Regional Networks Leadership Academy

March 18-20, 2013

Supported by
Urban Sustainability Directors Network and Innovation Network for Communities
“TERRITORIES” OF THE REGIONAL NETWORKS
Purpose & Objectives

Purpose

To help current and future leaders of regional networks to further develop the skills, knowledge, and plans needed to guide their networks. Each network’s team will produce a draft work plan for its network.

Objectives

These topics will be addressed at the Leadership Academy:
1) How to strengthen connectivity among your network members.
2) How to improve sharing/learning among your network members.
3) Developing a 1-2 year work plan/budget, with performance targets, for your regional network.
4) How to mobilize network members to advance collaborative network projects.
5) Designing and managing effective face-to-face network meetings.
6) Strategies for fund raising for your networks.
7) Managing leadership succession in your network.
8) Managing network interactions with its environment: partners, funders, etc.
# Participants

<table>
<thead>
<tr>
<th>Region</th>
<th>Names</th>
</tr>
</thead>
</table>
| California                  | David Assmann, SF  
Garrett Fitzgerald, Oakland  
Carol Misseldine, executive director  
Shannon Parry, Santa Monica |
| Cascadia                    | Michael Armstrong, Portland OR  
Roy Brooke, Victoria, BC |
| Heartland                   | Barbara Buffaloe, Columbia MO  
Cori Burbach, Dubuque IA  
Dennis Murphey, KC |
| Michigan                    | Nate Geinzer, Farmington Hills  
Jamie Kidwell, Ann Arbor  
Dave Norwood, Dearborn MI |
| New England                 | Rhett Lamb, Keene NH  
Troy Moon, Portland ME |
| Ohio-Kentucky-Indiana       | Larry Falkin, Cincinnati  
Lamees Mubaslat, Montgomery Cty, OH |
| Southeast                   | David Jones, Orange County, FL  
Susanna Sutherland, Knoxville  
Maggie Ullman, Asheville |
| Western Adaptation Alliance | Vicki Bennett, Salt Lake City  
Leslie Ethen, Tucson  
Nicole Woodman, Flagstaff |
| Resources                   | USDN: Mia Arter, Julia Parzen  
INC: Pete Plastrik, Laura Bartsch |
Network Work Plan Template

1. Background about Network
2. Goals/Objectives for Next 2 Years
3. Network Partners
4. Network Activities to Achieve Goals/Objectives
5. Network Management to Achieve Goals/Objectives
6. Network Infrastructure
7. Quarter-by-Quarter Activities/Management for Next 1 Year
8. Milestone Indicators for Quarterly Progress
9. Value/Role of USDN Regional Network Coordinating Committee for the Network
Academy Resources

- Survey results for each network
- Connectivity Maps for each network
- Initial observations for each network
- Aggregated patterns from networks’ survey results & connectivity maps + USDN 2012 data
- USDN: Julia Parzen, Mia Arter
- INC: Pete Plastrik, Laura Bartsch
- Carol Misseldine, director, Green Cities California & “2012 Environmental Hero of the North Bay”
- Regional network building guidebook (Plastrik & Parzen)
# Meeting Agenda By Topics in Order

| 1. Network Building Basics     |
| 2. Looking Across the Regional Networks |
| 3. Weaving Connections         |
| 4. Goals and Metrics           |
| 5. Sharing and Learning... and Then Collaborating |
| 6. F2F Meetings                |
| 7. Network Activities          |
| 8. Leadership Succession       |
| 9. Staffing/Coordination       |
| 10. Budgeting, Fundraising & Partnering |
| 11. Management & Infrastructure |
| 12. USDN & the Regional Networks |
Rational for Forming a Network (Stage of Field Development)

Stage 1: FRAMING
Conceptual framing and isolated practice examples.

Stage 2: NETWORKING
Networking of innovators and proliferation of practices. Practices are fragmented and often considered “proprietary.”

Stage 3: MATURATION
Maturation of practices; convergence around common methods and tools; integration of previously differentiated practices; development of a professional implementation support network.

Stage 4: STANDARDIZATION
Practices become highly standardized, and incorporated into formal training; credentialing and certification systems. Practices are considered “commodities.” Reward systems reinforce desired behaviors.

Urban Sustainability in Stage 2
Plan for a Genuine Network (An on-going, generative environment)

Build on Existing Connections

“Who do you want to invite to join?”
Weaving Needs to Be Someone’s Job

- Focus foremost on building connectivity, the source of all generative activity

“Weavers” act like brokers – connecting players together; keeping their ears to the ground; fixing problems; helping members maximize the value they receive - INC

- Watch for members to connect
- Bring small groups together
- Bring members opportunities based upon their interests, but be prepared for them to be refused
- Create other Weavers (Member Circles)
USDN fosters peer exchange and learning through:

- Weekly E-News
- USDN Members Only Website (usdn.org)
- Monthly USDN Idea Sharing Conference Calls
- Small Group Discussion MarketPlace
- Peer to Peer User Groups
- Annual Meeting
- Member Surveys
- Brokering connections using all of above
Collect and Analyze Data and Use it To Make Connections and Allocate Resources

• **Network Maps** – Where are future leaders? Who needs help to connect? Are relationships generating activity?

• **Member Participation** – Where is the energy? Where should resources go and not go?

• **Member Comments** – Are there members to connect because of shared interests or ways they can help each other?

• **Member Satisfaction** – What do members say to keep and to toss out?
USDN Members Believe the Network Is Delivering on Their Top Value Propositions

Members are creating new knowledge or insights together.

Members are adding value to each other’s work.

Members are working jointly to advance network goals.

The network is meeting its strategic goals and objectives.

