Maricopa Coalition on Climate Change and Public Health: Extreme Heat

2019 North American Partnership for Environmental Community Action (NAPECA)

Institute for Sustainable Communities

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FollowUp Form

Project Title*

Maricopa Coalition on Climate Change and Public Health: Extreme Heat

Quick Analysis

1) What was the single best thing that happened during the project?*

Significant progress was made towards formalizing the collaboration. The initial connection between ISC and MCDPH, and the subsequent funding, brought partners together to have conversations about the BCCPH collaborative structure and future direction. This is critical to supporting the collaborative's sustainability.

2) What was the single worst thing that happened during the project?*

The multi-hazard impacts of COVID-19 and extreme temperatures in April posed significant challenges during this project. It became difficult to distinguish between COVID-related deaths and heat-related deaths that were happening simultaneously. We think COVID had a compounding effect on heat-related deaths; it was heartbreaking to know people were evicted, increasing the rates of homelessness in our community. COVID also impacted our work, the inability to meet in person with community partners and ISC staff required new approaches for finding ways to collaborate.

3) What was the single most unexpected thing that happened during the project?*

ISC's regional staff person unexpectedly left for a new job. However, ISC staff Daniel Dickerman and Steve Adams were assigned to the project moving forward, which helped a smooth transition and successful completion of the project.

4) What was the single thing that could have been done to make the project more effective?*

Reflecting back, we could have done more robust outreach with the Advisory Team; collecting more feedback about the work that ISC was preparing, which may have increased partner engagement. Feedback usually generates more conversations, different points of views, and more collaboration.

5) What will happen as a result of this project during the next five years?*

As a result of this project, over the next five years, the collaboration will grow, institute a formal structure, and have more resources, moving it from a model to reality. We will foster multi-disciplinary collaboration at the metropolitan-regional scale; addressing not only extreme heat, but other climate hazards that county residents are regularly exposed to. The BCCPH will strive for continued function as a community-centered partnership with the goal of driving policy impact via the Maricopa Association of Governments (MAG).

To preserve the voice of the community in BCCPH, the partners propose a deep link between BCCPH and a community-based organization (CBO). We recognize that there will be a need for more training and preparation to support effective leadership. For that reason, we propose hosting BCCPH in one of Arizona State University's (ASU) programs where the CBO and ASU would work hand-in-hand. They can be further supported by MCDPH, the Vitalyst Foundation, the Arizona Public Health Association (AzPHA), and research groups from other universities. This is an excellent opportunity to create a model that would allow for community-based participatory research.

These collaborations have the potential to unearth new community-driven and evidence-based policy recommendations by elevating the voices, wisdom and power of community. By involving the community in relevant research at ASU, new evidenced-based recommendations can arise and be translated to policy. To translate the findings, we propose a formal partnership between the CBO-ASU and the MAG to shape and propagate these policies.

6) Is there anything else that is important to say about the project?*

While COVID-19 hampered our ability to create connections in-person, we were able to learn about other regional resilience collaboratives in the USA, their types, functions and activities, levels of reported impact, and their overall structures. The gained knowledge helped initiate discussions among partners in a variety of sectors and helped us consider varying perspectives in making the best choice for our community. The ISC staff did a wonderful job in guiding our partners in this journey and using their broad experience to help us make informed decisions. We are so glad that our collaborative is now on the map of U.S. collaboratives.

Project Evaluation

Results of the monitoring and evaluation activities*

Objective 1: Build capacity of coalition partners to operate effectively as a regional climate collaborative:

ISC has provided the CACPH with guidance documents on building a collaborative governance structure. After the CACPH and partners determine future backbone support, that structure can be implemented.

Likewise, ISC provided the CACPH with a collaborative charter. This charter served as a guide to the collaborative decision-making processes. In our work with the advisory committee ISC ensured that all decisions made conformed to the collaborative charter.

ISC has been working as thought partners with the advisory team for a year. In this time, we have intentionally worked to build their capacity around network building and theory. The advisory team is deeply engaged in the extreme heat work in Arizona and has the knowledge to continue building out the collaborative's work.

The initial advisory team consisted of individuals representing ten cross-sector organizations. However, as the first wave of COVID hit Arizona in mid-March, participation began to drop as schedules filled up and positions shifted. Throughout the process we had six organizations participating as part of the advisory team meeting regularly, with one to two that would participate occasionally.

