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Tools for Measuring Effectiveness

The Competent Board



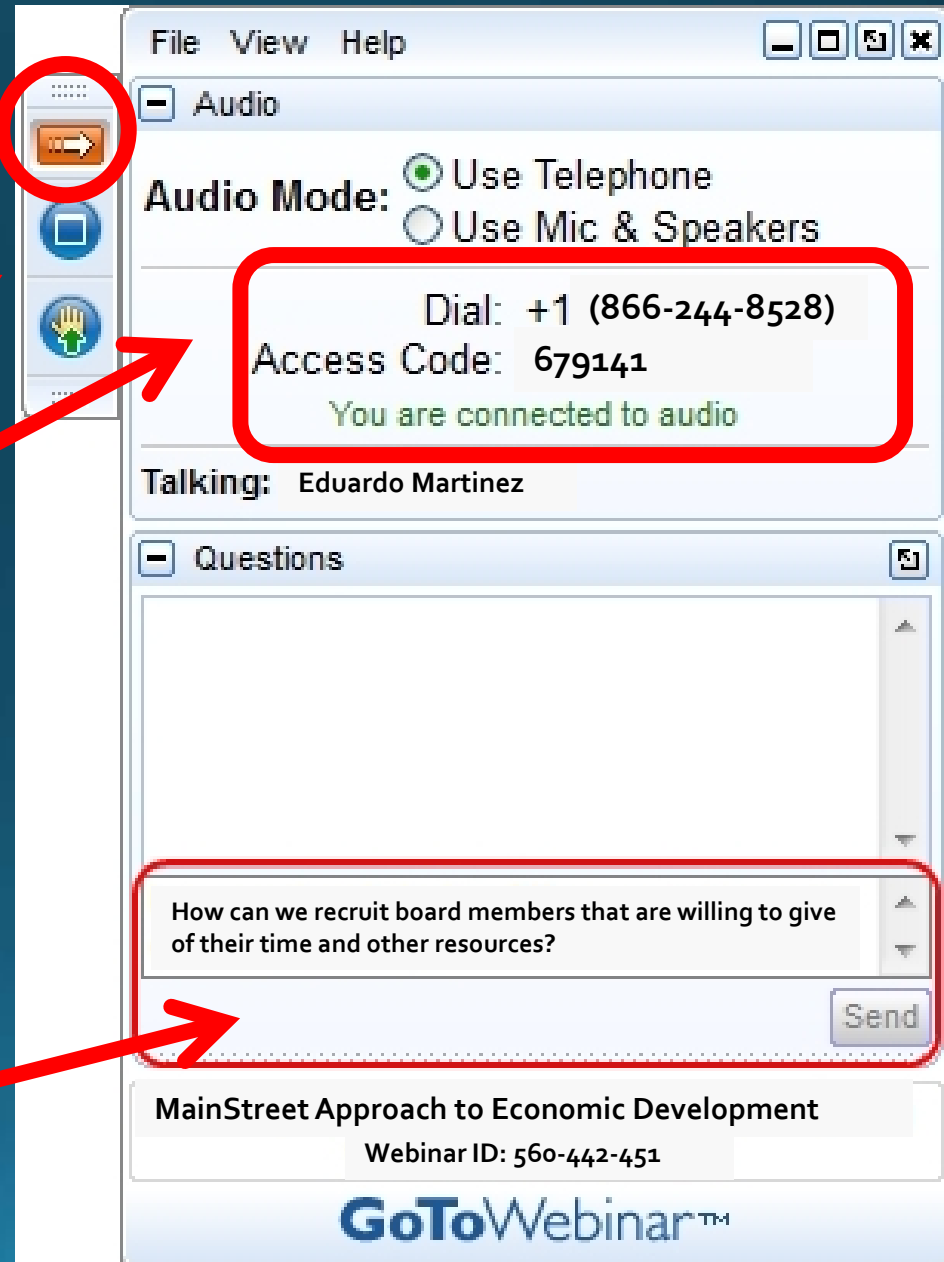
Tools for Measuring Effectiveness

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The GoToWebinar Interface

1. 20 minute presentation via “audio only” mode
2. Webinar controls
3. Listen on computer/device or by calling in to the conference #
4. 10-40 minutes for Q&A (type in question box)



Webinar Overview

1. Elements of the Competent Nonprofit Board
2. Measuring Effectiveness
 - Staff
 - Volunteers
 - Partners
 - Board
 - Organization



Eduardo Martinez

***NMMS Revitalization Specialist in
Organization and Leadership
Development***

The Proficient Board

Comprised of Board Members that are:

- Knowledgeable of their roles and responsibilities
- Engaged in the work of the organization
- Ready to commit resources
- Willing to be an Ambassador for the organization
- Attentive to the present, with an eye to the future
- Ready to serve with integrity



