



Better Buildings Residential Network Marketing & Outreach Peer Exchange Call Series: *Stakeholder Mapping*

June 26, 2014

Call Slides and Discussion Summary

Agenda

- Welcome
- Call Logistics and Introductions
- Opening Polls
- Residential Network and Peer Exchange Call Overview
- Stakeholder Engagement:
 - Terms and definitions
 - Stakeholder engagement strategy
- Stakeholder Mapping:
 - What it is
 - Why it's important
 - Scenarios
- Better Buildings Residential Network – Voluntary Initiative: Partnerships
- Closing Poll

Call Participants

- Boulder County, Colorado
- Build It Green
- Center for Energy and Environment
- City of Farmington Hills, Michigan
- City of Milwaukee, Wisconsin Sustainability Office
- Ecolibrium3
- Efficiency Nova Scotia
- Elevate Energy (Chicago, Illinois)
- Greater Cincinnati Energy Alliance
- Green Coast Enterprises (New Orleans, Louisiana)
- International Center for Appropriate and Sustainable Technology
- NeighborWorks of Western Vermont
- Retrofit Baltimore
- Solar and Energy Loan Fund (St. Lucie County, Florida)
- StopWaste

Better Buildings Residential Network

- **Better Buildings Residential Network**: Connects energy efficiency programs and partners to share best practices to increase the number of American homes that are energy efficient.
 - Membership: Open to organizations committed to accelerating the pace of existing residential upgrades. Commit to providing DOE with annual number of residential upgrades, and information about benefits associated with them.
 - Benefits:
 - Peer Exchange Calls
 - Tools, templates, & resources
 - Newsletter updates on trends
 - Recognition: Media, materials
 - Optional benchmarking
 - Residential Solution Center

For more information & to join, email bbresidentialnetwork@ee.doe.gov.

- **Better Buildings Residential Network Group on Home Energy Pros**

Join to access:

- Peer exchange call summaries and calendar
- Discussion threads with energy efficiency programs and partners
- Resources and documents for energy efficiency programs and partners

<http://homeenergypros.lbl.gov/group/better-buildings-residential-network>

Better Buildings Residential Network Group on Home Energy Pros Website



Better Buildings Residential Network

Created by Better Buildings Support

[Send Message](#) [View Groups](#)

Information



The Better Buildings Residential Network connects energy efficiency programs and partners to share best practices and learn from one another to increase the number of American homes that are energy efficient.

Website: <http://betterbuildings.energy.gov/bbrn>

Latest Activity: 8 hours ago

Join the conversation in the discussion forum below. You can use the "Follow" link at the bottom of the forum to receive an email whenever a new discussion is posted.

Open the table of contents below and follow the links to access topical materials and resources.

Helpful Links

- Table of Contents
- Better Buildings Residential Network
- Better Buildings Neighborhood Program Website
- Home Performance with ENERGY STAR
- Home Energy Score



Table of Contents



+New Discussion



Peer Exchange Call Archive



Better Buildings Network View



Tools



Related Events

Discussion Forum



Attend Today's Peer Exchange Calls on Program Sustainability and on Workforce

Don't miss today's calls. "Collaborating with Utilities on Residential Energy Efficiency" begins at 12:30 p.m. Eastern and "Engaging Efficiency First Chapters and Other Trade Associations in Energy Efficiency Programs" begins at 3:00 p.m. Eastern.

[Continue](#)

Tags: Peer Exchange Calls

Started by Better Buildings Support 8 hours ago.



Register for Upcoming DOE Webinar About On-Bill Financing

Sign up to attend the DOE State and Local Energy Efficiency Action Network (SEE Action) webinar, "Case Studies: Financing Energy Improvements on Utility Bills," taking place June 11, 2014, from 2:00 to 3:30 p.m. Eastern. To learn more on this topic, read

[Send Message to Group](#)

[Leave Group](#)

Members



[Follow New Members](#)

[+ Invite More](#)

[View All](#)

Pages (15)

- Tools
- Better Buildings Network View
- Peer Exchange Call Schedule and Archive
- Peer Exchange Archive: Marketing and Outreach
- Peer Exchange Archive: [Workforce Business Partners](#)

[Sign Out](#)

- [Inbox](#)
- [Alerts](#)
- [Friends - invite](#)
- [Settings](#)

Home Energy Pros

Home Energy Pros was founded by the developers of Home Energy Saver Pro (sponsored by the U.S. Department of Energy,) and brought to you in partnership with Home Energy magazine.

Latest Activity

[What brings you here?](#)

[Share](#) 140

Tucker Henne commented on David Byrnes's blog post Does Aereoseal work? An auditors review

"I would like to begin with a disclaimer that I am an Aereoseal contractor. One of the reasons I..."

16 minutes ago

T.J Alexander posted a blog post

So many homes have fiberglass insulation that is poorly installed in New Hampshire and elsewhere

Doing testing of existing homes it is typical to see mottled patterns of surface temperatures with...

See More

1 hour ago

[0](#)

CleanEdison updated an event



Entry Level Solar Photovoltaic at Cotuit, MA

September 30, 2012 to

Peer Exchange Call Series

- There are currently 6 Peer Exchange call series:
 - Data & Evaluation
 - Financing & Revenue
 - Marketing & Outreach
 - Multifamily/ Low-Income Housing
 - Program Sustainability
 - Workforce/ Business Partners
- Calls are held the 2nd and 4th Thursday of every month at 12:30 and 3:00 ET
- Upcoming calls:
 - July 10: Program Sustainability - Incorporating Behavior Change Efforts into Energy Efficiency Programs
 - *July 10: No second call due to summer vacations*
 - July 24: Data & Evaluation - Cost-Effective, Customer-Focused and Contractor-Focused Data Tracking Systems
 - July 24: Financing - Effective Loan Program Design and Integration with Contractors
- Send call topic ideas or requests to be added to additional call series distribution lists to peerexchange@rossstrategic.com.

Poll Results: Familiarity with Stakeholder Mapping

- On a range of 1 to 5, how familiar are you with stakeholder mapping?
 - 1 (not at all familiar): 27%
 - 2: 55%
 - 3: 9%
 - 4: 9%
 - 5 (very familiar): 0%

Poll Results: Engagement in Stakeholder Mapping

- What is your program's current engagement in stakeholder mapping activities?
 - Do not currently conduct any stakeholder mapping: 20%
 - Individual staff have a subjective idea of stakeholders that are more or less important, but it's not written down: 30%
 - Staff collectively discuss stakeholders that are more or less important, but in a subjective and informal way: 30%
 - My institution formally prioritizes stakeholders based on a set of criteria in a database or other organized method: 20%

Stakeholder Overview

Stakeholder Engagement

Terms and Definitions:

- **Stakeholders**: Those groups who affect and/or could be affected by an organization's activities, products or services and associated performance.
- **Stakeholder engagement**: The process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcomes.
- **Stakeholder mapping**: A process to clarify and categorize stakeholders by visualizing which interests they represent, the amount of power they possess, whether they represent inhibiting or supporting factors for an organization to realize its objectives, or methods in which they can be engaged.

Stakeholder Strategy

Successful engagement depends on understanding:

- **Why**: The strategic objective you want to accomplish by engaging stakeholders
- **What**: The scope of the engagement
- **Who**: Which stakeholders need to be involved in the engagement (contractors, utilities, state/local governments, nonprofits, etc.)

Stakeholder Mapping

What It Is

Four Phases:

- 1) **Identification**: Listing relevant groups, organizations, and people
- 2) **Mapping**: Visualizing stakeholder type, capacity, and interests
- 3) **Analysis**: Understanding relationship to strategic objectives and other stakeholders
- 4) **Prioritizing**: Ranking stakeholder relevance and identifying material issues



Why It's Important

Benefits:

- Basis for stakeholder engagement
- Improve planning
- Risk management
- Identify new opportunities
- Strengthen strategic position in market
- Partnership preparation
- Improve organizational performance



