This Five-Year Strategic Plan is intended to establish specific goals and to outline general strategies for attainment of the Maryland Defense Force’s objectives over the next five years. This Plan will enable the MDDF to better meet the challenges of serving as a disciplined and trained force multiplier for the other components of the Maryland Military Department. This plan will also further focus the Force on achieving near-term objectives. In summary, this plan is the Maryland Defense Force’s road map to put into action the words of its motto “OFFICIO VOCANTE PARATI – Ready When Called.”
Dear General Tuxill,

I have the pleasure and the honor of transmitting herewith the newly-adopted Maryland Defense Force (MDDF) Five-Year Plan, 2006-2010.

This Plan, which outlines the goals and objectives of the MDDF in stages, to be implemented over the next five years, is the product of the collaborative efforts of a team of senior MDDF officers, to whom all the credit for it belongs. They are: COL(MD) Bruno Conticello; COL(MD) Jack Waugh; COL(MD) Walter Coryell; LTC(P)(MD) George Rich; and LTC(P)(MD) Courtney Wilson.

I trust that you will find from the enclosure that the MDDF is firmly committed to providing a trained and reliable “force multiplier” to the other components of the Military Department and to serving the citizens of the State of Maryland.

Very respectfully,

Frederic N. Smalkin
Brigadier General (MD)
Commanding

STATE OF MARYLAND
HEADQUARTERS, MARYLAND DEFENSE FORCE
PIKESVILLE MILITARY RESERVATION
610 REISTERSTOWN ROAD
PIKESVILLE, MARYLAND 21208-5197
STATE OF MARYLAND
MILITARY DEPARTMENT
MARYLAND DEFENSE FORCE
FIVE-Year Strategic Plan, FY 2006 - FY 2010

FORWARD:
Our Strategic Plan establishes a course of action designed to posture the Maryland Defense Force for success in the future. The plan provides the directional force, which will continually guide our processes and drive operational improvements throughout our organization. Using future based thinking; we will be able to look at alternative courses of action open to us in the near and long term future. Analysis of these courses of action will provide the foundation for making current decisions. Strategic planning is a method of management and will define the Maryland Defense Force organizational culture in the years to come. We believe that the Maryland Defense Force vision encompasses the total picture of a growing, vital organization. Building on the foundation of a competent, motivated volunteer workforce, we continue to grow as we work toward achieving our vision:

Fostering an environment for growth and transformation in the 21st century.

OUR MISSION is to provide:

- An organized, trained, disciplined, rapid response uniformed volunteer force to assist the Maryland Military Department, state and local government agencies, and civil relief organizations in impending or actual emergencies to assure the welfare and safety of the citizens of Maryland, as ordered or directed by the Governor and The Adjutant General of Maryland.
- An organized, trained, and disciplined body of officers and enlisted personnel that are able to augment the standing resources of the other branches of the Maryland Military Department as a “force multiplier” as requested and directed by competent authority.
- As a volunteer service organization to the soldiers and citizens of Maryland providing professional and technical assistance to Maryland Military Department personnel and their families.

OUR VISION – An organization of excellence dedicated to defend and serve the Nation, State, and Communities within Maryland.

OUR VALUES –
- Integrity First
- Service Before Self
- Excellence In All We Do
GOALS AND OBJECTIVES FOR FY - 2006

MISSION

GOAL #1: Provide relevant professional services in support of the Maryland Military Department (MMD)

OBJECTIVES:
1. Perform a variety of missions for the MMD including family support, legal assistance, medical support, and technical assistance consulting in a variety of areas including Medical, Legal, Emergency Support Teams in other specialized areas.

2. Performing chaplaincy services and providing family counseling.

3. Perform diverse missions for the other branches of the Maryland Military Department, from assisting in military data recording to staffing emergency operations centers.

4. Perform planning, organizational improvement, legal, environmental, financial, public affairs and other specialty support and assistance to the Maryland Military Department.

5. Develop and implement an Information Technology, Engineering, Logistics section (G6) and staff with personnel to support the Maryland Military Department.

TRAINING

GOAL #1: Provide relevant and professional training to MDDF personnel enabling them to fulfill missions, goals and objectives.

OBJECTIVES:

1. Assure that Guidelines from G-3 are clear and are being followed in regard to Basic Training in all MDDF Commands.

2. Reestablish Guidelines, Objectives, and Procedures for the Civilian Emergency Response Team (CERT) Program.

3. Create awareness at all levels of the MDDF of NIMS (ICS) and the general provisions thereof.
READINESS

GOAL #1: Ensure the readiness of MDDF manpower and personnel to successfully conduct current and anticipated near-future missions.

OBJECTIVES:

1. Headquarters: Continue to monitor MDDF participation in the *J3 Personnel Augmentation* mission. Ensure that both training and rehearsal with the MMD is carried out for new team members and recurs for all team members in a timely fashion.

2. MSRs: Continue to recruit and train MDDF personnel to fill positions as team members in the *J3 Personnel Augmentation* mission. Monitor attrition rates and fill vacant positions accordingly.

