

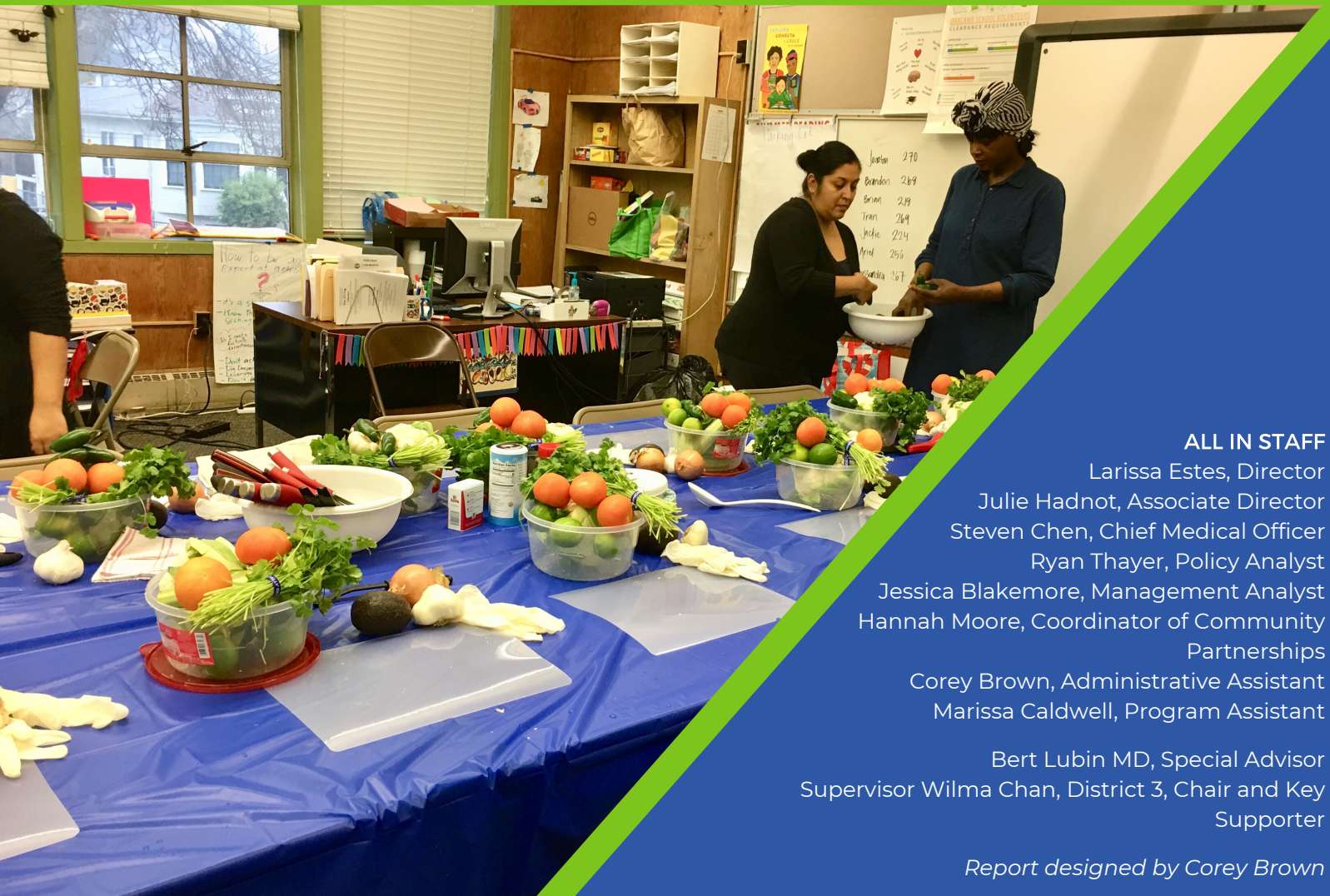


ALL IN ALAMEDA COUNTY

NOVEMBER 2019

HELLMAN COLLABORATIVE CHANGE INITIATIVE

YEAR TWO PROGRESS REPORT



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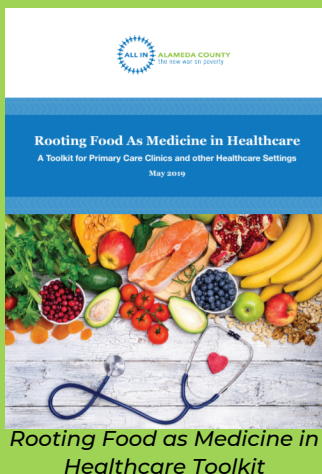
Report designed by Corey Brown