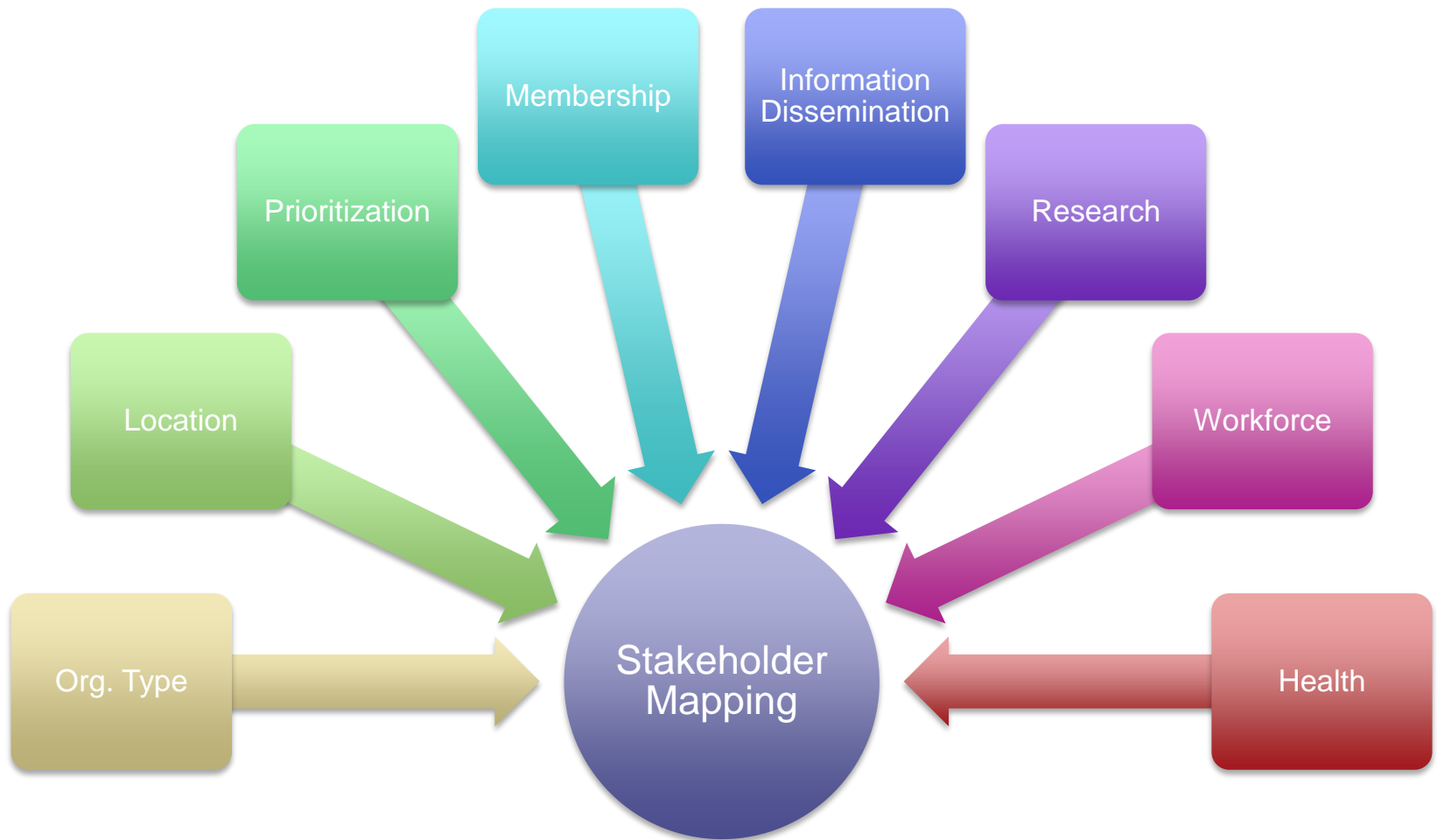
Stakeholder Mapping Process

Quality characteristics:

- **Process**: The stakeholder mapping process is as important as the result
- **People**: The quality of the process depends heavily on the knowledge of the people participating
- **Diversity**: Gather a cross-functional group of internal participants
- **Insularity**: Identify knowledgeable sources external to the organization, and reach out for input and participation
- **Facilitation**: Identify a resource to facilitate your work, and capture your work in writing to help with future engagement

Stakeholder Identification

Stakeholder Mapping



Mapping Criteria

Columns:

- Organization name
- Organization type
- City
- State
- Priority
- Members/Affiliates
- Information dissemination
- Policy
- Research
- Workforce
- Health

Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration	DOE Program	Members/Affiliates	Information dissemination	Policy	Research	Workforce	Health
A	Non-Profit	Washington	DC	Uber Tier								
B	Non-Profit	Pittsburgh	PA	Uber Tier								
C	Non-Profit	Arlington	VA	Uber Tier								
D	Utility	Phoenix	AZ	First Tier								
E	Government	Thousand Oaks	CA	First Tier								
F	Non-Profit	Somerville	MA	First Tier								
G	Trade Association	Washington	DC	Second Tier								
H	Business	Indianapolis	IN	Second Tier								
I	Non-Profit	Atlanta	GA	Second Tier								
J	Government	San Francisco	CA	Second Tier								
K	Academia	Lexington	KY	Third Tier								
L				Third Tier								
	MISC	Springfield	MI									
M	Business	Las Vegas	NV	Third Tier								

Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration/Implementation	DOE Programs	Members/Affiliates	Information dissemination	Policy	Research	Workforce	Health
A	Non-Profit	Washington	DC	Uber Tier								
B	Non-Profit	Pittsburgh	PA	Uber Tier								
C	Non-Profit	Arlington	VA	Uber Tier								
D	Utility	Phoenix	AZ	First Tier								
E	Government	Thousand Oaks	CA	First Tier								
F	Non-Profit	Somerville	MA	First Tier								
G	Trade Association	Washington	DC	Second Tier								
H	Business	Indianapolis	IN	Second Tier								
I	Non-Profit	Atlanta	GA	Second Tier								
J	Government	San Francisco	CA	Second Tier								
K	Academia	Lexington	KY	Third Tier								
L				Third Tier								
M	MISC	Springfield	MI	Third Tier								
	Business	Las Vegas	NV	Third Tier								

Organization/Stakeholder Name

Organization Type

City

State

Priority

Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration/Implementation
A	Non-Profit	Washington	DC	Uber Tier	
B	Non-Profit	Pittsburgh	PA	Uber Tier	
C	Non-Profit	Arlington	VA	Uber Tier	
D	Utility	Phoenix	AZ	First Tier	
E	Government	Thousand Oaks	CA	First Tier	
F	Non-Profit	Somerville	MA	First Tier	
G	Trade Association	Washington	DC	Second Tier	
H	Business	Indianapolis	IN	Second Tier	
I	Non-Profit	Atlanta	GA	Second Tier	
J	Government	San Francisco	CA	Second Tier	
K	Academia	Lexington	KY	Third Tier	
L				Third Tier	
M	MISC	Springfield	MI	Third Tier	
	Business	Las Vegas	NV	Third Tier	

Priority
Uber Tier
Uber Tier
Uber Tier
First Tier
First Tier
First Tier
Second Tier
Second Tier
Second Tier
Second Tier
Second Tier
Second Tier
Third Tier
Third Tier
Third Tier
Third Tier

Research	Workforce	Health

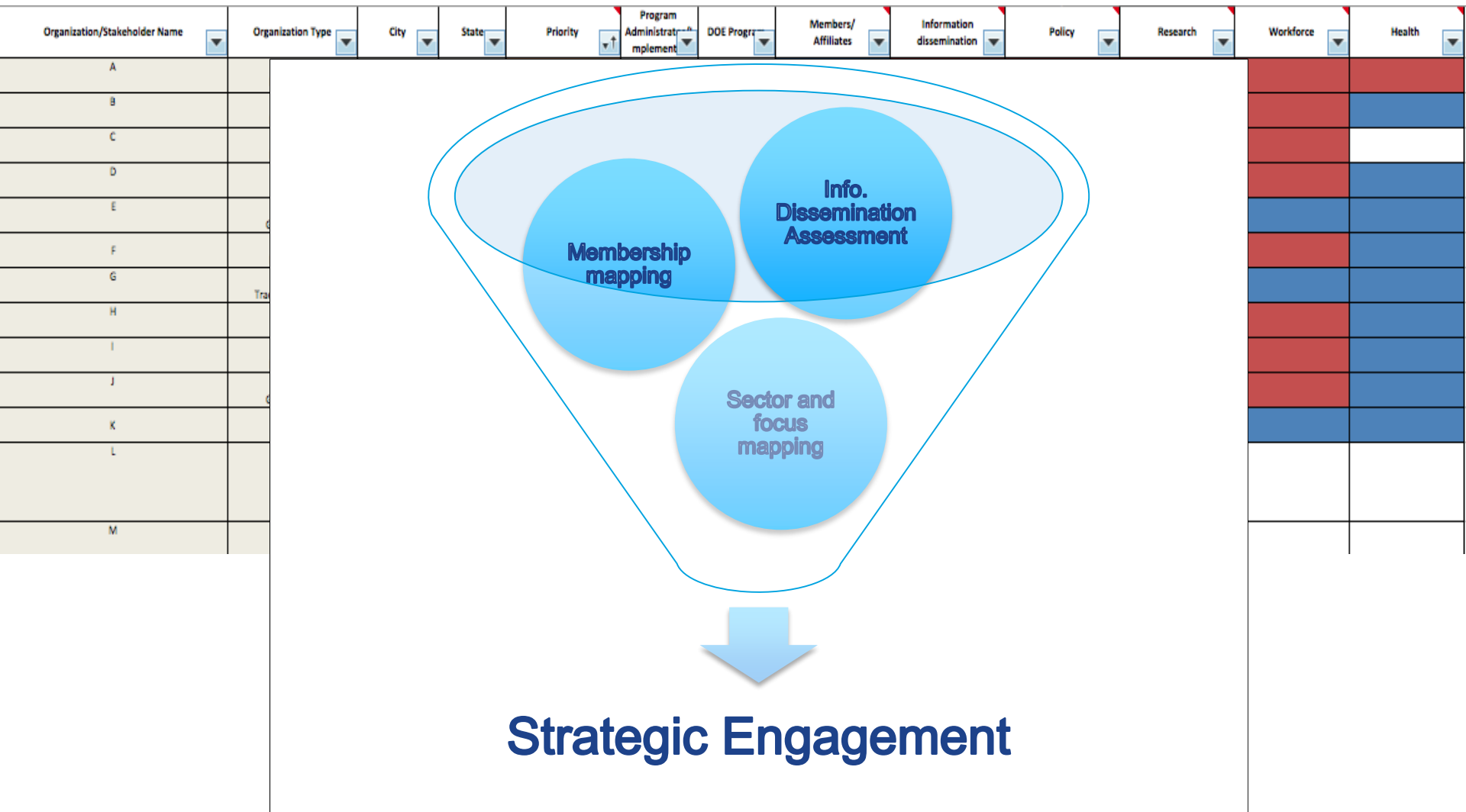
Mapping Criteria

Key:

