Table 4.2. Establish Positions and Strategies to Guide Interactions[2]

Community Coalition Action Theory	Principles of Community Engagement	Structural Capacity Needed
Propositions: 4. Coalitions form in response to an opportunity, threat, or mandate. 7. Coalition formation usually begins by recruiting a core group of people committed to resolving the issue. 9. Open, frequent communication creates a positive climate for collaborative synergy. 10. Shared and formalized decision-making helps make collaborative synergy more likely through member engagement and pooling of resources. 12. Strong leadership improves coalition functioning and makes collaborative synergy more likely. 13. Paid staff with interpersonal and organizational skills can facilitate the collaborative process. 14. Formalized rules, roles, structures, and procedures make collaborative synergy more likely. 16. Synergistic pooling of resources promotes effective assessment, planning, and implementation. 17. Comprehensive assessment and planning aid successful implementation of effective strategies. 18. Coalitions that direct interventions at multiple levels are more likely to create change in community policies, practices, and environments.	*Principles:* 1. Be clear about the population/communities to be engaged and the goals of the effort. 4. Remember that community self-determination is the responsibility and right of all people who comprise a community. 6. Recognize and respect the various cultures of a community and other factors that indicate its diversity in all aspects of designing and implementing community engagement approaches. 8. Be prepared to release control to the community, and be flexible enough to meet the changing needs of the community. 9. Community collaboration requires long-term commitment.	*People Skilled in:* • Information and policy analysis, strategic planning and strategy development, and initiative planning and implementation. • Collaborative methods to work with diverse populations and build community capacity to analyze and apply information in decision making. • Affiliation and network linkage development, organizational formation, collaborative leadership, facilitation, and participatory governance. • Resource identification and leveraged resource management. • Communications development and delivery. *Information/Data on:* • Populations potentially affected by positions under consideration and influencing factors of socioeconomic, cultural, and other situational/contextual data. • Population response anticipated based on beliefs, attitudes, past behaviors, and readiness to act and participate. • Opportunities to engage opinion leaders in position and strategy determination. • Symbols, physical location, institutions, and events likely to improve engagement. *Organizational Structures to:* • Establish information systems to obtain formative information on issues for which community engagement is needed. • Analyze the range of solutions or actions, unintended consequences, and the opportunities to successfully address the issue(s) where community engagement is intended. • Project resource needs and potential ways to attract, leverage, and manage resources. • Determine organizational position and strategies to initiate community dialogue on perceived issues. • Present positions and negotiate consensus on community actions or what outcomes to achieve. • Recognize and reward personnel that effectively perform community engagement and strategy development duties. *Fiscal and Physical Support for:* • Personnel budget for strategic and program planning. • Personnel budget for facilitating development of community capacity to act. • Budget for strategic and program planning. • Office space for staff engaged in strategic and program planning. • Communication and computer hardware and other office equipment to support position and strategy development activities.