

MICHIGAN MAIN STREET

LOCAL MAIN STREET BOARD SELF-ASSESSMENT TOOL



Michigan Main Street

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

LOCAL MAIN STREET BOARD PERFORMANCE SELF ASSESSMENT TOOL

This Board performance self-assessment is intended to help you identify the foundational strengths of the Main Street Board and Main Street Organization and to prioritize opportunities for the coming years. Not only will the responses to this survey provide a way for the Board to identify future technical assistance and training support needs, but it will also provide a baseline to measure progress over time on these foundational criteria for Board members and the entire Main Street Organization. The intent of this tool is that it be used annually to re-assess progress and priorities, offering a consistent way to measure success and recognize your most important priorities for on-going Board development.

This tool is informed by universal Board best practices and aligns with Board development materials and training provided to your Main Street Organization through Michigan Main Street. Each section offers statements that, if true, reflect the practices and behaviors of a high-performing Board.

Completing a self-assessment is an opportunity to align the performance of your Main Street Organization with the operational and cultural strength of your Board. The tool assumes that Board members have completed a Board member orientation, participated in Board member training and have access to Board and organizational foundational and development documents and materials.

INSTRUCTIONS FOR COMPLETING YOUR SELF-ASSESSMENT

- Provide the self-assessment to each of your Board members.
- Establish and communicate a deadline for completing the tool.
- Respondents will read each statement and consider its applicability to the existing processes and systems of your Main Street Board and/or organization. There are three possible answer choices:
 - Yes, and meets organizational needs.
 - *Select this answer if your Main Street Organization actively and consistently demonstrates this criterion and has processes in place to support its sustainability.*
 - Yes, and needs improvement to meet organizational needs.
 - *Select this answer if your Main Street Organization has taken steps toward actively and consistently demonstrating this criterion and recognizes that work needs to be done to ensure sustainability.*
 - No; does not meet organizational needs.
 - *Select this answer if your Main Street Organization does not demonstrate this criterion and might need to consider this a priority for Board development.*
- Gather the completed assessments from Board members and compile the results. You will look for how closely, or how far apart are the individual responses. Note where there is alignment, and where responses diverge.
- It is recommended that the Board hold a special meeting to review and engage in a dialogue about the compiled results. Guiding questions might include:
 - *What might you be noticing about these results?*
 - *What stands out?*
 - *What results, if any might require more exploration?*
- Ask Board members to individually select the top three criterion they believe most important to address over the next twelve months. Record these criteria on chart paper. Open the floor for additional dialogue or input. Provide each Board member with three votes (the “dot” method works well for this purpose) and have them select their top three from the compiled list. The three criteria with the most votes are the areas the Board will focus on for its development activities over the next twelve months.
- Share the outcome of this activity with your Michigan Main Street specialist to guide decision-making for technical assistance and training activities.

PART ONE: MAIN STREET BOARD AND ORGANIZATION SELF ASSESSMENT TOOL

This Board performance self-assessment is intended to help you identify the foundational strengths of the Main Street Board and Main Street Organization and to prioritize opportunities for the coming years. This tool will be used to guide decision-making for future technical assistance and trainings. It also provides an opportunity for your Main Street Board to prioritize your Board development activities.

Please read each criteria statement and select the most appropriate response. **Please complete and return your self-assessment to:** _____ **by:** _____

Criteria	Yes, and meets organizational needs.	Yes, and needs improvement to meet organizational needs.	No; does not meet organizational needs.
COMPOSITION AND RECRUITMENT			
The Board represents a diversity of skills, community stakeholders, previous Board experience and tenure on the Board.			
There is a clear and demonstrated understanding of who is responsible for recruiting and processing potential Board members.			
The Board pro-actively identifies and maintains a pool of qualified, potential members.			
Board tenure is limited to ensure a steady supply of new Board members and the addition of new perspectives into the organization.			
Tools and systems such as a Board Member Profile, Board Member Composition Matrix, and Board Member Application exist and are utilized to accurately track Board member tenure and guide recruitment planning.			
COMMITMENT, ORIENTATION AND TRAINING			
All current and potential Board members understand and are willing to commit to the duties and responsibilities of serving on the Main Street Board. This is demonstrated through such actions as members signing an Annual Letter of Commitment that outlines the expectations and responsibilities of Main Street Board members.			
Minimum attendance requirements for Board meetings exist and are collaboratively enforced by the entire Board.			
Board orientation and development activities begin immediately and continue throughout the tenure of every Board member. This is demonstrated in part by the Board Member Handbook/Package provided to each member.			

Initial orientation includes at a minimum, a comprehensive introduction to and understanding of the Main Street District (map and boundaries), the funding structure, and the Main Street Four-Point Approach.			
All Board members actively participate in a minimum number of training and continuing education opportunities, on an annual basis.			
ORGANIZATIONAL STRUCTURE			
If applicable, an Executive Committee exists and performs specific and clearly understood functions designed to handle matters during and between meetings.			
There is a clear and demonstrated understanding of the role of the Main Street Executive Director and his/her relationship with the Main Street Board.			
The Executive Director is evaluated on an annual basis, based on performance criteria aligned with an outlined description of duties and the Main Street Organization's strategy(ies), goals and measures of success.			
A committee or project team structure exists to support the implementation of Board-defined strategy(ies.), goals and measures of success through the development of work plans led by volunteers			
All Board members increase organizational capacity and demonstrate leadership through actively participating on committees/project teams. Minimum participation requirements are established and enforced at the Main Street Board level.			
BOARD AT WORK			
The by-laws are current and accurately reflect the procedures by which the Board transacts its business.			
Every Board member understands and participates in the process of developing effective policies to address genuine organizational needs.			
<p>The organization has developed, documented and enforces the following core policies:</p> <ul style="list-style-type: none"> • Conflict of Interest • Code of Ethics • Whistleblower • Financial Policies & Procedures • Safety • Employee Relations 			

<p>The Main Street Organization’s Mission, Vision and Strategic Direction are defined, understood and demonstrated by each Board member.</p>			
<p>There are processes designed and implemented to ensure a consistent and productive Board culture. These are demonstrated by our mission, vision and values statements and our performance monitoring and evaluation systems, among others.</p>			
<p>The Board regularly assesses its performance and implements improvement plans accordingly. This is demonstrated in part by completing an annual self-assessment and developing a supporting plan of technical assistance and training.</p>			
<p>Board meetings and meeting agendas are designed and conducted for maximum productivity and compliance with legal obligations, e.g. Open Meetings Act. All decisions are made in Board meetings that are open to the public.</p>			
<p>Board meeting minutes are documented and recorded to reflect attendance, agenda items, Board actions and tabled items.</p>			
<p>The internal communication flow between Board members, the Executive Director and committee/project team participants is defined and clearly understood by all participants.</p>			
<p>All Board members are willing and able to communicate the mission and work of the Main Street Organization with the public and key stakeholders, and do so in a cohesive and unified manner.</p>			
<p>The Main Street Organization recruits and maintains a qualified volunteer base sufficient to accomplish its goals.</p>			
<p>There is an active structure in place to appropriately develop the capacity of volunteers, including a leadership pipeline (i.e. facilitating the development of a volunteer from the level of a task volunteer to project/team lead and eventually to Board Member).</p>			
<p>The Board determines an appropriate financial structure and oversees the financial management of the organization.</p>			
<p>The Board identifies and secures adequate financial resources for the organization to fulfill its mission and programming.</p>			