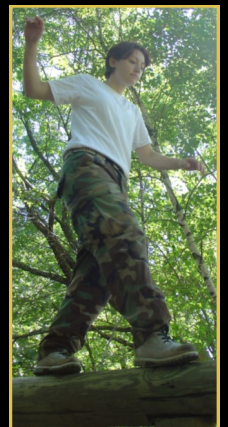


# Office of the Adjutant General



## RING and RIEMA Annual Report 2008



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## Adjutant General's Letter to the Governor



Dear Governor Carcieri,

It is with great pride that I submit the 2008 Annual Report for the Rhode Island National Guard (RING) and the Rhode Island Emergency Management Agency (RIEMA) to you on behalf of the outstanding men and women of both those organizations.

2008 has been year marked by dire economic circumstances and lean budgets. As the state's most leveraged federally funded agency, I am happy to report that both the RING and RIEMA have continued to be responsible stewards of their federal and state budgets and have managed to accomplish their unique dual missions in service of both the State and Country. As you peruse this report, I am confident you will note their successes!

The RING surpassed the 4000 number in terms of deployments in support of the War on Terror although our operations tempo in 2008 was markedly reduced from the previous 7 years. In all, we deployed about 210 total Soldiers and Airmen during this period but are preparing for a second round of deployments in the 2010 cycle.

Additionally, for the first time in nearly 30 years, both the Army and Air National Guard are reporting near or above 100% capacity! The great legacy of Rhode Island patriotism obviously lives on.

Lastly, I am proud to report that we continue to modernize our force by way of equipment and, most notably, military construction with more than \$148 million worth of project ongoing in various stages of development. The local impact on the economy, as a result of these initiatives, cannot be under-stated.

In short, the RING and the RIEMA remain ready, relevant, reliable, and accessible organizations for both the citizens of this great State and our Country!

Sincerely,

A handwritten signature in black ink, appearing to read "Robert T. Bray". The signature is stylized and written over a horizontal line.

Robert T. Bray  
The Adjutant General  
Commanding General  
Rhode Island National Guard

# The Strategic Plan for the Rhode Island National Guard 2007-2017

## Mission

*Provide well-trained, well-led and well-equipped mission ready units in support of the National Military Strategy and, as required, state and local officials.*

## Vision

*A ready, relevant, and reliable force comprised of Citizen Soldiers and Airmen, capable of conducting full spectrum operations in joint and interagency environments.*

## Organizational Values

*Loyalty  
Duty  
Respect  
Service before Self  
Integrity  
Personal Courage  
Excellence in all we do*

## Organizational Goals

*Man the Force  
Train the Force  
Sustain the Force  
Communicate  
(Internally/Externally)*



# State Command Staff

---



**Maj. Gen. Robert T. Bray**  
**Adjutant General**  
**Commanding General**



**Brig. Gen. Brian Goodwin**  
**Assistant Adjutant General**  
**for Army**



**Brig. Gen. Thomas Haynes**  
**Assistant Adjutant General**  
**for Air**

# Joint Force Headquarters Staff

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**Brig. Gen. Matthew Dzialo**  
**Commander**



**Col. Virginia Barham**  
**Chief of Staff**



**Col. Donald Lagor**  
**Deputy Chief of Staff**

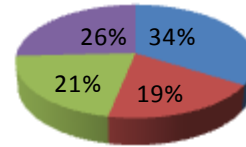
## Financial Summary

### Federal Funds Expended for Rhode Island National Guard for 1 July 2007 through 30 June 2008

Funds Expended	Air	Army
Military Pay	\$21,587,960.00	\$35,822,190.00
Civilian Pay	\$14,628,747.00	\$17,760,526.00
Goods and Services	\$16,158,993.00	\$19,448,400.00
Military Construction Received	\$4,966,871.00	\$38,513,000.00
<b>Total</b>	<b>\$57,342,571.00</b>	<b>\$111,543,116.00</b>

#### Total Federal Funds Expended for Army and Air

**\$168,885,687.00**



- Military Pay
- Civilian Pay
- Goods and Services
- Military Construction Received

**TOTAL FEDERAL FUNDS OBLIGATED: \$168,885,687**

**Estimated Total Economic Impact: \$287 million\***

**Including \$5,387,965 in State Income Tax**

**The RING is the most leveraged federal financial organization in state government**

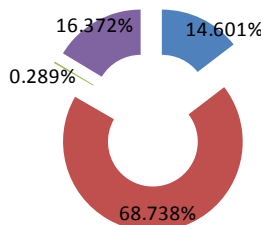
### State funds expended for RING

Salaries/wages and Benefits	\$4,797,459.00
Contracted Professional Services	\$478,311.00
Operating Supplies and Expenses	\$3,258,045.00
Assistance and Grants	\$425,786.00
Capital Purchases and Equipment	\$3,425,603.00
Debt Services	0
Operating Transfers	(\$1,306,120.00)
<b>Total Expenditures:</b>	<b>\$10,864,985.00</b>

#### REVENUE SOURCES TO SUPPORT STATE EXPENDITURES

General Revenue	\$1,586,409.00
<b>Federal Funds</b>	<b>\$7,468,323.00</b>
Restricted Receipts	\$31,408.00
Operating Transfers from Other	\$1,778,845.00
<b>Total</b>	<b>\$10,864,985.00</b>

#### Revenue Total \$10,864,985.00

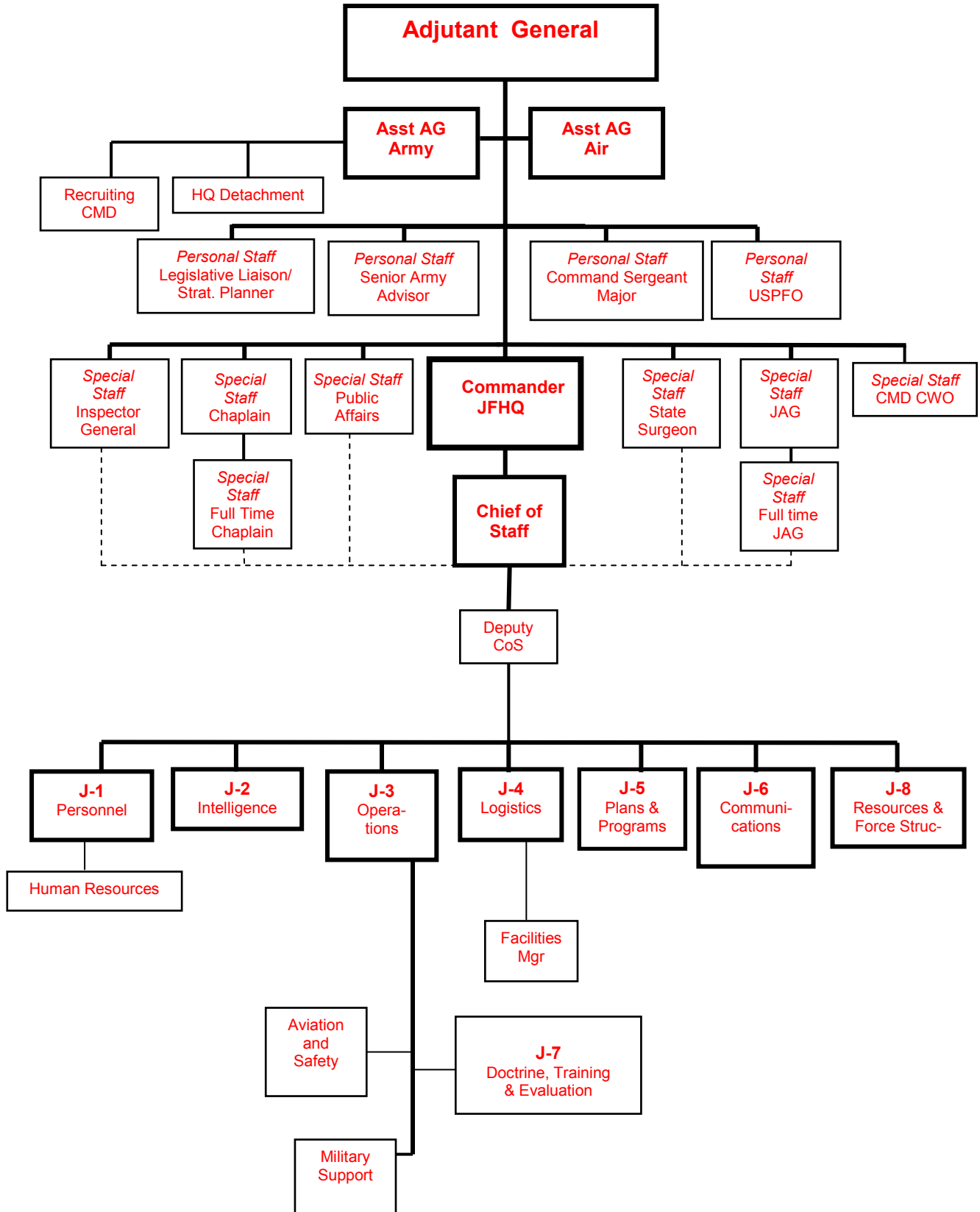


- General
- Federal Funds
- Restricted Receipts
- Operating Transfers from Other

\* As determined by West Point Economic Study. Economic Multiplier 1.7%



# RHODE ISLAND NATIONAL GUARD JFHQ ORGANIZATIONAL CHART



# RHODE ISLAND NATIONAL GUARD

## Mission

The Rhode Island National Guard (RING), like the National Guard of all 54 states and territories, has both a federal mission and a state mission. The RING's federal mission is to maintain manned, equipped and trained operational forces that are prepared to respond to any contingency in support of the President's National Security Plan. The RING is an operational force provider for the full-spectrum of contingencies to include nation-building, peacekeeping, humanitarian, natural disaster, national emergency, limited conflicts and full-scale war. The state mission of the RING is to provide manned, equipped and trained units and personnel that are prepared to respond to state and local authorities as directed by the Governor to assist in maintaining peace, order and public safety during crisis situations to include natural or manmade disasters, high-profile events and state emergency defense operations.



The Adjutant General Maj. Gen. Robert T. Bray, in his dual capacity as the Commanding General of the Rhode Island National Guard and the Adjutant General of the State of Rhode Island, has command and control of all assigned forces to include all units of the R.I. Army National Guard, the R.I. Air National Guard and the State Militia. The R.I. Adjutant General also serves as the Director of the Rhode Island Emergency Management Agency (RIEMA). The primary mission of the RIEMA is to protect life and property before, during and after a disaster or emergency situation.

## Organization

The RING is composed of a Joint Force Headquarters and both a land component - the Army National Guard - and an air component - the Air National Guard. The combined authorized strength of these two components is 3941 personnel. As of 30 Jun 2008, the assigned strength of the RING was 3290 personnel.

## Joint Force Headquarters

The Joint Force Headquarters (JFHG-RI), commanded by Brig. Gen. Matthew B. Dzialo, exercises command and control of all assigned, attached or operationally aligned forces within the geographical boundaries of the state. JFHQ-RI is organized and manned to respond to the ever-

changing challenges presented in the post 9/11 environment to include situational awareness and the ability to coordinate an effective and timely response to Homeland Defense, Defense Support to Civil Authorities and other domestic emergency mission. All units of both the RI Air and Army National Guard are available to be task organized for emergency response. Additionally, National Guard assets from other states or Title 10 (Active) forces may be deployed and fall under the command and control of JFHQ-RI with the concurrence of their Governor or the President, respectively. A Joint Staff consisting of a Chief of Staff and eight directors assists the Commander, JFHQ-RI with mission execution.



## Joint Programs

The JFHQ-RI is also tasked with the execution of several programs designed to service the entire extended military family to include veterans, retirees, family members, civilian partners, Soldiers and Airmen. **(See page 20)**

# Joint Forces Headquarters

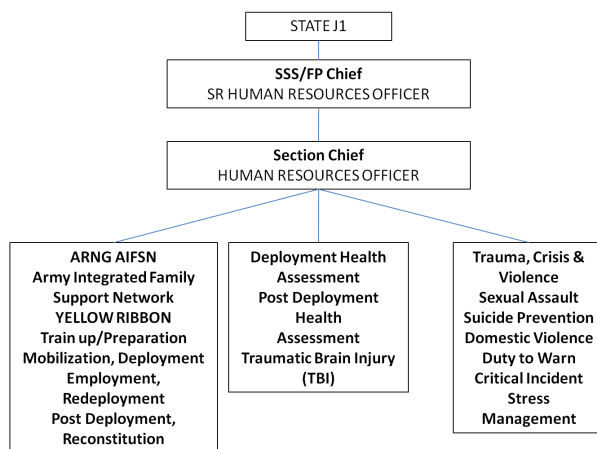
## J1, Director of Manpower and Personnel

COL. LYNN HAGUE

As one of the principal staff officers and advisors for The Adjutant General, the main focus for the J1 is to manage and administer various Army and Air personnel and manpower programs, and systems for the Joint Forces Headquarters for Rhode Island. Such programs as the Equal Opportunity/Equal Employment Opportunity, Full Time Manning, Employer Support for the Guard and Reserve (ESGR), Joint Family Support Assistance Program (JFSAP) Family Readiness Centers, Transition Assistance Benefits, TRICARE Benefits, Chaplain Services, Health and Wellness Programs provide a variety of support, resources and services to our Service Members and Families.

As the war on terror continues, demands on Army National Guard service members and their Families have increased, which has brought a significant impact on the care and services our service members and their Families need to support a normal life through the entire deployment cycle.

During the past year, the J1 was charged with implementing the newly established Army National Guard, Deployment Cycle Support (DCS) Yellow Ribbon Program. The program is intended to be a proactive support program that will ultimately benefit Soldiers and their Families, hometowns and civilian employers. The program stipulates that deployment support reintegration programs are provided in all phases of deployment. One provision of the program requires the J1 to hold reintegration activities at 30-, 60- and 90-day intervals after demobilization or the end of a deployment for all members who have been mobilized or deployed for 90 days or more. The organization chart below depicts the positions and services established to better prepare our Soldiers and Families.



Additional partnerships will be formed and are necessary as they provide additional resources and services to Families beyond the means of the ARNG. These

- partnerships include but are not limited to:
- Veterans Service Organization such as The Veterans of Foreign Wars (VFW), American Legion, Disable American Veteran (DAV), and American Veterans (AMVETS).
  - National Military Family Association
  - Operation Military Kids
  - Tragedy Assistance Program for Survivors (TAPS)
  - 4H
  - Boys, Girls Clubs of America
  - Red Cross.

As part of the Global War on Terrorism, the Army created a modular force to meet the operation challenges of today's Army. This modular Army was designed to be more responsive to the regional combatant commanders needs, better employs joint capabilities, facilitates force packaging and rapid deployment. As part of this transition to the Army modular force, the Rhode Island Army National Guard underwent one of the largest transformations in its history.

As a result of this transformation, there were units inactivations, activations, consolidations and conversions that affected the total force structure allowance reducing it from approximately 2,763 to 2,113, a total loss of 536 positions, thus causing the displacement or reassignment of approximately 500 Soldiers. The inactivation of the 1043d Maintenance Company began the domino effect within the personnel arena as it relates to effective personnel utilization and Army Transformation as a whole. A proactive transition of personnel for the inactivation's, activations and conversions, such as the inactivation of the 1207<sup>th</sup> Transportation Company, Headquarters, Headquarters Battery, 103d Field Artillery Brigade, the activation of the 1207<sup>th</sup> Forward Support Company and the conversion of the Headquarters, Headquarters Battery, 1/103d Field Artillery Battalion and the 861<sup>st</sup> Engineer Company, had to occur.

In 2008, the J1 planned and directed the first Military Job Fair in its history to assist the more than 400 Soldiers in preparation of their reassignments and reclassifications as a result of the deactivation and activation of 4 major units within the force structure of the ARNG. Every Soldier initially assigned to a unit affected by either deactivation or activation had an opportunity to receive first hand counseling's with a recruiter, incentive manager, school manager, and a representative from the military police, engineers, special forces, aviation and infantry units.

The Job Fair was conducted over a 2-day timeframe. 434 reassignments were required with the goal of transferring as many Soldiers into appropriate qualified positions, taking into consideration the needs of all current organizations and each Soldier's preference and qualifications as to future MOS and unit assignment. At the end of the Job Fair, 367 reassignments were approved and/or directed with 33 pending separations and 34 issues and/or concerns, which required cross brigade and assignment status, coordination. All issues and concerns were resolved in the pursuing weeks.

# Joint Force Headquarters

## J2 Directorate of Intelligence

COL. DAVID L. MURPHY

### Mission Statement

The J2 Directorate of Joint Force Headquarters, Rhode Island National Guard, produces timely and fused multi-discipline intelligence for the Adjutant General of the State of Rhode Island in order to support full spectrum operations worldwide in the Joint-Interagency-Intergovernmental-Multinational (JIIM) environment.

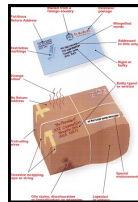
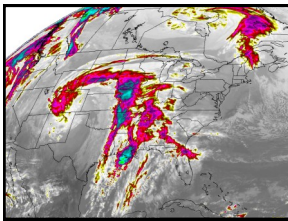
### Building a Local Intelligence Community

The J2 Section extends trust, builds state and inter-agency partnerships, and fulfills army-to-air force relationships via internal and external training exercises and conferences within the state area of responsibility and the Bahamas, our state partnership. In order to accomplish this, the J2 Section participated in 2 SLATT conferences, 2 Anti-terrorism/force protection conferences and the NGB J2 Conference.

### Training

The J2 Section also plans, directs, and evaluates all state army and air force intelligence programs and activities and assists subordinate unit Intelligence personnel in providing answers to the key questions about terrain, weather and threat situation.

This year, the J2 performed two Intelligence Oversight inspections; conducted four country briefs to support deploying units; participated in a hurricane exercise; received funding for TALP (Total Army Language Program) to build our language laboratory and Project Foundry (Intelligence training) funds; acquired JWICS equipment for our state's future SCIF (Secret Compartmentalized Information Facility); scheduled WIDSBRITE (Imagery) fielding and training for TY 09; received "satisfactory" rating on HHQ Intel Oversight Inspection and has begun development of a more robust IO program to meet DA-IG way ahead require-



ments; and finally, established and published an SOP for installation mail handlers in the wake of suspicious mail package/letter traffic in military installations around the nation's military installations.

## J-3/7 Training Division

COL JOSEPH E. ROONEY  
LTC ANDREW C. McMANUS  
SGM JAMES RUSSEL

### MISSION STATEMENT

*Assist In Planning, Resourcing, Funding, Coordination, And Execution Of All RIARNG Training Events In Order to Ensure Readiness In Support Of Federal and State Operations.*

### ANNUAL TRAINING

The 2008 training year provided RIARNG units the opportunity to conduct training missions throughout the world. These critical exercises ensure unit readiness for Federal and State Missions.

Unit	Location
MED DET	TAMC, HAWAII
JOINT FORCE HQ	CRANSTON, RI
65 <sup>TH</sup> PRESS CAMP	CAMP FOGARTY, RI
88 <sup>TH</sup> ARMY BAND	CAMP FOGARTY, RI
SOD-G	CAMP FOGARTY, RI
243D RTI	CAMP RELL, CT (OCS)
243 <sup>RD</sup> RTI	FT RUCKER, AL (OCS)
43 <sup>RD</sup> MP BDE	WARWICK, RI
118 <sup>TH</sup> MP BN	CAMP EDWARDS, MASS
119 <sup>TH</sup> MP CO	CAMP EDWARDS, MASS
115 <sup>TH</sup> MP CO	CAMP EDWARDS, MASS
169 <sup>TH</sup> MP CO	DEPLOYED
103D FA BDE	FT DRUM, NY
103D FA BN	FT DRUM, NY
BTRY A, 103D FA	FT DRUM, NY
BTRY B, 103D FA	FT DRUM, NY
BTRY C, 103D FA	FT DRUM, NY
1043d MAIN	FT DRUM, NY
126 <sup>TH</sup> AVN BN	FT INDIANTOWN GAP, PA
A/126 <sup>TH</sup> AVN	FT INDIANTOWN GAP, PA
D/126 <sup>TH</sup> AVN	FT INDIANTOWN GAP, PA
DET 2 192 AVN	FT INDIANTOWN GAP, PA
DET 1 249 <sup>TH</sup> MED	FT DRUM, NY
56 <sup>TH</sup> TROOP CMD	CAMP FOGARTY, RI
DET2 3/172D INF	AP HILL, VA
861 <sup>ST</sup> EN	CAMP FOGARTY, RI
173D LRS	AP HILL, VA

In 2008 the National Guard Bureau (NGB) provided the State of Rhode Island with a total of 2.7 million dollars to support annual training requirements for the fiscal year. The following graphic illustrates how funds were dispersed throughout the State.

### US/UK EXCHANGE PROGRAM

The US/UK Exchange Program is an annual event exchanging reserve officers and senior NCO's (**E6/E9**) from the RIARNG with their United Kingdom Territorial Army (UKTA) counterparts. In training year 2008 the RIARNG sent four soldiers to the UK during the month of September.

