



Biennial Memorandum of Understanding (MOU)

July 1, 2017 – June 30, 2019

Between

**New Mexico MainStreet Program in the Economic Development Department and
The County of Los Alamos and Los Alamos Commerce and Development, a MainStreet
Project**

The state of New Mexico's Economic Development Department seeks to increase the number of jobs and businesses, sustain and expand existing businesses, mitigate commercial leakage, support local entrepreneurs in start-ups, and improve property values within traditional and historic commercial districts. To that end, it has dedicated resources, professional assistance and services to partnering municipalities and a local non-profit organization representing stakeholders within the designated commercial district through the New Mexico MainStreet, New Mexico Arts & Cultural District, Frontier Communities Initiative and Historic Theaters Initiative programs. The partners of this MOU agree to dedicate collaborative resources, adopt local governing body economic growth and revitalization tools, and establish economic development funding for operations and program implementation to restore economic vitality within the MainStreet economic redevelopment district.

New Mexico MainStreet (NMMS) is a designated "Main Street America Coordinating Program" of the National Main Street Center, Inc. (NMSC), a program of the National Trust for Historic Preservation. The New Mexico Economic Development Department (NMEDD) is licensed and accredited annually to administer the NMSC's *Main Street Four-Point Approach*® downtown revitalization. It does so through NMSC's "Economic Transformation Strategies." The New Mexico MainStreet (NMMS) program is an economic development partnership program with local, eligible communities. NMEDD, by New Mexico State Statute (3-60B-1 to 3-60B-4 NMSA 1978, as amended 2013), is authorized to select programs to participate in the Accelerator Process based on the standards and principles set forth by the NMSC and when legislative appropriation allows. Local partners (the local revitalization organization and the local governing body), join their resources (human, social and financial) to directly support the economic development of the district.

As a NMSC Main Street America Coordinating Program, NMMS provides local designated state MainStreet organizations, revitalization partners and local governing body partners with resources, training, and technical services that enhance local culture and heritage, and build the economic vitality of each participating community's downtown, village plaza, town center, courthouse square, historic commercial corridor or traditional neighborhood central business district.

The local government partner (municipal, county or tribal government) financially supports the work of community economic development partnership within the dedicated MainStreet district for both operations and program implementation through a services contract with the local, state-designated MainStreet organization.

The local MainStreet organization is an economic development organization comprised of downtown stakeholders, whose programs, projects, and activities enhance the local downtown economy and contribute to the quality of life of its citizens. The organization builds local partnerships to leverage resources and buy-in for the revitalization of the district.

This MOU commits partners to the criteria defined in New Mexico MainStreet Program Guidelines (Attachment 1).

NMMS is responsible for coordinating and orchestrating resources, services and professional technical assistance to state designated local MainStreet organizations and revitalization partners through the following programs and initiatives:

- A. New Mexico MainStreet Revitalization Program Tiers. As local state designated MainStreet organizations build capacity, and are able to take on more complex revitalization projects, additional resources become available for their economic development projects.
 - 1) NMMS Revitalization Partner, designated by New Mexico MainStreet
 - 2) NMMS Accelerator Process, designated by New Mexico MainStreet
 - 3) Main Street America Affiliate Program, designated by New Mexico MainStreet
 - 4) Main Street America Accredited Program, designated by New Mexico MainStreet
- B. New Mexico State-Authorized Arts & Cultural District Program
 - 1) State Authorized Start-Up Arts & Cultural District/Compound
 - 2) State Authorized State-Certified Arts & Cultural District/Compound
- C. Frontier Communities Initiative
- D. Historic Theaters Initiative
- E. New Mexico Cultural & Heritage Corridors Initiative

This MOU covers a period of two years beginning July 1, 2017. Once fully executed by all parties on the signature page below, it replaces any previous Letters of Agreement (LOA) or MOU related to the NMMS program of the NMEDD.

I. PARTICIPATION AND COMMITMENT UNDER THIS MEMORANDUM OF UNDERSTANDING

The local Governing body of Los Alamos and Los Alamos Commerce and Development, a MainStreet Project agree to abide by the eligibility and participation requirements as set forth below. The local governing body's official representative and the steering committee or board of the local MainStreet organization have read and understand the Accreditation requirements of the NMMS Program and the NMSC's "Ten Accreditation Standards" as set forth in Attachment 1.

II. REQUIREMENTS OF THE LOCAL MAINSTREET ORGANIZATION

- A. Provide community economic growth revitalization services to the property and business owners and residents of the district through the Main Street Four-Point Approach®, and in alignment with the guidelines of the NMSC.
- B. The organization has a fully executed Memorandum of Understanding (MOU) with the Economic Development Department.
- C. The organization has a separate contract of services with the municipality and/or county government to do community development work within the designated district. The organization must supply NMMS with a copy of the executed agreement annually.
- D. Work with the local government partner (municipal, county, or tribal government) to ensure that appropriate financial revitalization tools, created through state statute for economic development (inclusive of any statutory changes), are adopted by the local government partner for the MainStreet

District. These tools include the Local Economic Development Act (LEDA), a Metropolitan Redevelopment Area (MRA) and related finance mechanisms, a Tax Increment Finance District (TIF), a Tax Increment Development District (TIDD) and/or a Business Improvement District (BID).