Objective 2: Maricopa County will complete a regional implementation process for addressing extreme heat impacts

ISC's work in Maricopa County has largely focused on increased coordination between human service providers, recognizing the importance of collaboration in building regional resilience. Given our experience with this type of process, we initially planned to approach the extreme heat work by building out a regional public engagement strategy. We began with building out a data map to ensure that partners all had a common understanding of the data collection and distribution processes related to heat related death and illness.

The arrival of COVID created a real potential heat crisis for the County. Up to that point, the primary heat intervention was a network of cooling shelters offering air-conditioning and water. However, COVID social distancing had the potential to throw this intervention into disarray, with catastrophic results.

In anticipation of this potential, a group of local stakeholders began Arizona Extreme Heat Preparedness and Resilience coordination calls, which soon became a work group. These weekly calls coordinated heat response activity. ISC and our partners engaged actively on these calls, and we also supported communications by tying these efforts back to work the collaborative had already done.

However, what became clear was that the coordination calls and work group were primarily tactical in nature - "what is the temperature this week and how are we going to respond?," Making it clear that longer-term strategic and systems focused work needed to be carried out. With this in mind, ISC oriented the collaborative's work to fill that role.

To that end, we developed an extreme-heat system map with the goal of creating a balance sheet for extreme heat as a whole. For example, research revealed that extreme-heat related ER visits were costing the Maricopa County healthcare system over $56 million a year. Yet, at this point, they had largely been absent in conversations around climate change and heat.

The systems map can serve as the coordination fulcrum for heat response in Maricopa County. It can be used as a tool not only to coordinate activity across sectors, but also to recruit new organizations to the collaborative by showing mutual benefits of involvement. To date, ISC has presented the map to a number of organizations which garnered interest in collaborative work.

Objective 3: Maricopa County will have extreme heat implementation funding secured and executed.
As of yet, Maricopa County has not secured implementation funding. However MCDPH has indicated willingness to continue to support; and ASU and Vitalyst Health Foundation have expressed interest in supporting the collaborative.

Project Summary - Part I. Description

Participating organizations and geographic location(s) of the project (a small map can be included*

In addition to the County Department of Public Health (MCDPH), local partners included representatives from: The Arizona Department of Human Services Tribal Liaison, The Arizona Emergency and Military Affairs Tribal Liaison, Arizona State University, Citizens' Climate Lobby, Empowerment Systems, The Nature Conservancy, National Oceanic and Atmospheric Administration/National Weather Services, and the Pinal County Public Health Department.

A one paragraph background or problem statement (why was the project carried out?)*

Extreme heat episodes are becoming more frequent and dangerous across the globe, with Maricopa County, Arizona, U.S.A. at the forefront of the extreme heat crisis. The county experiences, on average, 26 days each year with maximum temperatures greater than 43°C (110 °F), and 10 days with minimum temperatures greater than 32°C (90 °F). Over 1,300 people have died due to extreme heat in Maricopa County since 2006. The County Department of Public Health (MCDPH) has been tracking heat-related deaths and illnesses since 2006, resulting in the refinement and improvement of their morbidity and mortality surveillance protocols; making them a benchmark for federal, state, and local governments.

A one-paragraph general description of the project (what was done?)*

The Institute for Sustainable Communities (ISC) partnered with MCDPH and other local partners to implement a twelve-month project designed to build on and strengthen the work of the pre-existing Bridging Climate Change and Public Health Working Group (BCCPH.) With the ultimate goal of fostering a regional climate and health collaborative that reduces heat related death and illness in central Arizona.

A one-paragraph description of outcomes and follow-up (what did the project achieve?*

By providing facilitation, staffing, and technical and strategic assistance to coalition partners, ISC supported building the capacity of the BCCPH to prepare it for the shift from a working group under the auspices of the MCDPH to an independent, member-lead coalition. As a result, the newly named Central Arizona Climate and Public Health Coalition (CACPH) has the tools needed to develop a governance structure and processes for decision making, securing and allocating resources, and bringing new partners to the table. ISC also developed a systems analysis that has and continues to serve as an engagement strategy for unifying siloed activity, with specific focus on healthcare providers and insurers. CACPH members are currently in conversation with local municipalities, Arizona State University, a number of community based organizations, and the Maricopa Association of Governments about next steps for the Collaborative and its activities.

Project Summary - Part II. Analysis

Successes*

ISC provided consistent backbone support to the nascent collaborative. This included meeting logistics and facilitation, the creation of guidance documents, the exploration of decision-making structures, thought-partnership, and member recruitment and partnership development.