The Competent Board

- Understand responsibilities of ambassadorship
- Strong partnership with the Executive
- Energetic
- Focus on oversight (ethics, legal, compliance)
- Accountability
- Listening, Learning



"What gets measured, gets done"



Life Cycle Capacity-Builders

Established

Ascent

Decline

Deployment

Concept

Closure

- Administrative Systems -
- Financial Resources -
- Board of Directors -
- Management/Leadership -
- Programs and Services -
- External Opportunities -

Board and Director Characteristics

Developmental Stage	Board Characteristics	Executive Director Characteristics
Concept	<ul style="list-style-type: none"> There is no Board of Directors 	<ul style="list-style-type: none"> Highly motivated, self-confident. Able to articulate future vision.
Deployment	<ul style="list-style-type: none"> Sets mission, purpose, objectives Decisive, motivate, action oriented 	<ul style="list-style-type: none"> Highly motivated, confident in self Confident in organization Strong technical ability Willing to take risks
Ascent, Growth	<ul style="list-style-type: none"> Creative, decisive. Not reactionary Greater focus on governance Less focus on management 	<ul style="list-style-type: none"> Has operational and personnel skills Decisive Can manage stress
Established	<ul style="list-style-type: none"> Stable membership Strong leadership qualities Diverse skills and talents 	<ul style="list-style-type: none"> Good understanding of operations Thorough knowledge of organization Manages organizational values Good communicator
Descent, Decline	<ul style="list-style-type: none"> Action oriented, mission focused Sets goals 	<ul style="list-style-type: none"> Willing to take risks Able to cut expenses Strong leadership ability
Re-engineer, Reinvigorate	<ul style="list-style-type: none"> Motivated, involved Has financial expertise Committed to organization's survival 	<ul style="list-style-type: none"> Strong, decisive, almost dictatorial Deep personal commitment to org. Has operational/financial knowledge
Closure, Terminal	<ul style="list-style-type: none"> Program and client focus 	<ul style="list-style-type: none"> Must be a good negotiator Client focus, operation oriented



Financial Goals

Developmental Stage	Financial Goals
Concept	<ul style="list-style-type: none">• Obtain funding or Financing for the organization and its services.
Deployment	<ul style="list-style-type: none">• Obtain startup grants or contracts.• Operate in “break-even” mode.
Ascent, Growth	<ul style="list-style-type: none">• Continue “break even” with diverse programs, revenues.• Plan for, create surpluses.• Understand and budget administrative costs.• Obtain cash flow or working capital loans to finance delays in receivables.
Established	<ul style="list-style-type: none">• Develop fund balances.• Create an operating reserve.• Develop an endowment and/or take on a mortgage.
Descent, Decline	<ul style="list-style-type: none">• Cut back on expenses.• Do not drain cash reserves.
Re-engineer, Reinvigorate	<ul style="list-style-type: none">• Create a financial plan to pay off creditors.• Cut back to minimal levels required to provide stable services.



The Board – Executive Partnership

Clearly delineate
roles and
responsibilities
for each

PROGRAMMING

Assess stakeholder/client needs	ED
Oversee evaluation of products, services and programs	ED
Develop new programs or revise current programs	ED
Approve new programs or major revisions to current programs	Joint
Maintain program records; prepare program reports	ED
Determine if the organization is being effective in achieving its mission (Review program evaluation, client/customer surveys. Hold meetings with constituents or clients etc.)	Board

FINANCIAL PLANNING, MANAGEMENT, AND OVERSIGHT

Prepare operating and capital budget	ED
Finalize and approve budget	Board
Ensure that expenditures are within budget	ED
Approve expenditures outside authorized budget levels	Board
Provide for the periodic audits and financial reviews	Board
Develop financial policies and procedures , including policies related to private inurement, retention of records, conflict of interest, and whistleblower policies	ED
Approve financial policies and monitor that policies are being followed.	Board
Ensure that there is adequate segregation of financial duties so that no one person is	



The Board – Executive Partnership

Start with the
Job Description

The successful applicant will be expected to engage and support:

1. **Resource Development:** The Director shall help grow the organization's resources and ability to disseminate grants. The Director shall assist with developing and implementing strategies to mobilize resources for community development initiatives throughout New Mexico by identifying resources, partners, and organizations for asset-based economic development projects
2. **Partner Development:** Director is expected to build partnerships across a variety of rural/community development stakeholders.
3. **Operations:** Director will support day-to-day operations for the tax-exempt (non-profit corporation), including managing grant-making activities. The Director shall represent the organization and community to local, state, and national constituencies. The Director shall assist with maintaining records and reports, technical resource files and libraries. The Director shall assist with monitoring the annual budget and maintaining financial records of grants, disbursements, expensed and revenues and will prepare regular reports to the Board of Directors and/or funding partners.
4. **Technical Assistance:** The Director may be required to provide some basic technical assistance to assist rural and underserved communities with implementation of community development projects that enhance access to economic well-being and build family economic security. Some travel to rural communities is expected.
5. **Communications:** Director will implement public relations and programmatic communications on key program areas in support of the NMRA mission and goals. The Director will assist with online communications, including website updates, social media, and other communications tools.
6. **Research:** Director will be expected to be able to perform basic research towards supporting statewide asset-based community economic development practices and initiatives.
7. **Policy/Advocacy:** Director should expect to assist the Board of Directors with development and mobilization of advocacy efforts that support and advance community resilience practices and asset-based community development approaches (including community economic development practices).

