Stellar Group
Research | Strategy | Impact

The Alliance

FISCAL YEAR 2022 ANNUAL EVALUATION

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EXECUTIVE SUMMARY

The Alliance is a network of individuals and organizations throughout Alaska who are personally and professionally committed to working together to address the complex issue of alcohol misuse in Alaska. The Alliance was initiated in 2019 through a three-year Comprehensive Behavioral Health Prevention & Early Intervention grant awarded by the Alaska Department of Health and Social Services Division of Behavioral Health (DBH).

The mission of the Alliance is *to engage people and communities as partners, to promote individual and community wellness, and prevent excessive alcohol use and harms in Alaska*.

To achieve its mission, the Alliance works towards three goals outlined in its Common Agenda:

1. *Build relationships among and across organizations, efforts, communities, and individuals.*
2. *Build shared meaning about the nature of alcohol misuse, upstream prevention, and community wellness.*
3. *Build power for everyone to have what they need to thrive and contribute to the mission, based on where they are and where they sense to go.*

Efforts within the Alliance are guided by four frameworks: the Strategic Prevention Framework, Collective Impact, Cynefin, and Emergent Strategy.

The Alliance defines its membership as individuals signed up on the network's listserv. Currently, 123 individuals are part of the listserv. The structure of the Alliance also includes 10 Regional Co-Chair positions held by members who represent the seven public health regions of the state. Currently, seven of these positions are filled. Each receives a small stipend for their role.

Contractors and Recover Alaska serve as the backbone support to the Alliance. In total, the Alliance works with eight contractors representing four firms who handle a significant portion of resource and network development as well as facilitate workgroup meetings. Two new contractors are also being brought on board to support conflict resolution and transformative justice.

The Alliance has three central meeting spaces hosted on a regular basis: Integration Sessions, Open Member Meetings, and workgroup meetings. All of these spaces are open to the entire membership. Currently, there are five Alliance workgroups: Data and Learning, Organizational Design, Strategy, Communications, and Evaluation and Learning. The two new contractors are developing a new workgroup: Transforming Conflict. Workgroups meet monthly and serve as the decision-making spaces for the network.

Open Member monthly meetings provide a space for members to engage with guest speakers (sometimes members) on a variety of self-care and personal wellness topics. Integration Sessions began and are held bi-monthly. These sessions are structured as open-space meetings where members can propose discussion topics for break-out rooms from which other participants can select to join.

FISCAL YEAR 2022 ALLIANCE EVALUATION

In fiscal year (FY) 2022 the Stellar Group was contracted to conduct the Year 3 evaluation for the Alliance. The Alliance evaluation is developmental and framed within the model of the Three Pillars of Network Evaluation developed by the Center for Evaluation Innovation.[1] The three pillars include: network connectivity, network health, and network results.

The Year 3 evaluation questions were developed by the Evaluation & Learning Workgroup, facilitated by Stellar Group, with input from other members.

Evaluation questions include:

1. *To what extent are network members shaping the structure and direction of the Alliance?*
2. *What are the processes/structures that are serving the Alliance well?*
3. *Which tools and resources are most useful to members?*
4. *To what extent is there connectivity and trust between network members?*
5. *To what extent is there shared agreement on the purpose of the network?*
6. *Have members changed as a result of their interaction with the Alliance?*
7. *Why were members excited to join the Alliance?*

METHODOLOGY

The Stellar Group worked with the Alliance Evaluation & Learning Workgroup to develop a member survey to address the evaluation questions. From March 11 through April 7, 2022, Stellar Group fielded a Survey Monkey member survey with an optional $50 gift card incentive for those who complete it. Of the 123 members, 47 responded to the survey (38% response rate). For this report when "members" are discussed, this refers to members who responded to the survey, unless otherwise noted. Stellar Group analyzed the survey using descriptive statistics in Excel and the Survey Monkey analysis tools.

The Stellar Group also hosted a sense-making discussion of survey data, open to all members regardless of participation in the survey. A total of 24 individuals participated, including five Regional Co-Chairs, four contractors, and two Recover Alaska staff. In addition, Stellar Group conducted a document review of key Alliance resources. This report is also informed by Stellar Group's participation in Alliance Integration Sessions, Contractor Interdependency Meetings, and regular check-ins with the coordinator.

KEY FINDINGS

» *Most members believe the Alliance's efforts are very or somewhat aligned with its mission, and also report that it's very or somewhat effective in achieving its goals. A formal process to track progress towards goals is not currently in place.*

» *Many members desire more action in the network, though others see the convening as the action in itself. This creates a tension about the purpose of the network and what members should expect. This tension brings up a central question about the degree to which members lead decisions in the Alliance.*

» *The Alliance membership has grown considerably since it began in 2019, though demographic representation is not currently tracked, leading to an inability to measure diversity or representation.*

» *Few members identify solely as a community member, rather than participating in a professional role. Many members desire more engagement with individuals who participate outside of a professional role. Recruiting these members brings up equity considerations, particularly in terms of access and capacity for engagement.*

» *Most members find the structure of the Alliance works very or somewhat well. The most common suggestion is for more regular internal communications and clarity on how to get involved in the network.*

» *Workgroup meetings are the most attended Alliance spaces. Those who are paid for participation (through work or as a Regional Co-Chair), as well as those living in Anchorage, are more likely to attend than their peers, which impacts representation in decision-making.*

» *The most common challenges to attending Alliance spaces are capacity and time; members often prioritize meetings that they believe are more action-oriented such as workgroup meetings.*

» *The coordinator and contractors hold significant power in the Alliance and are often the individuals that members go to for information, work with the most, and also hold significant influence. In addition, some decisions are made without members, bringing to question the extent to which the network is member-led.*

» *Most members are satisfied or very satisfied with their experience. The development of relationships, as well as gained knowledge of services, programs, and people, are the most cited benefits of participation.*

» *Drawbacks were less commonly reported. Diversion of time/resources away from other priorities or obligations was most cited. Most say the benefits exceed or greatly exceed drawbacks.*

» *About two-thirds of members are clear on their roles and responsibilities, and slightly fewer are comfortable recruiting new members. Newer members are less likely to be clear on their roles and responsibilities.*

» *More than half of members are familiar with the various tools of the Alliance. Most tools are seen as useful, though there are differences in the use of the tools.*

RECOMMENDATIONS

RECOMMENDATION 1: Clarify the purpose of the network with members

Differing perspectives among members as to the purpose of the Alliance network is a consistent theme. It would be beneficial for the network to engage in group discussions around the core purpose, as well as how it can be clarified for new and existing members in order to inform expectations and participation. The in-person retreat planned for the fall of 2022 may be a good time to hold this discussion and identify steps to establish clarity.

RECOMMENDATION 2: Improve internal communications processes

Many members of the Alliance spoke to a need for stronger internal communications. Without this communication, members can feel detached from the broader network. Stronger communications can also increase clarity about the Alliance's approach to inform its iterative improvement processes. The Communications Workgroup is a natural fit for this work. Additionally, the quarterly measures currently being revised by the Evaluation and Learning Workgroup, and/or the newly created newsletter may also help support this area.

RECOMMENDATION 3: Clarify the roles and responsibilities of members and the backbone support team

One-third of members are unclear of their roles and responsibilities. This impacts how they interact with the network and how they recruit others. Clarifying member roles and responsibilities, as well as those of the backbone support team, can be added to existing resources such as the New Member Orientation Packet, and/or through a new member onboarding video or new member meetings. This is also an opportunity to explain the nature of a member-led network and set expectations for members.

RECOMMENDATION 4: Develop formal demographic data collection methods

The Alliance does not have methods in place to collect demographic data, although this data is required for grant reporting and is important for the network to know for equity considerations. The Evaluation & Learning Workgroup is currently exploring an online platform called Knack. Knack creates member profiles with select demographic data points and tracks participation in Alliance meeting spaces to provide insight into levels of engagement. The Evaluation and Learning Workgroup may be a good space to make decisions about what data should be captured.

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INTRODUCTION

The Alliance is a network of individuals and organizations throughout Alaska who are personally and professionally committed to working together to address the complex issue of alcohol misuse in Alaska. The Alliance was initiated in 2019 through a three-year Comprehensive Behavioral Health Prevention & Early Intervention grant awarded by the Alaska Department of Health and Social Services Division of Behavioral Health (DBH). This grant has been extended through fiscal year 2023.

The mission of the Alliance is *to engage people and communities as partners, to promote individual and community wellness, and prevent excessive alcohol use and harms in Alaska*.

To achieve its mission, the Alliance works towards three goals outlined in its Common Agenda:

1. *Build relationships among and across organizations, efforts, communities, and individuals.*
2. *Build shared meaning about the nature of alcohol misuse, upstream prevention, and community wellness.*
3. *Build power for everyone to have what they need to thrive and contribute to the mission, based on where they are and where they sense to go.*

Efforts within the Alliance are guided by several frameworks:

» **Strategic Prevention Framework:** Created by the Substance Abuse and Mental Health Services Administration (SAMHSA), this framework supports groups that work to address substance abuse and related behavioral health issues through five steps (capacity, planning, implementation, evaluation, and assessment) and is guided by principles of sustainability and cultural competence.

» **Collective Impact:** Created by John Kania and Mark Kramer of FSG, Collective Impact is a framework used by networks to learn together and align and integrate their actions to achieve population and systems-level change. Collective Impact includes five conditions: a common agenda, shared measures, mutually reinforcing activities, continuous communication, and a backbone organization. Equity is centered within each of the conditions.

» **Cynefin:** Designed in 1999 by Dave Snowden to assist in decision-making by identifying circumstance and uncertainty, the Cynefin framework outlines five situational domains that decisions may fall within: complex, complicated, chaos, simple, and disorder.

» **Emergent Strategy:** Developed by adrienne maree brown to help groups and organizations grow capacity. It is comprised of seven interrelated core elements: non-linear and iterative, adaptive, creating more possibilities, resilience and transformative justice, interdependence and decentralization, and fractal.

The Alliance also focuses on removing hierarchy and decentralizing power within the network for a more equitable approach. This includes a focus on becoming more member-led in structure and approach. The Alliance defines its membership as individuals signed up on the network's listserv. Currently, 123 individuals are part of the listserv. Some members represent an organization while others participate as an individual. This includes seven Regional Co-Chairs who represent the seven public health regions of the state: Anchorage, Gulf Coast, Interior, Mat-Su, Northern, Southeast, and Southwest. In the Interior, Northern, and Southwest regions there are two Regional Co-Chair positions to increase representation. Currently, three of these positions are unfilled – Anchorage and both positions in the Northern region. Each Regional Co-Chair receives a small stipend for their role, ranging from $5,000-$8,750 annually. Compensation amounts vary to account for differences in the cost of living between regions.

Contractors and Recover Alaska serve as backbone support to the Alliance. In total, the Alliance works with eight contractors (representing four different firms) who handle a significant portion of resource and network development such as the development of the Alliance website, facilitation of network meeting spaces, and development of foundational documents (with input from members). In addition, contractors facilitate workgroup meetings. Two new contractors were recently onboarded to support conflict resolution and transformative justice.

The Alliance hosts three central meeting spaces on a regular basis, which are open to the entire membership. These spaces include:

1. *Integration Sessions*
   Integration Sessions are held bi-monthly and use an open-space structure in which members can propose discussion topics for break-out rooms from which others can select to join.

2. *Open Member meetings*
   Open Member meetings are held monthly and provide a space for members to engage with guest speakers on a variety of self-care and personal wellness topics.

3. *Workgroup meetings*
   Currently, there are five Alliance workgroups: Data and Learning, Organizational Design, Strategy, Communications, and Evaluation and Learning. The two new contractors are currently developing a new workgroup: Transforming Conflict. Workgroups are developed as needed and serve as the decision-making spaces for the network.

FISCAL YEAR 2022 ALLIANCE EVALUATION

In fiscal year (FY) 2022, the Alliance contracted the Stellar Group to conduct the Year 3 evaluation. The Alliance evaluation is developmental, and Stellar Group used the FY 2021 Evaluation Plan developed by the former Evaluation Workgroup to inform its approach. This included framing the evaluation within the Three Pillars of Network Evaluation model developed by the Center for Evaluation Innovation.[2] The three pillars are: network connectivity, network health, and network results.

