

OFFICE OF THE ADJUTANT GENERAL



ANNUAL REPORT 2016

RHODE ISLAND NATIONAL GUARD

RHODE ISLAND FISCAL YEAR 2016
July 2015 - June 2016



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LETTER TO THE GOVERNOR

Dear Governor Raimondo,

It is with great pride that I submit to you the 2016 Annual Report for the Rhode Island National Guard on behalf of the outstanding men and women who serve our great state and nation. As the state's most leveraged federally-funded agency, I'm happy to report that the Rhode Island National Guard has continued to be a responsible steward of its appropriated budgets and has managed to accomplish its unique dual-mission at home and abroad. Utilizing the current economic impact factor, the Rhode Island National Guard's total federal expenditures of \$137 million equates to an overall impact of \$233 million to the State of Rhode Island. The state expenditure of \$3.3 million resulted in a significant return on investment against federal expenditures.

The Guard continues to shape the total force for future challenges and anticipated change, while continuously supporting overseas and domestic operations. In 2016, the Rhode Island National Guard continued to deploy Soldiers and Airmen in support of overseas contingency operations, bringing the total deployments since September 11, 2001 to over 6,000.

Our four "Lines of Effort" continue to guide our organization, strengthening our partnerships internally and externally while increasing collaboration with outside agencies.

- Enhance Awareness of Rhode Island National Guard Capabilities and Value
- Recruit, Retain, Train, and Equip Service members to provide a Ready Force
- Optimize Organizational Structure and Management
- Expand Cyber Capabilities

The awareness of the National Guard's value has increased through community outreach, social media, and by creating an environment of inclusion that showcases our capabilities beyond warfighting and domestic response. Our partnerships with our elected officials, veteran organizations, law enforcement, local communities, and higher education has clearly demonstrated our value to the state on multiple levels.

A bi-product of our brand recognition as a versatile and key contributor to our state's success has yielded the highest market share of new recruits in 2016 among all Department of Defense components. Of the 10 service component agencies, the Rhode Island National Guard captured 45 percent of the market with significantly less marketing dollars than our active duty counterparts.

The Rhode Island National Guard remains committed to providing a wide range of opportunities to the diverse members of our organization. In 2016, Sergeant Major Deborah Storm became the first full-time female Command Sergeant Major in our organization's history. We are committed to placing the right leaders in the right positions. We are also committed to a balanced force structure

LETTER TO THE GOVERNOR

ready to respond to contingency operations overseas and the ability to react locally during a natural or man-made disaster.

An example of this balance is the pursuit of a world-class cyber hub with the ability to mitigate cyber-attacks at the federal, state and local level. We will continue to partner with our state and law enforcement partners to enhance this initiative and to expand our overall cyber footprint. As the frequency of cyber-attacks has increased, the Rhode Island National Guard is well-positioned to offer its cyber expertise by leveraging years of experience defending against these threats.

Our organization continued to increase the level of community outreach activities in 2016 that included major events such as, the Open House and Airshow, the International Parachute Competition, and Veterans and Memorial Day celebrations. The train service offered this year during the Open House, coordinated by RIDOT was another example of agency partnership supporting the citizens of our state.

As we enter a new period of uncertainty, troop-strength and mission-sets for the Guard remain in flux. We continue to contend that our organization's unique dual-status as an operational force and first military responder to the state, makes the National Guard the logical choice for increased support. In addition, our formations across the spectrum cost a fraction of our active-duty counterparts. Regardless of future decisions, our vision has not changed: Fighting America's Wars, Protecting the Homeland, and Building Global and Domestic Partnerships.

In conclusion, the Rhode Island National Guard is a proven, outstanding investment for the State of Rhode Island by creating a positive economic impact to our many towns and communities. The Rhode Island National Guard remains ready, relevant, reliable and accessible for the citizens of this great state and country!

Always ready, always there!



CHRISTOPHER P. CALLAHAN
Brigadier General
The Adjutant General



THE ADJUTANT GENERAL

Duties & Responsibilities

The Adjutant General is the strategic leader of the state's military forces, which are comprised of the Rhode Island Army and Air National Guard, and the State Historic Militia. The Adjutant General's primary responsibility is to ensure that Soldiers and Airmen are well-equipped, trained, and led, so they can perform their federal and state military duties and remain relevant well into the future.

Major responsibilities of the Adjutant General, in his capacity as the Commanding General of the Rhode Island National Guard, include: Mobilization, Force Structure, Equipment Modernization, Training Management, Facility Management, Military Construction, Officer and Non-Commissioned Officer Career Management, Personnel Administration, Family Assistance Programs, Special Programs, Military property and Army/Air National Guard Operations.

The Adjutant General maintains close association and communication with the National Guard Bureau, the Department of the Army, the Department of the Air Force, Northern Command, Air Mobility Command, and Cyber Command. Associations and memberships may include all veterans' organizations, as well as professional military organizations. Most notably he maintains active participation in the Adjutant General Association of the United States and the National Guard Association of the United States.

Additional programs under the responsibility of the Adjutant General include, but are not limited to:

- Employer Support of the Guard and Reserve
- Education Assistance
- Military Funeral Honors
- Mentoring Program
- Veterans Assistance
- Parades/Ceremonial Events

STATUS

The Adjutant General uniquely serves as both a state employee and a federally recognized Brigadier General. The Adjutant General is a Cabinet member appointed by the Governor and subject to the pay and benefits authorized as an exempt and essential employee. As a federally recognized Brigadier General, he serves predominantly in a US code, Title 32 status in a traditional Guardsman capacity. The Adjutant General periodically serves in a US code Title 10 status which is Active Duty. Each of the three statuses has different and unique authorities, applicable regulations, and benefits. The application of the status is essential to Adjutant General's ability to carry out duties and responsibilities when performing in the multiple capacities of the position.

MISSION

The Rhode Island National Guard (RING) has both a federal mission and 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 man-made disasters, high-profile events and state emergency defense operations.

The Adjutant General, Brigadier General Christopher P. Callahan, 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 RI Army National Guard, RI Air National Guard, and the State Militia.

ORGANIZATION

The RING is composed of a Joint Force Headquarters and both a land component – Army National Guard and an air component – Air National Guard. The combined authorized strength of these two components is 3,326 personnel.

JOINT FORCE HEADQUARTERS

The Joint Force Headquarters (JFHQ-RI), exercises command and control of all assigned, at-

tached or operationally aligned forces within the geographical boundaries of the state. JFHQ-RI is organized and manned to respond to the challenges presented in the post 9/11 environment to include the ability to coordinate an effective and timely response to Homeland Defense, Defense Support to Civil Authorities, and other domestic emergency missions. All units of the RI Air and Army National Guard are available 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 concurrence of their Governor or President, respectively. A Joint Staff consisting of a Chief of Staff and eight directors assist the Commander, JFHQ-RI with mission execution.

JOINT PROGRAMS

The JFHQ-RI is also tasked with the execution of several programs designed to service our veterans, retirees, family members, civilian partners, Soldiers, and Airmen.

Soldiers from the 1-143d Infantry establish a 360 degree perimeter around a UH-60 Blackhawk Helicopter at the Big River Management Area in West Greenwich, RI. (U.S. Army National Guard photo by Sgt. Terry Rajsombath)



FINANCIAL IMPACT

Rhode Island National Guard

STATE FUNDS	FEDERAL FUNDS		TOTAL FUNDS EXPENDED
RI NATIONAL GUARD	ARMY	AIR	
\$3,281,775	\$81,181,208	\$55,961,455	\$140,424,438

***\$160,066,423 TOTAL INVESTMENT IN RHODE ISLAND**

FUNDS BREAKDOWN:

**Economic multipliers not applied*

STATE OF RHODE ISLAND EXPENDITURES & REVENUES FOR FISCAL YEAR 2016**

ACCOUNT	AMOUNT
Salaries/Wages & Benefits	\$960,176
Contracted Professional Services	\$96,809
Operating Supplies & Expenses	\$893,084
Assistance & Grants	\$266,884
Capital Purchases & Equipment	\$1,064,822
Total State Expenditures	\$3,281,775
ACCOUNT	AMOUNT
General Revenue	\$2,219,237
Restricted Receipts	\$52,864
Operating Transfers from Other	\$1,009,674
Total State Revenue	\$3,281,775

FEDERAL FUNDS EXPENDITURES, JULY 2015-JUNE 2016**

ACCOUNT	ARMY	AIR	TOTAL
Military Pay	\$41,178,208	\$27,154,626	\$68,332,834
Civilian Pay	\$20,645,840	\$20,144,200	\$40,790,040
Goods & Services	\$18,672,195	\$4,986,900	\$23,659,095
Military Construction Funds Disbursed	\$684,965	\$3,675,729	\$4,360,694
TOTAL FEDERAL EXPENDITURES	\$81,181,208	\$55,961,455	\$137,142,663

ECONOMIC INPUT DATA

Total Federal Expenditure	\$137,142,663
Economic Impact Factor	Multiplier (1.7)
Total State Economic Impact	\$233,142,527

STRATEGIC PLAN 2007-2017

Rhode Island National Guard

MISSION

To provide well-equipped, -led and -trained mission-ready units in support of the National Military 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.