## Joint Force Headquarters

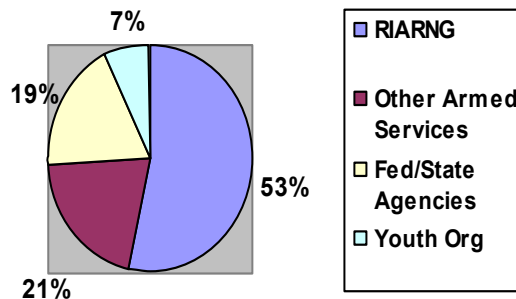
### CAMP FOGARTY TRAINING SITE

The Rhode Island National Guard Camp Fogarty Training Site is an Intermediate Training Center (ITC) comprised of 350 acres of training land, to include a cantonment area and multiple field training sites. The staff consists of a full-time Training Center Manager supported by 5 individuals on site support funds. The following facilities are available to all military services, federal, state, and city law enforcement agencies, fire departments, and youth organizations.

Billiting (Capacity 110)	Practice M203 Range
Dining Facility (Capacity 120)	Skeet Range
Classrooms	Firearms Training System
Confidence Course	Vehicle Wash Facility
Rifle Range	Combative Course
Pistol Range	Fitness Center
Shoot House	Field Training Areas

- Camp Fogarty is the primary training area for the RING and is also utilized by Naval Station Newport, Navy Submarine Base Groton, Marine Reserves, Coast Guard, PC and URI ROTC Programs, CIA, FBI, US Probate Court, and state and local law enforcement agencies. Many youth organizations such as the Young Marines, American Cadet Academy and various Boy Scout troops also use the facility. During 2008, 64,578 personnel were trained at Camp Fogarty. The CFTC has hosted the following events:
  - Diversity Day Celebration
  - RI Militia Day to include Black powder school
  - Operation Guardian
  - Junior Olympic Shooting Tournament
  - Annual Leapfest Support Operations
  - Navy Chaplain School

**Training Center Utilization**



- Drug Demand Reduction Program (Hi Low Ropes Course)

- Northeast Region Boy Scout Camporee
- Northeast Region Skeet Shooting Competition
- RI Municipal Police Academy
- RI Department of Correction Training Academy
- Wyatt Federal Detention Facility Training
- State Police Accident Reconstruction Course
- RI Youth Neighborhood Works Program
- Ocean State Search and Rescue Training
- ARNG Recruit Sustainment Program
- Navy International Student Exchange Program
- Civil Air Patrol Training
- Navy Officer Candidate School
- RING Competitive and Combat Shooting Teams
- Winter Biathlon Training
- US Probate Court Training

Military organizations use Camp Fogarty primarily to conduct live fire familiarization and qualification tables. The following chart displays the amount of ammunition expended on each range during TY 2008:

	Range	Type Ammunition	Total Expended
A	Rifle	5.56 mm	89,303
B	Pistol	9 mm	33,498
C	Machine Gun	5.56 mm 7.62 mm	28,058
C	Shotgun	12 gauge	6,202
D	Grenade Launcher	40 mm (prac)	1,170

### 243<sup>rd</sup> Regiment- Regional Training Institute

The 243<sup>rd</sup> Regiment located at Camp Varnum (Narragansett) provides the men and women of the Army National Guard, Army Reserve, and Regular Army with Military Occupational Specialty (MOS) Qualification training, Leadership/Professional Development training and Instructor Qualification training. The training provided through the Non-Commissioned Officer Academy, the Office Candidate School, and special courses, parallels all active component Army school programs and reflects the most current methods of military instruction. All schools are run under guidance of the U.S. Army and The Army School System (TASS).



### RI Officer Candidate School (OCS)

Phase I was conducted in a Region A (New England, New York, and New Jersey) consolidated Annual Training (AT) period at Camp Rell (Niantic), CT from 14-28

## Joint Force Headquarters

July 2008. Teach, Advise, and Counsel (TAC) Officers and NCO's manage candidates and evaluate leadership task completion and qualities of the students. RI NCO Academy instructors manage and evaluate the Land Navigation training and practical exercise which is a requirement for students to pass for continuation into Phase II of the OCS program. Candidates return to Home Station for Phase II of the program which is primarily academic. During this phase the class conducted a Staff Ride to the Gettysburg National Battlefield Park, PA. Phase III is a culmination of the twelve month, five hundred hour curriculum in which students perform an intensive field train exercise at Fort McClellan, AL, which was held from 28 July - 11 August 2008.

Graduation was held at the State House in Providence. Rhode Island Governor Donald L. Carcieri and Major General Robert T. Bray were present to administer the state and federal oaths of office, respectively, to the new lieutenants.

### Warrant Officer Candidate School (WOCS)

Phase I is conducted in a Distance Learning (DL) method of delivery. Candidates report to Camp Rell (Niantic), CT for Phase II of the program. Teach, Advise, and Counsel (TAC) Officers and NCO's manage candidates and evaluate leadership task completion and qualities of the students. Students are put through a stringent course of academics which is managed by the Warrant Officer Career Center at Fort Rucker, AL. Phase III is a culmination of the six month, three hundred and fifty-five hour curriculum in which students perform an intensive field training exercise at Camp Atterbury, IN., which was held from 14-28 July 2007. The 243<sup>rd</sup> Regiment supports this program by providing three (3) instructors who perform either alternate or additional weekend training periods at Camp Rell.



### Non-Commissioned Officer Academy

#### (NCOA)

The NCOA offers leadership courses required by the Army and utilizes Programs of Instruction (POI) managed by the US Army Sergeants Major Academy (USASMA). Class # 08-001, Phase 1, of the Basic Non-Commissioned Officer Course (BNCOC) graduated twelve students in April 2008. This course teaches leadership and administrative skills required of mid-level NCO's in the ranks of Sergeant and Staff Sergeant. The Advanced Non-Commissioned Officer Course (ANCOC) is designed to increase the management and tactical skills of soldiers in the ranks of Staff Sergeant and Sergeant First Class.\*

\*ANCOC was not held this training year and the POI is currently under revision by the USA Sergeants Major Academy.

### Military Occupational Specialty Qualification (MOSO)

31B10 (Reclassification) Phase 1

**Basic Military Police:** Military police supervise or provide support to the battlefield by conducting battlefield circulation control, area security, prisoner of war operations, civilian internee operations, law and order operations on the battlefield and support to the peacetime Army community through security of critical Army resources, crime prevention programs and preservation of law and order. **Skill Level 1.** Performs as a team member in support of battlefield operations, installation law and order operations and security of Army resources and Installations. On February 1, 2008, twenty Soldiers entered 31B MOS-T, Phase One at the 243d RTI. Nineteen Soldiers graduated from phase one. All students were enrolled to complete phase two at another location.

For training year 2008 (1 Oct 07 - 30 Sept 08), the 243<sup>rd</sup> Regiment 31B MOS-T course added sixteen trained Military Policemen to the Rhode Island Army National Guard. This MOS producing class utilizes Programs of Instruction (POI) managed by the U.S. Army Military Police School at Fort Leonard Wood, MO. 13E10 was deleted from this training year and replaced by 31B10 under the school battalion reorganization.

### Special Courses



**Pre-Basic Combat Training** course (or Recruit Sustainment Program) is offered monthly at Camp Fogarty. Training is being conducted on a three month rotating cycle. This course is designed to prepare new soldiers for Initial Entry Training (IET) Basic Combat Training (BCT) by teaching them the basic soldiering skills required. Agreements with the 385<sup>th</sup> Regiment (Training) have allowed us to use school trained Drill Sergeants to conduct the training of approximately 40 students per month.

Two iterations of the **Total Army Instructor Training Course (TAITC)**, now titled **Army Basic Instructor Course (ABIC)**, were conducted for TY-08. In June 08 a total of nineteen Soldiers graduated from the course. ABIC teaches students the latest methods of military instruction and certifies the graduates as qualified instructors for a variety of military courses.

The **Small Group Instructor Training Course (SGITC)**, a follow on course to ABIC, graduated eight

## Joint Force Headquarters

students in September 07. This course is a requirement for instructors to teach at the Non-Commissioned Officer Academy.

The following medical based courses are taught at Camp Varnum under the direction of the RI-ARNG Medical Command. The 243<sup>rd</sup> Regiment assists in this process as the subject matter expert in the army institutional school system and provides classroom space, supplies, books, billeting, and food for enrolled students:

**Combat Lifesaver Course (CLC):** The Army battle doctrine recognizes the battlefield constraints on trained medical personnel available to provide immediate, far-forward care. The Combat Lifesaver was developed to increase this far-forward care to combat soldiers during *the Golden Hour*. By doctrine, at least one Combat Lifesaver (CLS) is required for every squad, team or crew. The CLS is a non-medical soldier trained to provide emergency medical care. The training received consists of enhanced first aid procedures and selected medical procedures. This training is the bridge between the first aid (self-aid/buddy aid) training given to all soldiers and the medical training given to the combat medics. The CLS Course is designed for both active duty and reserve component soldiers in combat arms, combat support and combat service support units.

**Emergency Medical Technician – Basic (EMT-B):** The course is taught as part of the army 91B10 Medic (Transition) to MOS 68W Medic giving Army medics the same training taught to civilian Fireman/Rescue Squad/Medical Technician and must be taught by a qualified EMT- Basic Instructor-Coordinator. This course is a minimum of 110 hours in length and consists of both lecture and practical sessions. The material covered in this course is divided into 7 modules. They are: Preparatory, Airway Management, Patient Assessment, Medical Emergencies, Trauma Emergencies, Infants and Children and Operations.

### J-3/Mobilization Readiness Division

The Mobilization Readiness Division (MRD) serves as the principal advisor to the Adjutant General and as the action office for all matters pertaining to unit and individual mobilizations, force structure management, organizational readiness and force modernization.

### Mobilization

The year ending June 30, 2008 saw the largest number of Soldier mobilizations and deployments since 2003 with 379 of 2,100 assigned Rhode Island Army National Guard members deployed in support of OPERATION IRAQI FREEDOM and OPERATION ENDURING FREEDOM. The 169<sup>th</sup> Military Police Company deployed with 136 Soldiers to Al Anbar Province, Iraq and provided Police Partnership Program oversight in support of the 2<sup>nd</sup> Marine Division; CO D, 126<sup>th</sup> Theater Aviation (C-23) deployed 7 Soldiers to Kuwait and flew cargo and passenger support missions in and around Kuwait and Iraq; C Battery, 1<sup>st</sup> Battalion, 103<sup>rd</sup>

Field Artillery Regiment deployed with 171 Soldiers to Camp Cropper, Iraq and conducted detention operations in support of Task Force 134; the 65<sup>th</sup> Press Camp deployed with 8 Soldiers to Baghdad, Iraq and provided media support to the Multi-National Corps Iraq in the Green Zone; the Rhode Island Army National Guard Embedded Training Team (ETT) deployed with 16 Soldiers to numerous locations in Afghanistan and provided training oversight for the Afghan National Army; and the Special Operations Detachment-Global deployed with 30 Soldiers to Tampa, FL to provide Special Operations Oversight in the SOUTHCOM area of responsibility in support of Special Operations Command South (SOCSO). In addition, the RIARNG deployed 11 individual Soldiers to Afghanistan, Kosovo, Iraq, and throughout the continental United States in support of the ongoing Global War on Terrorism (GWOT). Finally, the RIARNG established and manned the Pre-Mobilization Training Assistance Element (PTAE) designed to reduce the total mobilization time of RI Army National Guard units from 15 months to 12 months in accordance with the Chief of Staff of The Army's directive. The RIARNG PTAE consists of 9 Active Duty Soldiers who provide training oversight and, more importantly, validation of many training events normally conducted at the mobilization station, thus limiting the amount of time spent during the Post -Mobilization phase of unit deployments. In addition to supporting RIARNG deploying units, the PTAE provided support to sister states (MA, PA, OR) in their effort to prepare units for deployment.

RIARNG Soldiers Deployed In Support of the Global War on Terrorism.

### Force Structure Management

RIARNG Force Structure Allowance (FSA) to End Strength (ES) Balance.

	Force Structure	End Strength	% Assign
Current	2,763	2,105	76%
Future*	2,113	2,120	100%

The RIARNG developed and implemented a detailed plan that will result in the activation, inactivation or conversion of seven units in the RIARNG force structure by the end of Fiscal Year 2009. The goal of the force structure redesign is to provide rapidly deployable and interchangeable force packages in support of the war effort while ensuring the RIARNG units remain fully manned, trained and equipped to meet the needs of the State of Rhode Island for any contingency. The plan calls for an overall reduction in the Force Structure Allowance (FSA) from 2,763 to 2,113 in order to better match the RIARNG End Strength (ES) of 2,120, but will have no impact on the resources required to support State contingencies. Specifically, HHB, 103<sup>rd</sup> Field Artillery Brigade will inactivate; HHS, 1<sup>st</sup> Battalion, 103<sup>rd</sup> Field Artillery Regiment will convert to a

## Joint Force Headquarters

Lightweight M777 Howitzer Battalion; the 861<sup>st</sup> Engineer Company will convert to a Modular Engineer Support Company; the 119<sup>th</sup> Military Police Company will inactivate; and finally, the 1043<sup>rd</sup> Maintenance Company and the 1207<sup>th</sup> Transportation Company will both inactivate and merge to form the 1207<sup>th</sup> Forward Support Company which will provide similar maintenance and transportation support assets.

**\* The Future FSA will be effective on September 1, 2008.**

### Organizational Readiness

The readiness of Rhode Island Army National Guard units for mobilization remains among our top priorities. Despite the extraordinarily high operations tempo which has seen the largest number of Rhode Island Soldiers deployed since World War II, the RIARNG has and will continue to provide fully trained, well led, and properly equipped units and soldiers in support of both State and Federal missions. The RIARNG works diligently to ensure every assigned Soldier is mentally and physically prepared to deploy through annual Soldier Readiness Processing. Additionally, Soldiers and units undergo rigorous training at the individual and unit level to ensure success when called upon. The training and Soldier Readiness Processing coupled with new or improved equipment ensures that the RIARNG is poised to support any and all Federal and State missions.

### Force Modernization

The Rhode Island Army National Guard continues to aggressively pursue modernization initiatives to ensure our units receive and are trained on the best equipment in the Army inventory. The year ending June 30, 2008 saw the arrival and integration of over 140 pieces of new equipment across the RIARNG which will enhance not only the go to war posture of our units, but will enhance our ability to support the State of Rhode Island as necessary. The RIARNG expects to receive 6 Engineer Scrapers and 2 Engineer Water Distribution Systems in 2009. The RIARNG stands poised to aggressively pursue additional equipment and assets that will further enhance our ability to fight in war and support our State in any contingency presented.

## J-4 Facilities Division

COL. CHARLES WALSH

### Surface Maintenance Manager

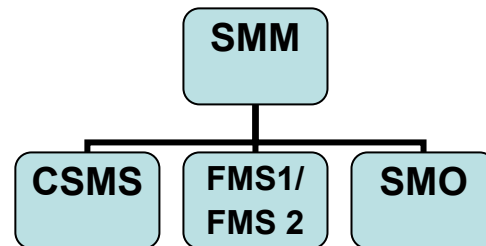
The Surface Maintenance Manager (SMM) directs and administers the surface maintenance program for the Rhode Island Army National Guard. The SMM provides technical supervision to all maintenance activities and exercises operational and administrative control over the Combined Support Maintenance Shop (CSMS), the Field Maintenance Shops (FMS) and the Surface Maintenance Office (SMO). The SMM provides staff supervision over technical aspects of unit organizational maintenance for the entire state.

### Combined Support Maintenance Shop (CSMS)

Forward Repairs System	1
Up Armored HMMWV	13
GPS Navigation Systems	30
Test Set–Maintenance Spt	10
Trailer – 1 ¼ Ton	2
SKL Devices	64
HMMWV	1
HEMT Trailer	8
Test Radar Set	4
Fuel Tanker (2 ½ Ton)	1
Wrecker (5 Ton)	4
SECM Truck	1

The Combined Support Maintenance Shop is the center of maintenance activity and provides sustainment maintenance support. Sustainment maintenance is the higher level of maintenance after field maintenance and is provided to all units of the RIARNG. Specialized work is performed on electronic equipment, armament, and calibrated instruments. Other functions provided include engine rebuild, canvas repair, mill work, auto body repair and vehicle painting.

A new CSMS is currently under construction with a



completion date of September 2009. The new \$30,000,000 CSMS sits on 19 acres with a building space of 82,000 square feet which is three times larger than the current CSMS of 24,000 square feet. Two of the Field Maintenance Shops will consolidate and operate out of this facility. This state of the art facility will provide the best environment, tools and automation to support the RIARNG in the 21st century.

### Field Maintenance Shops (FMS)

There are four (4) Field Maintenance Shops in Rhode Island which are presently located in Smithfield, Warren, Warwick, and East Greenwich. Each Field Maintenance Shop is subordinate to the Supervisory Surface Maintenance Specialist. The mission of the FMS is to



## Joint Force Headquarters

perform unit level maintenance and limited direct support maintenance on all equipment (except medical) assigned to units supported by the FMS. Each shop is provided with the necessary tools and equipment to conduct maintenance and repairs authorized for that level.

### **Surface Maintenance Office (SMO)**

The Surface Maintenance Manager and his staff provide guidance, administrative support and staff supervision over technical aspects of unit organizational maintenance for the entire state.

### **Requirements**

The Surface Maintenance Program supports the following requirements of the RIARNG: to include the total number of wheeled vehicles, personnel budget and the budget for repair parts required for services and repairs.

Wheeled Vehicles Supported	654
Personnel Budget	\$3,654,669
Budget to support equipment repairs	\$1,492,390

### **Reset**

The Field Reset program is a special maintenance program designed to restore Deployed and non-deployed equipment of the RIARNG to meet Federal and State mission demands. The following depicts total number of work orders, Personnel budget and Repair parts budget:

Total number of Work Orders	1168
Soldier Cost	\$2,108,912
Repair Parts Cost	\$729,200

Total Budget Requirements

Personnel Requirements	\$5,763,581
Repair Parts Requirements	\$2,221,590
TOTAL REQUIREMENTS	\$7,985,171

## **J5 Strategic Plans and Policy Directorate**

COL. MARK HABERSHAW

The J5 develops, promulgates, and coordinates strategic policy, plans, initiatives and concepts related to war-fighting, transformation, State Partnership Program, federal/state homeland security, Interagency/ Intergovernmental coordination, civil support missions, and selected other activities for the Rhode Island National Guard. Additionally, the J5 serves as the legislative liaison (LL) for the Rhode Island National Guard. The LL provides legislative policy advice, guidance and recommendations to The Adjutant General on Congressional and General Assembly issues affecting the Rhode Island National Guard.

### **Mission**

Provide well-trained, well-led and well-equipped mission ready units in support of the National Military Strategy and, as required, state and local officials.

### **Vision**

A ready, relevant, and reliable force comprised of Citizen Soldiers and Airmen, capable of conducting full spectrum operations in joint and interagency environments

### **Strategic Planning**

In October of 2007, the Rhode Island National Guard conducted its first annual strategic planning workshop. This workshop signified the implementation of strategic planning for the organization. It provided subordinate commands with the opportunity to learn about the strategic planning process and establish goals and objectives which nested/supported The Adjutant General's. This process ensures that all organizations have common focal points and their actions will facilitate RING mission accomplishment and achievement of the organizational vision. Strategic planning is a continual process and the RING will periodically review its goals, objectives and action plans to ensure that the organization remains ready, relevant, reliable and accessible for its customers. These customers include federal, state and local officials, Soldiers, Airmen, Families, and Employers.

## Joint Force Headquarters

### **J6 Directorate of C4IM**

LT. COL. MICHAEL TETREULT

#### **Deputy Chief of Staff for Information Management (DCSIM)**

##### **(Communications and Automation)**

The Directorate serves as the primary advisor and authoritative expert to The Adjutant General, staff elements, and command officials on matters pertaining to Information Management both present and future.

#### **Vision Statement**

The vision of the Rhode Island National Guard J6/CIO is to ensure the entire organization is able to leverage Information Technology and Information Management to meet organizational strategic objectives. "The joint force of the future will have more robust and coherent joint command and control capabilities. Rapidly deployable, standing joint task force headquarters will be available to the Combatant Commanders in greater numbers to meet the range of potential contingencies." (Quadrennial Defense Review 2006) These command and control capabilities will require a robust Information Technology and Information Management infrastructure.

#### **Mission Statement**

The mission of the Rhode Island National Guard J6/CIO is to provide a high quality, secure, and professional information technology and information management infrastructure and services to our customers necessary for the performance of federal and state missions.

#### **Distance Learning**

The Distance Learning program has two primary sites and one satellite location. The primary sites are in Johnston, RI with a classroom and conferencing area and in East Greenwich, RI with a classroom. The satellite location houses secure/unsecure video teleconferencing capabilities (VTC) for up to twenty. We provide secure/unsecure video teleconferencing, web-based training, computer-based training, and classroom facilities for the Rhode Island National Guard and the communities we serve. Under the command guidance of the Chief Information Officer (CIO)/J-6 the Rhode Island Distance Learning Program is consistently increasing the classroom usage rates. The program is mandated by Congress to enter a partnership with the host state allowing us the ability to market and advertise to the public and private sector offering use of our classrooms to defray the cost of equipment and maintenance. The partnership has allowed us to make maximum use of the classrooms, when not being used by soldiers and airmen. Training has helped nurses, the Emergency Management Agency, the Department of Justice and many others. Other training ranges from Emergency Medical Technician recertification to USPFO training on Federal Logistic System or Military Accounting System. The classrooms are in-

involved in video teleconferencing for Recruiting and Retention, and numerous other video conferences throughout the year. Operation of secure and unsecure video teleconference equipment allows military commanders to communicate with their deployed units in real time. We welcome inquiries regarding using the facilities and can be contacted through any of the methods offered at our web site: <http://states.ng.mil/sites/RI/Resources/DistanceLearning>

#### **Automation**

This section purchases and implements all computer equipment for the CIO/J6. It maintains repairs and upgrades all computer equipment (workstations and servers) attached to the Local Area Network (LAN). Automation support continues to monitor systems and recommends lifecycle acquisitions as needed. They manage all computer property assigned to the Rhode Island National Guard for accountability. The section also maintains the CIO/J6 "Help Desk" for individual and unit automation issues, as well as maintaining the software library for government owned computer systems and accounts for all licensing. It also produces reports on demand to account for hardware and software usage, and ensures compliance with current anti-virus and information assurance standards. The automation team assists with installation and configuration of routers and network equipment at all Rhode Island National Guard locations.