The DBH grant requires that the Alliance complete a Coalition Capacity Survey (CCS) every other year, including the current year. However, many members noted that the CCS does not provide useful information and that it is not framed in a way that is compatible with the Alliance's structure or approach. For example, the Alliance is statewide in membership and approach rather than being community-based. For this evaluation, the Stellar Group worked with the Alaska DBH Grant Coordinator to make the survey more useful for the network. As a result, Stellar Group developed a new member survey that is more tailored to the Alliance's structure and approach. The survey instrument is included in Appendix A.

The evaluation team considered several methodologies, including the PARTNER tool, a network analysis tool to track and visualize partnership elements and impacts. However, due to the time and cost requirements, this option was not feasible in FY 2022. Ripple Effects Mapping was also considered but the team decided against it due to the need to complete a member survey (to account for the CCS) and based on the network's current phase of development.

In addition, the Alliance formed an Evaluation & Learning Workgroup, facilitated by Stellar Group. This workgroup serves as the decision-making space for evaluation as well as a learning space for members to gain skills and knowledge related to evaluation. The workgroup began in November 2021 and is guided by a group charter co-created by its members. Engagement is very low, with only two members, a contractor, and the coordinator attending. To adapt to this challenge, Stellar Group hosted evaluation-based topics at Integration Sessions for the broader membership.

Other evaluation activities include:

> » *Quarterly Management Information System reporting*
> » *Completion of the Strategic Prevention Framework Fidelity Checklist*
> » *Revision of quarterly measures to increase utility for members (ongoing)*

2022 EVALUATION QUESTIONS

The Stellar Group worked with the Evaluation & Learning Workgroup to develop evaluation questions as well as the member survey designed to answer these questions. Question development was informed by the FY 2021 Alliance Evaluation Plan. Due to the small size of

the workgroup, Stellar Group provided additional opportunities for member input through other workgroups and the Alliance listserv.

The Alliance has been developing its structure and foundation since it was first initiated in FY 2019. These questions were selected to foster a deeper understanding of what works well for members, how they engage in the network, as well as to understand member perspectives on the purpose of the network. Findings from this report can help inform the Alliance's process of emergence.

Evaluation questions were:

1. *To what extent are network members shaping the structure and direction of the Alliance?*
2. *What are the processes/structures that are serving the Alliance well?*
3. *Which tools and resources are most useful to members?*
4. *To what extent is there connectivity and trust between network members?*
5. *To what extent is there shared agreement on the purpose of the network?*
6. *Have members changed as a result of their interaction with the Alliance?*
7. *Why were members excited to join the Alliance?*

METHODOLOGY

The primary evaluation activity was the fielding of the member survey. While we were unable to conduct a social network analysis for this evaluation, the survey focused on elements of effective networks and used questions to gather feedback on members' experiences and perspectives in working with the network. The CCS, as well as the Partnership Self-Assessment Tool designed by the Center for Advancement of Collaborative Strategies in Health, were drawn on for inspiration in developing the survey.

From March 11 through April 7, 2022, Stellar Group fielded the member survey via Survey Monkey with an optional $50 gift card incentive available to each respondent. Of the 123 members, 47 responded to the survey (38% response rate). This survey was available to all members as well as contractors and Recover Alaska staff who participate in the Alliance (except Stellar Group contractors). Contractors and staff are seen as having a dual role of contractor/staff and network member within the Alliance. Stellar Group analyzed survey data using descriptive statistics in Excel and Survey Monkey analysis tools.

For this report when "members" are discussed, this is only to mean those who responded to this survey specifically, unless otherwise noted. Demographic survey questions were used to compare responses between groups, although this data is not used to describe the Alliance membership because it is not fully representative of all members. The Alliance does not currently collect demographic data. Therefore, any reference to demographic groups within

this report refers to survey responses. A complete review of survey respondent demographic data is included in Appendix B.

Stellar Group also hosted a sense-making discussion of survey data on May 3, 2022, which was open to all Alliance members regardless of participation in the survey. A total of 24 individuals participated, including five Regional Co-Chairs, four contractors, and two Recover Alaska staff. During this session, Stellar Group presented key findings from the survey and engaged with members in conversation about them to draw deeper meaning and understanding of the data.

In addition, Stellar Group conducted a document review of key Alliance resources including the Common Agenda, Toolkit for How We Work, New Member Orientation Packet, Common Agenda Roadmap, online Partner Portal, and past evaluation reports. Stellar Group's participation in Integration Sessions, Contractor Interdependency Meetings, and regular check-ins with the coordinator also informed this report.

Alliance members report positive experiences participating in the network and few drawbacks. In general, most see alignment with the network's mission and goals, and believe its structure works well. Many also shared appreciation for the network's unconventional approach. However, the unique approach can also cause confusion and differences in understanding among members in terms of its core purpose and how to participate. This report identifies several opportunities for the Alliance to increase clarity for members and further strengthen its connection to identified goals and its overarching mission.

This section explores key findings across the three pillars of network evaluation:

- » *Network Results*
- » *Network Connectivity*
- » *Network Health*

NETWORK RESULTS

Network results examine two dimensions: interim outcomes and the goal or intended impact of the network.[3] This section explores the Alliance's mission and goals, as well as member suggestions for the future direction of the network.

MISSION

Most members (76%) are familiar with the mission of the Alliance. Those who are only a little or not at all familiar have been a member of the network for one year or less. **The majority of members (81%) also believe the efforts of the Alliance are aligned with its mission.**

Of those who do not know how aligned the Alliance's efforts are with its mission, they also rarely or never attend Alliance meetings and are less familiar with the mission statement itself. There were no significant differences in response by demographic group or length of membership.

FIGURE 1

81% of members believe the Alliance's efforts are very or somewhat aligned with its mission.

| 38% | 43% | 7% | 12% |

■ Very aligned ■ Somewhat aligned ■ Somewhat not aligned ■ I don't know

N= 42
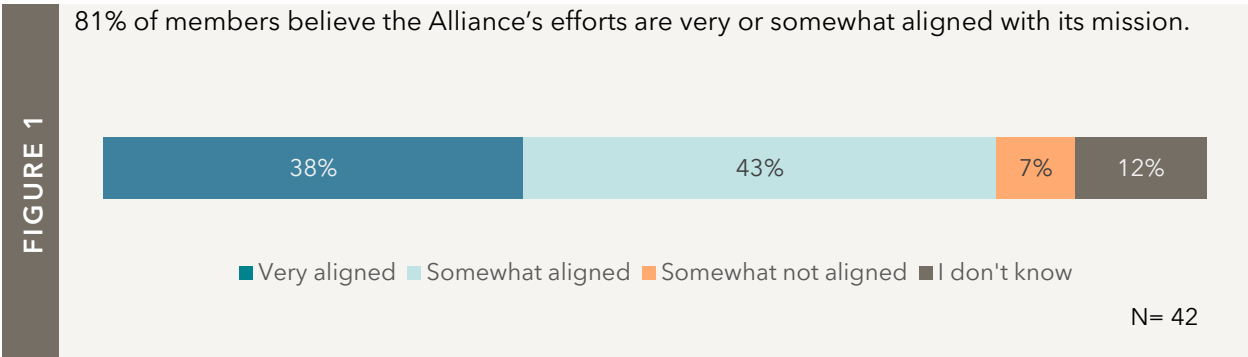
During the sense-making session, some participants noted that they have heard members asking for more tangible action from the network (also evidenced in some survey responses), which may make them more inclined to see efforts as somewhat, rather than very, aligned to the mission. Related to this, some survey respondents who said the mission and actions of the Alliance are somewhat aligned noted in open comments that while there is a focus on developing relationships, there is less focus on addressing alcohol misuse and related harms.

GOALS

Similar to the Alliance's mission, **most members find that the network is somewhat or very effective in achieving its goals**. However, there is some difference in response across goals. **Members are most likely to report effectiveness for the goal of building relationships (88%)**, while they were least likely to say so for building power (69%). This is similar to some of the feedback about the mission, as discussed above. Those who did not know how effective the Alliance is in achieving its goals were mostly the same individuals across all goals. There were no significant differences in responses by demographic groups or length of membership.

FIGURE 2

Members are more likely to say the Alliance is effective in building relationships than other goals.

Goal	Very effective	Somewhat effective	Somewhat ineffective	Not at all effective	I don't know
Build relationships	45%	43%			2% / 10%
Build shared meaning	14%	62%	12%	2%	10%
Build power	17%	52%	19%		12%

■ Very effective ■ Somewhat effective ■ Somewhat ineffective ■ Not at all effective ■ I don't know

N = 42
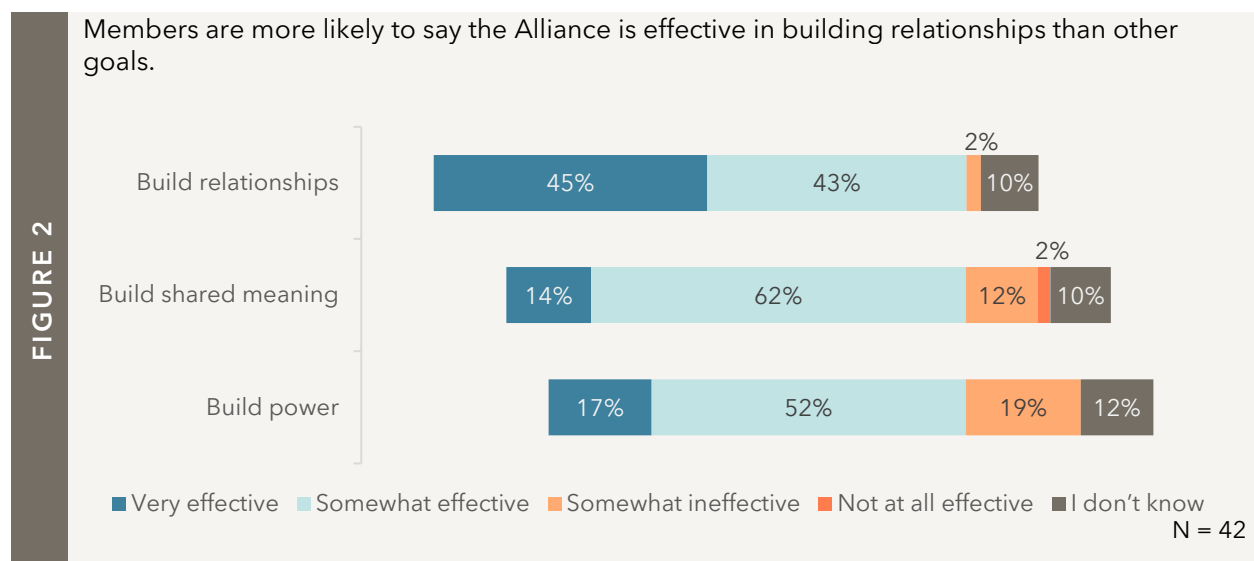
In open comments, **some survey respondents noted that they would like to see more engagement with community members to achieve goals – a recurring theme throughout the survey**. Others noted difficulty in staying up to date on what the Alliance is engaging in and the status of various activities, which limits their ability to determine the effectiveness of the network in achieving its goals.

Currently, the Alliance does not have a formal process to track progress toward goals. Such a process can help increase members' clarity on the Alliance's theory of change, as well as where there are opportunities to get involved. Further, it is a core component of the Collective Impact framework to have shared measures toward mutually agreed-upon goals.

The Alliance does have a Common Agenda Roadmap, although it does not connect activities to the network's goals and is not currently being tracked or updated. There are plans for the coordinator and contractors to begin using the Asana task management platform for Alliance work and carrying over activities from the Roadmap. It is unclear at this time, however, if there will be a revision of the Roadmap to connect activities to goals, as well as how this will be communicated to members in an accessible format.

> *"The relationship building through the Alliance has been great! I regularly attend workgroup meetings and still find I don't really know much about what the Alliance does - I think that's a huge problem. If you asked me to describe the Alliance, I'm not sure I could tell you much that would be useful about what we do, which indicates a lack of shared meaning." – Alliance member*

As demonstrated in the above quote, as well as comments made during the sense-making discussion, there also appears to be a differing understanding of what some of the goals mean. For example, the goal to build shared meaning is "about the nature of alcohol misuse, upstream prevention, and community wellness." However, building shared meaning is sometimes discussed as creating a shared understanding of what the Alliance is doing or what particular language used by the network means, such as "consent." This may impact how different respondents answered these questions.

