

Exeter Wildfire a.k.a. Queens River Preserve Fire

After-Action Report/Improvement Plan

April 14th-16th 2023

INCIDENT OVERVIEW

Incident Name	Exeter Wildfire a.k.a. Queen's River Preserve Fire
Incident Dates	April 14 th -16 th 2023
Scope	This report focuses on the Exeter Fire in the Queen's River Preserve and surrounding area and the response from local fire, state agencies and other assets that worked together to mitigate the fire. It will be limited to the capabilities and objectives identified with the sole purpose of improving outcomes for future events.
Focus Area(s)	Response
Capabilities	Operational Coordination Fire Management and Suppression Operational Communication
Objectives	Life Safety Protection of Property Incident Stabilization
Threat or Hazard	Wildfire
Incident Scenario	On Friday, April 14th, at 12:31 pm, Exeter Fire Department received a dispatch for a reported brush fire on the property of the Queen's River Preserve. The Exeter1 Fire Chief was first on scene and was met with a rapidly developing fire that was driven by gusty winds and dry conditions. The fire proceeded to move at lighting speed and start to turn into a fire storm. A decision was made to create a fire break. Exeter Chief 2 Arrived and was given command and he quickly divided the fire into divisions for better manageability. This fire would quickly spread and required a Herculean effort before it would be controlled and extinguished.
Point of Contact	Joseph Arsenault Exercise Officer Rhode Island Emergency Management Agency 401-462-7102 Joseph.Arsenault@ema.ri.gov

EXECUTIVE SUMMARY

This executive summary provides an overview of the response and management of the Queen's River Preserve wildfire incident that occurred in Exeter, Rhode Island on April 14th 2023. The fire occurred just two days after the West Greenwich wildfire which was the first major wildland fire in the state since the 1950s. This created both benefits and challenges as that fire brought lots of resources into the state and provided a more rapid response to this incident, but it also created shortfalls in needed resources such as wildland forestry hose. "Red Flag" warnings were already ordered by the National Weather Service that morning. This wildfire was driven by strong gusty winds, leading to rapid expansion to the north, south, and west threatening homes and property. Involving multiple emergency response agencies and personnel.

Several key areas stand out regarding the Exeter wildfire:

Magnitude and Complexity: This wildfire was of an extraordinary scale and complexity as it consumed approximately 300 acres of Rhode Island Forest (See Map Appendix C) in an area covering over 576 acres. It quickly became a major event, requiring the coordinated efforts of over 54 fire departments and 19 other agencies from four states: Rhode Island, Connecticut, Massachusetts, and Maine.

Unprecedented Response: Over 425 personnel responded with 24 fire engines, 45 Tankers, 18 Brush Trucks, 12 UTVs, 3 Bulldozers, 2 Helicopters, 2 Drones, 10 Chief's vehicles and a mobile command. Many other resources were utilized to support the operation.

Command Structure: The implementation of ICS by the first arriving fire officers helped establish clear lines of authority with a common objective for each division. The need to fill all the incident command positions was still identified as a challenge and the request by the locals was for the state to provide an Incident Support Team to be deployed to the incident.

Incident Impact: Due to the direct efforts and defensive actions of the firefighters no homes were lost. They protected 30 homes that were threatened by the fire. Only a small hunting cabin was lost. This fire was notable as it was the first wildfire that required both human and livestock evacuation in modern history. Additionally, 200 homes were evacuated including about 30 farms.

Community Preparedness: The West Greenwich wildfire exposed the need for enhanced community preparedness and education, especially in areas where people reside within heavily wooded regions. Residents should be educated about wildfire risks, evacuation plans, and steps to protect their properties. Building and reinforcing partnerships between local communities and firefighting agencies are essential to ensure a coordinated response during wildfire events, including early warning systems and evacuation procedures.

KEY FINDINGS

Operational Coordination:

- Maintaining accountability for assets at large complex incidents involving multiple mutual aid volunteer departments is a concern. Clear guidance and an accountability system are needed for safety on the fireground.
- Unified Command, SEOC activation, and Incident Support Teams were crucial for effective coordination, resource allocation, and mitigation.

Operational Communication:

- Challenges arose from different agency frequencies and the need to coordinate with out-of-state mutual aid companies.
- Clearer guidance on the purpose and role of the Rhode Island Emergency Management Agency Mobile Command Post is essential for the local incident commanders to understand its capabilities to support an incident.

