#### State of Rhode Island and Providence Plantations

# Budget



## Fiscal Year 2014

Volume IV – Public Safety, Natural Resources and Transportation

Lincoln D. Chafee, Governor

## **Agency**

#### Military Staff

#### **Agency Mission**

To maintain both the Rhode Island National Guard and the Rhode Island Emergency Management Agency as organizations capable of responding to statewide civil emergencies or natural catastrophes, as well as supporting the defense of the nation and national security interests.

To fully staff the State Emergency Operation Center and Rhode Island National Guard Joint Operation Center as the State's lead coordinating agency and focal point for disaster response and federal mobilization of military forces.

To build and support a Rhode Island Emergency Management Agency administration building and State Emergency Operation Center.

To train, mobilize, and deploy Rhode Island Air and Army National Guard personnel for operational deployment in support of their Federal mission.

To ensure the needs of Rhode Island Veteran's and National Guard families and employers are supported.

To enable the State to assist local governments in disaster planning, preparation, response and recovery operations for the protection of life, property and infrastructure.

To increase public awareness of natural hazards, threats, risks, and actions to minimize loss of life or property.

#### **Agency Description**

The mission of the Executive Military Staff is to prepare for immediate mobilization in the event of war or national emergency; to maintain peace, order, and public safety in the State in time of man-made or natural disaster or, when otherwise directed by the Governor; and to participate in the development and establishment of local, regional, and nationwide initiatives and programs.

The agency is directed by the Adjutant General who is appointed by the Governor. The Adjutant General is nominated as a Major General by the President, and confirmed by the United States Senate. The National Guard Program budget is financed with approximately 26 percent general revenue and state capital funds and 74 percent federal funds, as well as direct federal funding for active duty guardsmen, services, and construction costs.

#### Statutory History

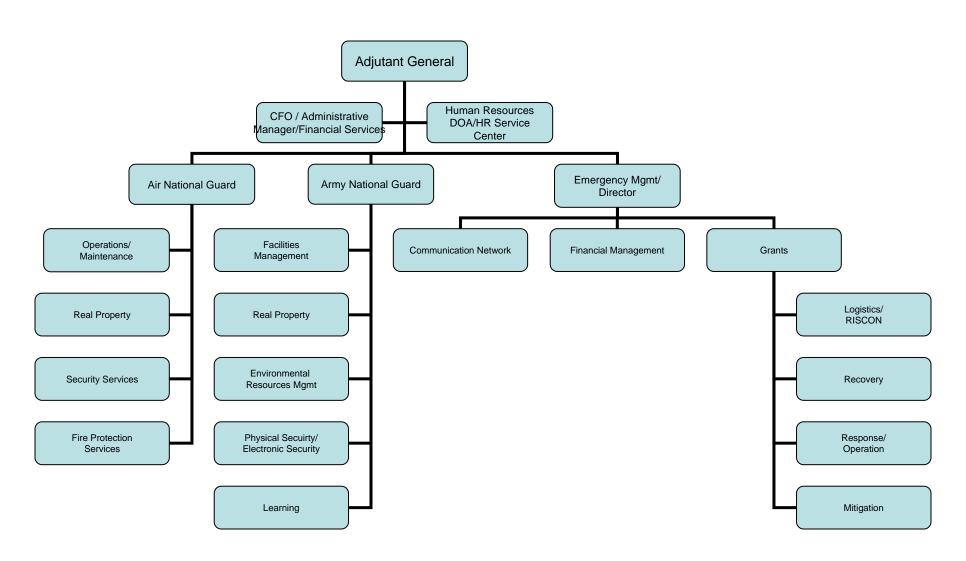
R.I.G.L. Title 30, Chapters 1-14, and 28-30 and the Military Code prescribe the Military Staff's duties and functions. R.I.G.L. 30-15 created the Emergency Management function.