> *"It's taken time to build the foundation and create the buy-in. That alone has been a great success. The next chapter will be an important one for the Alliance. Where do we go from here and how can we increase our presence, brand, and influence?" – Alliance member*

There also is some difference in opinion among members about where the network is in its development, and where energy should be focused. For example, while one member said, *"I don't think we're matured enough yet to be at the build power part,"* another stated, *"I would love to see more work done on the 'building power' aspect of the Alliance's goals."*

Fostering a more mutual understanding across the membership about where the Alliance is in its development and its readiness to address the identified goals can help clarify for members what results the network is presently seeking to achieve and also impacts its ability to successfully achieve those results.

FUTURE DIRECTION

To help inform the network's emergent strategy, the survey asked what members think the focus of the Alliance should be over the next six months. Half (49%) of respondents answered this question. Of those who did not respond there was no difference in length of membership or across demographic groups.

Suggestions for the focus of the network over the next six months include:

» *Outreach and recruitment of more members*
» *Continued relationship-building*
» *Planning for the future (post-grant)*
» *Engagement in more action-oriented activities and tangible products*
» *Connect relationship-focused activities with alcohol misuse*

Of those who suggested recruiting new members, some specified non-professionals ("regular people") while others said they would like to see more organizations that are not directly working in substance misuse. As one member shared in open comments, *"The Alliance had great potential in my mind, but it's become very provider heavy now."* As described below starting on page 12, only a handful of members do not identify as a provider.

Members were also asked what questions they have about the Alliance's focus and direction. Eight respondents shared questions, such as:

» *"Will there be an opportunity for the Alliance, as a network, to address some aspect of alcohol misuse via a specific, collaborative project?"*
» *"How can the Alliance let others know it is here and it is available to those who need it?"*
» *"What are the plans for future programming and funding?"*

As demonstrated by the suggestions for the focus of the network over the next six months as well as some of the questions posed by members, **there is a tension in the network around its core purpose.** In other words, there is a tension around what network results should be expected.

Many members want to see the Alliance engage in strategies and actions to address its goals and overarching mission toward alcohol misuse reduction. However, some members – in particular those who have long-standing involvement and are more heavily engaged in the work (sometimes referred to informally as 'core members') - as well as some contractors and the coordinator often state "the network is the strategy." This statement illustrates a philosophy that providing space for relationship building and wellness practice among

members is a central purpose of the network. During the sense-making session, for example, one person reflected that *"it might take time for people to understand"* the Alliance's approach. It may be beneficial for the Alliance to hold group discussions to clarify the network's purpose and intended outcomes in order to reach a mutual understanding.

This tension also brings up an important consideration around power dynamics and decision-making in the network, and how much say members have in the network's bigger decisions. **While the Alliance seeks to be member-led, and many members desire action, it is unclear to what extent members can propose ideas and how action-oriented suggestions would be supported**. In conversations at Alliance meetings, there is often pushback to inquiries about more action.

NETWORK CONNECTIVITY

Network connectivity is defined across two dimensions: membership and structure;[4] in other words, who participates and how their connections are structured. Strong network connectivity includes adequate demographic representation among the membership as well as clear and easily accessible ways for members to engage with one another towards a shared purpose.

This section explores the Alliance's membership, how the network structures interactions, the participation of members in Alliance spaces, and the influence of members.

MEMBERSHIP

The Alliance has an open membership, meaning any individual or organization can join at any time. While many members have been involved since the network was first formed in 2019, many others have joined more recently.

FIGURE 3

Alliance members have been involved with the network for varying lengths of time.

- 40%
- 30%
- 15%
- 15%

■ Since its inception (2019)
■ Two years
■ One year
■ Less than one year

N= 47
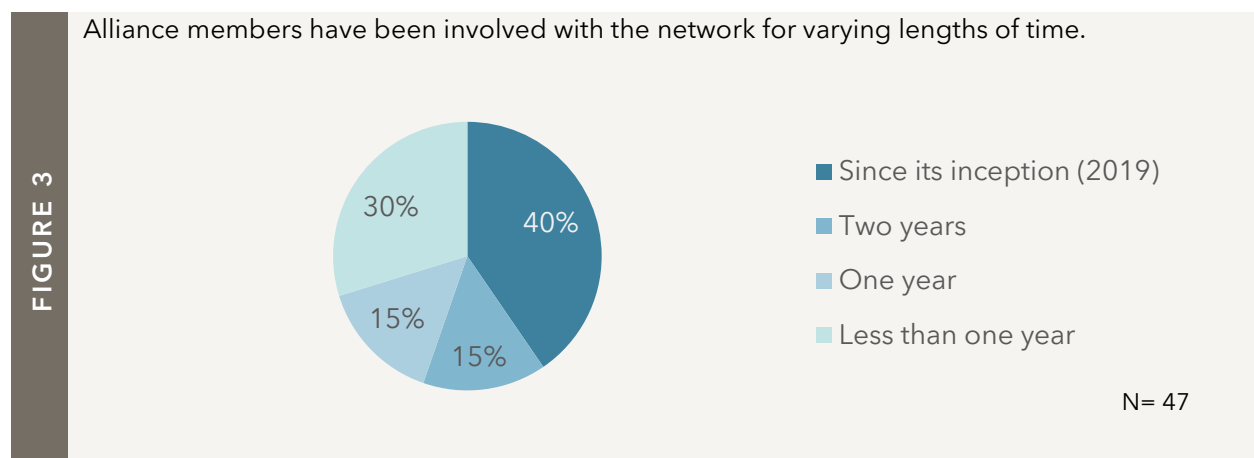
Based on data tracked by the Alliance, membership has grown steadily. In fact, **there was more than a four-fold increase in membership from FY 2019 to 2022**. Since an initial large increase in membership in FY 2020, the network has grown by just under 20 members each year.

FIGURE 4

Alliance membership has grown steadily since it was initiated.

22 — FY 2019
87 — FY 2020
106 — FY 2021
123 — FY 2022
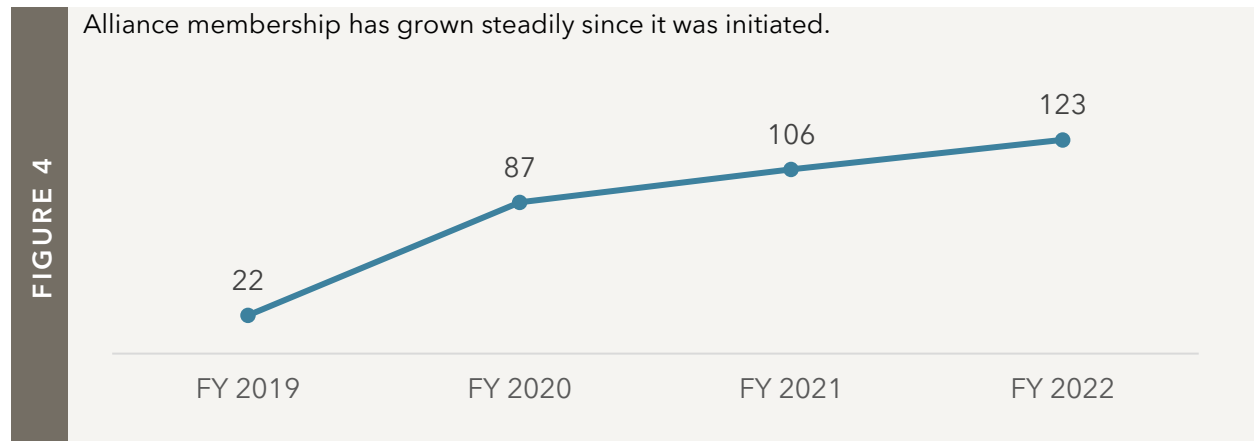
However, it is not clear based on available data how many members are actively engaged with the network and how many are more passive email recipients. While it is not necessary for every member on the listserv to actively engage, it does impact representation and engagement considerations.

The Alliance may benefit from developing differentiated types of membership. Previously, a document outlining levels of membership was developed by the Organizational Design Workgroup but was discontinued to avoid creating a sense of hierarchy. However, defining types of membership does not need to be inherently hierarchical and can help create clarity for members on their different options for involvement. For example, Regional Co-Chairs are a specific type of member within the Alliance but do not take a hierarchical position over other members. This approach to specifying types of membership could be expanded upon for other members as well.

Demographic Representation

The Alliance does not currently collect member demographic data such as race, ethnicity, age, or gender identity, though reporting such data is a grant requirement. This lack of data limits the ability of the Alliance to evaluate its network connectivity regarding membership, particularly in terms of diversity and representation. Some demographic data collected through the member survey is included in Appendix B. However, because this data does not provide a complete representation of the network membership, it is not used to describe network representation for this report.

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Among surveyed members, most (79%) believe that the different demographic and cultural communities of Alaska are well represented in the network. There was no significant difference across respondents' demographic groups or length of membership. Some believe diversity of representation could be improved. For example, one member stated, "*I think bringing in more diverse voices – more Alaska Native people across the state, but also Asian, Pacific Islander, Filipino, Latinx, and others.*"

Nearly the same amount (75%) of members believe that the audiences outlined in the Common Agenda (listed in Figure 5) are well represented. About half of members report that they work in a prevention role and a similar amount identify as a person/organization that has an impact on others outside of prevention. Just one-fifth of members identify as a policy maker or an individual who makes governmental or institutional decisions. Those who selected 'other' included contractors, an educator, recovery professionals, and a coalition facilitator. All of these individuals, except two who identified as contractors, also selected other response options.

Only five Alliance members (14%) identify only as a community member; all others who selected this option also identify with one of the professional roles listed. This illustrates comments made by members throughout the survey that few members participate outside of a professional role. However, 44% of members do identify as a community member, which brings to question whether there is more concern about having members who participate outside of professional roles, or if the concern is more about having members with lived experience of alcohol misuse. Some who participate in a professional role may have lived experience as well that informs their approach and understanding. Based on the audience categories of the Common Agenda, it is unknown how many members have lived experience with alcohol misuse (either personally or that of a loved one).

FIGURE 5

About half of the Alliance members participate in a professional role.

Role	Percentage
Prevention professional in an organization or agency	54%
People and organizations who have an impact on the lives of others	51%
Community member	44%
Policy makers/ People who make governmental and institutional decisions	20%
Other	17%

N= 36

A majority of members participate in the Alliance as part of their job (71%) and/or get paid for their participation (73%). The slight difference in percentages between the groups is due to a couple of Regional Co-Chairs who receive a stipend for their role but do not participate through their job. With the desire for more representation of community members who participate outside of a professional role, there are important equity considerations, such as differences in compensation for participation and availability to participate in network spaces during regular business hours, which have impacts on access and engagement. During sense-making some members spoke to concerns around member capacity to engage in Alliance work, even when it is part of their work, underscoring this consideration for recruiting members who participate outside of professional roles.

In more rural and remote areas of the state, internet access can also be limited for residents, which may also pose a barrier for those not participating through work. It has been noted many times in Alliance spaces that there is little engagement from rural communities in the state, which may in part be due to this additional barrier.

New Member Engagement

Members hear about the Alliance in several different ways. About one-third were asked to participate as part of their job, and slightly fewer heard about it from a colleague or friend or were invited by the coordinator. One-fifth (20%) of members selected more than one option. Among those who selected 'other,' responses included hearing about it through another coalition and responding to a Request for Proposals to work as a contractor. This data suggests that **for many members, their personal and/or professional network is a bridge to engagement.** This is an important consideration for future member recruitment.

FIGURE 6

Alliance members heard about the network through a variety of channels.

