Work in Progress and Lessons Learned

Evaluating A Local Community Collaborative Coalition: Utilizing the Wilder Collaborative Factors Inventory

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ABSTRACT

Background: Community collaboration is a founding principle of the Early Success Coalition (ESC), a collaborative of over 74 agencies, engaging over 200 participants. The ESC aims to develop a comprehensive neighborhood young-child-wellness system model to better foster cognitive, physical, and social-emotional development of young children. The Wilder Collaborative Factors Inventory (WCFI) was used, as part of a participatory mixed-methods evaluation, to collect annual measures of collaboration.

Objective: To reflect on lessons learned, resulting from four years of ESC WCFI data.

Method: ESC members completed the WCFI standardized survey tool, encompassing 40 questions grouped into 20 factors associated with successful collaboration, annually.

Lessons Learned: Community collaborations are naturally slow to establish, with funding/staffing concerns standing out as primary fears within the membership.

Conclusions: Participation in the ESC provided leadership, structure, and concrete goals, which bolstered local collaborative efforts. Overall, the WCFI is proposed as an insightful tool for evaluating community collaboratives.

KEYWORDS:

Community health partnerships, Community-Based Participatory Research, Community Health Services, Wilder Collaborative Factors Inventory, Evaluation Studies

Introduction

Community coalitions seek to "achieve community-level outcomes via the collective contributions of their members"[1]. These types of collaborative approaches leverage the talents, resources, and perspectives of local program, organizations, and individuals to effectively impact the targeted community[2]. The coalition, one specific form of community collaboration, has been proven within previous research as a successful method of improving community health and increasing capacity[2,3]. However, research also suggests that the effectiveness of coalitions can be greatly impacted by a coalition's distinctive characteristics[4]. As ineffective coalitions can have a negative impact on participating programs processes and outcomes, as well as on the coalitions overall goals[4], it becomes vital to measure a coalitions collaborative strengths and weaknesses as it develops and implements its objectives[5].

The Wider Collaborative Factors Inventory (WCFI) represents a validated survey tool for measuring coalition functioning and providing formative evaluative feedback throughout the life of a coalition[4]. WCFI results not only provide a snapshot of coalition members' current concerns, but also provide valuable data on what members perceive as the coalitions current strengths[6]; making this data an instrumental part of a coalitions continued improvement and efficient adaption over time. The WCFI compliments previous studies exploring the attributes of successful coalitions, as it measures members perceptions of factors surrounding the clarity of coalition goals/objectives, shared data collection/measurement systems, membership communication, and coalition leadership[2,7], all of which have been identified as markers for coalition success.

Background to the ESC Evaluation

In September 2013, the Tennessee Department of Health received a five-year federal grant funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) and selected Le Bonheur Children's Hospital (LCH) to implement the local demonstration project. This award was part of the national Linking Actions for Unmet Needs in Children's Health (LAUNCH) initiative, which aims to promote the wellness of young children (from birth to age eight) through the development of infrastructure supporting the expansion of quality programming and creation of a collaborative, comprehensive, system of care for young children and their families.

LCH's demonstration site in Memphis, Tennessee utilized Project LAUNCH funds to expand services offered by the preexisting Early Success Coalition (ESC). The ESC was initially initiated with a five-year Evidence-Based Home Visitation grant, funded by the Administration for Children and Families, U.S. Department of Health and Human Services, in 2009. Since then, the ESC has become a collaborative body of over 74 local Memphis agencies (engaging over 200 participants), all of whom work towards the attainment of a shared mission statement, *"To build a comprehensive system of services for children, pre-conception through age eight, and their families to achieve healthier births, reduce child abuse, and improve school readiness"*[8].

Throughout the span of Project LAUNCH funding, the ESC oversaw the Memphis pilot project, addressing system level goals and infrastructure expansion, through the provision of enriched wraparound services.

The University of Tennessee Health Science Center's (UTHSC) evaluation team in the Department of Preventive Medicine, through a contract with LCH, performed the external evaluation of the ESC for Tennessee's Project LAUNCH. UTHSC's evaluation followed a

participatory, mixed methods (qualitative and quantitative), approach focusing on local system change and provider/service delivery at four levels:

1. *System implementation fidelity*: measuring effectiveness of the project's implementation processes, changes/deviations from the Strategic Plan, and fidelity to evidence-based practices.

2. *Implementation capacity and sustainability:* measuring infrastructure changes, sustainability planning, and barriers/challenges to implementation.

