

# Understanding Partnerships

Worksheets

**NATIONAL**  
**ENDOWMENT** for the **ARTS**  

---

[arts.gov](https://www.arts.gov)

**LISC**

The Our Town Technical Assistance Program and the Our Town Learning Lab are leadership initiatives of the National Endowment for the Arts in partnership with Local Initiatives Support Corporation

## Appreciating Your Partners

If you're learning creative placemaking along with a team, you might answer these questions first individually then, share with your partners. If you haven't yet recruited partners, use this exercise to start to identify the complementary skills, experience, etc., you will seek from community partners. Then, once the team is assembled, use the exercise to clarify expectations and need for additional help.

Why are you here? Why do you intend to help bring creativity to community development?

What do you bring to creative placemaking? Expertise, skills, networks, access to resources, etc.

What gaps suggest a need for more partners?

What expectations do you have for each other?

What limits (in terms of partners' capacity and time, turf, and trust) need to be respected?

## Who can help?

As you consider who might help share resources needed for your initiative, consider who has a stake.

Who has a stake in the success of your initiative?	What needed resources may they have?	How should you engage them? Who has access, influence?

## Who's On Your Team?

Have you designated a fiscal agent or an administrative lead organization? Is this the employer of project staff?

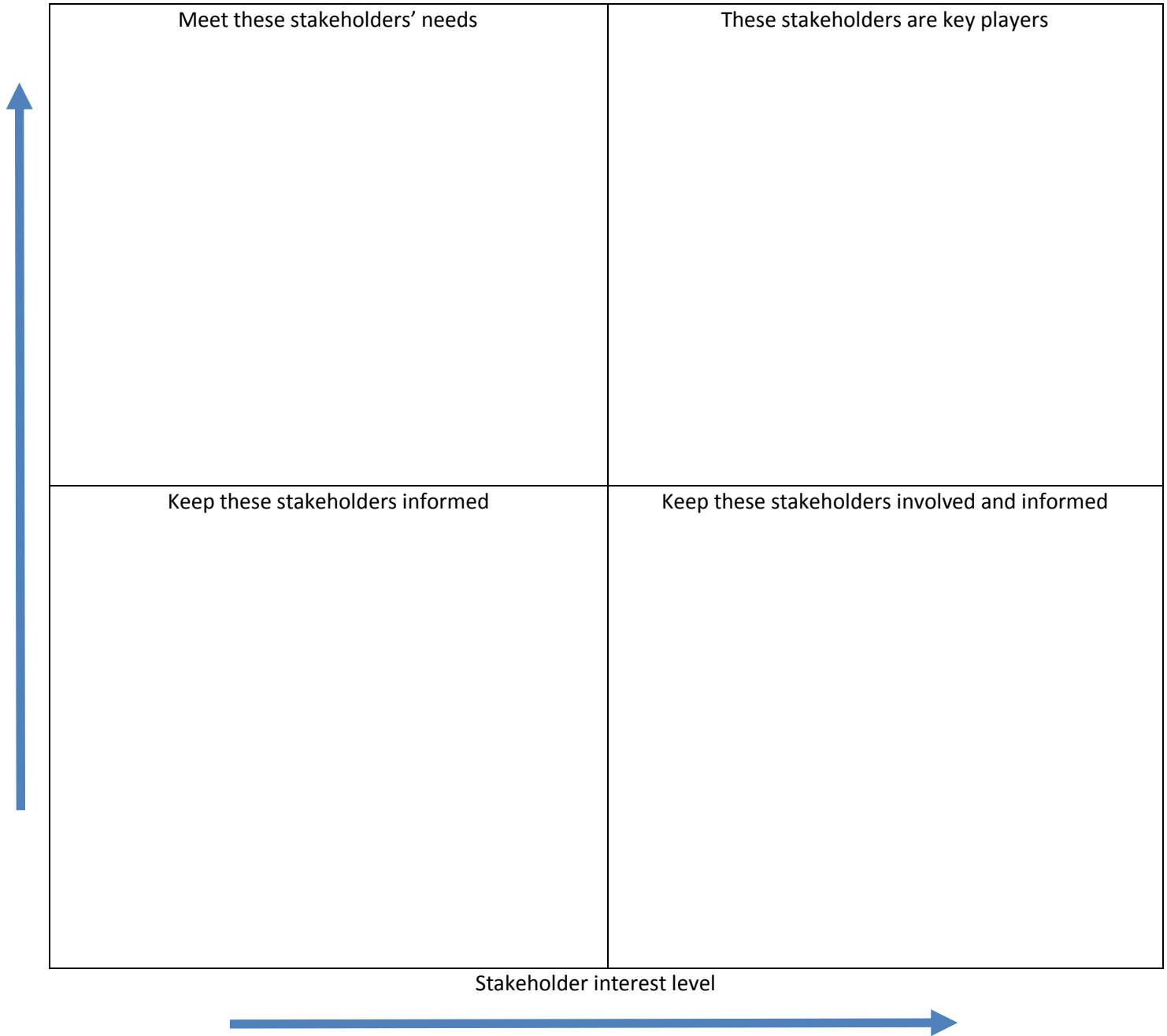
Who are, or will be, the core, decision-making partners -- team members primarily responsible to develop plans and approve major decisions?

