

Theory of Change

August 2005

1. COMMUNITY ISSUES ADDRESSED:

- a. Need for and advocacy for equitable and accountable approach to resource allocation
- b. Oakland residents need greater access to Affordable quality services and supports.
- c. Coordinated and integrated system of services and supports



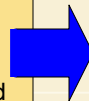
2. ASSUMPTIONS:

- a. The formal structure of a city department provides greater public accountability than a traditional non-profit.
- b. Oakland's historic commitment to public engagement and grassroots involvement is still thriving and appropriate.
- c. An array of programs, policies and efforts is needed which support residents in building community and improving quality of life.
- d. Strong and healthy communities must first address the basic needs of their residents while striving to meet comprehensive health and social needs.



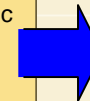
3. VALIDATION OF ASSUMPTIONS/EVIDENCE:

- a. Federal, state, county and private funding to DHS continues.
- b. Community participation in programs, services and efforts continues to increase and diversify.
- c. The Mayor, City Council and County have expressed value in our presence as a bridge between their interests and consistent voice for human service issues/polices.
- d. Our programs are grounded in sound theory and evaluation which support their effectiveness



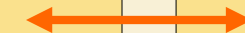
5. CONTEXTUAL FACTORS:

- a. Public policy changes (e.g., welfare reform).
- b. Local, state and federal economic and political conditions
- c. Shifting population trends.
- d. Role of county systems.



4. EXPECTED CHANGE:

- All Oakland residents have access to affordable & quality services which promote well-being and independence in the areas of:
- a. Civic engagement
 - b. Education
 - c. Nutrition
 - d. Safety
 - e. Self-sufficiency
 - f. Supportive services and housing
 - g. Recreation and enrichment



6. STRATEGIES:

- Client and Community Focused**
- a. Direct Services – create and provide a wide range of services for all ages from children to seniors.
 - b. Collaboration – Initiate collaborative and cooperative program and advocacy efforts.
- Information & Referral – a professional community service providing information about local programs, services and providers.
- Outreach – active and direct provision of program information in order to inform and link individuals, families and communities to DHS and community partner's services.
- Capacity Building – Identify service gaps and weaknesses as well as assess emerging issues, either in an agency/field of service, and support the growth and development of skills/ services/systems accordingly.
- Infrastructure**
- Training and Integrating Staff and Management – provide and encourage on-going staff professional development and streamlining of DHS programs and services.
- Research and Planning – monitor, analyze and provide policy information to inform city-wide, county and regional decision-making.
- Grant-making and Contract Management – efficient and effective grant making, procurement and contract management.

Legend



Denotes interrelatedness between elements



Denotes flow of thought and decision-making