

Inked with Intent:

Crafting Meaningful MOUs for Collaborative Governance

Shared Vision: Community Land Trust and Affordable Housing

You're advancing a community-led project! And to make it happen, you can't do it alone. Community-based organizations, local government and other stakeholders are going to have to work together.

Your collaborative is establishing a community land trust and developing an affordable housing project. Your shared goals are to build community wealth and access to homeownership opportunities, transit and green space.

Building a Memorandum of Understanding

Now your task is to develop a Memorandum of Understanding (MOU) that outlines how you will work together during both planning and implementation.

- ▶ Start by defining your Partnerships and choosing Shared Principles. Then, build out the rest of your MOU.
- ▶ Different MOU components cost different amounts of “\$” and “Ⓡ.”
 - ▶ There are 25 “\$” and 25 “Ⓡ” cards in your collaborative's funds.
 - ▶ There are also 3 “create your own MOU component” cards that you may use after you define your partnerships & shared principles.

Reflection

Once you've completed your MOU, tally up your Equity Scores ⭐. What core components did you prioritize to stand up collaborative governance?

MEMORANDUM OF UNDERSTANDING

Define the partnerships in your collaborative Spend 3-5 minutes choosing your core partners to advance your project. You may choose as many partners as you wish. Then, assign each of the four required roles to a partner. Any given partner may hold multiple roles or no role.	Shared Principles Choose 2 shared principles to ground your collective work together, and put them on the board. These principles should guide your selections as you build out your MOU.	
Decision-making process Choose 1 type of decision-making process. You may also leverage the optional add-on card if you wish.	Compensation Strategy Choose at least 1 compensation strategy.	Compensation Method Choose 1 compensation method.
Trainings <small>OPTIONAL</small> Choose as many trainings as you wish.	Conflict Resolution Choose at least 1 conflict resolution strategy.	Evaluation <small>OPTIONAL</small> Choose as many evaluation methods as you wish.

THE GREENLINING INSTITUTE Equity score: _____

MOU COMPONENTS INDEX

	MOU Component	\$	●	Equity Score
Decision-Making Process	Majority Vote	\$	●	★
	Representative / Top Down	\$	● ●	★★
	Consent-based	\$ \$	● ● ●	★★★★
	Consensus	\$ \$	● ● ●	★★
	Resident Leadership Committee (Optional Add-On)	\$ \$ \$ \$	● ● ● ●	★★★★
Compensation Strategy	No Compensation Outside of Contracts	\$	●	★
	Resident Stipends	\$ \$ \$	● ● ● ●	★★★★
	Compensation for Planning	\$ \$ \$ \$	● ● ● ●	★★★★
Compensation Method	Reimbursement	\$	● ●	★
	Advance Payment	\$ \$ \$ \$	● ●	★★★★
Trainings	Administrative Trainings	\$ \$ \$	● ●	★★
	Project Management Trainings	\$ \$ \$	● ●	★★
	Community Engagement Trainings	\$ \$ \$	● ●	★★
	Racial Equity Trainings	\$ \$ \$	● ●	★★
	Conflict Mediation Trainings	\$ \$ \$	● ●	★★
Conflict Resolution	No Conflict Resolution Process	\$	●	★
	Conflict Resolution Agreements	\$	● ●	★★
	Internal Conflict Mediation	\$ \$	● ● ●	★★★
	Oversight Committee	\$ \$ \$	● ● ● ●	★★★★
	Third-Party Mediation	\$ \$ \$ \$	● ●	★★★★
Evaluation	Stakeholder Surveys	\$ \$	● ●	★★
	Equity Pause	\$	● ● ●	★★★
	Outcomes Evaluation	\$ \$ \$ \$	● ● ● ●	★★★★
	Third-Party Evaluator	\$ \$ \$ \$	● ● ● ●	★★★★
Create Your Own	Create Your Own MOU Component	\$	●	★
	Create Your Own MOU Component	\$ \$	● ●	★★
	Create Your Own MOU Component	\$ \$ \$	● ● ●	★★★

RESOURCES

Collaborative governance happens in the real world. Over the years, we have partnered with, learned from and drawn inspiration from our fellow practitioners who are innovating new collaborative governance practices in real time. This includes:

The many neighborhoods implementing [Transformative Climate Communities](#) projects and testing out collaborative governance in California.

[Upright Consulting](#), our partners in [Towards Equitable Electric Mobility](#), a peer-to-peer community of practice.

We have also looked to the literature—organizations and leaders who have analyzed and written about community ownership, collaborative governance and collective impact:

REPORTS & ARTICLES

The Spectrum of Community Engagement to Ownership

Facilitating Power, Movement Strategy Center, National Association of Climate Resilience Planners, Urban Sustainability Directors Network

This report builds off of the [Spectrum of Community Engagement to Ownership](#) and provides a practical guide for collaborative governance.

The report identifies essential conditions for collaborative governance; outlines key practices for community-based organizations, city staff, third-party facilitators and philanthropic staff; and includes case studies and lessons learned from Portland, Providence, Seattle and Washington D.C.

Collaborative Governance in Theory and Practice

Chris Ansell, Alison Gash

This article focuses on governance models where public agencies engage other stakeholders in collective decision-making processes. We appreciate their visual representation of their collaborative governance model which includes 4 key variables: starting conditions, institutional design, facilitative leadership and collaborative process.

RESOURCE PAGES

[Collective Impact Forum](#)

[Tamarack Institute](#)

[Sustainable Economies Law Center \(SELC\)](#)

[Square Partnerships Toolkit \(Elemental Excelsior\)](#)