Injury & Violence
Prevention Center
colorado school of public health

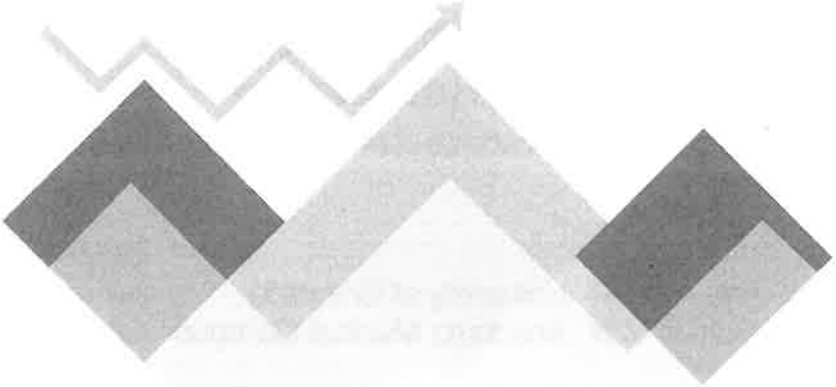
University of Colorado
Anschutz Medical Campus

Coalition Survey Report

Community Organizing for Prevention, July 2024

Hilltop- Montrose Family Resource

Center



Understanding this Report

Community Organizing for Prevention (COFP) uses an evidence-based shared risk and protective factor approach to create equitable systems changes that improve substance misuse, violence, and mental health outcomes among Colorado's youth.

COFP is funded by the Colorado Department of Public Health and Environment (CDPHE), Violence and Injury Prevention – Mental Health Promotion Branch. CDPHE began funding 34 communities in Colorado in 2021 with an anticipated investment through 2026.

There are 29 communities (Option A) implementing the Communities That Care (CTC) model, a proven community organizing model that guides communities through a five-phase change process. An additional four communities (Option B) are implementing evidence-informed prevention strategies locally, using the Center for Disease Control Policy Process model.

The annual coalition survey collects information from coalition members including key leader board members, coalition members, and youth advisory board members. The survey results help to understand how the core components of COFP are being implemented and changing over time, which impacts the capacity of coalitions to achieve desired community outcomes.

The core components of COFP measured by the coalition survey are:

- **Broaden the Power Base**: Those in formal and informal positions of power actively work together to build authentic relationships, embrace diverse perspectives, take account for historical harms and work toward repair, leading to shared power in decision-making and community ownership of local prevention efforts.
- **Organized Community**: A highly collaborative coalition that incorporates diverse community members and agencies and prioritizes community-centered prevention science approaches.
- **Collective Impact** (Option A only): Diverse and committed individuals and agencies in a community who take a comprehensive and systematic approach to address the root causes of complex local challenges.

More information around the core components can be found here (https://coloradosph.cuanschutz.edu/docs/librariesprovider151/default-document-library/cofp-components-one-pager5256ece6302864d9a5bfff0a001ce385.pdf?sfvrsn=9d7e88ba_0).

This report includes overall results for this community coalition, provides data highlighting the core components of COFP, and shows a comparison of this community to others by providing the average responses across all participating communities in Colorado. When applicable, there are also comparisons to coalition survey data from previous years. As the coalition survey may change over time, there will not always be comparisons available for every question or category. When there are fewer than five responses to a question, those results will be suppressed to protect the confidentiality of participants.

This report includes combined data from coalitions in COFP communities across the state. These communities can vary widely in geography, demographic makeup, funding, and other factors. The statewide data are included to serve as additional information to use when interpreting your community's results, which should be the main focus

of this report. **Statewide data are not intended to show if a community is doing "worse" or "better" than other communities across the state.** Every community has unique needs, contexts, and areas of focus, and these data are provided simply to support discussion of those unique factors.

DATA COLLECTION

All survey questions ask coalition members the extent to which they disagree or agree with, or how often they observe the behavior described by statements related to the core components of COFP. Each question helps illuminate one or more core components. This report includes a summary measurement for each item (usually a percent agreement or average response), as well as summary metrics for each element within the scale (usually an average response and a range of responses).

Results are reported in two ways, 1) as percent agreement or average response, and 2) the range of responses for each question, which can be found in the table accompanying each item section. Percent agreement is calculated as the number of respondents who selected "agree" or "strongly agree," divided by the total number of respondents. In the summary findings at the end of the report, this value will be reflected under "Average % Positive."

The results in this report can support the coalition in:

- **Understanding and celebrating the strengths** of the work our coalition is doing together
- **Highlighting areas where our coalition can work** to improve processes
- **Prompting** further **exploration** or **investigation** of challenge areas
- **Developing a plan** to address any needed improvements
- Outlining any **additional requests for coaching or general support** our coalition needs

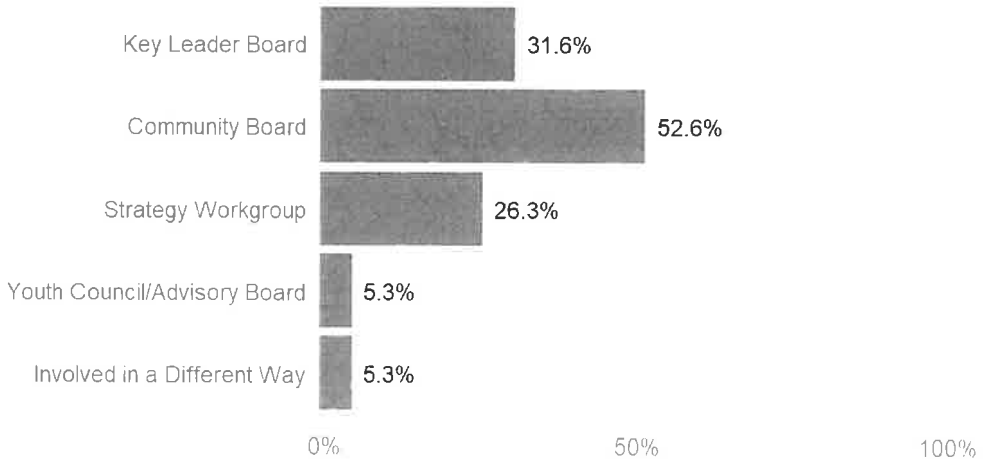
Current year coalition response rate: 33.9% (19 of 56)

Participant Characteristics

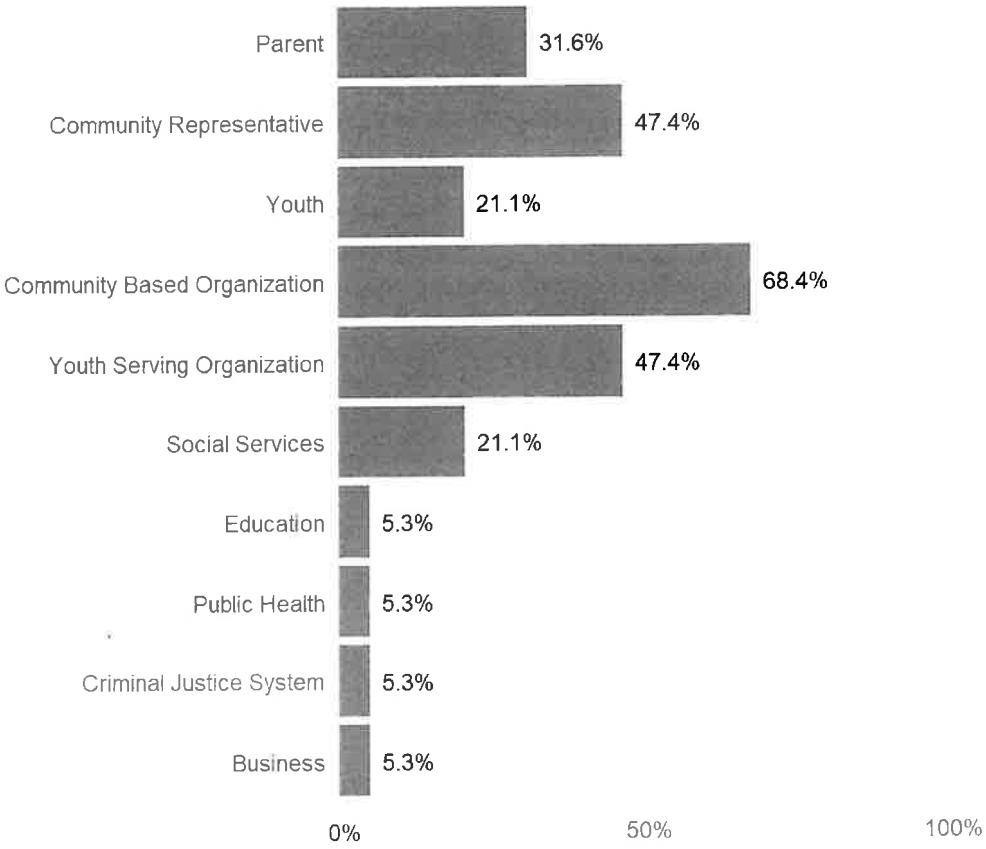
Participant characteristics can tell us about representation in our coalition, including which groups are more or less represented than others. This information can help us focus recruitment and engagement efforts. Remember, while these characteristics can tell us some things, they don't tell the whole story! We might have coalition members who don't attend meetings regularly but play important roles building relationships and championing the coalition's efforts in the community – that's great! How else can we consider participant characteristics as we continue to grow our coalition?