➤ INTRODUCTION

ALL IN Alameda County has actively leveraged the investment from the Hellman Foundation to expand our Healthy Food/Healthy Families (HF/HF) efforts across Alameda County. We continue to work with a range of stakeholders from county agencies to community-based organizations and residents to refine and sustain existing efforts and cultivate new ones. We continue to work towards increasing access to nutrient dense, fresh, locally sourced produce to reduce risk for chronic disease and transform health outcomes, particularly among vulnerable populations. Through its merge with the Alameda County Interagency Children's Policy Council in 2018 and the hiring of key leadership positions, ALL IN has strengthened its ability to implement programs in the Fruitvale and San Antonio neighborhoods of Oakland and will look to expand into other communities in Alameda County such as unincorporated Ashland and Cherryland.

➤ KEY ACTIVITIES AND MILESTONES

ALL IN recently experienced a **transition and expansion** in leadership in 2019. In June 2019, Dr. Larissa Estes was hired to serve as Director and in August 2019, Dr. Steven Chen was hired to serve as the Chief Medical Officer. Dr. Estes has over 20 years of experience in allied health, healthcare, and public health with a focus on community and equity. She is interested in integrating evidence-informed strategies into policy and practice across sectors that impact community health and wellbeing. Dr. Chen will lead ALL IN's efforts to scale and spread the Food as Medicine model across Alameda County health clinics, health systems, and food systems. His areas of expertise include integrative medicine, health equity, and innovative models of care that address social determinants of health (SDOH) to improve health outcomes. As the former Medical Director at Hayward Wellness, an FQHC clinic in the Alameda Health System, he and his team developed an innovative "Food as Medicine" model that is clinically integrated and bundles together a variety of interventions to improve health. ALL IN is continuing to grow staff and working to sustain its existing staff. ALL IN is in the process of hiring a healthcare program manager to initially support the scaling of the Food as Medicine (FAM) model. This role will grow to include the development of strategies to support the healthcare sector with addressing the social determinants of health. Leadership continues to explore innovative financing models and funding sources to sustain staff in their current roles.



The **Food as Medicine** Healthcare Strategies Collaborative emerged as a huge focal point in our year two efforts as a mechanism to expand Food as Medicine into community health clinics across the county. The collaborative featured healthcare providers, the Alameda County Community Food Bank (ACCFB), UCSF Benioff Children's Hospital Oakland, and ALL IN Alameda County. Through this Collaborative, we published a **Food as Medicine Toolkit**, titled *Rooting Food as Medicine in Healthcare: A Toolkit for Primary Care Clinics and other Healthcare Settings*. This comprehensive toolkit aims to help healthcare providers address the link between food insecurity and patient health outcomes. FAM helps connect standard healthcare interventions - such as medication and individual patient education - to the local food system through direct community engagement.

In May 2019, over 50 stakeholders attended ALL IN's Healthcare Strategies **Food as Medicine convening**, where the toolkit was launched, to bring their experiences and resources together and develop long-term goals for the FAM initiative. Our attendees included primary care providers,

community and county agencies, farmers, healthcare leaders, community members, elected officials, and funders. Their participation in group discussion helped ALL IN produced long-term goals and identified resources for ALL IN to incorporate into our future FAM work. As we scale our county-wide FAM work, we will look for opportunities to engage attendees in furthering the work.



