the Army Daniel A. Dailey.

A Florida Army National Guardsman — Sgt. 1st Class William Hughes — took last year's title. The California IG's representative, Sgt. 1st Class Michael Howard, placed in the top four.

"Competing demonstrates that you want to be the absolute best at what you do," Lehman added. "It demonstrates a Warrior Ethos, something essential to our ability to fight and win on the battlefield."

Added Lehman, "In short, it's critically important to our professional culture and ethic and it builds our esprit de corps. My hope is that everyone can appreciate what Master Sgt. Morey has done to represent us all."

Morey traveled to the April event on the same day he celebrated his 18th wedding anniversary to spouse Karynne. Both competitions required a valiant effort from his family as well as his coworkers, Morey explained.

"I sacrificed a lot in preparing for both competitions," he added. "I had the full support of my team and family, and I am truly thankful I had the opportunity to compete and represent the California National Guard."

## Cal Guard Behavioral Health Directorate works to expand access to licensed behavioral health providers

By **CAPT. DUSTIN HARRIS**  
Statewide Behavioral Health OPS Officer

As the National Guard continues to have a more prevalent and active role in foreign conflicts and remains constant in their intrinsic civil support efforts, the importance of maintaining a strong, healthy and ready force remains essential. To help assure California National Guard service members, both Army and Air, maintain physical and psychological readiness for the enduring exigencies, the Behavioral Health Directorate of the California National Guard is working to expand the behavioral health capacity at an exceptional rate.

Lt. Cmdr. (CA) Michael Franc, Director of the California State Military Reserve Behavioral Health Program, states, "It is not just our goal to assure each Service Member has access to behavioral health, but to make sure they have direct contact to embedded licensed providers."

To accomplish this goal, the California Army National Guard, California Air National Guard and the California State Military Reserve are working as an unyielding team to assure each unit within the state has a licensed embedded behavioral health asset freely accessible to them.

While there is still much work to be done,

amazing strides have been made in a short period of time. To display this remarkable progress, to put a name to a unit, and most importantly to educate service members and leaders alike on the BH resources available to them, listed below are the names and units of all current embedded licensed providers throughout the state:

**CALIFORNIA ARMY NATIONAL GUARD:**

**Joint Forces Headquarters:** Capt. Mikel Matto, M.D.; Capt. Dustin Harris (Full-time), LCSW; Ms. Jackie Dotson, LCSW (Full-time)

**Medical Detachment:** Maj. Leah McGowan, LCSW (Full-time); Capt. Jason Black, LCSW (Full-time); Capt. Cassandra Meredith, LCSW (Full-time); 1st Lt. Joshua Roberts, LCSW (Full-time)

**224th Sustainment Brigade:** Maj. Paul Lo, PhD; Capt. Thomas Fletcher, LCSW

**40th Combat Aviation Brigade:** Capt. Daniel Burns, LCSW (Full-time)

**79th Infantry Brigade Combat Team:** Capt. Luis Vega, PhD; 1st Lt. Camille Cue; 1st Lt. Chester Reyes

**297 Area Medical Support Company:** 1st Lt. Danielle Martin, LCSW

**49th Military Police Brigade:** Capt. Justine Tideman, PsyD.; Capt. Kimberly Kinnaid, PsyD.; 1st Lt. Andrea Serafin, LCSW

**CALIFORNIA AIR NATIONAL GUARD:**

**146th Airlight Wing:** Ms. Chrystal Crawford, LCSW (Full-time)

**163rd Reconnaissance Wing:** Mr. David Cunningham, LCSW (Full-time)

**144th Fighter Wing:** Ms. Stephanie Grant, LCSW (Full-time)

**129th Rescue Wing:** Mr. David Haley, MFT (Full-time)

**CALIFORNIA STATE MILITARY RESERVE:**

**Special Operations Detachment:** Lt. Cmdr. (CA): Michal Franc, PsyD. (Full-time)

**143rd Field Artillery HHC:** Maj. (CA) Lance Friis, MFT

**163rd Reconnaissance Wing:** 1st Lt. (CA) Rachel Keener, PsyD.

**140th Aviation Battalion HHC:** 1st Lt. (CA) McIntosh



**Capt. Dustin Harris**

**223rd Military Intelligence:** Maj. (CA) Seth Prosterman, PsyD.

**578th Brigade Engineer Battalion:** Maj. (CA) Lydia Thomas, MFT

**1498th Transportation Company:** Maj. (CA) Dana Timmermans, MFT

If you have questions on the behavioral health program, need assistance, or know someone that would be interested in joining the California State Military Reserve Behavioral Health Program, please contact Lt. Cmdr. (CA) Michael Franc, CSMR BH Director, ([michael.l.franc.nfg@mail.mil](mailto:michael.l.franc.nfg@mail.mil)/ 562-965-6563), or Capt. Dustin Harris, Chief CAARNG BHO ([dustin.t.harris2.mil@mail.mil](mailto:dustin.t.harris2.mil@mail.mil)/ 805-540-4460).