Note: Underrepresented data may be hidden on the individual community level. We do this to protect respondents so that their answers to any of the questions cannot be identified. For example, if only one person who identifies as LGBTQ+ takes the survey, we will either suppress that demographic data or bundle it with other data points. We will however have state-level aggregate numbers for gender identity and sexual orientation. This way COFP communities can see what this representation looks like across the state, not just in their own coalition.

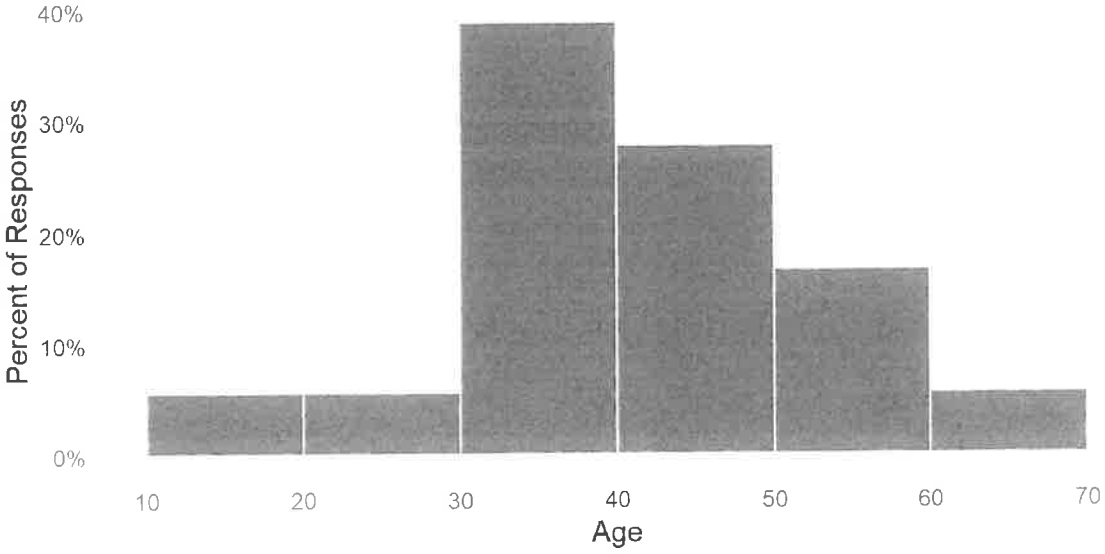
Board Participation



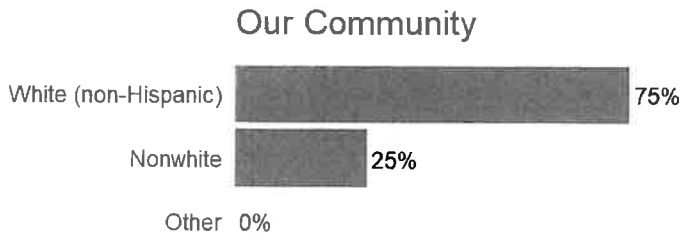
Sector Representation

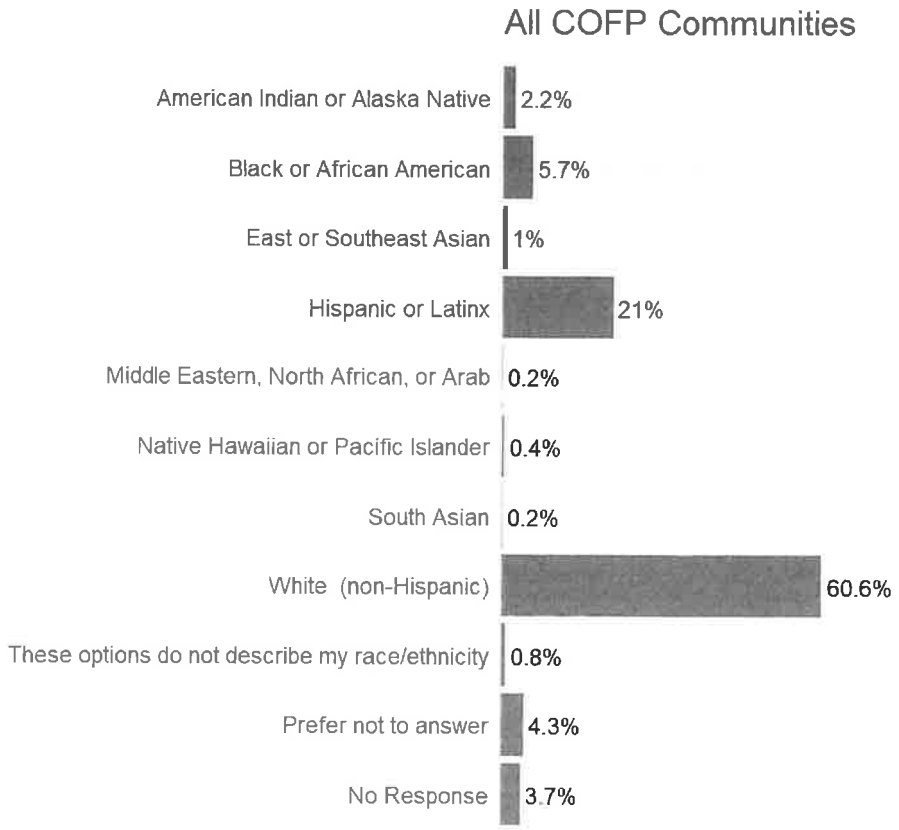


Age

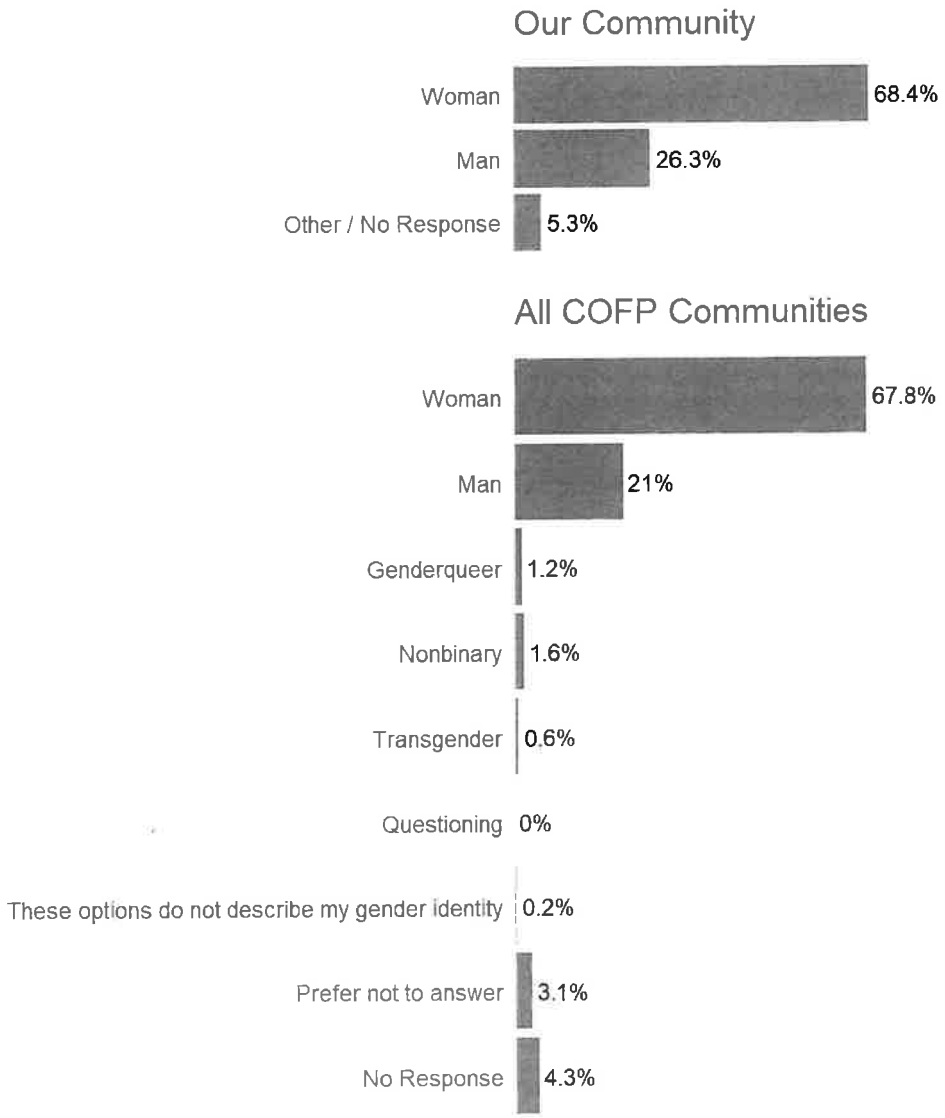


Race/Ethnicity

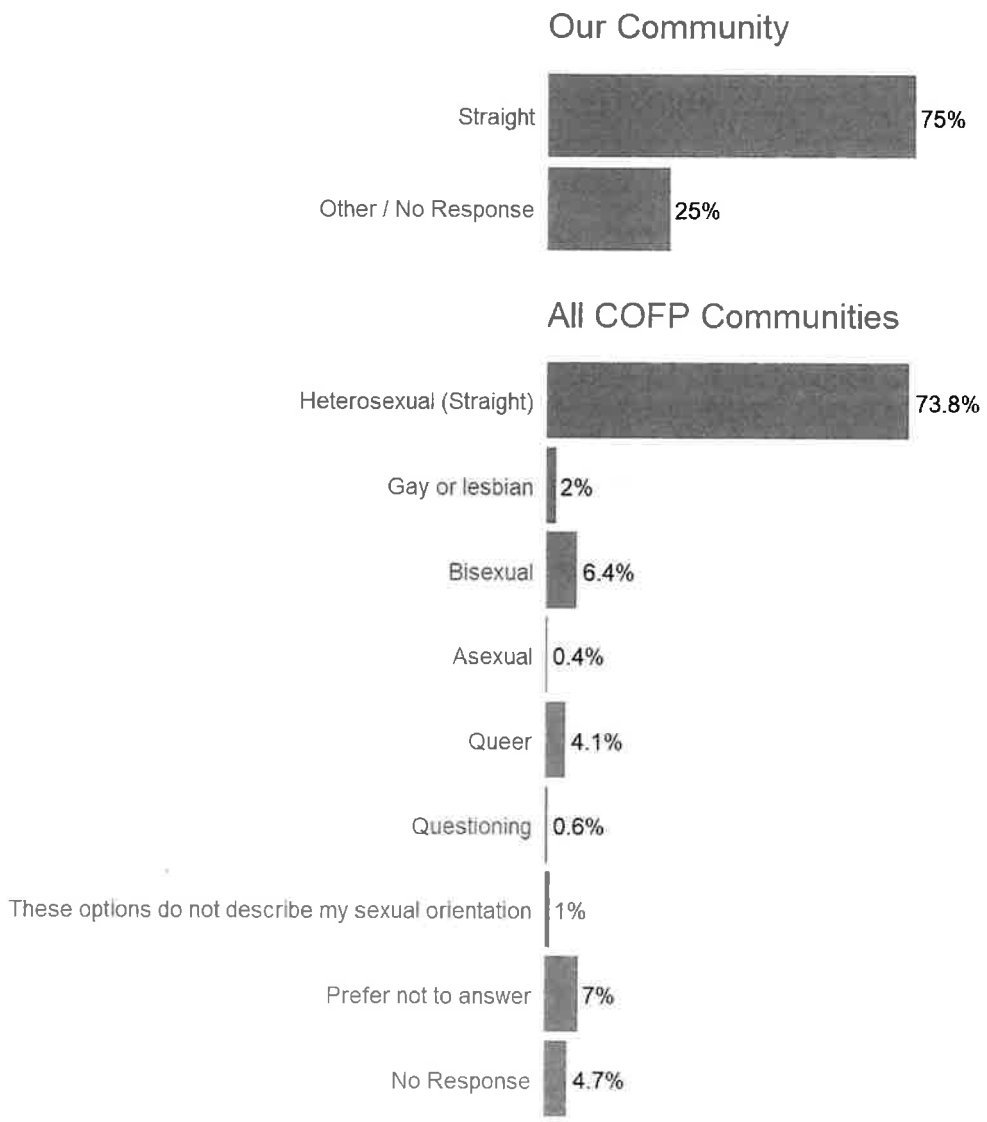




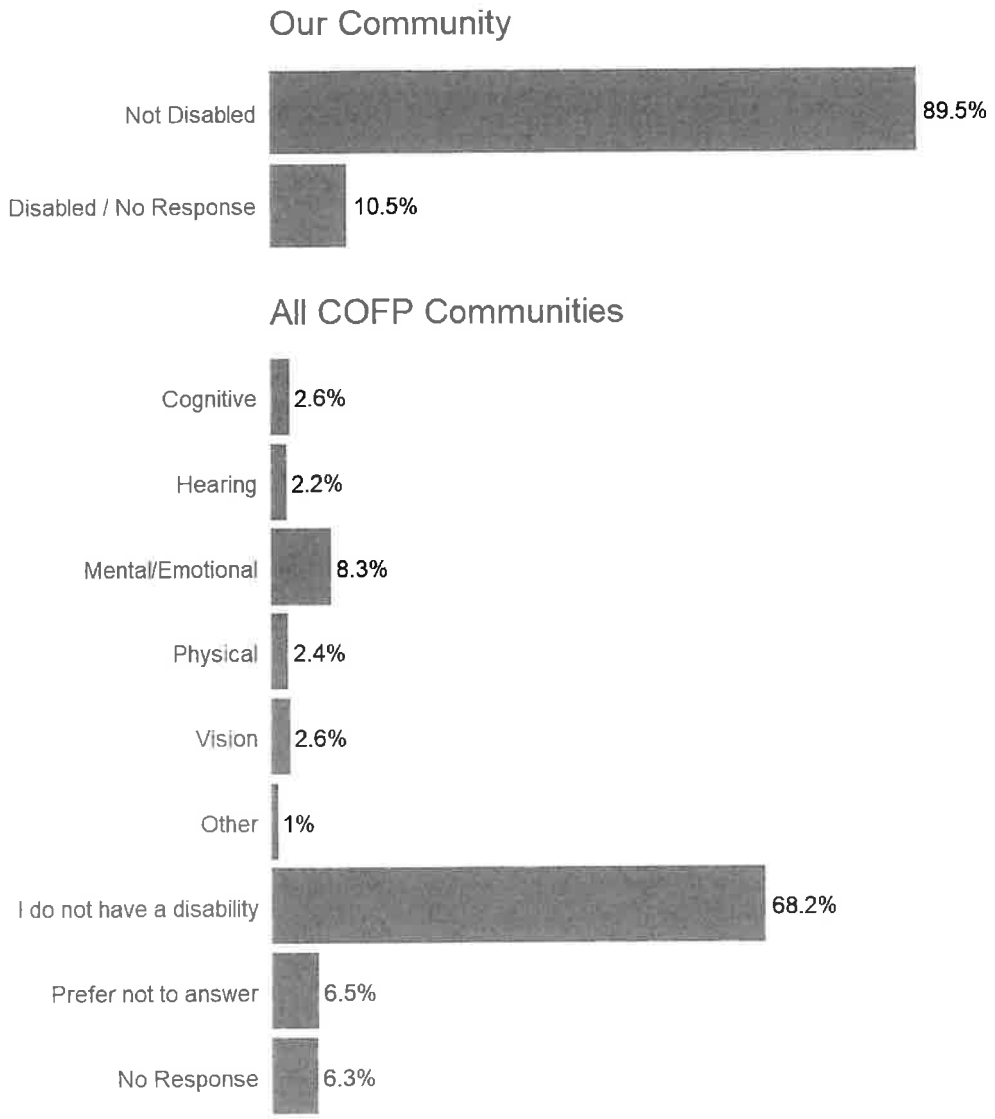
Gender


Our Community
Woman
68.4%
Man
26.3%
Other / No Response
5.3%
All COFP Communities
Woman
67.8%
Man
21%
Genderqueer
1.2%
Nonbinary
1.6%
Transgender
0.6%
Questioning
0%
These options do not describe my gender identity
0.2%
Prefer not to answer
3.1%
No Response
4.3%