Mass Care:

- Coordinated efforts for evacuating residents and livestock require clear communication and decision-making to prevent confusion.

Public Information and Warning:

- Conduct emergency notification system training, messaging clarity, and consistency to avoid confusion during evacuations.

Resource Management:

- The use of helicopters, drones, and "Bambi-buckets" proved effective for fireground situational awareness and suppression activities.
- Depletion of forestry hose supplies highlighted the need to augment RIDEM firefighter staffing for rapid hose redeployment.
- Cadets were a critical resource, but policies for their rapid deployment and safety protocols need development.
- Protecting homes and farms in the fire's path required intense resource demands and mutual aid for structural firefighting response.
- Timely emergency declaration and Fire Management Assistance Grants (FMAG) are crucial for managing large-scale incidents effectively.

In conclusion, the key findings underscore the importance of early detection and response, effective resource management, improved communication, and the need for more comprehensive planning for future wildfire incidents, providing valuable insights for enhancing emergency response efforts in similar situations.



ANALYSIS OF CAPABILITIES

Aligning Incident objectives and capabilities provides a consistent taxonomy for evaluation that transcends individual Incidents to support preparedness reporting and trend analysis. Table 1 includes the Incident objectives, aligned capabilities, and performance ratings for each capability as observed during the Incident and determined by the evaluation team.

Objective	Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Life Safety	Fire Suppression and Mgt	P			
Life Safety	Operational Coordination		S		
Life Safety	Operational Communication		S		
Life Safety	Public Information and Warning		S		
Protection of Property	Fire Suppression and Mgt	P			
Protection of Property	Operational Coordination		S		
	Situational Assessment	P			
Protection of Property	Operational Communication		S		
Incident Stabilization	Operational Coordination	P			

Table 1. Summary of Core Capability Performance

Ratings Definitions:

Performed without Challenges (P): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Performed with Some Challenges (S): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.

Performed with Major Challenges (M): The targets and critical tasks associated with the capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: Demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.

Unable to be Performed (U): The targets and critical tasks associated with the capability were not performed in a manner that achieved the objective(s).

The following sections provide an overview of the performance related to each Incident objective and associated capability, highlighting recommendations for improvement and best practices.



Fire Suppression and Management

Best Practices and Recommendations:

Accountability:

- *Best Practice: Division Chiefs made a concerted effort to maintain accountability, for all assigned personnel and assets, improving safety on the fireground.*
- *Recommendation: Fire Departments need to develop and enforce a clear accountability system, guidance and communication plan, especially during complex incidents involving multiple mutual aid volunteer departments from different states.*

Air Operations:

- *Best Practice: Effective use of helicopters, drones, and "Bambi-buckets" enhanced situational awareness and fire suppression.*
- *Recommendation: Fire Departments need to create a Standard Operating Procedure with RI National Guard on the process and need for requesting aerial resource assets for fireground activities and situational awareness.*

Bull-dozer Operations:

- *Best Practice: Early implementation of fire breaks was effective in slowing the fire's advance.*
- *Recommendation: Engage Rhode Island Department of Environmental Management Forestry contract bulldozer operators early to reduce response time, establish communication with Operations, and consider integrating that operation into incident command.*

Forestry Hose:

- *Best Practice: Identifying the shortage of forestry hose highlighted the need for augmenting RIDEM firefighter staffing during brushfire season.*
- *Recommendation: Develop plans to bolster RIDEM firefighter staffing and hose processing capabilities, especially during critical seasons, to ensure a rapid redeployment of this vital resource.*

Fireground Staging:

- *Best Practice: Early assignment of a Staging Officer and Area centralizes resource accountability and distribution.*

- *Recommendation: Staging Officers should consider the following when selecting staging locations, consider size, proximity to fire operations, facilities, and communication with Command and Operations. Avoid placing staging areas too close to the Command Post and provide local maps to unfamiliar mutual aid teams.*

Incident Command:

- *Best Practice: Early use of the Incident Command System improved command and control of the incident.*
- *Recommendation: Continue promoting and implementing the Incident Command System, ensuring that line officers and personnel receive training in its use and implementation in complex incidents and day to day emergencies.*

Rhode Island Fire Academy Cadets:

- *Best Practice: Utilizing cadets as a resource acted as a force multiplier and was critical to defensive operations.*
- *Recommendation: Have Rhode Island Fire Academy develop a Standard Operating Procedure or policy to enable the rapid deployment of cadets and instructors to crisis situations. Establish safety protocols to protect cadets during deployment.*

Wildland Fire-Urban Interface:

- *Best Practice: Tactical decisions and intense resource coordination effectively protected homes and farms.*
- *Recommendation: Ensure access to both brush fire equipment and structural firefighting resources during wildland fire-urban interface incidents. RI Fire Departments, RI DEM Forestry and RI Fire Academy need to work together to develop and educate firefighters on the unique challenges this interface requires from resource needs.*

These best practices and recommendations emphasize the importance of proactive planning, effective resource allocation, and the utilization of available technology and personnel to enhance fire suppression and management efforts, especially during complex incidents.