# Be ready to ride

**100% FREE  
TRAINING**

From beginners to experienced riders, funding for the California Army National Guard Motorcycle Training Program is still available. Take advantage of the opportunity now to sign up and stay progressive in your skills as a rider. To learn more, contact your unit Safety Officer, or contact the Ground Safety Office if you are interested or need further details about the program.

**Phone: 916-854-1442**

**Email: [ng.ca.caarng.list.army-ground-safety-office-mailbox-access@mail.mil](mailto:ng.ca.caarng.list.army-ground-safety-office-mailbox-access@mail.mil)**

**\* Take advantage before the FY funding is depleted (23 September)**

**\* Reminder: All motorcycle riders are required by AR 385-10 to take an approved Basic Rider's Course (BRC) prior to operating a motorcycle; experienced riders should attend an advanced rider's course 12 months after taking the BRC.**



A South Lake Tahoe police officer demonstrates the capabilities of his K-9 to students participating in the Tahoe Drug Store Project, held at the Lake Tahoe Community College April 4. The Tahoe Drug Store Project, an annual event supported by the California National Guard Counterdrug Task Force, is held for sixth graders in the South Lake Tahoe area that aims to show students the risks and consequences of choosing to use drugs. Photo by Sgt. Brianne Roudebush

## CDTF supports South Lake Tahoe Drug Store Project for the 14th year

By **SGT. BRIANNE ROUDEBUSH**  
69th Public Affairs Detachment

"We have a huge drug problem here in South Lake Tahoe. We struggle here because, frankly, we have a party atmosphere in this community so we have to work against that," Lisa Huard said.

Huard, whose own child died as a result of using drugs, is an active advocate for drug prevention and education among the youth in her community. For the past 14 years, she has served as the South Lake Tahoe Drug Store Project coordinator. The Drug Store Project is a one-day event designed to show students the legal, social, physical and emotional consequences of choosing to use drugs.

On April 4, the 325 sixth-grade students participating in this year's event went through a series of interactive vignettes. Each scene depicts a different aspect of the aftermath of choosing to use drugs: one of their classmates is arrested, goes to juvenile hall, gets convicted in a courtroom, overdoses at a party, and ultimately dies in the hospital. The final scene is a funeral service where the students listen to a eulogy and file past a casket with a mirror in it that reads: "Don't let this be you."

"We really need our kids thinking more long-term," Huard said. "The effort here is for kids to understand that no matter what they do – whether they do something really well or they make a poor choice – it affects more than just themselves."

Held at the South Lake Tahoe Community College and supported by 220 volunteers from 41 state and local agencies, one of the project's main goals is to get kids thinking about the future.

"Honestly, to a child or a teenager, the future is basically the weekend," she said. "But we are in a college for a purpose: I want every kid thinking about going to college and seeing the different jobs [available] and getting an opportunity to meet the faces that serve them."

Seven intelligence specialists with the Fleet Intelligence Detachment at Fallon Naval Air Station and five California National Guard Counterdrug Task Force members also participated in the event.

"Having the military involved is a good way to set the example because kids look up to us," Sgt. 1st Class James Aleschus, a CDTF member who helped organize the event, said.

Tech Sgt. May Wilson, also a member of CDTF, echoed those sentiments, adding that, "I think it's important for us Guardsmen to participate because we are citizens of California and we do support local law enforcement and our state and communities."

Wilson, who plans to have her own fifth-grade daughter participate in the event next year, believes the Drug Store Project is highly valuable for the students.

"The real-life scenarios actually get them thinking, 'this

can really happen – it's not just a skit,'" Wilson said. That 'real-life' aspect comes from the participation of El Dorado County probation officers, doctors and emergency responders from Barton Memorial Hospital, Suzanne Kingsbury, the presiding judge of the El Dorado County Superior Court, and many others who help bring the vignettes to life.

Huard said the event is geared toward middle school students because "kids this age are still looking for guidance."

"I look at these kids and it just breaks my heart knowing that some other parent is going to go through what I went through," Huard said. "I know we are working and we are making a dent, but I'd like a bigger dent. I'd like a really big dent."



