



Montana Defense Alliance (MTDA) Program of Work

Purpose:

The purpose of MTDA is to represent local and statewide military interests with one voice and a single message. MTDA's key partners include Cascade County, the City of Great Falls, Great Falls Area Chamber of Commerce, the Great Falls International Airport, and Great Falls Development Authority. These primary community stakeholders are committed to support, retain, attract, and enhance military missions locally and throughout Montana.

Strategies:

1. Develop and review annually, a strategic plan designed to retain, attract, and enhance military missions:
 - a. Evaluate opportunities and challenges facing Malmstrom Air Force Base (MAFB) and Montana Air National Guard (MTANG)
 - b. Engage Air Force leadership at all levels to evaluate needs, concerns, and defense trends
 - c. Assess storage and surge capabilities of current military infrastructure
 - d. Explore the potential for joint mission basing at MAFB and MTANG
2. Prepare for a future Base Realignment and Closure (BRAC) round:
 - a. Lead community support efforts to defend community against a BRAC
 - b. Monitor Congressional BRAC activity and discussions
 - c. Develop a BRAC sub-committee as needed
 - d. Facilitate BRAC preparedness, response, and implementation
 - e. Establish community financial support program to defend against closure
3. Actively engage federal, state, county, and local elected officials and key civilian leadership in DoD:
 - a. Lead local, state and federal military lobbying efforts
 - b. Read, analyze, and act on relevant DoD planning efforts and reports
 - c. Define missions best suited to local assets
 - d. Provide policy recommendations to federal, state, and local elected leadership
4. Strengthen communication between military leadership and community leadership:
 - a. Actively liaison with Air Force commands at federal, state, and local levels
 - b. Be ever present at key military functions, events, retirements, change of commands, and other highly visible events

- c. Communicate MTDA's strategic plan to City, County, State, Federal and Chamber leadership through formal and informal briefings
 - d. Educate MTDA membership and the community at large about military affairs
 - 1) Participate in DoD provided education venues, such as Air War College and military forums
 - 2) Actively participate in Association of Defense Communities
5. Broadly support efforts of other Montana military organizations and defense related agencies:
- a. Identify opportunities to develop industry that supports the missions of MTANG, MAFB and statewide military organizations
 - b. Pursue opportunities to develop educational and military research and development interests in Great Falls region
 - c. Reach out to other federal and state agencies that may complement Montana Military missions or use similar defense related technologies
 - d. Keep lines of communications open between MTDA and the Department of Homeland Security, Federal Aviation Administration, National Air and Space Administration

MTDA Membership:

1. Members of the MTDA will be Great Falls Area Chamber members or courtesy members in good standing.
2. Any person or firm in Montana eligible for membership is permitted to enroll more than one member upon full payment of investment for each person. Where a firm has more than one full paid investment, they will be entitled to all privileges of any other investor.
3. A quorum shall be declared and business transacted at any duly called full investors meeting when at least 30 percent of the active investors are present.
4. Each investor shall pay an initial first year enrollment of \$300.00. Yearly investments thereafter shall be established by the Executive Committee in a standard amount of \$300.00 annually, unless additional assessments are deemed necessary and approved by the Executive Committee. Donations may be made at any time in any amount. Any dues or donations provided are non-refundable.
5. Primary stakeholders annual investment shall be determined by the primary stakeholders based on law, bylaws, budgets, etc. The primary stakeholder's annual investment shall be no less than the established annual fees identified in paragraph 4. above.
6. No investment may be transferred without the approval of the Executive Committee.
7. There shall be one, non-voting ex-officio, position on the MTDA Executive Committee for a Military Affairs Committee (MAC) representative. This

representative may be the MAC Chair or appointed from the MAC Executive Committee.