- **Uber**: Absolutely vital to organization's success; high profile; politically influential; squeaky wheel;
- **First**: Very important to organization's success; large sphere of influence; Depth of expertise; Breadth of capacity
- **Second**: Facilitator (Gladwell); important, but not necessarily in organization at this time
- **Third**: General interest; new player in field

Scenario 1: Strengthen Information Dissemination

Mapping Criteria

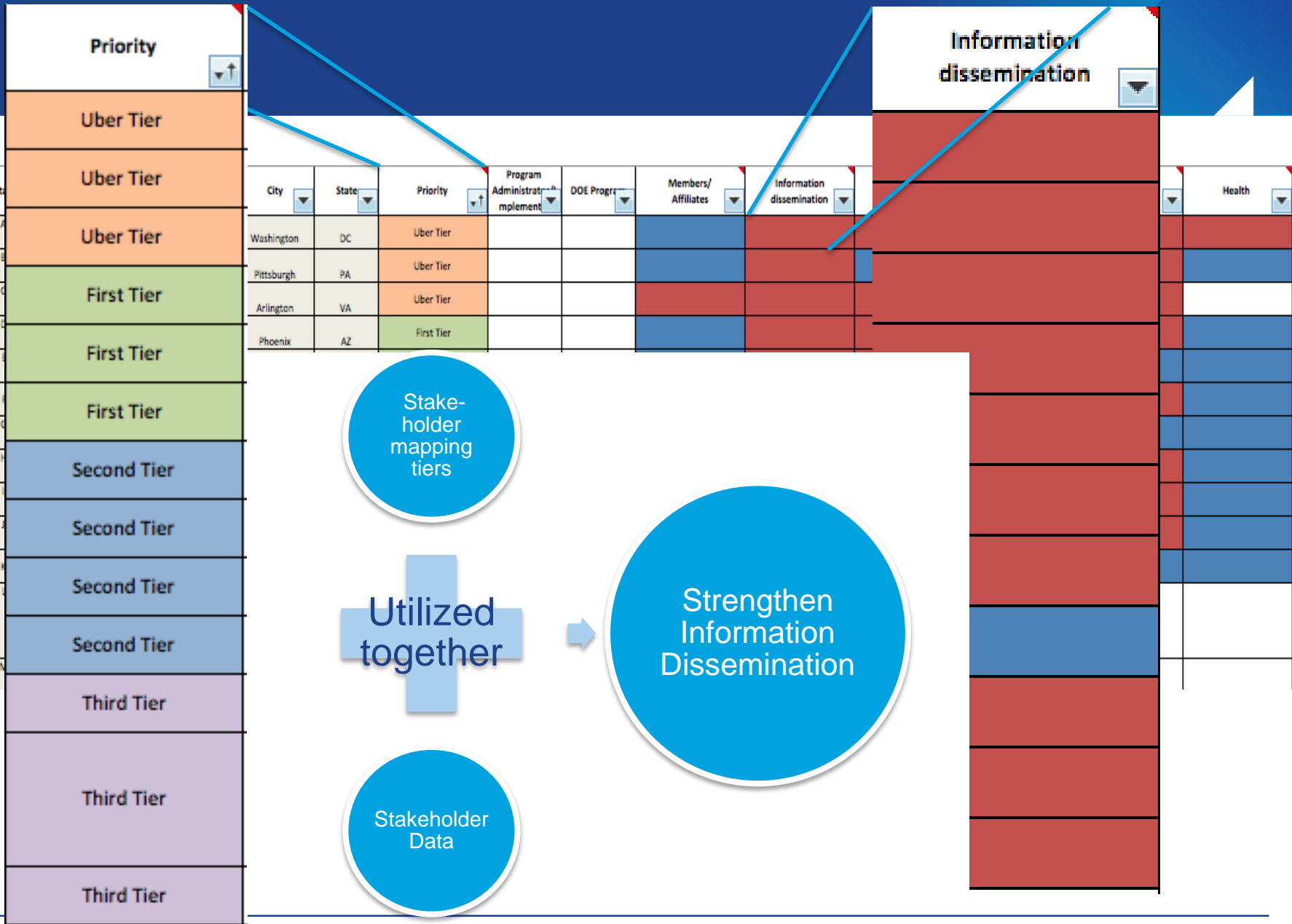


Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration/Implementation
A	Non-Profit	Washington	DC	Uber Tier	
B	Non-Profit	Pittsburgh	PA	Uber Tier	
C	Non-Profit	Arlington	VA	Uber Tier	
D	Utility	Phoenix	AZ	First Tier	
E	Government	Thousand Oaks	CA	First Tier	
F	Non-Profit	Somerville	MA	First Tier	
G	Trade Association	Washington	DC	Second Tier	
H	Business	Indianapolis	IN	Second Tier	
I	Non-Profit	Atlanta	GA	Second Tier	
J	Government	San Francisco	CA	Second Tier	
K	Academia	Lexington	KY	Third Tier	
L				Third Tier	
M	MISC	Springfield	MI	Third Tier	
	Business	Las Vegas	NV	Third Tier	

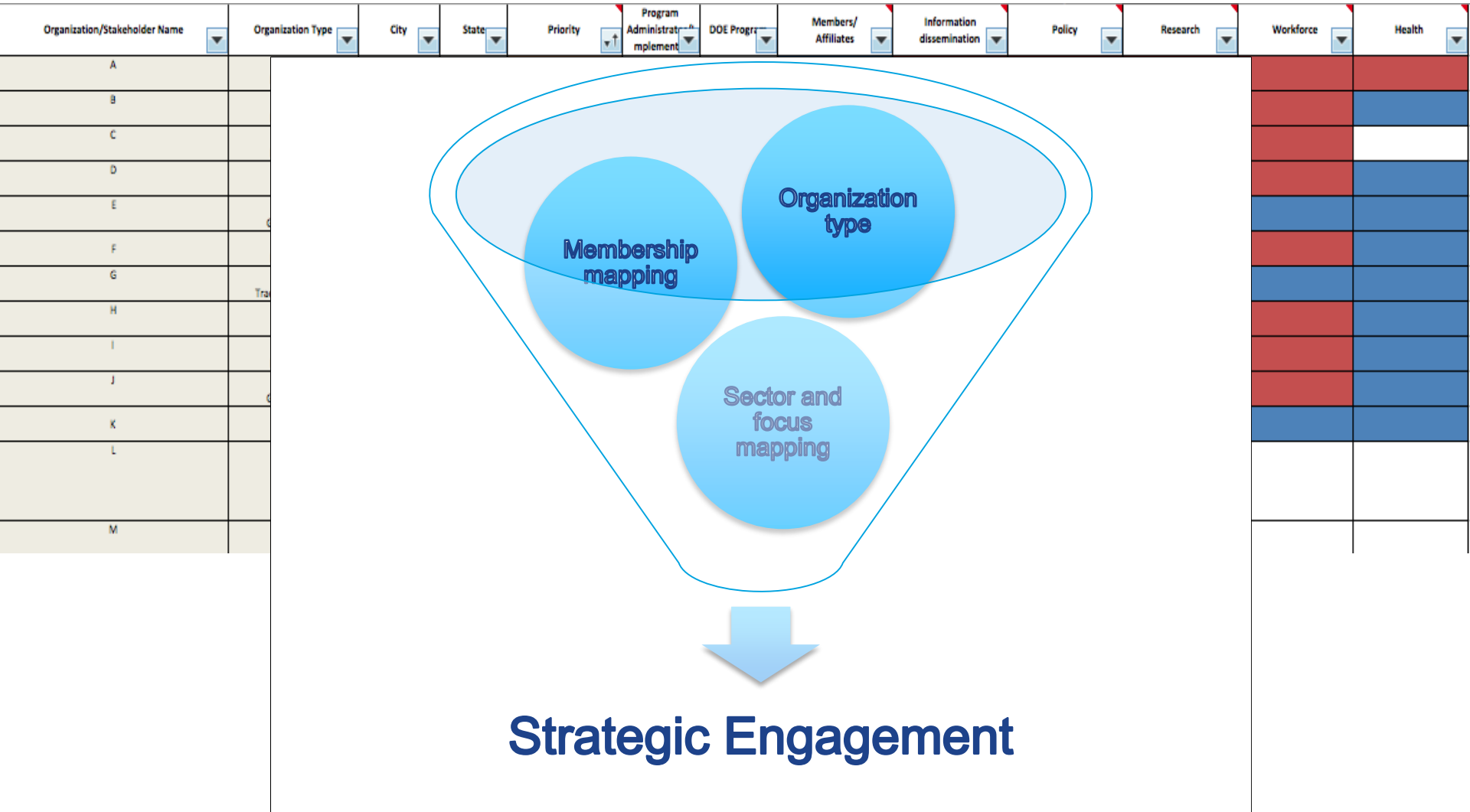
City	State	Priority	Health
Washington	DC	Uber Tier	
Pittsburgh	PA	Uber Tier	
Arlington	VA	Uber Tier	
Phoenix	AZ	First Tier	
Thousand Oaks	CA	First Tier	
Somerville	MA	First Tier	
Washington	DC	Second Tier	
Indianapolis	IN	Second Tier	
Atlanta	GA	Second Tier	
San Francisco	CA	Second Tier	
Lexington	KY	Third Tier	
Springfield	MI	Third Tier	
Las Vegas	NV	Third Tier	