- E. The organization must maintain compliance with all annual nonprofit registration and reporting requirements of the New Mexico Secretary of State's Corporations Bureau, the New Mexico Attorney General's Office (Charitable Organizations Division) and Internal Revenue Service (IRS). The organization files all compliance and related documents to the NMMS Digital Dashboard.
- F. The organization in partnership with the local government, maintains the minimum required operating budget relevant to the size of the community, neighborhood or district served (Attachment 1, Table 1).
- G. The organization must have a Board of Directors with oversight of the organization's performance.
 - 1) The Board of Directors agrees to raise matching funds for operations per the specifications (Attachment 1, Table 1)
 - 2) The organization must maintain an adequate budget to support training for board members in nonprofit management and leadership and ensure board attendance requirements are met.
- H. The organization is required to establish two (2) NMMS approved Economic Transformation Strategies for the district and implement the work of the Main Street Four-Point Approach® and provide evidence of annual progress towards implementation.
 - 1) The organization must also establish up to one additional organizational development strategy that accommodates capacity-building activities not directly related to specific economic development goals.
 - 2) The organization is required to have a written work plan adopted by the Board of Directors that reflects projects and activities in each of the Four Points towards realization of outcomes of the three (3) Economic Transformation Strategies.
- I. The organization has adopted, and abides by, the following organizational policies as recommended by the IRS and the New Mexico Attorney General's office:
 - 1) Conflict of Interest policy
 - a) All members of the Board of Directors or Steering Committee must sign an annual Conflict of Interest Disclosure statement in accordance with the adopted Conflict of Interest policy.
 - 2) Records and Retention and Destruction policy,
 - 3) Whistleblower Protections policy, and
 - 4) Fiscal Controls/Financial Management policy.
- J. Upon revision to the local MainStreet organization's operational by-laws and/or amendment of its Articles of Incorporation, the local organization will provide NMMS with updated copies.
- K. The organization hires an Executive Director to oversee day-to-day operations of the nonprofit (see Attachment 1, Table 1), to provide outreach and support to the MainStreet District's constituents, attend required meetings and trainings and support the board and its committees in meeting the goals, projects, and activities the board has established.
 - 1) The Board of Directors provides the Executive Director with a written job description; an appropriate annual staff work plan based on the organization's annual work plan; and at minimum an annual job performance review-
 - 2) The Board of Directors ensures the Executive Director has an office equipped to conduct the work of the program.

- 3) Maintains adequate funding for the Executive Director's expenses in building skills knowledge and expertise to assist the organization through the trainings and programs offered by NMMS and NMSC.
- L. Meet all ten of the NMSC Accreditation Standards needed to maintain status as a Main Street America Accredited program. Provide evidence of annual compliance with all programmatic requirements of the NMMS program including legal compliance documents, annual work plans, operating budgets, assessment surveys and adoption of required policies.
- M. The organization agrees to meet all reporting requirements for NMMS.
 - 1) The organization agrees to submit Quarterly Reports to NMMS as established by the state legislature, tracking performance measures for the program. Reports are submitted according to the following schedule:
 - a) The First Quarter Report, July 1 through September 30 is due October 10.
 - b) The Second Quarter Report, Oct 1 through December 31 is due December 10
 - c) The Third Quarter Report, January through March 31 is due April 10
 - d) The Fourth Quarter Report, April 1 through June 30 is due June 10.
 - 2) The organization ensures the timely filing of all other reports and surveys required by the NMSC, the State Legislature, the NMEDD, and, where applicable, municipal and governmental partners.
- N. The organization's Staff and Board members participate in an annual NMMS assessment to review organization and staff performance.
- O. The organization will notify NMMS of any changes to contact information for the local program office, Executive Director, Board President, Board Members and Committee Chairs.

III. REQUIREMENTS OF THE LOCAL GOVERNMENT PARTNER – LOS ALAMOS COUNTY

The Main Street Four-Point Approach® for comprehensive economic growth and revitalization of historic and traditional commercial neighborhood districts requires a cooperative, working partnership of the public and private sectors to succeed.

- A. With the execution of this MOU, the NMMS program requires each local MainStreet program to have in place a resolution of financial support adopted by the local government stating its support and funding commitment to the local MainStreet organization. Each year the resolution by the governing body will need to be approved and delivered to the NMMS office as a condition of receiving services or funding from NMMS. Failure to adopt such resolution of financial support, or to provide the required financial resources, may result in the suspension of the services provided by NMMS and designation of the local organization as "inactive."
- B. NMMS requires the local government partner to enter into a contract (or similar procurement mechanism in accordance with local policies and standards) for such financial support based on the adopted District Cultural Economic Development Plan, District Master Plan or Metropolitan Redevelopment Area Plan and the ETS, with the local MainStreet organization. Contracts should specify the commitment of resources in accordance with the *New Mexico MainStreet Program Guidelines* (minimum funding contributions by the local government partner are described Attachment 1, Table 1) and shall include deliverables and/or services relevant to the revitalization of the downtown MainStreet district under the specifications of a adopted District Cultural Economic Development Plan, District Master Plan or Metropolitan Redevelopment Area Plan for the MainStreet District, and in alignment with the selected ETS for the district.
- C. Coordinate planning and implementation of revitalization projects through designated/appointed liaisons (local government Manager, Administrator, or Planning Director).

- D. Where applicable, adopt appropriate ordinances, tools (LEDA, etc.), plans (District Cultural Economic Development Plan, District Master Plan or Metropolitan Redevelopment Area Plan) and include projects on local infrastructure capital improvement plans (ICIP) to support the district revitalization. The local government partner will dedicate economic development funding to priority economic development projects identified in adopted ordinances, tools, and plans, and agrees to administer state and federal funds with the MainStreet organization partner.
- E. Partner in Public Infrastructure reinvestment in the District by administering funds in a timely manner, coordinating projects and managing capital outlay or other state or federal funds dedicated to revitalization projects.
- F. Assist the local Accelerator Steering Committee or MainStreet organization, where applicable, with collection and dissemination of relevant information, plans and statistics that support the district economic revitalization or reporting to the New Mexico State Legislature through the NMMS program.

IV. REQUIREMENTS OF THE NEW MEXICO MAINSTREET PROGRAM

NMMS, in consideration of financial resources established annually through the New Mexico State Legislature, will provide the following services to the Steering Committee participating in the Accelerator process or MainStreet communities (inclusive of the local government partner and local MainStreet organization):

- A. Through its staff or contractors, provide technical assistance relevant to the *Main Street Four-Point Approach®* and other commercial district economic growth, revitalization and management topics. Each local organization may request services from NMMS, through submission of a Service Request Form to the NMMS Director. (Attachment 1, Section IV.)
- B. Provide trainings, institutes, workshops and conferences to support the community revitalization work of organizations and local government partners, and the professional development of Executive Directors and Board Members, including Executive Director State-Certification. (Attachment 1, Section IV.)
- C. Conduct annual Accreditation Review of the local MainStreet organization, a comprehensive assessment of the program's accomplishments under the Main Street Four-Point Approach® with recommendations required of the organization as a State-Designated Revitalization Partner.
- D. Seek, manage and coordinate public resources (capital outlay, public infrastructure or other state/federal funds, and partnership grants) for the implementation of local revitalization projects.
- E. Supplies NMSC network dues, discounted registration fees for trainings, institutes, workshops and conferences, as funding is available.

