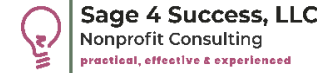


2025 Operational Plan – *Spring Board Update*



This operational plan does not include all work areas, programs, or duties of MACD. Rather, key objectives/actions were defined for 2024 based on the goals and strategies laid out in the overarching 2022-2027 MACD Strategic Plan.

1. BOARD AND GOVERNANCE

GOAL: In three-years, MACD will have an active, revitalized board of directors with infrastructure and systems in place to meet government required fiduciary responsibilities.

Objectives / Actions	Who	Status Report
Review and revise Board Manual for 2025	Becca	Additional revision needed and will be completed in 2025.
Reach out to Tribal Conservation Districts and identify how MACD could be of value to them (and engage them in membership and governance)	Becca, Board Committee (to be assigned)	MACD has tribal CD contacts on mailing lists for DD and TMC.
Create advisory Councils to increase member engagement (review, consider, and implement)	Governance Committee, Becca	EO Associate Member (previous goal) was implemented in 2023. Further discussion needed regarding advisory councils
Review and modify board processes and operations for engagement and to encourage "the next generation" of board members	Governance Committee, Becca	Discussion will start in summer 2025 as recruitment begins for open board seats
Develop and begin process for Strategic Planning	Becca, Terry, Exec or Gov Committee	In process - will engage board in preliminary planning at Spring Board 2025. Additional work will be done at Convention 2025.

2. ORGANIZATIONAL INFRASTRUCTURE

GOAL: In three years, MACD will have strengthened our operational structure by creating written policies and procedures to provide consistency in board, staff, and organizational operations.

Objectives / Actions	Who	Status Report
Formalize the process for sunseting/amending resolutions.	Resolutions and Policy Committee, Becca	Resolution review in 2022 will have all those resolutions sunseting in 2027. We need to finalize a review process and sunseting timeline that goes beyond a deep-dive review every 5 years.
Finish Staff and Operations Manual for Internal Use	All Helena Office staff	Initial draft created with structure for staff to add to their work areas.
Consider and redevelop MACD Programs Work Group	TBD	No action in 2024. This was moved over from 2024 operational plan. This work group will only be redeveloped if there is a need.

3. FINANCIAL MANAGEMENT

GOAL: In three-years, MACD will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting, transparency, and management reporting systems.

Objectives / Actions	Who	Status Report
Outline a more detailed annual financial calendar to make sure all reports and filings are completed on time (ex. 990's, grant reporting deadlines, SOS report, etc)	LaDara	In development. Basic calendar started in 2024. LaDara will work on this for MACD operations (also including maintenance)
Update manual for MACD and Workmosis that describes workflows and processes	LaDara	Annual review & revision will be required
Revise MACD Accounts Payable process for (1) efficiency and (2) checks and balances	LaDara	MACD has transitioned to Bill.com and revised agreement with Workmosis to continue reconciliation, checks and balances, etc. while also keeping tasks in office that are simpler for MACD Ops Manager to do.

Review and consider revising MACD Accounts Receivable processes	LaDara and Sara	Moved to bill.com. This has increased efficiency for staff and provided a clearer tracking system.
Create a new chart of accounts and systems to streamline grant billing for staff time Implement Quickbooks TSheets.	Becca Workmosis	-Completed for the start of 2025. -Workmosios held training on new TSheets for MACD Staff.
Review Fiscal sponsorship and MOU with Bridger Plant Materials Center	TBD, Finance Committee	No action in 2024. At this time, they do not want to form a legally separate entity. (This may be moved to a board committee for discussion)

4. GRANTS, PROGRAMMING & TECHNICAL SERVICES

GOAL: In three-years, MACD will have strengthened and expanded our value and support to conservation districts through grant-making, programming, and operational administrative and technical support.

Grant-making. We do this to streamline funding for conservation districts by providing easy access to state, federal and other monies..		
Objectives/Actions	Who	Status Report
Determine if MACD should have a name for all funding that MACD receives and distributes (ex. Local Conservation Fund, etc)	TBD	Not yet started. TBD on need given the current funding landscape.
Create systems to ensure compliant grant management and reporting.	Seth, with support from Finance Committee and Becca as needed	Progress made in 2025 to clean-up and standardize MACD grant management and reporting. Work will continue into summer and fall 2025.
Engage in Natural Resource Grants Working Group (NRGWG) on behalf of CDs and to integrate with MT Conservation Menu	Madi and Seth	In process, presentation of Conservation Menu at 4/23 NRGWG NRGWG Meeting scheduled following 2025 Spring Board
Investigate potential funding and resources that MACD could pursue to support districts (decrease their administrative burden when applying for funds).	Madi, Seth, and Becca	(Ex. subawards under NRCS agreement) - This will depend on the funding landscape. Preliminary review/discussion took place in February 2025. Further discussion needed given the current funding landscape.