Priority	City	State	Priority	Program Administration/Implementation	DOE Program	Members/Affiliates	Information dissemination	Health
Uber Tier	Washington	DC	Uber Tier					
Uber Tier	Pittsburgh	PA	Uber Tier					
Uber Tier	Arlington	VA	Uber Tier					
First Tier	Phoenix	AZ	First Tier					
First Tier	Thousand Oaks	CA	First Tier					
First Tier	Somerville	MA	First Tier					
Second Tier	Washington	DC	Second Tier					
Second Tier	Indianapolis	IN	Second Tier					
Second Tier	Atlanta	GA	Second Tier					
Second Tier	San Francisco	CA	Second Tier					
Second Tier	Lexington	KY	Third Tier					
Second Tier	Springfield	MI	Third Tier					
Third Tier	Las Vegas	NV	Third Tier					
Third Tier								
Third Tier								
Third Tier								



Scenario 2: Fill Stakeholder Gap

Mapping Criteria



Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration/Implementation
A	Non-Profit	Washington	DC	Uber Tier	
B	Non-Profit	Pittsburgh	PA	Uber Tier	
C	Non-Profit	Arlington	VA	Uber Tier	
D	Utility	Phoenix	AZ	First Tier	
E	Government	Thousand Oaks	CA	First Tier	
F	Non-Profit	Somerville	MA	First Tier	
G	Trade Association	Washington	DC	Second Tier	
H	Business	Indianapolis	IN	Second Tier	
I	Non-Profit	Atlanta	GA	Second Tier	
J	Government	San Francisco	CA	Second Tier	
K	Academia	Lexington	KY	Third Tier	
L				Third Tier	
M	MISC	Springfield	MI	Third Tier	
	Business	Las Vegas	NV	Third Tier	

City	State	Priority
Washington	DC	Uber Tier
Pittsburgh	PA	Uber Tier
Arlington	VA	Uber Tier
Phoenix	AZ	First Tier
Thousand Oaks	CA	First Tier
Somerville	MA	First Tier
Washington	DC	Second Tier
Indianapolis	IN	Second Tier
Atlanta	GA	Second Tier
San Francisco	CA	Second Tier
Lexington	KY	Third Tier
Springfield	MI	Third Tier
Las Vegas	NV	Third Tier

Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Information Elimination	Policy	Research	Workforce	Health
A	Non-Profit	Washington	DC	Uber					
B	Non-Profit	Pittsburgh	PA	Uber					
C	Non-Profit	Arlington	VA	Uber					
D	Utility	Phoenix	AZ	First					
E	Government	Thousand Oaks	CA	First					
F	Non-Profit	Somerville	MA	First					
G	Trade Association	Washington	DC	Second					
H	Business	Indianapolis	IN	Second					
I	Non-Profit	Atlanta	GA	Second					
J	Government	San Francisco	CA	Second					
K	Academia	Lexington	KY	Third					
L	MISC	Springfield	MI	Third					
M	Business	Las Vegas	NV	Third					

Organization Type

Non-Profit

Non-Profit

Non-Profit

Non-Profit

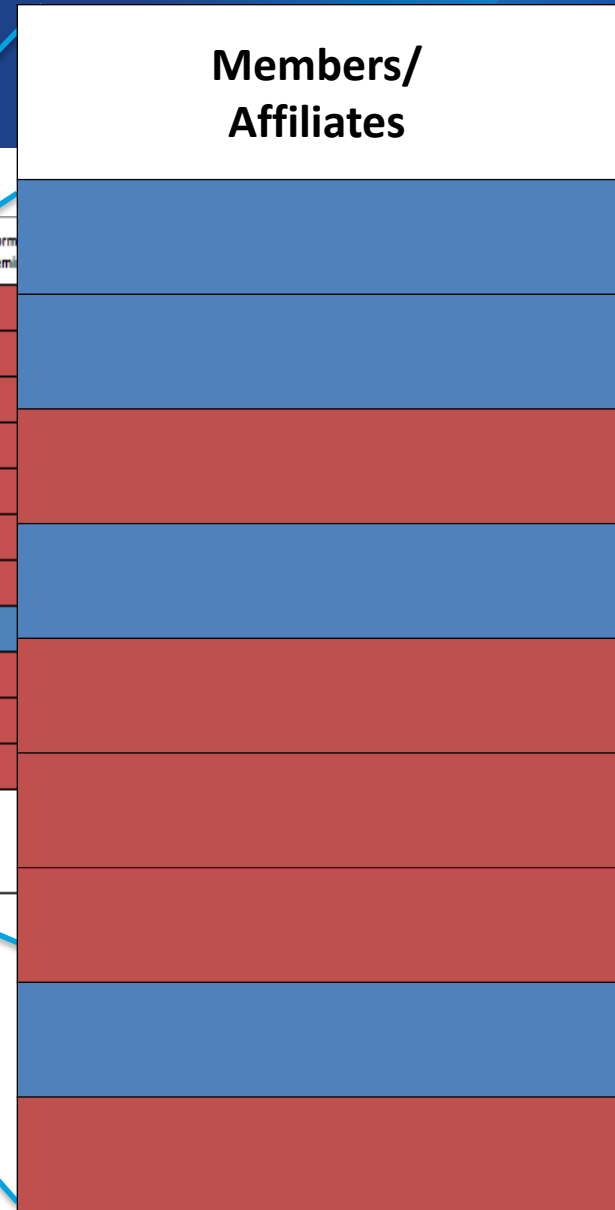
Non-Profit

Non-Profit

Trade Association

Government

Mapping Criteria

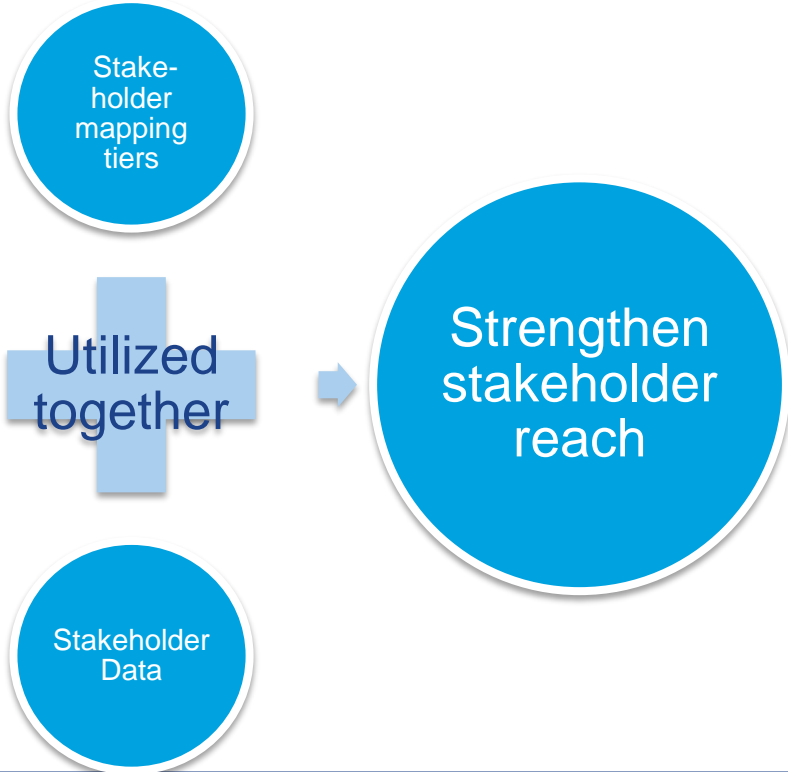


Organization	Organization Type	City	State	Priority	Program Administration Implement	DOE Program	Members/Affiliates	Information
	Non-Profit	Washington	DC	Uber Tier			Blue	Red
	Non-Profit	Pittsburgh	PA	Uber Tier			Blue	Red
	Non-Profit	Arlington	VA	Uber Tier			Red	Red
	Non-Profit	Utility	Phoenix	First Tier			Blue	Red
	Non-Profit	Government	Thousand Oaks	First Tier			Blue	Red
	Non-Profit	Non-Profit	Somerville	First Tier			Blue	Red
	Non-Profit	Trade Association	Washington	Second Tier			Red	Blue
	Non-Profit	Business	Indianapolis	Second Tier			Red	Red
	Non-Profit	Non-Profit	Atlanta	Second Tier			Red	Red
	Non-Profit	Government	San Francisco	Second Tier			Red	Red
	Non-Profit	Academia	Lexington	Third Tier			Red	Red
	Non-Profit			Third Tier			Red	Red
	Non-Profit	MISC	Springfield	Third Tier			Red	Red
	Trade Association	Business	Las Vegas	Third Tier			Red	Red
	Government						Blue	Red

Mapping Criteria

**Members/
Affiliates**

Organization	Organization Type	City	State	Priority	Program Administration/Implement	DOE Program	Members/Affiliates	Information Dissemination	Other
	Non-Profit	Washington	DC	Uber Tier			Blue	Red	
	Non-Profit	Pittsburgh	PA	Uber Tier			Blue	Red	
	Non-Profit	Arlington	VA	Uber Tier			Red	Red	
	Utility	Phoenix	AZ	First Tier			Blue	Red	
	Government								
	Non-Profit								
	Trade Association								
	Business								
	Non-Profit								
	Government								
	Academia								
	Non-Profit								
	MISC								
	Business								
	Trade Association								
	Government								