USDN Member Survey July-August 2011
Listen to the Members – Be Open to Change

• 2009: Members want not just monthly calls, but also small group discussions: Created marketplace
• 2010: Members expressed strong support for seeding regional or state sustainability directors’ networks: Sought funding to hire INC
• 2011: Found the more members participate in the network, the more they get out of it: Raised participation requirements
• 2012: Found members did not like 3 annual member surveys: Cut back to 2 surveys
Maybe Get a Bit Ahead of Members

- 2009: As connectivity grew, looked for a way to explore appetite for collaboration, launched $100,000 Innovation Fund
- 2010: As members became more involved in USDN activities, began to use member surveys to test appetite for new approaches
- 2011: As members focused on need for additional funding for sustainability, sought a new funding source which became the Local Sustainability Matching Fund
- And On: Always asking: Where might the network go next?
This is Not a Service Organization

- Require that members do the work (with support available from USDN staff)
- End activities when member interest wanes
- Start anew each year
- Require reciprocity
- Keep raising the bar on membership requirements
- Don’t own; Support
USDN members commit to actively learn from, assist, and collaborate with their peers and regularly contribute time and effort to the Network.
Constantly Plan for Succession

- Recruit replacements when members leave the network
- Cycle leaders off Planning and other Committees
- Continually seek out new leaders and provide them with opportunities to lead
Even Through Many Changes, We have Stuck With Core Principles

- The members do the work
- USDN cannot speak for the members
- Members will keep the network a safe place to share failures and successes
- The fuel for all value in the network is building relationships of trust
# USDN Evolution

<table>
<thead>
<tr>
<th></th>
<th>Yr 1</th>
<th>Yr 2</th>
<th>Yr 3</th>
<th>Yr 4</th>
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<td>Membership</td>
<td>35</td>
<td>70</td>
<td>Added Associate Members- 100</td>
<td>115</td>
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<td>Connectivity</td>
<td>Moderate</td>
<td>Higher</td>
<td>Higher</td>
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<td>Leaders</td>
<td>7</td>
<td>10</td>
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<tr>
<td>Participation Requirements</td>
<td>Low</td>
<td>Higher</td>
<td>Even higher and enforced</td>
<td></td>
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<tr>
<td>Dues</td>
<td>Very low</td>
<td>Significantly higher</td>
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<td></td>
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<tr>
<td></td>
<td>Yr 1</td>
<td>Yr 2</td>
<td>Yr 3</td>
<td>Yr 4</td>
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</tr>
<tr>
<td><strong>Weavers</strong></td>
<td>Staff and Consultants</td>
<td>Staff and Consultants</td>
<td>Staff and Planning Committees (Member Circles)</td>
<td>Key Nodes?</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Monthly Calls, A few Groups, Annual Meeting</td>
<td>More Groups, Small Group Discussion MarketPlace</td>
<td>Even More Groups and led by Co-Chairs</td>
<td>Groups with More Specific Purposes</td>
</tr>
<tr>
<td><strong>Innovation Fund</strong></td>
<td>$100,000, 2 cities</td>
<td>$200,000, 3 cities</td>
<td>$400,000, 3 cities</td>
<td></td>
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<tr>
<td><strong>Staffing</strong></td>
<td>.5 staff</td>
<td>1 staff</td>
<td>1.8 staff</td>
<td>2 staff</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>Linkedin (low use)</td>
<td>SCI (low use)</td>
<td>SCI (low use)</td>
<td>USDN.org (higher use) designed by members</td>
</tr>
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</table>
NETWORK BUILDING BASICS
A NETWORK is a continually evolving set of “nodes” connected by “links.”

- Fully Connected Topology
- Bus Topology
- Star Topology
- Ring Topology
- Tree Topology
- Hybrid Topology (example: combination of Star topology and Bus topology)
- Dual Ring Topology
- Linear Topology
“Nodes” are *people*
“Links” are *relationships*
Anatomy of Network Relationships

What Flows Through Link (Sources of Value to Members)
- Connections
- Knowledge
- Competencies
- Resources

What Makes Linking Work
- Trust
- Reciprocity
- Diversity
- Complementarity
• Other things being equal, it is easier to access ideas and information from people who are closely connected in network terms (from friends, and from friends of friends, for example) than from people who are three or more steps removed.

• Outliers (nodes on the periphery of a network) often have access to ideas and information that people at the core do not.

• Strong ties in closely knit networks are a source of valuable social capital

• Weak ties - provide access to external assets
• Highly connected “hubs” are effective in spreading ideas and connections
• “Dense clusters” are ideal for close collaboration and peer exchange
• “Boundary spanners” bridge isolated network clusters
• Multi-purpose social ties tend to be stronger, which means more can be leveraged through them.
Network Building is about Creating Ties Within Core and To Periphery

• Who’s connected to whom? Who’s not connected but should be?
• Where are the hubs and brokers? How can we assist them?
• Where are the bottlenecks? Can we eliminate them?
• Are new connections forming? Clusters emerging? Collaborations advancing?
• Where are the network’s resources? Are they effectively used?
• How is the network evolving and what are the implications?
Characteristics of Networks

• A network has less formal **structure** than an organization and it is more **fluid**

• Participation is **voluntary** and the agenda is driven by the members

• Network participants have a **high degree of freedom** to make choices

• Decision making is **distributive** in nature, not centralized

• Participation is **as needed**, not full time
What Networks Are Good At

“Small World” Reach – By bringing together novel combinations of people and reaching across bridges to other networks.

More Rapid Growth – Networks can quickly add relationships and bridges to other networks.

More Rapid Diffusion – Through these relationships and bridges.

Greater Resilience – Nodes quickly reorganize around disruptions or bottlenecks.

Greater Adaptability – Networks evolve and regroup with relative ease.
Different Types of Networks

- **Producing**: Foster joint action for specialized outcomes
- **Aligning**: Develop and spread a shared point of view
- **Connecting**: Allow easy flow of information and relationships
3 Different Network Functions

**CONNECTING Information**
Connects people to allow easy flow of and access to information and transactions.

**ALIGNING Identity**
Aligns people in ways that help them form more collective transactions than a connectivity network will do.
Individuals come to share a set of ideas, language, or standards.

**PRODUCING Initiative**
Fosters joint action by people or organizations — has a specific purpose
- Policy action
- Advocacy
- Learning
- Knowledge production and dissemination

**Starting Up Well -- Purpose**
INC/USDN
Networks Can Focus On Many Different Outcomes

- **Learning** – Create and spread new knowledge
- **Advocacy** – Advocate for particular policies
- **Innovation** – Innovate to solve social problems
- **Branding** – Marketing, communications and shared branding
# Key Enabling Infrastructure By Network Type

<table>
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<tr>
<th>Type of Network</th>
<th>Connecting</th>
<th>Aligning</th>
<th>Producing</th>
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</table>
| **Connecting**  | • Members-only Web site with networking tools  
• Meeting planning & facilitation  
• Shared calendaring  
• “Opt In” learning processes  
• Member input systems  
| **Aligning**     | • Collaborative work processes + Web site  
• Capacity to analyze, compare, and synthesize frameworks, definitions, etc.  
• Formal decision-making processes to “endorse” alignment mechanisms (e.g., standards)  
| **Producing**    | • Capacity to negotiate production agreements among members (with partners)  
• Project management and project budgeting capacity  
• Formal governance of all producers  
• Performance accountability mechanisms  
• Pricing and marketing capacity  
• Sales, fulfillment, & financial management  


Typical Features of Successful Networks

- **Identity.** There is a clear and common “identity” associated with the network – the members share a common purpose. This identity creates a predisposition to trust other members of the network.