# Budget Military Staff

	FY 2011 Audited	FY 2012 Audited	FY 2013 Enacted	FY 2013 Revised	FY 2014 Recommend
Expenditures By Program					
RI National Guard	11,356,017	13,303,593	18,502,143	23,779,038	18,966,611
Emergency Management	25,068,238	22,743,137	23,947,984	35,723,700	25,865,282
Total Expenditures	\$36,424,255	\$36,046,730	\$42,450,127	\$59,502,738	\$44,831,893
Expenditures By Object					
Personnel	10,150,175	11,104,162	11,429,583	11,632,606	12,600,948
Operating Supplies and Expenses	5,778,731	7,190,912	5,615,715	7,156,084	7,554,547
Assistance and Grants	18,084,967	15,358,876	19,744,929	21,961,153	20,093,498
Subtotal: Operating Expenditures	34,013,873	33,653,950	36,790,227	40,749,843	40,248,993
Capital Purchases and Equipment	2,410,382	2,392,780	5,659,900	18,752,895	4,582,900
Total Expenditures	\$36,424,255	\$36,046,730	\$42,450,127	\$59,502,738	\$44,831,893
Expenditures By Funds					
General Revenue	3,755,542	3,491,202	3,548,775	3,541,075	4,636,684
Federal Funds	32,256,773	31,350,783	33,842,074	48,024,778	37,653,834
Restricted Receipts	189,042	205,899	481,278	516,890	523,375
Operating Transfers from Other Funds	222,898	998,846	4,578,000	7,419,995	2,018,000
Total Expenditures	\$36,424,255	\$36,046,730	\$42,450,127	\$59,502,738	\$44,831,893
FTE Authorization	117.0	113.0	112.0	112.0	117.0

## The Agency

### State of Rhode Island Executive Military Staff



## Military Staff Agency Summary

	F'	Y 2013	FY 2014		
Gra	de FTE	Cost	FTE	Cost	
Classified	25.0	1,393,807	30.0	1,685,174	
Unclassified	87.0	4,446,404	87.0	4,545,343	
Subtotal	112.0	\$5,840,211	117.0	\$6,230,517	
Cost Allocation from Other Programs		32,501		37,161	
Cost Allocation to Other Programs		(\$32,501)		(\$37,161)	
Overtime	-	268,131	-	277,766	
Temporary and Seasonal		4,441			
Turnover		(\$92,995)		(\$55,115)	
Subtotal	-	\$179,577	-	\$222,651	
Total Salaries	112.0	\$6,019,788	117.0	\$6,453,168	
Benefits					
Payroll Accrual		24,292		36,780	
Holiday		4,500		4,571	
FICA		454,171		488,079	
Retiree Health		388,800		466,344	
Health Benefits		1,238,954		1,388,172	
Retirement		1,276,307		1,486,832	
Workers Compensation		9,028		-	
Subtotal		\$3,396,052		\$3,870,778	
Total Salaries and Benefits	112.0	\$9,415,840	117.0	\$10,323,946	
Cost Per FTE Position (excluding Statewide Benefit Assessment)		\$84,070		\$88,239	
Statewide Benefit Assessment		\$175,502		\$191,423	
Payroll Costs	112.0	\$9,591,342	117.0	\$10,515,369	
Purchased Services					
Buildings and Ground Maintenance		191,782		240,147	
Other Contracts		758,071		758,156	
Information Technology		103,414		103,414	
Clerical and Temporary Services		949,098		949,098	
Design and Engineering Services		22,636		18,501	
Medical Services		16,263		16,263	
Subtotal		\$2,041,264		\$2,085,579	
Total Personnel	112.0	\$11,632,606	117.0	\$12,600,948	
Distribution By Source Of Funds					
General Revenue	22.0	\$1,439,339	25.3	\$1,997,163	
Federal Funds	88.2	\$10,003,512	89.4	\$10,408,100	
Restricted Receipts	1.8	\$189,755	2.3	\$195,685	
Total All Funds	112.0	\$11,632,606	117.0	\$12,600,948	

## The Program

### Military Staff RI National Guard

#### **Program Mission**

To train and prepare members of the Army and Air National Guard, and the Rhode Island Militia. To support active forces in the defense of our nation and its national security interests. To provide an all hazard response in support of State and regional homeland security planning, preparation, response, and recovery as directed by the Governor and/or the National Command Authority according to the National Response Framework. To actively participate in counter-drug efforts and to initiate drug demand reduction programs within our communities. To conduct youth programs in support of communities, law enforcement, and the court system. To ensure the needs of Rhode Island Veteran's and National Guard families and employees are supported from an accessible Family Assistance Center.