Left: Attendees participating in a mapping activity at the Food as Medicine convening



Right: Healthy Food Champions setting up fresh produce at a Native American Health Center food farmacy

We were able to leverage Hellman's year one investment to establish two **food farmacies** at La Clinica de la Raza and Native American Health Center; since shifting the funding source to Measure A funds through Alameda County District 3 Supervisor Wilma Chan. This funding has not only maintained the food farmacies at La Clinica, Native American, and Hayward Wellness (Hayward District 2; formerly supported by Alameda Health System), and expand to two more clinics – Roots Community Clinic (East Oakland/District 4) and West Oakland Health Center (West Oakland/District 5) in mid-2019. Food farmacies are located on-site at each clinic and provide resources and referrals to other community food resources such as CalFRESH, ACCFB, local growers and farmers' markets. Through this local government financing mechanism, we have plans to further expand to Axis Community Health (Pleasanton/Livermore/District 1) in early 2020.

In 2019, ALL IN established a **Clinic Learning Community** facilitated by Hannah Moore our Coordinator of Community Partnerships in partnership with Dr. Steven Chen. The Clinic Learning Community offers clinics working with ALL IN a space to collectively share ideas, receive skill building for FAM build out, learn evaluation frameworks and more. Some of the topics or agenda items that we have covered this year include the development of FAM model(s), Food Farmacy Scope of Work Q & A, local food sourcing with consultant Aileen Suarza, clinic presentations on food farmacy diagrams, collective ideation to build out 2020 meeting calendar, and technical assistance from the Alameda County Community Food Bank.

With additional funding leveraged from the TJ Long Foundation, ALL IN was able to source expertise from Aileen Suarza on **local produce sourcing for our Food As Medicine initiative**. Aileen Suarza has years of experience working throughout local food systems in the Bay Area. She interviewed several stakeholders with expertise in local farmers, distribution networks, and institutional procurement practices. Her report outlined best practices, barriers, and next steps for ALL IN to move towards sourcing FAM in clinic settings and provided streamlined recommendations for clinics to source locally. The ALL IN Policy Analyst, Ryan Thayer, is currently working with Alameda County District 3 staff to establish a more comprehensive County procurement policy building on the recommendations of Aileen's report (see appendix). In addition, Ryan is leading the development of a report intended to identify barriers and opportunities for sourcing FAM from local farms. This report will also provide a policy framework for ensuring that local farms that engage in best practices (e.g. environmental, labor, sustainability, etc.) will be prioritized in country procurement processes. We have seen the need to develop an operational plan for addressing the needs of small farmers while considering the growth of FAM work as we scale throughout health clinics across Alameda County.

One of our physician champions, Dr. Emma Steinberg hosts **monthly workshops** with our Healthy Food Champions at La Clinica's Casa Che. Workshops included topic areas such as basic nutrition principles about raw vs. cooked food, natural sugar vs. added sugar, confidence in knife skills, involving your children in cooking, basic food storage and safety principles, review of anti-inflammatory foods, nutritional benefits of eating fish, tips on how to buy fish, pro-inflammatory and anti-inflammatory foods, definitions and types of Diabetes, risk factors for developing diabetes, how diabetes running in your family affects you.

"I can't explain how helpful Dr. Emma has been. She breaks things down so I can understand. The information and the knowledge she given me has been phenomenal! I look forward every single time to see her. Wish we meet with her more then once a month!"
- Maria Uribe

"Our workshops with Dr. Emma have been extremely helpful as a HFC it has 100% influenced my conversations with the Food Farmacy participants. We've learned so much from her in topics such as food preparation, vitamins/nutrient value, diabetes, healthy eating, shopping fresh, how the body works, how food works, how to talk to your doctor and many more topics. Emma has built a relationship with us and has created a space of safety and knowledge. Her way of teaching is approachable and easy to understand. I know I can feel comfortable asking my curiosities away. I enjoy learning from her and I always look forward to our next meeting."
- Silvia Guzman



Community Engagement Strategies. For year two of the **Community Engagement Hub (CEH)** in Fruitvale/San Antonio we've successfully partnered with Trybe to host monthly Family Fridays. **Family Friday** provides a safe and healthy environment for families to gather, socialize, and share a healthy meal. Fresh produce is provided by ALL IN and prepared by and for community members. At Garfield Elementary, Healthy Food Champion Jamisha Dews alongside school parents created and facilitated a **three-session cooking class series**. The CEH has been working to establish and maintain **community gardens** at Manzanita Recreation Center and Garfield Elementary. At Garfield, the Healthy Food Champions maintained a summer garden, while at Manzanita the building of garden plots has been put on hold due to construction.