- **Reciprocity.** Network members engage in reciprocity – they both give and they get – and there are clear rules about member transactions.

- **Member Leadership.** The bulk of the work is done by the members. Nothing is done without it being led by network champions.

- **Value.** Members see the network as adding real value to the accomplishment of their aspirations.

- **Facilitation.** The network is facilitated by a low-ego, high performance “broker” or “facilitator” who the members personally trust.

- **Infrastructure.** There is a well-functioning network support infrastructure in place.
“No one runs USDN. It has a coordinator, but no board of directors, no executive director or CEO, no legal entity to receive funder’s checks, no employees. All it really has are members—volunteers—who direct and adapt the network through their dialogue and actions. How else to get scores of independent cities to collaborate and amass to address common problems?"

--- Guidebook for Building Regional Networks for Urban Sustainability 2.0
## Some Roles in Network Leadership
(The same person can play many of these roles.)

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
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<tbody>
<tr>
<td>Organizing</td>
<td>Establishes purpose and value propositions of the network. Establishes first members of network and connects them to each other. Attracts initial resources for the network.</td>
</tr>
<tr>
<td>Weaving</td>
<td>Works to increase connections among nodes, both the number of links and the bandwidth quality of links. Also may focus on growing the network by connecting to new nodes.</td>
</tr>
<tr>
<td>Funder</td>
<td>Provides initial and ongoing resources for organizing the network, supporting development of connections, alignment, and production, and coordination for the network. May play role of initial organizer of network</td>
</tr>
<tr>
<td>Facilitating</td>
<td>Helps network members to establish collective value proposition and negotiate collective action plans for production.</td>
</tr>
<tr>
<td>Coordinating</td>
<td>Helps nodes to undertake collective action for production, by ensuring the flow of necessary information and other resources, development and implementation of agreements among nodes.</td>
</tr>
<tr>
<td>Coaching</td>
<td>Advises organizers, weavers, facilitators, and coordinators about how best to perform their roles in building networks.</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Informally helps to build the network, but as a member of the network, not as a formal position-role within the network</td>
</tr>
</tbody>
</table>
Catalyzes a culture of spirited cooperation
1. Listens deeply to fully appreciate and understand the diversity of perspectives and motivations held by all involved.
2. Shows gratitude and encourages mutual appreciation for the ideas and contributions of all.
3. Regularly uses both/and thinking to identify solutions that meet both shared and individual goals and needs.
4. Communicates openly and clearly, matching the medium to the message.
5. Fosters opportunities (at all levels of the system) to develop camaraderie and trust

Shares power and generates momentum
6. Creates space for others to step up and contribute
7. Embraces ambiguity and encourages experiments and innovations
8. Helps the group to develop enough infrastructure to effectively make decisions and keeps everyone moving forward
9. Pays attention to conflicts in values and beliefs and productively orchestrates resolution

Stays true to the long-term vision while navigating frequent twists and turns
10. Persistently holds a clear picture of the purpose for working together
11. Helps those inside and outside the collaborative effort understand the progress that is being made as well as the roots of that success.
12. Courageously continues to adapt in an effort to successfully achieve the long-term vision.

Network leadership requires a combination of “low ego” (let the members lead and decide) and “high expectations” (don’t let anyone waste other people’s time). It requires understanding the content area; asking and listening closely to member needs; and shaping opportunities for action that are easy to say “yes” or “no” to.
Generating opportunities and “Aha!” moments, but letting the network do the work

Balancing between the needs of the “parts” and the “whole.”

Balancing autonomy with collective control.

Balancing stability and change.

Ensuring effective communications.

“Policing” the network.
Network Design Questions

1. What **kind** of network do you want to build?
2. What is the “**value proposition**” that attracts people to participate?
3. What is the initial **membership**?
4. How should the network be **governed**?
5. What should the network **structure** be?
6. How will the network be **funded**?
7. What are the **operating principles**?
8. Who will **build** the network?
9. How will you **evaluate** the network?
Multiple & Shifting Value Propositions

Top 3 Most Important Value Propositions Across All Regions & USDN

1. Have access to trusted information about urban sustainability issues
2. Keep abreast of what other cities are accomplishing
3. Get to know many colleagues with whom I can share
Structure Matters

HUB & SPOKE  

BRANCHES  

CLUSTER
DIFFERENCES IN NETWORK STRUCTURES

- Which net shows least connectivity?
- Which is most dependent on a single node?
- Which can most easily/quickly reach all the nodes?
How Will the Network Be Funded?

• Operating grants

• Member fees

• Project fund raising

• Volunteer time and sweat equity

• Partner contributions
Network Management Questions

1. How should the network grow and evolve?
2. How will the network plan?
3. What “member management” should occur (e.g., onboarding)?
4. What additional infrastructure is needed?
5. How should the network’s brand be managed?
6. What external relationships should the network develop?
AGGREGATION: ACROSS THE REGIONAL NETWORKS
# Stages of Regional Net Development