#### **Program Description**

In his capacity as Commanding General and Chief of Staff to the Governor, Captain-General and Commander-In-Chief, the Adjutant General directs the establishment, operation, organization and maintenance of the military forces of the State, composed of reserve units of the United States Army and Air Force, the Rhode Island National Guard and State Historic Militia. Sub-programs include Administration (Office of the Adjutant General: federal agency coordination, State representative to the federal National Guard Bureau, fiscal support, military funerals, family assistance, human resources, force protection, educational benefits), Military Property (utilities, janitorial, maintenance, supply purchases, contracting, military vehicle repairs), Army Guard (operations, maintenance, security guards, and personnel support) and Air Guard (operations, maintenance, personnel support, Quonset firefighters and security guards).

State funds are utilized primarily for employees' salaries, training, travel, maintenance and repair of facilities and buildings. Federal funds are utilized for drill and training pay for all Rhode Island Army and Air Guard personnel, supplies, and equipment, facility maintenance, and construction projects. The Rhode Island National Guard is authorized in excess of 3,249 members (2,130 in the Army National Guard, 1,179 in the Air National Guard) against a requirement of 3,459 (2,213 in the Army National Guard, 1,246 in the Air National Guard). National Guard installations located in Rhode Island include fourteen armories, three air bases, two training sites, and ten support buildings and shops including one Army Aviation Support Facility (AASF), four Organizational Maintenance Shops (OMS) and one Combined Support Maintenance Shop (CSMS). Federal equipment housed and secured at these facilities is valued in excess of \$500 million dollars. The estimated annual economic impact on the State attributed to National Guard programs exceeds \$100 million dollars.

#### **Statutory History**

The Executive Military Staff was established in 1856 and is governed by the statutory authority of the Military Code of Rhode Island and other laws relating to the military as enacted by the provisions of the R.I.G.L. 30-1-14 and 28-30 and the Military Code.

# The Budget

## Military Staff RI National Guard

	2011 Audited	2012 Audited	2013 Enacted	2013 Revised	2014 Recommend
Expenditures By Subprogram					
Adjutant-General	819,957	776,453	1,048,540	1,085,063	1,116,989
State Military Prop Officer	2,092,432	3,350,693	7,281,287	11,473,024	6,319,730
Federal Army	3,051,931	3,480,954	3,857,565	4,907,784	5,004,027
Federal Air	5,391,697	5,695,493	6,314,751	6,313,167	6,525,865
Total Expenditures	\$11,356,017	\$13,303,593	\$18,502,143	\$23,779,038	\$18,966,611
Expenditures By Object					
Personnel	6,981,829	7,636,790	7,977,156	8,133,962	8,503,516
Operating Supplies and Expenses	3,705,249	4,157,213	4,391,487	5,403,181	5,417,195
Assistance and Grants	183,126	214,366	473,600	492,000	501,000
Subtotal: Operating Expenditures	10,870,204	12,008,369	12,842,243	14,029,143	14,421,711
Capital Purchases and Equipment	485,813	1,295,224	5,659,900	9,749,895	4,544,900
Total Expenditures	\$11,356,017	\$13,303,593	\$18,502,143	\$23,779,038	\$18,966,611
Expenditures By Funds					
General Revenue	1,640,811	1,411,238	1,516,835	1,530,340	1,596,671
Federal Funds	9,482,682	10,857,471	12,107,308	14,528,703	15,051,940
Restricted Receipts	9,626	36,038	300,000	300,000	300,000
Operating Transfers from Other Funds	222,898	998,846	4,578,000	7,419,995	2,018,000
Total Expenditures	\$11,356,017	\$13,303,593	\$18,502,143	\$23,779,038	\$18,966,611