V. SUBLICENSES

Designated Main Street America Affiliate and Accredited Programs must sign an annual sublicensing agreement established by the NMSC and implemented through the NMMS State Coordinating Program. The sublicensing agreements establish guidelines for participation and use of Main Street America Logos and Branding.

VI. MAIN STREET AMERICA ACCREDITATION

Consideration for Accreditation by the National Main Street Center (NMSC) applies only to organizations who implement their Economic Transformation Strategies, track and fulfill performance measures, and meet the Ten Standards of Performance established by the NMSC (Attachment 1, Section III, C).

VII. NONCOMPLIANCE

An organization that is unable to meet its programs requirements, especially organizations with minimum budget and staff salaries, or does not follow the Main Street Four-Point Approach® may be re-designated and NMMS

services may be suspended. The Economic Development Department may also notify programs of termination of the MOU at the New Mexico MainStreet Director's recommendation. Upon cancellation of the MOU, NMMS will no longer provide services to the organization and local government partner and they will be ineligible to apply for NMMS funding opportunities. The organization may be prohibited from using the Main Street name, a trademark of the National Main Street Center, Inc. Inactive programs must reapply to NMMS for designation through the NMMS Accelerator Process.

V. AGREEMENT

The parties hereunder do mutually agree that they have read and fully understand the obligations and responsibilities in operating as a partner with the New Mexico Economic Development Department's New Mexico MainStreet program as a MainStreet organization with the New Mexico MainStreet Program as stated herein and in Attachment 1 (*New Mexico MainStreet Program Guidelines*) accompanying this MOU. The parties further agree to abide by the terms of this MOU, implementing it to the best of their ability, with the assistance of services provided through the New Mexico MainStreet program, and in accordance with the Main Street Four-Point Approach® as defined by the National Main Street Center, Inc.

The local MainStreet organization, local government partner and New Mexico MainStreet program hereby mutually agree to support the revitalization of the designated MainStreet and/or Arts & Cultural District under the specifications listed herein and in Attachment 1 (*New Mexico MainStreet Program Guidelines*) accompanying this MOU.

We do hereby sign:

On behalf of New Mexico MainStreet Program, a program of the New Mexico Economic Development Department:

Director, New Mexico MainStreet Program

Date

Division Director, Economic Development Division

Date

On behalf of the Local MainStreet Organization:

President of Los Alamos MainStreet

Date

Address

City

State

Zip

On behalf of the Local Government Partner:

Chair of the Commission or County Manager

Date

Other City Representative

Date

Please enclose the annual resolution of the City Council, County Commission or Tribal Council identifying financial support for the MainStreet organization. Also attach any other working agreements or contracts between the County of Los Alamos and the Los Alamos MainStreet.



Attachment 1

New Mexico MainStreet Program Guidelines for July 1, 2017 through June 30, 2019

I. Background

Mission: The New Mexico MainStreet Program fosters economic development in the state by supporting local MainStreet revitalization organizations and their local government partner and their economic work in downtowns and the adjacent neighborhoods. The Program provides resources, education, training and services for asset-based economic growth that builds local knowledge and skills based on the Main Street Four Point Approach®, which preserves and enhances the built environment, supports district businesses and entrepreneur development, and conserves and interprets local culture and heritage resulting in increased economic vitality of each participating partnerships local MainStreet district.

New Mexico MainStreet (NMMS) is a designated “Main Street America Coordinating Program” of the National Main Street Center, Inc. (NMSC), a subsidiary of the National Trust for Historic Preservation. The New Mexico Economic Development Department (NMEDD) is licensed and accredited annually by NMSC to administer and manage the Main Street Center’s registered trademark revitalization program in New Mexico providing services, resources and technical assistance to help implement the *Main Street Four-Point Approach®* to local organizations.

NMMS is delegated by state statute (NMSA 1978, 3-60B-1 to 3-60B-4), and through NMEDD, to assist communities in building capacity in community economic development that creates jobs, supports commercial property owners, mitigates leakage, grows businesses, encourages entrepreneurs, benefits the local economy, and raises the quality of life for its residents. The NMMS program was launched in 1984 and accepted its first designated organizations in 1985. NMMS is responsible for coordinating and orchestrating resources, services, and professional technical assistance to its organizations via several programs and initiatives. For more information, visit the NMMS website: www.nmmainstreet.org.

II. New Mexico MainStreet Network Members & Benefits

The MainStreet program, and the other programs housed inside NMMS, are established as public-private, community economic development partnership programs dedicated to revitalization and economic growth of traditional and/or historic commercial centers. NMMS has established several tiers of participation for organizations. Designation as a MainStreet community is through application to NMMS and successful completion of a Readiness Assessment by the state program. NMMS provides technical assistance and support to communities concurrent with their program designation or authorization. Those include:

1. ***NMMS Revitalization Partner:*** A NMMS Revitalization Partner may consist of an organization, coordinating council, or association focused on asset-based community economic development in a traditional or historic commercial area with a specific priority around creative economy work, a cultural facility, cultural corridor, revitalization planning, and/or economic development catalytic project. This includes NMMS “State Authorized” or “Municipally Designated” Arts & Cultural Districts, and communities

under the Frontier, Historic Theaters and Cultural & Heritage Corridor Initiatives, or other programs that NMEDD or the New Mexico State Legislature may delegate under the NMMS umbrella. Communities with more than 7,500 residents that do not qualify for Frontier Community designation may apply to be a Revitalization Partner. Generally, Arts & Cultural Districts/Compounds and Historic Theaters projects may exist in perpetuity as long as the program maintains good standing with NMMS in programmatic performance and compliance areas. Duration of the membership for all other Revitalization Partners recognized by NMMS, including Frontier Community Initiatives, is for the length of the revitalization project, while maintaining the benchmarks appropriate to the tier and/or program requirements.

Benefits available to NMMS Revitalization Partners:

- Access to the e-Newsletter and network list serves for the appropriate project or initiative.
- Discounted basic registration for appropriate network meetings for up to 2 leadership members (meal or other ancillary costs may be assessed). Additional attendees may be charged a registration fee.
- Discounted basic registration for the biannual Building Creative Communities Conference.
- Technical professional assistance for one project as identified in a Letter of Agreement (LOA), MOU or Scope of Services for the program or initiative executed with NMMS; Arts & Cultural Districts/Compounds qualify for one technical assistance service each year. Services to Arts & Cultural Districts and Historic Theaters are requested via appropriate Service Request Form.

