

# Typical Roles and Responsibilities of Third-Party Partners

## Conceive

- \* With municipal government, construct ongoing programs or initiatives and projects including: defining purpose and goals, structure and staffing, policies, interfaces with municipal departments, etc.

## Administer

- \* Identify possible opportunities and help determine which departments have suitable projects and readiness to take on artist partners.
- \* Serve as liaison within the hierarchy of municipal government to ensure accountability, communications, as well as necessary collaborations.
- \* Promote/help develop policies and procedures that uphold the integrity of the work, values of equity, inclusion, and diversity.
- \* Buffer the artist from having to contend with administrative functions of projects so that they may focus on artistic aspects.

## Facilitate Partner Relations

- \* Keep interests of both partners in mind and provide a bridge to ensure both sides are considered.
- \* Translate and foster understanding across differences of language and ways of working.
- \* Facilitate the ups and downs of partnership dynamics, power relations, and inequities.

## Educate

- \* Work closely with municipal department heads to build understanding about working with artists and readiness to participate.
- \* Educate other consultants and contractors working on municipal projects about the role of artists in a municipal project.
- \* Develop or facilitate training for artists and partners to build skills.
- \* Develop regular opportunities for peer learning and exchange, mentoring that nurtures relationships as well as honors knowledge and expertise of partners.

## Advocate

- \* Advocate on behalf of artists for fair professional level compensation, intellectual ownership, creative choices that may require championing, and challenge bureaucratic obstacles that may be counterproductive to the desired results.
- \* Advocate on behalf of the agency liaison for the time release and other conditions necessary to support the partnership, and to help the artist understand government's structural parameters.

## Sustain

- \* Establish documentation and evaluation to support internal learning and improvement.
- \* Set up systems as well as processes for adaptive change that help programs continually improve processes, ownership, leadership
- \* Work with municipal leaders toward allocation of public funds to support the sustainability of programs, including intermediary staff time and expenses, and departmental dollars to support partnerships and projects.
- \* Seek ways to build artist partnerships into an agency so they can continue to happen without the intermediary.
- \* Build visibility and evidence of the value add of artists in municipal agencies' work and for the public good.