Sexual Orientation



Disability Status



Broaden the Power Base

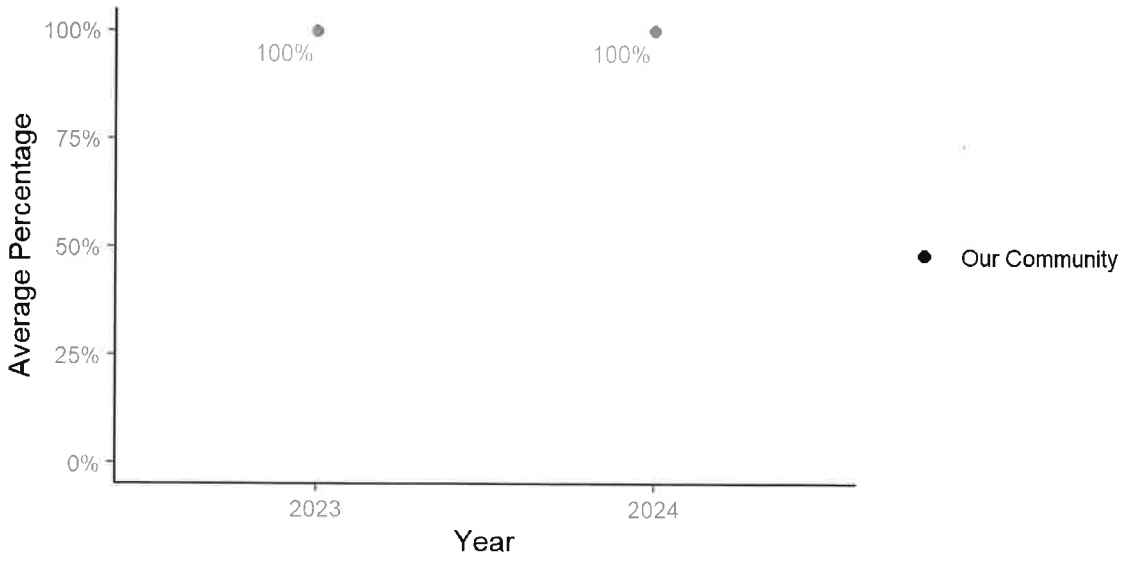
Those in formal and informal positions of power actively work together to build authentic relationships, embrace diverse perspectives, consider historical harms, and work toward repair, leading to shared power in decision-making and community ownership of local prevention efforts.

Backbone Relationship Building

Backbone relationship building refers to the coalition's backbone agency's relationship with, and respect for, all coalition members. Building relationships is at the heart of equitable community organizing work. It's important for coalition members to feel valued by backbone agency and seen as equal partners in the work. When a backbone agency doesn't have strong relationships with coalition members it can be harder to maintain a healthy coalition. Strong relationships built on respect and trust can make lasting change.

In this survey, this section is represented by the following item:

I can see that the backbone agency wants to maintain a relationship with people like me.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.3	0.0% (0)	0.0% (0)	66.7% (4)	33.3% (2)
2024	19	3.7	0.0% (0)	0.0% (0)	26.3% (5)	73.7% (14)

Questions to consider:

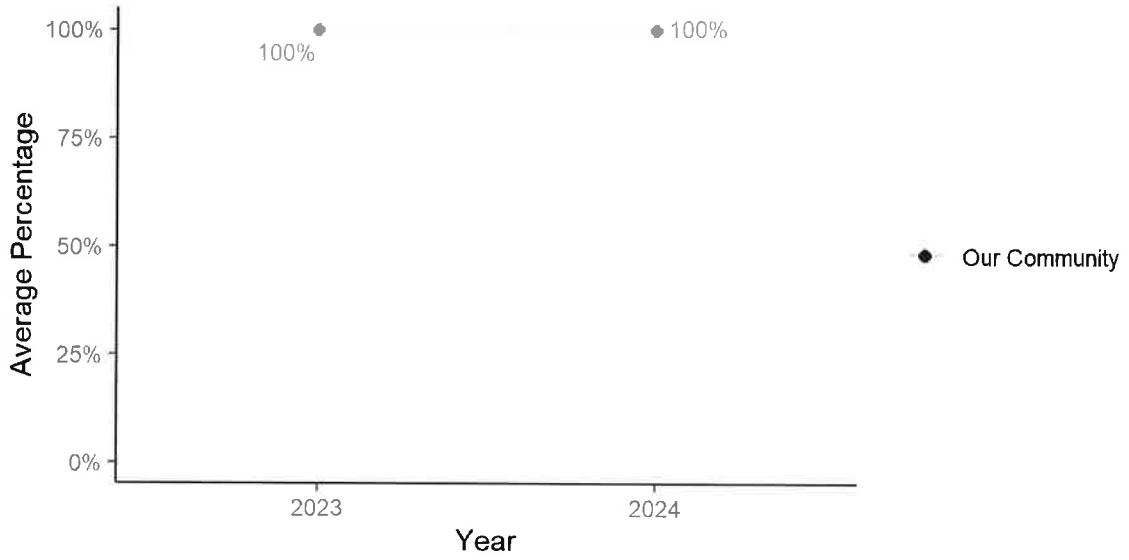
- What do these results tell us about the relationship between coalition members and the backbone agency?
- How does the backbone agency foster strong relationships with coalition members?
- What do you think the backbone agency could do to continue to build valuable and equal partnerships with coalition members?

Backbone Decision Making

Backbone decision making refers to how much the backbone agency involves coalition members when it comes to making decisions. When there are no pathways to provide and incorporate coalition feedback in decision making, backbone agencies create less inclusive coalitions where people might feel less valued. Sharing the power of decision-making increases transparency and helps to foster a truly community-led effort.

In this survey, this section is represented by the following item:

The backbone agency provides opportunities for community members to drive our efforts.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.2	0.0% (0)	0.0% (0)	83.3% (5)	16.7% (1)
2024	19	3.6	0.0% (0)	0.0% (0)	36.8% (7)	63.2% (12)

Questions to consider:

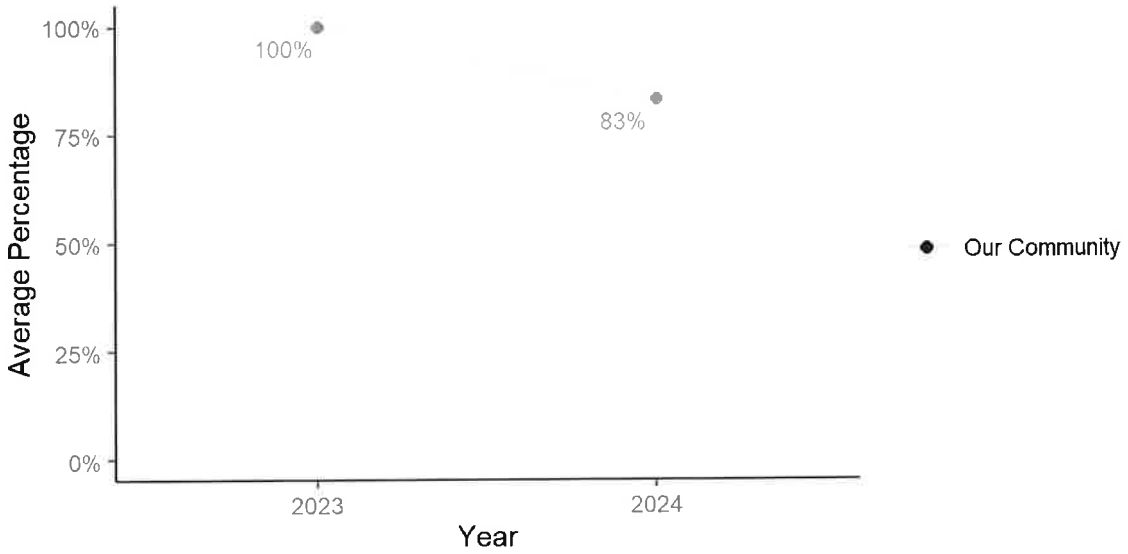
- What do these results tell us about how our backbone agency shares power in decision making with coalition members?
- Sometimes we only hear feedback from people who feel comfortable in sharing their opinion out loud or only hear from those who are in formal positions of power. How does our backbone agency ensure all voices are heard and not just the loudest or those typically heard from?

Coalition Decision Making

Coalition decision making looks at power sharing within the coalition when decisions are being made, and whether members feel safe and invited to share their ideas. Coalitions with decision making structures in place encourage the engagement of diverse perspectives. Without these structures, coalitions might make decisions that perpetuate inequities. It's important that coalition members feel that they can share their opinions and influence decisions.