36%	32%	30%	13%	9%	4%
I was asked to participate as part of my job	From a colleague or friend	I was invited by the coordinator	At a conference or similar event	Other	I found the website online

N= 47
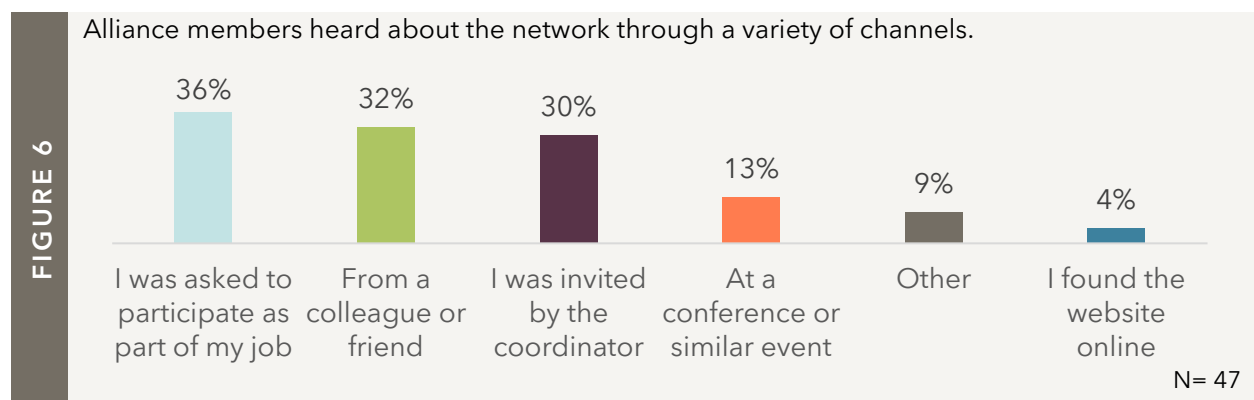
When asked about their motivations for joining the Alliance, the most common reasons included opportunities to learn about and network with others in the state who are working on alcohol misuse prevention and related concerns, and to serve Alaskan communities to reduce alcohol misuse. Other motivations such as affecting systems change, engaging in

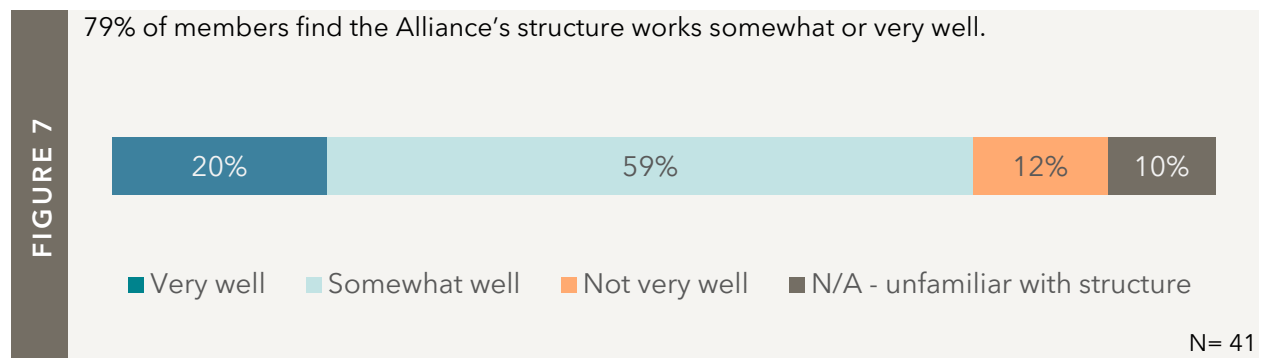prevention work with an equity focus, and personal motivations were also mentioned. These responses reflect a close connection among members to the mission and goals of the network. They also reflect the tension in the Alliance about members' expectations and understanding of the core purpose, as described above on page 9.

> *"I have really benefitted from participating in the Alliance by getting to know practitioners and communities around the state, learning more about prevention efforts and perspectives, as well as learning a new way to show up as a professional in a whole-hearted, whole-person way." – Alliance member*

STRUCTURE

The structure of the Alliance includes its three central meeting spaces (workgroup meetings, Integration Sessions, and Open Member meetings), Regional Co-chairs, and coordinator/contractor backbone support. **Most Alliance members (79%) find that the network's structure supports its work very or somewhat well.** The majority of members selecting somewhat well, versus very, suggests there is an opportunity to improve the structure to support the network's efforts more effectively. As one member shared during sense-making, "*As a learning-oriented culture at the Alliance, [79%] is remarkable and meaningful--and leaves room for growth and evolution.* "

FIGURE 7

79% of members find the Alliance's structure works somewhat or very well.

20%	59%	12%	10%

■ Very well ■ Somewhat well ■ Not very well ■ N/A - unfamiliar with structure

N= 41

When asked how the Alliance's structure could be improved, many suggested technical fixes to share information more effectively such as improving internal communications so members know what is happening and providing meeting agendas so members can best use their time. Several also made suggestions related to structure in terms of clarifying goals and how the network plans to achieve them. One individual suggested holding regular new member onboarding meetings to help them orient and understand how they can get involved. This feedback helps identify opportunities for the Alliance to strengthen its network connectivity through internal communications processes.

> *"I don't feel as connected to the pieces I don't actively work on and don't always see opportunities to get caught up on what other people are doing." – Alliance member*

PARTICIPATION

Alliance members participate in network spaces virtually through Zoom online meeting platform. Workgroup meetings are the most frequently attended Alliance spaces. In the full Alliance membership list, 75 individuals (61% of the listserv) are listed as being a member of one or more workgroups, just slightly under the percent of survey respondents who say they regularly or sometimes attend workgroup meetings. Alliance events other than the three central meeting spaces have the least participation. These events are less common and include activities such as trainings on diversity and equity topics.

FIGURE 8

Members are most likely to participate in workgroup meetings.

	Regularly	Sometimes	Rarely	Never
Workgroup Meetings	42%	27%	16%	16%
Integration Sessions	34%	30%	26%	11%
Open Member Meetings	21%	36%	32%	11%
Other Alliance events	8%	26%	21%	45%

N= 38-47
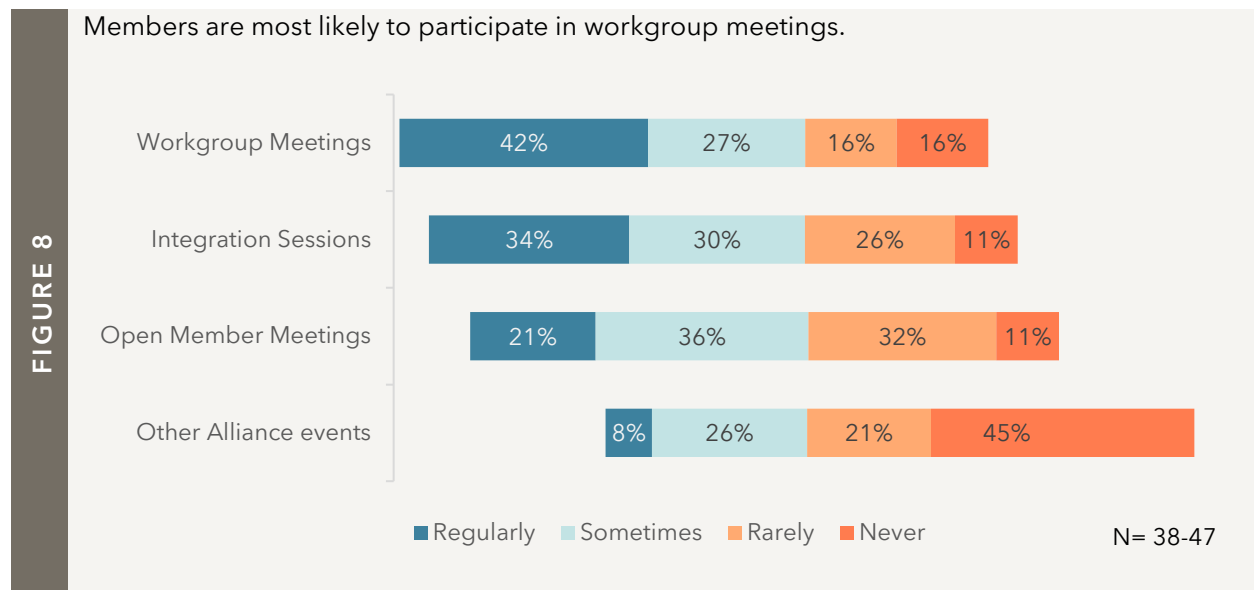
There is some variation in participation across demographic groups and by membership length. Those who have been involved for one year or less are slightly less likely to attend workgroup meetings or Integration Sessions regularly/sometimes. One member suggested this may be due to individuals "easing themselves into the Alliance." However, survey feedback suggests that a lack of clarity on what takes place in various spaces and how to get involved also poses a significant barrier. As one survey respondent shared in open comments, *"I don't know how to join in and help; the join-in places are not clear to me. Not clear who is welcome at which meetings/gatherings."*

In addition, **members who are paid for their participation are much more likely to attend Alliance spaces than those who are not**, illustrating a potential challenge to recruiting community members outside of professional roles, and their ability to give input to discussions and decisions.

Those who live in Anchorage are also more likely to attend Alliance spaces than their peers. In workgroup meetings in particular, Anchorage-based members are 37% more likely to

participate regularly/sometimes than their peers living in other communities (77% vs 40%, respectively). Given that workgroup meetings are where Alliance decisions are made, this suggests that decisions are mostly guided by individuals in Anchorage.

Most members believe that Integration Sessions and Open Member meetings are a good use of members' time (90% and 88%, respectively). This is a higher percentage than those who regularly/sometimes attend these spaces. This was not asked about workgroups or other Alliance events as those vary in their nature and scope. When discussing participation during the sense-making session, several members noted that they have limited capacity (often due to competing priorities and commitments within their job) and have to prioritize what they attend.

One member explained (with several others agreeing), *"I prioritize ones that I feel are more action-oriented. I'd love to attend more of the group wellness meetings etc. but with only so much capacity I feel more obligated to go to workgroups."* This statement further illustrates the differing perspectives among members as to the central purpose of the Alliance; while some seek action-oriented strategies, others see the Alliance convenings are the strategy itself. The limited capacity of many members to attend convening spaces also points to an important consideration for the sustainability of the network and being member-led.

INFLUENCE

When examining the functioning and connectivity of a network, it is important to consider the degrees of influence different individuals have. While there is a desire among some to move away from the common hub-and-spoke model that relies on a central coordinator, there is also a recognition among members of the need for a central backbone support individual or team, which is in line with the Collective Impact model.

In the member survey, respondents were asked three different questions about the roles and influence of membership. This included:

> » *Who do you collaborate with most often?*
> » *Who do you go to for information most often?*
> » *Who has the most influence in the network?*

Respondents could name up to three individuals for each question and could name themselves in the last question if applicable.

Only about half of survey respondents answered these questions, which suggests either a discomfort in discussing influence and power in the network and/or a lack of connection with the membership to be able to respond. There were no differences in who responded or did not by demographic groups or length of membership.

Within convening spaces such as a network, it is important to acknowledge who holds power and to build comfort discussing power and influence in order to increase transparency and awareness (including awareness for those who hold power). This is also an important consideration in regard to the Alliance's goal to build power. It will also continue to be an important consideration if the Alliance becomes more member-led.

As shown in the following three figures, **the coordinator and contractors hold significant power in the Alliance.** During the sense-making discussion, some members said the central influence of the coordinator and contractors may be due to how people are used to engaging with a network, and a precaution taken to avoid over-taxing fellow members. For example, one member suggested:

> *Not everybody is getting paid for this, so that's why a member tends to go to Jess so as to reduce other members' burdens. If we don't shift energy, we are barreling towards burnout. So, this may also have affected how members are collaborating.*

Others spoke about the delicate balance of shifting to a more decentralized structure when the network is ready, while also vocalizing a sentiment that heavy reliance on one individual is not as sustainable. One member noted:

> *Still a lot of structure-building right now, and I don't think it's a bad thing that we're centralizing info. Without her, there would be more confusion and less people will stick around. We don't need to shift away so quickly.*

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Who Members Collaborate with Most Often

Of those who responded to the question about who they collaborate with most often, most (83%) named the coordinator. Fourteen members (11% of the total membership) were also named; all but one were named just once. Contractors were slightly more likely to be named by more than one respondent.

FIGURE 9

Members collaborate with the coordinator most often.

