Omni

Coalition Readiness & Effectiveness Assessment Toolkit

The Coalition Readiness & Effectiveness Assessment (CRA) is a tool to evaluate how well a coalition functions, focusing on its structure, leadership, member involvement, and overall impact. It helps coalitions recognize their strengths, identify areas for improvement, and monitor progress over time. The CRA is primarily intended for established coalition groups working together on a common issue, rather than for individual partnerships, which are evaluated through the Partnership Impact Evaluation (PIE). If a Community Services Board (CSB) is involved in or leads a coalition, they should use the CRA to conduct a coalition assessment. This toolkit offers CSBs and their communities a clear process for measuring the effectiveness of their active coalitions.

Administering the CRA

***Preparing Coalition Members*:** Before you send the survey, give coalition members a heads-up: why their input matters, when the CRA is coming, and what to expect. Let them know that this is an online survey that takes about 20–25 minutes to complete with no right or wrong answers — honest feedback is what helps the coalition grow and plan well.

***Timing*:** The CRA runs on a two-year cycle, distributed only during designated 'active' fiscal years. The current active year is FY 2026-27, running from July 1, 2026, to September 30, 2027. The next active year is FY 2028-29. During this period, each CSB must complete one of the two assessments by fiscal year's end: the CRA with at least one coalition, or the PIE with at least one partner. CSBs are welcome to administer both tools if they fit their needs.

***Sending the survey*:** As a general rule of thumb, the coalition should be active for at least 4–6 months before the CRA is provided. The CRA should be sent to every active coalition member who has been involved long enough to speak to how the coalition is working.

Share the CRA either as a direct survey link, a scannable QR code, or both:

- **QR code**: coalition members scan it with their phone camera to open the survey.
- Direct Link: Omni prepared a ready-to-use email template for inviting coalition members to complete the CRA. It includes the survey link, survey preview link, and QR code. Just add your CSB's details and send!

Ask members to finish the CRA in one sitting. Because the survey is anonymous, responses can't be resumed, so closing the browser midway means starting over. If members can't complete the survey online, a paper version is available in Box.com; you'll just have to enter each completed paper survey into the online tool afterward.

Dimensions of Coalition Readiness & Effectiveness

The CRA helps CSBs and communities evaluate their coalitions to determine how effective it is in retaining members, sustaining initiatives, and achieving desired outcomes. At a high level, the assessment evaluates eight key dimensions:

Context	Work meaningfully addresses the issue(s) indicated and targets concrete impact
Structure	Representative membership, agreed decision rights, norms, and clear communication
Leadership	Knowledgeable, equitable leadership that runs meetings well and resolves conflict
Membership Engagement	Members prioritize the shared mission, share the workload, and participate
Process	Differing opinions are heard; decisions follow a clear process
Results	Implements strategies, secures resources, and measures outcomes
Maintenance	Revises strategies, recruits members, and shares accomplishments
Institutionalization	Trusted resources, connected to decision-makers and other efforts

Score for each dimension ranges from 1–4 (Strongly Disagree to Strongly Agree). The CRA Dimensions and Scoring Matrix on the following page describes each dimension in greater detail, including what each score indicates about the partnership's current strengths and where there is room to grow.

CRA Dimensions and Scoring Matrix

Dimension	4 – Thriving	3 – Progressing	2 – Developing	1 – Early Stage
Context	Work meaningfully addresses the issue(s) indicated and is focused on concrete impact	Work addresses the issue(s) indicated; focus on concrete impact is still being sharpened	Work is only loosely connected to the issue(s) indicated, with little focus on concrete impact	Work does not meaningfully address the issue(s) indicated, or the focus issue is undecided
Structure	Membership includes affected partners and a diverse mix of sectors; norms, decision rights, and communication are agreed and in use	Includes many affected partners and sectors; norms, decision rights, and communication are agreed and being implemented	Missing some affected partners or sectors; norms, decision rights, and communication are still being discussed	Not representative of affected partners or sectors; no agreed norms, decision rights, or communication method
Leadership	Leadership is knowledgeable and equitable, values input, runs meetings well, and resolves conflict constructively	Leadership is largely effective, recognizes gaps in time, communication, or conflict resolution, and is closing them	Leadership lacks time, knowledge, or skill, but recognizes this and is seeking ways to improve	Leadership lacks time, knowledge, or skill, with little recognition of this and no effort to improve
Membership Engagement	Members prioritize the shared mission, understand their roles, share the workload, and participate regularly	Members are making strong progress on commitment, role clarity, and shared workload	Participation is uneven; roles and workload are unevenly shared, and commitment is not fully evident	Members prioritize their own organizations' interests; participation and shared workload are minimal
Process	Differing opinions are expressed and listened to, and an effective decision-making process is in place	Differing opinions are mostly heard, and the decision-making process is being refined	Members are beginning to speak openly, but no decision-making process has been defined	Opinions are not surfaced or heard, and there is no decision-making process in place
Results	Strategies are implemented as planned, resources are secured, and measurable objectives track outcomes	Strategies are underway with milestones set; resources and outcome measures are still being built	Strategies are only partly underway; resources are limited and objectives are still being set	Strategies are not implemented, resources are inadequate, and no measurable objectives exist
Maintenance	Revises strategies as needed, recruits and retains members, and shares accomplishments with partners and the community	Has a process to revise strategies, recruit members, and share accomplishments with the community	Reviews strategies but rarely revises them; recruitment and community sharing are minimal	Does not revise strategies, recruit members, or share accomplishments with the community
Institutionalization	Included in other collaborative efforts, connected to decision-makers, and recognized as a trusted resource	Building connections with other efforts and decision-makers, and growing credibility as a resource	Not yet connected or recognized, but has made strides toward building these relationships	Siloed from other efforts and decision-makers, and not recognized as a resource on the issues it addresses