Limitations:

- Revitalization Partners are not registered as members with the NMSC.
- Other NMSC/NMMS network benefits and/or scholarships for conferences or workshops are not available.

2. ***NMMS Accelerator Process Designate:*** When Legislative funding to NMMS allows for new communities to be considered in the Main Street America program, a competitive application process will be opened by NMMS for a community revitalization group or steering committee to apply, receive a Readiness Assessment conducted by NMMS staff and consultants, be reviewed and ranked, and if eligibility criteria are met, may be selected for participation in the Accelerator process as a pathway to Main Street America designation. Those aspiring revitalization programs that have a dedicated history of at least 6 months of attendance at NMMS workshops, webinars, trainings and quarterlies will be allowed to apply. Frontier Community participants are encouraged to apply for and successfully complete two successive Frontier Community projects prior to applying for participation in the Accelerator process.

Application for the Accelerator process must include a resolution of support by a local government partner indicating philosophical and financial support for the Accelerator, and if graduating, local MainStreet program. If selected, a stakeholder group will form a steering committee responsible for the process and that will receive Accelerator services, an intensive 18-month maximum capacity-building process establishing a pathway to the NMSC Main Street America program. Failure to complete Accelerator benchmarks within the maximum 18-month period may result in the organization being placed in the Revitalization Partner tier or given the option to leave the network. Accelerator process designees receive these additional benefits:

- Comprehensive education, coaching and capacity-building assistance to establish a nonprofit revitalization organization for the purpose of advancing economic revitalization of the traditional or historic commercial district.
- Technical professional assistance in identifying initial district Economic Transformation Strategies (ETS), and completing 2 small, incremental projects annually under the Main Street America Four- Point Approach®.
- One discounted basic registration scholarship available annually to local leadership for up to three in-state Network Leadership Meetings convened by NMMS.

- Discounted basic registration for the biennial Building Creative Communities Conference.
- One discounted basic registration for the NMSC Main Street Now Conference.
- Discounted basic registration to NMMS Basic, Intermediate and Advanced trainings, webinars, workshops, quarterlies for up to 4 local Accelerator designate leaders.
- All other conferences, institutes and advanced trainings at set fee cost to local Accelerator designate leaders and members.

Limitations:

- Accelerator Process Designees are not registered as members with the NMSC.

Upon successful completion of required Accelerator process benchmarks within an 18-month period, the organization may be designated a Main Street America Affiliate or Accredited program.

3. **Main Street America Affiliate™:** As the NMSC state licensed and accredited state coordinating program, NMMS may award the Main Street America Affiliate™ designation for programs that have demonstrated a commitment to comprehensive Main Street District economic growth and revitalization and are on the pathway to achieving meaningful economic, social, physical and organizational improvements in their downtown or commercial districts.

Affiliate status is for revitalization programs that have completed the NMMS Accelerator Process benchmarks and are building their organizational capacity utilizing their Economic Transformation Strategies (ETS) that engage the Main Street Four-Point Approach® to develop their goals and annual implementation plans. Affiliate Programs are building their operational sophistication and their programmatic engagement with demonstrable economic performance toward completing goals of the ETS leading to Main Street America Accredited designation. Affiliates commit to:

- Broadly engaging community stakeholders in the economic growth and revitalization process
- Working with stakeholders to identify a unified vision, and to develop ETS, goals for district success, and appropriate organization and project performance measures
- Developing diverse and sustainable funding sources to support revitalization efforts
- Participating in available training, professional development, and networking opportunities to strengthen leadership capacity and deepen knowledge of the Main Street Four-Point Approach®
- Maintaining membership with the National Main Street Center, Inc.

Benefits and Services available to Main Street America Affiliates:

- NMSC network dues and access to benefits paid by NMMS*.
- Access to the NMMS listserv and newsletters.
- Access to Intermediate NMMS Professional Assistance based on annual biennial MOU and via approved service requests.
- Discounted basic registration for Executive Director to NMMS network leadership meetings (3 per year, exclusive of meal costs and special fees), two intermediate-level professional development trainings per year and the annual NMSC Main Street Now Conference (early-bird registration).
- Discounted fee for registration for up to three board members at NMMS network meetings (3 per year).
- Discounted basic registration for Executive Director and/or board members to NMMS Specialty/Revitalization Institutes (exclusive of meal costs or special institute fees).
- Unlimited access by board members, staff and volunteers to NMMS training webinars.
- Access to New Mexico MainStreet Accelerator Process trainings, where applicable.
- Access to financial resources for district revitalization tied to the ETS, or MRA/Master Plan, and the annual work plan (competitive application; other eligibility requirements may apply); Public

Infrastructure funding may be available for planning if the organization does not qualify for an NMFA planning grant).

4. **Main Street America Accredited™:** NMMS may also designate Main Street America Accredited programs for communities that exhibit a commitment to comprehensive economic growth, revitalization, community engagement, and rigorous outcome performance measurements.

Accredited status is for programs or organizations that demonstrate success in planning, implementing, and measuring successful Economic Transformation Strategies utilizing the Main Street Four-Point Approach®. Accredited programs have fully engaged boards, committees or task groups working in all Four Points and a full time paid Executive Director. Accredited programs establish rigorous outcome performance measurements and show achievement under all Ten Standards of Performance established by the National Main Street Center, Inc.

Main Street America Accredited Program Benefits:

- NMSC network dues and access to benefits paid by NMMS*
- Access to the NMMS listserv and newsletters.
- Access to Advanced NMMS Professional Technical Assistance based on the biennial MOU and via approved service requests.
- Bonus points in application process for advanced special projects such as Great Blocks on MainStreet, Community Initiated Development and Real Estate Development.
- Discounted basic registration for Executive Director to NMMS network leadership meetings (3 per year), three intermediate-level professional development trainings per year and the annual Main Street America Conference (early-bird registration).
- Discounted basic registration for up to three board members at NMMS network leadership meetings (3 per year).
- Discounted basic registration for one board member at the annual NMSC Main Street Now Conference (early-bird registration).
- Discounted registration for Executive Director and/or board members to NMMS Specialty/Revitalization Institutes (exclusive of meal costs or special institute fees).
- Unlimited access by board members, staff and volunteers to NMMS training webinars.
- Access to NMMS Accelerator Process trainings for new leaders, where applicable.
- Access to Public Infrastructure funds and other financial resources for district revitalization projects. Accredited programs receive bonus points in the competitive application process (other eligibility requirements may apply).
- Support by NMMS in application for the Great American Main Street Award (GAMSA).