3. Headquarters:

   A. Directorate of Medical Services: Continue to lead the MDDF in the *Medical Reserve Corps* initiative by recruiting both medically and non-medically trained personnel to serve in the appropriate MRC positions.

   B. Directorate of Operations and Training: Continue to encourage personnel to take the FEMA sponsored courses toward the MDDF Professional Development Ribbon, provide the resources for members to be qualified in CERT, especially if they are MRC participants. Civilian Emergency Response Team (CERT) training will be centrally conducted under the joint oversight of the Directorate of Operations and Training and the Directorate of Medical Services.

4. MSRs: Involve regional medical services personnel in the *Medical Reserve Corps* initiative and explore, along with the Directorate of Medical Services, the formation of MRC teams in the counties within the MSR. Encourage personnel to take the FEMA sponsored courses toward a Professional Development Ribbon. Provide for all members to train in CERT.

GOAL #2: Ensure the readiness of MDDF materiel and equipment to successfully conduct current and anticipated near-future missions.

1. Headquarters, G4, to supervise and control the issue of such equipment as may be required in the conduct of the *J3 Personnel Augmentation* mission.

2. Headquarters, G4, to supervise and control the issue of such equipment as may be required in the conduct of CERT Training, as well as such CERT materiel that would be issued to Regions.
3. MSR: Maintain and monitor the readiness of materiel and equipment inventories that are issued to individual members, as in items issued for the J3 Personnel Augmentation mission, for example; and of materiel and equipment issued to the Region, as in CERT equipment, for example. Coordinate with the G4 for timely replacement of consumable items.

RECRUITMENT

GOAL #1: Retain dedicated members of the Defense Force until age mandated retirement.

OBJECTIVES:

1. MSR Commanders, Chief of Staff and HQ Staff Commanders to provide engaging duties for each member/unit with specific tasks assigned in appropriate mission areas. Tasks should be formally reviewed and performance assessed.

2. MSR Commanders, Chief of Staff and HQ Staff Commanders regularly reward superior service in a timely manner with letters of appreciation, awards, decorations, and rank promotion as deemed appropriate.

3. MSR Commanders, Chief of Staff and HQ Staff Commanders make personal contact with members who fail to attend three consecutive drills or meetings.

5. Offer, at a reasonable cost, MDDF merchandise to increase pride and awareness such as: regimental necktie, regimental lapel pin or rosette, automobile decal, etc.

6. Insure that appointment and commission certificates are processed and received within 60 days of acceptance and oath of office.

GOAL #2: MSR Recruitment

OBJECTIVES:

1. MSR staff to determine two core missions in which every member shall train in and participate.

2. MSR staff and/or members attend a minimum of two community events in their region specifically for the purpose of recruiting new members.

3. Recruit a minimum of 10 new members at enlisted or NCO grade.
GOAL #3: Headquarters Recruitment

OBJECTIVES:

1. Develop a focused recruitment program to attract the best talent available to sustain an effective, skilled and diverse volunteer pool of professionals for MDDF mission oriented commands. The recruiting effort will include working with academic institutions, professional associations and other private/governmental organizations.

2. Identify 2 new mission commands and recruit a Chief and Deputy Chief for each.

3. Recruit a minimum of 5 new members for these mission oriented commands: Medical Services, Legal Services, Chaplain Services, Finance Services, Mounted Troop.

GOAL #4: Diversity

OBJECTIVES:

1. Conduct an intensive recruiting program to target audiences of women and minorities including a recruitment presentation to a minimum of two women and/or minority organizations.
GOALS AND OBJECTIVES FOR FY 2007

MISSION

GOAL #1: Establish and provide trained CERT teams to assist first responders in communities around the State.

OBJECTIVES:

1. Strengthen information sharing and collaboration capabilities between the MDDF, the MMD and the communities they serve.

2. Participate in community based training exercises whenever practical and relevant.

3. Strengthen communications systems and capabilities within the MDDF.

4. Provide CERT teams as a volunteer resource that can assist with public safety activities to augment emergency management and response capability within communities.

5. Work with CERT trained members and other emergency service personnel in communities to devise plans for response.

TRAINING

GOAL #1: Monitor the conduct, quality and relevance of all training programs in the MSR, and support to these programs to whatever extent is needed.

1. Continue support of the CERT Program as needed.

2. Continue NIMS/ICS Training at the Awareness Level and Operational level.

3. Continue to assess training needs throughout the organization through mission assessment, performance evaluation, feedback and communication with MSRs.

4. Expand Basic Training Programs and support thereof to meet the needs of a growing Force.
READINESS

GOAL #1: Ensure the readiness of MDDF personnel to successfully conduct anticipated missions.

OBJECTIVES:

1. Regularly assess and review the training needs and programs within the MDDF.
2. Research and identify new training opportunities within the State, local community and through on-line learning centers.
3. Maintain an adequate teacher/trainer resource base in Headquarters and in each MSR.

GOAL #2: Insure the readiness of MDDF equipment and materiel is maintained and updated, on a regular basis as required, to successfully perform anticipated missions.