Even in the midst of the pandemic, a core of our advisory team remained committed and engaged in the collaborative building process. We were able to meet consistently with both our advisory team and the MCDPH throughout the year.

ISC also provided additional thought-partnership to the MCDPH staff on a number of other projects that the department was working on.

ISC developed a systems map to be utilized as a tool for showing the importance of breaking down silos in a regional response to extreme-heat. This system map was presented in a number of spaces as a way to build interest in the Collaborative's activities. Most notably, this presentation, along with a number of other conversations, lead to a series of conversations with local organizations and municipalities around engaging with and supporting the Collaborative in the future.

Challenges*

By far the biggest challenge for this project was the onset of COVID-19. The pandemic impacted the project in a number of significant ways.

ISC initially built out an advisory team of 12 members. However participation dropped significantly after the first wave of COVID hit Arizona in mid-March. This was due to both the increase of advisory committee members' workloads as well as shifting positions.

The initial work plan had proposed a series of in-person convenings.The pandemic forced us to shift these convenings from in-person to virtual.

Concurrently, ISC had a key project staff member depart for another position causing a pause while we reallocated staff and brought them up to speed.

Lessons Learned*

1. It's important to be flexible both in setbacks and opportunities. Obviously the pandemic has taught many of us the importance of being able to adapt when things don't go as planned whether it's at a programmatic level, or adjusting to dynamics of home officing. But it's also important to be flexible when opportunities arise, such as the activity around the Heat Preparedness and Resilience work. By keeping the end goal in mind and being flexible in the processes, we were able to add value when an unexpected opportunity presented itself.
2. It's difficult to make decisions when given a blank page. Our participants engaged more effectively when they were given something to build off of or push back on. We found particular success in this process by building decision trees: laying out a number of possible decisions and the impacts those decisions could have, and then facilitating the conversation to come to a final decision.
3. Relationships are what make collaborations work. This is a basic element was the consistency and the camaraderie in our interactions with members of the advisory committee that allowed us to be both flexible and impactful in this project.
4. The importance of a systems approach. It is the system as a whole that needs to be shifted, and people and organizations need to determine the role they are playing in a system in order to achieve the greater outcomes, not just individual or organizational goals.

What next?*

There is significant consensus from both the MCDPH and local partners that it is critical to continue the work of the Collaborative. Currently, a number of conversations have been had about where the Collaborative should be housed, who should provide backbone functions, and how it should be supported. There is particular interest in incorporating community leadership in the Collaborative. These conversations are set to continue in 2021.

As a result of this work, the collaborative members have the tools that they need to structure, govern, grow, and operate their collaborative. We are grateful for this process.

Financial Report

Financial Report*

NAPECA Final Financial Report 12-16-20 (revised v.2) (4).pdf

Project Products

Final MCDPH Memo - NAPECA (5).pdf

File Attachment Summary

Applicant File Uploads

- NAPECA Final Financial Report 12-16-20 (revised v.2) (4).pdf
- Final MCDPH Memo - NAPECA (5).pdf

Final Financial Report

Maricopa Coalition on Climage Change and Public Health: Extreme Heat

Institute for Sustainable Communties

December 16, 2020

Part I. For the payment period of April 2020 to November 2020

ISC's final financial report is isubmitted in U.S. dollars.

It includes the total cost of the Comission's contributions.

There are no contributions from other sources.

	Current amount (USD)	Cumulative amount to date (USD)
Advance payment received from the Commission (payments #1 and #2)	$105,322 *(148,500 CAD)*	$105,322
Expenses		
Salaries & Benefits	$62,310	$91,228
Equipment and Supplies	$2,267	$2,536
Travel (not to exceed 15 percent of the total grant amount)	$189	$189
Consultants/Professional Fees (if applicable)	$6,875	$6,875
Overhead (not to exceed 15 percent of the total grant amount)	$13,106	$17,445
Other (itemize in table below for 'Other Expenses')		
Total expenses:	$84,745	$118,273
Balance (cumulative advance payment less total expenses)	*(16,500 CAD)*	-$12,951

Part II. Total projected disbursements

No disbursements are projected as the activity ended on November 30, 2020.

