



FINAL DRAFT

ALL IN Alameda County Strategic Plan 2019-2020



Origin and Purpose of ALL IN

In January 2014, on the 50th Anniversary of President Johnson's War on Poverty, Alameda County Supervisor Wilma Chan launched the New War on Poverty in Alameda County. The Board of Supervisors adopted a resolution in support. The effort was named ALL IN ALAMEDA COUNTY.

ALL IN Alameda County was created to make significant progress towards the ambitious goal of ending poverty in Alameda County. ALL IN's primary strategies are collaboration and innovation. Through a stakeholder engagement process involving both County staff and leadership, as well as community leadership, everyone with a role to play in creating the conditions in Alameda County for families and individual residents to prosper are encouraged to work together to design and implement new solutions.

Understanding Poverty In Alameda County

From 2008 forward, Alameda County has seen poverty rates spike dramatically. About 13% of Alameda County residents live below the Federal Poverty Level (FPL), representing nearly 200,000 residents countywide. But these numbers only begin to tell the story of poverty in the County. The cost of living here is extremely high, and studies show that a family of three would need more than \$66,000 to afford a basic standard of housing, child care, food, transportation and health care¹. The Federal Poverty Line for a family of three is just over \$20,000. That discrepancy tells us that ***close to one-third of Alameda County residents are not making ends meet on their own.***

HUMAN IMPACT BUDGET

ALL IN was an extension of Alameda County's "Human Impact Budget," launched by [Supervisor Wilma Chan](#), with support from the Alameda County Board of Supervisors, to explore the impact of state budget cuts on Alameda County residents. The project aimed to share the stories of people impacted by cuts, provide facts, and empower people to take action.

Between 2008 and 2013, California cut over \$15 billion from our social safety net – all during a time when people were losing their jobs, health insurance, and sense of security. While the State budget and overall economy have improved, conditions for people dependent on safety net services have not. There was and is an ongoing need to develop innovative strategies and partnerships to increase opportunity for all. Alameda County children, families, people with disabilities and older adults have found it hard to meet their basic needs for food, housing, childcare, independent living services, and more.

Poverty rates and percentages of families living below the County self-sufficiency standard are over 50% for African American and Latinx populations. These rates are over 40% for households with children, and over 75% for individuals without a high school diploma. Living in poverty in Alameda County is less tied to unemployment than in other parts of the country. Because of low wages and the prevalence of part-time work, 1 in 6 households in which two adults are working still falls below the self-sufficiency standard. In terms of age groups, poverty rates are highest among children and seniors in Alameda County.

¹The Self-Sufficiency Standard for California 2018, Center for Women's Welfare, University of Washington. More information at <http://www.selfsufficiencystandard.org/california> or contact pearce@uw.edu.

Issues and Trends Affecting Alameda County Residents In 2019

Gentrification and Displacement

The regional boom in employment in the technology sector has driven the cost of housing in the entire Bay Area sky high in recent years. As families find that they can no longer afford housing in one town, they move to another, passing along the upward pressure on prices that accompanies increased demand. Communities throughout Alameda County are experiencing high levels of displacement resulting from gentrification, and lower-income communities are particularly hard-hit because the lower priced housing stock is appealing to those priced out of other areas.

In the 5 years since ALL IN's inception, the housing affordability crisis in Alameda County has led to an epidemic of homelessness unseen in the past. In addition to thousands of residents living unsheltered in tents and makeshift encampments, thousands more live in vehicles or "couch surf" because they don't have a place to live. Many of these individuals have jobs, and almost all of them have community ties, and have been residents of Alameda County for years.² Unhoused residents are most often also experiencing food insecurity, and may lack access to clean drinking water.

Immigration

Alameda County is home to a large population of immigrants from around the world. Destructive rhetoric and punitive policies towards immigrants from the President and Federal government in recent years have affected the daily lives of immigrant families in countless ways. Extreme actions, such as deportation of law-abiding community residents, are taking place with greater frequency, and fear has driven many people to stay in their homes. Parents are afraid to take their children to school or the doctor. Families that are eligible for CalFresh and other benefits are opting out of these safety net programs because of a fear of immigration authorities being able to track them down, but also because of the Federal government's threats of using "public charge" against them.

Criminal Justice Realignment

California's AB109, known as criminal justice "realignment," has resulted in thousands of individuals being released from incarceration, and returning home. Many communities in Alameda County lack jobs and supportive community resources, leaving formerly incarcerated residents with few options and supports for rebuilding their lives.

Shifting Labor Market

The labor market in Alameda County has shifted in the last several years even more towards two primary categories of employment: high-paying professional positions in technology firms, and low-paying "gig" employment, for example with ride-share companies and delivery services. Wages, benefits, and working conditions are starkly different between these two categories of work, and the already serious income inequality in the Bay Area continues to deepen. More and more working people are falling below the self-sufficiency standard, facing choices about which bills to pay when their paychecks don't stretch to cover them all.

Volatility of the Federal Government

Since the election of 2016, the Federal government has created a context of uncertainty, fear, and dissension that filters down to the local level. Alameda County residents, like others throughout the country, face questions about their taxes, legal status, potential exclusion from certain opportunities based on identity, and eligibility for benefits and protections. The prolonged 2018 government shutdown brought many services to a halt, and resulted in hundreds of Federal workers in the County

² Cite Everyone Home report

losing their wages for over a month. There is little indication that current atmosphere in Washington, DC will improve, creating the potential for further consequences at the local level.

ALL IN Is A County Initiative To Eradicate Poverty

ALL IN Alameda County was created to address issues of poverty using the tools of collaboration and innovation. While the County's public agencies provide the safety net created, largely, by the War on Poverty, these safety net services are often siloed, and experienced by community residents as isolated from one another. A community resident who needs an affordable place to live, a job, access to free or low-cost food, and medical care would need to access a different part of Alameda County's infrastructure to acquire each of these supports. ALL IN promotes collaboration among County agencies to reduce the siloed nature of services, for example, combining food access with health care services. ALL IN also seeks to improve the way Alameda County is addressing issues of poverty through a lens of creativity, resourcefulness, innovation, and partnership, for example generating jobs for formerly incarcerated community residents by developing a food recovery social enterprise.