#### **Administrative Services**

Administrative services provide document reproduction and graphical aid services. They also provide bulk mail and package shipment services, Freedom of Information Act requests, and document management. The office continues to convert publications to electronic format. There are currently 80 multi-function copiers networked throughout the National Guard, reducing the operational costs of separate desktop printers, scanners, and fax machines.

#### **Telecommunications**

The Telecommunications section designs, maintains and upgrades the Telecommunications Network for all installations of the Rhode Island National Guard. This network connects all RI National Guard facilities in the state. This section also maintains the communications (land based and cellular) for the Rhode Island National Guard, and acts as a liaison between the National Guard and various telecommunication companies. This section maintains a telecommunication switch network throughout the state to include migration to a Voice Over Internet Protocol (VoIP) telecommunication architecture. It is also responsible for all primary and alternate Wide Area Network (WAN) links throughout the state.

#### **Communications & Electronics**

The Rhode Island National Guard continues to participate in the nationwide National Guard Bureau Joint Force Voice Communications Exercises. These communications exercises include high frequency radio,

## Joint Force Headquarters

secure voice terminals, secure fax, non-secure fax, and Iridium Satellite phones and utilization of the Joint Incident Site Communication Capability (JISCC) mobile communication system. These communication exercises also utilize tactical communication assets of the Air National Guard Combat Communications units.

Concurrent with the National Guard Bureau Communications Exercise, RING's Joint Force Headquarters continues to participate in the National Guard Bureau Joint Force Voice Communications Exercise to include the Army National Guard, the Air National Guard, Governors Office and Rhode Island Emergency Management Agency. Communication exercises test radio HF high, VHF low (FM), secure and standard telephones, both secure and standard network connectivity.

### **Networking & Disaster Recovery**

Maintenance and upgrades of the Local Area Network (LAN) and Wide Area Network (WAN) continues throughout the Rhode Island Army National Guard (RIARNG). An initiative to move secondary data links away from point-to-point circuits and towards a privately contracted network "cloud" was initiated this year. All sites will receive either a T1 (1.5 Mb) or DS3 (3-12Mb) redundant circuit. Lifecycle replacement of computer workstations continues. LAN connectivity to all units in the RI National Guard allows for remote software installation and troubleshooting. The Network Control Center services all units and activities of the Rhode Island National Guard. Secure LAN and VTC systems continue to operate and support war fighter requirements. The RI National Guard is able to conduct secure video teleconferences with National Guard Bureau, Department of Homeland Security and the Department of Defense.

The network is operated within an Active Directory environment as part of the National Guard Bureau Active Directory Forest. All network clients are now required to utilize two factor credential authentication to join the network. E-Mail is processed on a Microsoft Exchange 2003 environment that supports digital signing and document encryption. Enterprise level Virtual Private Networking (VPN) and Internet Kiosk terminals now provide better system access for our traditional, part-time guardsmen.

### **Visual Information**

The VI section has provided over 250 high quality Official Military Photographs (DA Photos) to its National Guard soldiers. The convenience of a local studio has kept our soldiers from traveling to neighboring Fort Devens, MA. All official photos' are then digitally forwarded to Department of the Army Personnel Management System and are viewable from the soldiers' Army Knowledge On-line (AKO) accounts. This section also provides photography and video support to numerous functions. Assistance is also provided for presentations using state-of-the-art software and hardware.

### **Joint Incident Site Communications Capability (JISCC)**

Each JISCC configuration is a mobile set of commercial off-the-shelf (COTS) and/or government off-the-shelf (GOTS) communications hardware and associated peripheral equipment designed to provide onsite and reach-back communications capabilities for enhanced Command and Control (C2) and shared situational awareness (SA) among first responders, and with state and federal command authorities and centers.

When deployed at or near a domestic incident site, the JISCC fulfills four primary functions:

**Voice Interoperability** — interconnects diverse voice communications networks and devices used by multiple response agencies at the incident site into a single, wireless interoperable environment.

**Reach-back** — provides reach-back support to relevant state and federal networks and to organizations with incident management responsibilities.

**Command Post Integration** — provides on-scene command post integration to include Video Teleconferencing capabilities.

**Incident Site Communications**— provides unit to unit communications directly via ultra high frequency (UHF) handheld radios or by relay through a UHF repeater and mast-mounted antenna.

## Joint Programs

### The Counterdrug Support Program

The Rhode Island National Guard Counterdrug Support Program comprises three sections: Drug Interdiction (DI), Drug Demand Reduction (DDR), and Substance Abuse (SA). Since 1992, this program has assisted the state's efforts in combating the menacing effects of drugs on the population. Twenty full time RI National Guardsmen are supported with an annual budget of about \$1.2M in order to accomplish this mission. The following is a summary of the activities of each of the sections for FY08.

#### **Drug Interdiction**

At present, the RI National Guard has seven Guardsmen imbedded within the following seven agencies as they work on drug abuse crimes in RI: FBI, DEA, ATF, USMS, RISP, the High Intensity Drug Trafficking Area Task Force and the Providence Police Department. The following chart illustrates the total non-drug seizures in cases which our Guardsmen were involved from FY 2006 through FY 2008:

In spite of budget shortfalls and an increase in operations tempo due to the Global War on Terrorism, our troops continued to receive accolades for their efforts and dedication to duty.



#### **Drug Demand Reduction**

The Drug Demand Reduction (DDR) mission continues to promote drug education and awareness to Rhode Island's youth. Seven DDR sergeants presented classroom instruction for over 1,944 fifth grade children with a week long program called "Brainstorm". They also taught 825 middle school children with "Stay on Track". In school systems such as Warwick, Cranston, Coventry, Scituate, Bristol and South Kingstown, to name a few, these Guardsmen not only taught but provided a positive role model for the youth of Rhode Island.

In the summer, the sergeants conduct 10 week long camps in association with local police departments and other community organizations. In FY 08, 537 children sponsored by 18 agencies participated in the

Youth Development Adventure Camps (YDAC) at no charge. Again, the daily drug abuse message was stressed along with respect for authority and facing challenges by use of the High Ropes Course. Other activities throughout the year included participation in Reading Week for 220 schoolchildren and Challenge by Choice for 729 children. Altogether, some 4,255 youths received instruction on substance abuse through these popular programs.

Finally, last year the RI National Guard received The Kent Center's Community Partner Award for our association with the center's youth at the YDAC. For several years many of their youngest clients have experienced the camp.

#### **Substance Abuse Program**

To help ensure a drug free workplace, the RI National Guard administers and oversees a Joint Substance Abuse Prevention Program. All members of the National Guard are subject to random, unannounced testing throughout the year. Additionally, Guardsmen in certain specialties or job categories are subject to mandatory testing each year. The National Guard Bureau test goals of achieving 60% for Airmen and 70% for Soldiers were met. The following chart provides specific numbers.

In late FY08, the Prevention, Treatment and Outreach Program was introduced to the RI National Guard. The program will provide prevention education and treatment for the Soldiers and Airmen of the RI National Guard and their families as a result of substance abuse. This program has been introduced in 35 States to date and its primary intent is helping troops who have suffered as a result of combat tours. It seeks to assist them by aggressively addressing PTSD, suicide, substance abuse and other mental health issues in order to make the troop whole again and resume a normal life. Several Guardsmen have contacted the prevention coordinator, SSG Stephanie Riotte, and it has already proven to be a tremendous help for them.

In FY09, the Counterdrug Support Program looks forward to providing the continued support to the agencies and citizens of Rhode Island. As Guardsmen who are also Rhode Islanders, we take pride in knowing that we are making a difference not only abroad in our war efforts but also at home in our state.

#### Arrests & Seizures of Illicit Drugs:

	2008	2007	2006
Arrests	503	634	669
Marijuana (lbs.)	2,376	2,150	230
Heroin (lbs)	30	1	13
Cocaine (lbs.)	78	117	81

## Joint Programs

### Transition Assistance Advisor

#### **Mission**

The TAA serves as a state-wide point of contact and coordinator for easy access to Department of Veterans' Affairs (DVA) benefits, and provides assistance in accessing entitlements through the Military Health System (TRICARE).

The TAA assists all NG members with access to care and enrollment at the DVA healthcare facility near their home of record. The TAA also assists NG members and their Families in applying for other DVA entitlements and benefits such as compensation and pension for disabilities, insurance, loan guarantee, vocational rehabilitation/employment, and educational benefits. Additionally the TAA works with other Joint Forces Headquarters (JFHQ) staff members and the Director of State Family Programs in building a state coalition of support with the DVA and community organizations, which benefits all NG members and their Families. While the TAA Program was set up to primarily take care of NG members and their Families, the TAA also provides critical support and facilitates the integration for the delivery of DVA and community services to all members of the Armed Forces both Active and Reserve.

During Fiscal Year 2008, Rhode Island's TAA:

- Assisted more than 256 veterans with their DVA claims.
- Insured the participation of all demobilizing members of the RING in a PDHRA.
- Coordinated and assisted in the 100% enrollment of all demobilizing members of the RING in the DVA health care system.
- Provided mobilization and demobilizing briefings to all members of the RING on available entitlements and information resources.



### Education

Rhode Island National Guard Servicemembers enjoy many Educational benefits today, including:

#### **STEP Program**

The State Tuition Exemption Program incentive where Servicemembers receive free tuition for one class during each Summer session at one of the three state colleges.

#### **STAP Program**

The State Tuition Assistance Program incentive where Servicemembers receive free tuition for up to 5 classes during the Fall and Spring semesters at any of the three state colleges. This fiscal year approximately 500 Servicemembers took advantage of this program.

#### **Federal Tuition Assistance**

Soldiers receive up to \$4500 per fiscal year to use towards tuition at any institution other than a state institution. This allotment is used towards tuition only and is valid through a Masters Degree. In fiscal year 2008, a total of \$285,000 was disbursed for Federal Tuition Assistance to Soldiers.

The Education Office is actively engaged in the National Testing Program. **Examinations such as the CLEP, GRE, GMAT, SAT, PRAXIS and GED are among the types of exams that are administered by the Education Office.** Servicemembers can also take advantage of applying their military training towards college credit, which when enrolled in a degree program is applied towards electives on their education degree plan. Last year 35 tests were administered.

The Education Office continues to award numerous scholarships. These scholarships include recipients of the John J. and Mary Drew Prybyla scholarship, the Sergeant Major Scholarship, the Military Order of Foreign Wars (MOFW) and the National Guard Association of Rhode Island (NGARI).

## Joint Programs

### **Employer Support of the Guard and Reserve (ESGR)**

The nation's Reserve Component comprises approximately 48 percent of the country's total available military manpower. Because of this reliance on Reserve forces, these 'citizen-soldiers' will spend more time away from their civilian workplaces defending the nation. Civilian employers need information and support. The Department of Defense (DoD) has tasked Employer Support of the Guard and Reserve (ESGR) in each state to maintain this important alliance between employers and their employees who serve part-time in the National Guard or Reserve.

The unprecedented number of Rhode Island National Guard deployments since September 2001 has resulted in a significant need for employer education, outreach, and recognition. The Rhode Island ESGR Committee, chaired by Ernest Almonte, is comprised of full-time staff and volunteers who are trained to help prevent, resolve, or reduce employer/employee problems that result from Reserve Component membership.

*This fiscal year, the Rhode Island ESGR Committee has organized and conducted many informational briefings and events in the following major program areas:*

#### **Employer Outreach and Education**

Close to 380 employers and business leaders received ESGR and USERRA information during business expos and conferences across the state.

- Group and individual education/mediation sessions have state and federal agencies across the state.
- Rhode Island National Guard Open House and Air Show. This year, ESGR hosted 110 civic leaders and employers at an informational luncheon at the Quonset O Club.

#### **Bosslift**

Employers travel to observe and participate in military training exercises.

- Seventeen employers traveled to Fort Indiantown Gap, PA to observe annual training for the 1/126<sup>th</sup> General Support Aviation Battalion.
- Nineteen business and community leaders traveled to the University of Rhode Island to observe Leapfest.
- Employers also had the opportunity to observe soldiers practice emergency parachute jumps from Black Hawk helicopters into Narragansett Bay.

Media outreach further supports these efforts. USERRA-related newspaper articles and radio/TV in-

terviews have targeted RI business leaders. Rhode Island ESGR was showcased twice on public access television.



#### **Employer Awards Program National Winners**

For supportive employers who choose to go "above and beyond" the minimum requirements of federal USERRA law.

ESGR provides recognition options for military service members and their employers:

- *Patriotic Employer Award* - recognizes a supportive supervisor.
- *Above and Beyond Award* - recognizes a company whose policies exceed the minimum federal requirements.
- *Pro Patria Award* - the state's highest level award recognizing one superior employer.
- *The Freedom Award* - selected by a special national advisory board that convenes each year to identify the top fifteen employers across the country.

#### **Guard/Reserve Employer**

There are over 900 employers in Rhode Island who employ members of the Rhode Island National Guard. While the data changes each year, the top two categories of employers who share their employees with the Rhode Island National Guard remain constant: large employers and cities/towns/state of RI. There is a high concentration of Guard members in the fields of law enforcement and public safety. The remaining employers are reflective of the state as a whole: small business, retailers, and the hospitality industry.

#### **Military Outreach and Education**

In addition to working with employers regarding federal USERRA compliance, RI ESGR works directly with all military units, providing training and information throughout the year, with added emphasis prior to and upon return from military deployments. Approximately 320 military service members received ESGR informational briefings during pre or post-mobilization programs.

50 military service members received mediation support in response to their rights under USERRA.

## Joint Programs

### **Military Funeral Honors Program of Rhode Island**

The rendering of Military Funeral Honors is a way to show the Nation's deep gratitude to those who, in times of war and peace, have faithfully defended our country. The ceremonial paying of respect is the final demonstration a grateful Nation can provide to the veteran's families.

It is a great honor for the Rhode Island Military Funeral Honors Program to perform the last respects to Rhode Island Veterans. It is the program's goal to provide eligible veterans with a professional and honorable ceremony.

Eligible veterans will receive one of the three types of Honors based on eligibility, a four Soldier detail, (veterans that served less than 20 years) consisting of a casket flag folding, the playing of TAPS and a firing party, a nine Soldier detail, (veteran that served 20 or more years or Soldiers who die on active duty) consisting of a team leader, casket flag folding, firing party, the playing of TAPS and a Chaplin, or a Full Honors detail, (Soldiers killed in action, Medal of Honor recipients, General Officers and Sergeants Major [E9]) 21 Soldiers, consisting of a team leader, pallbearers, casket flag folding, firing party, playing of TAPS, color guard and a Chaplin.

It was the Rhode Island Funeral Honors privilege to have performed 1,655 ceremonies for veterans of all branches of services for the period of 1 October 2007 to 30 September 2008. These ceremonies were performed throughout the entire State of Rhode Island and nearby Massachusetts. The program was State and Federally Funded during this period of time.

The Honors Program is made up of highly trained Army Soldiers, Marines and Airman, thus providing the diversity to perform ceremonies for all Military Services. This work force is made up of full and part time service members as well as retired members.

Requests for Military Honors will go through the Funeral Directors to the Honors Program. If the service is family arranged, they may contact the Honors Program directly to coordinate the service. Military Funeral Honors are at NO expense to the Families.

NOTE: A Firing Party is a State of Rhode Island requirement for all Veterans who may not have qualified for one under Federal guidance. TITLE 30 section 30-25-1, TITLE 30 section 30-25-2.

### **State Partnership Program**

The National Guard's State Partnership Program (SPP) brings together US states and territories and partner nations through a wide range of military, civil-military and civil activities using the National Guard as the conduit and force provider. The National Guard brings a unique dual federal and state mission and citizen-soldier character to the security cooperation mix. There are 56 partnerships with 48 states worldwide today. The Rhode Island National Guard SPP formally came into being when representatives from the Government of the Commonwealth of the Bahamas were received by the Acting Adjutant General for RI, Brigadier General John Enright in December of 2005. A formal agreement was signed and a five-year plan formulated which laid the groundwork for a mutually beneficial relationship.

Throughout 2008, many relationships continued to grow while new partnerships were introduced. Growing partnerships include the Newport Chamber of Commerce, Newport Collaborative, Northeast Engineers, the University of Rhode Island, the Rhode Island State Police, Providence Police Department, Providence Fire Department, the U.S. Embassy, the Bahamas Development Bank, Bahamas Ministry of Tourism, Royal Bahamian Police Force, Defense Force, and the College of the Bahamas. New introductions include Roger Williams University partnering with the Royal Bahamian Police Force, the Rhode Island National Guard Civil Support Team with the Royal Bahamian Defense Force, the Department of Transportation, Department of TV and Media along with the Ministry of Public Affairs.

Our greatest success story for 2008 resulted as a relationship that was built between the Rhode Island Emergency Management and the National Emergency Management Agency. Together, they revised of the National Emergency Management Agency's Standard Operating Procedures which became essential during multiple hurricane strikes throughout the year. As the relationships build, both Rhode Island and our partnering country equally benefit from this unique style of information sharing.

## Joint Programs

### The Family Assistance Center

The Family Assistance Center's mission is to develop an active, cohesive, supportive statewide network of Air, Army and Community Volunteers who work together to improve Family readiness and vigorously support the Families of Soldiers and Airmen who are deployed in service to our country or state or are in need due to tragic circumstances.

#### **Deployment Support**

The purpose of deployment support programs is to assist service members and their families in successfully managing the challenges associated with the separation/reunion cycles resulting from Army and Air National Guard deployment schedules. The below chart illustrates the overall level of support activity that the Family Assistance Center, FAC, provided to Families while their loved ones were deployed during FY 08. Communication remains the predominant need of Families whose spouse, son or daughter is deployed. During FY 08, the FAC participated in over seven-hundred communications to our Soldiers, Airmen and Families. In addition, the Family Program publicized a quarterly newsletter, "Family Matters" that outreached to Service members and their Families. We also communicated via the RI National Guard website in which we posted information and resources that may impact our members. Furthermore, we maintain monthly contact with the Families to determine if there are any needs and/or concerns. If Families request assistance, the FAC will then connect the Family with the needed resource. Specific areas of support offered by the Family Program staff are depicted in the chart below.

#### **In Service to Military Families**

Along with Lieutenant Governor Elizabeth Roberts, Family Assistance Center personnel participated in the 5th annual Operation Holiday Cheer Program. On November 15, 2008, we shipped 400 boxes of holiday goodies to Rhode Island Soldiers who were deployed in support of Operations Iraqi Freedom and Enduring Freedom.

#### **Rhode Island Military Family Relief Fund**

The Rhode Island Military Family Relief Fund, RIMFRF, was established to provide short term, emergency financial assistance in the form of grants to Rhode Island Reserve Component members and/ or their Families impacted by mobilization and deployment. Members consist of the following Rhode Island Military Branches of Services: the Air and Army National Guard, the US Army Reserve, the US Air Force Reserve, the US Naval Reserve, the US Coast Guard Reserve, and the US Marine Corps Reserve in Rhode Island.

Funding for the RIMFRF comes from charitable donations and fundraisers. This year, RI Soldiers, Airmen, Families and Family Program staff, participated in the Crystal Lake Golf Tournament whereby, all the pro-

ceeds went into the support of the RIMFRF. During FY 08, the RIMFRF approved 11 cases for a total of \$27,196 in emergency financial assistance. The chart below illustrates the breakdown of areas that grants were dispersed.

#### **Family Readiness Groups**

The Family Readiness Group (FRG) is a command-sponsored program consisting of family members, volunteers, and Soldiers belonging to a unit. Together, it provides an avenue of mutual support and assistance, and a network of communications among the family members, the chain of command, and community resources. FRGs help create a climate of mutual support within the unit and community. Basic FRG goals include supporting the military mission through support, outreach, and information to family members. In FY 08, four-hundred RI volunteers donated well over 7,000 hours in service to our Soldiers and their Families.

Secondly, the RI National Guard Family Readiness Groups received multiple trainings and briefings that included, **Reunion and Departure Briefs**, the **Importance of Family Readiness**, training on the **Role of the Treasurer** and **Management of the Phone Tree**. Other briefings that were arranged for the FRGs to participate in were **Operational Security and Casualty Notification** briefings.

Two main highlights during FY 08 for our FRGs consisted of a visit from Governor Donald Carcieri who visited some of our deployed Service members in Iraq, Afghanistan & Germany. He hosted an event for our FRGs at the Joel Tobey Amphitheater where he arranged a slide show of his visit with our troops. Over 100 Families attended the Annual Family Day event, which was held at Canobie Lake Park in New Hampshire. This activity helped to create a bond between Families and FRGs.