3. *Collaboration and integration:* measuring collaborative efforts, member/partner representation, and member/partner knowledge and experience; and

4. *Satisfaction:* measuring member/partner satisfaction.

Through this approach, the UTHSC evaluation team supported data-informed decision-making related to implementation effectiveness at multiple levels. The purpose of UTHSC's evaluation was to provide data for continuous improvement and quality control within Project LAUNCH activities, with an overarching goal of developing a replicable model that can be used to establish statewide community collaborative systems. UTHSC provided ESC management staff with monthly formative feedback reports throughout the five-year project, in order to best guide and inform project planning and implementation in real time. Cumulative annual reports, including annual WCFI data, showed longitudinal change within the coalitions characteristics from year to year. Though the evaluation did not formally track ESC adaptations in response to evaluative feedback, evaluative reports were regularly discussed during ESC management meetings.

Objective

The purpose of this article, in accordance with the original evaluation goals, is to discuss outcomes and lessons learned from the evaluation focused on the community collaborative coalition element of the ESC. As the ESC represents a unique collaborative, bringing partners from multiple interconnected sectors together to best focus on their shared goals and improve the overall impact of each partner within the community. The evaluation team at UTHSC believes sharing the results of The Wilder Collaborative Factors Inventory (WCFI), as the main evaluation method utilized, is an important contribution to research surrounding the benefits of community collaborative coalitions and the common challenges and successes they face during initial establishment within a community. The member perspectives, recorded through the WCFI within the first four years of ESC coalition expansion, provide valuable insights to expanding and formalizing small-scale community partnerships to create a large-scale coalition, as well as pinpointing specific coalition characteristics highlighted as vital to the coalition's overall success.

Methods

The Wilder Collaborative Factors Inventory (WCFI)[9] was used to collect annual measures of ESC collaboration, during the 4th quarterly ESC committee meeting each year, for four years of Project LAUNCH funding.

The WCFI is a standardized survey tool made up of 40 items grouped into 20 factors associated with successful collaboration (see Table 1). Respondents use a 5-point Likert-type scale (1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; 5-Strongly Agree) to rate each item.

It is important to note that the WCFI is not intended to provide a total collaboration score, but rather a set of descriptive factor scores that members of a collective group (in this case, the ESC's committee, built of community representatives who share the same goals of the ESC) can use to identify areas of strength and areas of needed improvement[10].

Table 1: *Wilder Collaborative Factors Inventory – Descriptive Factors*

Descriptive Factor Titles
Factor 1: History of collaboration or cooperation in the community
Factor 2: Collaborative group seen as a legitimate leader in the community
Factor 3: Favorable political and social climate
Factor 4: Mutual respect, understanding, and trust
Factor 5: Appropriate cross section of members
Factor 6: Members see collaboration as in their self-interest
Factor 7: Ability to compromise
Factor 8: Members share a stake in both process and outcome
Factor 9: Multiple layers of participation
Factor 10: Flexibility
Factor 11: Development of clear roles and policy guidelines
Factor 12: Adaptability
Factor 13: Appropriate pace of development
Factor 14: Open and frequent communication
Factor 15: Established informal relationships and communication links
Factor 16: Concrete, attainable goals and objectives
Factor 17: Shared vision
Factor 18: Unique purpose
Factor 19: Sufficient funds, staff, materials, and time
Factor 20: Skilled leadership

Factors with average scores of 2.9 or lower "reveal a concern and should be addressed".

Factors scoring between 3.0 and 3.9 are "borderline and should be discussed by the group to see

if they deserve attention." Scores of 4.0 or higher show a "strength and probably don't need special attention"[7].

Additional survey questions, created by the UTHSC evaluation team, were attached to the WCFI. These supplementary questions used an open-ended format and were used to collect specific ESC member demographics (see Figure 1).

Results

ESC member composition shows most meeting attendees were "partnering agency/organization/program representatives", generally referring to ESC members who work for local agencies/organizations/programs outside of LCH and choose to collaborate with ESC efforts. Community and parent representatives making up 31%, collectively, signify individuals not connected with a larger agencies/organizations/programs, but who consider themselves a supporting member of ESC efforts (this includes volunteers, as well as individuals who attend meetings solely for their opinions to be considered in the planning process). ESC staff/ESC administration (20%) are those members working directly for (and funded by) the ESC. The majority of these members work within a branch of LCH. For detailed data concerning program/agency representation at ESC steering committee meetings, during which annual WCFI were conducted, see Attachment 2. In compliance with UTHSC IRB standards, the UTHSC evaluation team is unable to share identifiable data concerning ESC members affiliated program/agency. ESC member demographics beyond program/agency representation were not collected.