Tiffany Hall · Tracy Kunkler (3) · Tara Stiller · Ciara Lowery · Hope Finkelstein · Leah Campbell · Eva Gregg · Will Hurr (3) · Kate Hohman Billmeier · Jess Limbird (20) · Rebecca Van Wyck (2) · Stephanie Allen · Travis Hedwig · Ruby Fried (2) · Karen Zeman · Marilyn Pierce-Bulger · Jennifer Rummers · Leona Starr · Kelby Murphy (2) · Til Beetus (2) · Patricia Serna

■ Oversight staff ■ Coordinator ■ Contractor ■ Regional Co-Chair ■ Member

N= 24

Who Members go to for Information Most Often

Members were more frequently identified when discussing collaboration than who respondents go to for information. Members most often seek out the coordinator (100%) and/or contractors for information. This is not surprising, since these individuals facilitate workgroup meetings and engage in a significant portion of the work outside of meeting time. As discussed above, while this has been important to developing the Alliance it does pose questions about how the Alliance can become more member-led in a way that does not over-tax members' capacity.

FIGURE 10

Members go to the coordinator and contractors for information most often.

Tracy Kunkler (3)

Leah Campbell

Hanna Marino

Travis Hedwig

Leah Ferguson (2)

Rebecca Van Wyck

Jess Limbird (25)

Tara Stiller

Kelby Murphy (2)

Jennifer Rummers

Til Beetus

■ Coordinator ■ Contractor ■ Regional Co-Chair ■ Member

N= 25
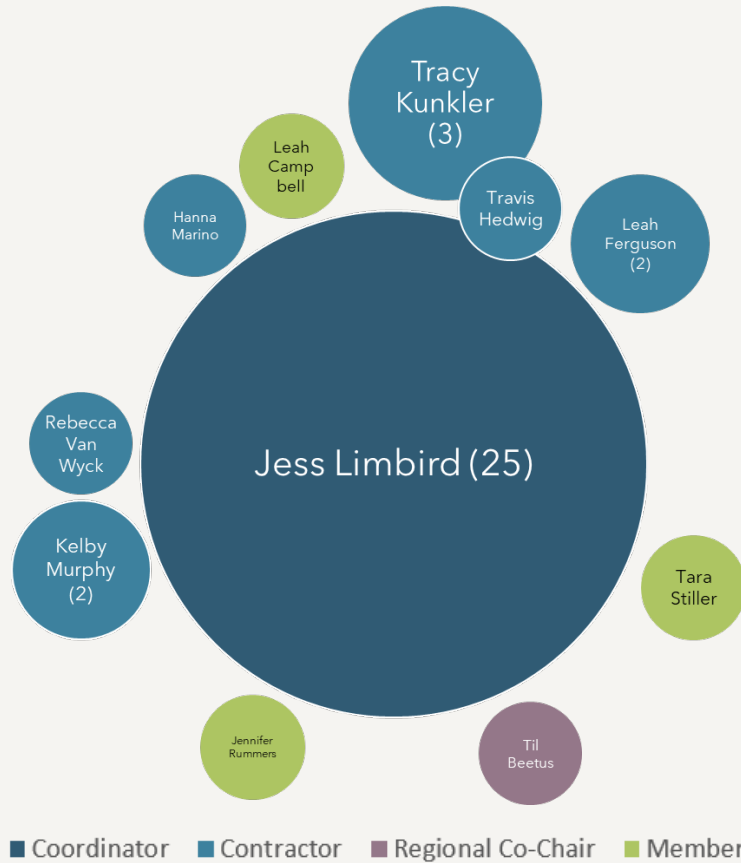
Who Has the Most Influence

When asked who has the most influence in the network, there was a higher number of Regional Co-Chairs identified, which may indicate that the Consent Breakthrough leadership training attended by five Regional Co-Chairs has positive impacts within the goal area of building power. Supporting this, one Regional Co-Chair noted, *"I feel like I'm a dominant voice especially after the training."* In the first two years of the Alliance, many decisions were taken to the Regional Co-Chairs for feedback, which may also be a reason they were named several times. However, decisions have been brought to this group to a lesser degree in the current fiscal year. The coordinator remains the most influential member by order of magnitude.

In addition, two oversight staff, one from Recover Alaska and the other from DBH, were named several times. This shows that some members are conscious of the power held by those who oversee the Alliance's grant funding. In survey comments, one member noted the challenge for the Alliance in balancing its emergent strategy with the need to be responsive to the grantor. They noted, *"I have seen discussions derailed by input from our liaison with*

DHSS/DBH…. Until we diversify our resource revenues (resources in every sense), we are likely to remain in that very odd, delicate space." Recently, the Alliance coordinator worked with a consultant (KMB Consulting) who assists with grant writing to develop a Collaborative Funding document to encourage engaged member organizations to partner with the Alliance in order to diversify financial resources, which may help alleviate this challenge. This will be posted to the Alliance website in the next fiscal year.

FIGURE 11

Members were most likely to say the coordinator has the most influence, as well as oversight staff and Regional Co-Chairs.

Marilyn Pierce-Bulger
Nicholai Joekay
Will Hurr
Loyd Platson (2)
Til Beetus (3)
Isha Twitchell (4)
Tiffany Hall (5)
Jenna Larson
Michael Powell (3)
Jess Limbird (17)
Tracy Kunkler (4)
Eva Gregg
Leah Campbell

■ Oversight staff ■ Coordinator ■ Contractor ■ Regional Co-Chair ■ Member

N= 21

NETWORK HEALTH

Network health includes three dimensions: resources, infrastructure (such as processes), and the network's capacity for joint value creation.[5] Joint value creation means the exchange of capabilities and assets between two or more groups (or individuals) in order to achieve what neither can do alone. This section explores the roles and responsibilities of members, the Alliance decision-making process, and the tools and resources produced by the Alliance for members.

Overall, members report positive experiences with the Alliance. In fact, **93% of all members are satisfied or very satisfied with their experience.** As one member noted, *"I am grateful that they have a different approach to prevention."*

> *"I love how our lived experiences, strengths, and vulnerability are welcomed in the Alliance spaces." - Alliance member*

The most commonly reported benefits of participation relate to the Alliance's goal of building relationships. This includes the development of relationships and learning about other people and programs in the field. **The central focuses of the network – to achieve a greater impact on alcohol misuse than alone and enhance members' ability to address alcohol misuse – were among the least reported benefits**. Other identified benefits include growing one's leadership skills, learning about systems change and equity, and helping the Alliance grow.

FIGURE 12

Development of relationships and gained knowledge of services, programs, and people in the community were the most reported benefits among members.

Benefit	Percentage
Developed valuable relationships	88%
Gained useful knowledge of services, programs, or people in the community	78%
Increased use of my expertise and/or services	63%
Development of new skills	58%
Enhanced ability to address alcohol misuse	35%
Enhanced ability to meet the needs of my clients and/or community	30%
Achieve greater impact on alcohol misuse prevention than I could on my own	30%
Other	10%

N= 40

Drawbacks from participation were less commonly reported. The most common drawback was the diversion of time and resources away from other priorities or obligations. Several individuals who cited 'other' drawbacks noted time constraints that limit their ability to participate in the Alliance. Other drawbacks identified by members included difficulty understanding what all is going on within the network, concerns about sustainability and

burden on members, and *"continued conflict between process/product"* which reflect findings explored in other sections of this report.

Diversion of time and resources is the most common drawback experienced by members.

Diversion of time and resources away from other priorities or obligations	52%
Other	41%
Frustration or aggravation	26%
Insufficient influence in activities	11%
Conflict between my job and the Alliance's work	11%

N= 30
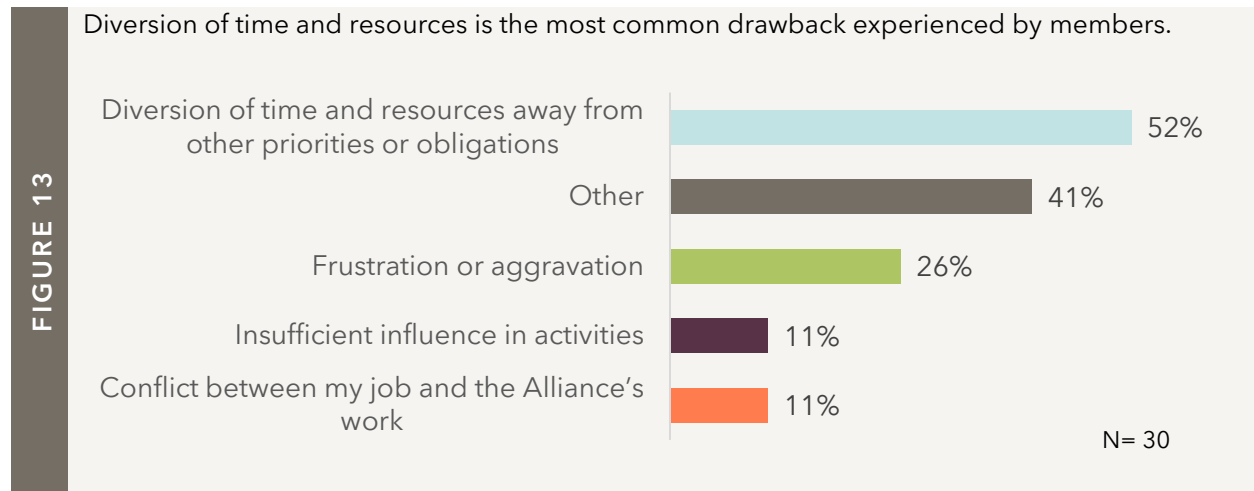
Despite any challenges or obstacles members may experience, **78% say the benefits of participation in the Alliance exceed or greatly exceed the drawbacks they experience**, and an additional 15% say the benefits and drawbacks are about equal.

> *"Process heavy work. It can be hard to see what the 'tangible' goals are and how we are making 'progress' towards them, but I think that is much in part due to the ambiguity that comes in equity-centered work." – Alliance member*

MEMBER ROLES AND RESPONSIBILITIES

Roughly two-thirds of members (63%) have a clear understanding of their roles and responsibilities as Alliance members. Those who have been involved with the network for one year or less were less likely to have a clear understanding than those who have been a member for two years or more (44% vs 77%, respectively). Many who are unclear on their roles and responsibilities rarely or never participate in the three central meeting spaces. As discussed above in relation to participation, this may be due to a lack of clarity of members' roles and how to get involved and/or their capacity to participate. The New Member Orientation Packet does not currently include any description of member roles and responsibilities.

About half of members are comfortable recruiting new members to the Alliance. There was no significant difference between lengths of membership or demographic group. While members would like to grow the network (as previously noted), they are not all comfortable taking the role of recruiting others. For some, this is due to a lack of clarity on how to do so.

One member echoed the sentiments of others in stating, *"I have no idea how to tell someone to get involved. Or how I would explain to someone what the Alliance does."*
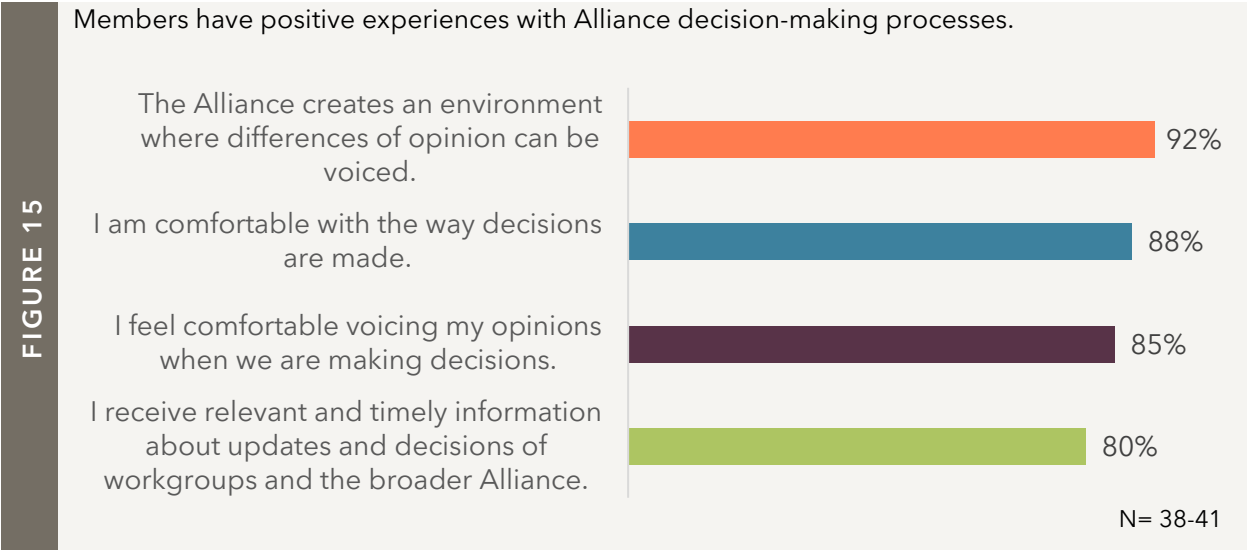
FIGURE 14

Members have mixed degrees of understanding of their roles/responsibilities and comfort recruiting new members.