## Military Staff RI National Guard

		FY	2013	F	′ 2014
	Grade	FTE	Cost	FTE	Cost
Classified					
HVAC SHOP SUPERVISOR	00020A	1.0	40,557	1.0	41,532
ELECTRICIAN	00016G	1.0	38,879	1.0	38,900
Subtotal		2.0	\$79,436	2.0	\$80,432
Unclassified					
ADJUTANT GENERAL/DIRECTOR RI EMERGENCY	00942KF	1.0	95,501	1.0	95,522
SUPERVISING ENVIRONMENTAL SCIENTIST	00832A	1.0	84,569	1.0	84,590
ASSISTANT CHIEF	0N321G	3.0	212,421	3.0	214,283
CREW CHIEF	0N319G	10.0	684,882	10.0	685,092
PROGRAM MANAGER	00828A	1.0	64,310	1.0	64,331
SPECIAL PROJECTS MANAGER	00122A	1.0	59,538	1.0	60,789
FIREFIGHTER	0N317G	17.0	964,101	17.0	982,050
SENIOR PLANNING & PROGRAM DEVELOPMENT	00824A	1.0	55,755	1.0	57,283
ENGINEER BUILDING AUDITOR	00824A	1.0	53,447	1.0	55,005
CONFIDENTIAL SECRETARY	00822A	1.0	53,443	1.0	53,464
MANAGEMENT & METHODS ANALYST	00820A	1.0	51,867	1.0	51,888
SUPERVISOR ENVIRONMENTAL SYSTEMS	00126A	2.0	102,936	2.0	114,864
SUPERVISING ACCOUNTANT	00831A	1.0	50,937	1.0	71,962
SENIOR ACCOUNTANT	00322A	2.0	101,438	2.0	101,565
ENGINEERING TECHNICIAN	00821A	1.0	47,829	1.0	49,127
PRODUCTION SYSTEMS SPECIALIST	00820A	1.0	45,768	2.0	92,412
CONSTRUCTION SUPERVISOR	00317A	1.0	44,873	1.0	44,894
ADMINISTRATIVE COORDINATOR	00820A	1.0	44,185	1.0	45,430
DATA ENTRY OPERATOR	00812A	1.0	44,184	1.0	45,230
ADMINISTRATIVE ASST./SECRETARY	00316A	1.0	43,622	1.0	43,643
PRINCIPAL ENGINEERING AIDE	00315A	1.0	42,270	1.0	42,291
ADMINISTRATIVE AIDE	00312A	2.0	82,346	2.0	83,120
ADMINISTRATIVE ASSISTANT	00312A	1.0	39,372	1.0	39,393
SENIOR MAINTENANCE PERSON (NATIONAL	00312A	4.0	155,352	3.0	114,630
MAINTENANCE PERSON	00309A	14.0	504,125	14.0	505,902
SECURITY SPECIALIST - ARMY NATIONAL GUARD	00310A	12.0	426,621	12.0	451,377
Subtotal		83.0	\$4,155,692	83.0	\$4,250,137