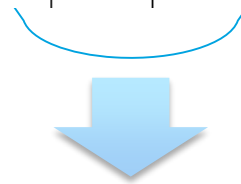


Blue
Blue
Red
Red
Blue
Red
Red
Red
Red
Blue
Red

Scenario 3: New Focus Area

Mapping Criteria

Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration/Implementation	DOE Program	Members/Affiliates	Information dissemination	Policy	Research	Workforce	Health
A	Non-Profit	Washington	DC	Uber Tier								
B	Non-Profit	Pittsburgh	PA	Uber Tier								
C	Non-Profit	Arlington	VA	Uber Tier								
D	Utility	Phoenix	AZ	First Tier								
E	Government	Thousand Oaks	CA	First Tier								
F	Non-Profit	Somerville	MA	First Tier								
G	Trade Association	Washington	DC	Second Tier								
H	Business	Indianapolis	IN	Second Tier								
I	Non-Profit	Atlanta	GA	Second Tier								
J	Government	San Francisco	CA	Second Tier								
K	Academia	Lexington	KY	Third Tier								
L				Third Tier								
M	MISC	Springfield	MI	Third Tier								
	Business	Las Vegas	NV	Third Tier								



Strategic Engagement

Mapping Criteria

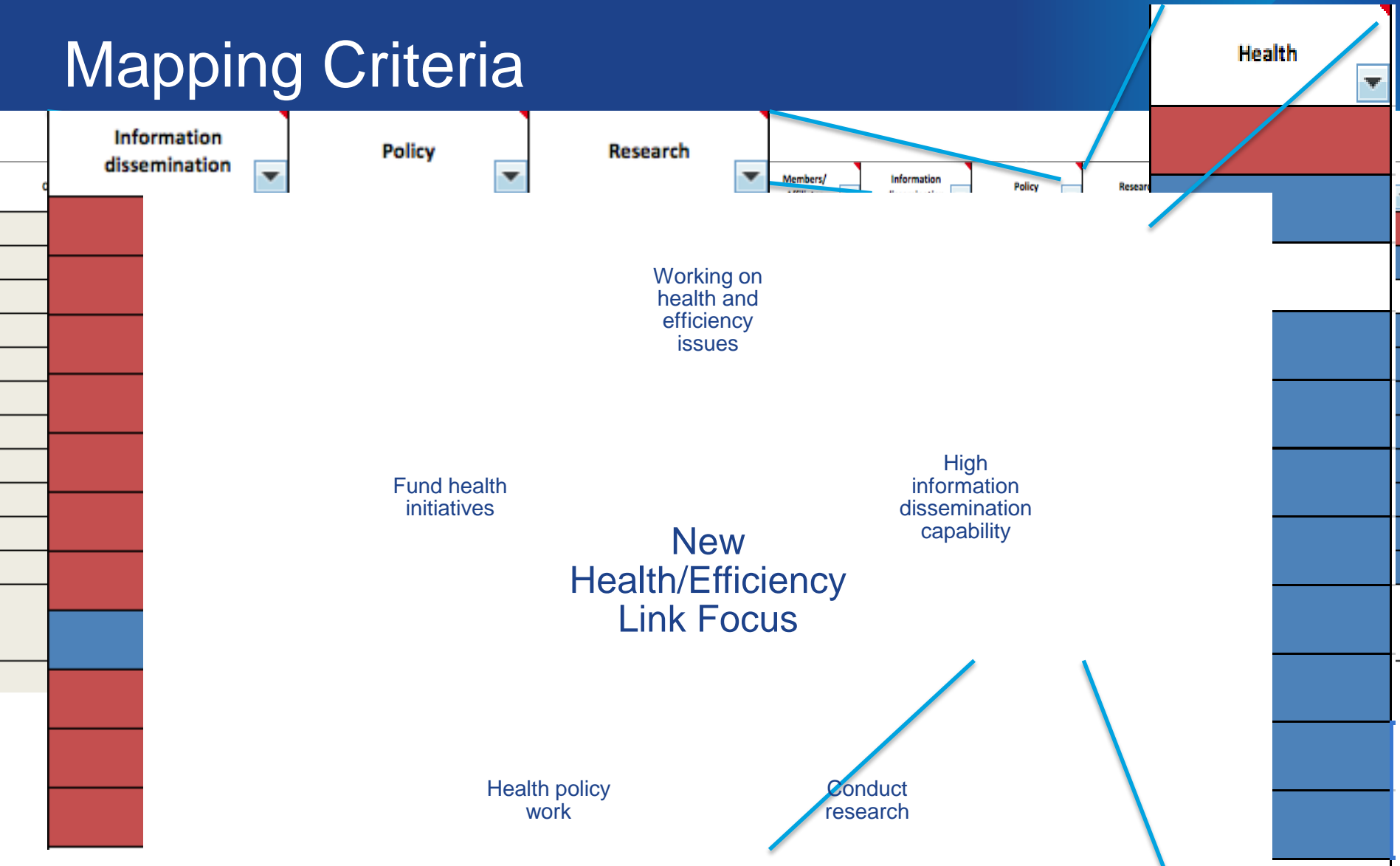
Organization/Stakeholder Name	Organization Type	City	State	Priority	Program Administration/Implementation
A	Non-Profit	Washington	DC	Uber Tier	
B	Non-Profit	Pittsburgh	PA	Uber Tier	
C	Non-Profit	Arlington	VA	Uber Tier	
D	Utility	Phoenix	AZ	First Tier	
E	Government	Thousand Oaks	CA	First Tier	
F	Non-Profit	Somerville	MA	First Tier	
G	Trade Association	Washington	DC	Second Tier	
H	Business	Indianapolis	IN	Second Tier	
I	Non-Profit	Atlanta	GA	Second Tier	
J	Government	San Francisco	CA	Second Tier	
K	Academia	Lexington	KY	Third Tier	
L				Third Tier	
M	MISC	Springfield	MI	Third Tier	
	Business	Las Vegas	NV	Third Tier	

City	State	Priority
Washington	DC	Uber Tier
Pittsburgh	PA	Uber Tier
Arlington	VA	Uber Tier
Phoenix	AZ	First Tier
Thousand Oaks	CA	First Tier
Somerville	MA	First Tier
Washington	DC	Second Tier
Indianapolis	IN	Second Tier
Atlanta	GA	Second Tier
San Francisco	CA	Second Tier
Lexington	KY	Third Tier
Springfield	MI	Third Tier
Las Vegas	NV	Third Tier

Mapping Criteria

	Information dissemination	Policy	Research	Members/ Affiliates	Information dissemination	Policy	Research	Health
	Red	Red	Red	Blue	Red	Red	Red	Red
	Red	Blue	Red	Blue	Red	Blue	Red	Blue
	Red	Red	Red	Blue	Red	Red	Blue	Blue
	Red	Red	Blue	Red	Red	Red	Red	Blue
	Red	Red	Red	Red	Blue	Red	Blue	Blue
	Red	Red	Blue	Red	Red	Red	Blue	Blue
	Red	Red	Red	Red	Red	Red	Red	Blue
	Blue	Blue	Blue	White	White	White	White	Blue
	Red	Red	Red	White	White	White	White	Blue
	Red	Red	Blue	White	White	White	White	Blue
	Red	Red	Red	White	White	White	White	Blue