Understanding Your Scores

In the CRA, coalition members are asked to rate a series of questions (Questions #1–42) on a scale from 1 to 4: Strongly Disagree (1), Disagree (2), Agree (3), Strongly Agree (4). An average score is calculated for each of the eight dimensions based on all respondents, along with a combined overall average (mean) across all dimensions. Omni computes individual item scores, dimension scores, and an overall average, and delivers them to you in a brief annual report.

Analyzing Open-Ended Responses

The CRA includes four open-ended feedback questions (Questions #43–46), collected at the end of the assessment. These responses complement the rating data from Questions #1-42, and should be analyzed separately to identify common themes across coalition members. Review responses across all members to identify consistent key themes:

Question	Feedback Question
#43	What are some successes and accomplishments from this coalition?
#44	What challenges have you encountered in this coalition?
#45	What recommendations do you have for improving this coalition?
#46	What are some of the reasons you participate in this coalition?

Developing Themes from Feedback Responses

Omni recommends the following process for reviewing coalition members' responses to the four open-ended feedback questions above.

1. **Read everything first**: Read through all responses to get a feel for the "big picture" of what people are saying.

1. **Note recurring words and ideas**: As you read, jot down words, phrases, and ideas that come up more than once (e.g., "youth involvement," "funding," "communication"). This becomes your starting list of possible themes.

2. **Group responses into themes**: Sort each response into the category it best fits. A response can touch more than one theme — decide whether to count it under multiple themes or assign it to the single best fit and be consistent about which approach you use.

3. **Weigh frequency, but don't rely on it alone**: Note how many times each theme appears, but a theme raised by only one or two people can still matter. A safety concern or funding gap may be worth flagging on its own.

4. **Summarize each theme**: Write a short summary of each major theme in your own words. Include one or two brief, anonymized quotes per theme to illustrate it and avoid naming or identifying individual respondents.

5. **Repeat for each question**: Go back to Step 1 and repeat the process separately for Questions #44, #45, and #46.

6. **Look across questions for connections**: Once all four are themed, check for overlap. For example, a challenge raised in Question #44 that's also echoed as a recommendation in Question #45 is worth flagging as a priority.

7. **Pair themes with the numbers**: Present the themes alongside the domain scores, so the coalition sees the full picture together, not as two separate reports.

Question-Specific Tips

Question	Topic	Tips
#43	Successes & accomplishments	Themes here often cluster around specific programs, events, milestones, or partnerships — note which come up repeatedly.
#44	Challenges	Separate internal/structural challenges (funding, staffing, communication, workload) from external/contextual ones (community conditions, policy environment); they usually call for different responses.
#45	Recommendations	Cross-check these against Question #44 (Challenges). Recommendations often directly mirror challenges — pairing them up can turn feedback into a ready-made action list.
#46	Reasons for Participating	These themes reveal what motivates members to stay involved — useful for recruitment messaging and for understanding what keeps engagement strong.

Using CRA Results

We recommend sharing dimension scores and key themes with coalition members. Sharing results back with the group closes the loop on the feedback they gave, builds trust in the process, and reinforces that their input leads to action — which helps sustain participation in future assessments.

Share Tip!
Use the action-planning table on the following page as a meeting handout or flipchart.

Dimension	Strengths	Areas for Growth	Action Items	Responsible Parties	Timeline
Context					
Structure					
Leadership					
Membership Engagement					
Process					
Results					
Maintenance					
Institutionalization					

Quick Links

Item	How to Use and Link
CRA Paper Version	Use this to preview and share a paper version for members unable to complete the survey online. Be sure to add your coalition name at the top before distributing. Afterward, you can enter each completed paper survey into the online tool. A Spanish version is also available. https://app.box.com/s/4mq13527x9nq781kzalpsasrojqtzhwt
CRA Survey Preview Link	Use to test or review the survey to prevent fake or test responses on the main survey. https://omniinstitute.co1.qualtrics.com/jfe6/preview/previewId/e52feefc-1098-4cfa-8f95-ec135181fdc5/SV_2lYXDaW1h36R2XY?Q_CHL=preview&Q_SurveyVersionID=current
CRA Survey Links	Direct coalition members to click on this link to begin the survey: https://omniinstitute.co1.qualtrics.com/jfe/form/SV_2lYXDaW1h36R2XY A shorter version of the CRA survey link can also be used at any time: https://bit.ly/4xa1QRJ
CRA Tools Folder in Box.com	In Box.com, you'll find the survey paper version, QR code, email template, and this toolkit: https://app.box.com/s/tku5towwin8qkrvm9zq0njoejtfx0jmy
Coalition Assessment Data in CSB subfolder	Each CSB folder will include a subfolder for Coalition Assessment data. - *Monthly Data Drops*: A single incremental spreadsheet contains a cumulative file for all your CRA data — one row per response. - *Annual Report*: A cumulative report per coalition, featuring dimension scores, bar charts, and open-ended responses, is delivered at the end of each fiscal year.