## Military Staff RI National Guard

	F۱	<b>/ 2013</b>	FY 2014	
Grade	FTE	Cost	FTE	Cost
Cost Allocation to Other Programs		(32,501)		(37,161)
Overtime	-	198,131	-	207,766
Temporary and Seasonal		4,441		
Subtotal	-	\$170,071	-	\$170,605
Total Salaries	85.0	\$4,405,199	85.0	\$4,501,174
Benefits				
Payroll Accrual		15,581		26,007
Holiday		4,500		4,571
FICA		330,654		338,751
Retiree Health		282,841		322,613
Health Benefits		961,925		1,038,094
Retirement		914,492		1,014,981
Workers Compensation		9,028		-
Subtotal		\$2,519,021		\$2,745,017
Total Salaries and Benefits	85.0	\$6,924,220	85.0	\$7,246,191
Cost Per FTE Position (excluding Statewide Benefit Assessment)		\$81,461		\$85,249
Statewide Benefit Assessment		\$117,576		\$120,844
Payroll Costs	85.0	\$7,041,796	85.0	\$7,367,035
Purchased Services				
Information Technology		103,414		103,414
Other Contracts		758,071		758,156
Buildings and Ground Maintenance		191,782		240,147
Design and Engineering Services		22,636		18,501
Medical Services		16,263		16,263
Subtotal		\$1,092,166		\$1,136,481
Total Personnel	85.0	\$8,133,962	85.0	\$8,503,516
Distribution By Source Of Funds				
General Revenue	11.6	\$600,382	11.4	\$663,342
Federal Funds	73.4	\$7,533,580	73.6	\$7,840,174
Total All Funds	85.0	\$8,133,962	85.0	\$8,503,516

## Performance Measures

### Military Staff RI National Guard

#### Command Building Readiness -- Installation Status Report (ISR)

This measure demonstrates the percentage of the state's eighteen Armories and Readiness Centers that meet or exceed Army building code compliance standards.

	2011	2012	2013	2014
Target	N/A	N/A	11.11%	11.11%
Actual	0%	5.56%	5.56%	

#### Command Building Readiness- Installation Status Report (ISR)

% of Armories/Readiness Centers That meet or Exceed Army Standards/Buildings' Code Compliant (18 Total State Armories)

	2011	2012	2013	2014
Target			11.11%	11.11%
Actual	0	5.56%	5.56%	

## The **Program**

#### Military Staff

#### **Emergency Management**

#### **Program Mission**

To maintain a high state of readiness for any disaster or major emergency through coordinated planning and exercises. To maintain and staff the State Emergency Operations Center for 24/7/365 operational capability. To maintain daily situational awareness toward the production of a common operating picture, ensuring a proactive response to support requests enabling the ability to place limited resources on critical needs in a timely and effective manner. To sustain qualified personnel ready to respond to emergencies and to assist local governments in disaster response and recovery operations. To increase public awareness of personal preparedness for all hazards, reducing the potential for loss of life and property. To enable the State to assist local governments in disaster planning, preparation, response and recovery operations for the protection of life, property and infrastructure. To ensure as the lead coordinating agency for emergency management "All Hazard" training, preparedness, and response capability at the local and state levels of government.

#### **Program Description**

The Rhode Island Emergency Management Agency (RIEMA) is responsible for the planning and implementation of all hazard preparedness programs at the state level and for providing appropriate support to community hazard response activity. The Emergency Management staff works in conjunction with the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) receiving funds annually under a Cooperative Agreement, which is part of a Performance Partnership Agreement. The program channels federal matching funds to 16 communities in the State to support similar programs at the local level. The Rhode Island Emergency Management Agency maintains the State Emergency Operating Center (S-EOC) at the Combined Readiness Center in Cranston. RIEMA is responsible for the operation and maintenance of the state's 800 MHz radio system and network. RIEMA further facilitates the State Communication Working Group for the coordination policy, practices and procedures applicable to the RITERN and RISCON radio communication networks. Emergency Management staff operates a mobile radio system which expedites phone calls made from disaster locations to all points, including FEMA. The staff also maintains radio communications with all political subdivisions in the State using the Civil Defense State Radio System in cooperation with the Rhode Island National Guard. RIEMA also has developed an emergency radio communications system that allows all hospitals, the Department of Health, and Emergency Management to be on a private radio system. Emergency Management staff sustains the Emergency Alert System through periodic plan updates and system tests. A comprehensive State Emergency Operations Plan is maintained to respond to all types of disasters or manmade disasters.

#### **Statutory History**

In 1973, the Rhode Island Defense Civil Preparedness Agency was created by R.I.G.L. 30-15, to replace the former Civil Defense Agency. Executive Order No. 83-5 changed the official name to the Rhode Island Emergency Management Agency.