GOALS

Man the Force
Train the Force
Sustain the Force
Communicate Internally
Communicate Externally

VALUES

Loyalty
Duty
Respect
Service Before Self
Honor
Integrity
Personal Courage
Excellence In All We Do

COMMAND STAFF

Rhode Island National Guard

Brigadier General
Christopher P. Callahan



The Adjutant General

Brigadier General
Matthew Dzialo



Asst. Adjutant General
AIR

Brigadier General
David J. Medeiros



Asst. Adjutant General
ARMY

Brigadier General
Bennett Singer



Land Component
Commander

Brigadier General
Arthur Floru



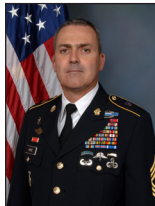
Director, Joint Staff

CW4
Daniel Curran



Command Chief
Warrant Officer

Command Sergeant Major
Moises Moniz



Senior Enlisted Advisor
ARMY

Chief Master Sergeant Jose
Baltazar



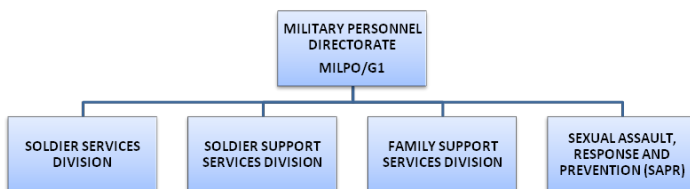
Command Chief
AIR

MISSION

The Directorate of Military Personnel manages Rhode Island Army National Guard Soldiers and assists their Families through the full spectrum of Human Resources support operations in the execution of our State and Federal Missions.

ORGANIZATION

The Military Personnel Directorate, led by the Military Personnel Officer (MILPO/G1), provides human resources support to sustain the Rhode Island Army National Guard. With a combined federal budget in excess of \$923,400, the Directorate consists of three functional divisions - Soldier Services Division, Soldier Support Services Division, Family Support Services Division as well as a Sexual Assault Response and Prevention (SAPR) Section.



SOLDIER SERVICES DIVISION

The Soldier Services Division provides essential personnel services, including promotions and reductions, accession, transfer and discharge actions, awards and decorations, evaluation reports, personnel records management, line of duty investigations, personnel readiness management, and strength reporting. During FY 16, this Division processed over 62,800 transactions and was recognized by NGB G1 for most improved data quality in the country and maintained a top five ranking nationally.

SOLDIER SUPPORT SERVICES DIVISION

The Soldier Support Services Division has two functional programs – Education Services and Incentives and a Resilience and Risk Reduction Program. The Division provides support to over 2,000 Soldiers in the Rhode Island Army National Guard.

EDUCATION SERVICES AND INCENTIVES

In FY16, 540 Soldiers received tuition waivers at three Rhode Island State colleges for up to five classes each semester in accordance with Rhode Island State Law. Forty eight Soldiers utilized Federal Tuition Assistance at more than 21 institutions nationwide. Additionally, 42 language tests, 20 Armed Forces Classification Tests and three Aviation Aptitude tests were administered. The Incentives Manager processed payments for 64 Soldiers under the Student Loan Repayment Program.

RESILIENCE AND RISK REDUCTION

The Resilience and Risk Reduction Team includes a Resilience and Risk Reduction Program Coordinator, State Resilience Coordinator, Suicide Prevention Program Manager, Alcohol and Drug Control Officer, Substance Abuse Prevention Program Coordinator and a Drug Testing Coordinator. The Rhode Island Army National Guard currently has 57 qualified Master Resilience Trainers and 123 qualified Resilience Trainer Assistants. Twenty five senior staff members were trained in the Executive Resilience and Performance Course by a certified trainer from NGB in FY16.

SUICIDE PREVENTION

In FY16 the Suicide Prevention Program Coordinator facilitated five Applied Suicide Intervention Skills Training (ASIST) Courses, training 96 Service Members. Currently, the state has a total of 245 ASIST trained members. Additionally, 93 Soldiers were trained in Ask Care Escort - Suicide Intervention (ACE-SI) techniques bringing the state total to 193. Two Peer Assistance Team (PAT) trainings were also facilitated increasing the number of PAT Members to 38. As a result of this training, these Soldiers are now qualified to assist commanders in resilience and risk reduction efforts.

SUBSTANCE ABUSE PREVENTION (SAP)

The purpose of the SAP is to prevent substance abuse by providing Soldiers and commanders with information and services include identification of high-risk units, prevention education, assessments and referrals to community resources, and deterrence through drug testing in order to prevent, deter and address high risk behaviors. In FY16, the SAP Team conducted 1,462 unit risk inventory surveys in over 29 units. Overall, more than 1,600 Soldiers, received “Strong Choices” prevention training.

FAMILY SUPPORT SERVICES DIVISION

The Family Support Services Division led by the Military Family Program Director is a comprehensive collection of assets, resources and programs designed to support both service members and their Families to enhance Soldier, Airmen and Family readiness.



MILITARY FAMILY PROGRAMS

RI Military Family Programs achieved national accreditation in August 2016. In FY16, the FAC assisted 170 customers in resolving simple issues and another 89 customers with complex cases requiring follow-up action. Family Programs includes a Family Outreach Program for Soldiers and their Families in the deployment cycle. In FY16, the FAC made 291 “outreaches” by telephone, mail, e-mail or face-to-face with Family members of deployed Soldiers. The FAC completed 116 mass communications, made 36 new community contacts and covered 225 event topics.

CHILD AND YOUTH PROGRAM

The mission of the Child and Youth Program is to ensure that military Children and Youth have the tools and resources they need to be resilient while supporting their social, emotional, educational, and recreational needs. In FY16 they conducted 18 Child and Youth Program events, two Military Youth Development Camps, six Teen

Volunteer Program working meetings, a Gold Star Teen Camp and support to State and Regional Youth Symposiums.

MILITARY ONESOURCE

Military OneSource is a confidential Department of Defense funded program providing comprehensive information on every aspect of military life at no cost to Active Duty, Guard and Reserve Component members, and their families. Information includes: deployment, reunion, relationship, grief, spouse employment and education, parenting and childhood, and much more.

SURVIVOR OUTREACH SERVICES (SOS)

SOS provides support, information, and services closest to where the Survivor Families reside. SOS ensures that Survivors receive all government and non-government benefits and entitlements, grief and financial counseling, and access to survivor events and support groups. In FY16, SOS Coordinator attended and/or conducted over 40 events in direct support to survivors and support groups. In addition they held the second RI Gold Star Sailing Camp for 12 Gold Star teens from across the United States.

FAMILY READINESS SUPPORT ASSISTANTS (FRSA)

FRSAs empower and assist Commanders in delivering the Total Army Family Program designed to ensure that Soldiers and Families are informed, educated, assisted, and readied for the unique demands of military life. In FY16, RI's FRSA attended and/or conducted over 200 events/meetings involving more than 1,400 service members, 3,200 Family members, and 350 volunteers and visitors. The RI MFP conducting

a Volunteer Appreciation Night with 65 attendees to recognize and honor volunteers from the FRG and Family Readiness events. RI's FRSA administered seven orientations to both the command team and FRG volunteers. Additionally, RI shares a Family Readiness Support Specialist (FRSS) Trainer with Massachusetts and Connecticut. The FRSS Trainer is responsible for training FRGs and leadership regarding roles and responsibilities as it relates to Family Readiness. In FY16, the FRSS Trainer provided Family and Well-Being training to over 100 FRSAs, 400 Service Members, 50 FRG Volunteers and 90 Family members.

YELLOW RIBBON REINTEGRATION PROGRAM

The Yellow Ribbon Reintegration Program consists of highly-trained professionals who are ready, willing and able to provide Soldiers and military families an assortment of tools to prepare and assist during the entire deployment cycle. These services are designed to support health and well-being of Soldiers and their Families allowing them to cope with separation and hardships associated with deployment. In FY16, the Yellow Ribbon Reintegration Program hosted eight unit events and multiple individual augmentees during all three phases of deployment.

EMPLOYER SUPPORT FOR THE GUARD AND RESERVE (ESGR)

ESGR's Mission is to develop and promote supportive work environments for service members in the Reserve Components through outreach, recognition, and educational opportunities that increase awareness of applicable laws and resolves employer conflicts between the service members and their employers. The program

G1 - PERSONNEL

Colonel Andrew J. Chevalier

served 2,027 Service members from the Army and Air National Guard, Navy Reserves, Marine Reserves, Army Reserves and Coast Guard Reserves. ESGR worked with 1,010 Rhode Island Employers on USERRA education, company recognition and relationship building.

TRANSITION ASSISTANCE ADVISOR

The Transition Assistance Advisor (TAA) serves as a state-wide point of contact for access to benefits and services provided by the U.S. Department of Veteran Affairs (VA), the military health system, Federal and State Departments of Labor and other service and benefit programs. The TAA provides support and assistance to all service members (Guard/active duty/reserve), Veterans, Military Retirees, and their Families. This includes assisting with accessing VA and military healthcare facilities and in applying for other VA services and benefits, such as compensation and pension for disability, insurance, loan guarantee, vocational rehabilitation/employment, and education benefits. This office completed over 8,000 transactions in order to serve our state's veteran population.