<table>
<thead>
<tr>
<th>Stage</th>
<th>Connectivity</th>
<th>Leadership</th>
<th>Activity</th>
<th>Communication</th>
<th>Coordination</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start Up</strong></td>
<td>Few strong connections among members; small core of connected members</td>
<td>Committed founders</td>
<td>Exchange and learning, 1-2 F2F meetings so far</td>
<td>Some but not much communication between meetings</td>
<td>Ad hoc capacity</td>
<td>Most members see opportunity, but network not yet delivering</td>
</tr>
<tr>
<td><strong>Start Up/ Near Mature</strong></td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
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<tr>
<td><strong>Near Mature</strong></td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
<td>![Down Arrow]</td>
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</tr>
<tr>
<td><strong>Mature</strong></td>
<td>Larger core of strongly connected members</td>
<td>2nd generation leaders in place</td>
<td>3-4 years of F2F meetings; evolution of activities</td>
<td>Strong communications infrastructure often used by members</td>
<td>Consistent, effective capacity</td>
<td>Broad, high level of member satisfaction</td>
</tr>
<tr>
<td>Region</td>
<td>Year Start</td>
<td>Geography</td>
<td>Stage</td>
<td>Ave. Ties per Person (&gt;=2)</td>
<td></td>
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<tr>
<td>CA</td>
<td>2007</td>
<td>State</td>
<td>Mature</td>
<td>4.2</td>
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<td>Cascadia</td>
<td>2012</td>
<td>Small region</td>
<td>Start Up</td>
<td>2.4</td>
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<td>Heartland</td>
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<td>Large region</td>
<td>Near Mature</td>
<td>7.5</td>
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<td>Michigan</td>
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<td>NE</td>
<td>2010</td>
<td>Small region</td>
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<td>1.7</td>
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<tr>
<td>O-K-I</td>
<td>2012</td>
<td>Small region</td>
<td>Start Up</td>
<td>1.5</td>
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<tr>
<td>SE</td>
<td>2012</td>
<td>Large region</td>
<td>Start Up</td>
<td>3.3</td>
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<td>WAA</td>
<td>2010</td>
<td>Large region</td>
<td>Near Mature</td>
<td>4.1</td>
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<td>USDN</td>
<td>2009</td>
<td>N. America</td>
<td>Mature</td>
<td>6.8</td>
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Top 3 Most Important Value Propositions Across All Regions & USDN

1. Have access to trusted information about urban sustainability issues
2. Keep abreast of what other cities are accomplishing
3. Get to know many colleagues with whom I can share
Value Proposition Satisfaction: “Have access to trusted information”

- Not delivering
- I see opportunity, but I'm not using it
- Delivering, but could be improved
- Delivering well for me
Value Proposition Satisfaction: “Keep abreast of what other cities are accomplishing”
Value Proposition Satisfaction: “Get to know many colleagues”

- Not delivering
- I see opportunity, but I'm not using it
- Delivering, but could be improved
- Delivering well for me
Value Proposition Satisfaction by Network Maturity

“Have Access to Trusted Information”

- Not delivering
- I see opportunity, but I’m not using it
- Delivering, but could be improved
- Delivering well for me

“Keep Abreast of What Other Cities Accomplish”

- Not delivering
- I see opportunity, but I’m not using it
- Delivering, but could be improved
- Delivering well for me

“Get to Know Many Colleagues”

- Not delivering
- I see opportunity, but I’m not using it
- Delivering, but could be improved
- Delivering well for me

START UP --------------------------- MATURE
# Impact of Network Tally

<table>
<thead>
<tr>
<th></th>
<th>CA</th>
<th>Casc</th>
<th>Heart</th>
<th>MI</th>
<th>NE</th>
<th>OKI</th>
<th>SE</th>
<th>WAA</th>
<th>Total</th>
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<tr>
<td>Find solution</td>
<td>7</td>
<td>2</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>35</td>
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<tr>
<td>Avoid problem</td>
<td>4</td>
<td>4</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>30</td>
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<td>Make a change</td>
<td>8</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>4</td>
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<td>Gain support</td>
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<td>10</td>
<td>7</td>
<td>9</td>
<td>5</td>
<td>8</td>
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<td>Save time</td>
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<td>4</td>
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<td>Save money</td>
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<td>2</td>
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<td>2</td>
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**222 instances of regional network impact**
## 2013 Topics Mentioned by Members

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<th>Topic</th>
<th>States</th>
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<tbody>
<tr>
<td>Food systems</td>
<td>CA, Cas, Heart, MI, NE</td>
</tr>
<tr>
<td>Green infrastructure</td>
<td>NE</td>
</tr>
<tr>
<td>Bldg energy efficiency</td>
<td>Heart, MI, NE, OKI, SE</td>
</tr>
<tr>
<td><strong>Adaptation planning</strong></td>
<td>CA, Cas, Heart, MI, NE, OKI, WAA</td>
</tr>
<tr>
<td>Bike/car sharing</td>
<td>CA</td>
</tr>
<tr>
<td>Green Economy</td>
<td>Cas</td>
</tr>
<tr>
<td>Water (stormwater, flood, conservation)</td>
<td>Cas, Heart, MI, SE, WAA</td>
</tr>
<tr>
<td>Govt purchasing</td>
<td>Cas</td>
</tr>
<tr>
<td>Climate change communications</td>
<td>Cas</td>
</tr>
<tr>
<td>Municipal facilities energy reduction</td>
<td>Heart,</td>
</tr>
<tr>
<td>Waste diversion</td>
<td>OKI</td>
</tr>
<tr>
<td>Behavior change</td>
<td>MI, SE</td>
</tr>
</tbody>
</table>
MAPPING CONNECTIONS
USDN 2012 All Levels

1 = Introduced, infrequently info exchange
2 = Information exchange >1/month
3 = Exchange info, collaborate on projects
4 = Collaborate, rely on
Level 4 (Collaborate with & rely on for advice)
Level 4 (Collaborate with & rely on for advice)

New England

Southeast

O-K-I

WAA
I depend on this person regularly for important advice and have worked with him/her on more than one project.
EVOLUTION OF CONNECTIVITY
USDN >=2 EVOLUTION

<table>
<thead>
<tr>
<th>Year</th>
<th>#</th>
<th>Density</th>
<th>Avg # ties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>55</td>
<td>2.2%</td>
<td>1.2</td>
</tr>
<tr>
<td>2010</td>
<td>90</td>
<td>2.7%</td>
<td>2.4</td>
</tr>
<tr>
<td>2011</td>
<td>85</td>
<td>5.3%</td>
<td>4.5</td>
</tr>
<tr>
<td>2012</td>
<td>82</td>
<td>8%</td>
<td>6.88</td>
</tr>
</tbody>
</table>

2= Information exchange >1/month
3= Exchange info, collaborate on projects
4=Collaborate, rely on*

*This response only available in 2011, 2012.
Increasing, Strengthening—With An Interesting New Dynamic

- For 4th year in row, member connectivity increased in # and strength.
- Network “resilience”—ability to withstand changes in membership—appears to be strong; overall connectivity keeps increasing as does large core of highly connected members, in spite of turnover of 34% (2010), 9% (2011), and 23% (2012).
- As we’ve seen in previous years:
  - Size of city and value proposition are not significant factors in who connects with whom.
  - The longer a member’s tenure in USDN, the more connections and the more the intensity of their connections.
  - Planning Committee members continue to have high levels of connectivity throughout the network.
- **New Dynamic:** Regional network connections and activities are increasing and becoming important factor in member connectivity and satisfaction.
INTER-REGION CONNECTIONS
Selected Connectors >=2
From USDN 2012 survey
WEAVING CONNECTIONS
Anatomy of Network Relationships

What Flows Through Link (Sources of Value to Members)
- Connections
- Knowledge
- Competencies
- Resources

What Makes Linking Work
- Trust
- Reciprocity
- Diversity
- Complementarity
“Trust is the glue that holds networks together.”