* *National Main Street Center benefits:*

- Registration discounts for the Main Street Now Conference (Member early bird Basic) and the Main Street America Institute trainings at own cost.
- NMSC Weekly e-newsletter
- Access to the NMSC list serve
- Access to tier appropriate Main Street America Logo
- National Main Street Marketing campaigns based on NMSC logo and branding
- Free digital publications
- Online training
- Eligibility for NMSC Premier Program Recognition

5. ***MainStreet program with State-Authorized Arts & Cultural District (ACD):*** MainStreet programs having chosen and been state-authorized shall dedicate one of their ETS to ACD work.
- A fifth standing committee shall be designated as part of the MainStreet structure.
 - The fifth standing committee shall be recognized as the ACD Coordinating Council.
 - Shall meet all the statutory obligations of the Arts & Cultural District Act (2007).
 - Shall meet all policy requirements established by the State ACD Council.
 - The Coordinating Council will complete an ACD Cultural Economic Development Plan adopted by the local governing body.
 - The ACD Cultural Economic Development Plan will help guide the development of an ACD ETS to grow the District's Cultural Economy.
 - Goals of the ETS shall be integrated into the annual work plan and budget of the MainStreet organization.
 - The Cultural Economy shall include artists, artist organizations, cultural entrepreneurs, creative enterprises and industries and creative placemaking.
 - The MainStreet board is responsible for ensuring adequate staffing to the ACD Coordinating Council.
 - ACD staff and, when possible, ACD Coordinating Council members shall participate in state ACD Council programs, trainings.
 - The MainStreet board through its ACD Coordinating Council, shall ensure all creative economy benchmarks and performance measures are met.
 - Technical Assistance and services are accessed by the ACD Coordinating Council through a request for Services Form.
 - ACD Coordinating Councils may have access to grants made possible through the NM ACD Coordinator. Funding is made available from the partnering organization to the ACD Coordinating Council by application.
6. ***MainStreet Program with Historic Theater Initiative:*** MainStreet organizations that have received EDD funding for historic theaters within their district, shall develop one ETS that directly builds the district's economy around the state investment into the Theater.

III. Economic Transformation Strategies and Community Revitalization

The local MainStreet organization is required to set three (3) NMMS-approved Economic Transformation Strategies (ETS) for the District based on one of the adopted economic development plans. Of the three ETS, one should be dedicated to organizational capacity building and is not directly related to specific economic development goals. An annual work plan is developed based on the three (3) ETS. All work in the "Main Street Four-Point Approach®" (Organization, Design, Promotion, and Economic Vitality), should directly support outcomes established under the ETS strategies. Work teams, task forces or committees are established in each of the Four Points to implement projects that advance each strategy.

The prime focus of the annual performance assessment of each local organization will be based on the positive outcomes of the board and staff in meeting performance metrics in the annual work plan related to each ETS strategy and the engagement of each of the Four Points by the organization in meeting each strategy.

ETS strategies should be concrete, specifically defined, and doable with the existing resources of the local organization. Local resources include volunteers established as committees or work teams, funding, and adopted revitalization and redevelopment tools necessary for successful completion of each of the annual strategies.

Requests for NMMS services, resources and support are for achieving these annual economic development strategies.

Annual strategies are derived from:

- For communities admitted to the NMMS **Accelerator** process, the NMMS Readiness Assessment and/or Resource Team Report.
- For **Main Street America Affiliate or Accredited programs, or State Authorized Arts & Cultural Districts** having completed their Start-Up phase, the adopted District Cultural Economic Development Plan, District Master Plan or Metropolitan Redevelopment Area Plan.

Based on designation of the local organization as a Main Street America Affiliate or Main Street America Accredited program, NMMS will provide professional assistance and support through the Main Street Four-Point Approach® tied to an annual work plan and through a service request form submitted to NMMS. NMMS will work with the local governing body and the local organization to identify and apply for funding for planning and infrastructure/capital investments within the district identified as priority projects in adopted plans. Higher priority is given to those MainStreet projects on the Infrastructure Capital Improvement Plans; additional bonus points on competitive applications may also be considered.

III. Performance Requirements and Operating Standards

A. Requirements for Local MainStreet Organizations

Maintaining a Main Street America Affiliate or Accredited Program can lead to access to additional specialized technical support, incentive programs, and resources, and serves as a pre-requisite to apply for MainStreet Public Infrastructure funds and operations/project funding through NMMS Partners (MFA, NMFA, FundIt, and other federal, state and foundation grantors). Maintaining a Main Street America Accredited program also ensures access to scholarships and grants from the New Mexico Resiliency Alliance (NMRA) and its funding partners.

New Mexico MainStreet maintains a digital dashboard (www.nmmainstreet.org/dashboard/login.php) to track annual compliance filings and monitor progress toward state certification and national accreditation. Local MainStreet organizations are responsible for uploading compliance and other required filings on an annual basis.

A local MainStreet organization designated by NMMS of the NMEDD must meet or exceed the following requirements to maintain its designation:

1. *MOU*: The organization has a fully executed Memorandum of Understanding with the Economic Development Department.
2. *Contract/MOU/LOA with Local Government Partner*: It is required that the local MainStreet organization have a separate annual contract for services with the municipality and/or county to do community economic development work within the designated district, outlining expectations of the municipality and clearly defined deliverables for its financial support of the local MainStreet organization. The organization must provide NMMS with a copy of the executed agreement annually.
3. Resolution of Support and Funding by the Local Government Partner (City Council, County or Tribal Commission). Each Main Street America Affiliate or Accredited program must have in place a biennial MOU with NMEDD's NMMS program and the local governing body, along with an annual resolution adopted by the local government partner for the term of the MOU stating its support and funding commitment to the local MainStreet organization. If the resolution is for only the first year of this MOU, then a new resolution by the governing body will need to be approved and delivered to NMMS prior to services from NMMS continuing into the second year of the two-year MOU cycle. Failure to adopt such resolution of financial support, or to provide the operational resources to sustain the Public-Private Partnership may result in the suspension of the services provided by NMMS. The annual funding commitment required of the local government partner is described in Table 1 below.
4. The MainStreet organization is required to engage in fundraising and resource development activities needed to meet the minimum operational budget requirements for a Main Street America Program.