ALL IN's Way of Working

ALL IN's way of working involves gathering relevant stakeholders from both the community and the County together for a creative problem-solving or design process, the development of a pilot solution, the implementation and evaluation of that pilot, and, if successful, the scaling of the solution countywide. The following chart illustrates this process:

A Process for Translating Community Vision Into Action and Policy



Values and Guiding Principles

In 2018, ALL IN staff worked together to define a set of values that guide our work, and to operationalize these values in statements of our guiding principles. At its core, ALL IN values: 1) Equity, 2) Community Leadership, 3) Healthy Systems, and 4) Local Economy. The following statements define what ALL IN means by these values, and provide guiding principles to translate these ideas into action.

Mobility from Poverty Requires EQUITY

Structural barriers to opportunity that arise from racism and economic and social policies that drive inequality are a root cause of poverty in our society. Building public systems that enable movement out of poverty requires an analysis of racial, economic, and other disparities, and the design of policies and programs that promote equity.



Mobility from Poverty Requires COMMUNITY LEADERSHIP

Low-income communities are rich with experience, know-how, wisdom, ideas, social capital, and good will. ALL IN believes communities know what they need to thrive, and our job is to elevate the voices, experiences, and leadership of people with lived experience of poverty and systems barriers as the starting place for change.



Mobility from Poverty Requires **HEALTHY SYSTEMS**

At their best, government systems provide infrastructure that supports the equitable well-being of their constituents. ALL IN works to create healthy, responsive public systems rich with incentives and resources that allow creative, local, sustainable solutions to long-term challenges to emerge.



Mobility from Poverty Requires **A STRONG LOCAL ECONOMY**

Local economies have enabled people to move into the middle class for hundreds of years. ALL IN works to create a virtuous circle of local investment in businesses owned by and employing local residents to produce products and services for local consumers.



Theory of Change

ALL IN was founded to eradicate poverty in Alameda County. In 2018, staff narrowed the definition of ALL IN's purpose to eradicating poverty by ***promoting economic mobility and self-sufficiency among low-income populations***. This more manageable definition of ALL IN's work is aligned with the theory of change articulated by the U.S. Partnership on Mobility from Poverty³, a blue-ribbon panel funded by the Bill and Melinda Gates Foundation that worked for two years to define an approach to ending poverty in America.

ALL IN's work is bounded by two non-negotiable activities: the articulation of an accountability framework, and the involvement of community stakeholders and County agency staff in defining solutions. Within those "guardrails," ALL IN works to create the conditions within Alameda County 1) that enable residents to meet their basic needs for shelter, health care, food, and safety, 2) that promote the optimal development of children and youth, and 3) that advance economic empowerment.

Theory of Change: Promoting Mobility & Self-Sufficiency

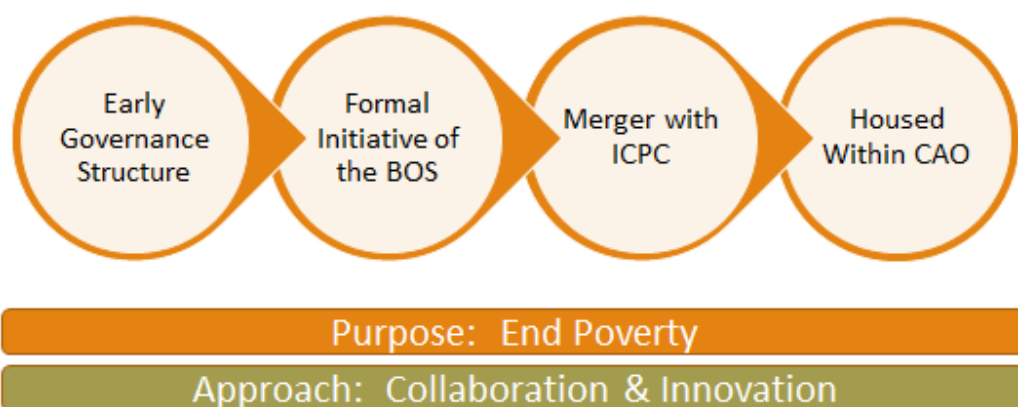


³ *Restoring the American Dream: What Would It Take to Dramatically Increase Mobility from Poverty?* David Ellwood & Nisha Patel, January 2018. U.S. Partnership on Mobility from Poverty.

ALL IN Governance

From 2014 through 2016, ALL IN was an informal collaboration staffed through Alameda County's District 3 office (the office of Supervisor Wilma Chan). In 2017, Alameda County counsel was asked to develop by-laws for ALL IN, to facilitate its transition to a formal initiative of the full Board of Supervisors. In October 2017, these by-laws were finalized, and a new Steering Committee was seated. Shortly thereafter, ALL IN staff became employees of the County Administrator's Office, in alignment with the new identity of ALL IN as an initiative of the entire Board. In 2018, County leadership initiated a merger between ALL IN and the Interagency Children's Policy Council (ICPC). Upon completion of the merger, ALL IN has begun to take on functions, such as human resources, procurement, budgeting, and program development and implementation that are akin to those of a county department.

Evolution of ALL IN



Current Work of ALL IN in 2018

ALL IN's work in 2018 is concentrated in two main issue areas: food insecurity and health, and the well-being of children and youth.

Healthy Food Healthy Families

The Healthy Food Healthy Families (HFHF) initiative seeks to reduce health inequities by making healthy food options more readily available in targeted communities. This work is currently working with community clinics, schools, recreational centers and supporting the expansion of healthy retail. Our health care strategies work seeks to connect patients at risk for chronic diseases to be "prescribed" healthy foods and fresh produce as a preventative health measure. Our neighborhood strategies work seeks to develop community leadership to identify the best and most appropriate ways for individual communities to eat healthy. Our food recovery work seeks to promote workforce development and reduce food waste in schools and local farms by linking food producers with affordable housing sites. Throughout these work areas, HFHF is looking for models that can leverage resources to shift the local multi-billion dollar food economy to promote job creation and food equity.