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

The Rhode Island National Guard SAPR Program is a fully-functioning, Commander-led awareness and prevention program instituted to reduce and eliminate incidences of sexual assault in the Rhode Island National Guard. During 2016, the Sexual Assault Response Coordinator (SARC) assisted with planning and executing training in all units, both Army and Air. Supporting efforts included unit and individual Sexual Harassment and Assault Response Program (SHARP) training in both small and large group

formats throughout the year as well as conducting the 8th Annual Obstacle Course competition during Sexual Assault Awareness and Prevention Month (SAAPM) in April.



A team participating in the Sexual Assault Awareness Annual Obstacle Course Challenge traverse an obstacle on Camp Forgarty in East Greenwich, RI. during Sexual Assault and Awareness Month. (U.S. Army National Guard photo by Staff Sgt. Michael Simmons)

G2 - INTELLIGENCE

Colonel Peter Parente

MISSION

The Military Intelligence Directorate of the Joint Force Headquarters, Rhode Island National Guard, supports the Adjutant General of the State of Rhode Island with timely intelligence and cyber security information. Secondly, the directorate provides training opportunities for intelligence Soldiers enabling them to support civil authorities during emergencies within the state and region and deploying units.

The intelligence section builds and maintains national, state and inter-agency partnerships with organizations including the National Guard Bureau intelligence sections, Northern Command Intelligence, the Air Force Auxiliary, the US Coast Guard, the State Police Fusion Center, the Joint Terrorism Task Force, and the Rhode Island Emergency Management in order to prepare to provide support during state emergencies and deployments.

The section provides intelligence, intelligence oversight training, operation security training and testing for Soldiers and Airmen of the Rhode Island National Guard.

Additionally, the section develops plans with the National Guard Force Protection Officer, State Fusion Center and Joint Terrorism Task Force to protect the force. In addition, supports Coast Guard Southeast Sector and Rhode Island Emergency Management Agency to review and prepare responses to potential weather and man-made threats to the state and nation.

The G2 continues to train Army and Air National Guard personnel and the Civil Air Patrol in the employment of the Geospatial Information Interoperability Exploitation – Portable (GIIEP) system providing video and still photography for exercise and emergency response support.

Preparing to train on next generation GIIEP system, Domestic Operations (DOMOPS) Aware-

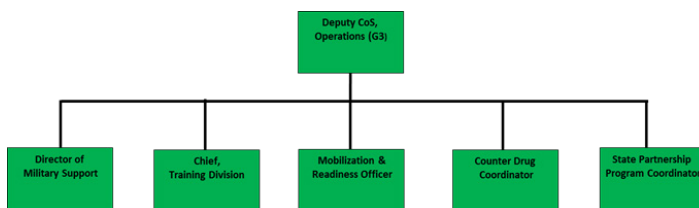
ness and Assessment Response Tool (DAART) which will increase capabilities to support the State of Rhode Island during emergencies



Soldiers man computer stations at the Command Readiness Center in Cranston, R.I. while monitoring a mock hurricane during Vigilant Guard. (U.S. Army National Guard photo by Sgt. Terry Rajsombath)

MISSION

The mission of the operations and training section is to oversee the planning, resourcing, funding, coordination, and execution of all RIARNG operations and mobilizations events in order to ensure readiness in support of federal and state operations. Plan and coordinate all State assets in order to ensure a timely and effective response to the citizens of Rhode Island.



IMPACT

In 2016 the National Guard Bureau (NGB) provided the State of Rhode Island with a total of over \$17 million to support the RIARNG's training and individual's school requirements for the fiscal year. Throughout the year the RIARNG participated in numerous overseas training missions and worked with our coalition partners to ensure the highest level of training success. The RIARNG supports the Soldiers' higher education and individual training needs by maintaining a career education track for each Soldier. These critical exercises and schools ensure unit readiness for our Federal and State Missions.

CAMP FOGARTY TRAINING CENTER

Camp Fogarty Training Center gives the RING the capability to provide unique military training facilities to federal and state agencies and trained

and ready forces for the RING. Their mission is to provide the necessary personnel, equipment, and facilities to support individual and collective training from squad through company level.

Camp Fogarty Training Center is comprised of 350 acres of training land and includes a cantonment area and multiple field training areas, in addition to more than 37,000 acres of State managed lands for maneuver training. In FY 16, more than 35,000 personnel were trained at Camp Fogarty Training Center, including; the US Navy, USMC, Naval War College, Joint Non-lethal Weapons Directorate, Army and Maine Reserve units, FBI, Department of the Treasury, RI State Police, RI Municipal Police Academy, RI EMA, RI Department of Correction, The Boy Scouts of America, the US Naval Sea Cadets, and Gold Star Children.

DIRECTORATE OF MILITARY SUPPORT

MISSION

The mission of the DOMS is to prepare, prevent, protect, respond, and recover from domestic incidents including terrorist attacks, major disasters, and planned special events. In FY 16, the DOMS coordinated Rhode Island National Guard support to more than 130 events conducted throughout the state.

JOINT OPERATIONS CENTER (JOC)

To support/facilitate Mission Command by The Adjutant General/Joint Task Force Commander; the JOC receives, analyzes, coordinates, directs and manages requests for information and resources. The JOC, in addition to managing the request for resources and coordination with the Rhode Island Emergency Management Agency (RIEMA), maintained situational awareness

G3 - TRAINING

Colonel James Vartanian



Soldiers from the 1-182d Infantry perform bounding drills at Fort Indiantown Gap in Annville Pennsylvania. (Photo courtesy of 1-182nd Infantry)

through maintenance and management of a User Defined Operational Picture.

RHODE ISLAND-BAHAMAS STATE PARTNERSHIP PROGRAM (SPP)

MISSION

The mission of the State Partnership Program is to establish a link between a State's National Guard and a partner nation's military/security forces in a cooperative, mutually beneficial relationship. A program objective is to provide an innovative, low-cost, small footprint security cooperation program that cultivates an enduring personal and institutional relationship that enhances influence and promotes access.

Rhode Island maintains an ongoing partnership with The Bahamas, and has conducted 96 separate joint training events with the Royal Bahamian Defense Forces since 2005. The RI National Guard conducted 6 training events with the Bahamas in FY16, including a senior leader workshop and subject matter expert exchanges for computer network defense, sustainment, and rifle marksmanship.

The RI National Guard participated in the Operation Marlin Shield exercise, which culminated in the increased interoperability of the US Northern Command and the Royal Bahamian Defense Forces, and helped increase security of the United States' southern border against drug and human trafficking.

COUNTERDRUG SUPPORT PROGRAM

MISSION

The mission of the Counterdrug Support Program (CD) is to coordinate and provide unique military skills, and resources to support Law Enforcement Agencies (LEA) and Community Based Organizations in their efforts to disrupt and dismantle various aspects of the illicit markets supporting the drug and narcotic trade.

IMPACT

In State FY16 the Counter-Drug Program

continually supported five law enforcement agencies with imbedded criminal intelligence analysts; the local offices of the Drug Enforcement Administration, the US Postal Inspector Service, the Food and Drug Administration Office of Criminal Investigations, the Rhode Island State Police Narcotics (HIDTA Initiative) and Financial Crimes Units, and the Providence Police Department. Linguist support contributed to a large scale multi-state linguist support mission to the University of Kansas, Center for Community Health and Development as well as law enforcement agencies as needed.

Members of the Warwick Police Department visit students from the Warwick area through a National Guard Counter Drug sponsored event. The students had a chance to speak with officers and see the equipment that the officers drive and carry each day.



MISSION

The Directorate of Logistics (DOL) is responsible for coordinating and providing all logistical support to RI Army National Guard units. Logistical support includes facilities, supplies, logistics automation, food service, transportation, and maintenance.

SURFACE MAINTENANCE MANAGEMENT OFFICE

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 and his/her staff provide guidance, administrative support and supervision over technical aspects of unit organizational maintenance for the entire state.

FIELD MAINTENANCE SHOPS (FMS)

There are three FMSs in Rhode Island located in Warren, Warwick, and East Greenwich. The mission of the FMS is to provide field maintenance that is beyond the capabilities of the owning units and to provide limited direct support maintenance on all equipment assigned to units supported by the FMS.

COMBINED SUPPORT MAINTENANCE SHOP (CSMS)

The CSMS is the center of maintenance activity and provides both field and 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 of the CSMS include engine rebuild, auto body repair, and vehicle painting.

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):

DESCRIPTION	AMOUNT
Wheeled Vehicles Supported	1,178
Personnel Budget (Technicians)	\$1,747,200
Budget to support equipment repairs	\$2,401,640

LOGISTICS MANAGEMENT OFFICE

The Logistics Management Office Chief and office staff have the responsibility for overall supply program management. The office staff reviews logistical plans and policies to prepare units for combat operations and State emergencies. The office provides logistics automation, military transportation, and supports all food service activities to all Rhode Island National Guard units. The Logistics Management Office controls a budget to support all the above activities. The budget in FY 16 was:

DESCRIPTION	AMOUNT
Food And Clothing	\$959,009
Operations and Maintenance	\$3,119,014

G4 - LOGISTICS

Colonel Arlene A. Mello



A High Mobility Multipurpose Wheeled Vehicle (HMMWV) rests on a hydraulic lift as it is being repaired at the Combined Support Maintenance Shop at Camp Fogarty in East Greenwich, RI. (Photo courtesy of the CSMS)

J6 - COMMUNICATIONS

Lieutenant Colonel Michael Tetreault

MISSION

The mission of the Rhode Island National Guard J6/CIO is to provide high-quality, secure, information management infrastructure and services to the R.I. National Guard for the performance of federal and state missions.