I have a clear understanding of my roles and responsibilities as a member. — 63%

I am comfortable recruiting new members to the Alliance. — 56%

N= 40 ; 39
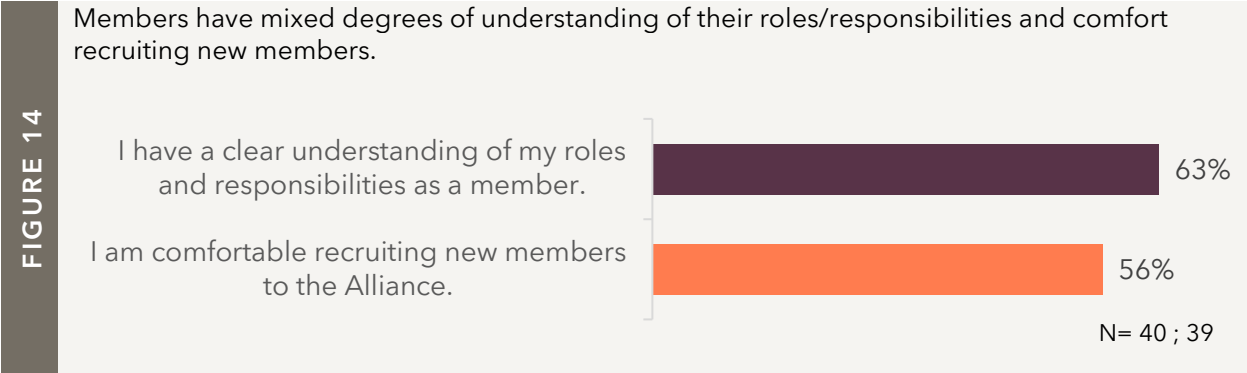
DECISION-MAKING

The consent-based decision-making principle is an integral part of the Alliance's structure. In this principle, a decision is only made when no one has a significant objection to it i.e., it is within the 'range of tolerance' of all individuals present during the decision.

Most members are comfortable with how decisions are made in the Alliance and with voicing their opinions during decision-making. However, one member reflected on this process, saying *"I often wonder what people who aren't talking are thinking."* This statement brings up a point that has come up a few times in Alliance discussions as to whether silence equals consent.

FIGURE 15

Members have positive experiences with Alliance decision-making processes.

The Alliance creates an environment where differences of opinion can be voiced. — 92%

I am comfortable with the way decisions are made. — 88%

I feel comfortable voicing my opinions when we are making decisions. — 85%

I receive relevant and timely information about updates and decisions of workgroups and the broader Alliance. — 80%

N= 38-41

Slightly fewer, though still the majority, also receive relevant and timely information and updates about decisions. This is interesting given the frequent comments throughout the

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survey about the desire for stronger internal communications processes. One member suggested, *"Distribute links to meeting notes that include brief summaries of discussions and/or decisions that were made."*
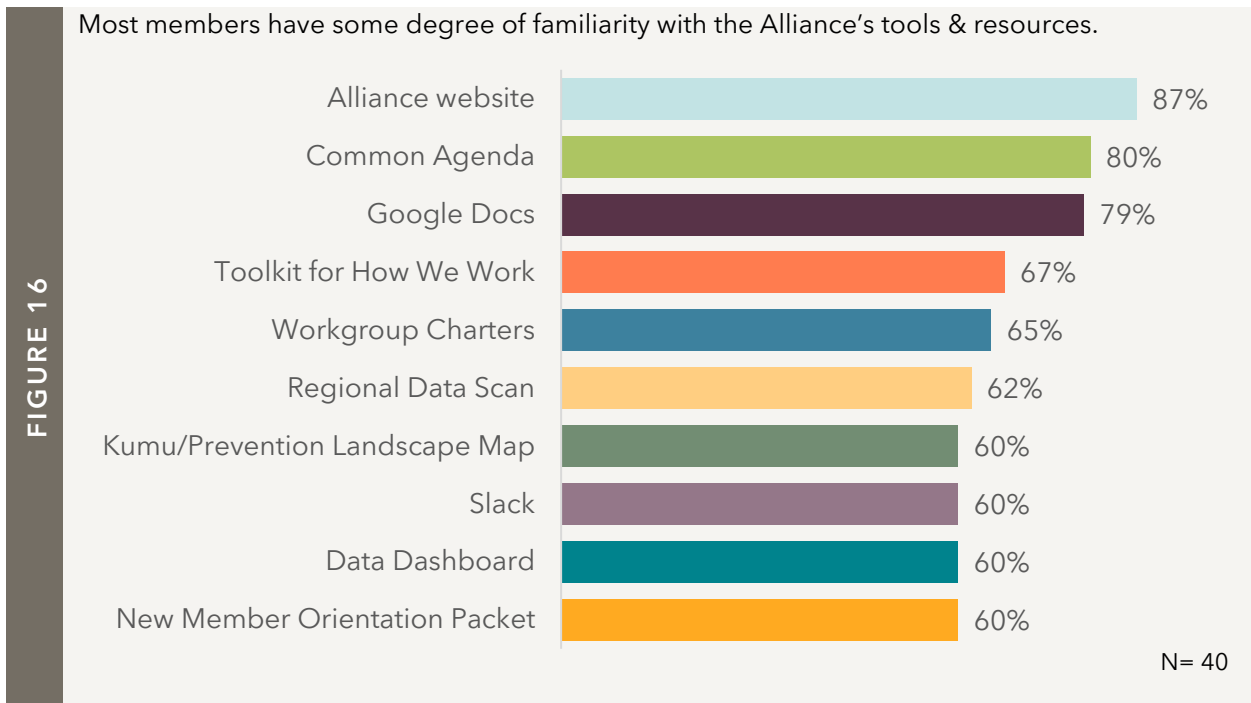
While workgroup meetings are the official decision-making spaces in the Alliance, **some decisions are made without engaging in consent-based decision-making with members**. These are often significant decisions around the Alliance structure. Some examples include:

> » *Changing the Common Agenda's six modes of action to six objectives*
> » *Discontinuing All Alliance meetings and moving decision-making from these meetings to workgroup meetings*
> » *Creating Integration Sessions with an open-space structure*
> » *Accepting the youth alcohol misuse prevention grant from DBH*
> » *Development of a Transforming Conflict Workgroup and hiring two new contractors*

This puts into question at what point a decision is made by members, and when they are made by contractors and the coordinator (or the grant funder). There are also questions about how decisions are (and should be) made when they do not fit within the focus of an existing workgroup. These questions hold significant implications in terms of power and equity, as well as the role of the backbone team.

TOOLS AND RESOURCES

The Alliance has a variety of tools and resources it has developed over the past three years to support the network's structure and processes, as well as onboard new members. **Most surveyed members are familiar with the various tools and resources.** The Alliance website, Common Agenda, and Google Docs platform are the most familiar tools/resources among members.

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FIGURE 16

Most members have some degree of familiarity with the Alliance's tools & resources.

Tool/Resource	Percentage
Alliance website	87%
Common Agenda	80%
Google Docs	79%
Toolkit for How We Work	67%
Workgroup Charters	65%
Regional Data Scan	62%
Kumu/Prevention Landscape Map	60%
Slack	60%
Data Dashboard	60%
New Member Orientation Packet	60%

N= 40

However, familiarity does not necessarily translate into utility or actual use. Members were also asked how useful they think each tool/resource is, as well as how much they use the tool/resource themselves. There were variations between perceived usefulness and actual use for all tools. The Kumu Map and New Member Orientation Packet are the least used tools.

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FIGURE 17

While members may perceive tools to be useful, they don't necessarily use them themselves.

Tool	Perceived usefulness	Actual use
Alliance website	78%	55%
Common Agenda	68%	63%
Google Docs	65%	60%
Toolkit for how we work	54%	36%
New Member Orientation Packet	48%	20%
Regional Data Scan	48%	35%
Data Dashboard	43%	28%
Workgroup Charters	38%	28%
Kumu/Prevention Lanscape Map	35%	13%
Slack	28%	23%

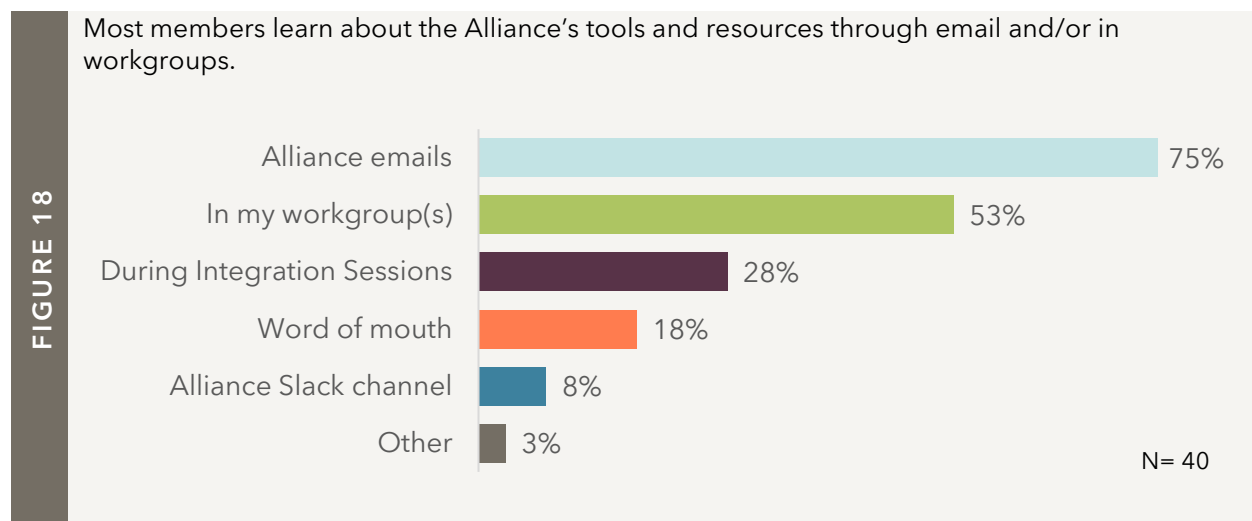■ Perceived usefulness ■ Actual use   N= 39-40
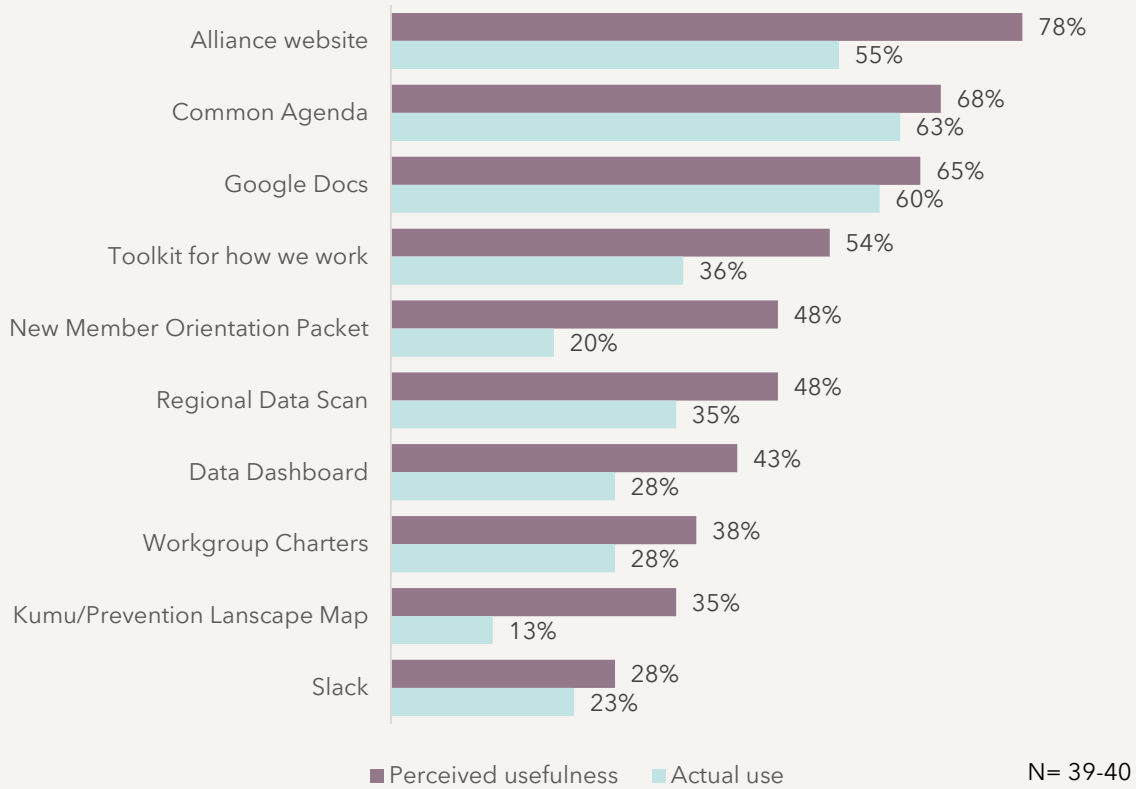
Only a couple of participants in the sense-making discussion said they have used the New Member Orientation Packet to onboard a new member. One person suggested that members may not know where to find the packet even if they are familiar with it. Of the 19 new members who joined the Alliance within the past year, 58% are familiar with the New Member Orientation Packet and 42% have used it. This implies that not all new members have the same onboarding experience.