Toward a Regional Collaborative for Climate Change, Public Health, and Equity in Central Arizona:

Final Recommendations for the Maricopa County Public Health Department and Stakeholders

December 2020

Introduction

Since 2015, the Maricopa County Public Health Department has been working with a growing number of municipalities, advocates, non-profits, and academia to develop a more coordinated approach for addressing extreme heat impacts to people with a goal to reduce heat morbidity and mortality for those that live in Maricopa County. The Department released the Bridging Climate Change and Public Health Strategic Plan in early 2018 following an extensive stakeholder engagement process guided by a multisector working group that outlined five strategic directions:

- Fostering Environmental Action for a Healthier Community
- Coordinating Research and Collaborative Efforts to Catalyze Change
- Developing a Strategic and Targeted Communications Plan
- Promoting Community Awareness and Public Education about Climate and Health
- Celebrating Success and Champions

Implementation of the Strategic Plan by the Department and its ongoing working groups through 2018 and much of 2019 provided learning opportunities for the Department – chiefly that the strategies outlined within the Strategic Plan ranged well beyond the Department's spheres of influence and into the domains of many other local actors: cities, nonprofits, philanthropy, regional agencies, and community-based organizations. Recognizing the implementation complexity of the larger extreme heat ecosystem, the Department partnered with the Institute for Sustainable Communities to secure funding under the Commission for Environmental Cooperation's North American Partnership for Environmental Community Action (NAPECA) to develop a Regional Climate Collaborative (RCC) drawing from a growing movement of metro-regional collaboratives for coordinated climate action within United States. Over the course of 2020, ISC and the Department worked with an advisory team to develop the blueprint for a new RCC as a next step in the evolution for the Department's work on extreme heat as the first step toward a more comprehensive regional approach for addressing climate change impacts, equity, and public health.

This final report summarizes the key recommendations and supporting documents to guide the next steps in Maricopa County for continuing the work of the newly established Central Arizona Climate and Health Collaborative.

Regional Extreme Heat Systems Mapping

As the work of the advisory team progressed in 2020, it became clear that the work of the Department through its strategic plan was somewhat hampered by the extensive but disconnected activities of many local actors working on extreme heat issues across multiple local jurisdictions and sectors. Extreme heat is the most obvious local issue at the nexus of equity, climate change and public health and holds widespread public recognition as an issue of high concern and is the most obvious opportunity to begin to pull local actors together into a more coordinated collaborative process.

Inspired by a simple inventory of activities, research programs, and various projects prepared by ASU research Dave Hondula (and advisory team member), ISC developed a detailed Extreme Heat System map for Maricopa County.

Figure 1: Final Heat Systems Map
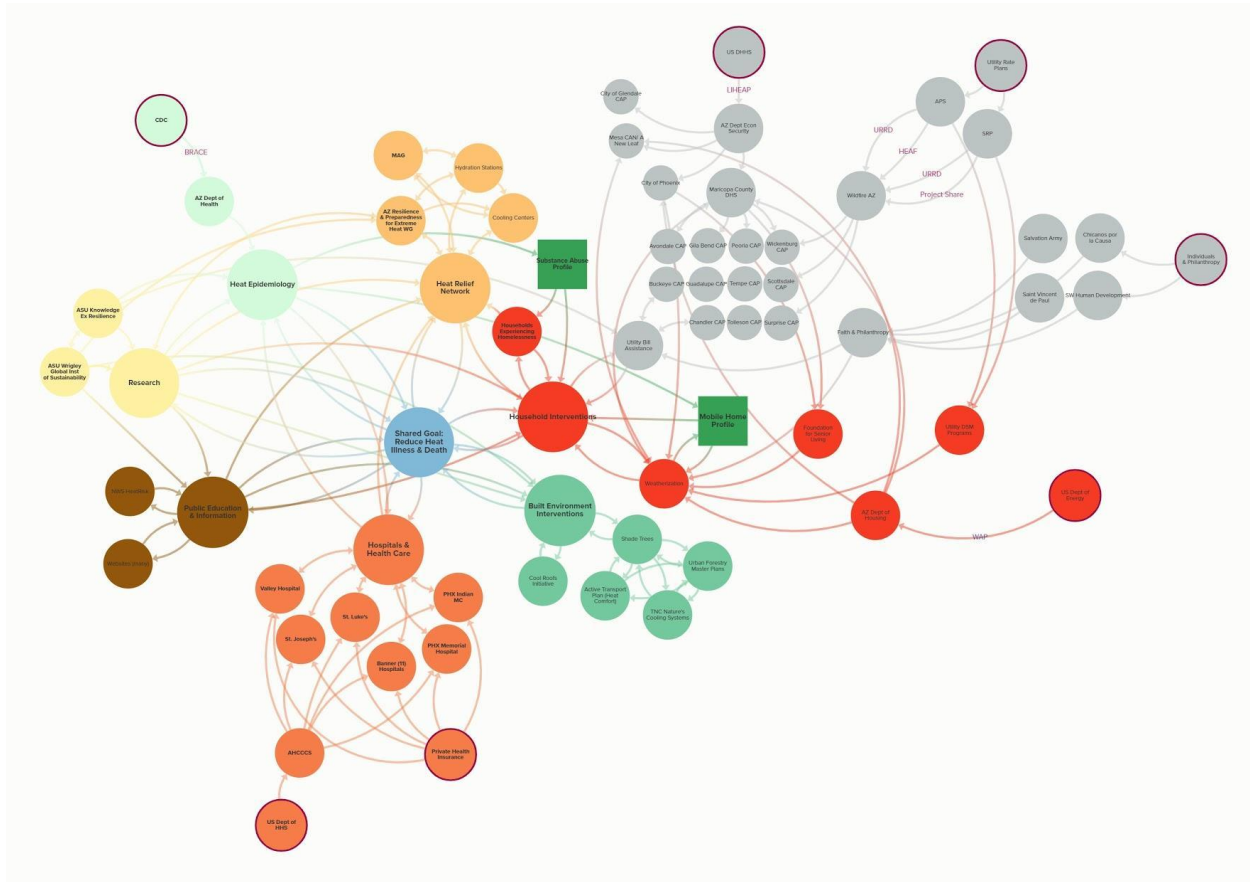
This map arrays the major components of activity around the central goal of reducing heat illness and death in Maricopa County in eight categories: Heat Relief Network, Shade Trees & Cool Surfaces, Hospitals & Healthcare, Public Information & Education, Research, Heat Epidemiology, Utility Bill Assistance, and Weatherization.