MTDA Structure:

1. The Executive Committee shall consist of 11 members who shall have primary responsibility to carry out the Program of Work identified by the MTDA.
2. The Executive Committee members will include:
 - a. Five Permanent voting members (primary stakeholders) shall be: Cascade County Commissioner, City of Great Falls Commissioner or City Manager, Great Falls International Airport Authority Commissioner or Director as appointed by the Chair, Great Falls Development Authority Board member or President as appointed by the Chair, Great Falls Area Chamber of Commerce Board Member or President as appointed by the Chair. (Note: It would be desirable to have the Commission Chairs or Board Chairs fill these specific positions. However, time constraints and/or knowledge base should be considered to appoint the most qualified individual to represent the organization. The Chairs may still sign official documents as the organizations representative.)
 - b. 6 members at large from the paid investors.
 - c. One, non-voting, ex-officio member from the Military Affairs Committee. This member shall not be counted with regards to a quorum.
 - d. After the first year, the size of the Executive Committee shall be determined by the sitting Executive Committee, but not more than 11 voting members including the permanent members, members-at-large and one ex-officio member not counted as a voting member.
2. The Executive Committee shall elect a Chair and Vice-Chair annually, following elections/appointments of new members-at-large.
3. Succession to office is permissible with the exception of the Chair who normally may not serve more than two (2) consecutive years. The Chair may serve longer than two consecutive years if the Executive Committee believes it is in the best interest of the organization
4. At large Executive Committee members shall serve staggered three (3) year terms and are to be elected in September of each year by secret ballot by the paid investors.
5. A four-person nominating committee shall be appointed 30 days prior to election from the MTDA membership to develop potential candidates and will be chaired by the current Vice-Chair.
6. Additional nominations will be accepted from the membership by petition with nominees' names, nominees' signature of acceptance and supporting signatures from 10% of the active membership.

8. In the event an at large vacancy on the Executive Committee becomes available, the Chair may appoint to fill that vacancy for the remainder of the term as approved by a simple majority of the Executive Committee.

General Operating Guidelines:

1. The Executive Committee has the authority to determine how and when to respond to specific issues and initiate specific lobbying efforts based on identified strategies. Travel in support of identified strategies will be determined by a 2/3's (two-thirds) vote of the Executive Committee.
2. A quorum shall be declared and business transacted at any duly called Executive Committee meeting when a simple majority is present.
3. In general, activities of the MTDA are designed to enable flexibility, responsiveness and timely actions.
4. Attendance. Attendance is a critical aspect of serving on the Executive Committee in order to achieve a quorum and to remain current on issues and MTDA positions.
5. Excused absences. Any member who cannot attend a regularly scheduled meeting may be excused by the Executive Committee if they notify the Chair or the Chamber, in advance of the scheduled meeting, they will not be able to attend.
6. A member of the Executive Committee cannot miss more than three consecutive or four total unexcused meetings.
7. A simple majority of the full Executive Committee may dismiss an Executive Committee member if they believe poor attendance is not in the best interest of the organization.
8. Conflict of Interest. If an Executive Committee member has a conflict of interest of any sort, it would be in their and the organizations best interest not to serve on the MTDA Executive Committee.
9. The MTDA Chair, or his designated representative, will be the official spokesperson for the organization
10. The Executive Committee will provide reports on a monthly basis on activities, travel, requested support and action items:
 - a. Requested support can come from the MAC, BAC, investors and other individuals or organizations as appropriate.
 - b. Travel shall be documented with a trip report outlining purpose, contacts and actions
 - c. Actions items should include desired goal(s)

Financial Accountability:

1. The MTDA will be self-supporting and all investments shall be considered Board Designated funds for the MTDA use only.
2. The MTDA Treasurer (appointed by the Executive Committee who will not be the Chair or Vice-Chair) will be responsible for evaluating and maintaining status of accounts for the MTDA.
3. All funds of the MTDA shall be disbursed only upon a 2/3's majority approval of the Executive Committee.
4. No appropriation of money shall be made, no contracts shall be signed or any: obligation entered into, except by the approval of the Executive Committee:
 - a. Contracts should be signed by the Chamber President/CEO
 - b. No agreements or obligations shall encumber any of the primary Stakeholders or investors
5. The Chair of the Executive Committee will work with the Chamber and develop a budget for the upcoming year to be submitted by August 31 of each year.