# The Budget

## Military Staff Emergency Management

	2011 Audited	2012 Audited	2013 Enacted	2013 Revised	2014 Recommend
Expenditures By Subprogram					
Operations	25,068,238	22,743,137	23,947,984	24,715,181	23,856,763
Total Expenditures	\$25,068,238	\$22,743,137	\$23,947,984	\$24,715,181	\$23,856,763
Expenditures By Object					
Personnel	3,168,346	3,467,372	3,452,427	3,498,644	4,097,432
Operating Supplies and Expenses	2,073,482	3,033,699	1,224,228	1,752,903	2,137,352
Assistance and Grants	17,901,841	15,144,510	19,271,329	19,460,634	17,583,979
Subtotal: Operating Expenditures	23,143,669	21,645,581	23,947,984	24,712,181	23,818,763
Capital Purchases and Equipment	1,924,569	1,097,556	-	3,000	38,000
Total Expenditures	\$25,068,238	\$22,743,137	\$23,947,984	\$24,715,181	\$23,856,763
<b>Expenditures By Funds</b>					
General Revenue	2,114,731	2,079,964	2,031,940	2,010,735	3,040,013
Federal Funds	22,774,091	20,493,312	21,734,766	22,487,556	20,593,375
Restricted Receipts	179,416	169,861	181,278	216,890	223,375
Total Expenditures	\$25,068,238	\$22,743,137	\$23,947,984	\$24,715,181	\$23,856,763

## Military Staff Emergency Management

			FY	<b>2013</b>	F`	Y 2014
	Grade		FTE	Cost	FTE	Cost
Classified						
ASSISTANT ADMINISTRATOR, FINANCIAL	00134A		1.0	88,547	1.0	88,547
TECHNICAL SUPPORT SPECIALIST III	00035A		1.0	83,900	1.0	83,900
MANAGEMENT ASSISTANCE SUPERVISOR	00031A		1.0	76,393	1.0	76,393
DEPUTY DIR (EMERG MGMT AGEN)	00033A		1.0	71,037	1.0	71,037
STATEWIDE INTEROPERABILITY COORDINATOR		2	-	-	1.0	72,734
PRIN CMMTY DVLPMT TRAIN SPCLST	00029A		2.0	127,916	2.0	130,178
STATE RADIOLOGICAL DEFENSE OFFICER (EMA)	00028A		1.0	59,562	1.0	59,562
SUPERVISOR ADMIN AND TECH SERVICES			1.0	58,983	1.0	58,983
CHIEF OF INFORMATION AND PUBLIC RELATIONS	00029A		1.0	56,062	1.0	56,062
NIMS COORDINATOR		3	_	-	1.0	54,272
COORD CIVIL PROTECT RELOCATION	00526A	1	8.0	419,974	11.0	566,462
EMERGENCY MANAGEMENT SURVIVABLE CRISIS	00025A		1.0	49,590	1.0	50,389
SENIOR PLANNER	00126A		1.0	47,360	1.0	48,872
SR TELECMMNCTN & WRNG OFF (EMA	00526A		2.0	90,046	2.0	99,742
ASST COORD CIVIL PROCT RELOC	00524A		1.0	43,436	1.0	44,840
ACCOUNTANT	00020A		1.0	41,565	1.0	42,769
Subtotal			23.0	\$1,314,371	28.0	\$1,604,742
Unclassified				. ,- ,-		. , ,
EXECUTIVE DIRECTOR EMERGENCY	00840A		1.0	92,496	1.0	96,990
SENIOR FINANCIAL OFFICER	00830A		1.0	80,967	1.0	80,967
SPECIAL PROJECTS COORDINATOR	00G27A		1.0	72,882	1.0	72,882
ADMINISTRATIVE ASSISTANT	00315A		1.0	44,367	1.0	44,367
Subtotal			4.0	\$290,712	4.0	\$295,206
Cost Allocation from Other Programs				32,501		37,161
Overtime			-	70,000	-	70,000
Turnover				(92,995)		(55,115)
Subtotal			-	\$9,506	-	\$52,046
Total Salaries			27.0	\$1,614,589	32.0	\$1,951,994
Benefits				0.711		10.552
Payroll Accrual				8,711		10,773
FICA				123,517		149,328
Retiree Health				105,959		143,731
Health Benefits				277,029		350,078
Retirement				361,815		471,851
Subtotal				\$877,031		\$1,125,761
Total Salaries and Benefits			27.0	\$2,491,620	32.0	\$3,077,755
Cost Per FTE Position (excluding Statewide Benefit Assess	sment)			\$92,282		\$96,180
Statewide Benefit Assessment				\$57,926		\$70,579
Payroll Costs			27.0	\$2,549,546	32.0	\$3,148,334