Health Care Strategies

Food insecurity, or lack of access to adequate, nutritious food, is a prevalent, yet preventable, social condition that has been linked to numerous adverse health outcomes. While it affects individuals at every age, it can be particularly detrimental to children: those who are food-insecure are more likely to develop diet-related chronic diseases, have impaired social development, and have reduced success in school compared to their food-secure peers. It is also an economic condition, costing the U. S. health system \$160 billion annually.⁴ Despite clear connections between food and health, current health care and food systems, including those in Alameda County, remain disconnected and ill equipped to identify, prevent, and eliminate food insecurity.

All In's Health Care Strategies team seeks to build a strong bridge between these networks through a deliberate and thoughtful process involving various Alameda County stakeholders including family and pediatric physicians, food justice representatives, community activists, and local lawmakers. The team has a multi-faceted approach: identify the barriers residents face to access healthy food, develop plans for clinics to integrate food insecurity screening into standard workflow, and establish interventions such as food "farmacies" or voucher programs in medical settings by fostering partnerships between community residents, local food growers and procurers, and clinics. Food farmacies supported by this effort have started at La Clinica de la Raza and Native American Health Center, and we are exploring partnerships with additional community clinics. In early 2019, the team will publish a toolkit for primary care clinics with detailed guidelines for developing food interventions so that other clinics in Alameda County and beyond can begin their own programs, with or without the help of the Health Care Strategies team. This year, the group will also collaborate with stakeholders doing similar work in San Francisco to create a cross-bay strategy and eventually develop state-level policy proposals to solidify the connections between nutrition and health. This coordinated effort will create sustainable, community-led solutions to food insecurity that will address the effects of poverty on health not only in Alameda County, but in the state as a whole.

Neighborhood-Led Strategies

Our neighborhood-led strategies, funded in large part by the Hellman Foundation, are community education and participatory action projects focused on promoting healthy eating and healthy food systems in a centralized neighborhood, in this instance in the San Antonio and Fruitvale neighborhoods of Oakland. Community or neighborhood-led strategies are complex social processes that move beyond single interventions and outcomes at individual levels of short-term change. In this case, the Healthy Food Healthy Families Neighborhood Strategy has three main components: the Neighborhood Steering Committee, Healthy Food Champions, and the 'Projects.'

The Neighborhood Steering Committee (NSC) is made up of members/directors of nonprofit organizations in the neighborhood, community residents, some County and City department representatives and clinic leads from local clinics. The NSC meets once a month and is a collaborative process for the above-named stakeholders to identify the direction, the actions, and the evaluation of the work. ALL IN convenes and facilitates the NSC meetings, each of which are held at different community partner sites.

⁴ 1 Cook, T., A. P. Poblacion. (2016). Estimating the Health-Related Costs of Food Insecurity and Hunger. Bread for the World Institute 2016 Hunger Report. 247-264

The second component, and arguably the most potent at creating positive change, are the Healthy Food Champions (HFC), who work through the *Community Engagement Hub (La Clinica)*. There are currently 6 Healthy Food Champions, all women of color, mothers with a passion to promote health. They are all from either the Fruitvale or San Antonio neighborhoods. Through the Community Engagement Hub and ALL IN the HFC's have been going through a collective process that brings their own knowledge and various cultural backgrounds together, getting to know one another, learning new skills, sharing with one another. The new skills they acquire take place through weekly trainings on Friday mornings. Some of the trainings they have participated in include:

- What is a health promoter?
- Working as a group
- Popular Education – Who is Paulo Friere?
- Planning (How to plan a project from start to finish)
- Community Action Model Research
- Food as Medicine Field Trip (Galeria de la Raza)
- Food as Medicine Workshop
- Food Justice Workshop
- Story Telling Workshop

Through this process the HFC's have identified projects to implement and or strengthen in San Antonio and the Fruitvale. They worked through a process of creating a blueprint for the project, presenting the projects to the NSC and receiving feedback from the committee participants. The Healthy Food Champion Projects are:

- Food Farmacies (Native American Health Center and La Clinica)
- Manzanita Rec Center Garden
- Family Friday (A Family/Community event held at the Manzanita Recreation Center)
- Cooking Matters/Cooking Demo's (Garfield Elementary and Manzanita Recreation Center)

Food Recovery

Food waste is a major ecological and economic problem. Food Recovery addresses three key issues: 1) workforce development, 2) reducing food waste as well as carbon emissions, and 3) access to healthy foods. ALL IN will establish Food Recovery Specialist positions to collect and redistribute recovered foods throughout the County. Our pilot program holds tremendous opportunity to create living-wage jobs that help feed an aging senior population, especially as State legislation has mandated that municipalities recover food and reduce food waste throughout California.

Our Food Recovery program is a partnership with Dig Deep Farms, local farmers, Stop Waste, Peralta Services Corporation (PSC), Unity Council, Satellite Affordable Housing Associates (SAHA), O2 Aggregates, Alameda County Probation Department, Oakland Unified School District, and Livermore Valley Joint Unified School District. This pilot program has two drivers who will be identified by the Probation Department and hired to work 20 hours a week under the supportive supervision of PSC. Drivers will use two refrigerated vans to collect recovered food from the school districts as well as local Farmers' Markets. Recovered foods will be sorted at the Dig Deep Food Hub. Edible foods will be delivered to four SAHA and Unity Council affordable housing sites, and inedible foods will be donated to O2 Aggregates to be converted into animal feed. Technology provided by RePlate will allow the program to track the amount of food being recovered, converted into animal feed, and reduction of carbon emissions.

In 2018, ALL IN welcomed the Interagency Children's Policy Council (ICPC) under its umbrella. In this newly formed alliance, ALL IN will carry on ICPC's core mission of working across County systems to improve outcomes in the health, safety, and success of our children. ALL IN will continue to collaborate with ICPC's partners to improve outcomes for Alameda County's low-income and vulnerable children, youth and their families by: 1) Promoting and providing a venue for communication and coordination between key partners and 2) Making recommendations on children and youth policy issues that span multiple systems and prioritize preventative and front-end investments. In addition, ALL IN workgroups will serve as a platform and incubator inclusive of multiple perspectives that ensure for a deliberate and broadly represented vetting process on complex, interagency issues that affect youth and families. Workgroups may provide direction to ALL IN and make formal recommendations on key children, youth and families policy and program strategies.