In this survey, this section is represented by the following item:

My coalition has decision-making structures (voting structures, bylaws, etc.) that encourage engagement of diverse perspectives.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.3	0.0% (0)	0.0% (0)	66.7% (4)	33.3% (2)
2024	18	3.2	0.0% (0)	16.7% (3)	44.4% (8)	38.9% (7)

Questions to consider:

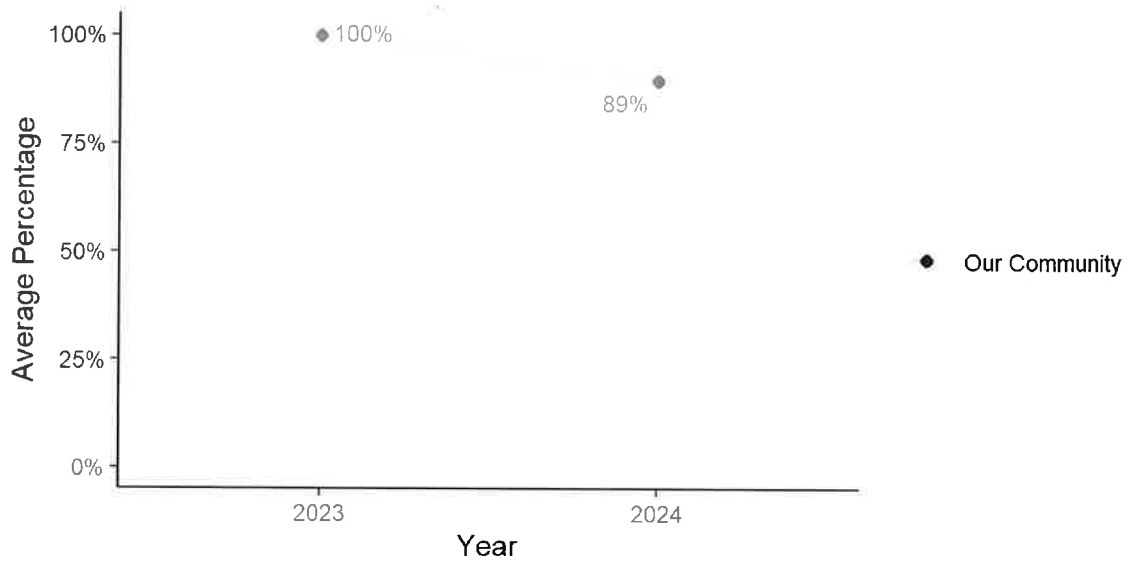
- What do these results tell us about how decisions are made in our coalition?
- How does our coalition ensure that we are hearing from all members when it comes to decision making?
- What more can we do to hear and support all ideas and opinions?

Coalition Power Sharing

Coalition power sharing looks at how much the coalition solicits feedback from all its members in every step of the COFP process like selecting strategies, creating goals, among others. Coalitions that don't implement power sharing efforts are likely to have members who feel undervalued and can also perpetuate harm and inequities. This can create low retention, isolate individuals, or groups from the coalition efforts, and impact the success of the coalition. Initiatives that authentically engage all members throughout the process will create and carry out informed action plans that are tailored for the community.

In this survey, this section is represented by the following item:

The decisions that guide this coalition are made collectively by its members.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Never	Rarely	Sometimes	Often	Always
2023	6	4.7	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (2)	66.7% (4)
2024	19	4.4	0.0% (0)	0.0% (0)	10.5% (2)	36.8% (7)	52.6% (10)

Questions to consider:

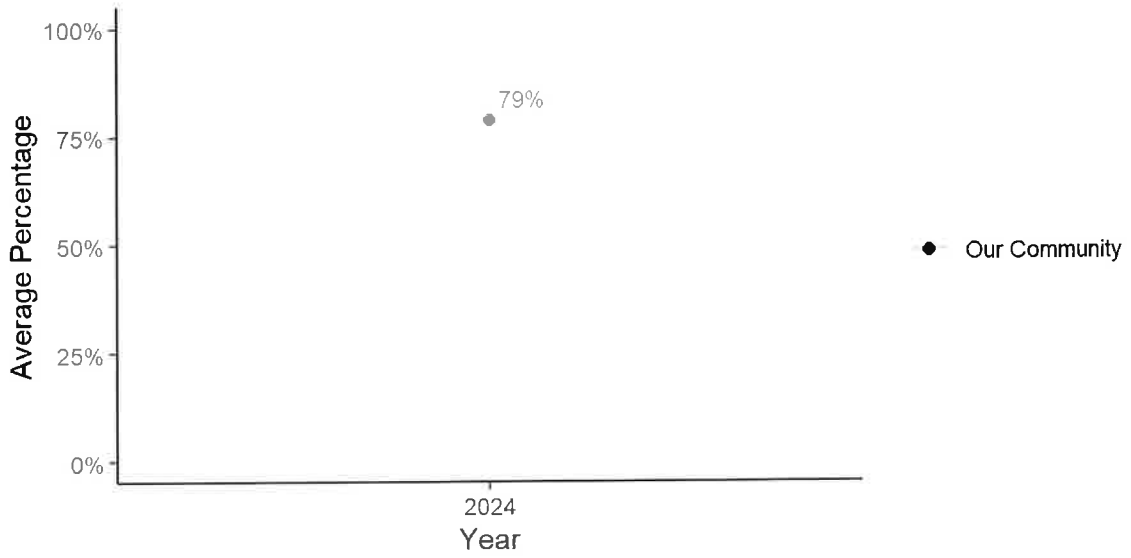
- What do these results tell us about where the power lies in our coalition?
- What do these results tell us about how consistently our coalition shares power between all our members?
- How can we continue to create a culture that shares power with each member?

Coalition Youth Power Sharing

Coalition youth power sharing speaks specifically to how youth are involved and valued within the coalition. Initiatives that focus on youth outcomes but don't share power with youth often fail to capture the full picture of issues youth are facing. Further, coalitions who successfully share power with youth often structure partnerships that provide opportunities for leadership and increase the effectiveness and sustainability of the work.

In this survey, this section is represented by the following item:

The decisions that guide this coalition are made collectively by youth and adults together.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Never	Rarely	Sometimes	Often	Always
2023	4	suppressed	suppressed	suppressed	suppressed	suppressed	suppressed
2024	19	4.1	0.0% (0)	10.5% (2)	10.5% (2)	36.8% (7)	42.1% (8)

Questions to consider:

- What do these results tell us about how youth are involved in our efforts?
- How do we share power with our youth members? If we don't, why don't we?
- How might we continue to build structures that support and amplify youth?

Organized Community

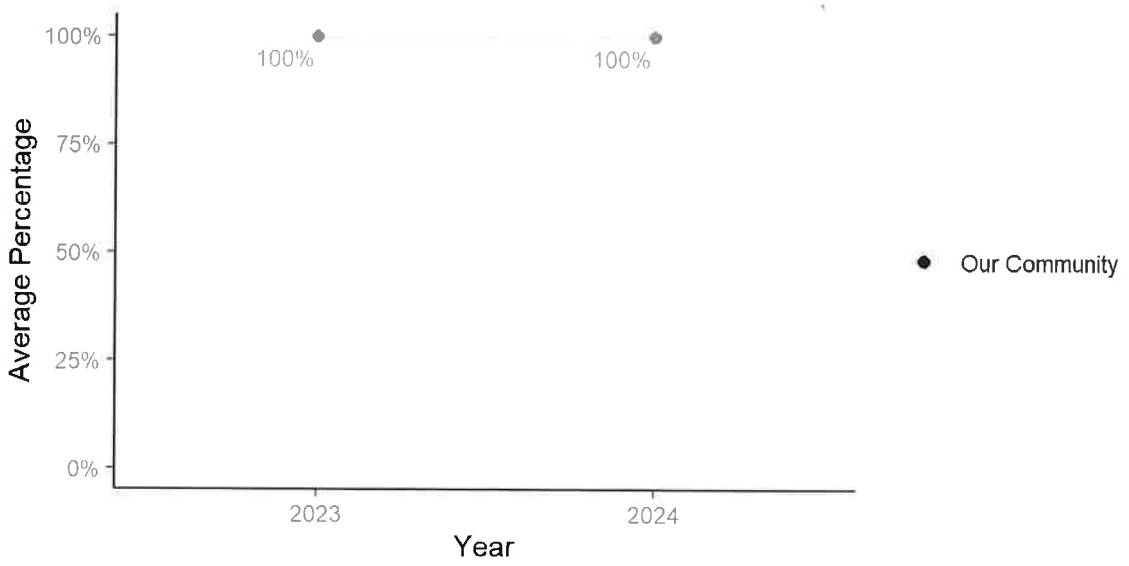
A highly collaborative coalition that incorporates diverse community members and agencies and prioritizes community-centered prevention science approaches.

Infrastructure

Infrastructure refers to the backbones agency's ability to organize and support this initiative through having a clearly defined relationship with the coalition, goal-directedness, use of data, and sustainability. This infrastructure helps to support the initiative and can also elicit support from outside of the backbone agency. Lack of infrastructure can be detrimental to the initiative's progress and can impact the community's perception of the efforts. If a backbone agency is well respected in the community, they can bring their support, partnerships, and funding to the initiative.