Over the course of year 2, ALL IN has made extensive efforts to explore what a **Cherryland/Ashland Community Engagement Hub (C/ACEH)** would look like in the unincorporated areas. Through a series of key informant interviews, local tours of the community, and participation in the Cherryland Ashland Healthy Community Collaborative, ALL IN has begun to build out a CEH that reflects a collaborative youth internship between ALL IN, REACH Youth Center and Dig Deep Farms (DDF).

We are currently developing relationships with other like place-based initiatives that are supporting neighborhood level strategies such as East Bay Asian Local Development Corporation's (EBALDC)

Healthy Havenscourt Collaborative (District 3) and Community Organizing Reaching Everyone (CORE) **TractTrust in Paradise Park** (District 5). The hope is that through local and organic work happening in neighborhoods across the county that we can create alignment in our work to collectively address the issues of poverty and improve overall community wellbeing.

With supplemental funding from the Hellman Foundation, ALL IN was able to design a contract to establish a **Policy Lab**, building on the work of the Healthy Food Champions and CEH, to develop a community-based policy platform. A grassroots organization, InAdvance, was selected through a competitive County bidding process. InAdvance will work with Neighborhood Steering Committee members Trybe, Mandela Partners, and Street Level Health Center to engage the community on shifting the system towards a healthier food environment. Thus far 300 residents have submitted healthy pledge cards, which shows the commitment of the community's desire to be healthy. Some policy ideas that will be further refined include addressing the race-based strategy of the corporate food sector, buying co-operatives, healthy retail, and healthy food supplemental purchasing resources. This engagement strategy will inform a policy platform for local advocates and ALL IN to promote an equitable local food economy (see appendix for engagement plan).

Thanks to capacity building support from the Hellman Foundation, Roxanna Bautista has been supporting ALL IN on re-structuring the **Neighborhood Steering Committee (NSC)** and its governance. Roxanna's objectives with the NSC include the following:

- Develop a **PROCESS** to support a **SUSTAINABLE** convening/governance structure or model for NSC,
- Identify **STRATEGIES** to create **GREATER COHESION** with the work of the Healthy Food, Healthy Families Initiative and the Neighborhood Readiness for School (NRFS) Initiative, and
- Support and conduct post NSC meeting **COMMUNICATIONS** and **FOLLOW-UP** with ALL IN staff and NSC members.

To date, Hannah and Roxanna have had four planning meetings and three planning calls. Roxanna has provided resources such as NSC tool kit, and she has co-designed and facilitated three NSC meetings with Hannah. At the August 2019 NSC meeting, Roxanna presented several different kinds of governing structures and facilitated a collective process for participants to vote on the kinds of structure they find the most appropriate. Next steps that Roxanna and Hannah are building out to support sustainability of the NSC include 1) launching a two month ad hoc planning team of community residents and leaders from local non-profit organizations to build out what 2020 will look like structurally and operationally; and 2) identifying two NSC co-chairs (for a two year term) to assume greater responsibility for ongoing planning and facilitation of the NSC.

Key members of ALL IN's team have served as a nexus in aligning our **neighborhood level strategies** in Fruitvale/San Antonio with HF/HF and the First 5 Alameda County funded, San Antonio Family Resource Center (SAFRC). Hannah Moore is core to our community work and alongside Ryan Thayer and Jessica Blakemore saw an opportunity to connect the work of the HF/HF efforts with the growing interest in launching a school readiness effort at Garfield Elementary and the surrounding San Antonio neighborhood.

