Table 4.1. Know the Community, Its Constituents, and Its Capabilities[1]

Community Coalition Action Theory	Principles of Community Engagement	Structural Capacity Needed
Propositions: 3. All stages of coalition development are heavily influenced by community context. 4. Coalitions form in response to an opportunity, threat, or mandate. 5. Coalitions are more likely to form when the convening group provides technical/material/networking assistance and credibility. 6. Coalition formation is more likely when there is participation from community gatekeepers. 7. Coalition formation usually begins by recruiting a core group of people committed to resolving the issue. 8. More effective coalitions result when the core group expands to include participants who represent diverse interest groups. 15. Satisfied and committed members will participate more fully in the work of the coalition. 16. Synergistic pooling of resources promotes effective assessment, planning, and implementation. 17. Comprehensive assessment and planning aid successful implementation of effective strategies.	*Principles:* 2. Know the community, including its economics, demographics, norms, history, experience with engagement efforts, and perception of those initiating the engagement activities. 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. 7. Sustainability results from identifying and mobilizing community assets and from developing capacities and resources. 9. Community collaboration requires long-term commitment.	*People Skilled in:* • Outreach, relationship building, data collection and analysis, and information development and presentation. • Technical assistance and assessment of training needs for organizational formation, planning and implementation of initiatives, communication and networking, and other engagement processes. • Situational analysis and identifying opportunities for reciprocity within the community. *Information/Data on:* • Community demographics. • Socioeconomic status. • Cultural beliefs, attitudes, and behaviors regarding health and other contextual aspects of community life. • Community civic, faith, business, philanthropic, governmental, and other special interest entities — their missions/purpose, assets, and opinion leaders. • Physical attributes of the community. *Organizational Structures to:* • Organizational mission or values statement that supports a culture of long-term engagement with community partners. • Recognition and reward systems for personnel who effectively perform duties of community information development. • Information systems to manage collection, storage, analysis, and reporting of data on the capabilities of community partners; technical assistance and training needs for partners to undertake the formation of engagements, planning of initiatives, and implementation; development and maintenance of communication channels and networks; and opportunities to take part in other engagement processes. • Policies and procedures regarding collection, storage, release, or publication of information, along with privacy and security safeguards. *Fiscal and Physical Support for:* • Personnel, contract, or budget for providing information services. • Budget for development and distribution of information materials. • Office space for staff engaged in information services. • Computer hardware, communication devices, and other office equipment.

References: Butterfoss, 2007; Butterfoss et al., 2009.
[1]CCAT propositions and the principles of community engagement are numbered in accordance with their order in their original context, not according to their position in this table.