The Executive Director must be sensitive to community and place-based issues and work with local, regional and statewide stakeholders to advance community initiatives. The Executive Director must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in an independent environment.



The Board – Executive Partnership

Set performance goals and benchmarks at the start of each fiscal year

Scope of Services

In conjunction with the NMRA Board, the Executive Director is responsible for the following areas of work:

1. **Resource Development:** The Director shall help grow the organization's resources and ability to disseminate grants. The Director shall assist with developing and implementing strategies to mobilize resources for community development initiatives throughout New Mexico by identifying resources, partners, and organizations for asset-based economic development projects. Tasks may include, but are not limited to:
 - Identification of, and application for government and/or foundation grants.
 - Donor development, recruitment and solicitation of funds (or other resources) from individuals, corporations or institutions.
 - Implementation of online giving initiatives and other fundraising events.
 - Coordination and/or management donor records, grant reports, and other relevant databases.
 - Implementation of donor acknowledgement/recognition communications and databases relevant to NMRA's resource development activities.
2. **Partner Development:** Director is expected to build partnerships across a variety of rural/community development stakeholders. Tasks may include, but are not limited to:
 - Identification, recruitment and coordination of partnerships and relationships that advance the mission and vision of the organization towards building of healthy and resilient communities in New Mexico.
 - Preparation of agreements as needed to formalize partnerships towards the implementation of specific programming and activities in support of collaborative practices.
 - Establish partnerships that leverage and/or maximize resources and impacts of NMRA

3. **Operations:** Director will support day-to-day operations for the tax-exempt (non-profit corporation), including managing grant-making activities. Tasks may include, but are not limited to:
 - Represent the organization and community to local, state, and national constituencies.
 - Assist with maintaining records and reports, technical resource files and libraries.
 - Assist with monitoring the annual budget and maintaining financial records of grants, disbursements, expensed and revenues and will prepare regular reports to the Board of Directors and/or funding partners.
 - Assist with processing of invoices, payments and other financial instruments of, or presented to the organization by vendors, contractors and/or fiscally-sponsored projects.
 - Assist with delivery, monitoring and tracking of grants provided by the NMRA for community development projects and initiatives.
 - Attend board meetings and other community meeting/events are relevant to the advancement of the NMRA mission and its priorities; assist the board of directors with preparation for its regular meeting and achievement of its governance duties.
 - Prepare and submit all registration reports to local, state and federal regulatory agencies including the NM Secretary of State, the NM Attorney General, and the Internal Revenue Service.
 - In conjunction with the board of directors, developing strategies for advancing community resiliency by identifying resources, partners, and organizations that can assist with revitalization and assisting the board and committees with developing and implementing an action plan and projects based on program goals and objectives.
 - Supervise other staff, contractors or volunteers as needed.
 - Attend all trainings, professional development activities, and planning meetings as relevant to fulfill the responsibilities specified by funders and relevant to the mission of the organization.
4. **Technical Assistance:** The Director may be required to provide some basic technical assistance to assist rural and underserved communities with implementation of community development projects that enhance access to economic well-being and build family economic security. Some travel to rural communities is expected. Tasks may include, but are not limited to:
 - Coordinate convenings, town hall meetings and other forums as needed to collect community and/or partner input or feedback in the advancement of NMRA's mission.
 - Provide, where applicable, direct technical assistance, educational programs and trainings to community individuals and partners in support of community economic development practices and community resiliency; assist and develop the capacity of individuals and organizations to carry out a variety of community development activities.

The Board – Executive Partnership

Evaluate:

Monthly

NMRA Executive Director Report March 18, 2016 through April 15, 2016

The mission of the New Mexico Resiliency Alliance is to strengthen New Mexico's rural and underserved communities' capacity and resiliency through mobilizing and leveraging resources that enhance the economic vibrancy and quality of life of its residents.