#### **Military & Family Life Program**

During this period, a Coaching Young Family's consultant was hired to assist with any issues that children of deployed Soldiers may have. This contracted position required that the consultant reach out to schools where deployed Soldiers' children attended and interact with school guidance counselors and nurses. This consultant worked very closely with our State Youth Coordinator.

#### **Child and Youth Programs**

The National Guard Child and Youth Program supports the social, emotional, and academic needs of National Guard Children and youth through programs that help Military children learn new skills. Specifically, the program builds self-esteem, positive atti-





## Joint Programs

tudes and good character. During FY 08, activities sponsored by the Child and Youth Program included:

- Operation Purple Camp RI
- Teen Adventure Camp



- Deep Sea Fishing Trips
- Halloween Party
- Talk, Listen and Connect Deployment Workshop for ages 2-5
- Deployment workshop for ages 6-12
- Safe Sitter certification program for teens
- Kids Night Out Program
- Holiday with the PawSox
- Scrapbooking nights

The program encourages Military children and youth to provide service to their community through service learning projects. Projects included:

- Placement of more than 23,000 flags on grave-sites at the state veteran's cemetery.
- The children served as the Grand Marshall for the Gaspee Day parade.
- Children marched in parade at the PawSox Armed Forces Night.

The Military Youth Council is comprised of a group of Military teens who take an active leadership role in their community. Some of their accomplishments during FY 08 included:

- Two teen delegates were sent to the National Youth Symposium to represent all of Rhode Island's Military youth.
- Participated at the Military Family Covenant signing ceremony hosted by Governor Carcieri held at the state house.
- A team was formed to compete at the LifeSmarts competition.

Led the Pledge of Allegiance at the Wreaths Across America ceremony.

The National Guard Child and Youth Program address the needs of Military Families on an ongoing basis. During the December holidays, toys were given to needy Families and during April, children were honored as part of activities relating to the Month of the Military Child.

## Personal Staff

### United States Property and Fiscal Office

COL. PAUL LEVEILLEE

#### General

The United States Property and Fiscal Officer (USPFO), an Active Duty Officer, is responsible for the receipt and accountability of all funds and property of the United States in the possession of the Rhode Island National Guard. He is charged, by federal statute, with the responsibility of ensuring that Federal funds are obligated and expended in accordance with the applicable laws and regulations.

#### Personnel - Army National Guard

The Office of the U.S. Property and Fiscal Officer employs forty-nine (49) full time and three (3) part time Federally paid Technician personnel and 8 Federally procured contract employees.

#### Personnel - Air National Guard

The 143d Base Supply operation, along with the Comptroller operation, is located at Quonset State Airport, North Kingstown, Rhode Island with a total complement of thirty (30) full time Federally paid technicians.

#### Property Accountability—Army National Guard

The U.S. Property and Fiscal Office processes, stocks, issues and is accountable for all Federal property loaned to the Rhode Island Army National Guard. The Federal property actually on hand in the Army National Guard on 30 June 2008 has a cumulative value of \$180,395,373.00

During the past year, new equipment received by the Army National Guard included such major items as:

SINCGARS	562 EA
SAMS-3	1 EA
SASS-MOD	1 EA
Shop Equipment Contact Maintenance	1 EA
LMTV	30 EA
Scapers	6 EA
Water Distributors	2 EA
Wrecker	3 EA
Trailers, Flatbed	8 EA
PRC 117 Radios	20 EA

#### Property Accountability—Air National Guard

The U.S. Property and Fiscal Office processes, stocks, issues and is accountable for all Federal property assigned to the Rhode Island Air National Guard. The Federal property actually on-hand in the Air National

Guard on 30 June 2006 has a cumulative value of \$492,848,998.

#### Transportation—Army National Guard

The Transportation Section, U.S. Property and Fiscal Office, processed 756 requests for official government travel amounting to \$395,285.00.

The Transportation Section prepared (108) Commercial Bills of Lading for outbound shipments in support of training and mobilization amounting to \$358,012.00.

The Transportation Section also made (45) United Parcel Service shipments at a cost of \$2,374.73, (169) FEDEX shipments at a cost of \$5,193.38 and (2) DHL shipments (OCONUS) at a total of \$861.00.

The Transportation Section processed 501 documents for shipments received at the USPFO-RI.

The Transportation Section also processed (32) Requests for Convoy Clearance for both the RIARNG and USAR.

The Federal Government paid all of the above costs.

#### Transportation— Air National Guard

The Transportation Section, Rhode Island Air National Guard, processed individual travel requests for members of the Rhode Island Air National Guard to Air Force schools throughout the country and for other necessary travel outside the State at a cost of \$410,225.

The Transportation Section prepared 101 Government/ Commercial Bills of Lading for shipments originating in the State and processed 2,125 Government/ Commercial Bills of Lading for shipments received. Transportation costs amounted to \$41,700 for outbound shipments and \$525,000 for inbound shipments.

#### Internal Reviews by the United States Property and Fiscal Office

The Internal Review Division, under the supervision of the U.S. Property and Fiscal Officer, is responsible for conducting Internal Reviews of Army and Air National Guard functional elements with known, suspected, or anticipated problems. Annually, a flexible Internal Review Program is developed based on direction from The Adjutant General, the United States Property and Fiscal Officer, and from input received from staff sections and senior commanders.

During the past fiscal year, the Internal Review Division conducted a total of eighteen (18) audit engagements. The engagements included:

- Follow-Up – RING Centralized personnel Plan

## Personal Staff

- Follow-Up – RIANG NCO Club
- Consulting - RIARNG Pre-Inspection Consult
- Quality Assurance - Internal Review Assessment
- Quality Assurance - RIARNG Annual Statement of Assurance
- Follow-Up - RIANG NCO Club
- Consulting - Review of Overpayment of Civilian Pay
- Liaison - Army Audit Agency (Workload Survey or Reserve Component Training)
- Quality Assurance - RIANG Annual Statement of Assurance
- Consulting - RIARNG Enlisted Personnel Promotion System
- Consulting - EMA/RIARNG/RIANG Reimbursement Procedures
- Liaison - GAO Audit of ESGR Program
- Consulting - Military Funeral Honors
- Quality Assurance - Florida Internal Review Peer Review
- Consulting - Use of Federally Funded MFH Personnel for Parades/Color Guards
- Consulting - State Employees on Military Aircraft
- Consulting - Purchase of Water for Competitive Events
- Consulting - RIARNG Validation of Orders

### **Purchasing and Contracting Army and Air National Guard**

Local purchase is the method of maintaining authorized levels of stocks of items not normally stocked by the Army and Air Force Depots. The Procurement Division of the Office of the U.S. Property and Fiscal Office and Air National Guard Base Procurement processed more than 240 transactions totaling more than \$52,000,000. In addition, the RI National Guard processed more than 5,500 Government-Wide Purchase Card transactions, which accounted for \$2,110,575. All costs were paid by the Federal Government.

**(SEE ANNEX B)**

## Special Staff

### Inspector General

MAJ. DIANE BASILONE



The Inspector General (IG) of the Rhode Island National Guard is a personal staff officer to The Adjutant General, and as such a trusted advisor. IGs are considered an extension of the eyes, ears and conscience of the commander and provide a continuous assessment of the efficiency, discipline, morale and esprit de corps and readiness of units in the Rhode Island National Guard. As such, IGs are trained to achieve high levels of expertise, candor, credibility, reliability and trustworthiness.

The four major functions of the IG are: Assistance, Inspections, Inquiries and Investigations, and Teaching and Training. The scope of their activities and support consist of the commander, Soldiers and Airmen, family members, DA civilians, employees, retirees and others needing assistance with an Army or Air Force matter within the purview of the IG system.

The IG office consisted of the State IG who was an active duty Title 10 lieutenant colonel (and retired in June 2008), a detailed IG with the rank of major, and an Assistant IG who held the rank of sergeant first class. In fiscal year 2008, the office processed 45 cases. These cases involved resolution of issues such as promotions, non support and general requests for information.

Contacting the Rhode Island National Guard Inspector General is the right of all Soldiers, Airmen, civilians and other members of the military guard community. It is the goal of the IG office to continue the commitment to standards and values, and ensure an impartial and fair approach while protecting the best interests of the Army and Air Force and its members.

### Judge Advocate General

LT. COL. VIVIAN CARUOLO



The Office of the Staff Judge Advocate (SJA) provides legal advice to the Adjutant General, to the staff directorates and commanders. The full time SJA staff consists of one attorney and two paralegals. The SJA office rendered legal opinions on issues ranging from administrative law, ethics, employment law, and military law. This past year the SJA Office was heavily involved in providing legal reviews for the military construction projects for the Quonset and East Greenwich facilities. The SJA office coordinated with state and federal attorneys on matters affecting the legal status of its service members when involved on state active duty. LTC Vivian Caruolo, the Staff Judge Advocate, served as a military liaison for the RI Bar Association rendering presentations on the Service Members Civil Relief Act and the Unformed Services Em-

ployment and Reemployment Rights Act.

The Office of the Staff Judge Advocate provided Army National Guardsmen approximately \$ 48,800.00 in free legal services to mobilizing Soldiers. Such services included free legal advice, wills and powers of attorney. During mobilizations, LTC Caruolo briefed soldiers on simple estate planning and the Service Members' Civil Relief Act (SCRA). The SJA Office created mobilization booklets containing important information such as financial management checklists, sample letters to invoke the SCRA, articles on consumer affairs, and health care powers of attorney for Rhode Island Residents as well as other states' residents. This office continues to provide these services for other service members since there are no active duty army bases located in Rhode Island, nearby Connecticut or Massachusetts.

### Chaplain

CPT. KIP AVERETT



#### **Strong Bonds**

The Army – backed by Congress - has committed unprecedented resources to help Soldiers build stronger relationships through the Strong Bonds Program. Strong Bonds has specialized programs for [single Soldiers](#), [couples](#) and [families](#). Those Soldiers being [deployed or redeployed](#) can also learn special coping tactics. The RIARNG completed 5 couples retreat weekends during the July 07 to Jun 08. More than 100 couples took part in the couples retreat weekends.

#### **Suicide prevention**

One of the leading causes of death among Army soldiers is suicide. There are many reasons or contributing factors that lead up to someone taking their own life. A few factors include relational hardships, financial problems, life failure and the stress of deployment/constant operation preparation. In response to this the RIARNG sponsored events per major command regarding suicide prevention, warning signs and a peer to peer program.

#### **Counseling**

The full time support chaplain provides counseling for all AGR/M-day and authorized DOD civilians for the RI ARNG/ANG, approximately 3,200 Solders and Airmen. The chaplain provides confidential counseling to include: Pre-marital, marriage, personal, financial, life etc. The chaplain provides the Soldier/Airmen with the confidential ability to seek out help with other professionals who can more adequately address their issue. Over 500 Solders/Airmen and or their families sought out a chaplain to counsel with.

## Special Staff

### **Public Affairs Officer**

LT. COL. DENIS RIEL

#### **Mission**

To provide the three cornerstones of military public affairs: Community Relations, Public Information, and Command Information, in a manner which ensures maximum disclosure with minimum delay for unclassified information requested by the general public and media.



#### **Community Relations**

The Rhode Island National Guard hosted two major annual events again in FY 08. Wide media coverage was afforded the RI National Guard Open House and Air Show on June 28-29 2008. Considerable television, radio, and print coverage was afforded the 17<sup>th</sup> annual show for the duration of the week leading up to the event which attracted more than 100,000 spectators. Of special note, the British Royal Air Force's premiere jet demonstration team the Red Arrows, highlighted this year's show in one of only 11 North American appearances.



The RI National Guard Open House and Air Show, widely considered one of the finest Air Show's in the country, was also honored with the Dick Schram Memorial Community Relations Award at the 42nd International Council of Airshows Convention in Las Vegas, Nevada.

The award is presented each year to the military base which, in planning and implementing its airshow, not only exhibits traditional community relations as it considers the needs of its civilian neighbors, but sets new standards of excellence in this area by including its community in the planning, execution and rewards of the event.

On August 9, 2008, the Rhode Island National Guard hosted the 26<sup>th</sup> Annual Leapfest competition, the worlds oldest and largest international military parachute competition. . Considerable print and electronic media attention was gained for this event, which drew approximately 10,000 spectators and provided a desirable and positive community outreach venue. The international field also presented a great opportunity for us to attract diverse members of our state population. Among the 380 competitors were paratroopers from 11 different countries, the US Navy, Air Force, Army and the National Guard and Reserve.

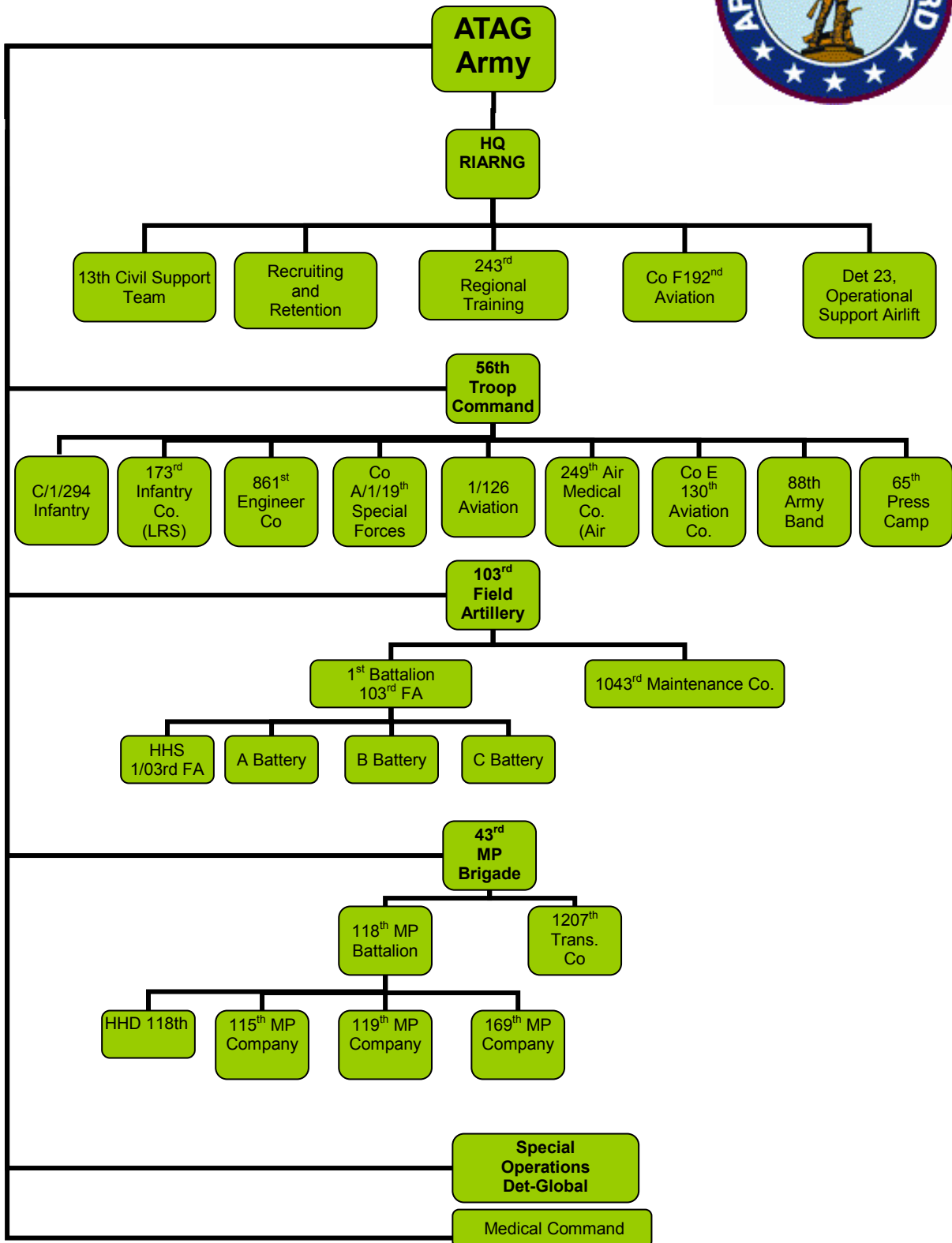
The Public Affairs office also continued with it's own state public broadcast station (Channel 36) monthly television show entitled; Your RI National Guard. 8 segments were produced during the fiscal year and aired for 24 weeks. The show was hosted by Channel 12 news reporter Al Nall, a traditional Chief Master Sergeant with the New York Air National Guard. Command Information:

The Ocean State Guardian, official magazine of the RI National Guard, was reconstituted in 2008 as a commercial enterprise venture. The magazine debuted with 5000 copies.

Public Information:

The PA Office produced in excess of 122 press releases for the fiscal year and responded to more than 187 requests for information from the public and media. The Public Affairs office also responded to more than 20 requests for Federal Freedom of Information Act and RI Open Record Acts requests.

# RHODE ISLAND ARMY NATIONAL GUARD



## Army National Guard

### **56<sup>th</sup> Troop Command**

COL CHARLES E. PETRARCA, JR.  
CSM JOSEPH P. KLOSTERMANN



Headquartered at Camp Fogarty, in East Greenwich, Rhode Island, the 56<sup>th</sup> Troop Command is Brigade of 800 soldiers that includes Special Forces, Airborne Infantry, Light Infantry, Combat Aviation, Combat Engineers, Press Camp Headquarters and the Army Band.

Fiscal Year 2007 proved to be very busy for soldiers within this Brigade. Beginning in October, the 56<sup>th</sup> TRP CMD continued supporting the Global War on Terror by deploying soldiers as part of the Rhode Island Embedded Training Team (ETT). The majority of these soldiers were members of the 56<sup>th</sup> TRP CMD Brigade staff, to include the Brigade Executive Officer. The RI ETT mobilized to Fort Riley, Kansas, in November and deployed to Afghanistan in February of 2008.

#### **1/126<sup>th</sup> Aviation Battalion**

1-126 Aviation and Det 1, 249th Medical Company (Air Ambulance) completed Annual Training at Fort Indiantown Gap, Pennsylvania. Deploying 4 UH-60 Black Hawks, 2 UH-1V Huey Helicopters and 150 personnel for Annual Training, unit members conducted extensive flight operations, simulator training, individual and crew served weapons training/qualification on MK19, M240 and M2 machine guns.

In addition, members of the 1-126 AVN deployed 3 UH-60 Black Hawk Helicopters to Fort AP Hill, VA for their annual aerial gunnery training and qualification. During this exercise, they expended over 12,000 rounds out of M240 Door Guns from UH-60 Helicopters during the day and at night using night vision devices.

Finally, 1-126 Aviation and Det 1, 249th Medical Company (Air Ambulance) actively supported the Rhode Island National Guard Open House and Air Show with rotary wing assets for VIP transport, MEDEVAC support and demonstrated their capabilities in the Combined Arms Demonstration.

#### **173<sup>rd</sup> Long Range Surveillance Detachment (Airborne)**

173<sup>rd</sup> Long Range Surveillance Detachment completed quarterly Airborne Operations throughout the New England area. Additionally, the members completed Annual Training at Fort Indian Town Gap, Pennsylvania and Fort A.P. Hill, Virginia. Soldiers enhanced their skills by conducting isolation planning, tactical patrolling, surveillance operations, and individual and team weapons qualification. The unit completed Annual Training by conducting an Airborne Operation in Rhode Island.

#### **Co A, 2<sup>nd</sup> Battalion, 19<sup>th</sup> Special Forces' Group**

Finally, during this period, the Brigade continued to support ongoing mobilizations with the train-up for

deployment of Co A, 2<sup>nd</sup> Battalion, 19<sup>th</sup> Special Forces Group, Middletown, Rhode Island in support of Operation Enduring Freedom.

Finally, the Brigade Headquarters continued planning and execution for the 25<sup>th</sup> Annual Leapfest International Military Parachute Competition. Held for two-weeks every August, the Annual Leapfest Parachute competition hosts over 300 paratroopers from the US, UK, and 12 other nations around the globe. This event is designed to enhance the skills of the Airborne Infantry soldier will enhancing the spirit de corps of all Airborne Soldiers.

#### **861st Engineer Company (CSE)**

The Engineer's undertook the following construction projects from 1 Jul 07 through 30 Jun 08; Building demolition at B Battery, the National Guard Memorial at the Rhode Island Veterans cemetery. Clearing and grubbing at the Warwick Sportsman Club and Narragansett Rod and Gun Club opening up several accessible acres for future development.

Annual training was conducted at home station, Sun Valley Armory, East Greenwich to assist in converting the Engineers from a tradition Construction Support Equipment unit to the rapid deployable modular unit. The Engineer completed the removal of two antique artillery pieces from Post#2 West Warwick for restoration. Engineers conducted lanes training as a culmination of the Warrior Task Training participating in event like IED recognition, Body recovery and a reports lane.

#### **C Company 1/200<sup>th</sup>**

During June of 2008, Charlie Company 1<sup>st</sup> Battalion 200<sup>th</sup> Infantry conducted their annual training at Fort Devens, MA, Stones Ranch Military Reservation in East Lyme, CT and at our home station of Camp Fogarty, East Greenwich, RI. The focus was on Individual and Fire Team level crew served weapons qualification, reflexive fire, Platoon level battle drills, land navigation training, and patrolling techniques. Also conducted was Combat Leaders Reaction Course.