UTHSC evaluation team members (contracted to conduct the external evaluation of the ESC) are not considered ESC members and are therefore not counted within ESC membership. UTHSC evaluation team members attend ESC meetings to collect data and act as impartial observers.

Figure 1: *ESC Member/WCFI Participant Demographics (deduplicated, aggregate membership from 2014-2017)*
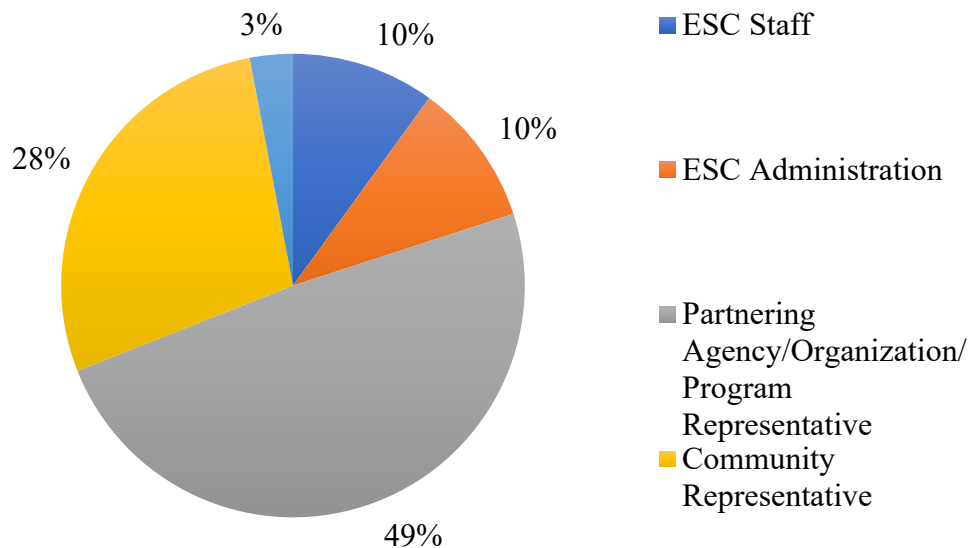
WCFI Response Rates

Over four years of WCFI measurement, response rates fluctuated from 41% (at baseline in 2014), to 78.3% in 2015, 69.6% in 2016, and 49.1% in 2017. At baseline, it was noted that participants were not completely familiar with local Project LAUNCH effort and were therefore less inclined to participate in the WCFI survey process, as it was described as an integral method within the Project LAUNCH evaluation. Similarly, during year four WCFI survey distribution, the evaluator noted that four participants verbally expressed that this was their first ESC meeting and they were therefore not comfortable completing the survey. The lower response rate in 2017 might also be explained by the longer meeting time (this particular committee meeting ran for eight hours, which is more than twice as long as the average committee meeting) and the agenda,

which included lengthy training segments from ESC partners. These factors might have increased numbers of participants leaving the meeting early, as well as increased numbers of attendees who affiliate themselves with a presenting ESC partner, rather than with the ESC themselves, making them less likely to complete an ESC/Project LAUNCH member survey.

Table 2: *Wilder Collaborative Factors Inventory Response Rate (per year)*

Year	Number of Attending ESC Members	Number of Completed WCFI Surveys	Response Rate
2014	39	16	41.0%
2015	51	40	78.3%
2016	56	39	69.6%
2017	61	30	41.1%

WSFI Data Analysis

The overall means (statistical averages) over the four years ranged from 3.88 (the lowest mean from 2015) to 4.13 (the highest mean from 2016). Additionally, standard deviation (SD) rates ranged from 0.31 (the lowest SD in the 2015) to 0.39 (the highest SD in 2014). The consistency shown within four years of WCFI survey results indicates a dependability within ESC members feelings/beliefs concerning their collaborative efforts. For full results, including all statistical means and standard deviations for the 20 factors and 40 WCFI questions, see Attachment 1.

Independent Samples T-Tests were performed (Table 3) to fully understand and compare WCFI outcomes from years one (2014) to two (2015), years two (2015) to year three (2016), and years three (2016) to year four (2017). Results of the Independent Samples T-Tests confirmed statistically significant ($p < 0.05$) positive change from years 2015 to 2016, as well as statistically significant negative change between years 2016 to 2017. No statistical significance was present between years 2014 to 2015.