Youth Advisory Board

ALL IN is leading a collaborative effort to develop and sustain a Youth Action Board (YAB) with the goal of cultivating youth voice and infusing that voice into policy and program planning in Alameda County to prevent and end youth homelessness. Through participation on the YAB, youth will be empowered to take the lead in voicing their support, concerns, ideas, and more. YAB members are youth with lived experience of homelessness, with an emphasis on youth not currently connected to County systems.

According to the County's most recent Point in Time Count, on any given night in Alameda County, there are over 919 homeless, unaccompanied transitional age youth. These youth account for over 16% of the County's total homeless population. Most youth identified as homeless were unsheltered (71%). Additionally, local schools are currently educating about 4,000 homeless children and youth. While the majority of these students are living with family in shelter environments, in the last prior school year, over 100 students were temporarily unsheltered.

It is critically important to recognize that homeless young people have needs that are separate and distinct from the homeless adult population and that interventions for youth often look different than those for adults. The longer youth experience homelessness, the harder it is to escape homelessness and contribute to stronger families, communities, and economies. To exit homelessness permanently, youth require housing and support services tailored to their unique developmental needs. A robust YAB is essential to ensuring youth take the lead in creating and solidifying a doable action plan to prevent and end youth homelessness. Youth will be active in developing and vetting every step along the way, be equal partners at the table in the process, creating goals, objectives, and actions steps. As the action steps and corresponding projects are rolled out, youth will be empowered to take the lead in voicing their support, concerns, ideas, and more. As youth participate on the YAB, they will gain skills and experience that will support their ongoing development, employment, and stability.

Pre to 5 Collaborative

The Alameda County Pre to 5 Collaborative serves as an overarching advisory body and think tank to influence and guide efforts across the County that assure the health and well being of pregnant women, children under the age of five, and their families. This collaborative effort focuses on advocating for promising strategies and investments that improve outcomes, align and integrate work, and inform County leadership on the importance of improving outcomes for Pre to 5 year olds.

Through regular meetings of its multi-disciplinary, cross-sector membership, the Pre to 5 collaborative aims to accomplish the following: 1) serve as a networking hub for activities across the County that are serving pregnant women and families with children under the age of 5, 2) improve coordination and alignment among early childhood programs and agencies in the County, 3) collaborate to ensure that

eligible families are connected to services, and that these services are accessible, client-centered, and responsive to diverse needs, 4) engage agencies that serve families with young children in addressing the social, economic, and environmental conditions that perpetuate health inequities and affect the wellbeing of their clients, 5) promote measurable outcomes and serve as a clearinghouse for the successes and challenges of these programs, and 6) recommend solutions to addressing service barriers.

Recent work of the Pre to 5 collaborative has focused on an effort to draw attention to the increasing African-American infant mortality rate and develop a comprehensive strategy to address it, as well as identifying strategies to build the capacity of County agencies to ensure that families are involved in the design and implementation of services that exist to meet their needs and that agencies are both genuinely responsive to family input and open to the concept of family leadership.

3rd Grade Success Working Group

ALL IN partners with the Center for Healthy Schools and Communities to convene the 3rd Grade Success working group, a cross sector group of representatives from CBO's and County agencies working to build an intentional learning and sharing community that champions family partnership across systems, is centered in the expertise of parents and families, leverages and supports the diversity and success of existing work, and supports equitable access to resources for all families in Alameda County. Goals of the initiative include: 1) Understand what resources and infrastructure are in place that support family partnership and engagement work related to 3rd grade success, 2) Identify critical needs and gaps related to family partnership and engagement work, 3) Identify, share, and leverage tools and practices from groups engaged in this work, and 4) Align resources around successful family partnership and engagement models and practices and support partners across systems in implementation.

Interagency Fatherhood Work Group

The Interagency Fatherhood Work Group helps to monitor, guide, and institutionalize the work outlined in the Alameda County Fathers Corps (ACFC) expansion plan. This cross-agency work group provides guidance and ensures that the ACFC is meeting the needs of member agencies. The work group strives to institutionalize father-friendly policies and practice throughout Alameda County Public systems and community based organizations.

Neighborhoods Ready for School

First 5 Alameda County's Neighborhoods Ready for School Initiative seeks to develop and implement neighborhood-based strategies to increase family wellbeing and school readiness for families and children. The principal goal of the NRFS initiative is to foster a community in which the majority of children enter kindergarten ready to learn and succeed in school. As a part of this initiative, ALL IN Alameda County is partnering with local community-based organizations in the San Antonio neighborhood of Oakland to develop a family resource center at Garfield Elementary school. The San Antonio Family Resource Center (SAFRC) is being developed as a series of pathways that families can follow to a continuum of information, supports, services, and leadership opportunities from the time their child is born through the end of 5th grade. The San Antonio Family Resource Center project will also support the development of a network of parent outreach workers, infrastructure connecting resources/supports for families with children ages 0-5, and empowering community to identify and advocate for solutions.

In addition to connecting families to concrete supports, the project aims to develop parent and community leaders and advocates to strengthen a pipeline of parent leaders who are involved in the day-to-day life of the community, and in local advocacy. Parents and community members will be engaged in the governance structure through a number of committees to ensure that the SAFRC is being developed in close collaboration with families who have young children, live in San Antonio, and interact with local organizations and institutions and that the pathways developed meet the unique needs of the San Antonio Community.

ALL IN serves as the backbone organization for this effort, providing project support, fiscal management, and supporting data collection and evaluation activities. In addition, ALL IN will engage parents and community residents in a participatory research project to identify a community-derived concept of a “neighborhood ready for school,” and support the implementation of the SAFRC project to ensure the programs developed are rooted in community strengths, leverage existing supports and resources, document outcomes that may not be captured through the funder’s evaluation activities, and identify critical changes at the neighborhood, school district, city, and county level that promote “school readiness” as defined by the community.