DISTANCE LEARNING

The Distance Learning program has two classrooms and conferencing areas in East Greenwich, RI. A satellite location at the command headquarters in Cranston, RI houses secure/unsecure video teleconferencing capabilities (VTC) for up to 20 personnel

AUTOMATION

This section purchases and implements all computer equipment for the CIO/J6. It maintains repairs and upgrades on all computer equipment attached to the Local Area Network (LAN). Automation support monitors systems and recommends life cycle acquisitions as needed. They manage all computer property assigned to the Rhode Island National Guard for accountability. The section also maintains the J6/CIO "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.

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.

TELECOMMUNICATIONS

The Telecommunications section designs, maintains, and upgrades the Telecommunications Network for all installations of the Rhode Island National Guard. 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.

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, 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 include the Army National Guard, the Air National Guard, Governor's Office and Rhode Island Emergency Management Agency. Communication exercises test radio HF high, VHF low (FM), secure and standard telephones, including both secure and standard network connectivity.

VISUAL INFORMATION

The VI section has provided high-quality Official Military Photographs (DA Photos) to National Guard soldiers. 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.

J6 - COMMUNICATIONS

Lieutenant Colonel Michael Tetreault

COMPUTER NETWORK DEFENSE TEAM (CND-T)

The Army National Guard Computer Network Defense Team (CND-T) conducts defensive Information Operations (IO) in support of DoD and NGB operations, GuardNet XXI protection, and support to the RI National Guard Joint Force Headquarters.

The CND-T has three primary functions: 1) Assist the RI National Guard CIO/Adjutant General/State Leaders in protecting National Guard or State information resources. 2) Respond to systems experiencing attempted computer penetrations, data contamination, disruptions, etc. 3) Provide a CND team trained in information operations techniques, in order to process incident assessments and notification.

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 designed to provide onsite and reach-back communications capabilities for enhanced Command and Control (C2). This year, Rhode Island

was one of the first states to receive a major upgrade to this system providing newer hardware technologies and improved capabilities to integrate with the DoD network and DHS systems.

When deployed to 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.



Rhode Island National Guard Soldiers and Airmen stand up a Joint Operations Center during a training exercise.

J7 - DOCTRINE & TRAINING

Colonel Darlene Dorego

MISSION

The J7 provides strategic direction, coordination and implements joint force development by focusing on joint training operations. FY16 joint staff training exercises continued to focus on emergency preparedness for Defense Support of Civilian Authorities (DSCA) operations. In May, during the Open House and Air Show, the RING conducted a Joint Operations Exercise, enhancing our ability to communicate and direct our forces, by providing a common operating picture. The RING Joint Operations Center staff

also partnered with the RIEMA staff to conduct an Emergency Management Staff Training Hurricane/Flood scenario exercise which challenged both staffs in their emergency preparedness for the hurricane season. The Joint Training Staff is committed to providing realistic and current doctrinal training and exercises that challenge and prepare the joint staff to maintain a high level of readiness so that we can offer the State of Rhode Island the best service available in times of need.



Members of the 43d Military Police Brigade participate in civil disturbance training at Camp Varnum in Narragansett, R.I.



13TH CIVIL SUPPORT TEAM

Lieutenant Colonel Michael Moricas

MISSION

Support civil authorities at a domestic Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) site by identifying CBRNE agents and or substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional state support.

OPERATIONAL EMPLOYMENT

The 13th WMD-CST is assigned to the Rhode Island National Guard in support of local, state, and federal agencies. The unit is available 24 hours a day, seven days a week for rapid recall and deployment for hazards response operations within the United States. The unit may be employed in federal or state capacity as a reserve or reinforcing element for other CSTs. The 13th WMD-CST may also work in concert with the Joint Task Force for Civil Support in the overall national response of local, state, and federal assets. Personnel assigned to the unit are trained and outfitted to operate in environments contaminated with toxic industrial chemicals and materials as well as weaponized chemical, biological, and radiological warfare agents.

TRAINING AND DEPLOYMENT

The Soldiers and Airmen of the 13th WMD-CST participated in a multi-agency training exercise focusing on maritime operations in Waipahu, Hawaii with support from the US Coast Guard, FBI, Navy Criminal Investigative Service (NCIS), and the Hawaii CST. The team's modularity

enhanced their ability to cultivate Civil Military relations with local, state, and federal hazardous material responders while improving maritime CST operations. By applying lessons learned from this event, the 13th CST created and refined "strike team" maritime procedures tested during participation in a multi-state CST maritime training exercise in St. Thomas, U.S. Virgin Islands.

The 13th WMD-CST planned, supported, and executed an inter-agency training exercise on Block Island, RI that included participants from federal, state, and local response agencies. Participants included the FBI, Kent County Hospital, Block Island Police and Fire Departments, U.S. Coast Guard, Block Island Ferry Security, and the RI leadership from Region 1 CBRNE Enhanced Response Force Package (CERFP). The training comprised of reception, staging, onward movement, and integration into an inter-agency collective exercise focusing on Chemical, Radiological, and Biological threats.

With more than 15 responses in R.I. in 2016, the 13th CST was able to provide presumptive analysis to the Rhode Island State Police, the RI High-Intensity Drug Trafficking Area Team (HIDTA), and Drug Enforcement Agency (DEA). This analysis included the identification of fentanyl, butane honey oil (BHO), heroin, and cocaine.

Based on the need and request from various military, civilian health care clinics, and law enforcement agencies, the 13th WMD-CST conducted training on the wear of personal protective equipment in response to biological hazards. Members of the 13th CST also provided educational support to a Master's Level Education Program at Salve Regina University. The unit continuously provided stand-by support to many large scale public events such as the Boston Marathon, RING Open House/Air Show, and the Bristol Fourth of July parade.

The unit's Family Readiness Support Group

13TH CIVIL SUPPORT TEAM

Lieutenant Colonel Michael Moricas

(FRG) was again a showcase for support of our service members throughout the state. The 13th WMD-CST along with its FRG, organized, managed, and executed the 8th Annual Fun Shoot at Addieville East Farm in Harrisville, R.I. The event included over 140 participants along with the support of many public and private partners.

(Right) Members of the 13th Civil Support Team prepare to clear a train car during a simulated train derailment exercise at the Quonset Business Park in North Kingstown, RI. (U.S. Air National Guard photo by Tech Sgt. Jason Long)



Members of the 13th Civil Support Team conduct training during a simulated train derailment exercise at the Quonset Business Park in North Kingstown, RI. (U.S. Air National Guard photo by Tech Sgt. Jason Long)

PERSONAL STAFF

United States Property & Fiscal Officer
Colonel Paul R. Leveillee

The United States Property Fiscal Office of Rhode Island (USPFO-RI) is responsible for ensuring that all federal funds are obligated and expended in conformance with applicable federal statutes and regulations. The USPFO-RI also ensures that federal property provided to the Rhode Island National Guard is maintained and utilized in accordance with applicable directives. It accomplishes this mission through its five divisions; Comptroller, Contracting, Internal Review, Logistics & Data Processing.

The United States Property & Fiscal Office, as established by Title 32 United States Code, Section 708, serves to provide support to both the Army and Air National Guard of Rhode Island. COL Paul R. Leveillee is the agent of the Chief

of the National Guard Bureau in Washington, D.C. tasked to support the Adjutant General's state mission while providing oversight of Federal Resources.

In addition to the working financial and contracting divisions, the USPFO facility also hosts training in its state-of-the-art classroom. Not only is the classroom utilized by the RING and other Federal agencies, but it also serves as a valuable resource to the State to facilitate their training to its employees at this location.

SPECIAL STAFF

Chaplain
Lieutenant Colonel (Chaplain) Eliseo Noguerras

The Chaplain Corps exists to ensure the free exercise of religion of the service members of the United States Army. Chaplains also execute the Commander's Master Religious Program which includes providing support for official ceremonies, officiating weddings and funerals, providing counseling to service members, conducting marriage retreats, and monitoring the morale of the organization.

The RING Chaplain Corps consisted of Chaplains, Chaplain Candidates, and Chaplain Assistants for both the Army and the Air and was staffed by 18 personnel who provided direct religious support and timely crisis intervention counseling. Over 500 counseling sessions were

reported in this year. These counseling sessions help to maintain the Service Member's spiritual health, relationship health, and personal resilience.

Additionally, the Chaplain Corps conducted 10 relationship resiliency events, called Strong Bonds. This program added over \$118,000 of Federal funding into the local economy.

SPECIAL STAFF

Staff Judge Advocate
Captain Matthew S. Reid

The Office of the Staff Judge Advocate (SJA) provides legal support to the Adjutant General, staff directorates, commanders, and other RING members.

Legal opinions and advice range from administrative law, ethics, employment law, domestic operations law, and military law.

The use of the Guard to support and promote cyber security is a developing priority. Domestic support to civil authorities continues to provide both training and operational opportunities for the Office and other agency staff. Finally, supporting the Soldier, particularly connected to deployments remains as a priority.



SPECIAL STAFF

Inspector General
Lieutenant Colonel William R. Dailey III

The Office of the Inspector General (IG) for the Rhode Island National Guard increases Soldier and Airmen readiness by inquiring and reporting on discipline, efficiency, economy, morale, training, and readiness, by conducting inspections, assistance, investigations, and training.