Table 3: *Wilder Collaborative Factors Inventory Outcomes Comparison (using Independent Samples T-Test)*

Comparison Years	Difference between Mean Scores	Standard Deviation	t	Significance (2-tailed)
2014 - 2015	-0.08	0.31	0.683	0.49
2015 - 2016	0.25	0.37	3.206	0.002
2016 - 2017	-0.19	0.38	-2.118	0.038

ESC Coalition Challenges

Only one factor (Factor 19: Sufficient funds, staff, materials, and time) illustrated a consistent drop in average score throughout all four years. Factor 19 breaks down into two questions (Q38: "Our collaborative group has adequate funds to do what it wants to accomplish"; and Q39: "Our collaborative group has adequate 'people power' to do what it wants to accomplish"). This indicates that members of the ESC generally perceive a lack of funding and/or believe the ESC's goals are too ambitious to be feasible using the current funding

available. Combining that result with the perceived lack of 'people power', illustrated by consistently low Q39 scores, and it can be hypothesized that ESC members became more concerned with funds and staffing over time. As the ESC is sustained, primarily, by grant funding it can by theorized that the inevitable ending of current grant funding caused ESC members concerns to increase annually.

Factors two (Factor 2: Collaborative group seen as a legitimate leader in the community) received the second lowest score in 2017 (3.50). Q4, an individual question within factor two, received the second lowest individual result of the survey (3.39), indicating a particular area of concern that should be addressed by the collaborative. This result implies that ESC members believe there are other community representatives/organizations who should be invited to become members of the ESC collaborative in order for other community leaders to view the ESC projects/goals as achievable. Follow-up discussions may be useful in identifying specific representatives/organizations current ESC members would like to invite, in order to correct this belief. Q3, the first questions within factor two, received a 3.67, effectively raising the total average score for factor two and indicating that members believe the current community leaders seem hopeful that the ESC will successfully accomplish their stated goals.

ESC Coalition Strengths

Factor six (Factor 6: Members see collaboration as in their self-interest) is the only factor that saw a consistent increase in score, over the four survey periods and received the highest average score out of the twenty-one factors (4.60) during 2017. This indicates that ESC members improved their opinions of the overall effectiveness of community collaboration, as they continued their participation in the ESC. This also indicates that members believe their

participation in the ESC is beneficial to the attainment of their respective organization's goals and missions.

Factors twenty (Factor 20: Skilled leadership) experienced fluctuations in score, including a decrease during the 2015 survey, but has retained its place as one of the strongest factors throughout the four years. Factor twenty indicates that ESC members perceive the current ESC leadership as able to provide knowledgeable and practical guidance to the ESC.

Despite fluctuating response rates, the WCFI shows notably consistent positive results from year to year. The mean score from all four years is 3.97; which falls between definitions describing factors with average scores ranging from 3.0 to 3.9 as "borderline and should be discussed by the group to see if they deserve attention" and scores ranging from 4.00 or higher as showing "a strength and probably don't need special attention"[78].

Table 4: *Highest and Lowest Rated WCFI Factors Within the ESC (cumulative over all four years)*

Factor	Mean Score	Rating	Rating Definition[78]
Factor 6: Members see collaboration as in their self-interest	4.52	Highest	Show a strength and probably don't need special attention.
Factor 20: Skilled leadership	4.40	High	
Factor 2: Collaborative group seen as a legitimate leader in the community	3.76	Low	Borderline and should be discussed by the group to see if they deserve attention.
Factor 19: Sufficient funds, staff, materials, and time	3.38	Lowest	

Discussion – Lessons Learned

The four predominant lessons learned are based off WCFI survey results, as well as observation of ESC meetings. These lessons can help inform developing community coalitions, who are not able to utilize the WCFI themselves, in identifying areas of importance during coalition formation.

1. **Community collaborations, such as the ESC, are slow to establish themselves within the represented community.**

   o No statistically significant change was seen within WCFI results from year one to year two. It is hypothesized that coalitions need time to draw membership from all desired organizations. Followed by additional time to solidify shared goals among the attained membership.

   ▪ Insight gained from factor two, "Collaborative group seen as a legitimate leader in the community", supports these points. Mainly, results indicate that ESC members question how "outside" community members see the ESC; leading to questions such as, "What is stopping other community members (not part of the ESC) from believing the ESC will accomplish their stated goals" and "Who do outside community members (not part of the ESC) think are the "right" agencies/organizations to accomplish the stated ESC goals and how can they be engaged?".