CHANGES IN THE CONTEXT OF OUR THEORY OF CHANGE

To work towards ensuring that **50 percent of safety net food sources will offer fresh produce and whole grains** we have relationships and had ongoing discussions with the ACCFB, DDF, and Mandela Partners. We have not had the capacity to measure if this is in fact true beyond our existing

relationships and activities. For the clinics receiving funds to support a food pharmacy, the contract between the county and the clinics includes a list of recommended foods to order from the food bank or from a supplemental farm or procurer like DDF or Mandela Partners, respectively. Each food pharmacy connected with ALL IN provides fresh produce and whole grains in addition to lean protein

We are actively engaged with the Alameda County Public Health Department (ACPHD), HOPE Collaborative and Mandela Partners on their efforts to promote healthy corner stores in the Fruitvale and San Antonio neighborhoods. In addition, our Community Engagement Hub contract with La Clinica requires them to identify a corner store and build a relationship working toward conversion to becoming a healthy corner store. We are currently trying to better understand our role in healthy corner store conversions given the existing efforts already happening across the county. Despite this, we have not had the capacity or resources to measure the **number of healthy corner store conversions** going on. We do not have a solid understanding on the number of healthy corner stores that have been converted over the last project year.

We have spent a tremendous amount of time **increasing the number of federally qualified health centers offering Food as Medicine programming** and have achieved this goal of five clinics. When we started over a year ago, La Clinica and Native American were the first two clinics with Food Pharmacies. Since then, we have added on West Oakland Health Center, Roots Community Clinic, and Hayward Wellness through District 3 Measure A funding to support on-site Food Pharmacies. We will soon be having conversations with Axis Community Clinic on supporting their Food as Medicine programming through Measure A funds. In addition, we are launching an integrated Food as Medicine model that builds upon the food pharmacy with a behavioral pharmacy group medical visit to promote sustained behavior changed associated with healthy eating, active living, social connectivity, and stress reduction. The first clinic to participate in this integrated model will be Tiburcio Vasquez (Ashland/District 4) in January 2020. Two more clinics will launch this integrated model in July and October 2020.

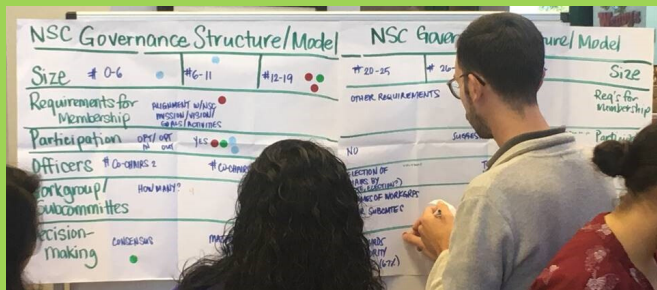
In order to better understand the **number of families receiving food prescriptions annually**, ALL IN will have to identify additional resources to support evaluation. ALL IN has made efforts in partnership with the Alameda County Health Care Services Agency to align measures tied to results-based accountability within its indigent care contracts and clinics. As we scale FAM across the county and safety net clinics are better able to cumulatively account for who they are serving at each food pharmacy, we will be able to better report on this metric in the coming program year.

We have an opportunity to **increase the knowledge of the relationship between food and health among parents and children** through our expanding work at the neighborhood level between our Healthy Food Champions and SAFRC at Garfield Elementary. Through the Family Resource Center, the Healthy Food Champions have hosted three cooking classes with parents at Garfield. We have not measured if their knowledge has increased given these experiences.

Given our growing relationship with Garfield Elementary and the San Antonio community we have not yet measured the **number of parents and children consumption of fresh produce and whole grains**. We will need to develop more trust at the community level to allow us to capture this type of information from parents and families. In addition, consumption can be a tricky measure to capture and evaluate effectively. Consumption is often self-reported. The closest proxy measures to consider is pounds of fresh produce distributed (collected by the AFFCB) and total dollar amount for the

number of food prescription vouchers distributed (collected by the clinics). We would also require additional resources to adequately survey parents and provide incentives for participation.