The Office of the Inspector General (IG) for the Rhode Island National Guard serves The Adjutant General (TAG) and all members of the Rhode Island National Guard, to include Soldiers, Airmen, Civilian Employees, Retirees, Contractors and Family Members.

This support is provided through multiple IG functions to include inspections, assistance, investigations, teaching, and training.

The primary purpose of these functions are to enhance the Rhode Island National Guard's readiness by inquiring and periodically reporting on the discipline, efficiency, economy, morale, training, and readiness of the Rhode Island National Guard.

Inspectors General are considered the eyes, ears, voice and conscience of the Commander (TAG) with the tenets of being a fair and impartial fact finder in pursuit of the truth.

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.

COMMUNITY RELATIONS

The RING is proud to participate in the community for which it serves. In 2016, our Soldiers and Airmen continued to participate in every major Rhode Island event, including Memorial Day, 4th of July and Veterans Day. The highly acclaimed Open House and Airshow added a new feature in 2016, spearheaded by the RI Department of Transportation. The new train service provided an alternative means of transportation to more than 1,000 spectators. More than 55 teams participated in the International Jump Competition know as Leapfest. The Public Affairs communications platform, the RING Communicator, processed more than 75 requests for information and military support from our major stakeholders throughout the state. The enhanced focus on all forms of social media produced a 17 percent increase in our Facebook audience for the fiscal year by offering our followers the opportunity to communicate with our organization directly.

COMMAND INFORMATION

RING Public Affairs continued an aggressive command information campaign internally and externally. The use of the teleprompter supported both organizational and state information requests on a weekly basis. Social media gains in the number of followers and responses grew significantly throughout the year and maximized our efforts to communicate command messages

and highlights of our organization's training and events.

The Ocean State Guardian is the official magazine of the Rhode Island National Guard and is produced locally with timely and pertinent input provided by this office. The magazine is distributed quarterly to Soldiers, Airmen, and government agencies as well as community hot spots. The magazine is now in its third year of production as an online source of events and command messages.

PUBLIC INFORMATION

The PA Office produced in excess of 50 press releases for the fiscal year and responded to more than 150 requests for information from the public and media. The Public Affairs office also responded to numerous requests throughout our state concerning operations and facilities.





43d MILITARY POLICE BRIGADE

Colonel Javier A. Reina

MISSION

The 43d Military Police (MP) Brigade (BDE) mobilizes and deploys to provide command and control for combat, combat support, and combat service support operations and provides assistance to the State of Rhode Island in direct support of state emergencies and contingency operations.

The 1st Battalion, 103d Field Artillery (FA) provides responsive lethal and nonlethal fires to



A member of the 103d Field Artillery fires a M777 Howitzer at Camp Ethen Allen in Vermont.

integrate and synchronize the effects of fires.

In Training Year (TY) 2016, the 43d MP BDE absorbed the decontamination (DECON) portion of the National Guard Region 1 Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) from the Rhode Island Air Guard (RIANG). Comprised of over 50 Soldiers from all units within the Battalion (BN), the DECON team can respond to a CBRNE incident to assist local, state and federal agencies by conducting mass patient decontamination.

In the first quarter, Bravo Battery, 1st Battalion, 103d Field Artillery, moved all equipment to its new location at Rhode Island Air National Guard Base, 274 Old Oxford Rd., North Smithfield, R.I. This move provided the chance for Soldiers of the Army and Air Guard to join forces and work in a collaborative environment.

Second quarter saw a shift into Military Occupational Specialty (MOS) specific proficiencies and continuing overall Soldier readiness. Soldiers completed their yearly individual certifications. Section Chiefs and Operations Officers provided instruction and training in all areas related to the field artillery and battery level operations. Additionally, the battalion conducted training at Big River Management Area, West Greenwich, RI. The movement to, and subsequent training at, Big River enabled Soldiers to focus on skills encompassing Army Warrior Tasks/ Battle Drills. Soldiers of the Battery Fire Direction Centers (FDC) participated in a battalion level Communications Exercise (COMEX) during this training event.

The third quarter included a training event at Fort Devens, MA focusing on Army Warrior Tasks and Battle Drills at the battery level, and completion of a squad level night land navigation course. At Ft. Drum, NY during annual training, the battalion participated in joint training with the Forward Observers from their higher headquarters, the

43d MILITARY POLICE BRIGADE

Colonel Javier A. Reina

197th Fires Brigade in addition to a RADAR section of 10th Mountain Division Artillery. Additionally, the battalion conducted direct fire operations, something that hadn't been accomplished in a decade.

The 118th MP Battalion conducted AT at Fort Dix, NJ from 12-26 June 2016. Each company participated in a 72-hour evaluation which tested their ability to react and adapt to several tactical challenges. Upon completing its evaluation, the 115th MP Company successfully certified all required tasks and was prepared to assume the NGRF mission. The 169th MP Company successfully completed a company-level evaluation that simulated scenarios that could be expected in a combat zone.

The 43d MP Brigade subordinate units also con-

ducted concurrent training to prepare for various missions in support of local authorities. In addition to weekly tasking support of outside agency requests, the 43d MP Brigade supported major state operations ranging from real world emergencies to annual large scale training events.

In May, the 169th MP Company provided traffic control support to the RING Open House and Air Show at Quonset State Airport, North Kingstown, RI. The 169th continued to train and prepare to act as the state's National Guard Reaction Force (NGRF) throughout numerous training events during the year.



A Soldier from the 43d Military Police Brigade assists a woman into a High Mobility Multipurpose Wheeled Vehicle (HMMWV) in an effort to support local authorities during a natural disaster. (Photo provided by the 43d Military Police Brigade)



56TH TROOP COMMAND

Colonel Ellis F. Hopkins III

MISSION

The 56th Troop Command Headquarters provides administrative command and control for all assigned units, providing personnel, logistical, and training support of unit preparation for mobilization, deployment, and re-deployment. On order, the 56th Troop Command staff constitutes the command element of a Joint or Army Task Force (JTF/TF) in support of Homeland Defense, Defense Support to Civil Authorities (DSCA), and/or other domestic emergency operations within the designated joint Area of Operations (AOR). The 56th Troop Command also plans and executes Leapfest, the largest military static-line parachuting competition in the world.

This year, the 56th Troop Command successfully executed Leapfest which comprised 59 teams from nine different countries and 12 different states. A total of 268 airborne personnel from the Active, Reserve and National Guard components

conducted 1,082 jumps during the event.

1-126TH AVIATION (GSAB)

In November, Alpha Company, 1-126th planned, rehearsed and executed a five aircraft air movement mission in support of 56th Troop Command's combined individual weapons qualification at Fort Devens, Massachusetts. February Inactive Duty Training (IDT) consisted of aviators and crew chiefs participating in a Helicopter Overwater Survival Training (HOST) at Survival Systems in Groton, Conn., as well as crew training for safely escaping the aircraft in the event of a water landing. In March, Alpha Company, 3-135th Aviation deployed to Kuwait in support of the ARCENT Aviation Task Force, providing the ARCENT Commander with VIP fixed wing transport throughout the CENTCOM AOR. Delta Company conducted annual training at the Corpus Christi, Texas Army Depot. Alpha Company executed their annual aerial gunnery qualification at Fort Dix, NJ.

Paratroopers perform an Airborne jump from a CH-47 Chinook helicopter during Leapfest 2016.



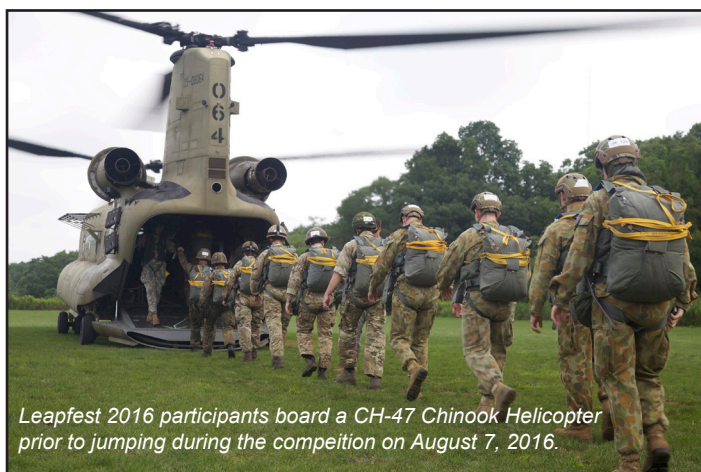
56TH TROOP COMMAND

Colonel Ellis F. Hopkins III

1-126th aviation participated in Task Force Wolfpack in the Bahamas where they participated in Exercise Marlin Shield 2016. They provided rotary wing aviation support to Special Operations Command North and the Royal Bahamian Defence Force Commandos. In three weeks, Task Force Wolfpack flew more than 200 hours, participated in more than 50 missions and sling loaded more than 19,000 pounds of cargo in support of the exercise. In June, the unit supported the Rhode Island National Guard Open House and Airshow. Alpha and Foxtrot Companies performed a UH-60 multi-ship, HMMWV sling load and live hoist demonstration as part of the combined arms demonstration for the show.