Resource Development

Task: Yates Proposal	Update: By early May, submit new proposal to PY Foundation for gift based on "program of services" as discussed this winter.
Task: Research and Refine Grant Opportunities	Update: Ongoing. Upcoming deadlines include: USDA, Con Alma, Bank of America Foundation, Wells Fargo Foundation
Task: Research possibility of USDA funding/partnership	Update: Schedule meeting with Terry Brunner to discuss
Task: Annual Day of Giving	Update: Need to launch new website, advertise via social media, and get all board members to participate in outreach. Are other advertising strategies needed?
Task: Pursue donations/networking via former Friends of NMMS	Update: Need to schedule meeting with Carol R. and Dale D. to discuss potential

Partner Development

Task: Further refine/formalize RCF grantmaking process with NMMS	Update: Have followed process determined with NMMS for 2016. Need to evaluate prior to meeting with McCune on May 11 th .
Task: Finalize MOA with NMMS	Update: Only need Eduardo's signature.
Task: Meet with McCune Foundation staff regarding big picture topics related to leadership on rural development issues, etc.	Update: Met with McCune staff on March 4 th and have a follow-up meeting scheduled for May 11 th .
Task: Invite Susan Wilger of National Center for Frontier Communities to present to NMRA Board	Targeted date: Nelsy has invited Susan to come at the May board meeting.
Task: Begin to build network of partners to better communicate and provide TA for non-NMMS grants	Update: Need to determine how best to do this. Convene potential partners to discuss common issues, strategies, work, regional needs?

Operations

Task: Grant-Making/Management	Update: McCune 2015 grant report submitted. McCune 2016 award received. NMMS applications have been received and are being reviewed.
Task: NMRA Financial Management	Update: Have continued to "clean-up" our Quickbooks accounting system. This for IFC and monthly



The Board – Executive Partnership

Evaluate:

Quarterly

Promote and encourage niche tourism by capitalizing on Los Alamos' historic and scientific significance

The leading majority of tourists that come to Los Alamos come here for our town's history and science. The Visitor Center reports that people want to tour the Bradbury Science Museum and Historical museum. This economic transformation strategy is a no brainer. Los Alamos MainStreet will capitalize on this tourism niche that expands to include culture and art through the Creative District.

4-Point Actions:

Economic Vitality

- Strategic planning for ScienceFest – The Secret City Unlocked. Each year programming will be revised to bring in new and returning visitors to experience unique elements of the event throughout the downtown.
- Estimated return of investment suggests that every person that attends the event spends approximately \$10 downtown. With over 11,000 attendees to this event over \$110,000 in spend downtown.

Promotion

- Signature Event – Los Alamos ScienceFest. Los Alamos is place of world changing creative ideas and science. Los Alamos ScienceFest celebrates the history and science of our town through engaging activities and events for people of all ages. This event is well attended and draws visitors from across the state and beyond. Over the course of 4 days ScienceFest serves up experiences of all kinds including historical tours, artifact showcases, educational and artistic lectures, exhibitions, and contests such as the drone obstacle course, shows at the local theater and in the park, a festival complete with a beer garden and concert series, a full day dedicated to rockets, and so much more!
- Our Mission: We aim to celebrate the scientific heritage and excellence of our community by showcasing cultural activities for people of all ages. We accomplish this through:
 1. Allowing people to connect with real scientists and engineers and to draw connections to the role of science in their daily lives
 2. Raising awareness of the importance of STEM education, and encouraging youth interest in STEM with possible future careers in these fields
 3. Connecting our visitors with avenues to experience new science and technology as an opportunity for enrichment

Design

- Phase II of Central Avenue Streetscape Project continues into late October from 9th Street to 15th Street on Central Avenue. This design allows the historical 1940's design to be implemented through new streetlights, benches, trash and recycling bins and bike racks.
- The newly designated Manhattan Project National Historical Park has had a significant impact on tourism. The temporary facade of the replica of the

Outcomes

- Greater numbers of residents, area workers and visitors come into the district
- Sales in district increase
- Gross receipts tax in the district increase
- Return out of town visitors to ScienceFest
- Connects visitors with avenues to experience new science and technology as an opportunity for enrichment
- Enrichment of partnership with the municipality to work together and accomplish greater economic development
- Create a sense of place through the Design of historical streetscape
- Increase in event attendance



The Board – Executive Partnership

Evaluate:

Annually

Executive Director's Annual Assessment

Please mark the appropriate response for each question.