We are interested in and committed to finding ways to better evaluate and track our progress with our Theory of Change. We have an opportunity to leverage a small amount funding from the National Institute of Food and Agriculture and Alameda Alliance for Health to support an evaluation of our Theory of Change as it relates to produce prescriptions, however the funds are not enough to have a robust evaluation. Barriers have included funding, staffing, and capacity to conduct a robust evaluation of our HF/HF efforts, and the time it takes to build trust among community. We have learned that we must move at the speed of trust and cannot force something upon the community that they are not ready for. We do have an opportunity to leverage the work at the SAFRC to advance the development of trust and create alignment of efforts to improve neighborhood health and wellbeing.



Neighborhood Steering Committee (NSC) members participating in a governance structure activity with Roxanna Bautista

➤ YEAR 2 CHALLENGES AND OBSTACLES

Staffing and capacity remain a huge challenge for ALL IN to achieve its anticipated activities and evaluate its measurable outcomes. Leadership is focusing a large amount of time to fundraising to support our efforts, particularly as it relates to our ability to evaluate our efforts and support sustainability. Evaluation is critical to determine opportunities to improve strategies and to establish and maintain efforts. Staff continues to work extremely hard in programmatic areas and to support each other across the work. We are hopeful to hire a permanent healthcare program manager in the next month to support the scaling of FAM and other healthcare related strategies but have found it difficult given county processes and procedures for civil service positions.

ALL IN has faced challenges in the operations of the San Antonio/Fruitvale NSC. This is a result of the origin and facilitation of the NSC being held by ALL IN. Traditionally Steering Committees are supported by the backbone organization, however in design of its governance and operation it should be a collaborative process. All members should be thoroughly interviewed and support the setting of membership guidelines, goals, vision, etc. The NSC did not originate in such a way. It was more of a top down approach, thus now in an attempt to move NSC members from participation to ownership we are experiencing tension. The capacity building support from the Hellman Foundation is facilitating a collaborative process and we are hopeful that over the next year the members of the NSC will be able to assume ownership and ALL IN can shift into a role as a supportive partner.

ALL IN has struggled with figuring out its identity as a funder, partner, and backbone. We have needed to further define “Who we are and what roles we play with our partners and in our collaboratives”. A specific example of this is with our relationship with ALL IN grantee, La Clinica

which manages the CEH and Healthy Food Champions. There was a point when the Healthy Food Champions felt more comfortable expressing concerns to ALL IN Staff, however when this was raised to La Clinica they raised the issue of roles, responsibilities and boundaries. Although the intent was to provide adequate support to the Healthy Food Champions, the result broke a level of trust between La Clinica and the Healthy Food Champions. We have worked to better communicate boundaries with our partners through regular communication.

ALL IN has not been the strongest in communicating the results of its efforts with HF/HF. Unfortunately, we lack sufficient capacity and funding to develop infographics and other promotional materials detailing our work and rely on an antiquated content management system for our website in which updates take a substantial amount of time to be completed by a third party. We are unable to share timely information and updates with our stakeholders. We would benefit from a part-time staff person dedicated to communications or the support of a communications firm. Despite these challenges, we have found a variety of ways to revamp our communications efforts. We developed a communications plan and style guide. Our once dormant website went through a recent overhaul and we are working with Alameda County District 3 staff (in kind @.10 FTE) to produce newsletters (bi-annually), updates (every eight weeks), and social media posts (as needed). In addition, our administrative assistant Corey Brown has started taking a graphic design class to help elevate the look and feel of our materials such as one-pagers, letterhead, event flyers, and PowerPoint templates.

The County contracting and procurement process remains a constant barrier to move our work forward. The ALL IN team is having to learn "by doing" since we have moved under the County Administrator's Office. ALL IN's contracts with its partners must either run through the Health Care Services Agency (e.g. Measure A Funds for Food Farmacies) or the General Services Agency (e.g. CEH and Policy Lab). The process takes a significant amount of time from start to finish and we often lose time in implementing strategies and achieving desired outcomes. All staff are learning this together and as we continue to build relationships with key stakeholders in each agency, we hope to overcome these barriers or shorten the time frame for contracting and procurement.