OBJECTIVES:

1. Headquarters: G4 will coordinate with the Finance Directorate for materiel acquisition. Needs and requests will be reviewed regularly. The G4 shall have a computerized database system in place, for recording materiel nomenclature, distinctive identification, e.g., individual barcode labels, and issue and turn-in information.
2. MSRs: Shall convey to the Headquarters G4, materiel requirements and needed replenishment of consumables as associated with their missions. MSRs shall be accountable for all non-consumable materiel, via unit or team hand receipts, and will conduct periodic inventories as requested by the G4.

RECRUITMENT

GOAL #1: Retain dedicated members of the Defense Force until retirement.

OBJECTIVES:

1. MSR Commanders, Chief of Staff and HQ Staff form a committee to review awards and decorations, make recommendations and institute changes, additions and deletions by the end of Year 3.
2. G-4 to institute a “surplus/used uniform program” so that every member has affordable access to Class A and Class B uniforms.
3. Command Staff will develop an annual program of events as follows:
   A. One staff ride program per year (members only)
   B. One formal “dining in” (members only)
C. One MDDF wide social event focused on awards and decorations (members and spouses/guests)
D. MSR’s and HQ to hold an annual holiday social in their respective regions (members and spouses/guests).

4. Commence a fund raising program to help defray the cost of social events for members.

GOAL #2: MSR Recruitment

OBJECTIVES:

1. MSR staff will add one additional unit-wide mission.

2. MSR staff and/or members attend a minimum of four community events in their region specifically for the purpose of recruiting new members.

3. Recruit a minimum of 3 new officers and 15 new members at enlisted or NCO grade.

GOAL #3: Headquarters Recruitment

OBJECTIVES:

1. Recruit one Executive Officer or Deputy for each Special Staff Officer.

2. Recruit 5 new members for these mission oriented commands: Medical Services, Legal Services, Chaplain Services, Finance Services (and other missions added in YEAR 1).

3. Establish 2 new Special Officer positions: Information Technology and Development (fund raising).

4. Increase members of the Mounted Troop by 5 new members.

GOAL #4: Diversity

OBJECTIVES:

1. Target women and minority organizations for recruitment and make a minimum of 4 recruiting presentations

2. MSR recruiting efforts will be focused on women or minorities, make at least one recruiting presentation before women’s and minority organizations in each MSR.
GOALS AND OBJECTIVES FOR FY 2009

MISSION

GOAL #1: Transform the Maryland Defense force from a strategic reserve to an operational and joint Maryland Defense Force with Army, Air components.

OBJECTIVES:

1. Provide an organized, trained, disciplined, rapid response uniformed force. Volunteers respond to State and community needs and emergency situations as defined by the Adjutant General or the Governor, and assist local authorities where such missions do not conflict.

2. Provide biomedical, chemical and HAZMAT specialty support to the MMD. The Maryland Defense Force Emergency Support Team will provide a variety of related missions in this area.

3. Provide medical surge and mass prophylaxis capabilities.

4. Provide critical infrastructure site security within the state of Maryland, Emergency Operations Centers (EOC) operations, providing security for Air National Guard installations. Support for county and state Emergency Operations Centers (EOCs).

5. Provide a team of soldiers and desk officers for each county EOC. Become part of the integrated civil, military team operating these centers.

6. Assess the feasibility of coordinating/integrating an Air Force component into the MDDF.

TRAINING

1. Identify officers and personnel to continue NICS training at the Supervisory Level (through a State sponsored course).

2. Insure that Command Staff has NICS training at the Command Level.

3. Continue critical needs assessment as our mission and roles change.
READINESS

GOAL #1: Adapt training, organizational/command structure and materiel in order to maintain full preparedness for changing missions, roles and responsibilities.

OBJECTIVES:

1. Fully utilize Information Technology resources to train personnel and to gain the knowledge and skills that will be applicable to a more diverse set of missions.

GOAL #2: Maintain up to date equipment and materiel to accomplish missions and objectives.

OBJECTIVES:

1. Acquire adequate communications and computer systems in order to provide efficient and comprehensive preparedness.

RECRUITMENT

GOAL #1: Retain dedicated members of the Defense Force until retirement.

OBJECTIVES:

1. Require that all MDDF members have Class A, Class B and Class C uniforms.
2. Increase the benefits of service to include:
   A. Group discount benefits for members and families (insurance, auto rental, travel, attractions admission, etc).
   B. Administer a fund raising program that will enable all MDDF social events to be cost free.
   C. Institute a fund raising program that will result in a scholarship pool of funds available to members for training costs, travel expenses, etc.

GOAL #2: MSR Recruitment

OBJECTIVES:

1. Increase the strength of MSRs to a minimum of 50 troops each.

GOAL #3: Headquarters Recruitment

OBJECTIVES:

1. Recruit 5 new Special Staff Officers and 5 new Executive Officers to serve Special Staff Officers respectively.
2. Increase the Mounted Troop to 12 members.

3. Recruit 10 new members for each mission oriented command.

GOAL #4: Diversity

OBJECTIVES:

1. Insure that women or minorities are adequately represented in each MSR and on Headquarters staff.