Results-Based Accountability

Interagency Working Group

Public service agencies in Alameda County are taking steps to develop the capacity to improve performance measurement and accountability. By and large, these efforts are utilizing a framework called Results-Based Accountability (RBA). RBA emphasizes a focus on outcome measurements and supports improved decision-making around programs and services provided to target communities. RBA implementation efforts throughout Alameda County have largely been Agency or department specific, and while RBA is certainly an effective tool for individual agencies to set priorities and goals and understand how its programs contribute to the desired outcomes, it is also a powerful tool that allows large public systems to focus on the power and importance of aligned contributions and is uniquely suited to cross-agency and multi-system efforts, harnessing the power of many resources, leaders, programs and systems. As such, Alameda County agencies and key partners currently implementing, or with plans to implement, RBA frameworks in their agencies are well situated to support and build on individual agency efforts through collaboration, knowledge sharing, and learning activities and ultimately to work to align efforts to a common, County-wide accountability framework.

The Interagency RBA working group is a group with representatives from multiple County agencies working on implementing RBA. The cohort was formed to provide space for: Understanding each agency’s plan and process for developing RBA frameworks and practices; Sharing implementation best practices, challenges, and learnings; Coordinating training and TA needs to maximize effectiveness; and Identifying challenges to RBA implementation and supports necessary to effectively implement within and across agencies. In addition, the group has made recommendations for scaling and coordinating RBA implementation across County agencies, including identifying an overarching framework and aligning implementation efforts where possible as target populations, outcomes, and contracted service providers span multiple agency programs and efforts.

Establishing a Strategic Direction for ALL IN

Following the merger with ICPC and the establishment of ALL IN as an initiative of the Board of Supervisors, housed within the County Administrator’s Office, ALL IN undertook the development of its first strategic plan. The goal was to create a 1-year strategic plan that advanced the work that both ALL IN and ICPC had been engaged in previously, while also laying the foundation for new work that the broader team could undertake in the future, focused on the goal of creating the conditions for economic mobility and well-being within Alameda County Communities. A strategic planning ad hoc committee was formed from the membership of the ALL IN Steering Committee, as well as key stakeholders and partner organizations. The committee met from September to December 2018.

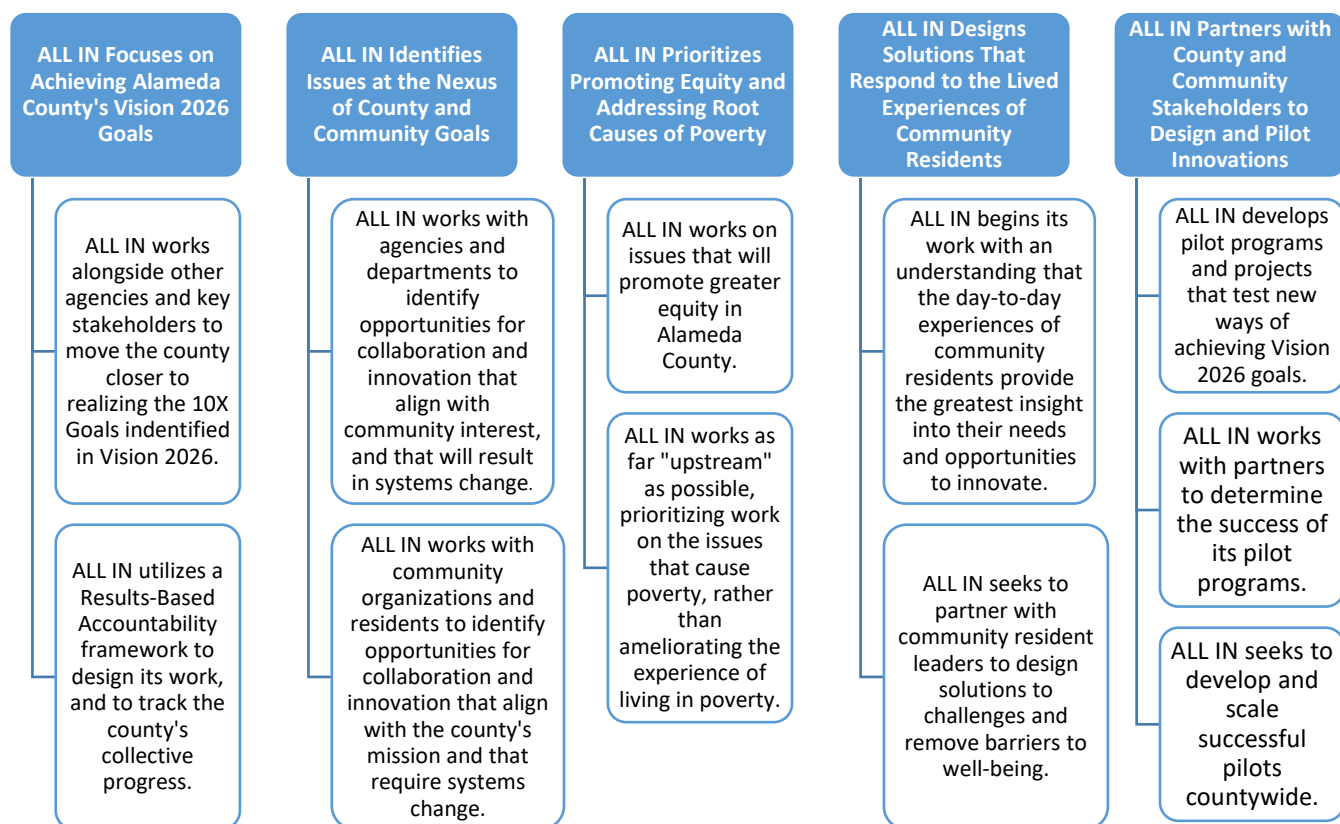
ALL IN’s goal is to conduct a more comprehensive strategic planning process on a three-year cycle. For example, as the current one-year plan concludes in June of 2020, ALL IN would like to have a new strategic plan in place that would cover the fiscal years from July 2020 through June 2023. To

accomplish that goal, the ALL IN Steering Committee will need to launch a new strategic planning process in Fall 2019.

The Evolution of An Innovation Hub Within the County

Before identifying strategic goals for ALL IN, the strategic planning committee and ALL IN staff focused on defining ALL IN, and articulating its role within the County. The following definition and chart illustrates ALL IN's role within Alameda County government:

ALL IN is an initiative of the Alameda County Board of Supervisors that works to identify cross-sector strategies that direct resources towards effective, equitable, and sustainable solutions that are grounded in the lived experience & well-being of people in Alameda County.