Organization Program Development and Delivery

1. Ensures that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Unknown
2. Provides leadership in developing program and organizational plans with the Board of Directors and staff.	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Unknown
3. Meets or exceeds program goals in quantity and quality.	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Unknown
4. Evaluates how well goals and objectives have been met.	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Unknown
5. Demonstrates quality of analysis and judgment in program planning, implementation, and evaluation.	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Unknown
6. Shows creativity and initiative in creating new programs.	<input type="checkbox"/> Exceptional	<input type="checkbox"/> Satisfactory
	<input type="checkbox"/> Unsatisfactory	<input type="checkbox"/> Unknown



The Board – Executive Partnership

Evaluate:
Annually

- Projects
- Engagement
- Strengths
- Work Habits
- Communication
- Identify Areas that need improvement

- I. **ONGOING RESPONSIBILITIES:** *evaluate performance in terms of the basic and ongoing functions of the job:*

Chris continues to be an outstanding director for Main Street. Chris has done an excellent job leading the organization, maintaining the office, and representing Main Street well to the public. Chris's leadership and planning abilities have enabled the board to expand its fund-raising income by 15%. Chris was instrumental in working with Rotary to expand this year's ~~FallFest~~ children's activities and in recruiting three new businesses to downtown.
- II. **2015 SPECIAL ACTIVITIES:** *evaluate performance in terms of completing the outcomes, results, and products assigned in the employee performance plan:*
 - F. Design and launch a new downtown marketing/branding campaign – despite setbacks with the committee, this program is now underway. Chris did a great job of rescuing this project after the lead volunteer left; staff leadership was essential in launching this effort.
 - G. Find new office space for the organization by October 30 – a new lease was signed by June 15 and the new Main Street was functional by September 3.
 - H. Strengthen the relationship between Main Street and the tourism board by identifying and implementing one cooperative project. This project was not achieved.
 - I. Represent Main Street on the city's parking task force – Chris has been an excellent representative of downtowns' needs as well as the board's opinion. Chris has maintained great communication about the work of the taskforce, and involving Bud ~~Crabsalot~~ was a stroke of genius.
 - J. Oversee the work of the market analysis consultant – good work in this regard. Consultant is behind schedule, but that is not through any action or inaction on the part of Chris
- III. **2015 EMPLOYEE DEVELOPMENT OBJECTIVES:** *evaluate performance in terms of completing the skill-building activities identified in the employee performance plan:*
 - C. Continue to strengthen public speaking skills – Chris attended a training session and has become active in Toastmasters; speaking skills continue to improve.



How are your Volunteers doing?

- Professionalism
 1. Knows your mission, goals
 2. Confidentiality
 3. Relates well w/ public, shows poise
- Reliability/Responsibility
 4. Takes on, completes assignments
 5. Timely
- Effectiveness
 6. Gets the task done
 7. Communicates well
 8. Engenders partnerships



How is “our” Board doing?

At least once per year, conduct a self-evaluation of:

- Directors
- Meeting Processes
- Board Development (and Succession)
- Management (of Finances, Director)
- Compliance
- Planning and Strategy Development
- Committees and Taskforces

For stronger evaluation:

Collect input from Staff

Solicit feedback from partners, constituents (every 3-4 years)



How is our Board doing?

2. MEETING ORGANIZATION

a. The number and length of Board meetings is appropriate.	1 2 3 4 5 dk
b. Directors have sufficient opportunity to provide input to the meeting agendas.	1 2 3 4 5 dk
c. Agenda items that should appear on a regular basis are adequately addressed (finances, projects, committee updates, etc).	1 2 3 4 5 dk
d. Directors receive all necessary materials in advance of Board meetings.	1 2 3 4 5 dk
e. Directors are provided with up to date information that support data-driven decision making.	1 2 3 4 5 dk

3. MEETING EFFECTIVENESS

a. Agenda items are well structured and complete.	1 2 3 4 5 dk
b. Agenda items are adequately completed by the end of meetings.	1 2 3 4 5 dk
c. Discussion of key issues has a balance of perspectives and addresses the needs of the community AND the organization.	1 2 3 4 5 dk
d. The Board effectively delegates tasks to staff and committees.	1 2 3 4 5 dk
e. Board debate and discussion is constructive in tone and respectful of differing views.	1 2 3 4 5 dk
f. Reports from Committees are sufficient to give non-Committee members an understanding of the key issues.	1 2 3 4 5 dk



Evaluating the Organization

Progress with Projects (short term)

Outputs (short term)

Outcomes

Systems and Processes



ETS and Projects

<p>Four Point Activities & Projects:</p>	<p>property values</p>
<p>Economic Vitality</p> <ol style="list-style-type: none"> 1. Market ACT Downtown to district businesses and facilitate its implementation 2. Use digital marketing methods (social media and website) to promote entertainment and dining-related businesses 3. Target “Vines” restaurant space for restaurant business recruitment 4. Identify other potential business recruitment targets to support development of dining and entertainment district 	<ol style="list-style-type: none"> 4. Greater community awareness of entertainment/dining options 5. Increased business foot traffic and attendance at events
<p>Promotion</p> <ol style="list-style-type: none"> 1. Request NMMS technical assistance to develop branding and marketing campaign, with emphasis on Shop Local, with input from partner organizations 2. Request NMMS technical assistance to assess and strengthen existing/past events 3. Continue implementation of annual events that support dining and entertainment district, particularly those that utilize the two downtown event venues, the Yam Theater and the Star Gazer 4. Continue management of the Yam Theater and explore additional uses to draw people to the venue and district 	<ol style="list-style-type: none"> 6. Additional funds generated for operating expenses and programs
<p>Design</p> <ol style="list-style-type: none"> 1. Continue façade grant improvement program; expand to include volunteer façade squads 2. Facilitate trash can maintenance partnership with merchants 3. Design and purchase banners for district light poles 	
<p>Organization</p> <ol style="list-style-type: none"> 1. Work with municipality to establish a MRA and develop a plan 2. Build partnerships with other organizations and businesses that will assist with the implementation of ETS projects and activities 	