Operational Coordination

Recommendations and Best Practices:

Incident Command:

- *Best Practice: The first arriving Chief Officer implementation of the Incident Command System (ICS) was highly effective for maintaining command and control.*
- *Recommendation: Encourage all Firefighter line officers and above to undergo ICS 300 and 400 courses and regularly practice using ICS during smaller incidents to enhance their proficiency.*

Command Post (CP):

- *Best Practice: The Incident Commander established a command post early in the incident which provided a central location for command and responding agencies, facilitating situational awareness and direction.*
- *Recommendation: Incident Commanders need to continuously assess the CP's location to ensure it is not too close to the fire and remains effective. Prioritizing safety when determining CP placement while also, ensuring a review is made for needed items to support CP such as WIFI, Communications (LMR) and Cell coverage.*

Unified Command:

- *Best Practice: Successful implementation of a unified command structure allowed all agencies to collaborate, focus on common objectives, and maintain a shared operating picture, leading to quicker incident mitigation.*
- *Recommendation: Continue to emphasize the importance of unified command and its alignment with ICS principles in managing complex incidents.*

State Emergency Operations Center (SEOC):

- *Best Practice: Partial activation of the SEOC with various Emergency Support Functions (ESFs) filled roles supporting the incident, including mass care, emergency management, and communications.*

Emergency Support Function 4 (ESF 4):

- *Recommendation: ESF 4 Fire Fighting is currently staffed by the Rhode Island State Fire Marshal's Office in the SEOC. RIEMA should consider including the Rhode Island Department of Environmental Management Forestry Firefighting Division in ESF 4*

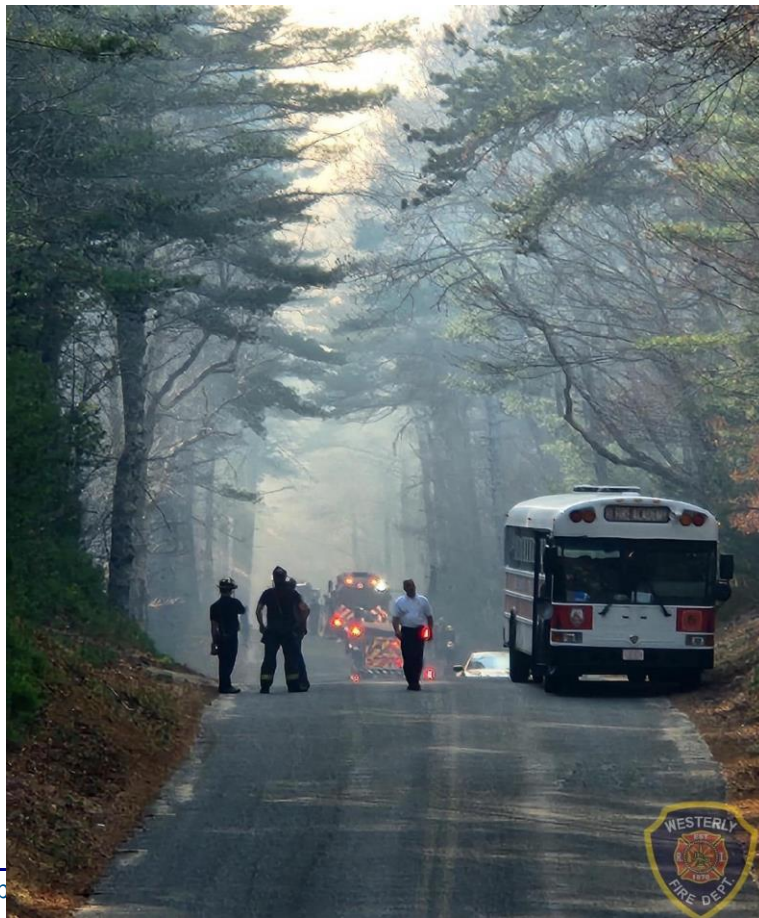
Firefighting, especially during brush fire season, to bolster resource availability and enhance operational coordination for firefighting efforts.