Trust is personal.
Trust is the core network asset.

• Trust is built by:
  – Increasing the **bandwidth** of information that flows between nodes
  – Experiencing **reciprocity**
## Different Types of Networks

<table>
<thead>
<tr>
<th>Feature</th>
<th>Connecting</th>
<th>Aligning</th>
<th>Producing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value Proposition</strong></td>
<td>I can connect faster to many other people</td>
<td>I can build a sense of shared identity and purpose</td>
<td>I can produce desired outcomes more effectively</td>
</tr>
<tr>
<td><strong>Role of Network Builder</strong></td>
<td>Weaving—helping people meet each other, increase ease of sharing and searching for information</td>
<td>Facilitating—helping people to explore potential shared identity and value propositions</td>
<td>Coordinating—helping people plan and implement collaborative actions</td>
</tr>
</tbody>
</table>
Weaver Roles

• “Weavers” act like brokers – connecting players together; keeping their ears to the ground; fixing problems; helping members maximize the value they receive

• Weavers need to both know about network building, and have standing in the content area of the network
Weavers Increase & Manage Connectivity

• Who’s connected to whom? Who’s not connected but should be?

• Where are the hubs and brokers? How can we assist them?

• Where are the bottlenecks? Can we eliminate them?

• Are new connections forming? Clusters emerging? Collaborations advancing?

• Where are the network’s resources? Are they effectively used?

• How is the network evolving and what are the implications?
### Types of Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Connectivity</strong></td>
<td>• Density, average # of ties, reach</td>
</tr>
<tr>
<td></td>
<td>• Quality of links</td>
</tr>
<tr>
<td></td>
<td>• Others</td>
</tr>
<tr>
<td><strong>Network Health</strong></td>
<td>• Member satisfaction</td>
</tr>
<tr>
<td></td>
<td>• Member participation</td>
</tr>
<tr>
<td></td>
<td>• Member diversity</td>
</tr>
<tr>
<td></td>
<td>• Financial health</td>
</tr>
<tr>
<td></td>
<td>• Network reputation/positioning</td>
</tr>
<tr>
<td></td>
<td>• Others</td>
</tr>
<tr>
<td><strong>Outcomes/Impacts</strong></td>
<td>• Impacts reported by members</td>
</tr>
<tr>
<td></td>
<td>• Investment/partners attracted</td>
</tr>
<tr>
<td></td>
<td>• Others</td>
</tr>
<tr>
<td><strong>Others?</strong></td>
<td></td>
</tr>
</tbody>
</table>

- Focus on member value – avoid being funder-centric
- Set goals appropriate to network’s stage of development
USDN Network Evaluation (2012)

• **Annual Network Connectivity Mapping**
  - Density of network connections
  - Depth of the connections (i.e. sharing or collaborating?)

• **Score Card** for Member Participation in Network Activities and Contribution to Network Value Creation

• **Annual survey of members on:**
  - New contacts and relationships with sustainability directors
  - Ideas and practices adopted because of USDN participation
  - Progress made in addressing key challenges
  - Satisfaction with USDN
  - Effectiveness of USDN activities
  - Impact of participating in USDN
FROM SHARING AND LEARNING... TO COLLABORATING
Starting Up Well -- Value

USDN Members Walk the Talk

**USDN Groups:**
- Bike Sharing User Group
- Climate Change Adaptation User Group
- Eco-Districts User Group
- Food Systems User Group
- Net Zero Buildings User Group
- Policy Working Group
- Policy Communications Working Group
- Regional Network Coordinating Committee
- Rental Housing User Group
- Sustainability Indicators User Group
- Sustainable Behavior Pilot Projects Group
- Sustainable Behavior User Group
- Sustainable Economic Development User Group
- USDN Communications Committee
USDN Enabling Infrastructure
Information Sharing Tools

USDN fosters peer exchange and learning through:

- Weekly E-News
- USDN Members Only Website (usdn.org)
- Monthly USDN Idea Sharing Conference Calls
- Small Group Discussion MarketPlace
- Peer to Peer User Groups
- Annual Meeting
- Member Surveys
USDN Enabling Infrastructure
Innovation System (Came Later)

USDN supports collaboration across member jurisdictions on the identification, development and distribution of key urban sustainability innovations for products, policies and/or projects by:

• Helping members to Identify priorities for innovation
• Helping members come together to craft innovation proposals that address these priorities and identify key partners
• Funding collaborative grants for the best projects through an Urban Sustainability Innovation (USI) Fund
• Disseminating results through USDN, regional networks, key partners, and the Funders’ Network Local Sustainability Matching Fund
All USDN members strongly agree or agree that they feel very proud of what they have built together at USDN, and feel part of something big and important by participating in USDN.
Value to Members of the Innovation Fund

- **Individual Member**: Of those members who have participated in the innovation fund program, the majority rate it high impact.
- **Field Building**: The Innovation Fund provides a voice of the customer about what are key innovations.

**USDN has tried several methods for helping members develop and share innovations. Please identify which you have participated in and the impact of each method.**

**Of Participating Respondents, % Rate Method as "High Impact"**

- Innovation Fund projects
- Peer-led workshops at USDN annual meeting
- Regional networks
- USDN Web site
- USDN User Groups/Committees
- USDN monthly idea sharing conference calls
- Local Sustainability Matching Fund projects
- USDN Small Group Discussion Calls
- USDN Small Group Discussion Calls

**Respondents (#)**

- Have Participated/High Impact
- Have Participated/Medium Impact
- Have participated/Low Impact
### What the Networks Do