The full heat systems map can be examined in full detail at:
https://kumu.io/kfrench/bridging-collaborative-mc-heat-activity-map#mc-heat-impacts-services-map

The map depicts how each of the eight subsystems for addressing extreme heat are organized and funded and how they relate to each other. Further the map depicts major funding flows of federal, state, and local resources into the system as well as resources from faith communities, philanthropy and non-profit organizations, and health care organizations. For 2018 as an example, we found a combined investment of at least $70M into the larger extreme heat system from various sources with the primary contributors being $56.5M in healthcare costs associated

with extreme heat and $10M in utility bill assistance payments. A stylized illustration of the existing Extreme Heat system depicts the primary components:

Figure 2: Stylized Heat Systems Map

Through ISC's network building process, the advisory team considered the extreme heat systems map as an organizing heuristic for designing the Collaborative's governance committee, the working groups, and the larger membership audience. The map made clear that the Department's original strategic plan stakeholder group represented only parts of the existing system and as such, did not have sufficient convening power to more fully address the central objective of reducing heat illness and death within Maricopa County. ISC prepared several organizational charts for consideration by the advisory team that used differing approaches for organizing work and building networked connections across components of the larger system. The organization built for implementing the 2018 strategic plan was organized largely around
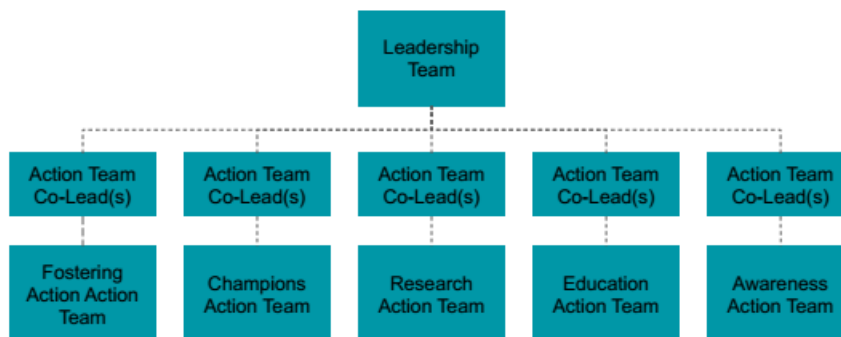
specific strategic objectives contained within the plan. Our observation was that this organization did not fully embrace the existing system nor did it fully address gaps in membership at the leadership team or working group levels for community-based organizations. Other options for organizing the Collaborative include working groups for each of the major subsystems of the Extreme Heat Systems Map or a blend of mapped sub-systems and strategic plan-driven working groups. Ultimately the advisory group recommended a blended approach to initial organization that retained components of the strategic plan-driven organization with aspects of the Extreme Heat systems to be determined by the Collaborative's leadership committee in 2021. Further, the advisory group recommended specific seats at the leadership table for at-large community members to ensure that the Collaborative prioritizes equity considerations from the beginning
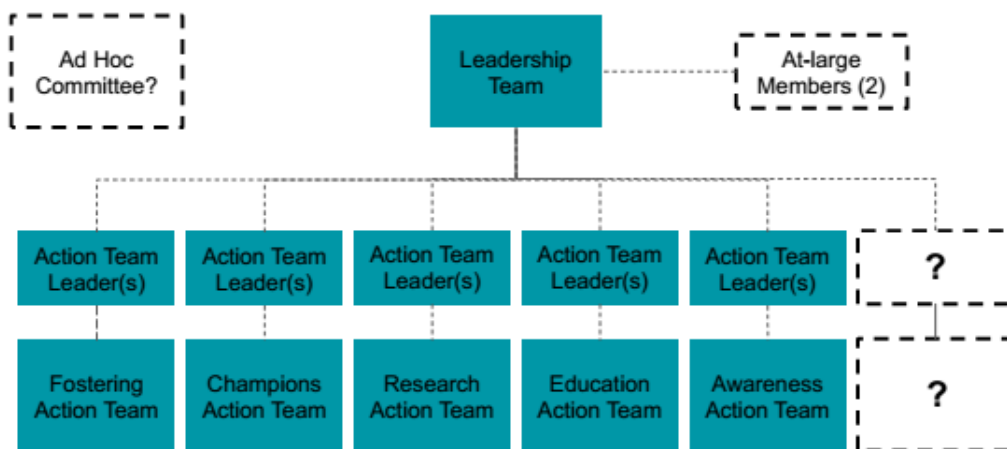
