

Resilience Hubs

Creating a Resilience Hub & Spoke Network

A neighborhood or defined community may have both a main Resilience Hub and several “spoke” Resilience Hubs. The intention is for all Resilience Hubs, whether they function as a main or spoke hub, to provide basic elements across all [five Foundational Areas](#).

Why a Hub and Spoke Model?

By nature, transforming systems requires a depth of knowledge and commitment to change across scales: systems-level thinking and granular neighborhood-level context expertise and action alike. Bridging these scales via a Hub and Spoke model can enable:

1. **Accountability** to hyper local needs and outcomes
2. **Flexibility and agility** to accommodate changing systems, climates and community needs
3. Enhanced **social connectivity**
4. Additional **services and programs** catered to community needs and desires
5. **Avoided travel time** from having to seek access to resources across a community



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Role of the Main Resilience Hub

- Meets baseline criteria across the five Foundational Areas co-developed with community
- A central location and network connectivity point for coordination of community-wide Resilience Hub elements across the three Operational Modes.
- Focal point for disruptions-centered activities
- Enhanced capacity across various Foundational Area elements (e.g. emergency communication radio infrastructure, larger storage capacity, etc.)

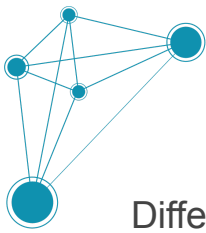
Role of the Spoke Resilience Hubs

- Meets baseline criteria across the five Foundational Areas co-developed with the community
- Adaptable to flourish in a specific area based on hyper-local community needs and desires

USDN's Resilience Hub & Spoke Model in Action

San Leandro: With support from USDN, the City of San Leandro is supporting the development of a network of Resilience Hubs throughout San Leandro neighborhoods. The sites include places of worship, community centers, and trusted neighborhood spaces. The Hubs increase community care, disaster preparedness, and climate resilience. Through bi-monthly workshops, the City supports peer-to-peer learning, covering topics such as social connectivity and care, emergency preparedness, conflict resolution, and fundraising. Due to the nature of the sites and organizations in San Leandro, a Hub-and-Spoke model with smaller sites with specialized audiences connected to larger sites is a better fit than one or two larger hubs that do everything.

Maui County: With support from USDN and utilizing the Hub-and-Spoke model, the Living Pono Project, in partnership with a range of local CBOs, is coordinating the development of a network of Resilience Hubs across Maui, Lanai, and Moloka'i. The goal is to foster community resilience every day, provide mutual aid during disruptions, and prepare for effective relief and recovery efforts. Located in more densely populated areas, the main hubs serve as central points for resource coordination and distribution. Meanwhile, the spoke sites are located in remote and more isolated regions and offer basic services in addition to complementary services such as counseling, education, communication connectivity, resource distribution, and local food generation.



Different ways a network of Resilience Hubs could be structured

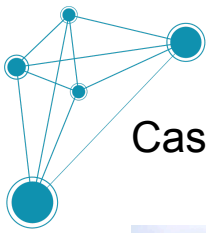
Often there are differing perspectives within a community regarding the optimal locations for a Resilience Hub. Certain partners may prefer public facilities while others may prefer trusted community spaces run by community organizations. Scaling Resilience Hub implementation to a network offers an opportunity to take a blended approach to leverage benefits from both set ups and leverage the interconnectivity between approaches throughout the city.

Networks can be made up of a combination of site types:

Site Type	Key Considerations
Community Based Partner-owned	CBP-owned sites are likely more trusted and already have the structure in place for the community to determine what services and programs will be at that location. They also will have better ownership and decision-making power over when the site is accessed and the hours it is open. Another key component here is that a community-partner owned facility most likely has the ability to implement Resilience Hub upgrades and changes faster with less red tape to navigate.
NGO-owned or managed	There are many similarities with CBP owned and managed sites, but NGO-managed sites do require more collaboration and coordination for the NGO to shift power and decision-making to the community. NGO sites often have the structure of integrating business “home bases” at the site. This centers services, resources and capacity at the site but will require some upfront agreement from all parties that the community members still have decision-making power over site operations in different modes.
Government-owned	A Government owned facility has proven to include greater barriers to implementation and site activation. There are a few key things to consider if you are really working from a government site approach: <ol style="list-style-type: none"> 1. Is there a willingness on behalf of general services and government departments to allow expanded access to the site? It is important to ensure community members can access in expand hours/times. 2. Red tape with legal considerations, with access and transfer of funding for implementation, etc. 3. Willingness to shift power.

Key Considerations for Establishing a Network of Resilience Hubs

- What resources do community organizations have access to that local government sites may not and vice versa?
- How do sites interact and exchange information? Can partnerships thread throughout sites across the city?
- What does network connectivity look like throughout all three modes?
- In the event of disruption, how do the various Resilience Hub sites support each other? If activation partners are consistent between different hub sites throughout the city or county, are there sufficient resources to cover all of the sites if all sites or several sites experience disruption?
- Consider key MOU-level partners across the Resilience Hub network, particularly those with an active role in site activation and day to day operations. If there is overlap in the profusion of services, how are different sites prioritized in the event of disruption?



Cascading Benefits of a Resilience Hub & Spoke Model



Supporting the growth of a Hub & Spoke network of Resilience Hubs within your municipality offers an opportunity to scale the shifting of power and enhancement of community wellbeing day-to-day, in the event of disruption, and throughout recovery. Via intentional alignment of strategic partners, funding, advocacy and prioritization, and technical assistance, you can utilize the growth of a Resilience Hub network to amplify impact within your community.

The goal is to align with community partners around the holistic definition of resilience and approach to Hub implementation, language, funding, and partnership agreements, to advance community connectivity, adaptive capacity and self-determination collectively.

By nature, Resilience Hubs need to be adaptable to each unique neighborhood contexts, needs, visions and microclimate. Having the foundational structure between each and the ability to draw out similarities across them at a regional level, as well as key components that would need to be included in each – such as solar + storage, or some form of backup power – can form a basis that may make the scalability of the concept more palatable and intriguing. The more Hubs that are put online, the easier it will get.

Numerous benefits can come from scaling Resilience Hub implementation to a network:

- **Lower procurement lift requirements.** Opportunities to reuse legal documents and other agreements such as partner MOUs or RFPs to lower the overhead cost and due diligence due diligence required for hubs following the pilot hub implementation.
- **Contract partnerships.** Ability to partner with contractors to do, for example, feasibility studies who were not previously available due to an inability to take on small scale, isolated contracts.
- **Access to additional funding opportunities and cost reduction.** Enhance funding opportunities and eligibility for additional funding opportunities given that many funders may be more interested to invest if the scale is of sufficient size. For example, funding multiple Resilience Hubs, each with 7 to 10 solar panels and a battery backup system, may be far more attractive to renewable energy funders interested in projects that support resilience power across a region than a single project with a single component set up.
- **Fiscal cost savings.** Implementing core Resilience Hub elements applicable across sites, whether it be cross-cutting services such as food, ice, and emergency supplies, fundamental building elements such as air filtration, water capture and filtration infrastructure, commercial kitchen elements, or solar+ storage, may open up cost saving opportunities when purchasing via wholesale agreement rather than element-by-element.
- **Proof of concept.** Identified proof of concept to show to potential investors to mitigate risk and foster buy-in around the concept.
- **Connectivity and Collaboration.** Connectivity and collaboration between disparate partners across the local ecosystem and knowledge sharing opportunities.