Tech. Sgt. Elbriellemay Wilson, a member of the California National Guard Counterdrug Task Force, greets students as they arrive at the Lake Tahoe Community College April 4, for the Tahoe Drug Store Project. The Tahoe Drug Store Project is an annual event held for sixth graders in the South Lake Tahoe area that aims to show students the risks and consequences of choosing to use drugs. Photo by Sgt. Brianne Roudebush



# AND THE AWARD GOES TO...

CDTF members and the agencies they support are recognized nationally for their dedicated counter-narcotics efforts throughout California



Sgt. Deven Ortiz, Maj. Justin Goldman, Sgt. Jesse Arevalo, Staff Sgt. Nichole Lee, and Sgt. Troy Gess, members of CDTF, pose for a photo with Coast Guard Deputy Sector Commander Eric Cooper and U.S. Customs and Border Protection Agent Michael Doolittle, following the awards presentation at the U.S. Coast Guard's Joint Harbor Operations Center in San Diego, Feb. 7. **Photo by SGT Brianne Roudebush**

## CDTF SENSOR OPERATORS RECEIVE U.S. COAST GUARD UNIT COMMENDATION AWARD

On Feb. 7, the four CDTF members who support the U.S. Coast Guard's Joint Harbor Operations Center in San Diego and their officer in charge received Coast Guard Unit Commendation Awards for their service between June 2011 and June 2014. Staff Sgt. Nichole Lee, Sgt. Deven Ortiz, Sgt. Jesse Arevalo, Sgt. Troy Gess and Maj. Justin Goldman were recognized for their efforts supporting counter-narcotic operations.

Through increased interoperability between 50 federal, state and local law enforcement agencies, the JHOC quadrupled their drug seizure rate between 2011 and 2014, resulting in the interdiction of 272,000 pounds of illegal drugs.

Lee, Ortiz, Arevalo and Gess monitor the maritime border for drug smugglers.



Donald O'Keefe, a U.S. Marshal and Northern California High Intensity Drug Trafficking Area executive board member, Mike Sena, the director of the NC HIDTA, Master Sgt. John Groboske, a CDTF case support analyst, Brian Stretch, an attorney with the U.S. Attorney's Office and NC HIDTA executive board member, and Raphael Nunez, an inspector with the U.S. Postal Inspection Service and NC HIDTA executive board member, pose for a photo following the NC HIDTA awards ceremony held in Pismo Beach, CA, March 1. **Courtesy Photo**

## CDTF ANALYST NAMED HIDTA ANALYST OF THE YEAR

On March 1, the Northern California High Intensity Drug Trafficking Area recognized Master Sgt. John Groboske as the NC HIDTA Analyst of the Year. Groboske, a CDTF case support analyst, was recognized for his exceptional work supporting the Drug Enforcement Administration San Jose Resident Office, the Santa Clara County Specialized Enforcement Team and the HIDTA. Groboske worked on several counter-narcotic cases throughout the year and is also setting up several initiatives to counter drug trafficking in the bay area.

"It's a great thing to have one of our analysts recognized as a top performer by our law enforcement partners," Senior Master Sgt. Sean Moore, the noncommissioned officer in charge, said. "It really speaks to the superior skill and professionalism they bring to the job on a daily basis."



Team members and board members of the Tri-County Drug Enforcement Team, a Central Valley High Intensity Drug Trafficking Area initiative, pose for a photo after receiving an awards during the HIDTA awards ceremony, held in Washington D.C. Feb. 9. **Courtesy Photo**

## TRI-COUNTY DRUG ENFORCEMENT TEAM RECEIVES NATIONAL HIDTA AWARD

The Tri-County Drug Enforcement Team, a HIDTA initiative supported by CDTF, received an award for Outstanding Marijuana Investigative Effort at the national HIDTA awards ceremony in Washington, D.C. Feb. 9.

They were recognized for the successful execution of Operation Honey Pot, a five-month investigation into a drug trafficking organization responsible for manufacturing and distributing large quantities of butane hash oil. TRIDENT partnered with seven other law enforcement agencies to gather information and conduct search warrants. The investigation resulted in three arrests and the seizure of over 13 pounds of BHO, making it one of the largest seizures of hash oil in the U.S.

Tech Sgt. Kenneth Ringlein, the CDTF analyst who supports TRIDENT, said the recognition is important for the task force because, "It demonstrates that law enforcement agencies in California are working hard to curb the export of illegal drugs out of the state of California. Most of hash oil was destined for states other than California - states that don't have medicinal and recreational marijuana use laws."