Develop breakdown of staff-time by grant for the 2025 calendar year	Seth, with support from LaDara and Madi	This did not happen within the 2024 program/grant management. It is in process for 2025 with a basic breakdown in place
Programming. We do this to support conservation districts and partners in implementing conservation strategies and programs in their areas. <i>Key strategies for accomplishing this goal include:</i>		
Objectives/Actions	Who	Status Report
Collaborate with partners to leverage capacity and resources to increase district services, programming, and implementation of on-the-ground conservation.	All Staff	In process - currently in discussion with DNRC about new resources for CDs (HR, etc)
Explore potential for STAR (Saving Tomorrow's Agriculture Resource) program for Montana CDs	Madi and Becca	Engagement with STAR committee. Given loss of federal funds, MACD may explore alternatives.
Operational Administration and Technical Support. We do this to assist conservation districts in expanding and leveraging their ability to do their work effectively and efficiently.		
Objectives/Actions	Who	Status Report
Successfully launch Montana Conservation Menu and develop governance process for continued maintenance	Update: Lacey and Michael Initial launch: Madi, LaDara, and Becca also supporting	-Montana Conservation Menu successfully launched in January 2025 -Work flow process in place (will adapt and update as needed) -Governance with MWCC needs to be developed
Review cooperative resources available to districts and what gaps/needs still exist (and if MACD can help fill them) <ul style="list-style-type: none"> - Continue to fill out online Resource Library (Lacey) - explore other opportunities in 2025 	All staff	(Past/ongoing examples include CD health insurance, MTCM, Grant writing, funding for owls, shared zoom account, etc) -CD health insurance launched with SWMITC and Mountain Health Co-op at the end of 2024 -Benefit series led by DNRC (with MACD collaborating) in April/May 2025 -2 day trainings (Grant writing and grant mgmt) launched, with 1on1 support for CDs also available

5. EDUCATION AND TRAINING

GOAL: In three-years, MACD will have developed educational opportunities for conservation districts that provide for professional growth, increased competencies, and effectiveness.

<i>Objectives/Actions</i>	<i>Who</i>	<i>Status Report</i>
Consider currently available peer-to-peer learning (Roundtables, etc) and opportunities for expansion or improvement (online discussion forum, supervisor peer-to-peer, centralized resource library, etc).	Lacey, all staff contribute as relevant	- Centralized resource library now in place - hubs on website. Need to continue updating resources into 2025 -Need to consider what can be further improved or developed.
Enhance district training opportunities and programming options at MACD Annual Convention	Madi	-Utilize feedback from 2024 Convention -consider funding sources to provide technical funding -Grant writing already in place for 2025 convention
Increase CD supervisor and staff opportunities (through funding and scholarships) to attend Soil Health Symposium	Madi	-Funding for 2025 SHS through PSI included CDs. -MACD looking at funding opportunities for 2026
Coordinate training resources and opportunities provided to districts by partners to ensure needs are met, including the creation of a training calendar.	Terry facilitating process	-In 2024 MACD developed a training competency document outlining areas that we are focused on. CDB and the EO used the same template to develop training competency schedules for their organization and agency. This tool will help partners understand where each is focusing and areas to be filled. More discussion needed in 2025
2025-2026 Grant writing and Management training for CDs and partners	LaDara	-First training in December 2024 -Madi pulled together the original grant proposal. Work transitioned to LaDara for 2025. - Both workshops have successfully been held with a plan to use up remaining seats before 2025 convention

5. ADVOCACY

GOAL: In three years, MACD will have created relationships, systems, and partnerships, to effectively influence conservation efforts through education and advocacy of policy makers, conservation districts, and the public.

<i>Objectives /Actions</i>	<i>Who</i>	<i>Status Report</i>
Further define/develop the policy prioritization outlined in the Resolutions and Committees Document, per 2025 legislative session	Legislative Committee	Will start in summer 2025 - sometime after the legislative session ends
Develop resources in preparation for the 2025 legislative session <ul style="list-style-type: none">- legislative brochure- consider new online resources- revisit structure for bill tracker	Becca, Lacey, Legislative Committee	-Becca using new legislative bill tracking software -MACD still has online Bill Tracker spreadsheet for districts to quickly find key info -Lacey created CD one-pager for session
Host 2025 Legislative Meet & Greet with partners in January	Becca, Madi	-Completed and successful
Maintain new CD funding in 2025 session	Legislative Committee, MACD Board, Becca	-MACD testified on bills that could have impacted CD funding in the coal trust and spendable side
Host legislative testimony training in Dec or January	Becca	Completed in December, more trainings will be hosted as needed

6. COMMUNICATIONS

GOAL: In three-years, MACD will have developed communication strategies and structures that support transparency, strong relationships, and engagement with conservation districts, partners, and the public.