The goal of the Board of Supervisors in creating ALL IN Alameda County was to designate a team within the County that is focused on developing innovative solutions to long-term issues of poverty. Since its inception in 2014, ALL IN's structure and staffing have developed, and so has its capacity to fulfill the Board's goal. In future years, ALL IN can serve as a "go-to" entity within the County for department or agency heads, or members of the Board and their staffs who are seeking to push past the limitations of existing approaches, and achieve greater results. The ALL IN Steering Committee is also a venue within the County that any stakeholder – a community resident, nonprofit organization, non-county government partner, businessperson – can utilize to bring awareness to important issues that need to be addressed in communities or within County systems.

ALL IN seeks to bring the Results-Based Accountability process (RBA) in to all of its work. In addition to convening the cross-agency RBA working group, ALL IN develops RBA frameworks for all of its projects and initiatives, and seeks to align these RBA frameworks with the larger frameworks held by County

agencies and the County as a whole. In future years, the ALL IN team can play a significant role in partnership with the CAO's office in tracking the County's progress toward its Vision 2026 goals through an application of the RBA framework.

There are a myriad of issues and projects that ALL IN could work on within Alameda County, and because staff capacity is always finite, ALL IN has an informal criteria it uses to determine how to prioritize opportunities. Highlighted in the above chart, these criteria ensure that, to the extent possible, the projects ALL IN works on are:

- Addressing the root causes of poverty, rather than the symptoms of poverty
- Priorities for both Alameda County agencies and community residents
- Targeting increased gender, racial, and economic equity
- Projects that can be scaled within the County, and require meaningful improvements in our systems, especially greater collaboration among public agencies

Our strategic planning committee was clear that the place ALL IN must start any innovation design process was with an awareness and understanding of the lived experience of community residents, including solutions to issues of poverty that communities have already put in place. Starting from the lived experience of community residents ensures that ALL IN will not approach the design of a solution from the silo of one particular issue area, such as health or housing, because in the life of an individual, well-being is determined by multiple, overlapping issues. Furthermore, ALL IN acknowledges that although we are situated within county government, government can go only so far on its own in changing community conditions. Neighborhood stakeholders have a vital and central role to play in improving their well-being, and in partnering with institutions, like county government, to make lasting change.

Strategic Focus for 2019-2020

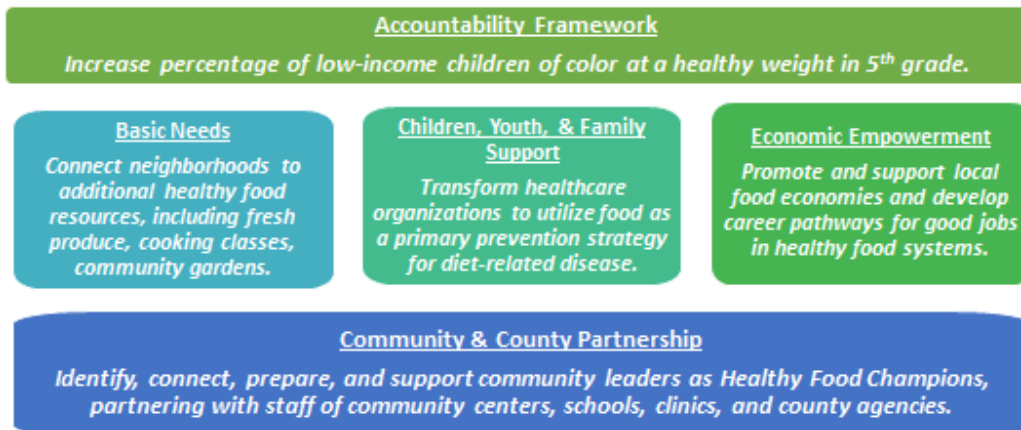
In the coming year, ALL IN will strengthen and expand our existing work, with a greater emphasis on building healthy neighborhoods and countywide food systems and promoting the local food economy. ALL IN will also develop a Results-Based Accountability framework for Vision 2026 in the area of Ending Hunger, and explore approaches to deepen authentic youth and community engagement and leadership in Alameda County, starting with engaging community leaders in shaping a healthy food system.

Each section below begins with a framework for these three strategic goals, based on our overall theory of change. The priority areas below each framework graphic detail how ALL IN will operationalize its work in each goal area in 2019-2020.

Strengthen and Expand Existing Work

Healthy Food, Healthy Families

Strategic Focus for 2019: Building Local Food Systems That Promote Health & Create Jobs



Priority 1: Launch & Sustain Food Recovery Pilot

ALL IN's food recovery pilot, described above, is in the final stages of design, and is ready to be tested and piloted. A change in staffing has delayed the launch of the project, and until new staffing is secured, it is not practical to move further towards implementation. The Sheriff's office will be the hiring agency, and ALL IN staff will collaborate with ACSO and DSAL staff to ensure a rapid and successful hiring process.

Essential work for 2019 includes:

- 1) Support ACSO/DSAL in hiring replacement for Food Recovery Coordinator
- 2) Launch pilot food recovery project that will run for 1 year
- 3) Evaluate implementation and early outcomes of the food recovery project
- 4) Explore options for expanding program and institutionalizing funding beyond pilot
- 5) Coordinate with Mercy Brown Bag and the Council for Age-Friendly Communities to ensure fresh produce is delivered to all senior housing sites in the County that desire it

Priority 2: Identify Sustainable Staffing Strategy for Leadership of Health Care Strategies Strand of Food as Medicine Initiative

The Health Care Strategies strand of the Food as Medicine initiative has built significant momentum over the past year. A draft of the replication toolkit is under review, and will be finalized in early 2019. The work has inspired participating health care system professionals to begin a conversation about strategies to collect common data across health systems that would demonstrate the efficacy of a food as medicine approach. The work in this area has been coordinated by a consultant with over 30 years experience in the health care sector. As she retires in 2019, there is an urgent need to replace and

institutionalize the capacity to manage the Health Care Strategies strand of Food as Medicine by creating a full-time position within the County to hold this work.