# California National Guard



## Office of the Inspector General Unit Training Management

May 2017

**Unit Training Management (UTM)** is a key component of the **Army Training Management System (ATMS)** and is essential to the success of the Army's most important mission – Fighting and winning our nation's wars. While there are many components to UTM, there are three primary steps that commanders must follow to effectively train their units to meet mission requirements. These steps are: 1. Determine key tasks to train, 2. Develop a plan to train the unit, and 3. Plan and conduct training. Following these three primary steps and using the below references will set the conditions for successful unit training.

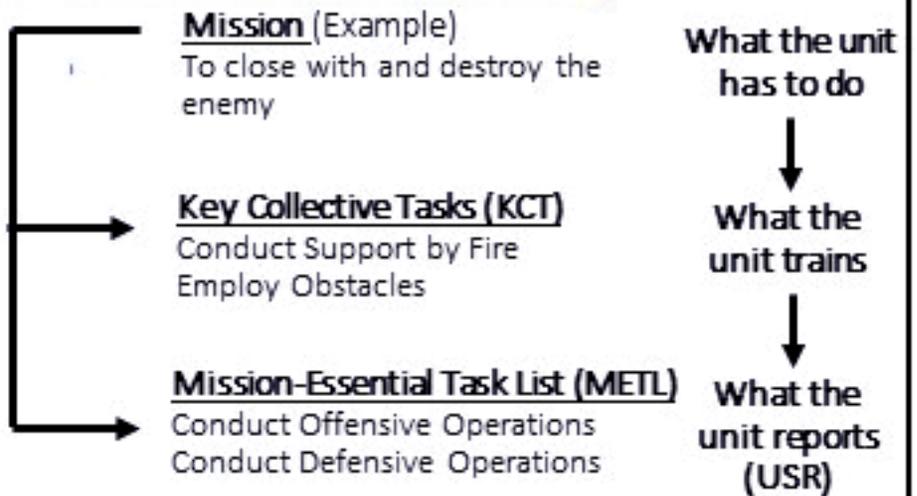
### Key References:

- AR 350-1, Army Training and Leader Development (19 August 2014)
- NGR 350-1, Army National Guard Training (4 August 2009)
- The Leader's Guide to Unit Training Management (December 2013)
- For more information and tools, see **Army Training Network (ATN)** website: <https://atn.army.mil>

### 1. Determine Key Tasks to Train

#### What key tasks must the unit train?

- First, verify the unit **Mission** as directed by HQDA or by higher level commander.
- Using the directed mission, then select the associated **Key Collective Tasks (KCTs)** for training that supports the unit METL.
- \* A unit **Mission-Essential Task List (METL)** is directed by HQDA to standardize like units. A METL is capabilities based and directly related to a unit's design, equipment and manning.



### 2. Develop a Plan to Train the Unit

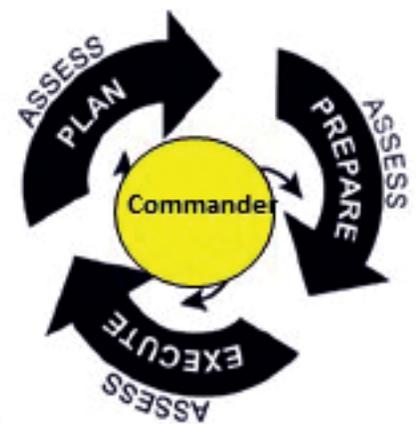
#### How will the unit train?

- Develop a course of action (COA) of training events over time. This COA becomes the **Unit Training Plan (UTP)**.
- Use **Combined Arms Strategies (CATS)**, found on the ATN, as a tool to assist in developing the UTP, such as:
  - Task based event-driven training strategies.
  - A list of possible training events, frequency, resources and duration of training required to become proficient in each KCT.

### 3. Plan and Conduct Training (Plan-Prepare-Execute-Assess)

#### How will the unit plan and assess its training?

- Use the **Eight Step Training Model** to plan, prepare, execute and assess training. (Plan the training, Train and certify leaders, Recon the training site, Issue the OPORD, Execute the training, Rehearse, Execute the training, Conduct the AAR, Retrain/ Retry)
- Use the **Training and Evaluation Outlines (T&EO)** as a tool in DTMS and CATS for a summary of information on collective training objectives, related individual training objectives, resources required, and applicable evaluation standards.
- Use the **Digital Training Management System (DTMS)** as the Army training system of record to plan, record and assess all unit training - collective and individual.
- Use the **Unit Status Report (USR)** to report the commander's assessment of each METL as (T) Trained, (P) Practicing or (U) Untrained. METL assessment in USR should match assessment in DTMS.