2. **Due to the finite nature of grant funding, naturally occurring concerns among the collaborative group tend to consistently increase over time.**

- o Statistically significant change was seen between 2015 and 2016, after the ESC was established, put concrete shared goals in place, and was in the middle of a five-year funding period. However, statistically significant negative change was seen between 2016 and 2017. This drop was due partly to consistently falling scores within factor nineteen, which focus on the continued availability of funds and "people power". This leads to the assumption that ESC members are constantly concerned about funding and that these concerns are compounded throughout a funding period.

  - • Insight gained from factor nineteen, "Sufficient funds, staff, materials, and time", supports these ideas. Primarily, if ESC members believe there is a current lack of "people power" necessary for the ESC to accomplish its goals, how can volunteers be brought onboard? Additionally, are concerns surrounding funding linked to grant periods running out? Or, do ESC members believe that ESC goals/objectives are too ambitious for the funding opportunities the coalition can attract?

3. **Skilled leadership within a community collaborative is essential for building member trust and bringing members together in order to establish concrete shared goals, that have widespread endorsement from the group.**

   - o ESC leadership and ESC mission/goals were consistently rated highly, despite minor fluctuations of score over time. As leadership is a critical element of any group action, it is surmised that the ESC leadership were vital to its overall success as a community collaboration.

- Insight gained from factor twenty, "Skilled leadership", supports these points. ESC members clearly trust that ESC leadership are capable of not only bringing local organizations together, but of leading the coalition towards collective goals and increased effectiveness.

4. **The heart of a community collaborative is the belief that collaboration is beneficial to all involved.**

   o WCFI results clearly indicate that participating ESC members began, in 2014, with a strong belief in collaboration. This pre-existing belief is understood to be necessary for the overall success of the ESC.

     - Insight gained from factor six, "Members see collaboration as in their self-interest", supports these viewpoints. ESC members buy in surrounding collaboration only increased throughout the evaluation period, ended in a 4.60 in 2017. This indicates that ESC members believe that their organization/position benefits from their participation in the ESC, which leads to an increase of commitment within member participation.

Conclusions

The Early Success Coalition (ESC) exemplifies a local community collaborative coalition utilizing its funding to cultivate membership and increase impact within the community. Through the use of the Wilder Collaborative Factors Inventory (WCFI) survey, the University of Tennessee Health Science Center (UTHSC) evaluation team illustrated the overall success of the ESC, as a collaborative group, while also recording the finer strengths and weaknesses necessary to extrapolate lessons learned.

The four most evident lessons learned are: 1) Community collaborations are slow to establish themselves within the represented community; 2) Skilled leadership within a community collaborative is essential for building member trust and bringing members together in order to establish concrete shared goals, that have widespread endorsement from the group; 3) Due to the finite nature of grant funding, naturally occurring concerns among the collaborative group tend to consistently increase over time; and, that 4) The heart of a community collaborative is the belief that collaboration is beneficial to all involved.

The UTHSC evaluation team believes these lessons learned are beneficial for community collaboratives to consider during their initiation and/or expansion. The added knowledge gained from methods, such as the WCFI, can help community collaboratives increase their overall impact by addressing known challenges directly and completely. Use of the WCFI also provides the opportunity for community collaborative coalitions to record and display their successes to their membership, which is an important step towards growing trust and the belief that collaboration is beneficial to all involved.

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Attachments

Attachment 1 presents the statistical means and standard deviations for the 20 factors and 40 questions on the WCFI, organized by year. Based on 2017 data (the most recent measure), results are listed from most concerning to least concerning factor scores. Thus, the top factors would be considered the last known weakest factor of the ESC, whereas the bottom factors can be considered as the last known strengths of the ESC.