The company returned to home station to refit and conduct recovery operations. Less than 24 hours later conveyed to Stones Ranch Military Reservation to start urban warfare operations. The training consisted of platoon level stabilization and security operations, platoon attack, local negotiation operations with local Arab population, and finally cordon and search operations. This phase of the training was focused on planning, rehearsing and the conduct of the mission. Upon completion of all operations an after action review was conducted. This focus was to see what went right, wrong, what could have been done differently and how to improve the next mission.

## Army National Guard

### **43rd Military Police Brigade**

BRIG. GEN. KEVIN MCBRIDE  
CSM JOSEPH DINIZ



#### **Mission Statement**

On order, the 43<sup>rd</sup> Military Police Brigade mobilizes and deploys to assigned area of responsibility. Provides Command/Control and Coordinates Combat, Combat Support, and Combat Service Support operations of all Military Police elements assigned or attached. Additionally, the 43<sup>rd</sup> Military Police Brigade provides assistance to the State of Rhode Island in direct support of State emergencies and contingency operations.

#### **Vision**

The 43<sup>rd</sup> Military Police Brigade becomes the premier tactical Military Police combat force in the reserves component, trained and ready for worldwide deployment as a combat multiplier; additionally functioning as the regional Military Police Command Headquarters, and State rapid contingency force.

#### **Military Police Missions**

Military Police provide the commander with a flexible force capable of supporting the full spectrum of military operations. The five MP battlefield missions include: Maneuver and Mobility Support Operations (MMSO), Area Security Operations (AS), Law and Order Operations (L&O), Internment/Resettlement Operations (IR) and Police Intelligence Operations (PIO). These missions support the MP commitment to "Assist, Protect and Defend" fellow service members, their families and the citizens of Rhode Island.

#### **Training**

The 43<sup>rd</sup> Military Police Brigade conducts training activities at Camp Fogarty (East Greenwich), Camp Edwards (MA), Fort Devens (MA), Fort Dix (NJ) and Camp Rell (CT) to include: weapons qualification, Army Warrior Tasks, individual and collective tasks, team building and leadership development in order to be able to perform all assigned missions in either a peacetime or wartime environment.



#### **Deployments**

During this period, the 1207<sup>th</sup> Transportation Company was deployed to Iraq in support of Operation Iraqi Freedom (OIF 06-08). The unit logged hundreds of thousands of miles along the deadly roads of Iraq, hauling thousands of tons of equipment, materials and supplies until its redeployment in August of 2007. Additionally, the 169<sup>th</sup> Military Police Company deployed in support of the 2<sup>nd</sup> Marine Division to Anbar Province Iraq. The unit was charged with Iraqi Police Training and conducted hundreds of combat operations in support of the war effort.



#### **State Support**

The 43<sup>rd</sup> Military Police Brigade also provided support to the following events during the year: RING Open House/Air Show, Leap Fest and numerous parades and ceremonies



## Army National Guard

### **103rd Field Artillery Brigade**

COL. RAYMOND E. GALLUCCI

CSM ARMAND PERRIERRA



**Overview:** Due to the transformation of the US Army and National Guard force-structure realignment, two of the three units within the 103rd FA BDE will inactivate. Both the 103rd Field Artillery Brigade Headquarters and the 1043rd Maintenance Company will inactivate, effective 6 Sept 2008. These two units spent this entire year preparing for the inactivation. The 1st Battalion, 103rd Field Artillery will remain in the RI National Guard.

**Headquarters and Headquarters Battery:** The Brigade Headquarters prepared for inactivation. All equipment was transferred to other units to improve their readiness or unneeded equipment was turned in to Army depots. All personnel will be reassigned to other RING units upon inactivation. The unit will inactivate on 6 Sept 2008, after serving the State of RI and US Army for 29 years.

#### **1043rd Maintenance Company:**

Conducted their Annual Training in Heidelberg, Germany providing maintenance on a variety of vehicles and equipment in support of US Army Europe. The unit also prepared for inactivation. All equipment was transferred or turned in. All personnel will be reassigned to other RING units upon inactivation. The unit will inactivate on 6 Sept 2008, after serving the State of RI and US Army for 37 years.

#### **1st Battalion, 103rd Field Artillery:**

##### **Mission Statement**

The 1-103D Field Artillery mobilizes and deploys to assigned area of responsibility and provides lethal and non-lethal fires into combined arms operations. Additionally, the 1-103D FA provides assistance to the state of Rhode Island in direct support of state emergencies and contingency operations.

##### **Vision**

Field Artillery soldiers and units continue to be critical to every mission in the Army. To that end, the 1-103D FA increased its emphasis on unit readiness to be prepared for worldwide deployment as a combat multiplier to answer the nation's call should the fires of the Field Artillery be required to support our national objectives.

##### **Training**

The Battalion conducted its Annual Training period during this time period. In May 2008, the battalion had the unique opportunity to convoy its equipment to Gagetown, Canada. While in Canada, the battalion conducted live fire artillery certification training.

All units conducted Solider based and unit based core task training. They included weapons qualification, Army Warrior Tasks, individual and collective tasks,

team building and leadership development, in order to be able to perform all assigned missions in either a peacetime or wartime environment.

##### **Deployments**

Charlie Battery, 1-103rd FA was mobilized in Sept 2007 and is in Iraq conducting Security Force Operations.



##### **State Support**

The 103D Field Artillery Brigade did provide support to the following events during the year: RING Open House/Air Show, Tall Ships, Leap Fest, numerous parades and holiday ceremonies, Honor Guard support and funeral details.

# Army National Guard

## **RI Medical Command State Army Surgeon's Office**

COL. DENISE T. ROONEY  
COL. EDWARD W. MARTIN  
MSG. RENE R. GOMEZ



### **Mission Statement**

The Rhode Island National Guard Medical Command will plan, program, provide, and sustain health force protection and medical and dental support to meet the operational training and mobilization medical readiness requirements for the ARNG units and soldiers.



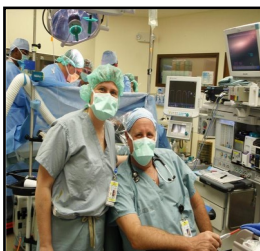
### **Soldier Readiness**

The Medical Command ensures soldiers are medically fit to deploy for both war time missions and homeland defense missions. The Command's doctors, nurses, and medics along with their civilian counterparts ensure the health and wellness of all the RIARNG members. The

administrative staff maintains the medical and dental records for the entire state updating multiple medical databases on a continual basis. The Medical Command is an integral part of the soldier's readjustment phase on redeployment through both the Units demobilizations and during their Post Deployment Health Reassessment at three to six months post deployment. Additional missions include: annual flight physicals, health assessments, immunizations, and dental exams. The Medical Command is a dedicated and integral resource to all RIARNG Commands.

### **Combat Lifesaver Course (CLS)**

CLS is a 40-hour class taught to non-medical soldiers to ensure immediate medical treatment to the wounded until medics arrive. The course consists of basic and advanced first aid skills. Success of CLS has been proven by the reduced number of fatalities on the battlefield due to immediate intervention. This course is offered to all units at time of deployment, on a quarterly basis and upon request.



### **68W/NREMT-B Medic**

The Medical Command is responsible for maintaining and conducting training and educational requirements for all RI ARNG Medics. This course is also offered through AT-TARS to all Medics from around the country. The skills of an army medic include resuscitation, stabilization, and evacuation (utilizing ground and aviation assets) of combat wounded and

injured civilians. A few of the proficiencies include IO IV's (fluid into the bone marrow), advanced airways, control bleeding, treat for shock, triage, and other lifesaving techniques.

### **Training**

The Medical Command conducts training activities at Camp Fogarty, Camp Varnum, and Camp Edwards to include weapons qualifications, soldiering skills and team building exercises, operations dealing with chemical, biological, radiological, nuclear, and explosives (CBRNE) Threats.

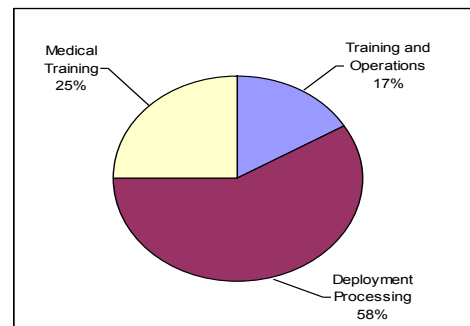
### **Annual Training/Tripler Army Medical Center, HI**

The unit conducted its' first annual training mission at TAMC. TAMC offers a great site for the National Guard as well as the Army Reserves to train and keep up their Military Medical skills. Our unit members were able to work in areas that they are proficient in such as the ER, OR, and medical wards. They also had the opportunity to work in areas that they do not have available to them at our unit or in their civilian positions to include; the emergency room, operating room, recovery room, orthopedic and surgical floors; these are all area which they might find themselves working in at times of deployment.

### **Medical Support**

We also provided support for the following missions: Statewide Hurricane Exercise, Leapfest, Quonsett Air Show, Units Annual training and field exercises, and multiple RI Blood Center Drives, Operation Purple Camp, Tall Ships, Unit Medical and USR briefings.

### **Utilization of Time**



## Army National Guard

### Special Operations Detachment-Global (SOD-G)

LT. COL. RICHARD F. KEENE  
SGM MICHAEL LEWIS



#### **Federal Mission**

To provide support to the United States Special Operations Command (USSOCOM) in the planning, directing, and executing of capabilities with a detachment of Special Forces personnel and Special Operations Forces knowledgeable combat support and combat support services personnel. Provide trained personnel to a Joint Special Operations Task Force (JSOTF).

#### **State Mission**

On order, conduct sustained operations in support of Federal or State declared emergencies.

This fiscal year was primarily focused on the continued skill enhancement of the unit around those skills that support joint special operations capabilities. This included planning and some advanced techniques that support United States Special Operations Command and Theater Special Operations Commands.

The unit was then alerted for deployment to support Global War on Terror in the SOUTHCOM AOR. This is the second deployment for the unit. First was as individual augmentees to support Joint Special Operations Task Force-Horn Of Africa from 2004-2005. Pre-mobilization activities and deployment of the unit became the primary focus with the unit falling in on many key positions in SOCSOUTH.

As the year comes to a close the unit is still deployed and will return in 2009.

### 13th Civil Support Team (WMD)

LT. COL. RICHARD STEWART  
FIRST SGT. RAYMOND VIENS



#### **Mission Statement**

Support civil authorities at a domestic chemical, biological, radiological, nuclear and high yield explosive (CBRNE) incident by **identifying** CBRNE agents/substances, **assessing** current and projected consequences, **advising** on response measures and **assisting** with appropriate requests for additional support.

#### **Operational Employment**

- The 13th WMD CST is assigned to the Governor for State response to support the local Incident Commander.
- Available 24 hours a day/ 7 days a week for rapid recall/ rapid deployment for WMD terrorism response operations

in the United States.

- May be employed in Title 10 or 32 status as a reserve or reinforcing element for other CSTs.
- Works in concert with the Joint Task Force for Civil Support of the overall national response of local, state and federal assets.
- Complies with civil protective standards, i.e. NIOSH/ OSHA.
- Work in environments contaminated with toxic or weaponized industrial chemicals and materials, as well as chemical, biological and radiological warfare agents.

#### **WMD-CST Capabilities**

- Detect and completely characterize suspected WMD agents/ substances.
- Provide onsite analytical platform to perform analysis and identification of unknown substances and provide consequence management recommendations
- Advise civil authorities as to casualty medical management and casualty minimization measures
- Advise civil authorities as to initial agent/site containment and mitigation measures
- Advise civil authorities of potential additional support assets, and assist with requests for such assets
- Provide incident-related technical and situational awareness information to and from nationwide sources
- Link to and augment civil responder communications systems. Maintain real time operational communications
- Provide preventive medicine, medical surveillance and EMT medical care
- Rapidly deploy by organic vehicles and/or non-organic transportation assets
- Participate in advanced planning, coordination and training processes

#### **Qualifications**

13th WMD CST is composed of Army and Air Guard Full Time Personnel. Each member of the unit completes over 850 hours of training sponsored by various state and federal agencies including NFPA 472 standards. Certifications include: HAZMAT Technician, HAZWOPER, Medical personnel licensing, continuing medical education and training, proficiency training and testing. The unit is evaluated every 18 months to ensure all regulations, tactics, techniques and procedures are adhered to.

#### **Training**

The 13th WMD CST training encompasses classroom instruction, hands-on equipment testing and 24 hour field training exercises. All training involves chemical, biological, radiological, nuclear, and high yield explosives (CBRNE) threats, to include man-made and natural disaster scenarios for consequence management. Unit conducts various training scenarios/ exercises with First Responders throughout the state and FEMA Region 1 regularly.

# Army National Guard

## Recruiting and Retention Command

LT. COL. JAMES WILLIAMS  
SGM ANTHONY REBELLO

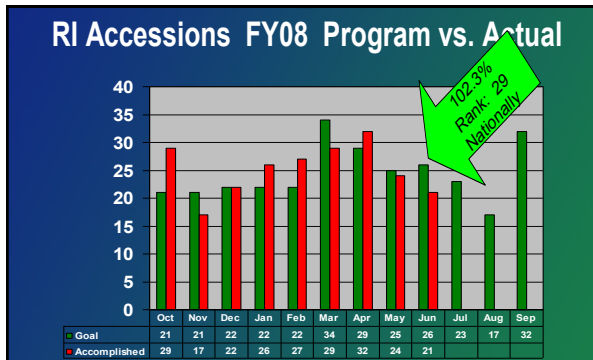


### Mission Statement

The Rhode Island Army National Guard Recruiting and Retention Command conducts Strength Maintenance Operations based on the three tenets of Strength Maintenance: Recruiting, Retention, and Attrition Management, in order to provide quality, deployable Soldiers and Leaders; promote opportunities for service; and foster increased public awareness of the RIARNG. Executes this mission based on the three tenets of Strength Maintenance: Recruiting, Retention, and Attrition Management.

### Organization

The command and support staff, headquartered at Camp Fogarty in East Greenwich, provides guidance and support to three geographically based teams, each led by a senior Non-commissioned Officer. For the convenience of the public, the command has three community-based Recruiting offices located on Weybosset Street in downtown Providence, in the Stop and Shop plaza in Johnston, and at the Warwick Mall.



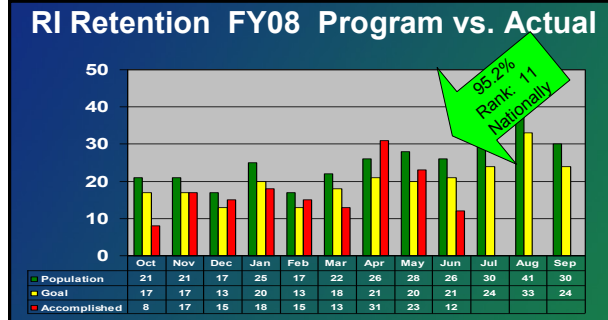
### Recruiting

As in business, quality people form the foundation of outstanding military organizations. While the prime audience is 17-24 year olds with no prior service, opportunities are available up to age 42; and possibly beyond for people with prior military service. A myriad of benefits that no other service can offer are available to Rhode Island Army National Guard soldiers, including free tuition at state colleges, \$20,000 signing bonuses, paid job training and low cost health plans, to name but a few. In 2008, a total of 353 new enlisted soldiers (210 non-prior and 143 prior-service) and 26 new officers joined the ranks, yielding over \$2 million in enlistment bonuses.

### Retention and Attrition Management

While every organization needs new people, nothing beats experience. Trained and experienced soldiers

are our most valuable asset. The command has three staff members dedicated to facilitating retention of quality soldiers. In 2008, we continued to retain our



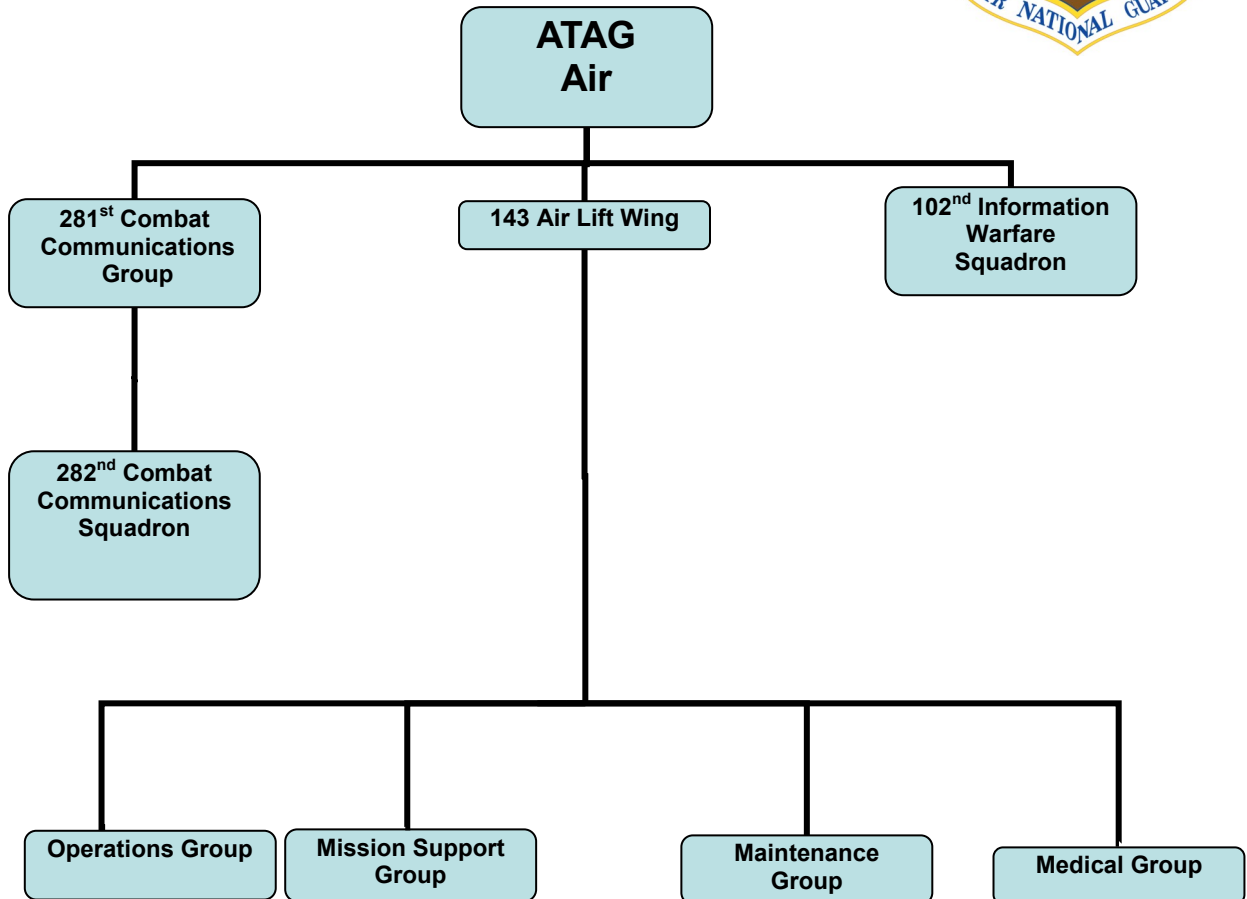
best resulting in approximately \$1.5 million in retention bonuses.

### Recruit Sustainment Program

Another feature unique to the National Guard is our dedication to preparing new soldiers for basic training. Before new enlistees go to basic they are provided instruction and training by Recruiting Command cadre, giving them some basic knowledge and skills that will help them to successfully complete basic and advanced training. The success of the program is evidenced by a "training success" rate of over 95%. The Split-option program, again unique to the Guard, allows high school juniors to attend basic training during the summer after their junior year, and return home in time to start the senior year. After high school graduation, they return to complete their Advanced Individual Training.



**RHODE ISLAND AIR NATIONAL GUARD**  
**ORGANIZATIONAL CHART**



## Air National Guard

### **143<sup>RD</sup> Airlift Wing**

COL. LARRY GALLOGLY  
CMSGT. TIMOTHY POTVIN



The mission of the 143<sup>rd</sup> Airlift Wing is to provide worldwide combat airlift and combat support forces to our nation and to provide resources to protect life, property and public safety for Rhode Island and our local community.

The pace of worldwide operations continued unabated in 2008. Members of the Operations Group and Maintenance Group, with support from Mission Support and Medical Groups, mobilized and deployed to Bagram Air Base, Afghanistan for four months in support of Operation Enduring Freedom. Wing personnel also deployed to Ramstein AB, Germany to support Operation Enduring Freedom and USAFE airlift taskings.

Notably, the Maintenance Group initiated, developed and executed the first-ever international C-130J Mobile Training Team (MTT). In 2008, the MTT worked with the Norwegian Air Force where we provided over 3,000 hours of training here in Rhode Island as well as at the Gardermoen Air Station, Norway.

During the next five years, The 143<sup>rd</sup> Airlift Wing will play an active role in the Department of Defense's strategy of downsizing its active duty forces to create a more robust and effective **Total Force**, to include components from the active duty, the reserves and the **National Guard**. In October 2008, the logistics mission was streamlined in accordance with the active duty Air Force model, by inactivating our 143d Aerial Port Squadron and absorbing that mission into the 143d Logistics Readiness Squadron. Wing leadership has taken aggressive steps to position us for the future by; expanding and updating our facilities, aircraft modernization, adding tenant organizations, recruiting and retaining quality personnel while providing training and equipment that maintains our total operational readiness.