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>USDN</th>
<th>Regional Networks (Examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>F2F Meeting</td>
<td>1 per year – 3 days</td>
<td>All networks have 1-2 F2F meetings annually, 1-2 days</td>
</tr>
<tr>
<td>Sharing/exchange/learning</td>
<td>Workshops (annual meeting)</td>
<td>Member sharing: achievements, challenges, topics of interest, local initiatives, lessons learned</td>
</tr>
<tr>
<td></td>
<td>User Groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monthly Conference Calls</td>
<td></td>
</tr>
<tr>
<td>Alignment</td>
<td>Fundraising proposals</td>
<td>Fundraising proposals</td>
</tr>
<tr>
<td></td>
<td>Federal policy group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communications group</td>
<td></td>
</tr>
<tr>
<td>Project Collaboration (often requires external partners)</td>
<td>Innovation Fund</td>
<td>CA: single-use bags, master environmental assessment</td>
</tr>
<tr>
<td></td>
<td>Local Sustainability Matching Fund</td>
<td>Heartland: Urban Ag scan (Innovation Fund), member presentations in other settings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SSDN: No Carolina working group/utilities, TN bi-monthly trouble-shooting calls</td>
</tr>
<tr>
<td>Branding</td>
<td>Logo, descriptive materials, outreach to funders</td>
<td>Presentations/webinars by members</td>
</tr>
<tr>
<td>Internal communications</td>
<td>Usdn.org</td>
<td>Some using usdn.org</td>
</tr>
<tr>
<td></td>
<td>Weekly e-newsletter</td>
<td></td>
</tr>
<tr>
<td>Public Web site</td>
<td>In development</td>
<td>CA, others?</td>
</tr>
</tbody>
</table>
# A Collaboration Continuum

<table>
<thead>
<tr>
<th>This activity...</th>
<th>Requires these resources...</th>
<th>Factors for effectiveness</th>
</tr>
</thead>
</table>
| **Exchanging Information with each other** (e.g., peer-based topic workshops at F2F meetings, conference calls) | • Shared interest  
• Time to exchange information  
• Time to discuss  
• “Opt in” by participants (low risk & commitment) | • Identify high-priority interests  
• Clarify interest at a level of specificity  
• Identify those with good information  
• Prepare “presenters”  
• Set sufficient time for discussion  
• Facilitate sharing/discussion around what others want to know  
• Have opportunities for continued exploration  
• Post presentations/discussion notes  
• Identify “lessons learned” and cases that might be valuable for others |
| **Aligning with each other** (e.g., following a process such as adaptation planning together; agreeing on a policy agenda) | • Shared interest  
• More time to develop & refine/negotiate shared ideas, language, and understand different points of view  
• May need facilitation  
• May need research  
• Time/capacity to draft agreement  
• “Opt in” and “stay in” by participants (medium risk & commitment) | • Identify high-priority, high-value interests  
• Define core terms  
• Clarify how agreement/consensus will be reached  
• Openness, willing to learn, on part of participants |
| **Producing a shared outcome together** (e.g., lobbying for legislation, awarding Innovation Fund grants) | • Shared interest  
• Set goals, timetable  
• May require facilitation  
• Time/effort to acquire resources—funding, capacity  
• Process management & coordination with production schedule  
• Time for joint decision-making & guidance  
• “Stay in” and “produce” by participants (high risk & commitment) | • Identify high priority, high-value, “we want to make it happen” interests  
• Maintain participants’ engagement—don’t out-source to staff/manager |
F2F MEETINGS
Design Network F2F Meetings to...

1) Increase connectivity
   - Mix it up, “forced” connections, buddies, lots of unstructured networking time

2) Satisfy members’ value propositions
   - Activities that provide quality high-priority information
   - Get members to present/facilitate

3) Explore new possible member activities
   - Provide a taste of next-stage activities

4) Expose funders/partners
   - Invite & allow them to participate

5) Create a good vibe/momentum
   - Check in/mid-course corrections
   - End on strong note (members’ takeaways)

6) Evaluate & improve

- Tips from CA (Carol)
- Designing with Julia: 2013 USDN Annual Meeting
NETWORK ACTIVITIES
<table>
<thead>
<tr>
<th>Activity Type</th>
<th>USDN</th>
<th>Regional Networks</th>
</tr>
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<td>Workshops (annual meeting) User Groups Monthly Conference Calls</td>
<td>Member sharing: achievements, challenges, topics of interest, local initiatives, lessons learned Monthly calls (notes distributed) SSDN: monthly newsletter Heartland: Peer city visits</td>
</tr>
<tr>
<td>Alignment</td>
<td>Fundraising proposals Federal policy group Communications group</td>
<td>Fundraising proposals</td>
</tr>
<tr>
<td>Project Collaboration (often requires external partners)</td>
<td>Innovation Fund Local Sustainability Matching Fund</td>
<td>WAA: Adaptation planning CA: single-use bags, master environmental assessment Heartland: Urban Ag scan (Innovation Fund), member presentations in other settings SSDN: No Carolina working group/utilities, TN bi-monthly trouble-shooting calls</td>
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</tr>
<tr>
<td>Internal communications</td>
<td>Usdn.org Weekly e-newsletter</td>
<td>Some using usdn.org Email, listserv, Goggledocs</td>
</tr>
<tr>
<td>Public Web site</td>
<td>In development</td>
<td>CA, others?</td>
</tr>
</tbody>
</table>
LEADERSHIP SUCCESSION
Heartland
Overall Connectivity (Levels 1-4)

Or, How Dennis Lost His Centrality
Heartland
Each Level of Connectivity

1 = Introduced, infrequently info exchange
2 = Information exchange >1/month
3 = Exchange info, collaborate on projects
4 = Collaborate, rely on

Or, How Dennis Lost His Centrality
Succession in USDN

2009 Connectivity Map

No Longer in Network
Some Roles in Network Leadership  
(The same person can play many of these roles.)