Attachment 1: *The Wilder Collaborative Factors Inventory Scores*

Factor	Results											
	June 2014 N=16			Aug 2015 N=40			Oct 2016 N=39			Aug 2017 N=30		
	N	Mean	SD	N	Mean	SD	N	Mean	SD	N	Mean	SD
Factor 19: Sufficient funds, staff, materials, and time	**15**	**3.56**	**.85**	**38**	**3.48**	**.82**	**39**	**3.22**	**.93**	**29**	**3.29**	**.74**
Our collaborative group has adequate funds to do what it wants to accomplish.	15	3.26	.70	38	3.26	.79	39	3.08	.70	29	3.07	.79
Our collaborative group has adequate "people power" to do what it wants to accomplish.	15	3.86	.91	38	3.71	.80	39	3.36	1.11	29	3.52	.68
Factor 2: Collaborative group seen as a legitimate leader in the community	**15**	**3.86**	**.72**	**40**	**3.66**	**.62**	**37**	**4.04**	**.74**	**30**	**3.50**	**.64**
Leaders on this community who are not part of our collaborative group seem hopeful about what we can accomplish.	15	3.80	.77	40	3.70	.64	37	3.84	.76	30	3.67	.71
Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work.	15	3.93	.70	40	3.63	.62	37	4.24	.68	30	3.39	.58
Factor 9: Multiple layers of participation	**15**	**3.53**	**.85**	**37**	**3.46**	**.80**	**37**	**3.90**	**.88**	**29**	**3.54**	**.76**

When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be.	15	3.60	.82	37	3.54	.80	37	4.08	.82	29	3.55	.68
Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.	15	3.46	.91	37	3.38	.82	37	3.73	.93	28	3.54	.83
Factor 11: Development of clear roles and policy guidelines	**15**	**3.80**	**.60**	**37**	**3.70**	**.63**	**37**	**3.87**	**.71**	**28**	**3.82**	**.57**
People in this collaborative group have a clear sense of their roles and responsibilities.	15	3.80	.56	37	3.76	.64	37	3.86	.75	28	3.75	.64
There is a clear process for making decisions among the partners in this collaboration.	15	3.80	.67	37	3.65	.63	37	3.89	.69	28	3.89	.49
Factor 5: Appropriate cross section of members	**16**	**3.40**	**1.06**	**40**	**3.61**	**.91**	**37**	**3.78**	**1.04**	**30**	**3.83**	**.79**
The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.	16	3.93	.92	40	4.18	.59	37	4.43	.68	30	4.27	.69
All the organizations that we need to be members of this collaborative group have become members of the group.	16	2.87	.95	40	3.05	.84	37	3.14	.94	30	3.40	.89
Factor 13: Appropriate pace of development	**15**	**3.86**	**.67**	**35**	**3.72**	**.75**	**36**	**3.97**	**.68**	**28**	**3.84**	**.56**
This collaborative group has tried to take on the right amount of work at the right pace.	15	3.86	.74	36	3.78	.72	37	4.03	.60	28	3.86	.59
We are currently able to keep up with the work necessary to coordinate all the people, organizations and activities related to this collaborative project.	15	3.86	.63	35	3.66	.80	36	3.92	.77	28	3.82	.54
Factor 1: History of collaboration or cooperation in the community	**15**	**3.06**	**1.13**	**40**	**3.26**	**1.07**	**37**	**3.73**	**1.00**	**30**	**3.90**	**.88**
Agencies in our community have a history of working together	15	3.13	1.12	40	3.45	1.06	37	3.73	.99	30	4.00	.78
Trying to solve problems through collaboration has been community in this community. It's been done a lot before	15	3.00	1.19	40	3.08	1.07	37	3.73	1.04	30	3.83	.98
Factor 12: Adaptability	**15**	**4.06**	**.63**	**36**	**3.80**	**.77**	**37**	**4.21**	**.70**	**28**	**3.91**	**.60**
This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	15	4.00	.65	37	3.70	.77	37	4.16	.68	28	3.82	.67
This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.	15	4.13	.63	36	3.92	.77	37	4.27	.73	28	4.00	.54
Factor 10: Flexibility	**15**	**4.16**	**.58**	**36**	**3.92**	**.66**	**37**	**4.26**	**.66**	**28**	**3.96**	**.60**
There is a lot of flexibility when decisions are made; people are open to discussing different options.	15	4.20	.56	36	3.92	.64	37	4.22	.75	28	3.89	.62
People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	15	4.13	.63	36	3.92	.69	37	4.30	.57	28	4.04	.57
Factor 18: Unique purpose	**15**	**4.20**	**.75**	**38**	**4.09**	**.74**	**39**	**4.20**	**.94**	**29**	**3.98**	**.87**
What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.	15	4.40	.63	38	4.34	.62	39	4.56	.68	29	4.21	.72
No other organization in the community is trying to do exactly what we are trying to do.	15	4.00	.84	38	3.84	.79	39	3.85	1.04	29	3.76	1.02
Factor 8: Members share a stake in both process and outcome	**16**	**4.06**	**.66**	**40**	**3.90**	**.79**	**37**	**4.22**	**.69**	**29**	**3.98**	**.61**
The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	16	3.87	.61	40	3.63	.77	37	3.92	.72	29	3.66	.67