The 143<sup>rd</sup> Airlift Wing will reach its goals by focusing on the following areas:

**Adding an Active Duty Associate Unit**  
**Base Infrastructure Modernization**  
**C-130 Transportation Hub**  
**Recruiting, Retention and Training**

#### **Pursuing the Addition of an Active Associate Unit**

Air Mobility Command (AMC) has identified the 143<sup>rd</sup> Airlift Wing as a potential host to an active duty C-130J squadron. This is largely due to the Wing's efforts to modernize our facilities, aircraft and overall capabilities. The active squadron would consist of operations, maintenance and support personnel that would share existing equipment and facilities, to include maintenance and supply areas. The addition

of an active unit would:

- Increase overall efficiency and utilization rates of our 8 C-130Js.
- Bring over 100 full time active duty positions to Quonset Point.
- Nearly double the economic impact to the local area.
- Provide additional resources and visibility to the Wing.
- Create synergy between a young active force and the more seasoned Air National Guard force.

#### **Base Infrastructure Modernization**

The 143<sup>rd</sup> Airlift Wing is located on the former Quonset Point Navy Base, built in 1941. Until 2002, many of the original buildings were still being used by the Wing, however, in the past four years, the 143<sup>rd</sup> Airlift Wing has constructed or renovated new Operations and Maintenance facilities, including the construction of a "state-of-the-art" maintenance Hangar and a completely renovated Operations facility that includes a technically updated Command Post. In 2006 we added the Consolidated Aircraft Maintenance facility and a new Munitions Storage building. Most recently, in June 2008, we dedicated a new Security Police and Communications building, Aerial Port building and a new main gate complex. To date we have completed \$41 million in construction projects and have another \$25 million programmed over the next four years. In 2009, we will begin construction of the 102d Information Warfare Squadron and a new Air National Guard Air Traffic Control Tower facility.

#### **C-130 Transportation Hub**

The Wing is fully exploiting our ideal geographic location and facilities to establish Rhode Island as the C-130 crossroad to Europe. As the eastern most C-130 unit, we are the logical embarkation point for all C-130's departing for or returning from the European and Southwest Asia theaters. Quonset Point conveniently allows for a transit to and from Europe in a single day. Eliminating the requirement for an overnight stop provides economic efficiencies as well as operational efficiencies. This maintains our viability and relevance as well as having a positive economic impact on our community. We have accumulated data for the past 4 years to document the positive impact of our unit and to justify additional staffing and resources required to provide this service long term. To date we have serviced over **420** Aircraft and handled over **4,300** transient personnel. We have utilized in excess of **2,300** hotel room nights on the local economy.

#### **Recruiting, Retention & Training**

2007/2008 marked another record recruiting year for the 143<sup>rd</sup> Airlift Wing. The addition of a new recruiter and full utilization of the recruiting storefront, which

## Air National Guard

opened in 2007, provided the impetus for our success. Increasing our presence in the community is pivotal in attaining quality youth and trained prior service members to join our Air National Guard Team.

The challenge that remains is the potential exit of our retirement-eligible airmen(20+ years), which make up 30% of our current members. Retention of our mid-career Airmen is vital to our future. We will continue efforts to offer Airmen incentives, such as re-enlistment cash bonuses, re-training opportunities, career advice for advancement and civilian education benefits that will entice our best and brightest to make the Air National Guard a long satisfying career.

**The 143<sup>rd</sup> Airlift Wing remains on course with its vision to grow, prosper and excel, with new aircraft, new facilities, and the best trained military in the world.**

## Air National Guard

### **281st Combat Communication Group**

COL. DEAN A. PLOWMAN  
SMSGT GEORGE J. WILKINS III



**MISSION:** Provides augmentation for the Air Force Cyber Command (provisional) Battle Staff/Crisis Action Team, HQ'S Air Force A6 Battle Staff/Crisis Action Team and NGB Joint C4 Coordination Center (JCCC). Provides a combined staff operations and management element for management of communications-electronics and equipment when deployed in support of war mobilizations plans, contingencies and worldwide requirements. Provide staff level support for spectrum management.

**HISTORY:** The 281<sup>st</sup> Combat Communications Group (CCG), located in North Smithfield, RI is comprised of the following five units: 202<sup>nd</sup> Engineering and Installation Squadron (EIS) in Macon, GA, 213 EIS in Stewart, NY, 263<sup>rd</sup> Combat Communications Squadron (CBCS) in Badin, NC, 282 CBCS in North Smithfield, RI, and 283 CBCS in Marietta, GA. The unit is currently aligned with the Air Combat Command (ACC). The 281<sup>st</sup> provides tactical engineering and man-portable communication kits to support ADVON, initial reception of forces and "reach forward" deployment of key personnel. The Group also supplies base information infrastructure across the full spectrum of operation and provides connectivity, power and environmental control from base infrastructure to theater information infrastructure. The Group additionally provides A6 support to Headquarters Air Force in the Crisis Action Team (HQAF CAT). The 281<sup>st</sup> and 282<sup>nd</sup> also provides communications for command and control for the states Adjutants General and provides interoperable communications suites such as Joint Incident Site Communications Capability (JISCC) and Interoperable Communication Extension System (ICE-S). Additionally, both units provide augmentees to ACC for Combat Communication Squadron ACC Inspector General (IG) inspections.

**JULY – SEPTEMBER 07:** Joint Users Interoperability Communications Exercise (JUICE) 07 validated SIPR services via Talon cards for voice, data and video teleconferencing over the JISCC system. The 281 CCG and 282 CBCS acted as installers, maintainers and testers of the system for Joint Interoperability Test Command (JITC) accreditation. Group members deployed to US NORTHCOM and California to support the California Wildfires. Members also deployed to Texas, Washington, DC and Delaware in support of Hurricane Dean. JISCC manning and maintenance was supported from the Group for Tall Ships 07 in Newport, RI and Leap Fest 07 in

Kingston, RI.

**OCTOBER- DECEMBER 07:** Upheld communications (75+ ISDN lines, 200+ cellular telephones and 50+ CPUs) for 600+ Distinguished Visitors and Command and Control Support Team requirements during Global Air Chiefs Conference for 87+ General Officers and 84 senior international leaders. 281 CCG provided sole AF representative serving as primary member of Defense Industrial Base (DIB), Joint Cyber Task Force and National Capital Region 8 Ambassador that produced Cyber Threat Information Products, HLD Classification Guide revisions, DIB Legislative proposals, and Concepts of Operations. The group deployed HQAF CAT Emergency Response Team members during Blue Raven '07. The Group prepared, hosted and distributed 'Tis the Season', Christmas Eve Dinner and Meals on Wheels program for elderly/underprivileged Community members in Kent County, RI.

**JANUARY – MARCH 08:** Supported Deployable Interoperable Communications Exercise (DICE) 08 with C4 planners to test National Guard Wide Area Interoperability System (WAIS) hub, thus validating seamless information sharing between NGB, Department of Defense (DoD), state and federal interagency partners and local first responders. Completed Deployable Homeland Air and Cruise Missile Defense (D-HACMD) Exercise with NORAD/US NORTHCOM, AFNORTH, ARNORTH, Eastern Air Defense sector (EADS), and Joint Air Defense Operations – Homeland (JADO-H) to formalize planning tactics, techniques and procedures, training plans, and checklists used to accomplish mission. Members designed way-ahead timeline for pro-



viding tactical D-HACMD communication links.

**Joint Command, Control, Computers and Communications (C4) Coordination Center – North (JCCC-N):** The 281<sup>st</sup> CCG established the NGB's Air Component of Joint C4 Coordination Center-North, N. Smithfield, RI. They were appointed as the only Air National Guard Unit to coordinate all National Guard



## Air National Guard

Communication Systems' support for any and all CONUS incidents, as result of natural/manmade disasters or military support. The JCCC is crucial to the management of NGB communications assets during national crises involving the National Guard, NORAD/NORTHCOM, Department of Homeland Security (DHS) and local first responders. The Group operates as NGB leader in developing, testing, and fielding of Joint Incident Site Communications Capability (JISCC) system, a highly mobile structure vital to all Homeland Defense (HLD) and NORTHCOM missions. Airmen sustained Situational Awareness for NGB on 85 JISCC systems, 12 Interoperable Communication Extension Systems (ICE-S) and 7 diverse types of state appropriated communications systems. The group was acknowledged by NGB/A6 as Lead Combat Communications Group in research and acquisition of HLD missions.

**APRIL – JUNE 08:** The Group participated in National Level Exercise (NLE) 08. In addition to the NGB, JCCC and HQAF support, group and squadron members supported RI, WA and OR state Joint Operations Centers as J6 experts and deployed to the incident sites in both WA and OR for equipment installation. During Joint User Interoperability Communications Exercise (JUICE) 08 tested lateral links from the Joint Incident Site Communications Capability (JISCC) to the Army's Joint Network Node (JNN). The 282<sup>nd</sup> completed two Operational readiness Exercises (ORE) at Otis Air National Guard Base, MA in preparation for their upcoming September 2008 Operational Readiness Inspection (ORI). JISCC manning and maintenance was supported from the Group at the RING Air Show 07. Supported and staffed RI Air National Guard 2008 Annual Family Readiness Program Softball Tournament.

## Air National Guard

### 102nd Information Warfare Squadron

LT. COL. JOHN J. REED  
MSGT. CHARLES R. BOURRET



**MISSION:** The federal mission of the 102d Information Warfare Squadron is to provide Network Defense (NET-D) services to the United States Air Force (USAF), Joint Task Force – Global Network Operations (JTF-GNO), and the Defense Information Systems Agency (DISA); as part of the Defense Department's (DoD) efforts to protect its Global Information Grid (GIG) from computer hackers and technological terrorism. The 102d also has the ability to provide a computer emergency response team (CERT) for local cyber emergencies.

The 102d Information Warfare Squadron (IWS) is located in Coventry, RI and will be soon aligned under the Air Force Space Command (AFSPC). The unit is slated to relocate to the Quonset Air National Guard Base, North Kingstown, RI in a planned and designed state-of-the-art Secure Communications Information Facility (SCIF) this fall.

**NOVEMBER – DECEMBER 07: Exercise "Terminal Fury"** - The 102d Information Warfare Squadron participated in the U.S. Pacific Command's (PACOM) Exercise "Terminal Fury". This is a bilateral exercise using state-of-the-art technology to test command and control capabilities and prepare PACOM personnel for western Pacific major contingency operations. This exercise injects real-world scenarios and potential crises the command could face. The 102d Information Warfare Squadron provided directed support to the exercise by augmenting the Theatre NetOps Center Pacific (TNC-P) providing seamless integration in Net Defense, Analysis, and Intrusion Detection services to PACOM's computer networks.

**MAY 08: Exercise "Combined Endeavor"** - The 102d Information Warfare Squadron participated in the U.S. European Command's Exercise "Combined Endeavor". This multi-service and multinational exercise is focused on testing communications and control (C4) systems to ensure compliancy with widely-accepted NATO and commercial network standards already used in the field, already in-use today. The 102d Information Warfare Squadron is tasked to inspect and certify multinational coalition networks and install computer network monitoring equipment to ensure network health, as well prevention of unauthorized access which is crucial to seamless interoperability.

**Enhanced Compliance Visits:** The 102d Information Warfare Squadron regularly dispatches technical assessment teams throughout the globe to inspect computer information systems on various Department of Defense (DoD) Installations. These teams of highly skilled airmen provide a comprehensive inspection and analysis of the installation's computer network to en-

sure that they meet and adhere to established criteria.



**Air Expeditionary Force (AEF) support:** The Air Force is an AEF configured for the full spectrum of air and space operations. An expeditionary military force by definition is one that can conduct military operations on short notice in response to crises with forces tailored to achieve limited and clearly stated objectives. Airmen from all across the Air Force contribute to expeditionary capabilities—from those who provide the deterrent umbrella under which the Air Force operates, to those who deploy, to those who operate the fixed facilities on which the service depends when reach-back for support occurs. The 102d Information Warfare Squadron deployed airmen during this period to support Air Force requirements in computer specialties and specialized legal services.

# Emergency Management Agency

## **Rhode Island Emergency Management Agency**

DIRECTOR J. DAVID SMITH



The Rhode Island Emergency Management Agency is the lead coordinating agency for response to all-hazard consequence. As I assumed responsibility for carrying out the shared vision for the agency between Major General Robert T. Bray and our entire RIEMA staff I was immediately impressed by the professionalism and resiliency of an organization challenged by a significant turnover of staff and fiscal limitations.

The conventional interpretation of RIEMA responsibilities fall within the response to both man-made and natural disasters. While this may be true, many people are surprised to learn about the varied duties that are both regulatory and in the spirit of good will. These are not limited to flood plans, inundation maps, individual assistance and public partnerships, along with the management of millions of dollars of grant funding of which 80% is passed along to the local communities.

Beginning in April of this year we looked at the fundamentals of any business plan which was to be introspective and willing to consider that change and accountability are required for success. The mission statement of RIEMA was revised to be more contemporary with state and federal requirements. A clearly written mission statement must be reviewed regularly as a reminder of focus and intent. We solicited the assistance of the Department of Administration to rewrite job descriptions with the desire to eventually implement the changes through a process of collaboration with all partners.

The next major initiative was to reconstruct the table of organization to be NIMS compliant. This structure provides a graphic representation of the most effective response design. The new T.O. also allows RIEMA to be operational in a day-to-day business environment and quickly morph into an organization capable of escalating to any level of operational response.

Skeptics would evaluate 2008 as a year of change and diminution of personnel. Rather, I concur with author Max DePree who said that it is the leader's responsibility to define reality. We face down our reality and retrospectively see 2008 as an exciting opportunity for change which will lead to the Rhode Island Emergency Management Agency that we can all be proud of; both to work here and to serve the public.

### **Mission**

The Rhode Island Emergency Management Agency's (RIEMA) primary function is to protect life and property before, during, and after a disaster, emergency, or other hazard. RIEMA is the coordinating agency for multi-jurisdiction and multi-agency response in the

State of Rhode Island for all emergencies including natural and technological hazards such as fires, floods, tornadoes, hurricanes, winter storms, chemical releases, weapons of mass destruction and terrorism incidents.

### **Goals**

The five primary objectives for calendar year 2008 which had been established through the leadership and vision of Major General Bray and RIEMA staff called for:

- The transitioning of RIEMA from a civil defense structure to one that is more contemporary and appropriate for an all-hazard response required for Homeland Security.
- A statewide Common Operating Picture (COP) to establish a format for obtaining situational awareness from and to supported agencies and jurisdictions.
- The development and application of standard operating procedures (SOP) for communications systems not limited to RISCON
- A consolidated State Emergency Operations Center (SEOC) that is a multi-agency 24/7/365 center providing pro-active support, coordination that includes utilization and implementation of NIMS.
- An inventory of all programs, services, affiliations, duties and responsibilities for RIEMA for assessing the purpose, responsibility, efficiency and productivity of our agency.

These objectives were not only embraced but significant progress has been made in all areas. Starting with the fundamentals, we have restructured our mission statement, revised our table of organization, established a data driven prioritization of our tasks, sought grants for the specific purpose of establishing governance structure and SOP's for communications, upgraded our WebEOC capability, refocused our staff, rewritten job descriptions, audited and began updating the state Emergency Operations Plan, Rhode Island State Strategies, began updating our State Preparedness Report, focused on statewide ICS training, completely overhauled our web site, brought in new staff and fresh ideas for flood plans, established a baseline report for accreditation, reached out to community leaders, and never stopped professional development for our team members.

These are increasingly difficult economic times and we don't know the challenges that lie ahead but we are confident of our ability to be the state's lead coordinating agency with an emphasis on the safety of all of you. We are mindful of these challenges and potentially dangerous global situations as we develop our goals and objectives for 2009.

## Emergency Management Agency

### Events

Though there were numerous threats to the State from various weather events, the State was not adversely impacted enough by any of them to receive a Federal Disaster declaration. The State is still recovering from the Federal Disaster declaration it received in April 2007 for Newport County. The State Administrative Plan for Public Assistance was approved by FEMA Region I.

During the latter part of 2008, the Rhode Island Emergency Management Agency (RIEMA) in coordination with the Rhode Island Department of Transportation (RI DOT) worked together to develop a better response to Winter Storm Operations. On December 12th a Winter Storm Tabletop Exercise was conducted to test newly revised plans regarding the states coordinating plan regarding Winter Storm Response. This guiding plan lays out the framework of various state agencies and departments roles during a storm response. Additionally, a new strategy developed by the Rhode Island State Police (RISP) and RI DOT regarding quick clearance involving towing operations as one of the annexes to the plan; has allowed for a faster response time in clearing the highways of track jams.

On December 19th, the RIEMA and the state was put to the test when the first Winter Storm of the season dropped 8 to 12 inches of snow over the busy holiday weekend. The RIEMA advised cities and towns of the impending weather conditions which at that time the cities and towns decided to take quick action to cancel schools in light of the forecasted weather event. According to the newly revised plan and discussions about preparations for the upcoming winter season, RIEMA made contact with its key stakeholders to prepare the state for Winter Storm Operations which includes the coordination of State Agency and Departments, private and public sectors, and public information. After a confident forecast from the National Weather Service of the impending weather, the State Emergency Operations Center was activated from a Level II to a Level III status which includes activation of key Emergency Support Functions (ESFs). ESFs that participated in the activation were RI DOT, RISP, American Red Cross (ARC), Rhode Island National Guard (RING), and the Federal Emergency Management Agency (FEMA) Senior State Advisor Representative. Each function worked together to bring situational awareness and a common operating picture that allowed for a well coordinated response to the first weather event of the season.

One of the valuable lessons of December 19, 2008 was the recognition of just how important communication is between first responders, stakeholders, and the public. An example of such an unprecedented and unique opportunity was the invitation to our business partners at the various Chambers of Commerce to participate in our conference calls. School superintendents were also collectively invited to join in along with our usual participants not limited to local EMA



directors. This perspective and direct line of communication led to a spirit of cooperation and ownership of the recommendations.

### Rhode Island State Communications Network (RISCON)

It seems like so long ago in 2003 that people designing the 800 MHz inter-operable solution for RI saw 2009 as the year of completion for infrastructure build out. It is remarkable that 2009 is already upon us and even more remarkable that the dream is on track to become a reality. What was once a beta system of five sites has dev-eloped into a fully P-25 compliant trunked radio system. Data transfer capability will be the next stage of development.

The East Greenwich site is well underway, we have broken ground in North Smithfield, and the Town of Cumberland was the latest community to authorize the installation of a site. The final site that is already funded is planned for construction at Piggy Lane in western Coventry.

RISCON accomplished the several mile-stones during the 2008 calendar year. An 8 channel system in Providence came on line early in the year. With the assistance of a 2007 Public Safety Interoperability Grant, RIEMA was able to expand the system to 12 channels in October. Also in October, RIEMA filled two full-time positions to assist in the programming and maintenance of the RISCON program. The state purchased an additional two communication tower trailers, bringing the agency total to four. These trailers will have Itach repeater equipment installed on them for immediate deployment in an emergency. RIEMA has also received a cache of 100 RISCON portables for use during major events, as well as during large scale disasters.

### Emergency Operations Center

RIEMA is pleased to announce an award of \$250,000 from the Department of Homeland Security (DHS) to renovate the State Emergency Operations Center and create a co-location with the RI National Guard (RING) Joint Operations Center.

This combination of resources will allow RIEMA and RING to create a 24/7 watch desk to provide local, state, and federal situational awareness. Thanks to the hard work of Amy Grzybowski, grant writer, RIEMA was able to accomplish what only a handful of agencies around the country could.

Of the \$14,572,500 awarded by DHS awarded to construct and renovate emergency operations centers nationwide, Rhode Island was the only agency to re-

## Emergency Management Agency

ceive funding in New England. This funding will help enhance the current capabilities that exist and further strengthen emergency preparedness for our citizens. This will be a major step forward in improving our response capability.

### **Emergency Management Performance Grant**

During 2008, RIEMA continued its' focus on the Emergency Management Performance Grant (EMPG) with the Federal Emergency Management Agency (FEMA). The grant outlines strategic objectives in the areas of Mitigation, Preparedness, Response, and Recovery that formulate the basis of an emergency management policy for the State of Rhode Island. These objectives are also the benchmark for the work plan and serve as the primary point of reference for the evaluation of the Agencies performance.

In 2008, RIEMA received 2.789 million dollars from the Federal Emergency Management Agency through the EMPG to implement its work plans. As part of this Grant, RIEMA provided over \$600,000 to 21 local municipalities to fund emergency management activities and projects in their communities.

### **Mitigation Programs**

Due to the 2007 Federal Disaster declaration, RIEMA was approved to disburse up to \$86,280 Statewide through the FEMA Hazard Mitigation Grant Program. RIEMA submitted two projects and one planning application to FEMA for review. They are currently still under review. The State Administrative Plan for Hazard Mitigation was approved by FEMA Region I.

The Statewide Hazard Mitigation Plan was approved by FEMA Headquarters in April. The plan reviews the various hazards that affect the State and what their impact on the State would be if they impacted the State. RIEMA has been awarded \$77,850 by FEMA in the 2008 Pre-Disaster Mitigation Grant Program to update the Statewide Mitigation Plan that was approved in April. The project would include an updated risk analysis for the State.