Mapping Criteria



Stakeholder Analysis

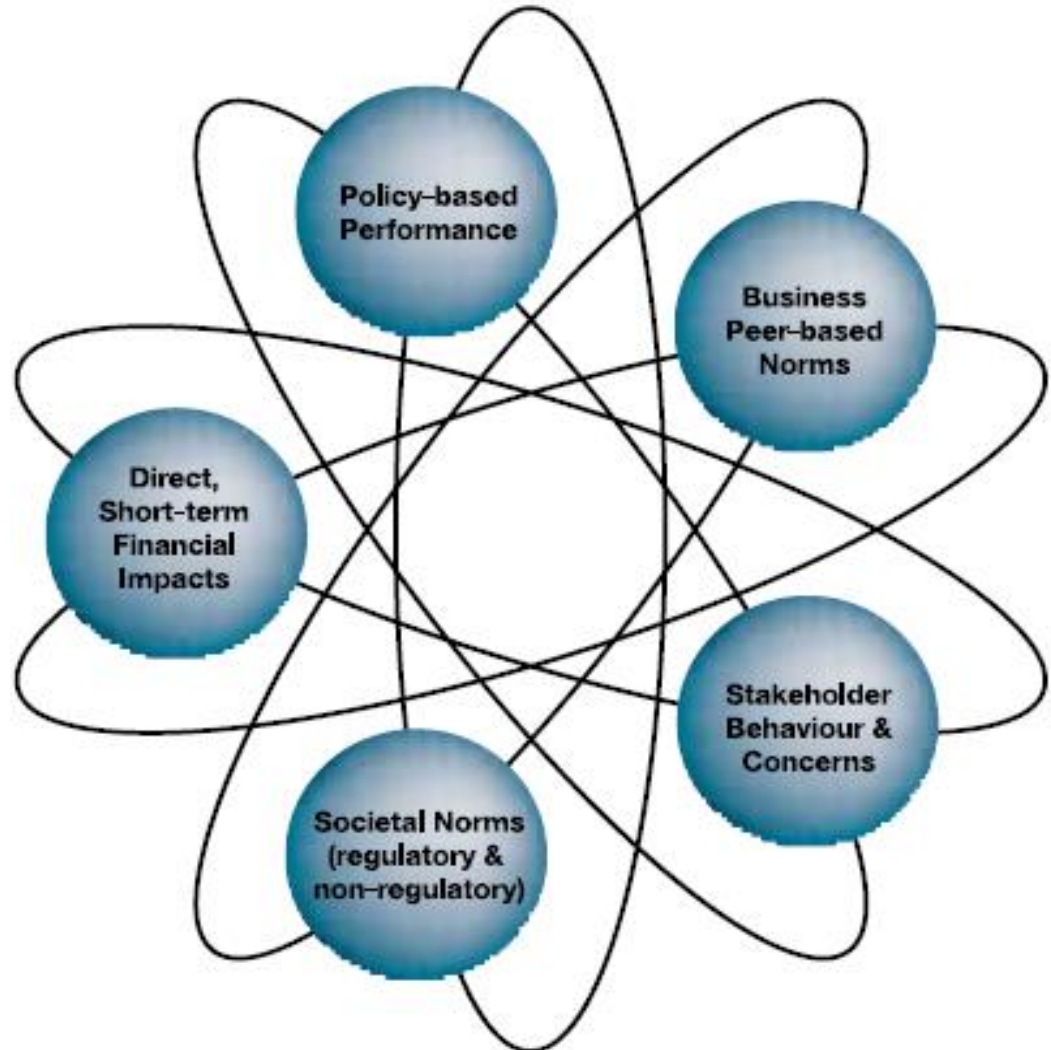
Stakeholder Analysis

- Knowledge of issues related to the purpose and scope of the engagement
- Existing relationship with the organization (close or distant; formal or informal; positive or negative)
- Dependence on the organization
- Willingness to engage
- Type (Utility, contractor, government, nonprofit, etc.)
- Geographical scale of operation
- Capacity to engage
- Legitimacy
- Relationships with other stakeholders

Stakeholder Analysis Cont.

Consider:

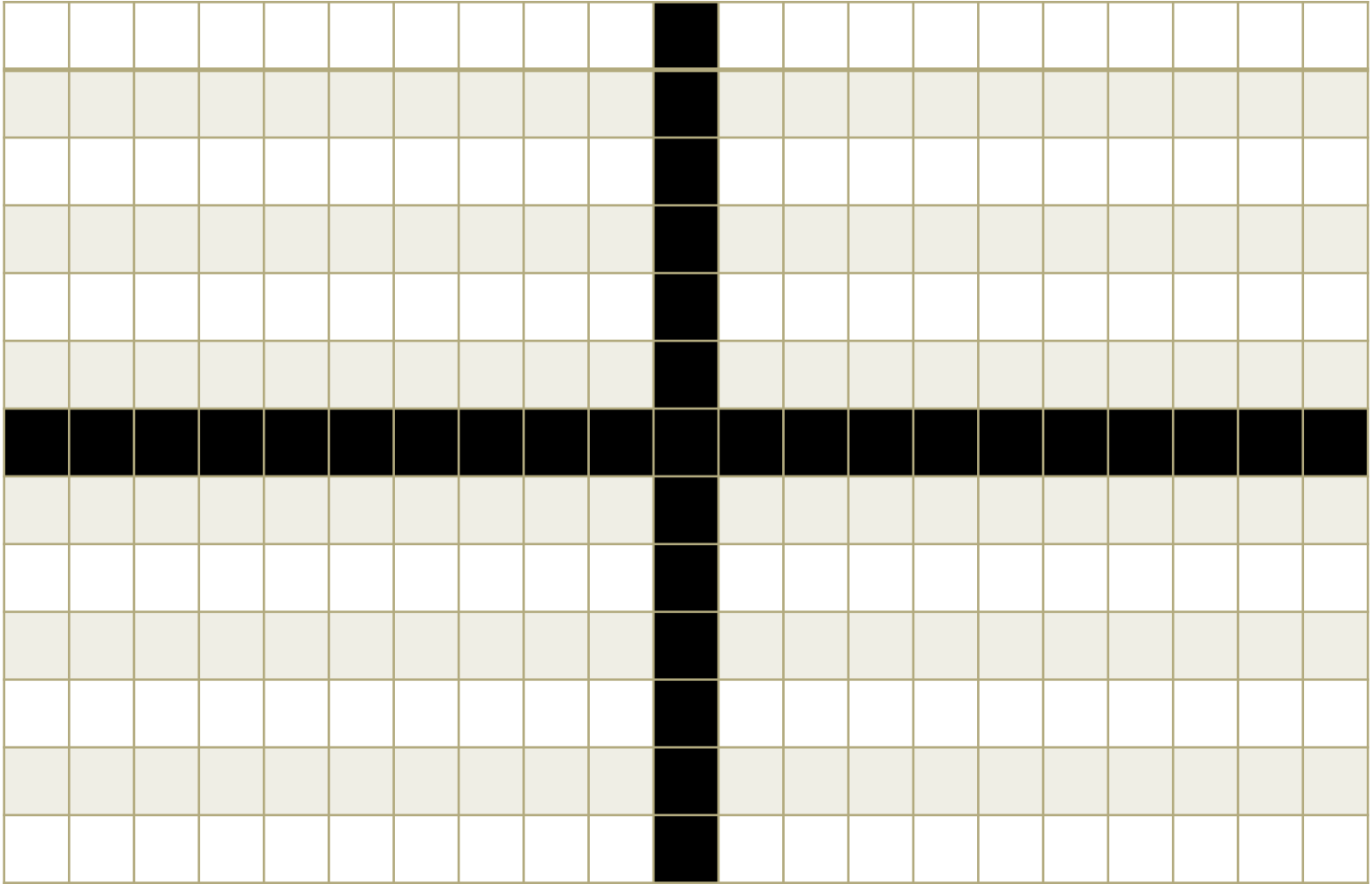
- Policy
- Direct, short-term
- Regulation
- Stakeholder concerns
- Peer norms