> *"Simplification - make everything easier to understand. What does the Alliance do? How do I join it? Who is part of it? All of these questions need simple answers. Not many pages of documents outlining the Alliance's principles - it's too much for anyone to really read, and so it creates a very insular community where those who crafted those texts are the only ones who really know what's going on." – Alliance member*

One member noted, *"There's just way too much!"* This brings up an important consideration for the Alliance about how to decide when to continue a tool or resource, and when to let it go to open up space for new ideas and activities to emerge. Another member stated, *"It*

seems that many tools and resources are created and never used." It may be useful for the Alliance to spend time before creating new resources to determine how they will be used, and to hold discussions with members on their interests and what components they would like to see within it.

Alliance emails are the most common way members learn about available tools and resources, followed by workgroup meetings. Only one person identified another channel, saying they get information through social media.

FIGURE 18

Most members learn about the Alliance's tools and resources through email and/or in workgroups.

Alliance emails	75%
In my workgroup(s)	53%
During Integration Sessions	28%
Word of mouth	18%
Alliance Slack channel	8%
Other	3%

N= 40

Just one-third (32%) of respondents said they would like to learn about the Alliance's tools and resources differently. Suggestions include:

- » *Create a list of all resources with a one-sentence synopsis*
- » *Store all tools and resources in a single location*
- » *Send an email when a new tool is available*
- » *Host walk-throughs during Integration Sessions*

When asked what resources they would like that don't currently exist within the Alliance, only a few members (6, 13%) shared feedback. Suggestions include:

- » *Regular internal communications on workgroup activities*
- » *Culture-based approaches to prevention*
- » *Comprehensive resource development and/or sustainability plan*
- » *Promotional materials for outreach*

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RECOMMENDATIONS

The Alliance has a strong membership and many report positive experiences with the network. Members also identified several opportunities to continue to improve its structure and increase alignment with mission and goals and create more clarity for members. The following recommendations are based on key findings explored in this report to support the Alliance's next phase of emergence.

RECOMMENDATION 1: Clarify the purpose of the network with members

Differing perspectives and lack of clarity about the purpose of the Alliance is a consistent theme throughout this evaluation. As the Alliance continues to mature and grow through its emergent strategy, it would be beneficial for the network to engage in group discussions around the core purpose, as well as how it can be more clarified for new and existing members in order to inform expectations and participation. This also brings up an important consideration of how to allow the network to be member-led if there are differing perspectives on what that core purpose should be. The in-person retreat planned for the fall of 2022 may be a good time to hold this discussion. It is important to consider who is able to travel for an in-person retreat, and how those who are unable to travel can be given an opportunity for input.

Additionally, the revision of quarterly measures currently in process by the Evaluation and Learning Workgroup may also help address this challenge by creating more clarity and accessible ways for members to track progress towards goals.

RECOMMENDATION 2: Improve internal communications processes

Many members of the Alliance spoke to a need for stronger internal communications, particularly in terms of updates on Alliance meetings and activities. Without this, members can feel detached from the broader network or other workgroups. Improved internal communications can also help in new member recruitment by positioning existing members to effectively describe to their peers what the Alliance is and does. This can also increase clarity about what is working well in the Alliance's approach and what is not in order to inform its iterative processes. The Communications Workgroup is a natural fit for this area of work. Additionally, the newly developed member newsletter can also be a place to capture some of this information. Part of improving internal communications is also deciding what tools and resources to simplify, let go of, or continue to use by focusing on what has traction and buy-in from members.

RECOMMENDATION 3: Clarify the roles and responsibilities of members and the backbone support team

One-third of members are unclear of their roles and responsibilities. This impacts how they interact with the network and how they recruit others. When new members first attend Alliance meeting spaces, many voice confusion about what they are supposed to do and how they can support the network, as well as how the network can support them. It is equally as important to clarify the roles and responsibilities of the backbone team for all the membership. Clarifying these roles and responsibilities can be included in existing resources such as the New Member Orientation Packet, and could also be discussed through new member onboarding meetings or welcome video. This is also an opportunity to explain the nature of a member-led network and set expectations for all who are involved.

RECOMMENDATION 4: Develop formal demographic data collection methods

Currently, the Alliance does not have any methods in place to collect demographic data. However, it is required by the grant to report on it and would also increase understanding of representation and diversity in the network. One tool currently being explored is an online software program called Knack which creates member profiles with selected demographic data points. Knack can also track individual members' participation in Alliance meeting spaces to provide insight into levels of engagement and allow for analysis across demographic groups. The Evaluation and Learning Workgroup may serve as a good space to make decisions about what demographic data is most useful to have.

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The Alliance uses emergent strategy as a guiding framework when addressing the complex issue of alcohol misuse in Alaska. As part of our annual evaluation, the Alliance is asking members to provide feedback on their experience with the network and perspective on its structure and direction. In the spirit of emergence, this feedback will help the Alliance identify areas for growth and areas of strength, and determine next steps.

This survey should take about 20-30 minutes of your time. It is a bit long, with 50 questions. Many are multiple-choice and some are open response.

You may pause at any time and resume the survey later as long as you use the same browser. **All responses will be confidential and will be reported anonymously.**

We really appreciate your feedback and **as a thank you, we are offering respondents a $50 gift card upon completing this survey.**

Thank you!

Background

Please tell us a little about yourself and your involvement with the Alliance.

1. How long have you been a member of the Alliance?
   - Since its inception (2019)
   - Two years
   - One year
   - Less than one year

2. How did you hear about the Alliance? Check all that apply.
   - ☐ I was invited by the coordinator
   - ☐ From a colleague or friend
   - ☐ At a conference or similar event
   - ☐ I was asked to participate as part of my job
   - ☐ I found the website online
   - ☐ Other, please describe: _____

3. How often do you attend the following events?

	Never	Rarely	Sometimes	Regularly
Integration Sessions				
Open Member meetings				
Workgroup meetings				
Other events the Alliance shares information about				
Other Alliance events (please specify below)				

Other :_____

4. I believe the Integration Sessions are a good use of members' time. *(Skip logic: only asked if respondent attends these meetings)*
   ○ Strongly agree
   ○ Agree
   ○ Disagree
   ○ Strongly disagree

5. I believe the Open Member meetings are a good use of members' time. *(Skip logic: only asked if respondent attends these meetings)*
   ○ Strongly agree
   ○ Agree
   ○ Disagree
   ○ Strongly disagree

6. Which audiences outlined in the Alliance's Common Agenda do you identify as? Check all that apply.
   ☐ Prevention Professional in an organization/agency
   ☐ People and organizations who have an impact on the lives of others *(e.g., schools, health care providers, etc.)*
   ☐ Policy makers/People who make governmental and institutional decisions
   ☐ Community member *(e.g., person with lived experience, youth, elders & ancestors, people from a marginalized community, people who want to make a difference)*
   ☐ Other, please describe: _____

7. Do you participate in this Alliance as part of your job?
   ○ Yes
   ○ No

8. Do you get paid for your participation in the Alliance? (Either through your own organization or by the Alliance.)
   - ○ Yes
   - ○ No

9. What are your motivations for participating in the Alliance?

   [OPEN COMMENT]

10. What benefits have you experienced as a result of your participation in the Alliance? Check all that apply.
    - ☐ Enhanced ability to address alcohol misuse
    - ☐ Development of new skills
    - ☐ Increased use of my expertise and/or services
    - ☐ Gained useful knowledge of services, programs, or people in the community
    - ☐ Developed valuable relationships
    - ☐ Enhanced ability to meet the needs of my clients and/or community
    - ☐ Achieve greater impact on alcohol misuse prevention than I could on my own
    - ☐ Other, please describe: _____

11. What drawbacks have you experienced as a result of your participation in the Alliance? Check all that apply.
    - ☐ Diversion of time and resources away from other priorities or obligations
    - ☐ Insufficient influence in activities
    - ☐ Frustration or aggravation
    - ☐ Conflict between my job and the Alliance's work
    - ☐ Other, please describe: _____

12. So far, how have the benefits to participating in the Alliance compared to drawbacks?
    - ☐ Benefits greatly exceed the drawbacks
    - ☐ Benefits exceed the drawbacks
    - ☐ Benefits and drawbacks are about equal
    - ☐ Drawbacks exceed the benefits
    - ☐ Drawbacks greatly exceed the benefits

13. Overall, how satisfied are you with your experience with the Alliance?
    - ○ Very satisfied
    - ○ Satisfied
    - ○ Dissatisfied
    - ○ Very dissatisfied

    Please provide any comments about your response: _____

Direction and Purpose

This section asks about your own personal understanding of the Alliance's mission, goals, and current direction.

14. How familiar are you with the mission of the Alliance?
    - Very familiar
    - Somewhat familiar
    - A little familiar
    - Not at all familiar

15. How familiar are you with the goals of the Alliance?
    - Very familiar
    - Somewhat familiar
    - A little familiar
    - Not at all familiar

16. The mission of the Alliance is: *To engage people and communities as partners, to promote individual and community wellness and prevent excessive alcohol use and harms in Alaska.*

    In your opinion, how aligned are the Alliance's current efforts with its mission?

    - Very aligned
    - Somewhat aligned
    - Somewhat not aligned
    - Not at all aligned
    - I don't know

    Please provide any comments about your response: _____

17. In your opinion, how effective has the Alliance been so far in achieving each of its goals?

	Very effective	Somewhat effective	Somewhat ineffective	Not at all effective	I don't know
Build relationships among and across organizations, efforts, communities, and individuals					
Build shared meaning about the nature of alcohol misuse, upstream prevention, and community wellness					
Build power for everyone to have what they need to thrive and contribute to the mission, based on where they are where they sense to go					

Please provide any comments about your response: _____

18. In thinking of the Alliance's emergent strategy and theory of change, what do you think should the network's focus be over the next six months?

[OPEN COMMENT]

19. What questions do you have about the Alliance's focus and direction?

[OPEN COMMENT]

Alliance Structure and Processes

The structure of the Alliance includes Workgroups, Integration Sessions, Open Member meetings, Regional Co-Chairs, and coordinator/contractor support. The Alliance also has several processes and protocols including consent-based decision-making, internal communications, and new member recruitment. Please share your thoughts about the Alliance's structure, processes, and protocols and your experience with them.

