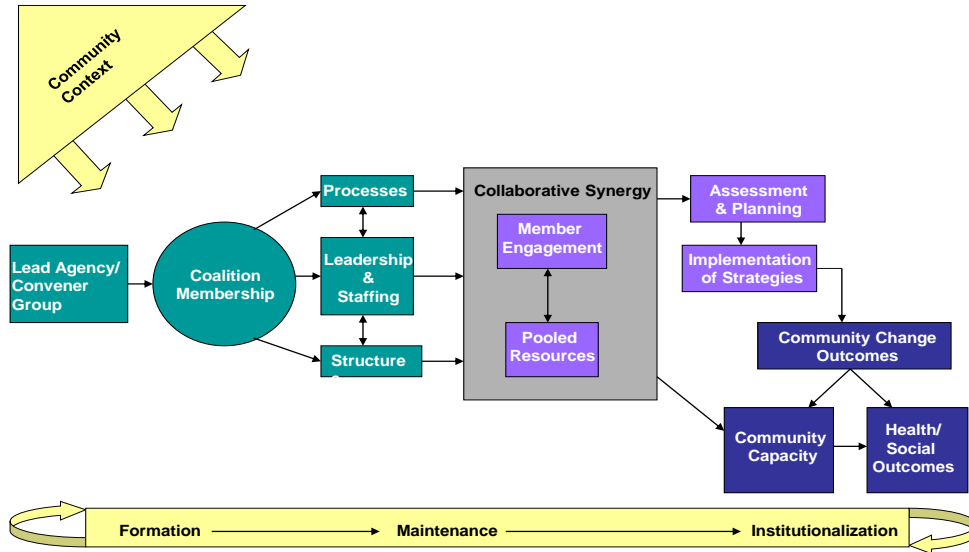


Figure 3 Community Coalition Action Theory (CCAT) Butterfoss & Kegler, 2008



Conditions that foster productive collaborations and coalitions. Coalitions must be dynamic and responsive to culture, racial, and ethnic diversity, and how people usually work together in a community, region, or state (Butterfoss, 2007). Contextual or environmental factors can enhance or inhibit collaboration and significantly impact a coalition throughout its development (Butterfoss & Kegler, 2009, Lasker, Weiss & Miller, 2001; Mattesich, Murray-Close & Monsey, 2001; National Network for Collaboration, 1996).

Stage of Development	Tasks
Formation	<ul style="list-style-type: none"> • Build community ownership • Assess community needs & assets (e.g., by using MAPP tool) • Develop commitment for vision, mission, goals & objectives • Create viable organizational structure • Recruit key organizational members • Build leadership team
Maintenance	<ul style="list-style-type: none"> • Retain member commitment & participation to achieve goals • Obtain and share member resources • Continue to assess community assets & needs • Plan/implement effective PSEs
Institutionalization	<ul style="list-style-type: none"> • Diversify & strengthen coalition's financial base • Ensure Community Home for ongoing efforts • Plan for leadership succession • Spin off/institutionalize strategies to member organizations & community institutions