Incident Support Team:

The Fire Chiefs recognized the need for additional support in managing large complex incidents, they expressed the value of being able to have an Incident Management Assistance Team (IMAT) assist with operations of these types of events.

- *Recommendation: RIEMA should establish a forward-leaning approach by providing a credentialing system for incident support team (IST) members, particularly in terms of implementing the Incident Command System for planning, logistics, communications, public information, and other necessary positions. Ensure that fire chiefs can readily access this expertise and resources without having to request it, streamlining the command structure development process during incidents.*

These best practices and recommendations underscore the importance of robust training in ICS, proactive assessment of command post locations, embracing unified command principles, enhancing SEOC capabilities, expanding ESF staffing, and readily providing support through IST for effective operational coordination during large and complex incidents.



Operational Communication

Recommendations and Best Practices:

Exeter Dispatch/ Southern Control:

- *Best Practice: Exeter Dispatch was able to quickly call-in assistance from dispatchers off-duty to augment Southern Control.*
- *Best Practice: Exeter Dispatch sought help immediately from Metro-Control to manage resource requests.*
- *Best Practice: Dispatch turned over Southern Control to Coventry Fire Dispatch.*
- *Recommendations: Due to the limited size of Exeter Dispatch and the lack of availability of immediate assistance needed during complex events such as this fire. Consideration needs to be given to having Southern Control hosted by an agency with more dispatchers on duty each shift.*

Fire Frequencies: Operational communication was met with intense challenges as different agencies were operating on different frequencies this was only intensified by the mutual aid companies arriving from out of state. Exeter operates on 400mhz system which is not compatible with the Rhode Island 800mhz network.

- *Recommendations: The Rhode Island Emergency Management Agency operates the Rhode Island Statewide Communications Network (RISCON) on the 800mhz radio frequency. This system allows multiple agencies to operate on a common channel for both tactical operations but also for accountability and safety. It is recommended that fire departments work on creating interoperable communication plans using the network for large scale mutual aid events.*

Communications Vehicle:

- *Best Practice: Sending the RIEMA Mobile Command Post or Communication Truck to incidents as a communication resource.*
- *Recommendation: Clear guidance is needed for the local responders as to roles and responsibilities of the communication support provided by RIEMA and the capabilities they bring and how they can be implemented into the command structure. This is to include training and exercises in the use of the mobile command post.*

Air Operations

Recommendations and Best Practices:

Activation Procedures:

- *Best Practice: Establishing proper procedures for activating Rhode Island National Guard (RING) resources, involving Rhode Island Emergency Management Agency (RIEMA), Rhode Island Department of Environmental Management (RIDEM), RING command, and the Rhode Island Fire Chiefs Association.*
- *Recommendation: Develop detailed and standardized activation procedures that clearly define the roles and responsibilities of RIEMA, RIDEM, RING, and the Rhode Island Fire Chiefs Association, ensuring a swift and coordinated response to firefighting incidents.*
- *Recommendation: An Air Branch needs to be set up in the Command Structure of the Incident to account for all air traffic including helicopters, planes, drones and anything else.*

Dedicated Air Ops Frequency:

- *Best Practice: Recommending the use of a dedicated air operations frequency for effective coordination during firefighting incidents, emphasizing clear communication, and coordination among RING air operations, other aircraft, and drone operators. Involving local fire departments in this process to deconflict airspace.*
- *Recommendation: Work with RIEMA on having a channel dedicated in the RISCON System for Air Operations.*

Drop Zone Identification:

- *Best Practice: Benefiting from trained personnel from Maine Forestry for calling in air drops, enhancing fire suppression while protecting ground personnel.*
- *Recommendation: RIDEM Forestry Firefighting teamwork with local Fire Departments and RING Air Assets to on specific training for calling in air drops.*

Establish Temporary Flight Restriction (TFR):

- *Recommendation: Establish a Temporary Flight Restriction (TFR) in coordination with the Federal Aviation Administration (FAA) to keep drones and other aircraft away from the incident. Discuss the necessity of coordination with Emergency Management Agency (EMA) or Incident Command (IC) for TFR implementation.*

Federal Wildfire Air Operations Requirements:

- *Recommendation: It is highly recommended that all fire departments (FDs) that may need to utilize air assets for wildland fire operations review REDBOOK requirements for employing air assets during firefighting operations.*

The REDBOOK is the standards established and agreed upon for fire aviation operations by the Department of the Interior and Department of Agriculture for the use in wildfire operations. It can be found at the National Interagency Fire Centers website below.

