

WHAT IS FRESNO DRIVE'S 'THEORY OF CHANGE'?

DRIVE's Theory of Change defines our longterm goal and works backward from there to determine the conditions needed to achieve sustained change. Each level of outcomes builds upon the previous to achieve the sustained impact.

IMPACT

What is Impact?

The Impact is DRIVE'S 'North Star,' our guiding principle and long-term goal: "Economic growth in Fresno based on transformed infrastructure and systems that enable historically excluded racial minority communities to prosper."

PRIMARY

What are Primary Outcomes?

DRIVE's Primary Outcomes focus on the twin goals of inclusive economic growth and increased prosperity.

CATALYTIC

What are Catalytic Outcomes?

DRIVE's Catalytic Outcomes center around community engagement, capacity building, explicit programmatic activities, monitoring/evaluation and accountability.

FOUNDATION

What are Foundation Outcomes?

DRIVE's Foundational Outcomes focus on developing DRIVE partners' common understanding of the role race inequity has played in the local economy through data, shared understanding and analysis, and strengthened capacities of key DRIVE actors.

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KEY REQUIREMENTS

What are Key Requirements?

DRIVE's outcomes are all dependent on the availability of these inputs and resources throughout the life of the program — strategy, funding, political will, institutional leadership (CVCF), and partnerships.

DRIVE'S THEORY OF CHANGE ECONOMIC GROWTH IN FRESNO that is based on transformed infrastructure and systems that enable historically excluded racial minority communities to prosper. **INCLUSIVE INCREASED ECONOMIC GROWTH PROSPERITY** across all sectors, with focus on opportunities for income levels and racial groups increasing diversity & inclusion **DRIVE INITIATIVES** achieving sector and program-specific objectives **EXPLICIT STRENGTHENED NEW/UPDATED PROGRAMMATIC CAPACITIES POLICIES PRIORITIES TO** among selected public and that address targeted systemic **PROMOTE RACIAL** private sector institutions biases/barriers to economic **EQUITY** to facilitate inclusive participation of racial minorities in DRIVE initiatives' economic growth investment plans **SYSTEMS & PROCESSES CULTURAL CULTURAL FOR MONITORING COMPETENCE 1 COMPETENCE 2 CONTINUOUS** feedback and ensuring A DRIVE management **DRIVE** service accountability for racial inclusion **ENGAGEMENT OF** team & key actors at **providers** have the **RACIAL MINORITY** all levels that have the cultural competence, skills and resources to **COMMUNITIES** cultural competence, skills & tools to ensure support implementation in DRIVE planning and **RACIAL EQUITY** racially inclusive DRIVE of racially inclusive decision-making **INNOVATION CENTER** implementation programs that identifies, adapts, and tests new solutions **2020-2023 TIMELINE SHARED ANALYSIS/ STRENGTHENED** DATA **UNDERSTANDING** CAPACITY TO ENABLE. Available and accessible data **OF RACISM MOBILIZE & ENGAGE** to generate evidence and "root causes & insights on racial disparities community organizations manifestations" and guide DRIVE programmatic individuals in Fresno decision-making leaders in DRIVE priority areas DRIVE STRATEGY | FUNDING | POLITICAL WILL | INSTITUTIONAL **LEADERSHIP (CVCF) | PARTNERSHIPS** Availability of critical inputs & resources