OUTPUTS VS. OUTCOMES

OUTPUTS (what we do)		OUTCOMES (what changed? what was the impact?)		
Activities (what we do)	Participation (who we reach)	Short Term KNOWLEDGE	Medium Term ACTIONS	Long Term CONDITIONS
Training	Participants	Learning	Behaviors	Economic
Workshops	Clients	Awareness	Practices	Social
Meetings	Agencies	Knowledge	Decisions	Civic
Service Deliv.	Stakeholders	Attitudes	Policies	Environmental
Product Dev.	Customers	Skills		
Assess	Partners	Opinion		
Facilitate				
Map				
Partner				

Quarterly Reporting



Los Alamos MainStreet Program Reinvestment Statistics January 2003 - December 2016

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL 2003-2016
Net Number of New Businesses	1	7	8	10	5	6	14	10	22	24	17	13	31	19	187
Number of Business Expansions	1	6	3	8	1	2	1	2	3	4	2				33
Number of Building Rehabilitations	1	11	13	28	9	4	4	17	2	14	2	8	19	28	160
Dollars of Private Reinvestment	\$120,000	\$1,610,056	\$3,318,094	\$423,677	\$693,949	\$817,700	\$80,100	\$518,170	\$1,117,200	\$1,102,594	\$70,798	\$340,511	\$2,116,509	\$470,888	\$12,800,246
Number of Public Projects			14	20	14	45	35	48	10	16	16	9	13	12	252
Dollars of Public Investment			\$925,789	\$2,432,375	\$1,916,765	\$3,786,986	\$17,443,688	\$8,196,912	\$941,827	\$2,969,093	\$5,381,726	\$3,519,168	\$2,073,613	\$3,659,773	\$53,247,715
Number of Joint Public/Private Projects			2	1				1	7	4				3	18
Dollars Invested in Public/Private Projects			\$3,349,286	\$596,614					\$1,491,873	\$56,434				\$327,493	\$5,821,700
Number of New Buildings Constructed	4	4								4	4				16
Dollars Invested in New Bldg Const	\$19,400,000	\$20,300								\$24,912,399	\$31,809,306				\$76,142,005
Number of Net New Jobs		42	51	46	27	45	77	33	69	117	56	56	159	58	836
Number of Public Sector Grants				1	1	5			2	5					14
Dollars of Public Sector Grants				\$200,000	\$81,000	\$217,629			\$183,730	\$38,700					\$721,059
Number of Private Sector Grants		1								1	7		1		10
Dollars of Private Sector Grants										\$3,000	\$4,416		\$800		\$8,216
Number of Special Events		4	3	3	20	31	5	9	5	4	16	4	4	11	119
Dollars of Special Event Profits		\$46,552					\$1,500	\$7,500		\$9					\$55,561
Number of Promotions		2		17	13			7	9	5				1	54
Dollars of Promotion Profits															
Number of Rental Housing Units						135									135
Number of Owner Housing Units															
Volunteer Hours*				464	564	569	884	1,496	2,855	4,294	3,040	3,867	5,993	5,301	29,327

* NMMS began tracking volunteer hours in July 2006.

Quarterly Reports Show Great 2016 Performance for MainStreet Programs!



Keith Kjelstrom <keithkjelstrom@gmail.com> sent by [1 more](#)

Wednesday, January 4, 2017 at 11:02 AM

To: nmms-managers; nmms-board-presidents

[Unsubscribe](#)

Dear Executive Directors and Board Presidents:

Our statewide New Mexico MainStreet network faces a brand new year of community building. If we pause to reflect on the impressive success

SOME NMMS STATEWIDE STATS, CALENDAR YEAR 2016:

Number of Private Building Rehabilitation Projects: 304

Dollars of Private Building Rehabilitation Projects: \$30,717,670

Number of Net New Businesses: 142

Number of Net New Jobs: 694

Number of Public Sector Improvement Projects: 43

Dollars of Public Sector Improvement Projects: \$14,199,371

Number of New Buildings: 7

Cost of New Buildings: \$10,739,771

Volunteer Hours: 30,955

Thank you for devoting your careful attention to consistently completing and turning in your NMMS reports on time each quarter. (Only 2 outstanding status back up to date.) Overall, though, the network-wide track record is stellar -- Your program's individual performance statistics are important to our work. Be sure to use the statewide results along with your local performance statistics to tell your story and illustrate your potential.