A COMPANY, 2d BATTALION, 19TH SPECIAL FORCES GROUP (AIRBORNE)

A-2/19th SFG (A) concentrated on executing pre-mission training, mobilizing, and deploying three separate Operational Detachment Alphas (ODA) into Southwest Asia as part of the Resolute Support Mission. The company deployed a fourth ODA into the PACOM AOR to execute Joint Combined Exchange Training (JCET) Balance Nail. Training emphasis during the JCET consisted of Military Decision Making Process



Leapfest 2016 participants board a CH-47 Chinook Helicopter prior to jumping during the competition on August 7, 2016.

(MDMP), small unit tactics, and advanced marksmanship training. In the latter half of the FY, the Operational Detachment Bravo (ODB) conducted an initial site visit to the Korean peninsula in preparation for a FY17 mobilization. Additional emphasis was placed on recruiting potential candidates for the Special Forces Qualification Course. The majority of the unit members spent over thirty days on duty throughout FY16.

C COMPANY, 1ST BATTALION, 143d INFANTRY REGIMENT (AIRBORNE)

C/1-143rd IN focused on Squad and Platoon level training. In June, the company conducted its annual training with its BN at Fort Bragg NC. Charlie Company conducted a night infiltration onto Drop Zone Sicily and was the main effort for the BN. The unit conducted four fixed-wing airborne operations, squad live fire, military Operations in Urban Terrain (MOUT) training, and a culminating exercise. Charlie Company also conducted air assault sling load operations entailing movement of equipment and personnel. In August, the 1-143rd IN was aligned with the 173 Airborne Brigade Combat Team, stationed in Vicenza, Italy as part of the Army's Associated Unit Program (AUP). The company also took part in Leapfest 2016 and various International Airborne exchanges in Germany and The Netherlands, Operation Market Garden. The company sent five personnel to the Parachute Operations Mishap Prevention Orientation Course (POMPOC) in Georgia to maintain its airborne safety program.

A COMPANY, 1ST BATTALION, 182ND INFANTRY REGIMENT

A/1-182 IN conducted individual and company collective training tasks leading to a capstone training event in Ft. Polk, LA for a Joint Readiness

56TH TROOP COMMAND

Colonel Ellis F. Hopkins III

ness Training Center (JRTC) rotation from 10 July to 4 August. The following month A/1-182 IN joined its higher headquarters, 56TH Troop Command, for a combined IDT period in which company lanes training was conducted at Ft. Devens, MA in November in preparation of the JRTC rotation. A 1-182 IN conducted field training exercises in Fort Devens, MA and Camp Edwards, MA focusing on company/battalion collective tasks with the 1-182 IN. In May, selected Soldiers competed in the Italian Raid Commando, Lombardia Competition 2016 in Varese, Italy to maintain warrior skills and bolster international engagement.

THE 861ST ENGINEER SUPPORT COMPANY

While at Annual Training at Camp Dawson, West Virginia, the 861st Engineer Company participated in the disaster relief efforts as a result of the floods. Under the direction of the 1092d EN BN, WVARNG, the 861st was assigned an area of operation in the towns of Rainelle, Charmco, and Rupert. The unit established a mobile tactical operations center in Rainelle and spent five days conducting route clearance operations resulting in the clearance of over 2,600 tons of debris. The engineers additionally provided humanitarian aid, conducted search & rescue operations, and engineer reconnaissance missions. Throughout the year, the unit has also remained focused on preparing for an upcoming MTOE change comprised of two horizontal and one vertical platoons. The unit provided Search and Extraction (S&E) capabilities for the New England Chemical, Biological, Radiological, Nuclear and high yield Explosive (CBRNE) enhanced response force package (CERFP). By end of FY16, the S&E team improved their total trained and available Soldiers by 20 percent with 52 out

of a mandatory 50 trained and present.

88TH ARMY BAND

During FY16, the 88th Army Band successfully completed six parades around the State of Rhode Island. They provided a Bugler for ceremonies around the state on 10 occasions. The Brass Quintet or other small Music Performance Teams (MPTs) provided musical support on several occasions. They provided sound reinforcement support and music via public address systems with an operator at several ceremonies including deployment and re-deployment ceremonies and the International Parachute Competition, Leapfest. The 88th Army Band's mission included, performing for the Annual Woonsocket Autumn Fest parade and Providence Columbus Day parade; the Veteran's Water Fire event; performances on three occasions to honor Veterans at Local Elks lodges; and a concert at the Statehouse for the Christmas tree lighting ceremony where they accompanied the Governor and her husband for a musical reading of "Twas the Night Before Christmas." They supported events for the RI State Police and Local Municipal Police Departments; support of numerous memorial ceremonies; the Annual Memorial Day Ceremony at the state Veteran's Cemetery in Exeter; the Gaspee Days parade in Warwick; an Independence Day concert in Bristol on 21 June; the Bristol 4th of July parade; the Pawtucket Red Sox Annual Armed Forces night; several changes of command and changes of responsibility; the Officer Candidate School graduation; and a Community Concert in Wickford Village, North Kingstown, RI. Other events supported include, the US Submarine Memorial Day ceremony, Armed Forces Recognition Day, Wreaths across America, the Change of Responsibility Ceremony for the States' Command Sergeant Major, a Patriotic

56TH TROOP COMMAND

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Concert titled “Honoring Our Heroes,” and the Naval Supply Corps Military Ball.

110TH PUBLIC AFFAIRS DETACHMENT (PAD)

The 110th Public Affairs Detachment began the year in Grafenwoehr, Germany, where they participated in Operation Combined Endeavor. This operation was a multi-national exercise aimed at building cross compatibility and comradery between European and North American militaries. The 110th PAD documented the events of the month-long operation, and served as key trainers for the participating militaries on how to handle media on the battlefield. During the spring months, the PAD prepared for the annual Rhode Island Open House and Airshow, arranging for media engagements, preparing for the community activities with the U.S. Air Force

Thunderbirds team, and publishing marketing material. During the event itself, the PAD escorted media and organized interviews with subject matter experts, as well as documenting the day’s proceedings. The PAD also participated in Leapfest 2016 in August.



Soldiers of the 56th Troop Command stand in a parade field prior to the promotion of Master Sergeant Nicky Pepe to Command Sergeant Major on August 7, 2016. (U.S. Army National Guard photo by Staff Sgt. Peter Ramaglia)

MEDICAL DETACHMENT

Colonel John W. Nolan

MISSION

The State Medical Detachment plans, coordinates and executes all health force efforts, maintains and manages electronic healthcare records of Soldiers, oversees the transfer and transition of soldier healthcare information between units, civilian medical organizations, and federal agencies, and augments a state Joint Task Force (JTF) in a medical advisory role during state mobilizations.

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 the CLS course 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.

TRAINING

The Medical Command conducts training activities at the Providence Armory where we have a large medical clinic facility. Additionally, we conducted a field training exercise at FT Devens and several staff rides to historical areas around Boston and Rhode Island. Our Field Training Exercise (FTX) included weapons qualifications, soldiering skills, and team building exercises. Our staff rides included trips to the battlefields at Lexington and Concord, and the Freedom Trial in Boston.

SOLDIER MEDICAL READINESS

The Medical Command ensures Soldiers meet medical standards required for mobilization for both war time 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.

LEAPFEST MEDICAL SUPPORT

MED DET fully supported all medical aspects of the annual Leapfest jump competition in southern Rhode Island, in early August.

DENTAL READINESS

MED DET conducted intensive dental training and observation with the Navy at their state of the art dental facility in Newport, Rhode Island. This training increased our dental team's knowledge base and ability to keep Soldiers medically qualified.





RECRUITING (ARMY)

Lieutenant Colonel Stephen T. Guertin

MISSION

The Rhode Island Army National Guard Recruiting and Retention Battalion conducts strength maintenance operations based on the three tenants 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 Rhode Island Army National Guard Recruiting.

RECRUITING AND RETENTION

During FY16 the command achieved 195 new enlisted gains and 30 new officer gains. As a result of this success, the Recruiting and Retention Battalion achieved 100 percent of its end strength ceiling, and the command exceeded goals for “quality” enlistments. Additionally, other newly enlisted Soldiers earned their high school education through resident National Guard education programs. Due to military downsizing nationwide, the majority of monetary incentives that existed

even five years ago have been eliminated. Even as the military downsizes nationally, there are still tremendous opportunities and significant benefits available to members of the Rhode Island Army National Guard. Principle among these benefits is the tuition waver at state colleges and universities in accordance with Title 30 State Law, Section 30-3-40.3. This is a program that is unique to the Rhode Island Army National Guard Recruiting. Soldiers can receive up to 100 percent tuition assistance at other institutions; student loan repayment programs; ROTC scholarships; a new GI Bill with benefits that are transferable to family members; low cost health coverage and dental coverage for both the individual Soldier and their Families; paid career training; limited cash enlistment bonuses; adventure, and opportunities for service.

Three Minuteman Scholarships were awarded to college students at Bryant University and Providence College, guaranteeing them commissions into the RING upon their successful graduation and completion of Reserve Officer Training Command (ROTC) training.

RECRUITING SUSTAINMENT PROGRAM

The mission of the Recruit Sustainment Program is to ensure that new recruits are physically fit, mentally prepared, and meet all administrative requirements when they arrive at basic training. The success of the program resulted in a training success rate of over 82 percent at basic training installations. In FY16 the R.I. Recruit Sustainment Program was consistently ranked in the Top 10 programs in the nation, and finished out the year ranked 9th of 54 states and territories. The Recruit Sustainment Program eight Basic Training Honor Graduates, who finished first in their Basic Training Units, in FY16.