Table 1: Budget and staffing requirements for MainStreet organizations only (does not apply to Frontier Communities or Arts & Cultural districts).

	<i>Rural Community</i>	<i>Small Community</i>	<i>Mid-Size Community or Commercial Neighborhood</i>	<i>Large Community or Urban Program</i>
Population	< 5,000	5,001 - 15,000	15,001 - 50,000	> 50,000
Min. Operating Budget for Main Street America Affiliate program	\$25,000	\$45,000	\$60,000	\$100,000+
Min. Operating Budget for Main Street America Accredited Program	\$40,000	\$60,000		\$100,000+
Required Contribution to local MainStreet program by Local Gov't Partner	\$20,000	\$35,000	\$40,000	\$60,000
Executive Director Staffing Requirement, MainStreet America Affiliate (hrs/wk)	20	30		
Executive Director Staffing Requirement, MainStreet America Accredited program (hrs/wk)	20	40		
NMMS Accelerator Process Designate	\$15,000 from local government; no staffing requirement			
NMMS Revitalization Partner (MainStreet only)	Communities unable to meet budget/staffing requirements for MainStreet America Affiliate or Accredited programs			

*Note: operating at minimum budget/staffing benchmarks is usually not adequate to advance Four Point projects.

B. Participation Requirements for Local MainStreet Organizations

The MainStreet Executive Director and/or appropriate staff should attend NMMS institute trainings to build their skills and knowledge. Task force and committee chairs are encouraged to attend their corresponding Main Street Four-Point Approach® Institute. Additionally, the board president, members of the board of directors, and other organization leaders should attend NMMS training and networking events.

1. **Requirements for Executive Directors:** The Executive Director attends *all three* state-produced NMMS Network Meetings (Winter/Summer/Fall Leadership Quarterlies, biannual Building Creative Communities Conference) in the calendar year. The organization's Executive Director must complete all required one-time trainings (basic, intermediate and advanced) provided by NMMS or NMMS-affiliated training partners. An Executive Director must attend a National Main Street Conference within the first two-years of employment and at least once every four years. The organization, through reimbursement or other schedule of payment, assumes the costs of the Executive Director's participation in all required trainings.
 - a) **MainStreet Fundamentals are required for all NMMS Executive Directors: Fundamentals One-time requirements** (*Required within first year of employment*)
 - 1) **New Executive Director Orientation:** Fundamentals of the Main Street Four-Point Approach®, nonprofit management, and essential components of a MainStreet Executive Director's job.
 - 2) **Introduction to Time Management:** Basic skills and techniques for effectively managing your time in the office, for special events and projects.
 - 3) **Nonprofit Management/Leadership:** Skills for effectively leading and managing your MainStreet organization.

- 4) **Project and Event Management:** Advanced techniques for effectively managing and coordinating local MainStreet events and projects.
 - 5) **Volunteer Development:** Methods for effective volunteer recruitment, training and management.
 - b) **Intermediate One-time requirements** (*Required within the first two-years of employment*)
 6. Fundraising: Techniques and processes to adequately support the organization's efforts in resource development.
 7. Grant Writing: Training in the skills and techniques for effectively writing grants for MainStreet District events, activities and projects.
 - c) **Other requirements**
 - 8) National Main Street Conference: Attendance enables Executive Directors to keep up-to-date on the accomplishments and innovations of other MainStreet leaders nationally and attend advanced trainings in the Four Points. (All new directors must attend within first two-years of hire.)
 - 9) The Executive Director attends all three state-produced NMMS Leadership Network Meetings.
2. In addition to the basic requirements, State-Certified Directors must **complete annual training requirements** to include:
- a. **The Executive Director attends all three state-produced NMMS Leadership Network Meetings.**
 - b. **Attendance at one of the following one-day Intermediate Trainings:**
 1. New Mexico Infrastructure Conference
 2. Governor's Conference on Tourism and Hospitality
 3. A MainStreet Institute (as offered, e.g. Arts & Cultural Districts, Historic Theaters)
 4. *A comparable conference or training (prior approval required)
 - c. **Attendance at one of the following Advanced Trainings on an annual basis:**
 5. National Main Street Conference. (All Executive Directors must attend at least once every four years).
 6. **Building Creative Communities Conference (BCCC) (offered on a bi-annual basis)
 7. National Preservation's Past Forward Conference: attendance allows a unique opportunity to learn about the work of the National Trust for Historic Preservation and its national, statewide and local partners in spreading a holistic preservation ethic.
 8. Economic Development Course (Western NM University): Taken on a one-time basis, this internationally-certified course offers instruction on how to select the right combination of strategies to cost-effectively create jobs in your community.
 9. American Institute of Architects National Conference
 10. American Planning Association National Conference
 11. Urban Land Institute National Conference
 12. *A comparable conference or training (prior approval required).
- * Executive Directors wishing to substitute equivalent training courses must obtain prior written approval from NMMS and proper documentation must be provided when courses are completed.
 - **BCCC can serve either as an intermediate or advanced training the year it is offered.
3. Board President/Board Members: The local organization Board President must fully attend one of the following each year: NMMS network leadership meeting (winter or summer) or the Building Creative Communities conference. The Board President, or his/her designate must attend the NMSC conference at least once every four years. The Board President and other board members shall attend any required board member trainings established by NMMS.

C. Additional Operating Guidelines and Standards

1. *Sublicensing agreements for Main Street America Affiliate and Accredited programs:* Revitalization partners designated as a Main Street America Affiliate or Accredited program must sign an annual sublicensing agreement established by the NMSC and implemented through the NMMS Coordinating Program. The sub-licensing agreements establish guidelines for participation and requisite use of Main Street America Logos and Branding.
2. *Main Street America Accreditation:* Consideration for Accreditation by the National Main Street Center applies only to those local MainStreet organizations implementing their Economic Transformation

Strategies, tracking and fulfilling performance measures, and meeting the Ten Standards of Performance established by NMSC which are as follows:

- Has broad-based community and public-private sector support for the commercial district revitalization process:
 - Has vision and mission statements relevant to community conditions and organization organizational stage
 - Has, and follows, a comprehensive Main Street work plan each year
 - Maintains a historic preservation ethic
 - Has an active board of directors and committees
 - Maintains an adequate operating budget
 - Had a paid full-time professional Executive Director
 - Conducts a program of ongoing training for staff and volunteers
 - Monitors and reports key statistics
 - Is a current member of the National Main Street Center network
3. *Annual Report*: The local MainStreet organization will develop articles and images for the NMMS monthly e-newsletter, Annual Report and the NMMS website.
 4. Executive Directors holding State Certification for two consecutive years may apply to the NMMS Director to apply for admittance to the National Main Street Executive Director Certification. NMMS may provide reimbursement for part of the costs of the training financial upon successful completion of the National program and National certification awarded.