<https://www.nifc.gov/standards/guides/red-book>

Formalized Dip Site Process:

- *Recommendation: Formalize the process for using dip sites, potentially designating a specific point of contact (POC) Air Operations Sector Chief) for approval. Consider site criteria such as depth, acreage, accessibility, and location in incident planning.*

Onsite Liaison:

- *Best Practice: Highlighting the benefits of having a liaison (LNO) from the RI National Guard (RING) team onsite with the Incident Commander (IC) to help coordinate air operations.*
- *Recommendation: RING needs to create a Standard Operating Procedure (SOP) for sending a LNO to the incident Command Post when activating helicopter assets or to assess the need for air support.*

Refueling Location:

- *Best Practice: Using the Rhode Island Fire Academy as a refueling location close to the incident to minimize downtime and allow for more water drops. When air operations are activated identify a location for refueling and let the local Fire Department know to respond to that location.*
- *Recommendation: RING Air Assets and local Fire Departments need to work on refueling locations in various counties throughout the State, so they are ready in the event of deployment.*

Safety Concerns:

- *Best Practice: Emphasizing the importance of safety during water drops to avoid dropping water over personnel and proposing the development of a safety plan.*
- *Recommendation: a clear Standard Operating Procedure needs to be developed by RING and RI DEM Firefighting on the calling and ordering of air drops during wildfire operations.*

Situational Assessment:

- *Best Practice: Acknowledging the importance of using drones and helicopters to provide in-depth situational assessment for Incident Command, including the use of infrared technology to identify hot spots, fire intensity, and real-time fire spread.*
- *Recommendation: RI Fire Departments and RISP need to develop a SOP*

Incorporating these best practices and recommendations will enhance the effectiveness and safety of air operations during wildland firefighting incidents.

Public Information and Warning

Recommendations and Best Practices:

Emergency Notification System:

- *Best Practice: Using the Emergency Notification System a.k.a. Code Red to notify residents of the advancing fire and the need to evacuate once Unified Command determined the evacuation was necessary.*
- *Recommendation: Provide training for local emergency management directors and additional town staff on the proper use of the emergency notification system, ensuring that they are proficient in using it effectively.*
- *Recommendation: Implement clear, consistent, and concise messaging with specific directions to avoid confusion among residents during emergency notifications.*

Integrated Public Alert and Warning System (IPAWS):

- *Best Practice: Activating the IPAWS system by the Rhode Island Emergency Management Agency to support the evacuation warning.*
- *Recommendation: Promote cooperation on messaging to ensure consistency in messaging is delivered, particularly when using IPAWS. Consider conducting more exercises or joint training with communities to enhance coordination in this area.*

These recommendations aim to improve the efficiency and effectiveness of public information and warning systems during emergency situations, reducing confusion and ensuring that residents receive clear and consistent information.



Mass Care Services (Evacuation)

Recommendations and Best Practices:

Evacuating Residents:

- *Recommendation: Ensure that the selected shelter locations are not in potential harm's way, and that the decision to move a shelter is communicated clearly to avoid confusion among evacuees.*

Law Enforcement:

- *Recommendation: Improve coordination and communication between law enforcement agencies and residents during evacuations, particularly when roads are closed due to fire apparatus and hoses. Enhance efforts to keep residents out of harm's way through effective communication.*

Evacuating Livestock:

- *Best Practice: Recognizing the challenge of evacuating farm animals early and activating Emergency Support Function (ESF) 11 Agriculture and Natural Resources to coordinate the evacuation of livestock.*
- *Recommendation: Formalize a comprehensive plan specific to the evacuation of livestock during wildfires and similar emergencies. This plan should detail the roles and responsibilities of various agencies and entities involved in livestock evacuation, including transportation, sheltering, and care of the animals.*

These recommendations aim to enhance the effectiveness and efficiency of mass care services during emergency evacuations, ensuring the safety and well-being of residents and evacuees.