Essential work for 2019 includes:

- 1) Complete replication Toolkit and begin training of physicians and health care organizations
- 2) Launch common data collection/evaluation framework that will document health outcomes from food as medicine initiatives
- 3) Create position and hire for a full-time Health Care Strategies Manager

Priority 3: Launch & Sustain Health Care Strategies Approach in Every Supervisorial District

The Health Care Strategies strand of the food as medicine initiative involves working with key stakeholders at federally-qualified health centers (FQHCs) and other community clinics to design and implement interventions such as food pharmacies and food prescription programs. The development of these programs involves technical assistance and training for clinic staff and leadership, building connections between the clinic and local food providers, connecting the clinic with other clinics conducting similar programs, and providing start-up funds for clinics to purchase equipment and food. Currently, there are food pharmacies at La Clinica, Native American Health Center (both in District 3), and Hayward Wellness Center (in District 2). Essential work in 2019 includes:

- 1) Maintaining and strengthening the food as medicine programs in Districts 2 and 3
- 2) Providing technical assistance and start up funds to a clinic in District 5
- 3) Exploring the capacity for a food as medicine program District 4
- 4) Exploring the capacity for a food as medicine program in District 1

Priority 4: Sustain Neighborhood-Led Food as Medicine programs in San Antonio

Neighborhood-led food as medicine programs are based on a community-leadership model, and are designed by community residents, working with ALL IN staff and the staff of local nonprofit organizations. Components of a neighborhood-led program might include cooking classes, a community garden, food distributions, community-building events that feature food and nutrition education, or a host of other interventions to promote healthy eating and healthy local food systems. Through the work of the Healthy Food Champions, neighborhood-led food as medicine programs are emerging at two sites in Oakland, and it is essential in 2019 to continue to develop and sustain this work.

- 1) Continue to develop food as medicine programming at Manzanita Recreation Center, in partnership with Healthy Food Champions and other stakeholders
- 2) Continue to develop food as medicine programming at Garfield Elementary School, in partnership with Healthy Food Champions and other stakeholders
- 3) Identify institutional or grant funding that can sustain these programs over time

Priority 5: Launch & Sustain Neighborhood-Led Food as Medicine programs in Ashland/Cherryland

Ashland/Cherryland is the next neighborhood targeted for expansion of the neighborhood-led food as medicine approach. A great deal of community organizing and coalition building among stakeholders concerned with healthy food systems has taken place in this community over the last several years. ALL IN seeks to collaborate with stakeholders in Ashland/Cherryland, including our County partners,

nonprofit organizations, and neighborhood resident leaders to determine the best approach for bringing a food as medicine program to the area. Essential work in 2019 will include:

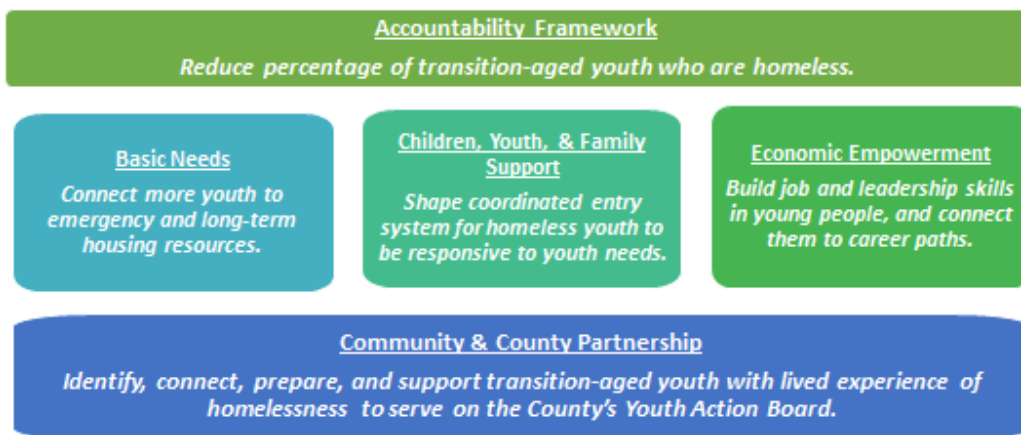
- 1) Identify key stakeholders who represent the broader Ashland/Cherryland community and are interested in designing a food as medicine program.
- 2) Identify a community-based agency interested in and capable of leading the development and implementation of a food as medicine program in Ashland/Cherryland.

Priority 6: Launch Policy Lab To Strengthen the Capacity of Neighborhood-Led Food as Medicine Approach to Create Systems Change

The Hellman Foundation provided a significant grant in 2018 to enable ALL IN to develop an “advanced track” of the neighborhood-led food as medicine approach. The “Policy Lab” envisioned by ALL IN staff will identify a small set of community leaders interested in policy and systems-changes that support a healthy food system, and involve these community leaders in a cohort-style leadership development training, with the goal of generating actionable policy recommendations. Essential work in 2019 will include:

- 1) Conduct a formal RFP process to identify a nonprofit partner capable of implementing the Policy Lab
- 2) Launch the Policy Lab

Strategic Focus for 2019: Building the County's Capacity to Partner with Youth



Priority 1: Establish & Sustain Youth Action Board

ALL IN staff have been in conversations with staff and leadership at County agencies to determine the feasibility of establishing and sustaining a Youth Action Board that would advise County agencies and nonprofit service providers on issues related to homelessness among transition-aged youth. Essential work in 2019 will include:

- 1) Secure funding for coordinator position
- 2) Secure funding for youth stipends
- 3) Launch Youth Advisory Board