Everyone who is a member of our collaborative group want this project to succeed.	15	4.33	.61	40	4.18	.71	37	4.57	.50	29	4.28	.59
The level of commitment among the collaboration participants is high.	16	4.00	.73	38	3.89	.83	37	4.19	.70	29	4.00	.59
Factor 15: Established informal relationships and communication links	**15**	**4.23**	**.67**	**36**	**3.98**	**.77**	**39**	**4.15**	**.73**	**29**	**3.98**	**.75**
Communication among the people in this collaborative group happens both at formal meetings and in informal ways.	15	4.13	.83	36	4.03	.65	39	4.26	.63	29	4.17	.60
I personally have informal conversations about the project with others who are involved in this collaborative group.	15	4.33	.48	37	3.95	.88	39	4.05	.82	29	3.79	.90
Factor 14: Open and frequent communication	**15**	**4.31**	**.55**	**36**	**3.84**	**.72**	**37**	**4.39**	**.63**	**29**	**4.00**	**.75**
People in this collaboration communicate openly with one another.	15	4.13	.51	36	3.81	.66	37	4.30	.66	29	4.14	.69
I am informed as often as I should be about what goes on in the collaboration	15	4.40	.50	36	3.72	.74	37	4.38	.59	29	3.69	.85
The people who lead this collaborative group communicate well with the members.	15	4.40	.63	36	4.00	.75	37	4.49	.65	29	4.17	.71
Factor 7: Ability to compromise	**16**	**4.00**	**.51**	**40**	**3.55**	**.90**	**37**	**3.84**	**.72**	**30**	**4.00**	**.69**
People involved in our collaboration are willing to compromise on important aspects of our project.	16	4.00	.51	40	3.55	.90	37	3.84	.72	30	4.00	.69
Factor 4: Mutual respect, understanding, and trust	**16**	**4.06**	**.75**	**39**	**3.83**	**.90**	**37**	**4.13**	**.84**	**30**	**4.02**	**.69**
People involved in our collaboration always trust one another.	16	3.62	.71	39	3.28	.82	37	3.62	.79	30	3.57	.81
I have a lot of respect of the other people involved in this collaboration.	16	4.50	.51	39	4.38	.59	37	4.65	.53	30	4.47	.57
Factor 17: Shared vision	**15**	**4.36**	**.54**	**38**	**4.06**	**.61**	**39**	**4.37**	**.62**	**29**	**4.12**	**.69**
The people in this collaborative group are dedicated to the idea that we can make this project work.	15	4.33	.61	38	4.13	.66	39	4.51	.60	29	4.28	.64
My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.	15	4.40	.50	38	4.00	.56	39	4.23	.62	29	3.97	.73
Factor 3: Favorable political and social climate	**15**	**4.56**	**.49**	**40**	**4.19**	**.72**	**37**	**4.62**	**.58**	**30**	**4.18**	**.78**
The political and social climate seem to be "right" for starting a collaborative project like this one.	15	4.53	.51	40	4.00	.81	37	4.49	.65	30	4.00	.94
The time is right for this collaborative project.	15	4.60	.50	40	4.38	.58	37	4.76	.49	30	4.37	.61
Factor 16: Concrete, attainable goals and objectives	**15**	**4.22**	**.66**	**38**	**3.95**	**.65**	**39**	**4.29**	**.59**	**29**	**4.10**	**.79**
I have a clear understanding of what our collaboration is trying to accomplish	15	4.40	.73	38	4.08	.67	39	4.44	.55	29	4.14	.78
People in our collaborative group know and understand our goals	15	4.20	.56	38	3.92	.63	39	4.26	.63	29	4.00	.92
People in our collaborative group have established reasonable goals	15	4.06	.70	38	3.87	.66	39	4.18	.60	29	4.17	.65
Factor 20: Skilled leadership	**15**	**4.53**	**.63**	**38**	**4.18**	**.89**	**39**	**4.56**	**.59**	**29**	**4.34**	**.55**
The people in leadership positions for this collaboration have good skills for working with other people and organizations.	15	4.53	.63	38	4.18	.89	39	4.56	.59	29	4.34	.55
Factor 6: Members see collaboration as in their self-interest	**16**	**4.43**	**.51**	**40**	**4.35**	**.66**	**37**	**4.70**	**.46**	**30**	**4.60**	**.56**
My organization will benefit from being involved in this collaboration.	16	4.43	.51	40	4.35	.66	37	4.70	.46	30	4.60	.56