Emergency Management

Recommendations and Best Practices:

Emergency Declaration:

- *Best Practice: As the impact of the fire continued to threaten the community of Exeter and evacuation orders were being executed a determination was made by Exeter Emergency Management Agency to declare a local disaster. This request was made and approved at 1500 hours by Town Council President Dan Paterson.*
- *Recommendation: In times of complex incidents which threaten life and property that require a significant number of resources to manage it is imperative that Communities declare disasters to allow for resource needs to be activated.*

Fire Management Assistance Grant (FMAG):

- *Best Practice: In unison with Exeter seeking the disaster declaration, Rhode Island Emergency Management Agency recognized the need to request an “FMAG” as the fire raged out of control. The State Emergency Operation Center worked with the Federal Emergency Management Agency (Federal Integration Team) Recovery Specialist and Region 1 to secure the approval for this request which will provide financial.*
- *Recommendation: Provide training with local emergency management directors on the FMAG request and emergency declaration process.*



Appendix A: IMPROVEMENT PLAN

Best Practice /Recommendations	Capability	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Fire Suppression/Mgt Air Operations Mass Care Livestock Evacuation	RI Departmental of Environmental Management			
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Fire Suppression/Mgt Operational Coordination Air Operations	RI Fire Departments aka RI Fire Chiefs Association			
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Operational Coordination Operational Communication Air Operations Public Information and Warning Emergency Management	Rhode Island Emergency Management Agency			
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Fire Suppression/Mgt Air Operations	Rhode Island National Guard			

Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Air Operations	Rhode Island State Police			
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Operational Communication	Exeter Dispatch / Southern Control			
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Fire Suppression/Mgt	RI Fire Academy			
Evaluate each capability assigned to your agency and consider maintaining best practices and implementing recommendations if possible, based on budgets, staffing and constraints.	Public Information and Warning Emergency Management	Exeter Emergency Management			

This IP is developed specifically for the Town of Exeter, Local Fire Districts, RI Department of Environmental Management, Rhode Island National Guard, and other State Agencies as a result of Exeter wildfire incident on April 14th-16th 2023.

APPENDIX B: EXETER FIRE INCIDENT PARTICIPANTS

Participating Organizations
Rhode Island Local
Ashaway Fire Department
Charlestown Fire Department
Chepachet Fire Department
Chopmist Hill Fire Department
Coventry Fire Department
Dunns Corners Fire Department
East Greenwich Fire Department
Exeter Emergency Management Agency
Exeter 1 Fire Department
Exeter 2 Fire Department
Exeter Rescue
Foster Center Fire Department
Hianloland Fire Department
Hope Jackson Fire Department
Hope Valley Wyoming Fire Department
Hopkins Hill Fire Department
Jamestown Fire Department
Kingston Fire Department
Lake Mishnock Fire Department
Little Compton Fire Department
Narragansett Fire Department

Participating Organizations
North Kingstown Fire Department
Pascoag Fire Department
Portsmouth Fire Department
Potterville Fire Department
Quonset Airport Fire Department
Richmond Carolina Fire Department
Scituate Fire Department
South Kingstown (Union) Fire Department
Warwick Fire Department
Watch Hill Fire Department
West Greenwich Fire Department 1
West Kingston Fire Department
Western Coventry Fire Department
Westerly Fire Department
Connecticut Local
Avon Fire Department
Burlington Fire Department
Canton Fire Department
Clinton Fire Department
Franklin Fire Department
Gales Ferry Fire Department
Griswold Fire Department
Lyme Fire Department
Mystic Fire Department

Participating Organizations
North Stonington Fire Department
Old Lyme Fire Department
Pawcatuck Fire Department
Plainfield Fire Department
Preston City Fire Department
Quimbaug Fire Department
Simsbury Fire Department
Tunxis Hose Co. 1
Voluntown Fire Department
Wequetock Fire Department
Westbrook Fire Department
State
Connecticut Environmental Protection and Natural Resources (Forestry Firefighting Division)
Maine Agriculture, Conservation & Forestry (Forestry Firefighting Division)
Massachusetts Forestry Department
Rhode Island Department of Environmental Management Agriculture
Rhode Island Department of Environmental Management (Forestry Firefighting Division)
Rhode Island Department of Environmental Management Law Enforcement
Rhode Island Emergency Management Agency
Rhode Island Fire Academy
Rhode Island National Guard
Rhode Island State Police
Rhode Island State Marshall

Participating Organizations
Dispatch
Metro-Control
Northern-Control
Southern-Control
Exeter Dispatch
Private and Non-Profit Organizations
Benn Water Transport
RI Medical Reserve Corp
Rhode Island Red Cross
Special Signal Association

APPENDIX C: MAP OF FIRE (APPROXIMATE)