Priority 2: Provide Evaluation for NRFS site at Garfield School

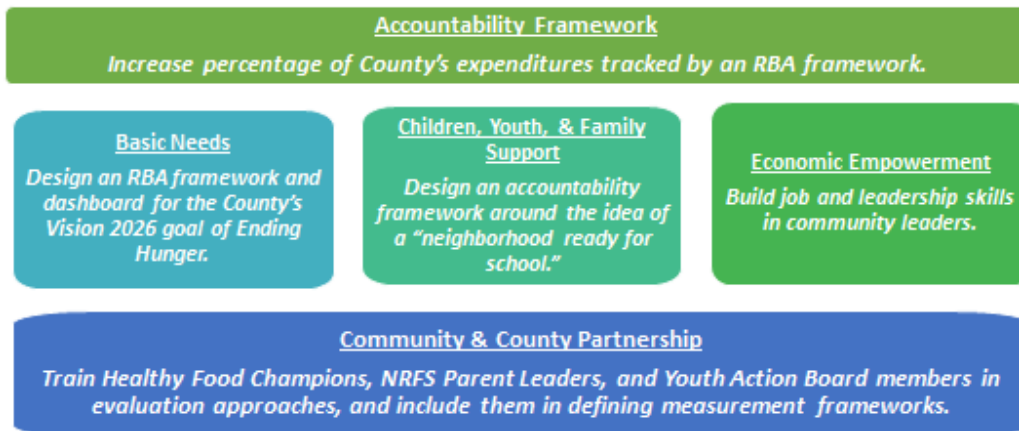
ALL IN is the recipient of First 5 Alameda County's Neighborhoods Ready for School grant, and one of ALL IN's key responsibilities is to conduct an evaluation of the initiative, which involves establishing a Family Resource Center at Garfield Elementary School. Essential work in 2019 will include:

- 1) Conduct a formal RFP process to identify an evaluation expert capable of conducting general evaluation work, and also participatory action research
- 2) Launch the evaluation of the San Antonio Family Resource Center at Garfield School

Priority 3: Provide administrative support to legacy ICPC working groups, e.g. Pre to 5, Third Grade Success, and Interagency Fatherhood Working Groups

Three working groups that were formed initially during ICPC's tenure continue to meet. These include the Pre to 5 Collaborative, the Third Grade Success, and the Interagency Fatherhood Working Groups. ALL IN staff are responsible for staffing these working groups, including coordinating with key stakeholders to set agendas, convene and manage meetings, and provide notes. ALL IN staff are also responsible for maintaining the ICPC website.

Strategic Focus for 2019: Building Measurement Frameworks To Track Results



Priority 1: Continue cross-agency working group

The Results-Based Accountability Cross-Agency Working Group continues to meet, and ALL IN staff are responsible for convening the group and advancing the group's agenda and goals.

New Work Beginning in 2019

ALL IN staff have full plates with the existing work that will carry over from 2018 to 2019, however two key areas have emerged from strategic planning discussions as important new areas of focus.

Priority 1: Establishing RBA Framework for Vision 2026, with focus on Ending Hunger

The ALL IN Strategic Planning Ad Hoc Committee discussed the value of ALL IN staff assisting Alameda County with accountability for Vision 2026 by creating an RBA framework for the goals outlined therein. Rather than take on the entirety of Vision 2026, ALL IN staff will focus in 2019 on the area of Ending Hunger. ALL IN will utilize the part of the RBA process known as "the story behind the baseline" to engage community residents and other stakeholders in defining the root causes of food insecurity in our County. In defining solutions to these challenges, ALL IN will design an accountability framework that requires moving beyond the traditional model of charitable food donations. Essential work in 2019 will include:

- 1) Working with partners and key stakeholders inside and outside the County to develop an RBA framework for Ending Hunger that addresses root causes of food insecurity
- 2) Working with the County's consultant, Clear Impact, to create a countywide dashboard to illustrate our collective progress toward this result

Economic and Workforce Development

ALL IN seeks to work on issues as close to the root cause of poverty as possible, and, to date, ALL IN has not had a programmatic focus on economic empowerment, including job creation, asset building, and economic development. Opportunities exist to shape existing work in food systems toward an economic empowerment agenda, and these opportunities will be developed in the coming year.

Priority 1: Explore economic development and workforce development partnerships focused on the food industry/food systems

Essential work in 2019 will include:

- 1) Explore potential collaboration with nonprofit organizations that offer workforce pathways in the food industry, and provide job training and placement
- 2) Explore opportunities for incubation of small food businesses in the unincorporated areas of the County
- 3) Explore the potential for using AB109 dollars to develop additional Food Recovery Specialist positions (building on the food recovery pilot)
- 4) Explore the opportunity to contract with municipalities to service their food recovery needs per SB 1383 (a State food recovery bill that mandates diversion of 20% of edible food waste for human consumption)

What This Strategic Focus Requires: Systems That Support Innovation

ALL IN was founded as an “innovation hub within county government,” with the goal of being a nimble, creative corner of the County where agency staff could partner with community leaders and issue experts to design breakthrough approaches to issues of poverty in our County. As ALL IN continues to grow, expand, and become institutionalized within the County, it will be essential that it maintains its ability to be nimble and creative. Maintaining the capacity for innovation must be balanced against the requirements of operating within a public system, with its priorities of transparency and accountability. The leadership of ALL IN must continually engage with other County staff to seek opportunities for systems change that promote greater effectiveness, leadership from community members, and accountability for results.

In 2018, ALL IN’s work expanded significantly through the merger with ICPC, as well as the acquisition of philanthropic funding for multiple implementation projects. Staff have worked steadily for the past year to come together as a team, and have also worked closely with staff from the CAO’s office to develop basic systems and processes for budgeting, expenditures, procurement, and human resource management. In the past year, ALL IN has begun to take shape as a small County department.

ALL IN staff are developing proficiency in County systems, but in 2019, it will be essential for staff to continue to have access to experts in other County agencies and departments to provide training and mentoring in processes such as procurement and contracting. ALL IN will be conducting procurement processes regularly, and managing contracts for vendors, as many as 10 to 20 contracts at a time as the work develops and spreads countywide. This is a substantial body of our current and future work that requires a significant amount of staff time and interaction with other departments within the County.

ALL IN brings in a considerable amount of philanthropic dollars annually, and these dollars are over 90% for program expenses. ALL IN's general operating budget – staffing, rent, business services, etc – is covered by a variety of County agencies and Supervisor Chan's office. As ALL IN continues to expand, and projects evolve past their pilot stages into scale implementation countywide, new staffing will be required (for example, the new position required to coordinate the health care strategies work for the Food as Medicine initiative). It will be essential that County funds be identified to support ALL IN staffing as the initiative takes on more work aimed at creating the conditions for economic mobility in our County.