Stakeholder Prioritization

Stakeholder Chart

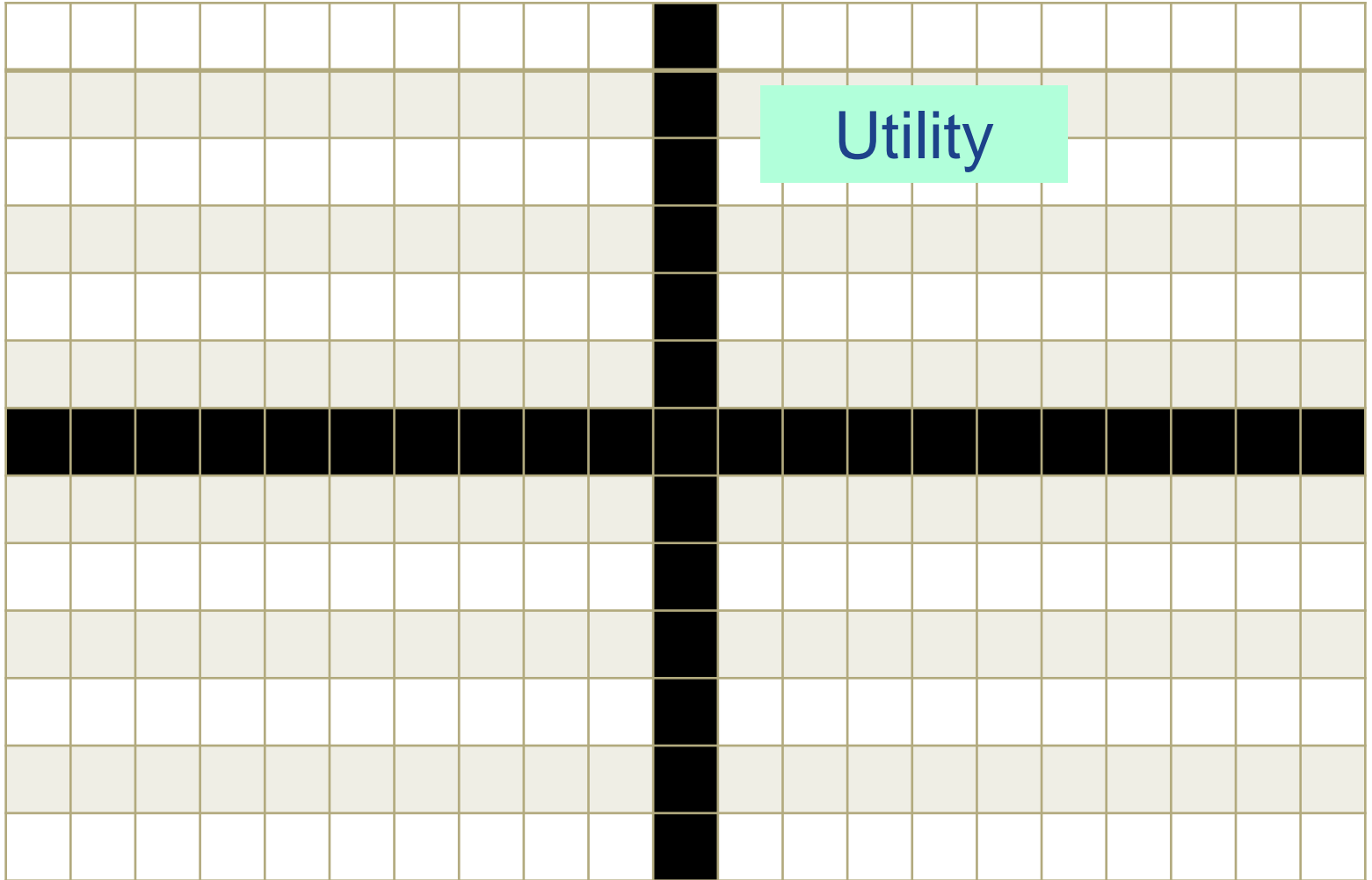
INFLUENCE



RELATIONSHIP

Stakeholder Chart

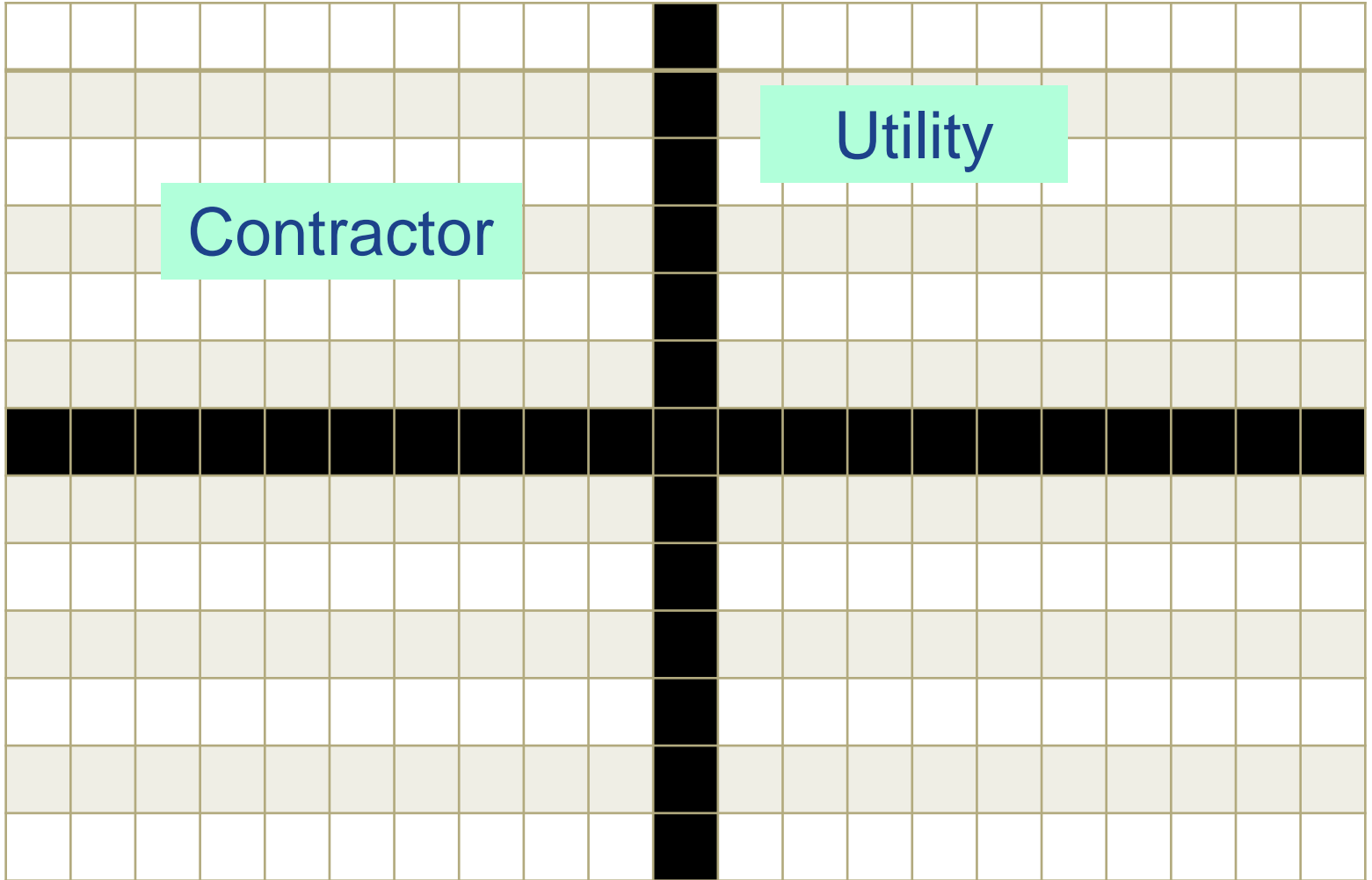
INFLUENCE



RELATIONSHIP

Stakeholder Chart

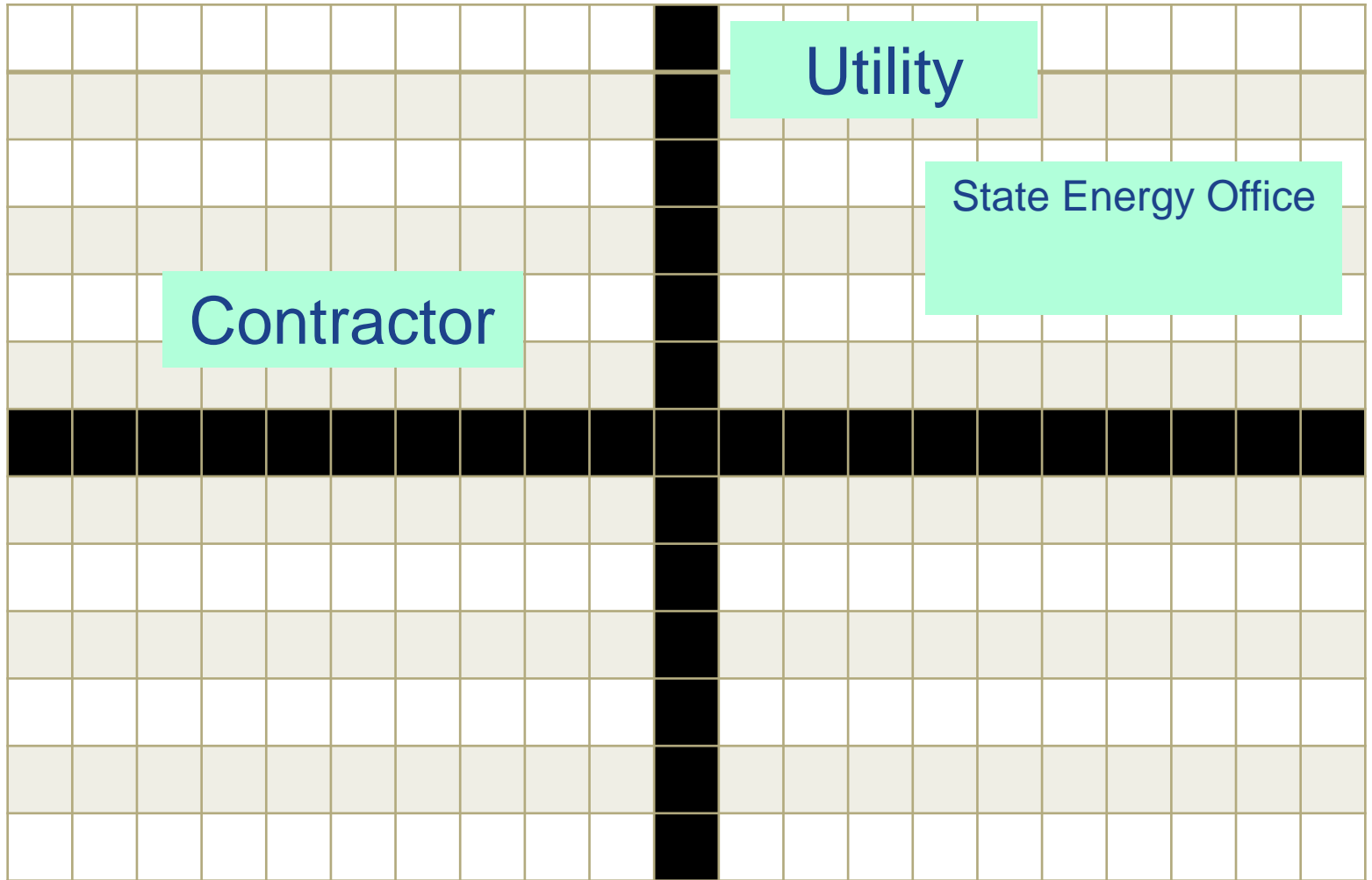
INFLUENCE



RELATIONSHIP

Stakeholder Chart

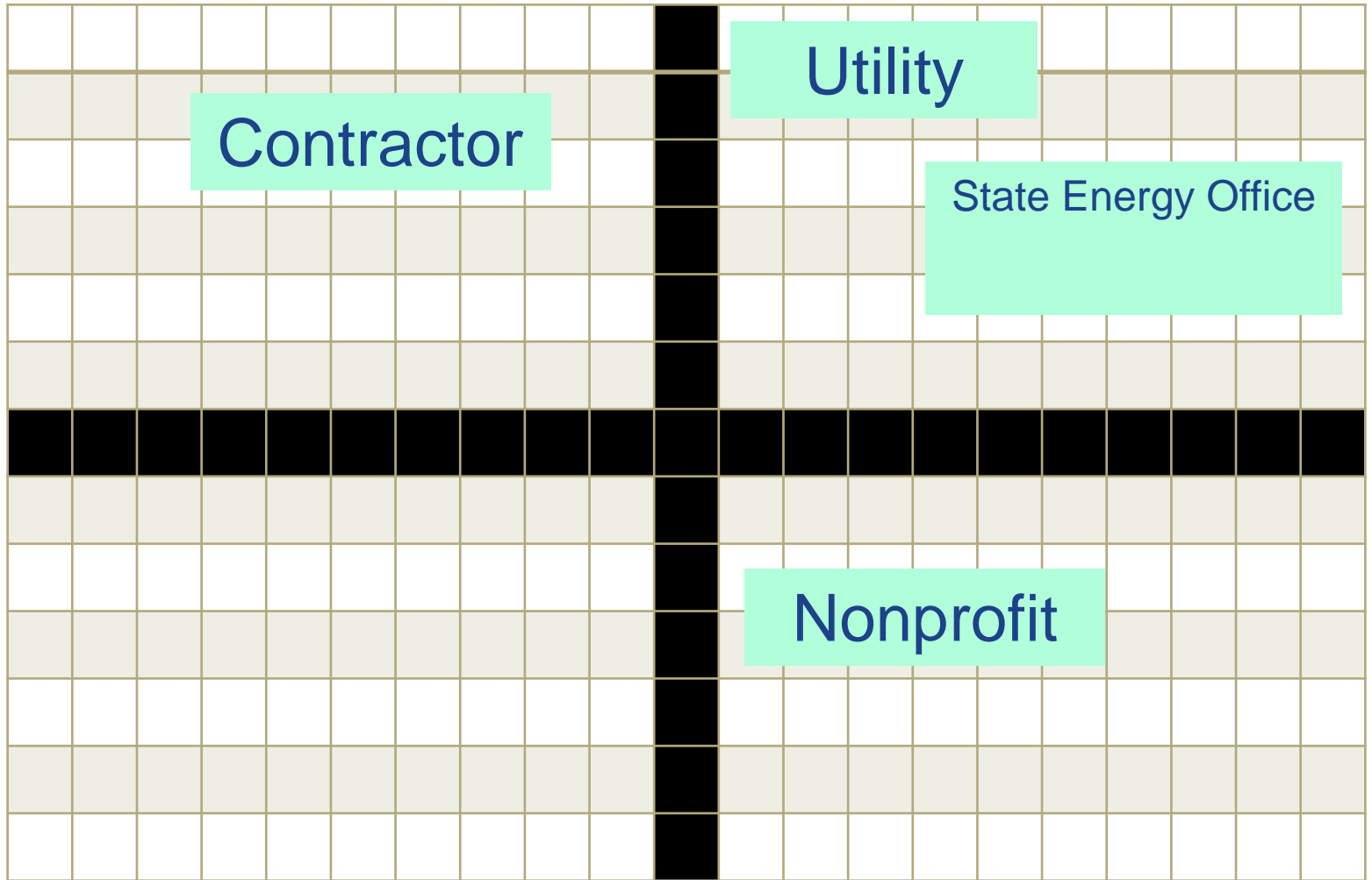
INFLUENCE



RELATIONSHIP

Stakeholder Chart

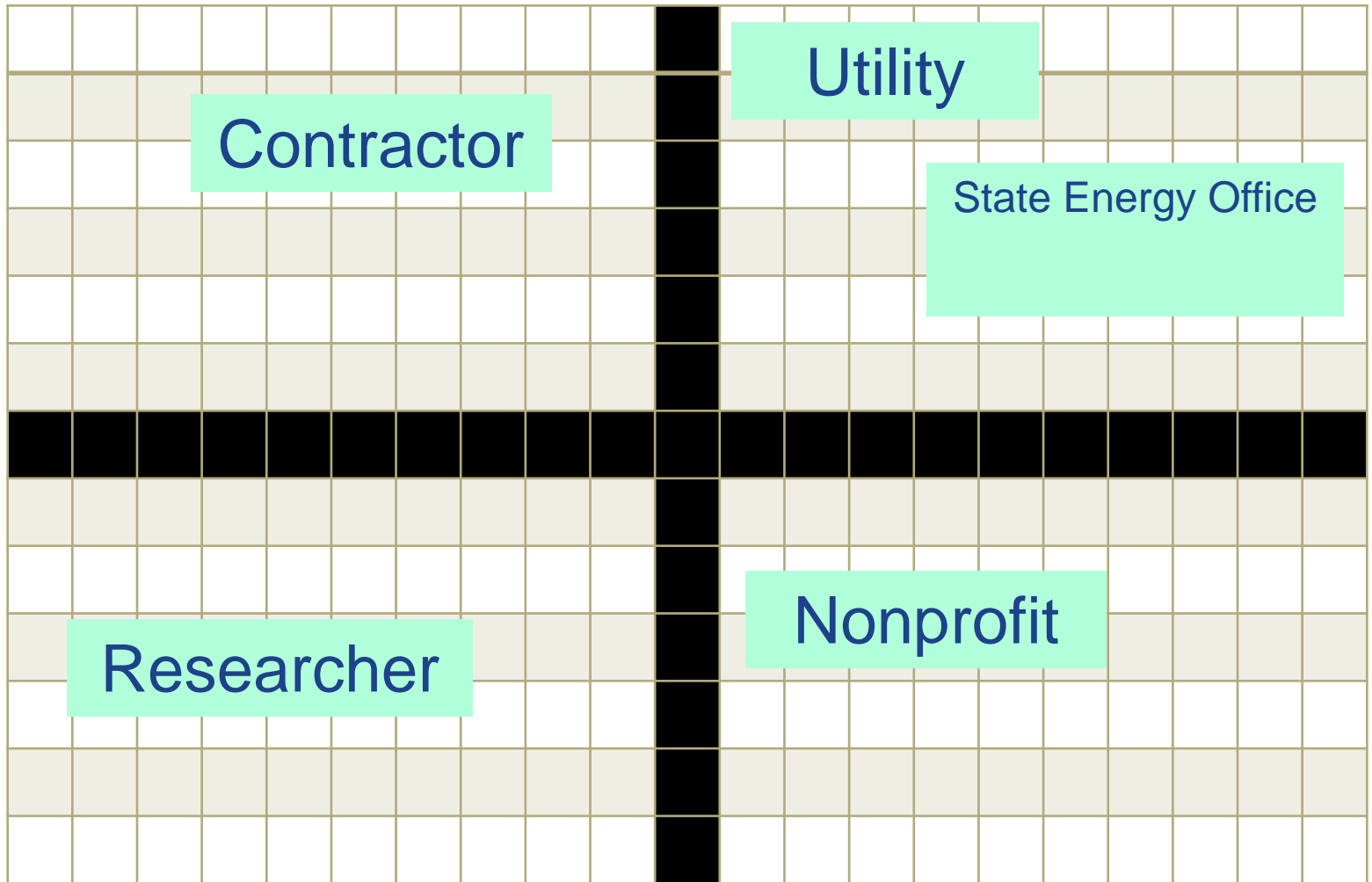
INFLUENCE



RELATIONSHIP

Stakeholder Chart

INFLUENCE



RELATIONSHIP

Better Buildings Residential Network Voluntary Initiative: Partnerships

Partnership Purpose

- **Build capacity:**
 - Increase the effectiveness of a small program and/or limited staff through partners
- **Expand reach:**
 - Partners can have experience and communications capability to reach audiences your program or organization is not yet reaching, such as:
 - Different industries (e.g., real estate industry)
 - Different sectors (e.g., non-profits)
 - Different geographic scope

Partnership Outputs

- Partnership Toolkit
- How-to resources
- Lessons learned from energy efficiency programs
- Templates and examples
- Scenarios for engagement (e.g., real estate industry)
- Training Peer Exchange Call

Partnership Participation

- **Call for Residential Network members:**
 - Limited number of participants
- **Benefits:**
 - Recognition in Partnership Toolkit
 - Opportunity to be featured in materials
 - Input to development of how-to resources
 - Feedback on lessons learned from energy efficiency programs
 - Shape scenarios for use with different industries (e.g., real estate industry)

Presentation Highlights

- Stakeholder mapping and engagement creates value for everyone involved