In October, RIEMA held an informational workshop to inform communities about the Unified Hazard Mitigation Assistance program and the available grants. As a result of this workshop, RIEMA applied under the 2009 Pre-Disaster Mitigation Grant for one project and four planning grants on the behalf of local communities. The planning grants would update the currently approved FEMA Hazard Mitigation Plans in those communities.

### **National Flood Insurance Program**

Housed within RIEMA is the State National Flood Insurance Program (NFIP). One of the most important components of the NFIP is the Community Assistance Program State Support Services (CAP-SSE). The purpose of this program is to provide, through a State grant mechanism, a means to ensure that communities participating in the NFIP are achieving the flood

loss reduction goals of the NFIP. CAP-SSSE is intended to accomplish this by funding States to provide technical assistance to NFIP communities and to evaluate community performance in implementing NFIP floodplain management activities with the additional goal of building State and community floodplain management expertise and capability.

In order to accomplish these tasks NFIP staff conducts two types of visits which are held in coordination with NFIP communities around the State. Since all 39 communities in Rhode Island participate in the NFIP, all communities are eligible for a visit. There are two types of visits; Community Assistance Visits (CAVs) and Community Assistance Contacts (CACs). CACs usually consist of either a phone call or a brief visit to touch base with a community to evaluate their performance in managing their floodplain activities. CAVs are more in-depth review of a community's floodplain strategy, requiring a tour of the floodplain, meeting with local officials and subsequent permit review.

In 2008, NFIP staff conducted eleven CAVs with the following communities: The Town of Barrington, Town of Charlestown, Town of East Greenwich, Town of Gloucester, Town of Jamestown, City of Newport, Town of North Kingstown, City of Pawtucket, Town of Portsmouth, and the Town of Westerly. CACs were conducted in fifteen additional communities. The number of CAVs and CACs exceeded the goals set forth for fiscal year 2008, and NFIP staff anticipates continuing this trend in fiscal year 2009.

In addition to community visits, NFIP staff continued to provide general technical assistance to various members of the community regarding issues pertaining to pending and/or proposed applications, construction in special flood hazard areas and potential flood mitigation projects and/or planning initiatives. The NFIP Staff also fielded many calls from property owners, state and local officials, builders, surveyors, appraisers, attorneys and realtors about floodplain management regulations, insurance rating and coverage issues, lending matters in addition to requests for map copies and interpretations. General technical assistance comprised one of the largest time allocations and greatest efforts expended by the RI Flood Mitigation Program during 2008.

NFIP staff also held a number of training workshops in 2008 including an Elevation Certificate/Letter of Map Amendment Workshop in November. This workshop was geared toward local officials, engineers, architects and surveyors who consistently do work in the floodplain. CAP staff is looking to hold a number of other workshops in 2009 including a *Home Builders Guide to Coastal Construction Workshop* and a *Retrofitting Floodprone Residential Structures Workshop*.

In 2009, NFIP staff will continue to coordinate and meet monthly with the Rhode Island Flood Mitigation Association (RIFMA), the primary forum for network-

## Emergency Management Agency

ing and collaborating with other state and local agencies on statewide flood issues.

Other state agencies in continued direct coordination with the RI NFIP are the Coastal Resources Management Council (CRMC) which deal with coastal flooding, erosion and coastal hazards mapping; the Rhode Island Department of Environmental Management (RIDEM), which deals with stormwater management, dam safety issues and all other water resource related issues; the State Water Resources Board, which deals with stream gages and other water resources issues; the RI Department of Transportation (RIDOT) and the RI State Building Commissioners Office on issues relevant to the NFIP. Some great strides were made in 2008 in the generation of sea level rise and subsequent freeboard regulations, which are both integral parts of the NFIP.



The RI NFIP anticipates expanding all of these important efforts in 2009.

### **Map Modernization Program**

Through the Federal Emergency Management Agency (FEMA) Map Modernization Program, the municipalities in Providence County were issued preliminary Flood Insurance Rate Maps (FIRMs) in 2007. Unlike previous FIRMs which were produced for each municipality, the new maps are in a countywide format. The new maps are also overlain onto aerial photographs which will make identifying buildings, streets and other features easier than previous blueprint-style maps. More accurate topographic information and a revised vertical datum were also used to produce these maps. The new digital format of these maps also means that municipalities will be able to use this data as a GIS layer.

Before the effective date of the new maps, communities within Providence County will be required to update their applicable floodplain zoning regulations or ordinances to formally adopt the new maps and ensure compliance with minimum federal National Flood Insurance Program (NFIP) standards. These regulation changes must be completed by the new effective map date or the community will be suspended from the NFIP, meaning flood insurance policies will not be renewed or written in the community. The community will also not be eligible for federal disaster assistance.

This year, RIEMA added a full-time Map Modernization Coordinator to staff to assist with the Map Modernization Program.

In 2008, the new coordinator worked diligently with the 16 communities in Providence County to ensure the timely adoption of the new digital Flood Insurance Rate Maps as well as NFIP compliant floodplain ordinances to ensure that suspension from the NFIP does not occur.

Early next year, the new maps for Providence County will become effective and preliminary maps for Kent, Washington, and Newport County will be released.

### **Hurricane Preparedness**

In June, RIEMA hosted its Annual Hurricane Conference. One hundred fifty (150) people turned out for the event and 37 of the 39 were represented. The program included representatives from state and federal agencies as well as private entities. Collaboration in response efforts was a major theme of the conference. Future responses will hopefully see RIEMA working more closely with other corporate entities and local governments to be even more effective in Emergency Management. In addition to several renowned speakers, the conference allowed for tours of various mobile Command Centers and communications equipment.

In July, the Northeast Hurricane Mitigation Leadership Forum was held in Newport to discuss several topics stressing hurricane preparedness, the social and economic impacts of a major hurricane event, and the need for mitigation.

This year also saw the development and distribution of a One Stop Hurricane Resource Guide as part of the 2008 Get Ready RI! hurricane preparedness campaign. The brochure was developed as a collaborative effort of the Federal Alliance for Safe Homes and RIEMA. The booklets included information about preparing for a hurricane and the meanings of the various warnings, watches and advisories. The information was presented in clear easy to read terms and available at local supermarkets statewide and online in both English and Spanish.

In September, RIEMA participated in a FEMA Region I Hurricane functional exercise, Operation Enterprise, Hurricane Zed. Operation Enterprise was the last stage of RIEMA's 2008 hurricane preparedness campaign, *Get Ready RI!* The exercise included more than half of the communities in the state. Participating communities opened a shelter and/or their local Emergency Operations Center (EOC). The State Emergency Operations Center (SEOC) was opened and staffed by many state agencies, local organizations, and federal partners. The exercise threatened the entire United States east coast with Hurricane Zed. The focus was to test the shelters and communication systems in the state during such a disaster scenario spread across New England.

Shortly thereafter, RIEMA activated the Emergency Operations Center and implemented elements of the

## Emergency Management Agency

Hurricane Response Plan when Tropical storm Hanna threatened our shores. Fortunately, this year saw no major disasters as a result of hurricane activity. However, RIEMA intends to be prepared whenever one should occur.

### **Debris Management Program**

RIEMA has participated in the ongoing development of a statewide comprehensive debris management plan in collaboration with Department of Environmental Management, Department of Transportation and RI Resource Recovery Corporation. Additionally, this year, RIEMA reached an agreement with Quonset Development Corporation (QDC) for the use of two parcels of land with rail access as a temporary disposal site for debris from disasters. RIEMA also reached an agreement with QDC for use of a parcel of land to provide staging and distribution of emergency commodities: water and meals ready to eat.

### **Voluntary Organizations Active in Disaster**

The Rhode Island Voluntary Organizations Active in Disaster (RIVOAD) has completed a year of preparation, exercise and even activation (Tropical Storm Hanna) meeting objectives set forth last January.

Chaired by Kamila Barzykowski, Senior Vice President at United Way of Rhode Island, and directed by a Steering Committee with representation from many of the statewide non-profit human service agencies, RIVOAD met the following key goals:

- Finalized communications protocols
- Update agency roles and capacity in Emergency Operations
- Exercise initial activation functions and coordination with the State Emergency Operations Center (SEOC)

The Exercise was part of the full scale statewide shelter exercise in September. RIVOAD tested their notification process and convened an emergency meeting to discuss the current readiness of member agencies. Just a week earlier the RIVOAD participated in a conference call with officials from RIEMA, FEMA and the National VOAD (NVOAD) detailing preparations for Tropical storm Hanna. In both cases RIVOAD agencies coordinated and collaborated effectively.

For 2009, RIVOAD has drafted some initial Objectives:

- Clarify and explore the expansion of the role of faith communities
- Develop a long-term recovery plan
- Reach out to additional agencies that have a role to play in disasters.
- Plan a conference for members and for recruiting agencies as community resources in times of disaster.

We are very fortunate to have the coordinated commitment of many of the State's non-profit human-

service agencies. There is still work to be done but the collaborative planning thus far adds another important resource to the State's response and recovery capacity."

### **Pandemic Flu Operations Plan**

In April of 2007, the first Rhode Island Pandemic Flu Operations Plan was submitted for federal review. In addition, The Department of Mental Health and Retardation Hospitals developed a pandemic flu response plan to address the behavioral health needs for each healthcare service region, then trained and exercised this plan with healthcare service regions and behavioral health responders. New federal guidance was received in March 2008. The Rhode Island Emergency Management Agency and the Rhode Island Department of Health worked in together to develop a new State Influenza Operating Plan among the State Department and Agencies along with other key sectors of our state. RIEMA hosted secessions for all members of government to help develop their departments and agencies operating plans for pandemic influenza. The newly developed operating plan was submitted on time to the U.S. Department of Health and Human Services and is still under review. Concurrent with this project RIEMA worked on

### **Continuity of Operations Plan**

Supporting the mandate by Governor Carcieri that requires Continuity of Operations/Continuity of Government (COOP/COG) plans from all State agencies and departments as well as from the state's 39 municipalities. Extensive coordination with all involved agencies has centered on Pandemic Influenza planning as this scenario likely presents a protracted response along with extended recovery, producing complications across the 17 critical infrastructure categories as well as the anticipated health response.

During FY 2008, Rhode Island Emergency Management Agency accomplished the following:

- Analyzed existing COOPs
- Identified non-compliant agencies
- Initiated comprehensive outreach to all State agencies, departments and municipalities to include written materials, templates and planning guidance.
- Provided Continuity of Operations Training Class

### **Dam Safety**

Governor Carcieri's Dam Safety Act of 2006 provided the Rhode Island Department of Environmental Management (DEM) with clear authority to intervene in emergency situations where public safety is at risk. The legislation also requires municipalities with significant or high hazard dams to develop emergency action plans (EAPs) in conjunction with state emergency management (RIEMA) for each of those dams. To accomplish the mission of addressing our need for further emergency action planning, DEM and RIEMA together developed a program for implementing Emer-

## Emergency Management Agency

gency Action Planning. The working group consisted of representatives from the two respective agencies in addition to the Rhode Island League of Cities and Towns. RIEMA developed a workable template that the cities and towns could use to develop their own EAPS to meet the statutory requirement. Additionally, a workshop was held in coordination with the Association of State Dam Safety Officials that explained the importance of Emergency Action Planning and implementation of an EAP. A second one day workshop was held by the Federal Energy Regulatory Commission on Dam Site and Dam Infrastructure Security and inspections which focused on the threat of State's dam infrastructure.

Since the State of Rhode Island's development of its EAP program it has brought a greater partnership with the State's Dam Safety Program and the State's Emergency Management Agency. Additionally, the program has received more 50 EAPs since its inception less than a year ago. The State of Rhode Island looks forward to achieving 75% compliance in its EAP program over the next year and will focus on reviewing and approving received EAPs. The future of the program will consist of a series of training and exercises and continued outreach to Dam owners on the importance of emergency planning.

### **Other Programs**

RIEMA is also a co-chair with the RI Dept. of Health of the Special Populations Workgroup. The group meets on a regular basis to address the issues affecting the special needs populations in the State. In 2008, the Dept. of Health received a Grant from the Centers for Disease Control (CDC) to address these issues. RIEMA maintains a database of people who have voluntarily registered that they may need assistance in the event of evacuation in their community. The database is also accessible on line to Local Emergency Management Directors for their review and usage.

### **Emergency Management Accreditation Program**

RIEMA over the last year has worked to become nationally accredited through the Emergency Management Accreditation Program (EMAP). EMAP is a standard-based voluntary assessment and accreditation process for state and local government programs responsible for coordination prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. RIEMA through EMAP conducted a week long on-site review of the State's overall Emergency Management Program. This baseline assessment evaluated national compliance standards for the State's Emergency Management Agency's. Rhode Island final report on the assessment is still pending but preliminary reports suggested improvement from the last baseline assessment completed in 2003. RIEMA hopes within the next two years that national accreditation can be achieved.

### **Trainings and Exercises**

During the 2008 calendar year the training section has

conducted a total of forty-two courses with 1,684 successful student completions. Approximately half of the courses were dedicated to the Incident Command System with 811 students completing the training. The other half of the classes included Basic Search and Rescue, Critical Incident Stress Team Training; Weapons of Mass Destruction based courses along with Multi-Hazard Planning for Schools and the Hurricane Seminar.

### **Homeland Security Exercise and Evaluation Program**

One of the main functions of the Rhode Island Emergency Management Agency is to manage the Homeland Security Exercise and Evaluation Program (HSEEP). This program complies with United States Department of Homeland Security (DHS) standard for HSEEP. This program is managed by RIEMA to assist state and local partners in testing and validating existing plans, policies and procedures. Partnered with the RIEMA Training Program, the HSEEP Program provides first rate service in exercise design, implementation and evaluation for a variety of discussion and operation based exercises. RIEMA conducts a wide range of exercises consisting of seminars, workshops and tabletop exercises to the more complicated functional and full-scale.

Over the last year RIEMA has conducted several of the aforementioned exercises to include a major full-scale exercise, "Operation Enterprise." Operation Enterprise consisted of a full State Emergency Operations Center (SEOC) activation with the purpose of testing shelter capacity and communications. This was a good opportunity to evaluate local cities and towns ability to communicate from local emergency operations centers to designated American Red Cross approved shelters. This exercise proved to be an invaluable

Within the last year RIEMA has conducted a review of its HSEEP program by developing a 3 year training and exercise plan. This training and exercise plan was developed by state and local stakeholders representing an array of first responder sectors including, police, fire, emergency medical services, emergency management, and public health officials among federal, state and local levels. This plan has been approved by RIEMA.

### **Training & Exercise Planning Workshop**

This year the annual Training & Exercise Planning Workshop (TEPW) was held in March. Invitations were extended to select members of various disciplines around the state to help direct the states plan. Forty-six people representing local, state and federal government in various functions such as law enforcement, fire, emergency management, special response teams, critical infrastructure, transportation, state working groups, and public/private sector partners were present.

RIEMA manages a grant that supports the Homeland



## Emergency Management Agency

Security Exercise & Evaluation Program (HSEEP) for the state of RI. HSEEP requires each state to have a Training & Exercise Multiyear Plan and to review it annually. The state had just completed its objectives in the prior multiyear plan. The outcome of the all day workshop was a new draft plan incorporating national, state and local priorities and goals. The new plan will help shape how the state HSEEP monies get spent for the next few years.

There are 11 major areas addressed in detail in the plan: transportation related disasters; hurricanes; pandemic influenza; terrorism & weapons of mass destruction; school emergencies – lockdown and evacuation; communications & information technology; receiving and distributing mass medical supplies and life sustaining commodities; special response teams; dam failures; radiological incidents; and mass conflagrations.

In the coming year, RIEMA will be asking locals and other state agencies to create their own progressively challenging multiyear plans for their own jurisdictions/agencies.

### **Student Tools for Emergency Planning**

In February, the Federal Emergency Management Agency Region 1 and the RIEMA formed a partnership to unveil a Preparedness Program specifically designed for 4th grade students. The purpose of the program is to create a culture of preparedness in the State of Rhode Island by enlisting the 4th grade students as agents who will lead their families to first prepare an emergency kit and secondly create a family communications plan. The program is designed to provide ready-to-teach preparedness materials to 4th grade students in New England schools.

North Providence Super-intendent Dr. Donna Ottaviano volunteered to pilot the program in 6 elementary schools in North Providence with approximately 243 4th grade students. North Providence is one of 11 school districts across New England participating in the pilot program. To prepare for the program, the 4th grade teachers of North Providence met with FEMA and RIEMA officials during their professional development day in February 2008. The material will be delivered using the already proven American Red Cross 'Masters of Disaster' program. (<http://www.redcross.org/disaster/masters/>)

The pilot program, titled Student Tools for Emergency Planning (STEP), debuted in the fourth grade classes at the Marieville School in North Providence School District in September 2008, coinciding with National Preparedness Month (September). Teachers dedicate between 1 and 5 hours of classroom time implementing STEP. After this unveiling, representatives from FEMA and RIEMA met with the principal and 5th grade teachers at the Anna McCabe Elementary School in Smithfield to incorporate the STEP program into the schools' science curriculum.

Additionally, David Anderson, Scout Executive from Boy Scouts of America and Lauren Parmelee, Manager of Funded Initiatives and Outreach for the Girl Scouts of RI recognize the need for teaching our children potentially life saving preparedness activities. As a result, they agreed to bring the STEP Program to scouting in Rhode Island. This collaboration is a first in the country for both FEMA and the scouting organizations.

RIEMA hopes to bring the program to all elementary schools in a statewide effort over the next year.

### **Partnerships**

In January of 2008 RIEMA formalized an agreement with the RI Chapter of the American Red Cross to establish the position of "Red Cross Liaison" assigned to RIEMA. The Liaison's function is to assist the Director of Emergency Services at Red Cross in preparing, and training a local shelter team in every community in Rhode Island and to assist the Ex Director of RIEMA on any Red Cross issue that may come up on day to day basis. During a level 2 incident or above the Red Cross Liaison reports to the Executive Director of RIEMA or his designee is assigned to the ESF-6 position at the State EOC.

There are two highlights to this partnership that are worth mentioning. First and foremost in the first year that this position has been in existence, having a Red Cross Liaison at RIEMA has not only proven to be a good worthwhile decision but has solidified the partnership which has proven to be a win-win for both agencies.

This partnership was applied quite successfully in the first quarter when the liaison was successful in getting Scituate, Foster, and Glocester to the table together. As a result of this meeting, each community will establish a local shelter team and shelter. Furthermore, this meeting established a relationship between these communities during major storm events. During a major statewide event, the three communities will come together and support one regional shelter. This is still a work in progress to recruit and train volunteers but the concept will be expanded to other areas of the State in the coming year.

The New Year brings with it a very ambitious undertaking by the Emergency Services Department with the assistance of the RIEMA Liaison and the support of Director Smith and the entire staff at RIEMA. The Rhode Island Chapter will go to every community in RI and conduct a physical audit of the preparedness, shelter capacities, volunteer teams available and then complete a gap analysis for each community.

Rhode Island Emergency Management Agency has also developed a partnership with the association of senior centers, the Dept of Elderly Affairs, the Governor's Energy Office, and The Governor's Office.

## **Emergency Management Agency**

Through this partnership, RIEMA has laid the ground-work for emergency warming shelters during extreme cold periods of winter. In cooperation, we will implement a process whereby seniors who cannot afford to heat their living quarters sufficiently to be comfortable may proceed to any one of the sixteen senior centers and possibly library's as well. They may go on their own or be transported by a Senior Center bus if they need transportation. This program will take place in 2009.