## Military Staff Emergency Management

		FY 2013		F'	Y 2014
	Grade	FTE	Cost	FTE	Cost
Purchased Services					
Clerical and Temporary Services			949,098		949,098
Subtotal			\$949,098		\$949,098
Total Personnel		27.0	\$3,498,644	32.0	\$4,097,432
Distribution By Source Of Funds					
General Revenue		10.4	\$838,957	13.9	\$1,333,821
Federal Funds		14.8	\$2,469,932	15.8	\$2,567,926
Restricted Receipts		1.8	\$189,755	2.3	\$195,685
Total All Funds		27.0	\$3,498,644	32.0	\$4,097,432

- 1 Three positions (50 percent general revenue/50 percent federal grant funded) added in FY 2014 to manage critical infrastructure efforts, advise local offcials on domestic preparedness grant matters, and develop various emergency management plans.
- 3 New position (50 pecent general revenue/50 percent federal funds) added in FY 2014 to provide compliance assurance for federal grants, as mandated by federal Homeland Security directives and advisories, in order to ensure proiper allocation by recipients.
- 2 New position (100 percent general revenue funded) added in FY 2014 to provide full-time management of the State's communications interoperability efforts, including management of technical staff and grant funding.

## Performance Measures

## Military Staff Emergency Management

#### Statewide Communication & Coordination -- Build-out

RIEMA is responsible for the operation and maintenance of the Rhode Island Statewide Communication Network (RISCoN), the state's 800 MHz interoperable radio network. This measure illustrates the percentage of the RISCoN system that is complete compared to RIEMA's build-out plan. [Performance data and targets are provided by State fiscal year. The 2013 Actual figure represents performance data from the first four months of FY 2013 (7/1/12 through 10/31/12).]

	2011	2012	2013	2014
Target	60%	70%	75%	80%
Actual	60%	70%	70%	

#### Statewide Communication & Coordination - Maintenance

This measure illustrates the percentage of RISCoN infrastructure that has maintenance contracts in place and funded. At 29 sites, this includes towers, antennae, dual microwave paths, outside cabling, battery backup, 70Kw generators, land lines (fiber) and associated site necessities.

	2011	2012	2013	2014
Target	90%	50%	60%	60%
Actual	50%	50%	50%	

#### Statewide Communication & Coordination- Subscribers

This measure illustrates the percentage of subscribers that are full-time on the RISCoN system. It includes 78 total entities plus a significant number of state agencies.

	2011	2012	2013	2014
Target	40%	45%	50%	80%
Actual	40%	50%	50%	

#### Statewide Communication & Coordination - Governance and Monitoring

For RIEMA to ensure proper governance and monitoring of RISCoN, it is seeking legislation to strengthen the use of Standard Operating Procendures (SOPs). An additional requested full-time equivalent (FTE) position will oversee governance, establish SOPs, train system administrators and other trainers statewide, and begin the process of monitoring the airwaves for mistakes or abuse that erode connectivity for Subscribers. The measure illustrates the percentage of RIEMA's governance and operating plan that is complete.

	2011	2012	2013	2014
Target	0%	0%	0%	80%
Actual	0%	0%	0%	