Applying Results-Based Accountability
to La Montanita's FY2015-2016 Ends Report

While the General Manager's Ends Report presents valuable quantitative measures for assessing the Cooperative's compliance with its Ends Policies, it is important for Board members, staff, and member/owners to ask themselves what these measures truly mean for their communities and the state of New Mexico at large.

By applying a Results-Based Accountability (RBA) framework to the Cooperative's pursuit of achieving its Ends, Board members, staff, and member/owners can begin to find ways of communicating the Cooperative's "story" to other organizations and agencies that are working towards the same goals.

Please take a look at the following questions as we explore different ways of telling the Cooperative's story. The goal of this discussion/activity is to use indicators listed in the Ends Report to identify performance measures that are best for assessing the true impact of the Cooperative's programs and to determine what it would take to "turn the curve":

Turning the Curve
- What is the historic baseline for the performance of the Coop's programs?
- What is the story behind the historic baseline (the positive/negative and internal/external factors) that are the most strongly influencing the curve of the baseline?
- What would work or has worked in turning the curve of the baseline? (This includes value chain development like differentiation and low-cost strategies).
- What do the Coop and its partners propose to turn the curve this time?

Identifying the Coop's Clients
- Who are the Coop's clients?
- How can we measure if our customers are better off?
- How do we measure if we are delivering services well?

Telling the Coop Story
- Who is the audience of the Ends Report? How do we plan to communicate this to other organizations who are working towards similar missions?
- How do we align our data collection efforts with our partnering organizations' efforts?
- How do we identify our client population (La Montanita members and surrounding community) in the context of the whole population (the rest of the state of New Mexico)?
- How do we complement this quantitative data with more qualitative data to tell the Coops story?

Value Chain Development
- How do we apply Value Chain Development to meeting our Ends?
- How do we capture the value of the relationships/partnerships/sponsorships that have been established throughout the supply and demand sides of the value chain?
- Why did member owners perceive the Coop's ability to improve Access to Healthy Food as being the Coop's biggest accomplishment in meeting the Coop's Ends this year?
- How does the Coop Distribution Net Annual Sales and Movement graph tell the story of the Coop's Value Chain Development?

- What is the value of the Connection News and the Coop as an information clearinghouse and/or educational resource?

Capturing Impact
- How do we capture and report the "multiplier effect" on the farms, in the stores, at homes, etc.?
- How do we capture the value of the Coop's community efforts? *Ex. Giving food demos in schools and other community events, providing veterans with classroom and hands-on training in organic agriculture production methods, donating dimes to nonprofits.*)
- How do we capture the true impact of the volunteer work dedicated by Coop members?
- What is the value of some of the Coop's most recent marketing campaigns?

Leveraging Success to Advocate for Additional Funding
- How do we leverage our successes this year to apply for additional funding from foundations and other funders?
- How do we advocate for additional funding at the State Legislature?
- How can we support the National Farmers Market Association in their efforts?
- How do we advocate for other grocery stores to administer the Double Up Food Buck Program?

Capturing Positive Growth
- How do we tell our audience that this most recent fiscal year has only made the Coop stronger?
- While the survey clearly indicates that a good portion of members feel that the Coop helps a thriving sustainable local economy, the survey does not clearly indicate whether the payroll dollars are adding to a thriving economy while also fully supporting its workers. What is the sentiment behind Take Back the Coop when the survey and the payroll data are indicating good treatment towards workers?

Program Development
- How do we use our Ends Report as a way to build collaboration and consensus on how to further develop the Coop's programs?
- How do we use our Ends Report to help surface different stakeholders' concerns and challenge assumptions that can be barriers to innovation and program development?
- How do we use data and transparency in our Ends Report to ensure accountability for both the well being of the Coop's clients and the overall performance of programs in serving those clients?