20. In your opinion, how well does the Alliance's current structure support its work?
   ○ Very well
   ○ Somewhat well
   ○ Not very well
   ○ Not at all
   ○ N/A - I am unfamiliar with the Alliance structure

Please rate your level of agreement with the following statements:

21. I have a clear understanding of my roles and responsibilities as a member.
    - ○ Strongly agree
    - ○ Agree
    - ○ Disagree
    - ○ Strongly disagree

22. I am comfortable with the way decisions are made.
    - ○ Strongly agree
    - ○ Agree
    - ○ Disagree
    - ○ Strongly disagree
    - ○ N/A – I'm unfamiliar with the decision-making protocol

23. I feel comfortable voicing my opinions when we are making decisions.
    - ○ Strongly agree
    - ○ Agree
    - ○ Disagree
    - ○ Strongly disagree

    Please share any comments about your response: _____

24. I am comfortable recruiting new members to the Alliance.
    - ○ Strongly agree
    - ○ Agree
    - ○ Disagree
    - ○ Strongly disagree

    Please share any comments about your response: _____

25. I receive relevant and timely information about updates and decisions of workgroups and the broader Alliance.
    - ○ Strongly agree
    - ○ Agree
    - ○ Disagree
    - ○ Strongly disagree

26. How could the Alliance improve its structure and processes?

    [OPEN COMMENT]

Tools & Resources

27. In your perspective, how useful are the following Alliance tools and resources?

	Very useful	Somewhat useful	A little useful	Not at all useful	N/A I'm unfamiliar with this resource
Common Agenda					
Toolkit for How We Work					
New Member Orientation Packet					
Workgroup Charters					
Regional Data Scan					
Kumu/Prevention Landscape Map					
Data Dashboard					
Alliance website					
Google Docs					
Slack					

Please provide any comments about your response: _____

28. How often do you use the following Alliance tools and resources?

	Never	Rarely	Sometimes	Regularly
Common Agenda				
Toolkit for How We Work				
New Member Orientation Packet				
Workgroup Charters				
Regional Data Scan				
Kumu Map				

Data Dashboard				
Alliance website				
Google Docs				
Slack				

29. How do you typically learn about available tools/resources in the Alliance? Check all that apply.
- ☐ In my workgroup(s)
- ☐ During Integration Sessions
- ☐ Word of mouth – informal discussions with other members
- ☐ Alliance emails
- ☐ Alliance Slack channel
- ☐ Other, please explain: _____

30. Would you prefer to learn about the Alliance's tools and resources in a different way than you currently are?
- ○ Yes
- ○ No

If yes, please describe: _____

31. What tools or resources, if any, would you find helpful that do not currently exist within the Alliance? Please describe.

[OPEN COMMENT]

Member Experience

Please rate your level of agreement with the following statements:

32. The Alliance fosters an environment of respect, trust, and inclusiveness.
- ○ Strongly agree
- ○ Agree
- ○ Disagree
- ○ Strongly disagree

33. The Alliance creates an environment where differences of opinion can be voiced.
- ○ Strongly agree
- ○ Agree
- ○ Disagree
- ○ Strongly disagree

34. The different demographic and cultural communities of Alaska are well represented within the Alliance.
    ○ Strongly agree
    ○ Agree
    ○ Disagree
    ○ Strongly disagree

35. The audiences outlined in the Common Agenda are well represented within the Alliance.
    ○ Strongly agree
    ○ Agree
    ○ Disagree
    ○ Strongly disagree
    ○ I don't know

36. The Alliance draws on the expertise and skills of its members.
    ○ Strongly agree
    ○ Agree
    ○ Disagree
    ○ Strongly disagree

The following questions ask about your connections with other members in the Alliance. **Any names you provide in your responses will NOT be reported out.**

37. Who do you collaborate with most often in your work with the Alliance? (Please name up to three people.)

    [OPEN RESPONSE]

38. Who do you go to for information most often in the Alliance? (Please name up to three people.)
    [OPEN RESPONSE]

39. Who has the most influence in the Alliance? (Please name up to three people. This can include yourself.)

    [OPEN RESPONSE]

Demographics

The Alliance has a commitment to diversity, equity, and inclusion. To help the network better understand member demographics and representation, please tell us a little about yourself.

This information will not be used to identify respondents and will be reported in a way that protects anonymity.

40. What is your community of residence in Alaska?

    [OPEN COMMENT]

41. What other regions or communities in Alaska do you have a personal or professional connection with, if any?

    [OPEN COMMENT]

42. What is your age?
    - 18-24
    - 25-44
    - 45-64
    - 65+
    - Prefer not to answer

43. What is your gender identity?
    - Woman
    - Man
    - Non-binary
    - Prefer not to answer
    - Prefer to self-describe: _____

44. Do you identify as: (Check all that apply.)
    - ☐ Alaska Native / American Indian
    - ☐ Asian / Asian American
    - ☐ Black / African American
    - ☐ Hispanic / Latino
    - ☐ Middle Eastern / North African
    - ☐ Native Hawaiian / Pacific Islander
    - ☐ White
    - ☐ Prefer not to answer
    - ☐ Racial/ethnic identity not listed (please describe): _____

45. Do you identify as a member of a marginalized community? *(ex. LGBTQIA+, religious minority, person with a disability, veteran, etc.)*
    - Yes
    - No
    - Prefer not to answer

Closing

46. Please share any other thoughts or comments about the Alliance and your experience in the network:

    [OPEN COMMENT]

47. As a thank you for your participation in this survey, you may receive a $50 gift card. Please provide your full name and email address to receive it. **Your responses will remain confidential & be reported anonymously.**

    Name:

    Email address:

48. The Alliance evaluator team will be hosting a follow-up session with interested members to engage in sense-making and discussion on key survey findings in order to get a more detailed understanding of members' experiences and perspectives. If you are interested in participating, please provide your name and email address below:
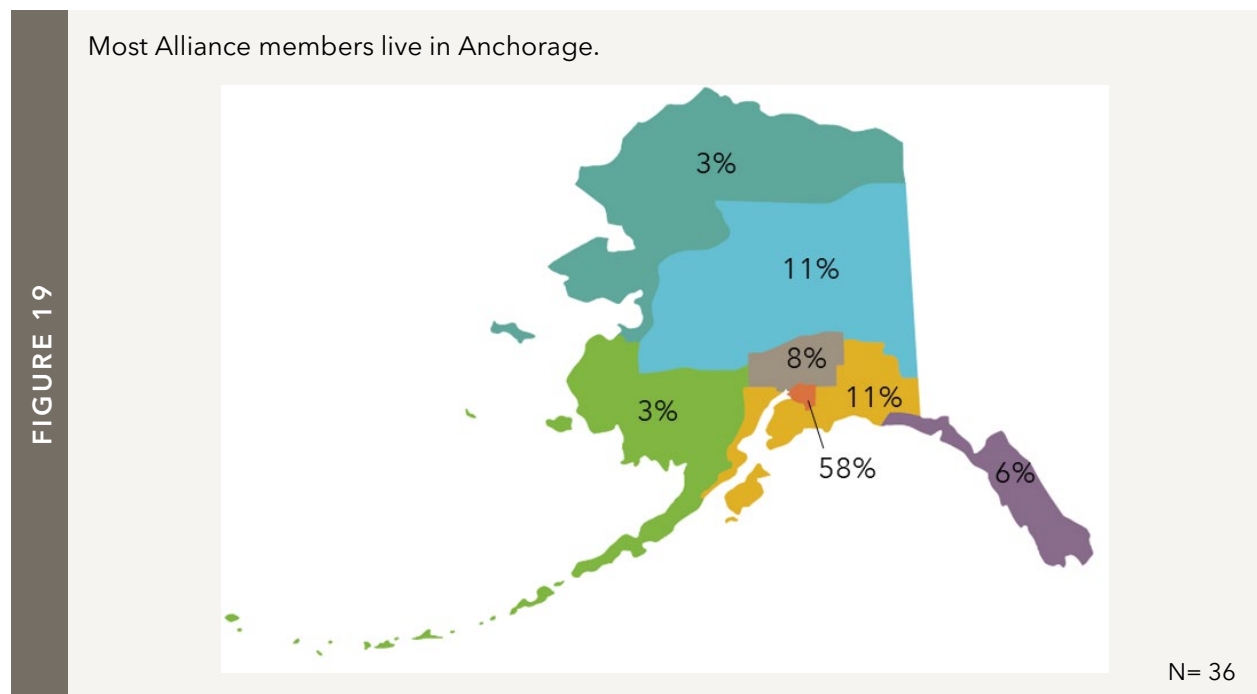
    Name:

    Email address:
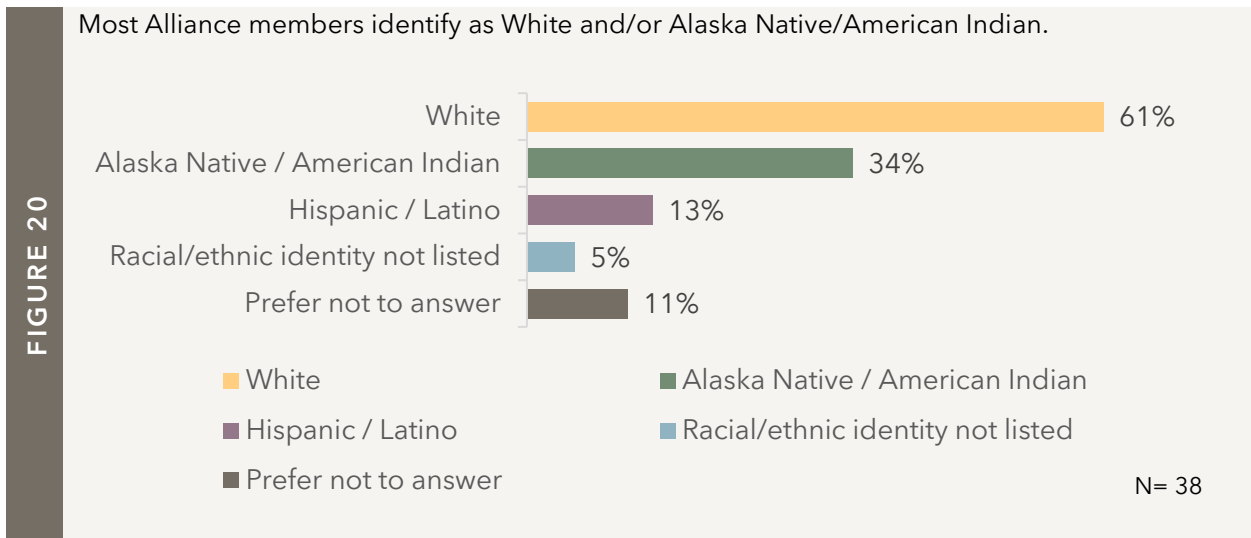
Thank you for your time!

APPENDIX B: SURVEY RESPONDENT DEMOGRAPHICS

This appendix explores the demographic make-up of Alliance member survey respondents. Because this survey was not completed by all members, and due to the lack of demographic data for comparison of respondents to the full membership, this data was not used to describe the Alliance membership within this report. However, comparisons were made between demographic groups of respondents within specific survey questions. The following data is used only to inform understanding of members who responded to the survey.

While the Alliance includes members from around the state, many live in Anchorage. Based on survey responses, 58% of members live in this region of the state. In comparison, very few live in other regions, particularly in the North and Southwest. In the Alliance full membership list, representation is weighted towards Anchorage. However, a full comparison is not possible because about one-third of members are listed as 'statewide.'

FIGURE 19

Most Alliance members live in Anchorage.

3%

11%

8%

3%

11%

58%

6%

N= 36

Almost half (47%) of members identify as White alone and 61% identify as White and/or Alaska Native/American Indian. There are no members who responded to the survey that identify as Asian/Asian American, Black/African American, Middle Eastern/North African, or Native Hawaiian/Pacific Islander.

FIGURE 20

Most Alliance members identify as White and/or Alaska Native/American Indian.

White — 61%
Alaska Native / American Indian — 34%
Hispanic / Latino — 13%
Racial/ethnic identity not listed — 5%
Prefer not to answer — 11%

■ White   ■ Alaska Native / American Indian
■ Hispanic / Latino   ■ Racial/ethnic identity not listed
■ Prefer not to answer

N= 38

Further, three-quarters (76%) identify as a woman, and 61% are between the ages of 25-44, with an additional 24% between the ages of 45-64. Just over one-third (37%) of members identify as a member of a marginalized group, the definition of which was open to the respondents' interpretation though some examples were provided such as LGBTQ+, religious minority, a person with a disability, etc.

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[1] Network Impact. (n.d.). State of Network Evaluation - A Guide. Network Impact. Retrieved May 16, 2022, from https://www.networkimpact.org/resources/the-state-of-network-evaluation-a-guide
[2] Ibid.
[3] Ibid.
[4] Ibid.
[5] Ibid.