Senior Airman Joshua DeLeon, a crew chief with the 144th Aircraft Maintenance Squadron, learns what it takes to be a boom operator on a KC-135 Stratocaster on April 1. He was able to participate in an incentive flight on the KC-135 with the Utah Air National Guard during Sentry Aloha 17-03 in Hawaii. The multi-state exercise provides realistic air-to-air dissimilar fighter training. The is hosted by the 154th Fighter Wing, Hawaii Air National Guard. **Master Sgt. David Loeffler**

## Cal Guard participates in Cyber Shield

Three members of the California National Guard joined more than 800 other participants at Camp Williams, Utah, for Exercise Cyber Shield 17, the National Guard's premier cyber defense training event, Apr. 23.

The exercise, which includes members of the National Guard from 44 states, the Army Reserve, state and federal government agencies, nongovernmental organizations, and private industry, is designed to assess participants' ability to respond to cyber incidents.

By working closely with interagency partners and the private sector, the National Guard seeks to strengthen network cybersecurity and the capability to support local responses to cyber incidents. Cyber Shield 17 is part of the National Guard's ongoing effort to improve Guard ability to respond to real-world cyber incidents. This is the sixth iteration of this training exercise.

California participants came from the state's Joint Force Headquarters and the California Air National Guard's 195th Wing.

## Bronze Star awarded to Sgt. Joseph Engles

The U.S. Army awarded the Bronze Star Medal for Valor to retired Sgt. Joseph E. Engles on March 20, at the Veterans Memorial in Murrieta, California. The Cal Guard supported the ceremony with a Color Guard team which presented the National Colors.

Retired Maj. Gen. Juilian Burns presented Sgt. Engles with the Bronze Star for gallantry in the face of the enemy during the Battle of Soui Tre on March 20-21, 1967. The battle was part of U.S. Army's Operation Junction City in the Tay Ninh Province, in the Republic of Vietnam.

"In talking to those who witnessed that ferocious battle, in the space of two football fields where 197 men were wounded and 51 killed in just three hours, we came to realize Joe (Engles) was more than just a gunner," said Burns. "Joe was also much, much more. Mr. Engles was a hero, and worthy of commendation for valor."

## Resources available for transgender Soldiers issues

The Department of Defense lifted the ban on transgender service members last year, and as the Army adjusts to accommodate this decision, Soldiers and leaders may have questions about the implementation of this policy change.

Army Directive 2016-35, "Army Policy on Military Service of Transgender Soldiers," contains the answers to most of those questions, but the Office of the Inspector General for a respective installation can provide basic information to Soldiers and leaders, who can also reach out to Army subject-matter experts for more detailed information.

Then-Secretary of Defense Ash Carter announced the lift on the transgender ban in June 2016, saying, "We don't want barriers unrelated to a person's qualification to serve preventing us from recruiting or retaining the Soldier ... who can best accomplish the mission. We have to have access to 100 percent of America's population."

The Department of Defense defines "sex" as being "assigned at birth based on one's physical characteristics," while "gender" is defined as "one's internal sense of being male or female." Therefore, the DOD recognizes a transgender male as someone who was designated to be of the female sex at birth but identifies his gender as male (regardless of whether sexual reassignment surgery has been conducted or not), while the opposite applies to transgender females.

Army Directive 2016-35, released Oct. 7, 2016, established Army policies and procedures governing how service members who would like to begin transition or are in various stages of transition must proceed in order to change their gender designation in the Defense Enrollment Eligibility Reporting System and continue Army service in their preferred gender.

For commanders and leaders who have questions concerning the implementation of this policy or may simply need assistance with understanding the issues surrounding the accommodation of transgender Soldiers, the assistant secretary of the Army for Manpower and Reserve Affairs has established a Service Central Coordination Cell composed of medical, legal and military personnel experts to provide advice and assistance. The SCCC can be reached via email at [usarmy.pentagon.hqda-dcs-g-1.mbx.sccc@mail.mil](mailto:usarmy.pentagon.hqda-dcs-g-1.mbx.sccc@mail.mil).



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The California Air National Guard's 144th Fighter Wing pause for a moment at Joint Base Pearl Harbor-Hickam Hawaii, in during Sentry Aloha 17-03, March 29, 2017. The multi-state exercise provides realistic air-to-air dissimilar fighter training. The ongoing exercise is hosted by the 154th Fighter Wing, Hawaii Air National Guard. Photo by Master Sgt. David Loeffler

## The Grizzly Newsmagazine

Published by the Directorate of Communications, California National Guard  
Views and opinions expressed in this publication are not necessarily those of the Department of the Army, the Department of the Air Force or the California Military Department.  
The Grizzly is an official publication authorized by Army Regulation 360-1 and Air Force Instruction 35-101.

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