In this survey, this section is represented by the following item:

The backbone agency effectively organizes the community toward our goals.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.5	0.0% (0)	0.0% (0)	50.0% (3)	50.0% (3)
2024	19	3.4	0.0% (0)	0.0% (0)	57.9% (11)	42.1% (8)

Questions to consider:

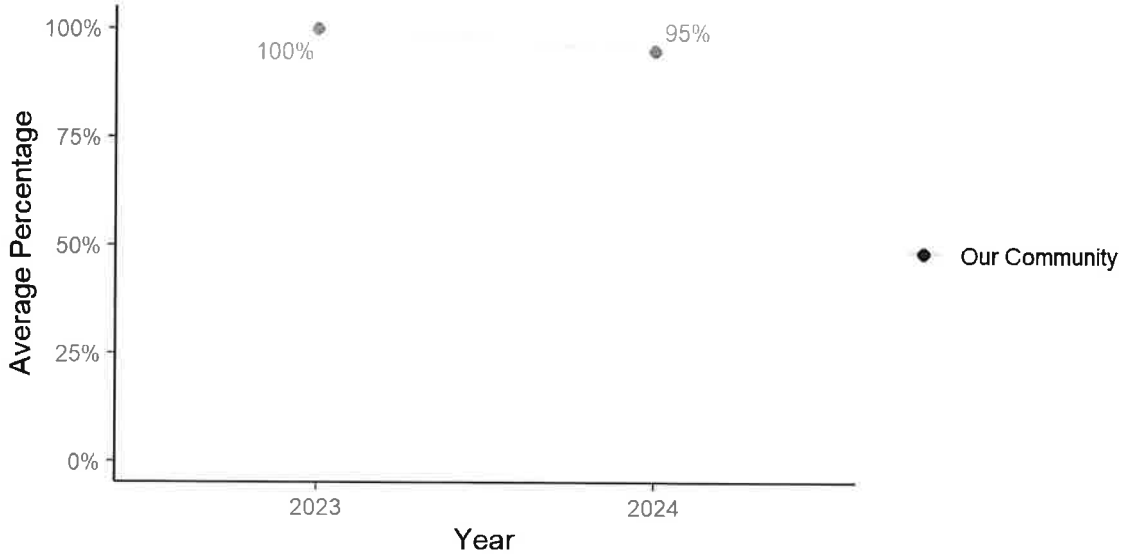
- What do these results tell us about the infrastructure in our community?
- How does our community infrastructure support the sustainability of our coalition?
- What infrastructure elements are needed to better support the sustainability of our coalition?

Goal Directedness

Goal directedness refers to the process of working together towards common goals using data to inform action. Without goal directedness, coalitions might find that it is easy to get off track and forget what they're working towards. With shared goals, a coalition work can achieve a shared vision for the community.

In this survey, this section is represented by the following item:

Coalition members have a shared vision for change.



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Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.2	0.0% (0)	0.0% (0)	83.3% (5)	16.7% (1)
2024	19	3.5	0.0% (0)	5.3% (1)	42.1% (8)	52.6% (10)

Questions to consider:

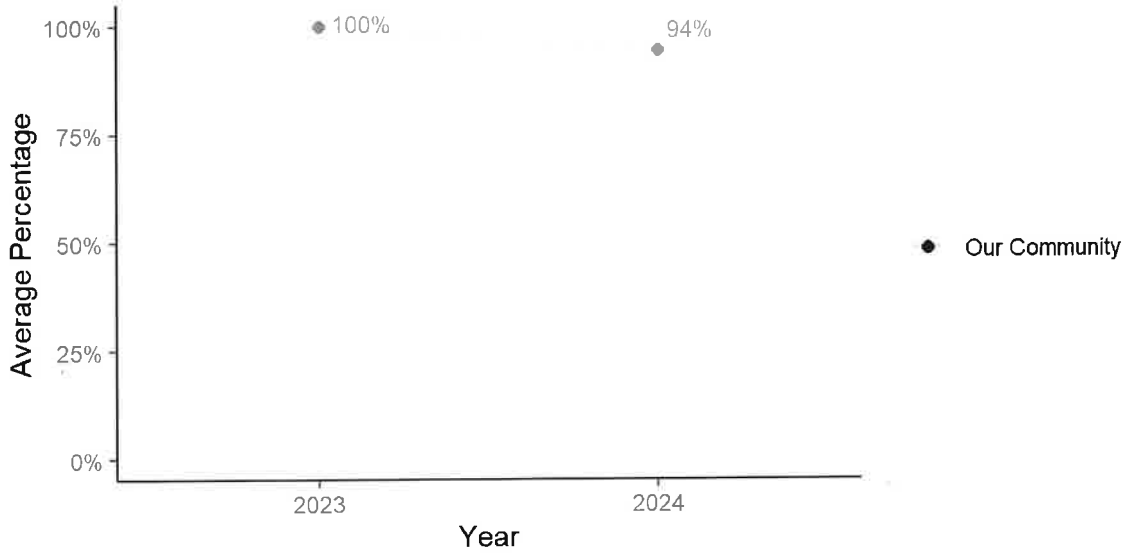
- What do these results tell us about how goal directed our coalition is?
- Why is goal direction important to our coalition?
- What more could we do to keep our goals at the forefront?
- Does everyone have the same understanding of our shared goal?

Group Cohesion

Group cohesion refers to feelings of trust and unity within the coalition, which can influence engagement and retention. When there is a lack of unity and trust, coalitions risk not being able to work together effectively to achieve their goals. Having group cohesion contributes to a positive work environment and fosters interpersonal relationships between group members.

In this survey, this section is represented by the following item:

There is a feeling of unity within this coalition.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	5	3.0	0.0% (0)	0.0% (0)	100.0% (5)	0.0% (0)
2024	18	3.5	0.0% (0)	5.6% (1)	38.9% (7)	55.6% (10)

Questions to consider:

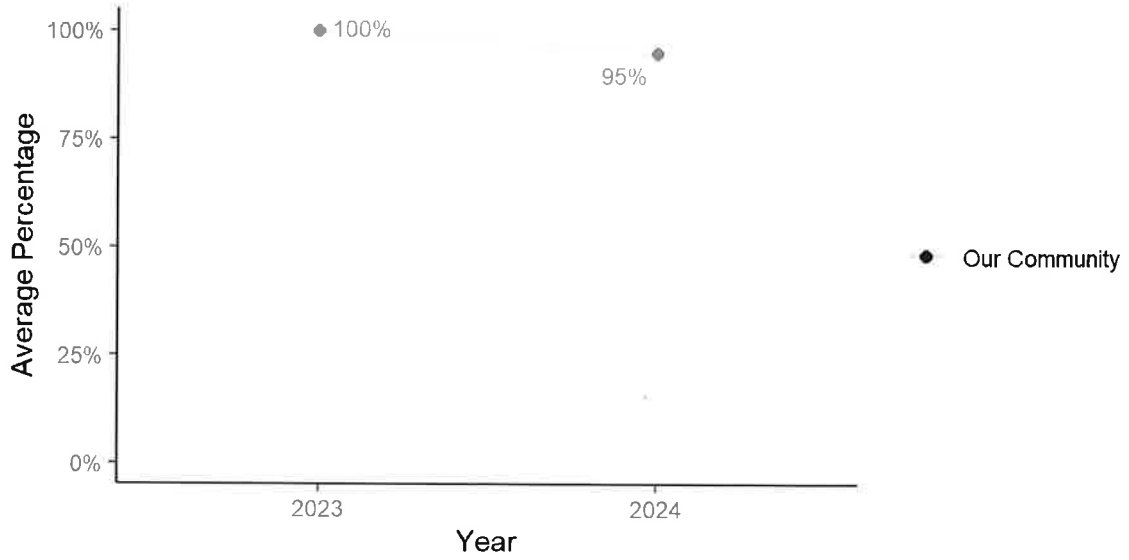
- How do these results reflect the feelings we have about our group cohesion?
- Is the experience of trust and unity true for all members of the coalition?
- Whose voices might be missing and why?

Coalition Participation

Coalition participation measures how much participants feel like they know what work is happening within the coalition, what is expected of them, and opportunities for increased participation. Member retention can become an issue when people feel as though there are no opportunities to meaningfully contribute to the work being done. Providing clear opportunities for participation benefits the coalition's success and helps build skills and experience of the coalition members.