Attachment 2: *Program/Agency Representation Present at ESC Steering Committee Meetings (only includes meetings during which annual WCFI surveys were conducted)*

Program/Agency Represented	Year 1	Year 2	Year 3	Year 4
	08/20/14	08/18/15	09/30/16	08/24/17
#1 Partnering Agency/Organization/Program			●	
#2 Partnering Agency/Organization/Program		●		
#3 Partnering Agency/Organization/Program	●			●
#4 Partnering Agency/Organization/Program		●		
#5 Partnering Agency/Organization/Program		●	●	
#6 Partnering Agency/Organization/Program				●
#7 Partnering Agency/Organization/Program		●	●	●
#8 Partnering Agency/Organization/Program				●
#9 Partnering Agency/Organization/Program				●
#10 Partnering Agency/Organization/Program		●		
#11 Partnering Agency/Organization/Program				●
#12 Partnering Agency/Organization/Program		●		
#13 Partnering Agency/Organization/Program				●
#14 Partnering Agency/Organization/Program		●		
#15 Partnering Agency/Organization/Program			●	●
#16 Partnering Agency/Organization/Program		●		
#17 Partnering Agency/Organization/Program				●
#18 Partnering Agency/Organization/Program	●	●		
#19 Partnering Agency/Organization/Program				●
#20 Partnering Agency/Organization/Program		●		●
#21 Partnering Agency/Organization/Program		●	●	
#22 Partnering Agency/Organization/Program	●			
#23 Partnering Agency/Organization/Program			●	
#24 Partnering Agency/Organization/Program				●
#25 Partnering Agency/Organization/Program		●		
#26 Partnering Agency/Organization/Program		●		

#27 Partnering Agency/Organization/Program		●	●	
#28 Partnering Agency/Organization/Program		●	●	
#29 Partnering Agency/Organization/Program	●	●	●	
#30 Partnering Agency/Organization/Program	●	●	●	
#31 Partnering Agency/Organization/Program				●
#32 Partnering Agency/Organization/Program			●	
#33 Partnering Agency/Organization/Program		●	●	●
#34 Partnering Agency/Organization/Program		●		
#35 Partnering Agency/Organization/Program				●
#36 Partnering Agency/Organization/Program	●			
#37 Partnering Agency/Organization/Program		●		
#38 Partnering Agency/Organization/Program	●		●	
#39 Partnering Agency/Organization/Program		●		
#40 Partnering Agency/Organization/Program	●			
#41 Partnering Agency/Organization/Program		●	●	
#42 Partnering Agency/Organization/Program				●
#43 Partnering Agency/Organization/Program	●	●		●
#44 Partnering Agency/Organization/Program		●	●	
#45 Partnering Agency/Organization/Program		●	●	
#46 Partnering Agency/Organization/Program				●
#1 ESC Administration			●	
#2 ESC Administration	●	●	●	●
#3 ESC Administration	●		●	
#4 ESC Administration				●
#5 ESC Administration	●		●	●
#6 ESC Administration				●
#1 Community Representative	●			
#2 Community Representative	●	●	●	
#3 Community Representative		●		
#4 Community Representative	●	●	●	●
#5 Community Representative	●	●	●	●
#6 Community Representative	●			
#7 Community Representative		●	●	●
#8 Community Representative	●			
#9 Community Representative				●
#10 Community Representative				●
#11 Community Representative	●	●		
#12 Community Representative	●			
#13 Community Representative	●	●		
#14 Community Representative		●		
#1 ESC Staff	●	●	●	●
#2 ESC Staff	●	●	●	●
#3 ESC Staff	●	●	●	●
#4 ESC Staff				●
#5 ESC Staff	●		●	●
#6 ESC Staff	●	●	●	●
#7 ESC Staff	●			
#8 ESC Staff		●		

# Total Programs/Agencies Represented (deduplicated)	27	39	29	33
# Total Individual Attendees	39	51	56	61

* Represented programs/agencies are coded, in order to protect program/agency identities, and assigned a representative category and number.

* UTHSC evaluation team members (conducting these evaluation efforts) are not considered members of the ESC and are therefore not counted within the above results.