GO IN SEARCH OF PEOPLE.
BEGIN WITH WHAT THEY KNOW.
BUILD ON WHAT THEY HAVE.

CHINESE PROVERB
FUNCTIONS OF COMMUNITY COALITIONS

- Analyze community issue(s)
- Assess community assets/needs
- Develop action plan
- Implement promising/proven strategies
- Reach community-level outcomes
- Create social change

Members are needed for all of these tasks.
STAGES OF COALITION DEVELOPMENT
FORMATION
Build organization - recruit members, leaders & staff

IMPLEMENTATION
Members set up rules, procedures, roles - assess community, plan & implement strategies to address goals

MAINTENANCE
Engage members to commit time, talent & resources to sustain coalition & strategies until goals are accomplished

INSTITUTIONALIZATION (SUSTAINABILITY)
Attain goals by collaborating - sustain members, coalition & strategies over time
Community Coalition Action Theory (CCAT)
Butterfoss & Kegler, 2002, 2009

1. **Coalition Membership**
   - Lead Agency/Convener Group
   - Processes
     - Leadership & Staffing
     - Structures
   - Pooled Resources
   - Collaborative Synergy
     - Member Engagement
   - Implementation of Strategies
     - Assessment & Planning
   - Community Change Outcomes
     - Community Capacity
     - Health/Social Outcomes

2. **Community Context**

3. **Formation** ➔ **Maintenance** ➔ **Institutionalization**
COMMUNITY ENGAGEMENT & COALITIONS
COMMUNITY ENGAGEMENT

Working collaboratively with & through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting their well-being

WHAT DOES THAT MEAN?

• Focus on community’s expectations, assets & needs when designing, implementing & evaluating solutions to issues

• Value community members as equal partners

• Meld community “wisdom” with institutional & scientific expertise
COMMUNITY ENGAGEMENT

Grounded in principles of community organization

- Fairness
- Justice
- Self-determination
- Participation
- Empowerment
GOALS OF COMMUNITY ENGAGEMENT

Build trust
Enlist new resources & allies
Create better communication
BENEFITS OF COMMUNITY ENGAGEMENT

- Strengthened communities & cohesion
- Strengthened accountability of partners & coalitions
- Improved service delivery, efficiency & effectiveness
- Improved health & social outcomes
Community Engagement Continuum *

OUTREACH  CONSULT  INVOLVE  COLLABORATE  SHARE LEADERSHIP

Increasing Level of Trust, Community Involvement, Communication & Impact

* International Association for Public Participation
Each coalition member must believe it needs help to reach goals

Common ground must exist so that members eventually agree on purpose, policies & strategies

Continuous negotiation among members is required

To fairly share power & benefits, each member must believe that it will receive benefits that match/exceed their contributions
10 Tips for Engaging Communities

1. There is no such thing as the “general public”
2. Keep your promise to community members
3. Go to the people
4. Spread the word
5. Ask for personal stories
6. Understand the power dynamics
7. Engage in their interests
8. Think about the details
9. Use technology – if it’s a fit
10. Make it fun
ENGAGING THE COMMUNITY IN COALITIONS
Know your community
Go into the community
Recognize & respect the community’s diversity
Identify people & organizations you want to engage in the work
Potential Organizations

- Who has previously supported issue?
- Which organizations have compatible goals with yours?
- What prior relationships exist?
- What are their values & cultures?
- What do they bring to table (resources, power, results)?
- What are their public records/positions about issue?
### What Organizations Need to be Involved?

<table>
<thead>
<tr>
<th>Organization</th>
<th>Why Valuable?</th>
<th>Role</th>
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## Community Resource Inventory

<table>
<thead>
<tr>
<th>Initiative</th>
<th>What Are They Doing? (or could be doing related to your issue?)</th>
<th>Outcomes?</th>
<th>Contact? Who is already working on your issue in community?</th>
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Identify & overcome any barriers to involvement
Engage members from all relevant community sectors

SKILLS

- Advocacy
- Fund-raising
- Finance
- Communication
- Marketing
- Recruitment
- Leadership
- Strategic Planning
RECRUITMENT STRATEGIES

Connection via conferences or trainings

Introductory letter

Face-to-face meetings

Connection with other organizations

Contact via community assessments
**Buddy System of Member Recruitment**

**STEP 1:** When new strategy is proposed, members ask: “Who is not here that might help us implement it?”

**STEP 2:** Members who have connection to each organization starts recruitment process by volunteering to be “Buddy”.

**STEP 3:** Buddy contacts prospective member. Encourages to join coalition & answers any questions. Forwards contact information to Coordinator.