In this survey, this section is represented by the following item:

There are sufficient opportunities for me to participate in coalition activities.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	5	3.4	0.0% (0)	0.0% (0)	60.0% (3)	40.0% (2)
2024	19	3.6	0.0% (0)	5.3% (1)	31.6% (6)	63.2% (12)

Questions to consider:

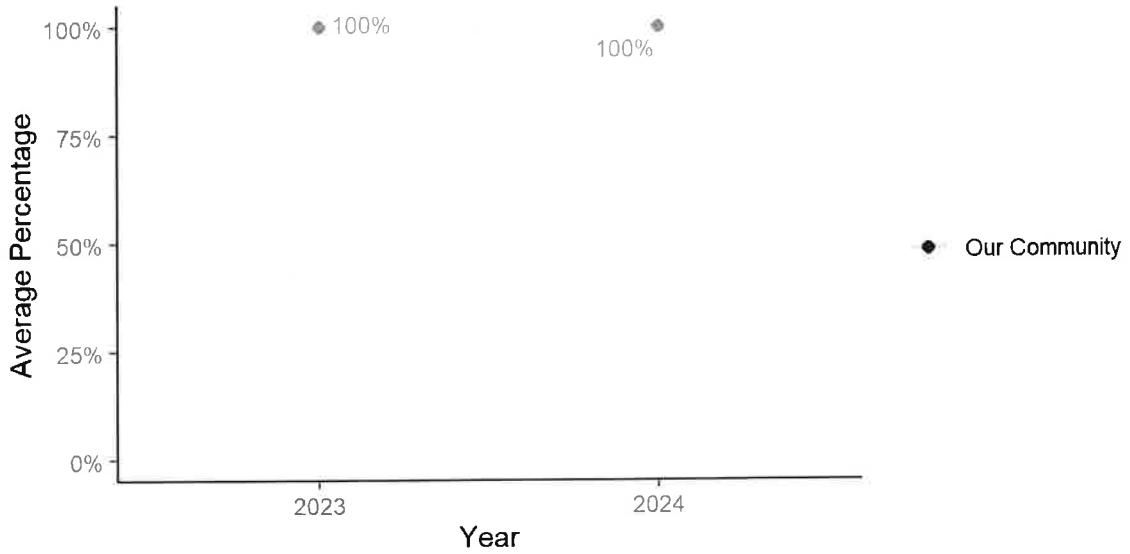
- What do these results tell us about how members participate in the coalition?
- What do these results tell us about the opportunities that are available for members to participate in?
- How do we let members know about opportunities for involvement and leadership within the coalition? Do these methods reach all of our members?

Motivation

Motivation refers to how well COFP is perceived to fit within our community. When an initiative isn't well received or doesn't fit in the community, it can be hard to make any progress or sustainable change. The more a community supports an initiative, the more likely they are to meet and sustain their identified goals.

In this survey, this section is represented by the following item:

When problems arise within my community, I do something about them.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.0	0.0% (0)	0.0% (0)	100.0% (6)	0.0% (0)
2024	17	3.2	0.0% (0)	0.0% (0)	82.4% (14)	17.6% (3)

Questions to consider:

- What do these results tell us about our coalition's motivation to implement this initiative?
- How would we know that this initiative is a good fit for our community? Who helped decide if this initiative is a good fit for our community?
- Are there valid reasons we need to discuss why someone might think this initiative might not be a good fit for our community?
- What more could we do to create buy-in for this initiative in our community?

Collective Impact (Option A only)

Collective Impact is when diverse and committed individuals and agencies in a community take a comprehensive and systematic approach to address the root causes of complex local challenges. This work can't happen within a silo. Other organizations have a role in addressing the challenges that communities face. For this section we are specifically looking at the broader community, not just our coalition.

Infrastructure (repeat)

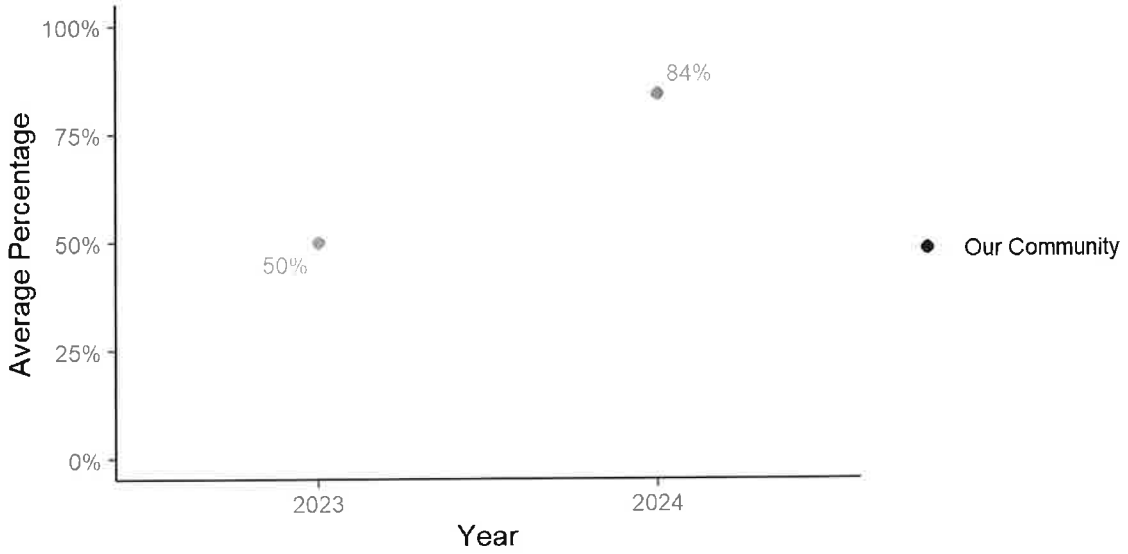
The infrastructure item is a measure of both Organized Community and Collective Impact - please refer back to the infrastructure item in the Organized Community section to see the results.

Mutually Reinforcing Activities

Mutually reinforcing activities refers to how organizations across the community share, coordinate, and align action plans. By working with other organizations, we can expand the reach of our initiatives. It can be very hard to make progress when there is only one initiative working on prevention work in the community because this work doesn't happen in a silo. Working collaboratively across the community can enhance awareness of the work, promote alignment of action plans, and reinforce messaging, which ultimately contributes to the success of prevention efforts.

In this survey, this section is represented by the following item:

Organizations in my community generally align work with one another.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.0	0.0% (0)	50.0% (3)	0.0% (0)	50.0% (3)
2024	19	3.1	0.0% (0)	15.8% (3)	63.2% (12)	21.1% (4)

Questions to consider:

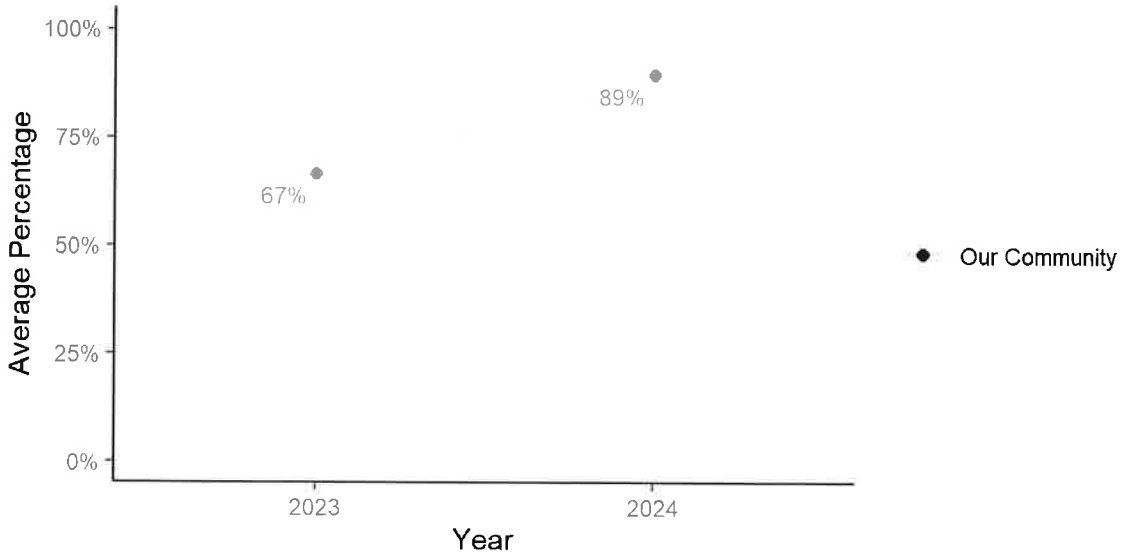
- What do these results tell us about how organizations work together in our community?
- What would help increase collaboration among organizations, programs, community groups and sectors in our community?
- What organizations, community groups, or other sectors are not currently involved in our work? How can they be included in a way that is mutually beneficial?

Continuous Communication

Continuous communication refers to cross-initiative coordination and communication between community-wide stakeholders and organizations. This could look like organizations attending meetings of other initiatives, organizations supporting each other by advocating for initiatives, and organizations providing feedback to one another. This could also include what is messaged out to the community or various groups involved in your efforts and how that message is delivered. When a coalition lacks continuous communication, it can 'other' itself from the goings-on of the community as a whole. Continuous communication fosters a culture of sharing and support that benefits the community at large rather than just one initiative.