Evaluating Promotions/Events

EVALUATING MAIN STREET PROMOTIONS

Implementing an event is only half the battle in a successful promotion. After the event has occurred, a thorough evaluation will help you identify the strengths and weaknesses of your event. Armed with this information, you can then improve the event or similar events in the future. Benefits of evaluating events and measuring results include:

- Credibility for the organization:
 - with event sponsors
 - with event participants
 - with district businesses
 - with the public in general

- Identification of current and future target markets

The evaluation should measure:

- ☑ Attendance: who and how many?
- ☑ Volunteer, participant, and merchant attitudes: how did they feel about the event? Did they feel the event generated recognition and awareness for the district? How well did the logistics of the event need to be improved?
- ☑ Sales volume (if retail sales was a component of the event)
- ☑ Media value for sponsors: did sponsors receive sufficient coverage?

Ways to measure attendance:

- ☑ Pedestrian counts: count at random locations and different times
- ☑ Parking volume: calculate number of cars and approximate number of people per car



NMSC's Ten Standards

1. Implements a comprehensive MainStreet **work** plan.
2. Adequate operating **budget** for the program.
3. **Active board / volunteers** implementing the Four Points Approach.
4. Paid professional **staff** (Executive Director).
5. Reports key **statistics**.
6. **Broad-based community support** for the commercial district revitalization process (public and private sectors).
7. **Vision and mission statements** relevant to community conditions and to the local MainStreet program's organizational stage.
8. Maintain a **historic preservation** ethic.
9. Ongoing **training** for staff and volunteers.
10. Maintains current membership with National Main Street Center.



NMSC's Ten Standards

1. Local MainStreet program has a comprehensive Main Street Work Plan.

A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities. It reinforces the program's accountability both within the organization and also in the broader community and provides measurable objectives by which the program can track its progress.

Guidelines:

- Organization has a written work plan that includes activities in each of the 4 Points (design, organization, promotion, and economic vitality) that supports the two Economic Transformation Strategies (ETS) for the district.
- Organization has identified (and implements) an overarching Capacity-Building Strategy to support operational success and sustainability.
- The work plan contains measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
- Work plan is reviewed and updated annually. The board and committees/taskforces are involved in developing and adopting the annual work plan.
- The Work plan distributes activities and tasks to a broad range of volunteers and program participants.
- There has been significant progress in each of the Four Points based on the work plan submitted for the previous year.

Identify the process used for developing and implementing work plans; describe who was involved in implementing project tasks. List Four Points projects (Design, Economic Vitality, Promotions, Organization) in your current work plan:

2. Local MainStreet program has an adequate operating budget.

A sustainable Main Street program has financial resources to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures (in its early years, it may need less money than in its growth years).

Guidelines:

- The Main Street program's budget should be adequate to achieve the program's goals.
- Organization and its local government partner meets guidelines for a minimum operations budget relative to community size (\$25,000 for population less than 5,000; \$45,000 for population between 5,000 and 15,000; \$60,000 for population between 15,000 and 50,000; \$100,000 for population over 50,000).
- Budget contains funds adequate to cover the salary and benefits of staff, office expenses, travel, professional development, and committee activities.



The Annual Site Visit

Annual Budget and Salary Survey
Response to the Ten Standards

Partnerships
ETS/Four Points Projects
Board Operations
Advancing Outcomes



The Gap Analysis

Checklist for Organizational Assessment/Document Review Process

Please provide, where applicable any information related to:

Programs and **Projects**

- Description of major projects or activities (last 2 years)
- Project staff assignments
- Key programmatic **partners** (last 5 years)

Staffing

- Staff/volunteer roster and bios
- Staff/volunteer position descriptions
- Organizational chart/staffing pattern
- Staff/volunteer skills and competencies: needed, desired, filled or unfilled

Reports

- Annual reports (last 3 years)
- Project** evaluation reports for major projects (last 3 years)
- Organizational assessment/evaluation reports (last 5 years)
- Customer/partner feedback** surveys (tools/instruments, results)

Operational Processes and Related Documentation

- Policy and procedures** manuals, employee handbooks, etc.
- Fiscal** and/or operational process descriptions
- Sample forms for **contracts, partner agreements, invoicing, etc.**

Planning, Assessment or Other Structural Information

- Previous/historical strategic plan(s)
- Logic models, theory of change, etc.
- Fundraising or **resource development** plans(s)
- Marketing/**communications** plan(s)
- Organizational budget
- Any descriptions related to **structural changes** in design of staffing patterns, goals, strategies, mission, vision, etc (sometimes excerpts from Board minutes will suffice)
- Key organizational lessons learned or modifications
- Description of any key concerns, problems, issues that may affect operations or org. activities
- Description of **technological tools** used in supporting organizational activities (conferencing, communications, analysis, data collection, reporting, etc)



Tell the Story!