Who are, or will be, project advisors who will help design the project and be consulted, but may not be expected to make major decisions?

How will direct beneficiaries participate in the initiative?

Who do you expect or hope to help fund the initiative?

## Charting Stakeholders



## Partnership Organization and Procedures

Should you plan or adjust the partnership's organizational structure or procedures to match its complexity?  
You need not make all of these decisions at the outset, but over time, all must be resolved.

How will we handle decision-making: by consensus, voting, delegation to a leader?

How will we meet: frequency, location, formality, accessibility, hospitality?

How will we communicate? Face-to-face in meetings, email, social media, etc.

How will we document plans, decisions, progress, and results?

How will we make financial decisions: budgeting, accounting, authorizing spending, who pays, who gets paid?

Fundraising: who asks?

## Do you need a Memorandum of Understanding for Your Partnership?

Mark areas that are clear and functioning, need discussion, and/or should be part of a written agreement. \*

		Clear and functioning	Needs discussion	Written agreement
Partnership definition and boundaries	Goals of the partnership			
	Defined expectations of partners			
	Shared values			
	Defined leadership roles			
Partnership operations	Agreed plans			
	Agreed decision-making process			
	Inter-partner communications system			
	Responsibility for community engagement and public communications			
	Financial management systems			
	Responsibility for fundraising/resource development			
	Established evaluation measures			
Partner responsibilities	Senior-level commitment by each partner			
	Financial or other resource commitment			
	Meeting participation			
	Information sharing			
	Active participation in project implementation			
	Participation in joint planning			
Other				

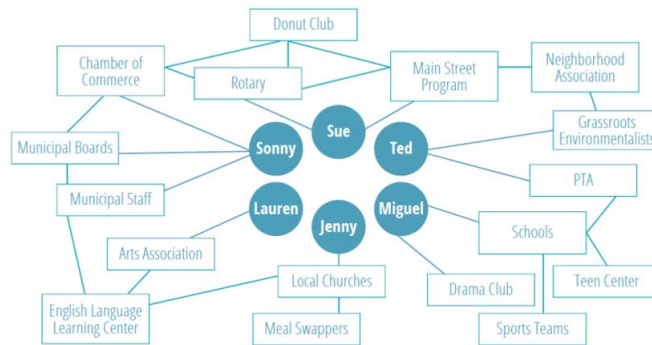
\* Adapted from Animating Democracy's Planning and designing arts-based civic engagement

## Network Mapping

Relationships are critical to creative placemaking and you will be building relationships from within your core team into the community as you proceed. There are many ways to map relationships.

Ask each core team member to map out their own contacts and connections. Then chart your core team members and the key relations they have within the community all together. A simple cluster diagram may suffice.

EXAMPLE NETWORK MAP



15

Community Heart & Soul™ Field Guide, 2<sup>nd</sup> Edition | Heart & Soul STEP BY STEP > Phase 1  
© 2015 Orton Family Foundation