The 2020 process concluded with two early December events in which MCPHD, advisory team, and ISC staff presented results to a table of local decision-makers across sectors and the 2020 Annual Bridging Climate and Public Health Convening (both via webinar given pandemic considerations). The local decision-makers were unanimous in recommending the launch of the Collaborative in 2021 and a shift in organizational backbone support toward a third party (to be identified by March 2021) contingent upon funding.

Future Collaborative Funding Considerations
In working with the Department and the advisory team, we identified multiple opportunities for funding backbone support for the Collaborative in 2021. We estimated the optimal start-up staffing at one FTE to provide convening, staffing, and recruitment services for the Collaborative as well as support for the Collaborative's leadership team in securing additional funding for future growth.

The most likely source of support is securing support from local philanthropy to support the Collaborative coordinator position. We noted that the Maricopa Family Support Alliance receives backbone support from a contractor paid directly by the Piper Charitable Trust and that the Vitalyst Foundation has indicated interest in this model for the Collaborative. Alternatively,

local philanthropy could allocate resources in the form of a grant directly to ASU or a local nonprofit to provide these services, either singly or in conjunction within each other. ASU likely has sufficient staffing available to provide short-term support for the Collaborative, but securing longer-term funding in 2021 would be critical.

Another option gleaned from the experience of other collaboratives around the U.S. would be to continue to pursue project based funding (such as the recent Heat Vulnerability Grant from RWJF) to pursue critical components of the extreme heat question. While such funding is helpful to advance the issue, the risk is that project-based funding narrows the scope of collaborative activity to the issues core to the grant rather than the larger strategic questions of how to grow the Collaborative and advance across multiple objectives at once. Other collaboratives that rely on project-based funding report feeling "whipsawed" from one grant to the next and lacking in owning their strategic direction.

An additional option considered by the advisory committee and local decision-makers was to explore the opportunity to move the Collaborative to the Maricopa Association of Governments (MAG) as the regional entity that operates many other regional programs including transportation, air quality and the coordination role for the Heat Relief Network. Local government members (through elected officials) could advocate for MAG retention of the Collaborative as an additional program offering with funding coming from member local governments to support staffing.

Ultimately, the Department and the local decision-makers are considering each of these options and exploring the viability of each for a final decision by March 2021.