In this survey, this section is represented by the following item:

Partners from different initiatives in our community regularly coordinate their efforts.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.0	0.0% (0)	33.3% (2)	33.3% (2)	33.3% (2)
2024	19	3.1	0.0% (0)	10.5% (2)	68.4% (13)	21.1% (4)

Questions to consider:

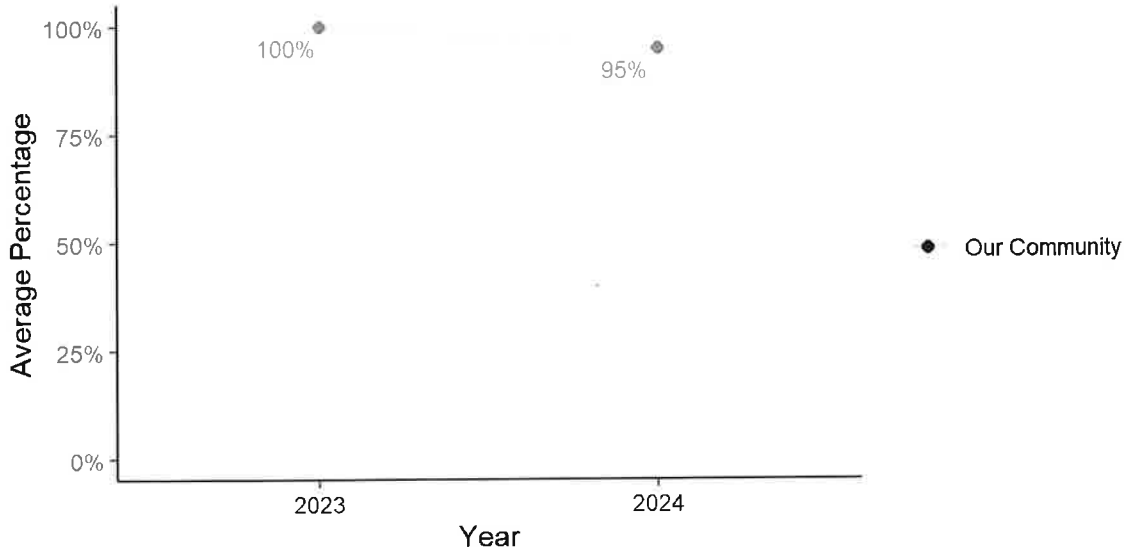
- What do these results tell us about coordination and communication between agencies, organizations, and community groups in our community?
- What does this communication look like in our community? Are our efforts transparent to the community? Do people understand what we are doing and understand why it is important?
- How do we ensure that we continuously communicate with all different types of organizations and community groups?

Common Agenda

Common Agenda re fers to community-wide use of data in decision making, understanding what challenges exist in the community, and adapting plans to further common goals. All participants agree on a common vision and understanding of the problem, and how to solve it. Without a common agenda, initiatives and organizations across the community don't necessarily work in sync with one another. Having a common agenda helps to ensure that the community is approaching shared goals in the same way, and that there is shared language and understanding around the work being done.

In this survey, this section is represented by the following item:

Our coalition's partners are aware of our coalition's goals.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	6	3.3	0.0% (0)	0.0% (0)	66.7% (4)	33.3% (2)
2024	19	3.4	0.0% (0)	5.3% (1)	52.6% (10)	42.1% (8)

Questions to consider:

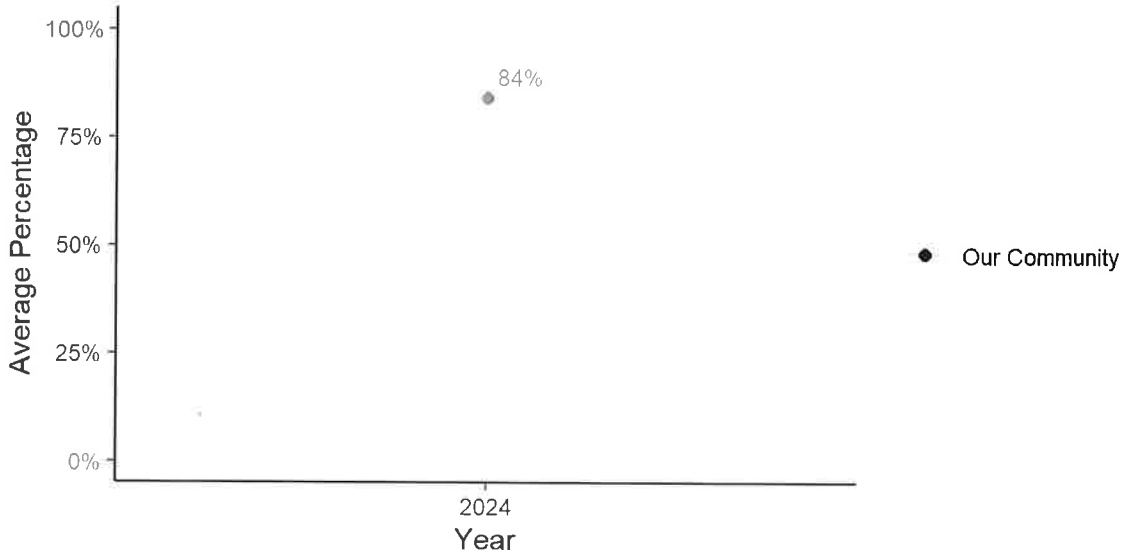
- What do these results tell us about how our community creates common agendas?
- What does our common agenda look like? Does everyone involved understand and agree to the common agenda?
- How does the community as a whole value all types of knowing? (Data, lived experience, etc.)

Shared Measurement

Shared measurement refers to how data are collected, measured, shared, and utilized community wide. Participants agree on a common set of metrics to measure success and report results. This ensures that everyone's efforts are aligned and allows them to hold each other accountable and learn from each other's successes and failures. When initiatives don't have a shared measurement system, it can lead to duplication of data gathering efforts, incongruous efforts that can strain the community as whole, or can lead to gaps in understanding the complete picture. Having similar health indicators and measurement systems helps the community understand what progress has been made on shared goals.

In this survey, this section is represented by the following item:

Separate initiatives in our community understand how they will participate in a shared measurement system.



Please note: The positive percentage shown is an overall result of the data collected from survey questions related to this topic. Take a look at the table below for a deeper understanding of this specific percentage.

Year	N	Mean	Strongly disagree	Disagree	Agree	Strongly agree
2023	3	suppressed	suppressed	suppressed	suppressed	suppressed
2024	19	3.1	0.0% (0)	15.8% (3)	63.2% (12)	21.1% (4)

Questions to consider:

- What do these results tell us about how our community shares data and our shared measurement structures? What do these results tell us about who is sharing their data when needed?
- Is there a coordinated effort around what is being done with the data when it is shared?
- What are some barriers we face to having shared measurement structures in place?
- What are some things we can do to improve/maintain shared measurement in our community?

Summary of Findings

Variable	Our Community Average % Positive 2022	2023	2024	All COFP Communities Average % Positive 2022	2023	2024
Broaden the Power Base						
I can see that the backbone agency wants to maintain a relationship with people like me.	no data	100.0%	100.0%	94.6%	94.9%	96.0%
The backbone agency provides opportunities for community members to drive our efforts.	no data	100.0%	100.0%	90.7%	93.1%	94.7%
My coalition has decision-making structures (voting structures, bylaws, etc.) that encourage engagement of diverse perspectives.	no data	100.0%	83.3%	82.8%	86.4%	86.2%
The decisions that guide this coalition are made collectively by its members.	no data	100.0%	89.5%	84.6%	84.3%	86.3%
The decisions that guide this coalition are made collectively by youth and adults together.	no data	suppressed	78.9%	69.9%	71.4%	69.7%
Organized Community						
The backbone agency effectively organizes the community toward our goals.	no data	100.0%	100.0%	86.0%	85.4%	94.1%
Coalition members have a shared vision for change.	no data	100.0%	94.7%	90.5%	90.5%	94.9%
There is a feeling of unity within this coalition.	no data	100.0%	94.4%	88.1%	91.5%	92.6%
There are sufficient opportunities for me to participate in coalition activities.	no data	100.0%	94.7%	93.5%	94.5%	94.5%
When problems arise within my community, I do something about them.	no data	100.0%	100.0%	92.0%	88.7%	92.3%
We can see how using this initiative will help us meet our goals.	no data	100.0%	94.1%	92.9%	93.8%	90.5%
Collective Impact						
Organizations in my community generally align work with one another.	no data	50.0%	84.2%	72.2%	76.8%	90.0%

[a] One item fits in both the "Organized Community" and "Collective Impact" sections: "The backbone agency effectively organizes the community toward the coalition's goals."

Variable	Our Community Average % Positive 2022	2023	2024	All COFP Communities Average % Positive 2022	2023	2024
Partners from different initiatives in our community regularly coordinate their efforts.	no data	66.7%	89.5%	72.4%	74.5%	84.0%
Our coalition's partners are aware of our coalition's goals.	no data	100.0%	94.7%	84.4%	90.3%	89.7%
Separate initiatives in our community understand how they will participate in a shared measurement system.	no data	suppressed	84.2%	62.7%	63.4%	76.8%

[a] One item fits in both the "Organized Community" and "Collective Impact" sections: "The backbone agency effectively organizes the community toward the coalition's goals."