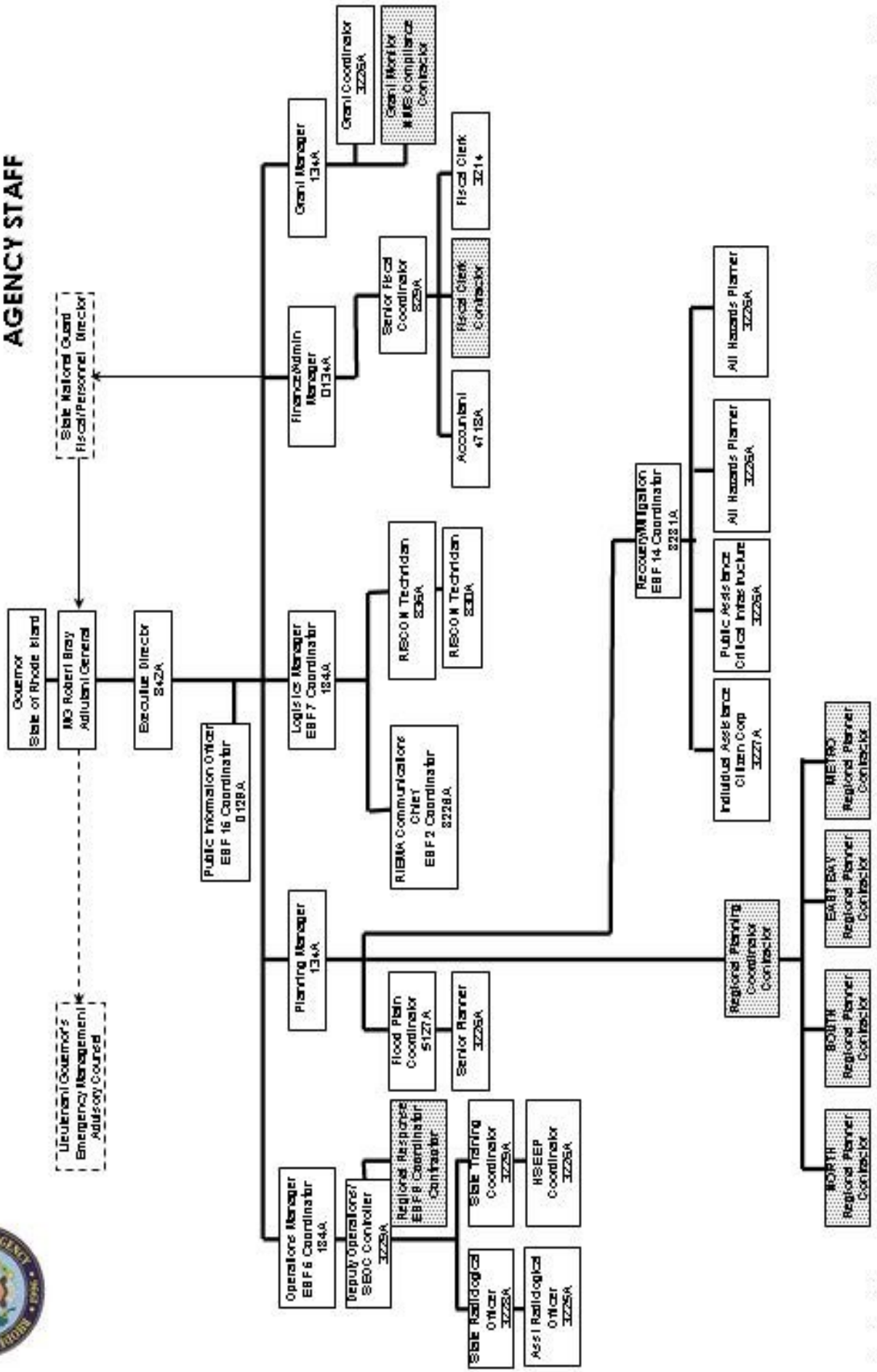
### **Other Accomplishments**

RIEMA participated in several committees to advance disaster preparations and response across the state. RIEMA participated on the steering committee for Protecting the Past in the hopes of developing of a template for disaster planning for libraries, cultural, and historical sites throughout the state. RIEMA also participated in the "Office of Homelessness" committee and supported the Intergovernmental Preparedness of Essential Records (IPER) project in conjunction with RI Secretary of State, State Archives Division.



# RHODE ISLAND EMERGENCY MANAGEMENT AGENCY Daily Operations – Organizational Chart

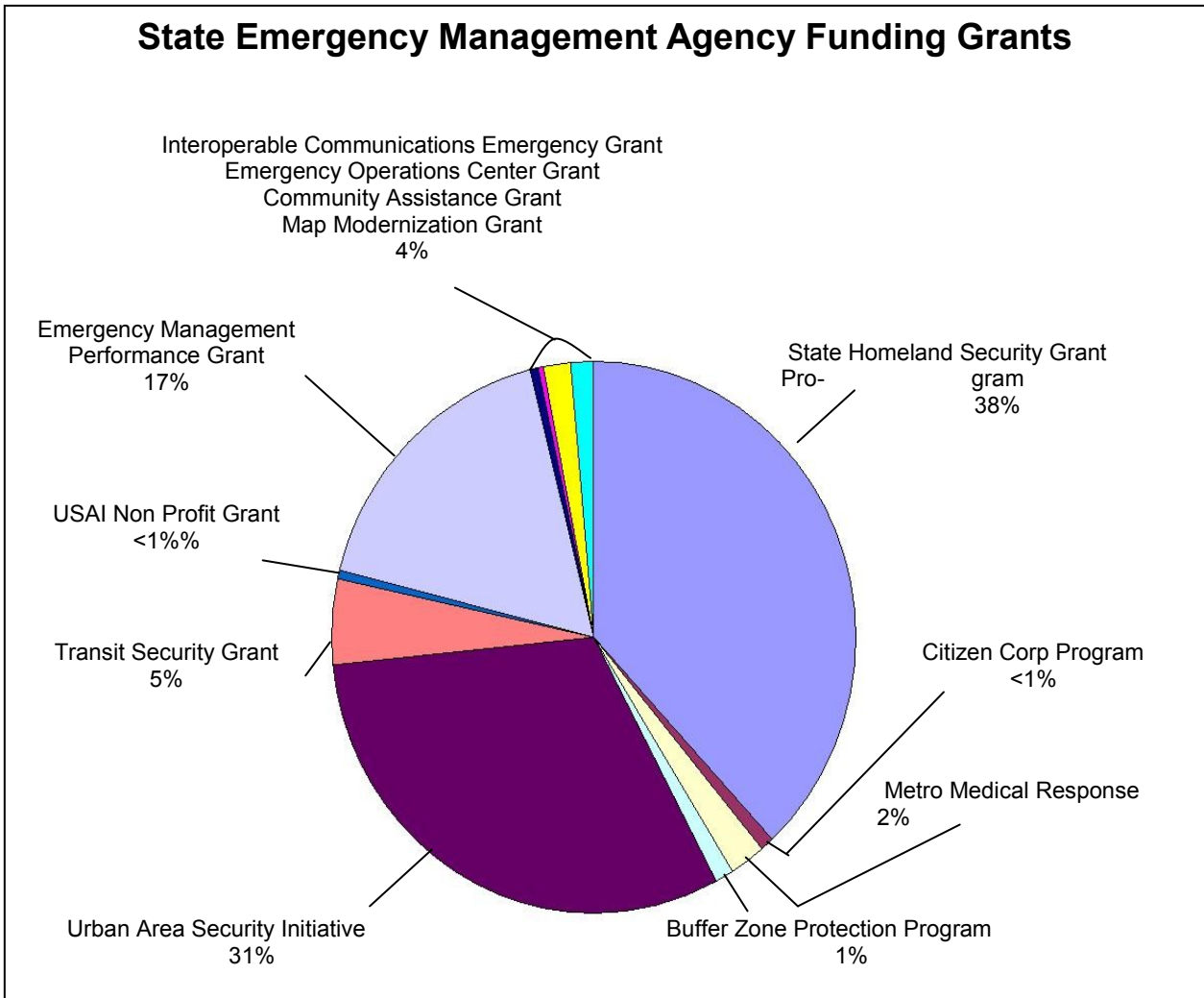
## AGENCY STAFF



## Emergency Management Agency

The Administrative and Fiscal Branch is responsible for managing all fiscal, personnel, and administrative functions for the agency. This section over- sees the operating and leasing budgets, human resources, procurement, accounts payable and federal grant reporting.

The RIEMA operates al-most entirely from various federal grant programs. As a result, the fiscal unit prepares and files financial reports on the different grant programs quarterly.



## Emergency Management Agency

Fiscal Year 2008 Grant Funding	
State Homeland Security Grant Program	\$6,170,000.00
Citizen Corps Program	\$139,773.00
Metropolitan Medical Response	\$321,221.00
Buffer Zone Protection Program	\$199,000.00
Urban Area Security Initiative	\$5,015,000.00
Transit Security Grant Program	\$829,292.00
UASI Nonprofit Grant	\$74,391.00
Emergency Management Performance Grant	\$2,789,817.00
Map Modernization Grant Program	\$75,888.00
Community Assistance Grant Program	\$61,840.00
Emergency Operations Center Grant	\$250,000.00
Interoperable Communications Emergency Grant Program	\$242,875.00
<b>Total Funding</b>	<b>\$16,169,097.00</b>

## **MAJOR AWARDS FOR THE RI ARMY NATIONAL GUARD**

**Annex A**

### **PURPLE HEART**

SPC Michelle B. Calouro

### **BRONZE STAR**

CPT Christopher J. Ahlemeyer  
SFC Anthony P. Atella  
SSG Stephen J. Costa  
SFC Philip M. Cummings  
SFC Kenneth A. Diggle  
1SG Joseph G. Forgue Jr.  
MAJ Gloria A. Haggarty  
SSG Chad M. Koller  
SFC Ronald A. Loignon  
CPT Thomas W. Manera Jr.  
SSG Eric J. Mello  
CPT Dennis N. Pineault  
CPT James J. Poland III  
SFC Larry T. Price II  
SFC Norbert R. Schecher  
SSG Jason M. Taylor

### **LEGION OF MERIT**

COL Carol A. Cullinan  
CSM Thomas P. Rezendes

### **RHODE ISLAND STAR**

CW4 Alford, Michael T.  
SFC Blanchette, Gary L.  
COL Cullinan, Carol A.  
SSG Davidson, Hedley V. Jr  
SFC Delvino, Anthony  
LTC Downing, Steven N.  
SGT Dube, James C.  
Navy CPT DubBois, Linda L.  
1SG Dybala, Edward J. Jr  
SSG Farquhar, Gerald K.  
1SG Fortin, Mark A.  
SSG Jacques, Eric C.  
MSG Johannes, Robert K. Jr  
LTC Larcom, Charles B. Jr  
CW4 Lipski, John A.  
CW4 Mansfield, Dean L.  
LTC Murray, John  
CAPT (USCG) Nash, Roy A.  
SFC Nuttall, David L. Jr  
SSG Pereira, Rui Darosa  
CW4 Pino, Michael B.  
CSM Rezendes, Thomas P.  
SGT Rudolph, Thomas W.  
COL Schenck, Helen P  
MAJ Short, Tracy A.  
SFC Spirito, Rocco R. Jr  
MAJ Tirocchi, Scott A.  
LTC Villari, George A.  
SGM Waterman, Pauline M.  
CW5 Wilkins, George J. Jr  
CW5 Williams, William W.  
SSG Wooden, Lucille

Air National Guard Contracts

<b>Construction Contracts:</b>	
2008 Basewide Repairs	\$288,140
102d Special Operations Facility	\$4,655,915
North Smithfield Fire Alarm System Upgrade	\$161,732
<b>Architect-Engineer Contracts:</b>	
Bldg P-8 Type A Services	\$37,658
Design 102d Spec Ops Facility	\$387,340
Generate 1390/91 documents	\$17,500

Army National Guard Contracts

<b>Construction Contracts:</b>	
Army Aviation Support Facility	\$30,857,700
East Greenwich Readiness Center	\$7,465,200
Camp Fogarty Unheated Storage Bldg	\$513,000
Camp Fogarty Soldier Simulation Center	\$714,604
Schofield Armory Mezzanine and Office	\$175,040
<b>Architect-Engineer Contracts:</b>	
East Greenwich Readiness Center design	\$308,954
CSMS/FMS Type C Services	\$320,905
Phase II Battery B Archeology Study	\$24,329
Environmental Assessment - Coventry	\$7,248
Camp Fogarty NEPA	\$59,388
<b>Service Contracts (Army &amp; Air):</b>	
Various Contract Support Personnel	\$1,113,415
Cellular Telephone Service	\$273,011
<b>Supply Contracts (Army &amp; Air):</b>	
Information Technology	\$576,391
Furniture	\$293,443

Total National Guard Contracts:

\$48,250,813

## FACILITY COST SHARING FOR 2008

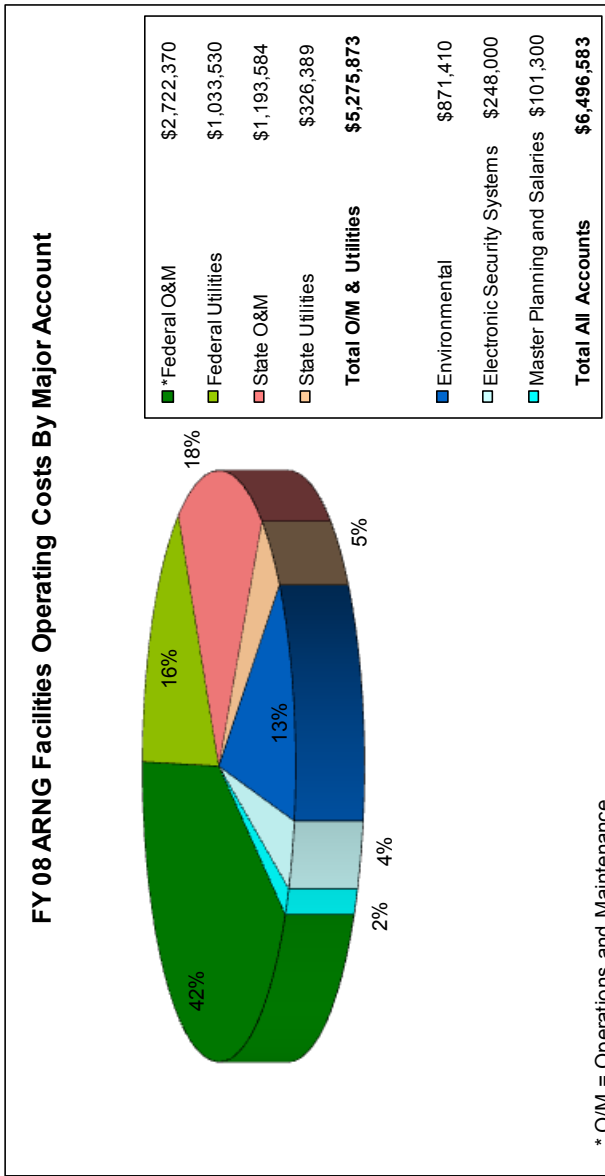
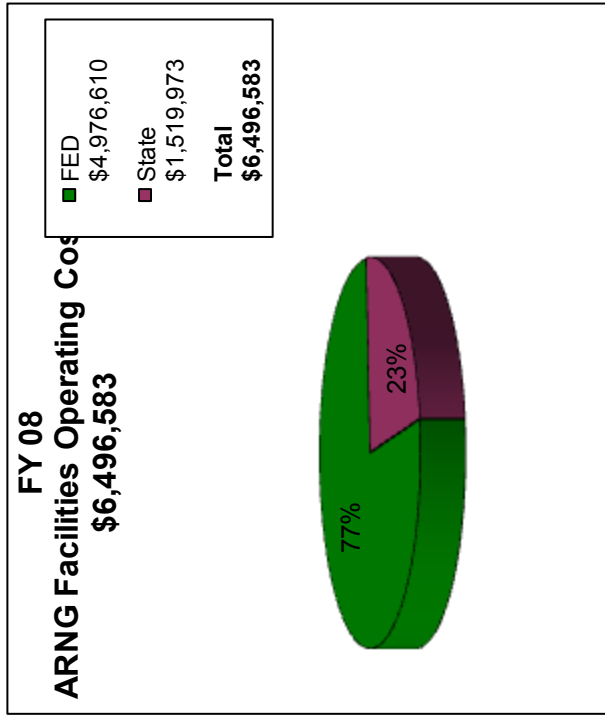
FACILITY NAME: ADDRESS TYPE YEAR BUILT: SQUARE FT: FUNDING SOURCE COSTS: FED/STATE

CAMP VARNUM	CORMORANT POINT RD, NARR	LOGISTICS	1941	33.8 ACRES/24 BLDGS	100% / 0%
WARWICK ARMORY	541 AIRPORT RD, WARWICK	ARMORY	1987	52025	75% / 25%
ORGANIZATIONAL MAINTENANCE SHOP #3	541 AIRPORT RD, WARWICK	LOGISTICS	1951	4140	100% / 0%
COVENTRY AIR NATIONAL GUARD STATION	570 READ SCHOOLHOUSE RD COVENTRY	READY BLDG/ARMORY	1959	26828	100% FED (ARMY)
BRISTOL ARMORY	470 METACOM AVE BRISTOL	ARMORY	1957	17537	50% / 50%
SCHOFIELD ARMORY	705 NEW LONDON AVE CRANSTON	ARMORY	1962	15884	50% / 50%
ORGANIZATIONAL MAINTENANCE SHOP #2	1 CROADE ST WARREN	LOGISTICS	1958	5720	100% / 0%
COMMAND READINESS CENTER	645 NEW LONDON AVE CRANSTON	HEADQUARTERS BLDG	1955/ 1987	44840	50% / 50%
WARREN ARMORY	104 MARKET STREET WARREN	ARMORY	1954	14043	50% / 50%
COMBINED SUPPORT MAINTENANCE SHOP	395 GEORGE WASHINGTON HIGHWAY SMITHFIELD	LOGISTICS	1959	22136	100% / 0%
SUN VALLEY ARMORY	2841 SOUTH COUNTY TRAIL EAST GREEN-WICH	ARMORY/ FMS	1956	20048	75% / 25%
CAMP FOGARTY	2841 SOUTH COUNTY TRAIL EAST GREEN-WICH	TRAINING SITE	1941	375 ACRES/26 BLDGS	100% / 0%
CAMP FOGARTY ARMORY	2841 SOUTH COUNTY TRAIL EAST GREEN-WICH	ARMORY	1995	60683	75% / 25%
BENEFIT ST ARSENAL	176 BENEFIT ST PROVIDENCE	HISTORICAL	1843	10066	0% / 100%

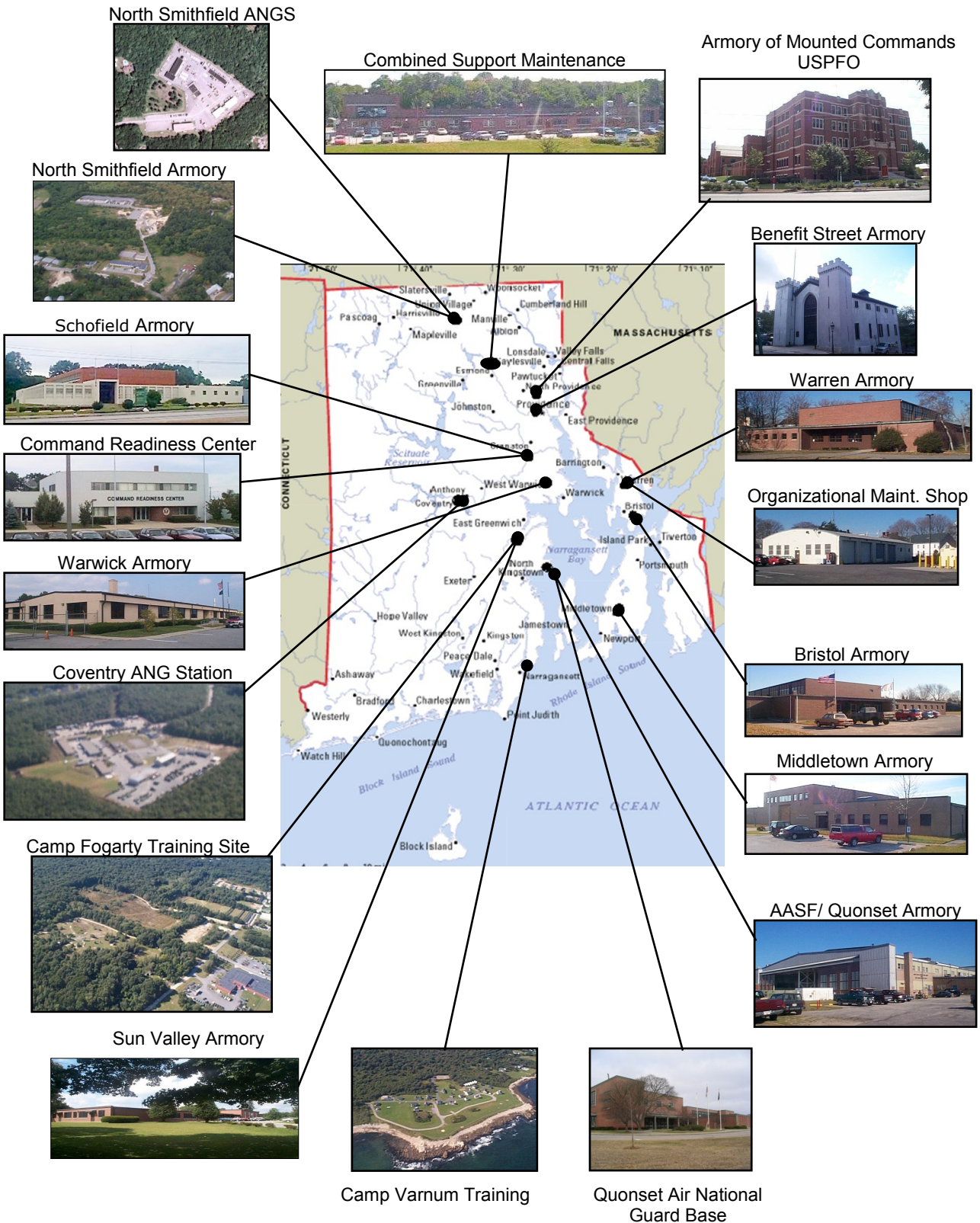


FACILITY NAME: ADDRESS TYPE YEAR BUILT: SQUARE FT: FUNDING SOURCE COSTS: FED/STATE

MIDDLETOWN ARMORY	STATE AIRPARK MIDDLETOWN	ARMORY	1987	18620	50% / 50%
ARMORY OF MOUNTED COMMANDS	1051 NORTH MAIN ST PROVIDENCE	ARMORY	1925	121221	50% / 50%
QUONSET AIR NATIONAL GUARD BASE	1 MINUTEMAN WAY N. KINGSTOWN	BASE	1941	264208	100% / 0%
N. SMITHFIELD	274 OLD OXFORD RD, N. SMITHFIELD	BASE	1957	61524	75% / 25%



# Facilities List





**RI-ARNG**