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizing</td>
<td>Establishes purpose and value propositions of the network. Establishes first members of network and connects them to each other. Attracts initial resources for the network.</td>
</tr>
<tr>
<td>Weaving</td>
<td>Works to increase connections among nodes, both the number of links and the bandwidth quality of links. Also may focus on growing the network by connecting to new nodes.</td>
</tr>
<tr>
<td>Funder</td>
<td>Provides initial and ongoing resources for organizing the network, supporting development of connections, alignment, and production, and coordination for the network. May play role of initial organizer of network.</td>
</tr>
<tr>
<td>Facilitating</td>
<td>Helps network members to establish collective value proposition and negotiate collective action plans for production.</td>
</tr>
<tr>
<td>Coordinating</td>
<td>Helps nodes to undertake collective action for production, by ensuring the flow of necessary information and other resources, development and implementation of agreements among nodes.</td>
</tr>
<tr>
<td>Coaching</td>
<td>Advises organizers, weavers, facilitators, and coordinators about how best to perform their roles in building networks.</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Informally helps to build the network, but as a member of the network, not as a formal position-role within the network.</td>
</tr>
</tbody>
</table>
Practices for Net-Centric Leadership
Institute for Conservation Leadership, “The Less Visible Leader”

**Catalyzes a culture of spirited cooperation**
1. Listens deeply to fully appreciate and understand the diversity of perspectives and motivations held by all involved.
2. Shows gratitude and encourages mutual appreciation for the ideas and contributions of all.
3. Regularly uses both/and thinking to identify solutions that meet both shared and individual goals and needs.
4. Communicates openly and clearly, matching the medium to the message.
5. Fosters opportunities (at all levels of the system) to develop camaraderie and trust

**Shares power and generates momentum**
6. Creates space for others to step up and contribute
7. Embraces ambiguity and encourages experiments and innovations
8. Helps the group to develop enough infrastructure to effectively make decisions and keeps everyone moving forward
9. Pays attention to conflicts in values and beliefs and productively orchestrates resolution

**Stays true to the long-term vision while navigating frequent twists and turns**
10. Persistently holds a clear picture of the purpose for working together
11. Helps those inside and outside the collaborative effort understand the progress that is being made as well as the roots of that success.
12. Courageously continues to adapt in an effort to successfully achieve the long-term vision.
STAFFING/COORDINATION
## Typical Network Coordinator Functions

<table>
<thead>
<tr>
<th><strong>Network Development</strong></th>
<th><strong>Internal Communications</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support network goal setting and the development of plans</td>
<td>• Organize, convene, and schedule network meetings (develop agendas, assist with goal setting, minutes recorded and shared)</td>
</tr>
<tr>
<td>• Monitor and promote progress with network plans</td>
<td>• Provide written updates and reports of all activities to Network members on a regular basis</td>
</tr>
<tr>
<td>• Maintain Network member database</td>
<td>• Maintain network online capacities (Directory, Web site, etc.)</td>
</tr>
<tr>
<td>• Identify opportunities to create and strengthen network connections (network weaving)</td>
<td></td>
</tr>
<tr>
<td>• Orient new members (including coaching on healthy network practices)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>External Communications</strong></th>
<th><strong>Network Research/Data Collection</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Respond to all requests for updates and reports from funders</td>
<td>• Facilitate data collection necessary for assessing and evaluating network health and effectiveness of network activities</td>
</tr>
<tr>
<td>• Serve as liaison with other organizations and networks to promote coordination of efforts.</td>
<td>• Support creation of white papers/reports</td>
</tr>
<tr>
<td>• Promote activities and goals of the Network and those of its members</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Network Finances</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review and monitor budget</td>
</tr>
<tr>
<td>• Identify and pursue funding opportunities</td>
</tr>
</tbody>
</table>
BUDGETING & FUNDRAISING
Network Costs and Funding

- Network costs are determined by network purpose.
- Network resources can come from in-kind “sweat equity”; grants; selling services; and member funding.
- Network resources must be allocated through an open and equitable process.

“The allocation of funds, once raised, can be potentially contentious, if the relationships among members have not been well formed, and if agreements for the division of resources have not been reached in an open and transparent fashion.”

(Heather Creech, “Form Follows Function”)
How Will the Network Be Funded?

- Operating grants
- Member fees
- Project fund raising
- Volunteer time and sweat equity
- Partner contributions
## Budget Framework

<table>
<thead>
<tr>
<th>FIXED COSTS</th>
<th>VARIABLE COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Network</strong></td>
<td>$250-$500 average per person per meeting, but many ways to offset costs</td>
</tr>
<tr>
<td><strong>Convening</strong></td>
<td><em>(• Travel expenses)</em></td>
</tr>
<tr>
<td></td>
<td><em>(• Meeting space)</em></td>
</tr>
<tr>
<td></td>
<td><em>(• Food, lodging)</em></td>
</tr>
<tr>
<td></td>
<td><em>(• Facilitation)</em></td>
</tr>
<tr>
<td></td>
<td><em>(• Materials)</em></td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>(• Conference calls)</em></td>
</tr>
<tr>
<td></td>
<td><em>(• Web site/server)</em></td>
</tr>
<tr>
<td></td>
<td>*(• Software (Dropbox, Yammer, etc))</td>
</tr>
<tr>
<td></td>
<td><em>(• Databases)</em></td>
</tr>
<tr>
<td><strong>Staffing</strong></td>
<td>Logistics: part-time loaner</td>
</tr>
<tr>
<td></td>
<td>Network: part-time, but higher skill set &amp; engagement with members</td>
</tr>
<tr>
<td><strong>Projects</strong></td>
<td>• Project development costs</td>
</tr>
<tr>
<td></td>
<td>• Project implementation &amp; management</td>
</tr>
<tr>
<td></td>
<td>• Consultants</td>
</tr>
</tbody>
</table>

As network becomes bigger and more ambitious, costs will increase (better communications, more network coordination, more project development)

1. Roll fixed costs into funding for projects.
2. Don’t undertake projects that are not paid for.
3. Expand network of potential funding sources (including members)
INFRASTRUCTURE & NETWORK MANAGEMENT
Valued Communications Modes

Most valued communications mode is the Annual Meeting
More than half of members find high value in:

- Off-line Connections, User Groups, Scans/Best Practices,
- Posts on USDN.org, Innovation Fund, and Regional Networks

Value of USDN Communication Modes

- Annual Meeting
- Off line connection to another member(s)
- Scans, Reports, and Best Practice Cases Shared
- User/Working Groups
- Regional Networks
- Innovation Fund Grant Projects
- Posts on USDN.org Website (questions, updates,
- Monthly Idea Sharing Calls
- Small Group Discussion MarketPlace
- USDN Member Surveys

High Value
Medium Value
Low Value

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
• Make the network do the work.
  – Minimize “delegation” opportunities

• Let connections flow to value.
  - Organize around what members want, not around what “should be happening” & drop what’s not working

• Let variation create unplanned opportunities; don’t try to march in lockstep

• Watch closely/Seek frequent feedback/Continually re-evaluate.