IV. Resources Provided by New Mexico MainStreet

NMMS is funded through the New Mexico State Legislature and provides a variety of resources to designated communities including access to professional technical assistance, economic growth and revitalization supports, networking, and education as described in the following pages:

A. Technical Assistance Services

Through its staff or contractors, NMMS will provide technical assistance in a variety of subject areas relevant to the *Main Street Four-Point Approach*® and other commercial district economic growth, revitalization and management topics. Each local organization may request on-site, email, and/or telephone consultation(s) from NMMS. Access to Technical Assistance is initiated through submission of a Service Request Form to the NMMS Director. Upon receiving the service request, the NMMS Director will assign the appropriate Program Associate(s) to coordinate design and delivery of services, on-site visits and/or other communications. Service request forms, along with descriptions of available services are available online at: nmmainstreet.org/resources.php.

Technical Assistance services include, but are not limited to:

1. *Organization*: Organizational development consultants provide facilitation in strategic planning, visioning and mission statements, work plan development, fundraising, leadership and volunteer development, succession planning, non-profit management, committee training, staff training, and continuous quality improvement of the program.
2. *Marketing and Promotion*: Promotion, Marketing and Graphic Design specialists offer assistance with image development and branding, marketing strategies, logo design, promotional and collateral materials development, event planning, visual merchandising, media relationships, online/social media, publicity and advertising.
3. *Economic Vitality*: Economists and business development specialists provide technical assistance and training in market analysis, business strengthening and recruitment, real estate development, economic

development incentives, revitalization financing tools, placemaking, and program progress and impacts monitoring.

4. *Architectural and Design Services:* Architects and Planners provide conceptual design services for façade improvements, floor plans, parking, landscape, signage and interior improvements. Each local program is eligible to receive architectural services for two design projects per year.
5. *Design Intensives:* Specialized, local volunteer-driven, on-site design intensives are offered by the NMMS Design Team to an Accelerator Steering Committee or MainStreet organization through application in the following areas: MainStreet Interiors, MainStreet Placemaking, and MainStreet Façade Squad, and other architectural restoration. See the NMMS website for further information on these initiatives.
6. *Planning and Historic Preservation:* Planners and design professionals provide assistance in “placemaking,” historic preservation, community-based planning processes, streetscape design, vehicular and pedestrian circulation enhancements, parks, way-finding design, district master planning, metropolitan redevelopment plans, urban planning, and zoning.
7. *Arts & Cultural Resources Development:* Cultural Resource consultants, in partnership with staff and consultants from New Mexico Arts, offer technical assistance and services related to protection, development and promotion of arts and cultural resources, cultural facilities and historic properties to enhance the local creative economy supporting cultural entrepreneurs, creative enterprises and industries.

B. Trainings, Institutes, Workshops, and Conferences

1. *Leadership Orientation:* NMMS provides leadership orientation for MainStreet Executive Directors, Presidents and board members on coordinating, managing, guiding and building capacity, resiliency and sustainability of the MainStreet non-profit organization.
2. *Organization Orientation:* NMMS provides basic orientation on the Main Street Four-Point Approach® for local organization staff, new board and committee members, and other interested members of the community.
3. *Accelerator Process:* NMMS provides up to 18 months of comprehensive coaching and organizational development trainings for Revitalization Partners that have applied for MainStreet designation, successfully completed the Readiness Assessment, and been accepted into the Accelerator process.
4. *Executive Director Hiring:* A NMMS staff member and/or Program Associate is available to assist the local organizations hiring committee to review and make suggestions for job description, evaluation criteria, resume review, and final interview. NMMS staff/program associates will not recommend a specific candidate nor vote on selection of candidates.
5. *Board Development:* At the request of the local organization, NMMS can provide board facilitation services at an annual retreat, strategic planning session, visioning session and/or work plan development session, and/or training in roles and responsibilities, fundraising, volunteer development and more.
6. *Committee and Task Force Development:* At the request of the chair, NMMS provides an orientation session for committees and task squads, including roles and responsibilities and work plan development.
7. *NMMS Awards:* The local MainStreet organization will work with NMMS to nominate and select award recipients to celebrate local MainStreet organization successes across New Mexico.
8. *Network Meetings:* Up 3x per year, NMMS provides Leadership Network Meetings with educational sessions and networking events. The Executive Director is required to attend the network meetings on behalf of the board. The board is expected to budget adequately for travel, food and lodging for the Executive Director’s expenses.
9. *Workshops and Institutes:* Annually, NMMS identifies opportunities for intermediate and advanced-level trainings in specific areas of the Main Street Four-Point Approach® to strengthen and build skills for organizational and municipal leaders and partnering organizations. Workshops and Capacity-Building

Institutes will be provided at low or no cost for Presidents, board members, committee chairs, committee members, executive directors and other organization leaders. Intermediate level workshops include a four-part series on Grant Writing and a three-part series on Nonprofit Fundraising for local MainStreet leaders.

10. *Online trainings*: NMMS provides webinars, videos or other online training opportunities to build capacity of staff, community leaders and organization volunteers in support of the district economic growth and revitalization.
11. *Building Creative Communities Conference*: In November on biannual basis (funding permitted), the statewide interagency conference is convened for the purpose of sharing knowledge, best practices and developing cross-sector partnerships that integrate Arts, Historic Preservation, Tourism and asset-based community economic growth, placemaking and creative economy activities, projects and programs in New Mexico. The conference is implemented by the NMMS program of NMEDD in partnership with NM Arts and the Historic Preservation Division of the New Mexico Cultural Affairs Department. The Building Creative Communities Conference, like the National Main Streets Conference, is considered an advanced training for MainStreet professionals and local leaders.
12. *National Main Street Center Conference – Main Street Now*: Annually, NMMS provides discounted basic registration for Main Street America Affiliate and Accredited programs to help each Executive Director attend the Main Street Now conference sponsored by NMSC. Local organizations meeting all annual performance standards for Main Street America Accredited programs are provided one (1) additional discounted basic registration to the NMSC conference for a member of the Board of Directors.