Objectives/Actions -	Who	Status Report
Work with DNRC on the communications structure and support to CDs - strategize and identify needs and potential changes to communications specialist focus	Lacey, Madi, DNRC	Ongoing. Will be part of proposal for new Grant (this process for new RFP delayed from July 2024 - pending Grant process at DNRC) Expected in next biennium. MACD is having to float communications duties for the time being.
Develop literature that clearly articulates the value MACD provides to districts.	Lacey	-Value statement in annual report. -Basic one pager for Rotunda Day and DC trip. Room for development of additional materials in 2025
Develop a summary of MACD impact through programs, services, advocacy (Annual Report)	Lacey (lead) + all staff	Lacey has started the 2024/2025 Annual report for distribution by Area Meetings at the latest
Review overall technology strategy, with particular focus on vulnerabilities and long-term viability of the WordPress multi-site.	Lacey, Contracted develop	Plan to have consultant support, funded through DNRC Comms agreement. Lacey and Becca have spoken with several developers and are awaiting funds in the next communications grant to fund this work.
Expand marketing materials/structure for MACD	Lacey (Madi supporting as needed)	Some marketing materials developed as part of the statewide campaign (DNRC led) and through previous WMG Grant. New materials and campaign will be developed under next Comms grant (expected August 2025 start)
Create MACD Digital Develop Plan (social media, digital marketing, etc)	Lacey and Solomon	-Planning process started
Finish CD video series for launch in 2025	Solomon	-Top priority for Solomon's work plan in 2025. in process with launch by Area Meetings.

7. FUNDING

GOAL: In three-years, MACD will have improved current funding streams and developed new sources of revenue through expanded grant opportunities, corporate and private support, and increased capacity of local conservation districts to raise money.

<i>Objectives/Actions</i>	<i>Who</i>	<i>Status Report</i>
Review MACD's website and update for donor convenience.	Madi, Lacey	Madi is working on the development of this page and the addition of membership options through an online giving platform.
Review available donor/contact management systems	Madi	
MACD will focus on revised sponsor structure and securing sponsorships earlier	Madi, with support from other staff on events	In process
Develop a written donor thank-you system	Madi	
Pursue funding to continue or expand successful programs (1) Existing programs/work areas that need funding <ul style="list-style-type: none"> - Conservation Menu (2) Existing programs that could be improved or expanded <ul style="list-style-type: none"> - Soil Health Symposium (general, scholarships, etc) - Match for programs, etc. (3) Funding for previously one-off programs that were successful, or needs explicitly highlighted by CDs <ul style="list-style-type: none"> - Needs highlighted in district funding survey (ex. HR support for CDs) - Previous one-off opportunities that could be made permanent (ex. tech funding for CDs) 	Seth & Madi (Support from Becca as needed)	-Conservation Menu - funding in progress, including sponsorships -Exploring program improvements, revised structure for R4R created -Increasing support for existing work through foundation funding
Develop Fundraising Roles within MACD Staff and Board	Madi, with support from Terry	-Fundraising policies approved -Determine need for MACD Fundraising Committee - Should consider duties for Fundraising Committee, either as subset of an existing committee or a new committee / work group

8. MACD STAFFING

GOAL: In three-years, MACD will have maintained a positive and supportive work environment in the MACD office through the creation of job descriptions, infrastructure, and sufficient qualified, trained, and competitively compensated staff to administer programs and manage the organization.

Objectives/Actions	Who	Status Report
Develop current and future staffing charts outlining hiring priorities and ensure all staff have clear work plans for 2025	Becca, Executive Committee	- MACD has updated its 2025 organizational chart - Staff work plans created
Revise annual staff annual evaluation process	Becca and Terry	Mid year reviews with process outlined by Terry Profota June or July 2025
Acquire funds for staff training	All Staff	- Look at IWT -MNA all access pass purchased -considering professional development needs in 2025 work plans
Review and update employee manual	Becca, Terry	Employee manual updated and sent to formal HR firm for review of compliance.
Update new staff onboarding documents	LaDara and Becca	-Checklist created for on and offboarding. Fillable documents have been made and updated, with secure file transfer available.