Appendix – Collaborative Governance Documents

BCCPH Charter Worksheet

This worksheet is meant to be used to guide the BCCPH Advisory Committee through the process of creating their charter, which will lay out the formal purpose and structures of the collaborative. However, it is important to note that you could build a chartered network and not have answers to all of these questions. Similarly, you could answer all of these questions, and not yet have a real collaborative. Since this worksheet is tied to a process, it is a living document, and should be revisited and adapted as dictated by the process.

| Question	Answer	Notes
Mission, Vision, and Values		
What is the mission of this collaborative?	Answers: What is it that we do?	
What is the vision of this collaborative?	Answers: What is it that we would like to see?	ISC Recommendation: Adapt pragmatic vision laid out in BCCPH 2017 Strategic Plan. See Appendix A
What are the values of this collaborative?	Answers: What is it that guides our work?	Examples: Collaboration, Transparency, Equitable Approaches, Priority Strategies
Membership		
What are the benefits of membership?		Examples: networking, internal website access, trainings, network grants, involvement in governance, shared information resources
What are the responsibilities of membership?		Examples: identify organizational point of contact, participate in working group, participate in network activities,
How does one become a member (requirements)?		Examples: alignment with collaborative vision and values, type of sector (non-profit vs. for-profit?), geographic location,
How does one become a member (process)?		ISC Recommends: fill out a membership form, and then the governing body votes regularly to accept new members.

Governance		
What will the governing body be called?		Examples: Leadership Council, Leadership Committee, Executive Committee, Network Council
What are governing member responsibilities?		Examples: fiscal health of collaborative, works with collaborative staff, advance the strategic plan, promote collaborative, grow collaborative, attend meetings, solicit funding, consider and pass resolutions, hire staff
How often does the governance body meet?		ISC Recommendation: Monthly
How are governance decisions made?		ISC Recommendation: Majority Vote
What constitutes a quorum?		ISC Recommendation:a majority of the governance body. E.g. for 7 total members, a quorum would be 4 members. For 8 total members, a quorum would be 5 members.
How are governing members selected?		ISC Recommendation: 2 members per action team + 1-2 at-large positions. No organization may have more than 1 voting position on the governing body.
How long are governing member terms?		ISC Recommendation: 2 years, with staggered elections.
Collaborative Sustainability		
What are the staffing needs of the collaborative?		
How is the collaborative funded?		
What is the public-facing brand of the collaborative?		

Collaborative Types

The Institute for Sustainable Communities (ISC) has found that most climate collaboratives can be categorized as one of four types:

1. An **informal network** is highly flexible and can convene a large number of participants, but will generally be slower in advancing a unified strategy.
2. A **chartered network** has developed a formalized set of rules that governs the way that the network works and advances its goals.
3. A **legal entity** has become its own legal organization - often a 501(c)(3). It can collect funds directly, hire staff, enter into contracts, etc.
4. A **regulatory body** is a form of regional government, such as a regional transit authority.

The Bridging Climate Change and Public Health Collaborative (BCCPH) has, to-date, operated primarily as an informal network. ISC recommends that BCCPH seek to progress to a chartered network. A charter would provide governance structures, but also solidify decision making processes, which are especially helpful in moving forward on collective and coordinated strategies.
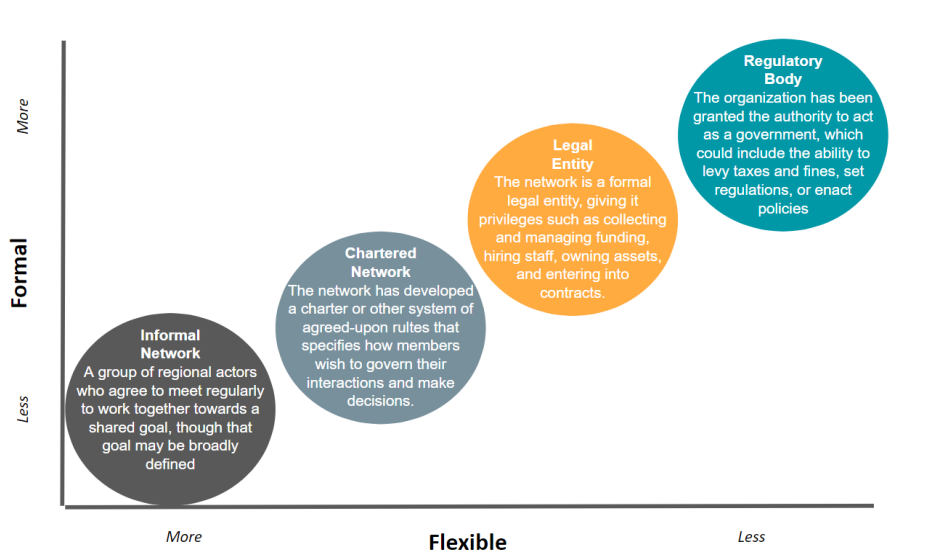
Many multi-stakeholder collaboratives are excellent with vision. There is, after all, a passion that tends to bring people to the table in the first place, but passion does not always lead to strong execution. A collaboration's backbone is there to support collaborative execution. This can include functions such as strategic visioning and planning, communication, data collection and analysis, and partnership development. ISC has observed that *Chartered Networks* are most effective when they have a backbone structure.