C. Other Resources

New Mexico MainStreet provides a variety of resources and partnerships to assist local communities and organizations with the revitalization of their traditional or historic commercial district. These include:

1. *Information and Networking*: Through regular email, list serves, mailings, websites and meetings, NMMS provides timely notice on grant and partnership opportunities, guidance on innovative revitalization tools and techniques, and helps with addressing the multiple challenges that arise during the day-to-day course of each local organization's MainStreet efforts.
2. *Orientation and Training Materials*: NMMS provides local programs with a variety of downloadable materials to help train boards of directors and committees in the comprehensive Main Street Four-Point Approach® to revitalization (see www.nmmainstreet.org).
3. *Marketing*: NMMS through the NMEDD provides marketing of the State Program and its services through its website www.goNM.biz. NMMS also markets local initiatives through its websites (www.nmmainstreet.org, www.offtheroadnm.org), Facebook page, e-newsletters and other social media.
4. *Resource Team Service*: Start-Up MainStreet and Arts & Cultural districts receive a Resource Team visit by a group of specialists that look closely at the districts' needs and opportunities and recommend a series of activities that will provide a "blueprint" to guide revitalization projects and activities for a period of three to five years. Additionally, the team recommends organizational improvements that will help the local MainStreet team accomplish its work. The Resource Team service may include facilitation of one or more community input sessions and culminate in a comprehensive strategic planning activity with the Board of Directors of the local MainStreet organization.
5. *Certification Program for Executive Directors*: Executive Directors seeking to develop a professional career path within MainStreet may apply for the State-Certification program. Upon successful completion of the basic, intermediate and advance trainings, Directors receive status as a State-Certified Executive Director. Local organizations that maintain a State-Certified Executive Director shall receive bonus points in scoring of competitive grants for Public Infrastructure funds and partner grants and shall also receive a second discounted basic fee for registration to the NMSC conference.

6. *Accreditation Review:* Accreditation by NMSC recognizes achievement under the Ten Standards of Performance established by the National MainStreet Center, Inc. NMMS conducts an annual accreditation review – a comprehensive assessment of the program’s accomplishments under the Main Street Four-Point Approach® for the previous calendar year. Participation in the Accreditation review is required and the NMMS director prepares recommendations for NMSC in the final quarter of each year, based on the performance of the previous 12 months. Main Street America Accreditation is also contingent upon meeting all compliance requirements identified in preceding sections.
7. *National Main Street Network Membership:* The state program pays each local organization’s annual network fee to NMSC. Membership benefits include the monthly *Main Street News*, discounted conference and workshop registration fees, access to members-only informational resources on the NMSC website, and member rates on publications.
8. *MainStreet Public Infrastructure:* Main Street America Affiliate and Accredited programs along with Arts & Cultural Districts and Frontier Communities are eligible to apply for funds for economic development capital outlay and physical infrastructure projects from the New Mexico MainStreet Public Infrastructure fund, as funds are available through the State Legislature. NMEDD works with the State Legislature and Governor to appropriate Public Infrastructure funds, which are then awarded on a competitive basis with particular emphasis on construction ready projects and organizational commitment to leverage such funds for direct economic growth and private sector reinvestment. Applicant communities may be eligible for bonus points in Public Infrastructure grant requests (see information listed in *Table 2* below).
9. *MainStreet Partnership Grants and Resources:* NMMS works closely with several other state agencies including the Tourism Department, Historic Preservation Division, New Mexico Arts Division, and the Department of Transportation. Other statewide partnering organizations that share a common vision include the New Mexico Coalition of MainStreet Communities (NMCMS) and the New Mexico Resiliency Alliance (NMRA).

New Mexico MainStreet Revitalization Partners, as well as Main Street America Affiliate and Accredited Programs, Arts & Cultural Districts, and Frontier Community Initiatives, may be eligible for funding by the NMRA. Depending on funding and eligibility, local organizations may access educational offerings, grants and other financial resources provided by the NMRA. Eligibility requirements are established by the NMRA and its funding partners. For more information on the partner organizations and services, go to www.nmmainstreet.org.

Table 2: Summary of resources provided annually to MainStreet, ACD and Frontier Community affiliates

	NMMS Revitalization Partner	NMMS Accelerator Process	Main Street America Affiliate Program	Main Street America Accredited Program	State Certified Director	Frontier Community	Arts & Cultural District or Compound
Resource Team Service			Provided as part of transition from Accelerator Process				Provided during initial year of designation
Four Points Technical Assistance Services	One project/yr, plus organizational supports	Bi-monthly coaching sessions in 18 months	1 per year (Design, EP, Promotions), plus any approved Organization supports	2/year in each of the Main Street Four Points		One project in 12-18 month period	1/year with approved service request
Access to Public Infrastructure funds	No	No	Yes, for level-specific projects (master plans, etc.) by application+5 bonus pts if project on local gov't ICIP	Yes, by application; +5 bonus pts for accredited programs, +5 bonus pts if project on local gov't ICIP	+5 bonus pts. for affiliates with State-Certified director	Yes, by application. +5 bonus pts if project on local gov't ICIP plan;	Yes, by application. +5 bonus pts if project on local gov't ICIP plan;
Registration, National Main Street Center Conference	1 free registration/year paid by NMMS			+1 additional for a Board Chair/Member			
Network Leadership Meetings (up to 3x/year)	Discounted registration for staff and board members; Arts & Cultural District leadership invited to separate ACD semi-annual network meetings. Nominal fee for ancillary costs (meals, etc.)						
NM Building Creative Communities Conference	Limited number of registrations via scholarship by NMMS partners (NM Resiliency Alliance or other partner), depending on availability of funding. Requires application to NMMS.						
NMMS Prof. Development and Capacity Building Trainings	Discounted Registration to all NMMS affiliates						
NMMS online trainings and resources	Free to all NMMS affiliates and partners at no cost						
Specialized Institutes and Intensives	Provided at minimal cost, depending on institute						
Training for Director Certification	Free for MainStreet affiliate staff					N/A	
Affiliate Performance Reviews	Annually						
Partner grants (via NMRA)	Yes, depending on availability of funds. Eligibility criteria and applications guidelines established by NMRA in partnership with NMMS.						
Membership, Nat'l Main Street Center Network	No	Paid by New Mexico MainStreet			N/A		
List serves, marketing services and newsletters	Free to all MainStreet affiliates						