RECRUITING (ARMY)

Lieutenant Colonel Stephen T. Guertin

RETENTION

Recruiting and Retention Battalion began to revitalize the state retention standard operating procedures which are not all-inclusive. It may not address every unit's situation but it is a tool for units to utilize because it provides a streamlined process to retain good Soldiers. The key to success is leader interaction, as early as possible, in order to identify and resolve issues, take care

of Soldiers, and continue to maintain ready and relevant units. Recruiters will work with unit leadership and provide the necessary guidance when needed. Recruiters will advise the unit leadership on their roles and responsibilities and ensure that at risk Soldiers are identified and counseled on their reenlistment options.

Sgt. Christina Petrone from the Rhode Island Army National Guard Recruiting and Retention Battalion and Coventry High School Principal Joseph Blake pose for a photo with BMX ramp show riders from "Bring your A Game," a National Guard sponsored team that promotes positivity for high school children as well as having an anti-bullying stance in school. (U.S. Army National Guard photo by Staff Sgt. Peter Ramaglia)





SPECIAL OPERATIONS DETACHMENT - GLOBAL Colonel Philip Macchi

MISSION

To support the United States Special Operations Command (USSOCOM) in planning and execution of special operations for the Global War on Terrorism by providing Command and Control (C2) capabilities with a detachment of Special Forces personnel. This detachment provides depth and ensures that SOCOM is postured to meet global mission requirements. SOD-G is the only Special Operations Detachment with a global orientation and reports directly to USSOCOM.

FISCAL YEAR 2016

During the past year, SOD-G continued strengthening its ability to support major commands by improving individual skills. The Naval War College provided valuable instruction to unit members on design theory and planning.

SOD-G continued to build its relationship with the Joint Special Operations University (JSOU), located in Tampa, Fla., developing an adjunct instructor pilot program. Three SOD-G members became qualified to teach the Introduction to Design and Design for Practitioners Courses at JSOU. Two of the unit's members conducted several iterations of design instruction in various U.S. locations for multiple agencies. SOD-G maintained relevance and influence by supporting multiple major commands throughout the year. SOD-G's continued participation in Emerald Warrior at Hurlburt Field,

Fla., was a factor in the success of SOCOM's only annual irregular warfare exercise. Additionally, SOD-G supported USSOCOM's Special Operations Forces Industry Conference (SOFIC) by providing key personnel for operational and logistical support. SOD-G was also a key participant in the theater level exercise Jade Helmet, sponsored by USASOC.



Special operations Soldiers remove a rubber raft from a UH-60 Blackhawk Helicopter in Narragansett, RI. (photo courtesy of the 56th Troop Command)



102d NETWORK WARFARE SQUADRON

Lieutenant Colonel Scott P. Hoyle

MISSION

The federal mission of the 102d Network Warfare Squadron is to provide Airmen to the United States Air Force (USAF), United States Cyber Command (USCYBERCOM), and the Defense Information Systems Agency (DISA), as part of the Department of Defense (DoD) effort to protect its department of Defense Information Network (DoDIN) and Air Force Information Network (AFIN). The squadron provides proactive and passive Defensive Cyber Operations (DCO) utilizing the Air Force Cyberspace Defense (ACD) weapon system and intelligence capabilities to prevent, detect and respond to network intrusions and vulnerabilities.

In support of the state mission, the 102d participated in the Governor's Cybersecurity Commission, working to achieve the Governor and Adjutant General's cybersecurity initiatives. Through exercise participation, community outreach, and collaboration with state partners, the 102d achieved objectives and goals outlined in Commission report and assisted in enhancing cybersecurity efforts in the State of Rhode Island. The 102d plays a critical role in the State's Cyber Disruption Team/Joint Task Force Cyber - RI. The primary focus for state support is to coordinate with, train, advise, and assist users from agencies, municipalities, and civilian organizations in cyber protection and network defense. Airmen from the squadron work directly with the RI State Police, RI Emergency Management and government organizations, assessing network security policies and procedures and improving cybersecurity information sharing practices.

EXERCISES

Cyber GUARD

The 102d Network Warfare Squadron participated in Cyber Guard which involved partners from across government, academia, industry and the international coalition. The two-week exercise in Suffolk, Va., tested operational and interagency coordination, as well as tactical-level operations to protect, prevent, mitigate and recover from a domestic cyberspace incident. Elements of the National Guard, Reserves, National Security Agency and U.S. Cyber Command exercised their support to the Department of Homeland Security and FBI responses to foreign-based attacks on simulated critical infrastructure networks, promoting collaboration and critical information sharing in support of a "whole-of-nation" effort.

Cyber Yankee:

The unit participated in a joint, multi-agency Cyber Exercise at Hanscom AFB, Mass. Cyber Yankee 2016 was designed to provide Region 1 (New England) with a locally-themed and accessible cyber exercise. As part of TF-Cyber, the focus was to support designated state government entities facing cyber threats.

The goal was to defend networks by using established Team Tool Kits, Standard Operating Procedures (SOP's) and team developed Tactics, Techniques and Procedures (TTP's) as well as provide daily incident, situational threat intelligence information to TF-Cyber Joint Operations Center.



143d AIRLIFT WING

Colonel Daniel A. Walter

MISSION

The mission of the 143d Airlift Wing (AW) is to continue as the undisputed C-130J center of excellence by meeting all assigned requirements for combat airpower, all requirements for state support, and providing maximum assistance to our national and international partners.

DEPLOYMENTS

The 143d Airlift Wing once again answered our nation's call by deploying 332 dedicated Airmen around the globe in 2016. These deployments were in direct support of Operations ENDURING FREEDOM, SPARTAN SHIELD, RESOLUTE SUPPORT, INHERENT RESOLVE, FREEDOM'S SENTINEL, Horn of Africa operations, and Sinai Peninsula Peacekeeping operations.

The 143d Operations Group (OG) and Maintenance Group (MXG) were specifically tasked to provide five C-130J aircraft to the 386th Air Expeditionary Wing (AEW), in Southwest Asia. The 143d AW directly contributed to the USAF mission of delivering decisive global airpower by performing operations in 17 different countries, contributing to over 2,300 flying hours with a 93.5 percent mission effectiveness rate. Aircrews from 143d OG delivered over 7,000 tons of cargo and transported nearly 10,000 combat troops and passengers. The 143d AW led the 386 AEW through all phases of combat tactical airland and airdrop operations. The 143d AW supported US and allied combat forces who were in direct conflict with the occupying terrorist organizations throughout southwest Asia.

Earlier in 2016, the 143d AW deployed two

aircraft to participate in the premier Pacific Command Thai defense exercise, Cobra Gold, becoming the first National Guard unit to participate in over 30 years. Involvement in this exercise served as preparation for the 143d OG and MXG deployment and aided in the expansion of 143d AW's global experience, influence, and joint exercise prowess. In addition to the historic real-world and exercise missions flown in 2016, the 143d OG's undisputed C-130J experts flew five Joint Airborne/Air Transportability Training exercises, more than a dozen Mobility Readiness Airlift missions, and had the opportunity to provide a C-130J static display for the Farnborough Airshow, U.K, one of the world's largest airshows.

The 143d Mission Support Group (MSG) also deployed Force Support Squadron (FSS) and Security Forces Squadron (SFS) personnel to Southwest Asia. A group of Airmen from the FSS served as services technicians while another Airman served as a protocol chief for all US bases in the region. The protocol chief coordinated over 1,000 Distinguished Visitor engagements to include the Chief of Staff of each service, the Secretary of the Air Force, and the Secretary of Defense. The SFS deployed Airmen to secure Air Force Central Command's busiest aerial port. The efforts of these defenders safeguarded the safe transit of 57,000 passengers, 18,000 tons of cargo, and the security of \$3.2 billion in coalition force assets. Their support ensured uninterrupted security for a 27 kilometer base security zone.

The 143d MSG Civil Engineering Squadron (CES) participated in an Innovative Readiness Training (IRT) mission in support of Habitat for Humanity in Inarajan, Guam, and constructed two homes for local families in need. The Logistics Readiness Squadron (LRS) deployed 10 Airmen to Aviano Air Base, Italy in support of the 724th Air Mobility Squadron. While assigned to the 724th, the Airmen worked in the Freight/

143d AIRLIFT WING

Colonel Daniel A. Walter



Ramp Section and Passenger Terminal and supported 12 missions moving 181 tons of cargo and 756 passengers.

The 143d Medical Group (MDG) focused this year on expanding training related to the newly gained Expeditionary Medicine unit and participated in exercises such as Patriot 16, at Volk Field, Wis. Members trained to provide care outside of home-station clinic settings including expeditionary medical care. Additionally, 10 MDG members traveled to South Mississippi to participate in Innovative Readiness Training (IRT), where the Airmen received valuable readiness skills while providing \$1.3 million in healthcare to 3,000 civilians.

Ten Airmen from the 143d FSS supported a Department of Defense Civil Engineering IRT mission in Camp Hinds, Maine. The team deployed with the Disaster Response Mobile Kitchen Trailer (DRMKT), to support members of

all service branches. The DRMKT used for this mission is one of only seven in the Air National Guard and belongs to the 143d FSS. The Airmen assigned to this mission provided over 11,000 hot meals while simultaneously training other ANG units in proper DRMKT use and maintenance.