In fact, we believe a backbone is critical for a collaborative's long-term success. The typical ways to structure a collaboration's backbone are listed below. ISC has provided their recommendation in red parenthesis.

Nested Within an Organization: This network type is hosted within a larger organization, and is a subset of this larger organization's activity. *(Currently operating this way; not ideal)*

> *Pros*: Has name recognition and resources from host organization.
> *Cons*: Can be limited by host organization's mission, legal status, etc. Almost impossible for a host organization to both represent its own self-interest and be neutral.
> *Example*: BCCPH and MCDPH

Collaborative Formation Agreement: This network type is an agreement between two or more partners in which they pool resources to work on a common agenda. Pooled resources are used to hire a neutral staffing to facilitate the network. *(Not Recommended)*

> *Pros*: This collaborative design will create a formal governance structure to immediately address the issue at hand, in a way that is crystalizes partners' roles and benefits them.
> *Cons*: Limited by the initial partnership and issue at hand; tied to their formal agreement.
> *Example*: Southeast Florida Regional Compact

Backbone Organization: This network type is a collaboration of different organizations who share a similar mission. A dedicated backbone staff facilitates network activity, which can include meeting logistics and facilitation, communication, and data collection and processing. A member of the collaborative is chosen to house backbone staff. Collaborative funding can go towards staffing costs. *(Recommend exploring this structure for BCCPH)*

> *Pros*: Dedicated backbone staff ensures network activity doesn't fall through the cracks.
> *Cons*: Can be expensive to fund dedicated backbone staff.
> *Example:* Cradle to Career

Backbone Function (Member Organization Staffing): Instead of a single collaborative partner acting as backbone staff, a backbone function network type utilizes staff from across its member organizations. For instance, a communications staff member might work 50% for their home organization and 50% for their network. These networks still generally have some collaborative specific staff members, such as a director. *(Recommend exploring this structure for BCCPH)*

> *Pros*: Organizations can work independently and share their skills collaboratively. Contributing staff wear both hats and so, have a deep understanding of the network.
> *Cons*: Split staff are pulled in multiple directions; collaborative might be on back burner.
> Example: Central Arizona Conservation Alliance

Matrix of Characteristics for each Collaboration Structure Type

Network Type	Structure Type	Description of Functions Based on Structure					List of Characteristics		
		Backbone	Backbone Structure	Governance Structure	Growth Plan	Funding Structure	Charter	Website	Does the network provide collaborative-specific activities?
Informal network	Nested within an organization	Backbone functions provided by host organization	Backbone staff are housed in host organization	Host organization tends to lead initiative, often with input from an advisory team	Growth is often informal, with no rules about who is "part of the collaboration;" often word of mouth	Organization funds the work.	Maybe	Maybe	Maybe
Chartered network	Collaborative Formation Agreement	Backbone functions provided by neutral, third-party facilitator	Backbone staff are hired by collaborative to provide backbone functions	Can vary depending on the agreement	Generally does not grow beyond initial members	Joint-funding makeup	Yes	Maybe	No
	Backbone Organization	A member organization is considered "the backbone"	Backbone staff are housed in backbone organization	Leadership Team separate from the backbone	Grows based on alignment with mission, with formal membership rules	Joint-funding makeup	Yes	Yes	Yes

	Backbone Function	Backbone staff are spread out across member organizations	Backbone staff are housed in respective member organizations	Leadership Team separate from the backbone	Grows based on alignment with mission, with formal membership rules	Joint-funding makeup	Yes	Yes	Yes

Examples of Common Collaborative Activates Offered[1]:

- Training & Tools
- Raise External Resources
- State/Federal Advocacy
- State/Federal Engagement
- Stakeholder Engagement
- Public Communications
- Research & Analysis
- Climate Planning

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[1] http://us.sustain.org/wp-content/uploads/2019/04/Regional-Collaboratives-for-Climate-Change-FINAL-1.pdf *(see page 18)*