ScienceFest 2016 Event Report



Los Alamos Main Gate Park With Vintage Cars on ScienceFest Festival Day, July 16, 2016

Event Date: July 13-17, 2016, 4.5 days
 Activities within the Production: 27
 Number of organizations Providing Assistance: 39
 Approximate Number of Attendees: 11,000 +

MISSION
 The mission of Los Alamos ScienceFest is to celebrate the scientific heritage and excitement by showcasing cultural activities for people of all ages.

GOALS

- Showcase the remarkable science and technology community of Los Alamos
- Draw people to the central business district and support a vibrant downtown

AUDIENCE

- » Primary Audience: New Mexico festival-going individuals, families and scientists
- » Secondary Audience: Los Alamos working professionals and their families

VIP Party

A special VIP party was held to thank sponsors, partners and volunteers for their efforts, time, and talent that went to making this event possible. Of course it was a spy theme and attendees were to dress the part. Photo (right) is our Los Alamos Representative, Stephanie Garcia Richards, getting in on the act. A great time was had by all - approximately 100 "spies" attended. It was suggested that next year it be a ticketed event to raise dollars for ScienceFest.



Festival Day



Activities included interactive science exhibits, a Spy Academy Agent Training Center, scavenger hunt, Science & Suds talks, Drone Zone obstacle course, robots, a bomb model, 3D app booth, NM True Spy Tours and other historic tours, Chalk Walk with 3D art, jumpy houses, information booth with giveaways of an Apple Watch, Smart Watch, concert blankets, super spy kit, and hover board.

The social media contest (photo left) was a hit with attendees with a giveaway of a polaroid camera and film. Instructions were given to included hashtags that included #NMTrue #NewMexicoTrue. The beer/wine garden with musical entertainment, called "Lyrics and Libations" gave attendees a chance to relax.

ECONOMIC IMPACT

Attendance was conservatively estimated at 4,000+ people. Approximately 25% of attendees were from out of town. 6% were from Albuquerque and 7% were from Santa Fe. Attendees came from 15 states and 4 countries.

Overall economic impact was impressive. If each of the 11,000 attendees spent a conservatively estimated \$10 in the community, that represents \$110,000 in economic impact brought in to Los Alamos and the State of New Mexico by ScienceFest. The \$10 dollar figure was determined through the National MainStreet Association's guideline for average dollars spent downtown while attending an event.

Sponsorship from New Mexico Tourism had a significant positive economic impact for Los Alamos. Los Alamos MainStreet produced the marketing and advertising for Los Alamos ScienceFest in coordination with the County of Los Alamos. Ryn Herrmann served as Marketing Chair, and coordinated with Griffin and Associates and the New Mexico Department of Tourism to produce local and regional advertising.



Questions?

The screenshot shows a web browser window with the address bar displaying <https://www.youtube.com/user/NewMexicoMainStreet>. The YouTube logo is visible in the top left, and the search bar contains the text "new mexico mainstreet". The channel banner features a colorful, stylized illustration of a city street scene with the text "New Mexico MainStreet" overlaid. Below the banner, the channel name "NM MainStreet" is displayed, along with a "Subscribed" button and a notification bell icon showing 17 notifications. The navigation menu includes "Home", "Videos", "Playlists", "Channels", "Discussion", and "About".

What to watch next

- ENGAGING ALL YOUR BOARD MEMBERS IN THE FUNDRAISING PROCESS**
Board Development Training Series – March 29, 2017
Amy M. Barnhart
NMMS Revitalization Specialist
Capacity-Building & Fundraising
27:39
- Board Topics**
• Finance Report
• Community Board
• Fundraising Board
• Marketing Board
• The fundraising Board
39:29
- Annual Performance Reviews**
• Understanding
• Preparation
• Presentation
• Presentation
• Presentation
• Presentation
48:36
- Annual Performance Reviews**
• Understanding
• Preparation
• Presentation
• Presentation
• Presentation
• Presentation
29:50
- NMMS Webinar Jan 25: Powerful Practices: Tips for Creating the Board You Need**
by NM MainStreet
51 views 4 months ago
- NMMS Webinar August 31: Preparing for the Annual Performance Review**
by NM MainStreet
53 views 8 months ago
- NMMS Webinar June 29: Overview of the New Main Street America Brand**
by NM MainStreet
29 views 11 months ago

Featured Channels

- VisitNewMexico**
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