**STEP 4:** Coordinator follows up by phone & sends orientation packet or web link to recruit.

**STEP 5:** When Buddy receives next meeting notice, he/she phones recruit, makes sure that notice was received & encourages attendance.

**STEP 6:** At meeting, Buddy greets recruit, acclimates him/her to surroundings & introduces to others. Welcome is offered by Chair & new member is asked to introduce him/herself to group.
Orient New Members to the Coalition

- Provide periodic virtual or web-based orientation sessions

- Provide new member packet (actual or on website)
  - 1-page Coalition Fact Sheet w/Vision, Mission & Goals
  - Organizational Chart
  - Roster of Members
  - Menu of Opportunities for Involvement
  - Minutes of Last Meeting
  - Media Clips
  - Samples of Products or Events
I, ______________________ hereby commit to providing the following resources to the (COALITION NAME) to assist in creating a healthier community.

<table>
<thead>
<tr>
<th>Resources</th>
<th>In-kind</th>
<th>Cash</th>
<th>Time</th>
<th>Other</th>
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Signature: ____________________________
Date: ____________________________
✓ Help develop vision & mission
✓ Be community ambassadors for coalition
✓ Recruit other members
✓ Secure resources
✓ Attend meetings/events
✓ Provide guidance & feedback
✓ Implement PSE change strategies
Every single person has capabilities, abilities, and gifts. Living a good life depends on whether those capabilities can be used, abilities expressed, and gifts given. If they are, the person will be valued, feel powerful and be well connected to people ... and the community around the person will be more powerful because of the contribution that person is making.

Kretzmann & McKnight, 1993
Why Members Join & Stay

- Believe in issue & mission
- Build relationships
- Accomplish goals
- Have influence & impact
- Like being informed & up-to-date
Why Members Leave . . .

- Don’t feel included or respected
- Disagree w/leaders
- Conflict with others
- Unclear roles or responsibilities
- Don’t see results
Motivate Members

- Provide training - leadership, meeting facilitation & other skills
- Offer annual retreats to build skills & interest in coalition
- Offer transportation to state partnership meetings & legislative forums
- Invite leaders to represent coalition at grantee meetings
- Write letters of appreciation to bosses & recommendations for colleges/jobs
Retention Tips

- Use “Buddy System” to link old & new members
- Provide small stipends to members
- Make attendance easy: Parking, translation, meals, babysitting & convenient times/places
- Promote sense of team spirit & fun
Engage people in things that matter to them
Provide opportunities to share knowledge, experience, goals & energy
Gather & use community assessment data to agree on purpose, scope, actions & timeline
Bring people to the table & nurture their active participation in all aspects of decision-making
Identify & mobilize member assets & resources
Develop members’ commitment & capacity to plan & take action
Use clear procedures so participants work together efficiently & effectively
Create plans that are politically viable, economical, understandable & accepted by most
Foster & implement strategies that change policies, systems & environments
Involve members in monitoring, evaluating & communicating outcomes
Prepare to release control of coalition & strategies
Remember: Community collaboration requires long-term commitment
6 “Rs” of Participation

- Recognition
- Respect
- Role
- Relationship
- Reward
- Results

* Kaye and Wolff, 1995
Everyone wants respect. By joining volunteer efforts, we seek respect from our peers. People often find their values, culture or traditions are not respected in the workplace or community.

What can we do to build respect for each other in our coalitions?
Recognition

People want to be recognized for their leadership to serve their communities & organizations. We all want to be recognized, initially by members of our own group & then, by members of other groups, for our personal efforts to build healthy states.

How can we recognize each others’ contributions to our coalition efforts?
Role

We all need to feel needed. We want to belong to a group which gives us a prominent role & where our unique contributions can be appreciated. Not everyone searches for the same role, but groups must find roles for everyone if they expect to maintain membership.

How can we develop meaningful roles for our coalition members?
Coalitions are organized networks of relationships. People join them for personal & public reasons to broaden their base of support and/or influence.

Coalitions draw us into a wider context of community relationships which encourage accountability, mutual support & responsibility.

How do we provide networking opportunities for our coalition members?
Reward

Coalitions attract new members & maintain old ones when the rewards of membership outweigh costs. Not everyone is looking for the same kind of rewards. Identify the public & private rewards which respond to members’ self interests in order to sustain their role in the coalition.

How can we reward coalition members for their efforts on its behalf?
Results

Nothing works like results! A coalition which cannot “deliver the goods” will not continue to attract people & resources.

How do we share information about results with members in return for their participation?
6 “Rs” of Participation

- Recognition
- Respect
- Role
- Relationship
- Reward
- Results

* Kaye and Wolff, 1995
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