• Keep plans flexible.
USDN & THE REGIONAL NETWORKS
“TERRITORIES” OF THE REGIONAL NETWORKS
• **A New Dynamic:** Regional network connections and activities are increasing and becoming important factor in member connectivity and satisfaction.
About 2/3 of most strongly connected members also connected within regional networks

1 = Introduced, infrequently info exchange
2 = Information exchange >1/month
3 = Exchange info, collaborate on projects

<table>
<thead>
<tr>
<th>Duration</th>
<th>Ties</th>
<th>More than 2 years</th>
<th>1-2 years</th>
<th>Less than 1 year</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 2 years</td>
<td>80% of ties</td>
<td>87.5% of ties</td>
<td>11% of ties</td>
<td>1.5% of ties</td>
</tr>
<tr>
<td>1-2 years</td>
<td>16.5% of ties</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>3.5% of ties</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Regional Network Implications
USDN Planning Committee 9/2012

Congratulations, it’s happening: regional networks are taking hold. But still fragile (leadership, coordination, funding)

Value for USDN Mission
1. **Practice**: Regional nets beginning to become hubs for sharing practice, collaborating on projects
2. **Field Building**: Regional nets expand the reach of USDN brand into non-member communities
3. **Contributes to network-leadership within national network**

Relationships within regional networks becoming larger, important dynamic within USDN national membership

Big Questions
1. As connectivity of USDN members within regional networks increases, will this become a more important dynamic than national connections? Could USDN become more of a “confederation” of regions, rather than a national connector?
2. How to differentiate between what the regional nets and the national network are good at/should be doing? (Need to do this over next few years)
# Impact of Regional Networks Tally

**February 2013**

<table>
<thead>
<tr>
<th></th>
<th>CA</th>
<th>Casc</th>
<th>Heart</th>
<th>MI</th>
<th>NE</th>
<th>OKI</th>
<th>SE</th>
<th>WAA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Find solution</td>
<td>7</td>
<td>2</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>35</td>
</tr>
<tr>
<td>Avoid problem</td>
<td>4</td>
<td>4</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td>Make a change</td>
<td>8</td>
<td>3</td>
<td>6</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>33</td>
</tr>
<tr>
<td>Gain support</td>
<td>8</td>
<td>6</td>
<td>10</td>
<td>7</td>
<td>9</td>
<td>5</td>
<td>8</td>
<td>7</td>
<td>62</td>
</tr>
<tr>
<td>Save time</td>
<td>8</td>
<td>5</td>
<td>10</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>41</td>
</tr>
<tr>
<td>Save money</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>21</td>
</tr>
</tbody>
</table>

222 instances of regional network impact
## 2013 Topics Mentioned by Regional Network Members

<table>
<thead>
<tr>
<th>Topic</th>
<th>Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food systems</td>
<td>CA, Cas, Heart, MI, NE</td>
</tr>
<tr>
<td>Green infrastructure</td>
<td>NE</td>
</tr>
<tr>
<td>Bldg energy efficiency</td>
<td>Heart, MI, NE, OKI, SE</td>
</tr>
<tr>
<td><strong>Adaptation planning</strong></td>
<td><strong>CA, Cas, Heart, MI, NE, OKI, WAA</strong></td>
</tr>
<tr>
<td>Bike/car sharing</td>
<td>CA</td>
</tr>
<tr>
<td>Green Economy</td>
<td>Cas,</td>
</tr>
<tr>
<td>Water (stormwater, flood, conservation)</td>
<td>Cas, Heart, MI, SE, WAA</td>
</tr>
<tr>
<td>Govt purchasing</td>
<td>Cas</td>
</tr>
<tr>
<td>Climate change communications</td>
<td>Cas</td>
</tr>
<tr>
<td>Municipal facilities energy reduction</td>
<td>Heart,</td>
</tr>
<tr>
<td>Waste diversion</td>
<td>OKI</td>
</tr>
<tr>
<td>Behavior change</td>
<td>MI, SE</td>
</tr>
</tbody>
</table>
### What the Networks Do

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>USDN</th>
<th>Regional Networks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>F2F Meeting</strong></td>
<td>1 per year – 3 days</td>
<td>All networks have 1-2 F2F meetings annually, 1-2 days</td>
</tr>
<tr>
<td><strong>Sharing/exchange/learning</strong></td>
<td>Workshops (annual meeting) User Groups</td>
<td>Member sharing: achievements, challenges, topics of interest, local initiatives, lessons learned</td>
</tr>
<tr>
<td></td>
<td>Monthly Conference Calls</td>
<td>Monthly calls (notes distributed)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SSDN: monthly newsletter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Heartland: Peer city visits</td>
</tr>
<tr>
<td><strong>Alignment</strong></td>
<td>Fundraising proposals</td>
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</tr>
<tr>
<td></td>
<td>Federal policy group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communications group</td>
<td></td>
</tr>
<tr>
<td><strong>Project Collaboration</strong></td>
<td>Innovation Fund</td>
<td>WAA: Adaptation planning</td>
</tr>
<tr>
<td>(often requires external partners)</td>
<td>Local Sustainability Matching Fund</td>
<td>CA: single-use bags, master environmental assessment</td>
</tr>
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<td></td>
<td>Heartland: Urban Ag scan (Innovation Fund), member presentations in other settings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SSDN: No Carolina working group/utilities, TN bi-monthly trouble-shooting calls</td>
</tr>
<tr>
<td><strong>Branding</strong></td>
<td>Logo, descriptive materials, outreach to funders</td>
<td>Presentations/webinars by members</td>
</tr>
<tr>
<td><strong>Internal communications</strong></td>
<td>Usdn.org</td>
<td>Some using usdn.org</td>
</tr>
<tr>
<td></td>
<td>Weekly e-newsletter</td>
<td>Email, listserv, Goggledocs</td>
</tr>
<tr>
<td><strong>Public Web site</strong></td>
<td>In development</td>
<td>CA, others?</td>
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Selected Connectors $\geq 2$

From USDN 2012 survey + Regional networks survey 2013

California
Cascadia
Heartland
Michigan
New England
Ohio-Indiana-Kentucky
Southeast
Western Adaptation Alliance
Prairie State
Canada
What’s Different/Similar Across Regions?

**Climate** (hot/cold, dry/wet, etc.)

**Characteristics of Various Urban Systems**
- Transportation
- Energy Supply
- Etc.

**Political Culture**
- Role/Leadership of Local Governments
- Tolerance for Government Mandates

Others?
What is USDN Doing that Regions Can Take Advantage Of?

- Innovation Fund
- Local Sustainability Matching Fund
- Federal Policy Working Group
- Communications/Messaging Working Group
- Etc.