- Engagement and mapping are important because:
 - You can't engage until you have a sense of who is involved
 - By engaging stakeholders, you tap new markets, which brings potential for innovation and getting new ideas
 - If you have a nice conversation but don't capture in writing to create institutional knowledge, it's no use
- Stakeholder mapping tiers and stakeholder data leads to greater information dissemination capability
- What you get out of stakeholder mapping is what you put into it
- It is important to have transparent, trusting stakeholder engagement
- You do not have to agree with all stakeholders but you must have a way to engage them, hear them, respond to them, and let them know they are heard

Discussion Highlights

- Strategies for stakeholder prioritization include:
 - Detailed databases with information on each stakeholder
 - Weighted formulas to quantify priorities
 - A simple staff conversation on what is important, and who is important to engage
- Consider new markets, opportunities, and innovations as you decide who to engage
- Maintain your stakeholder database
- Engagement should be an ongoing dialogue
- To establish effective partnerships, you must map your stakeholders

Poll Results: Additional Activities

- After this call, which activities will you undertake? *(pick all that apply)*
 - Seek out additional information on stakeholder mapping: 0%
 - Start conducting stakeholder mapping informally, if had not been doing so previously: 60%
 - Start conducting stakeholder mapping formally, using tools and a database: 40%
 - Participate in the Residential Network voluntary initiative on partnerships: 20%
 - No change in current activities: 20%