The 143d Vehicle Maintenance section hosted an Advanced Vehicle Maintenance Training Initiative in conjunction with the New England Institute of Technology. Fifteen personnel from 10 Air Guard Units from as far away as Alaska and Hawaii participated in the week-long training in advanced troubleshooting, diagnosing and repairing electrical, fuel, and ignition systems for rapid response vehicles. The program was such a success that the Air National Guard Readiness Center now plans to increase its partnerships with technical schools to provide additional on-site and off-site training for its personnel.

INTERNATIONAL TRAINING

The 143d Airlift Wing's International Training Office continued to support a key National Defense Strategy initiative and establish the Rhode Island Air National Guard as a key player in the US Security Cooperation arena. In 2016, the 143d AW provided a Mobile Training Team (MTT) to Oman to conduct munitions training. The MTT trained 46 members of the Royal Air Force of Oman and the Royal Flight of Oman in defensive systems, munitions build, loading, and post-use inspections.

Five senior members of the 143d AW also participated in the Secretary of the Air Force's Office/International Affairs (SAF/IA) subject matter expert exchange with the Indian Air Force (IAF). Leveraging the 143d AW's existing relationships, SAF/IA develops a long-term relationship between the 143d AW and the IAF. In October 2016, the MXG hosted 14 officers and enlisted men from the Iraqi Air Force C-130J maintenance unit from Muhammed Allah AB, Baghdad, Iraq.

The 143d AW has agreed to provide pilot and loadmaster training to the Indian, Iraqi, Danish, and French Air Forces in 2017.

BASE INFRASTRUCTURE MODERNIZATION

The 143d AW has continued with progress on an \$86 million Facility and Infrastructure Construction Program. The Wing obtained programming approval for \$3.4 million to construct vehicle covered parking, reconstruct the perimeter security fence, and complete facility repairs at the Squadron Operations facility.

Design continued for \$44 million in projects including renovations of two base supply complexes, an addition/alteration to the fire station, renovation of the headquarters facility enabling the 282d Combat Communications Squadron to

move to Quonset, construction of a new gym, and construction of a base track, an addition/alteration to vehicle maintenance, and various other small designs. In 2016 there was \$18 million of on-going construction including an addition/alteration to the fuel cell aircraft hangar, construction of the C-130J Simulator Facility, repair of airfield pavements, emergency fire alarm repair, and structural repairs to the C-130 Maintenance Hangar. The 143d AW partnered with the Rhode Island Airport Corporation (RIAC) to begin \$11.6 million in projects including an Instrument Landing System Infrastructure upgrade, reconstruction of Runway 5-23 to create and assault strip, and repair of the RIAC owned portion of the C-130 Apron.

The year started with the migration to the Air Force Network (AFNET) which upgraded all servers to the latest version to eliminate many network vulnerabilities. The CF also spearheaded the NIPRNet Defense Enterprise Email (DEE) Migration. Through this migration, more than 1,200 users were migrated to the Exchange Server, now hosted by the Defense Information Systems Agency (DISA). This granted the entire Wing an increased ability to communicate seamlessly with military and DoD Civilians across the entire Air Force and Army, to include Active Duty, Guard and Reserve military members. The network performance has seen major improvements and newly established redundant paths created a more reliable network for the entire Wing.

FULL-MOTION SIMULATOR

Construction of a \$6.6 million building to house the ANG's first level-D C-130J flight simulator completed in 2016. Lockheed Martin has won the award to construct and install the \$20 million simulator device and anticipated delivery is fiscal year 2019.

143d AIRLIFT WING

Colonel Daniel A. Walter

C-130J Super Hercules (Photo courtesy of the 143d Airlift Wing)



Upon completion, the flight simulator will bring the single most effective improvement in the mission readiness of the 143d Airlift Wing since the delivery of the current aircraft themselves. In addition to training aircrew members how to deal with a variety of system failures, the device will allow simulation of tactical airlift operations in severe weather and various combat environments to include the ability to simulate enemy threats. A secure link to a virtual threat environment will enable 143d crews to interact with other military flight simulators and take part in formation operations and engagements by opposing aircraft and air defense systems. This new means for realistic training will dramatically improve the unit's ability to safely and effectively employ our aircraft.

C-130 TRANSPORTATION HUB

The Wing is fully exploiting its ideal geographic location and facilities as the C-130 crossroad to Europe. As the easternmost C-130 unit, the 143d AW is the logical embarkation point for all C-130s departing for or returning from European and Southwest Asia theaters. Quonset Point conveniently allows for a transit to and from Europe in a single day. This eliminates the requirement for an overnight stop and provides significant economic benefits and operational efficiencies. This highlights our value and maintains the 143d AW's viability and relevance. We continue to bring significant contribution to our community.

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COMMUNITY SERVICE

The Open House and Airshow is a joint team effort by both the Rhode Island Air and Army National Guard. The event, rated one of the top of its kind in North America, requires an “all-in” approach from virtually every section of the 143d AW.

In 2016, the Open House and Air Show was an overwhelming success. Show organizers overcame several impediments, to include the late cancellation of the headline act and poor weather conditions, to ultimately deliver a world class show. The show featured the return of the

beloved combined arms demonstration, skydivers, and the introduction of free commuter rail service.

This is the largest public event held in Rhode Island each year; over 65,000 people attended this year’s event. With an impressive array of military and civilian performers, the National Guard Association of Rhode Island (NGARI) raised \$13,000 for the Hasbro Children’s Hospital and smaller amounts for several other local charities. To date, NGARI has helped raise nearly \$3 million for Rhode Island charities.

Two Rhode Island Air National Guard C-130J Super Hercules aircraft sit just off the runway at Bagram Air Base in Afghanistan. (Photo courtesy of the 143d Airlift Wing)





282d COMBAT COMMUNICATIONS SQUADRON

Lieutenant Colonel Amalia McCaffrey

MISSION

The mission of the 282d Combat Communications Squadron (CBCS) is to rapidly deploy an integrated force capable of establishing initial and build-up Command and Control; Intelligence, Surveillance and Reconnaissance combat communications, and Information Operations capabilities to support the warfighter.

The 282d CBCS consists of 122 rapidly deployable Airmen spanning eight Air Force Specialty Codes. The unit maintains 55 war-time ready unit types codes which include personnel and combat communications equipment. In 2016 the unit processed and mobilized 67 personnel and 30 tons of cargo from North Smithfield Air National Guard Station, supporting state and world-wide missions.

The 282d CBCS fulfilled a short-noticed Combatant Command tasking with 41 personnel supporting operations in the CENTCOM area of responsibility. Without delay, personnel were processed and deployed to the operational field unit providing critical combat communication services to base users.

In June, unit members supported the Joint Users Interoperability Communications Exercise (JUICE) at Aberdeen, Md. The 282d took network management oversight for both the Joint Network Control Center and Joint Communication Center, providing lead support for Command and Control systems involving joint network operating on local, state, national, and international levels. The JNCC and JCC defended against real world aggressors from around the world that repeatedly probed the JUICE network as tests

were being executed.

In July, unit members participated in Patriot 15 where the Joint Incident Site Communications Capability (JISCC) package was aircraft loaded and deployed providing reach back communications from a distant location back to a primary site of joint users.

In August, the unit supported the 103d Air Control Squadron (ACS) testing critical capabilities and delivered unclassified and classified joint tactical communication services to support the Control and Reporting Center mission.

Furthermore, the 282d CBCS is currently training personnel to support two federal mission sets; the Deployable-Integrated Air Defense and the United States Secret Service (USSS) as part of Total Force concept. Unit members will provide specialized communications support to the USSS in performance of their protective responsibility supporting federal, state and local law enforcement agencies for major-national and international events.



*A Rhode Island Air National Guard Airman services a piece of equipment on the Quonset Air National Guard Base in North Kingstown, RI.
(U.S. Air National Guard photo by Tech Sgt. Jason Long)*

RECRUITING (AIR)

Senior Master Sergeant Jose Lobo

MISSION

The Rhode Island Air National Guard Recruiting and Retention Team conducts strength maintenance operations which meet or exceed NGB and the Adjutant General's established goals; promote opportunities for service; and foster increased public awareness of the Rhode Island Air National Guard.

ORGANIZATION

The Recruiting and Retention Team is made up of six members and falls under the command of the Joint Force Headquarters, 645 New London Ave, Cranston, R.I. and performs daily recruiting

operations from the RIANG Recruiting Center located on Oaklawn Ave, Cranston, R.I.

RECRUITING AND RETENTION MANAGEMENT

2016 recruiting and retention initiatives resulted in the recruitment of 95 new members, retained 90 percent of the current membership, and finished the year at 95 percent end strength. The team exceeded all established national and state recruiting goals, to include minority recruiting, where the team finished above goal in all tracking categories, to include a 26 percent female, 14 percent Hispanic, 10 percent African American, and 4 percent Asian.



Tech Sgt. Tiffany Valencia greets the public at the Rhode Island Air National Guard recruiting stand at the 2016 Johnson & Wales Career Expo. (Photo courtesy of the Rhode Island Air National Guard Recruiting and Retention)