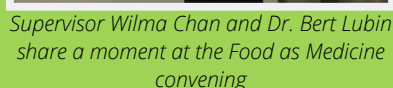
MOMENTUM FOR SCALE

Lessons learned from the work in San Antonio/Fruitvale alongside understandings of the local political context have led us to a collaboration between the District 4 Office, the REACH Ashland Youth Center managed by the Center for Healthy Schools and Communities to lay the foundation for a youth internship in the unincorporated communities of **Ashland and Cherryland**. The internship is being designed in four phases; phase 1: An intensive farming education experience with DDF, phase 2: Community Advocacy, increased social justice education and food access portion, phase 3: Economic development externships via DDF Food Hub, Ashland Marketplace, the Bite, phase 4: Connect to higher education, career pipeline and entrepreneurship and policy advocacy.

Thanks to the initial investment by the Hellman Foundation we not only were able to sustain existing and expand our food farmacies in federally qualified health centers, but we were also able to secure funding from Alameda Alliance for Health and the National Institute for Food and Agriculture to implement a **clinically integrated Food as Medicine model** in three clinics starting in January 2020

ALL IN's Neighborhood's Ready for School SAFRC project has significantly leveraged the foundational work of HF/HF, including the CEH, Healthy Food Champions, and NSC to support the development of a community-driven family support and school readiness strategy. ALL IN staff have worked to intentionally connect the projects to ensure alignment, maximize resources, and capitalize on the expertise of community residents. Many community leaders are meaningfully engaged in both projects as healthy food champions, parent outreach leaders, and parent researchers. Community-centered events such as Family Fridays and the NSC have become natural nexus points of the work and are laying the foundation for a model of community-driven change across multiple issue areas.

ALL IN has been actively engaged in a collaborative of Bay Area Stakeholders to develop a position paper that recommends incorporating medically supportive food and nutrition services into the renewal application for the California 1115 Medicaid waiver. Partners in this collaborative include the Center for Care Innovation UCSF, SPUR, Food is Medicine California Coalition, and San Francisco Public Health Department / San Francisco General Hospital just to name a few. This collaborative recognizes the impact of quality nutrition on the prevention and management of chronic conditions. The purpose of this recommendation is to address food insecurity and nutritional health. This addition to the Medicaid Waiver application would help support sustainability of FAM efforts across the state of California.



ALL IN has a unique reporting and leadership structure that allows direct engagement with policymakers, public sector leaders, and community advocates. Since 2014, Supervisor Wilma Chan (District 3) has served as the Chair of the **ALL IN Steering Committee**. The ALL IN Steering Committee is co-chaired by Supervisor Nate Miley (District 4) and features agency leaders and several community-based organizations. Our Steering Committee also features a Community Member, five District Members, and two At-Large Members to allow for community residents to be engaged. We are actively working to fill vacant seats. This structure allows us to collectively develop recommendations for the Chair and Co-Chair to act at the Board of Supervisors level.

In addition, ALL IN as a department sits in the **County Administrator's Office** which allows for potential influence in administrative policy and how programs are implemented across agencies. Our Steering Committee meets monthly and our Director, Larissa Estes regularly meets with Supervisor Chan, Deputy County Administrator Amy Costa, and leaders from a variety of County agencies. She also **meets regularly with community partners** and other County Supervisors to facilitate collaboration, information sharing, and coordination across many initiatives and programs addressing poverty.

The **Policy Lab** was created to establish a community-based process that provides evidence from a community perspective on barriers to eating healthy and to develop policy solutions. By ground truthing our policy direction, we can ensure that community members are actively participating in creating solutions to the challenges they face. ALL IN understands that the lived experiences of community members are extremely valuable in framing what interventions will be successful. The Policy Lab will create a policy platform that will promote an equitable food economy. The policy platform will compliment the social safety net and ensure long-term sustainability for community health and wellbeing.

Through the restructuring of the **Neighborhood Steering Committee** we have been engaging community advocates to take a greater role in the ideation, planning and operations of the committee. Through a call for co-chairs different community advocates as well as public and private sector leaders have come forth with ideas for deeper participation and the interest in the opportunity to participate as co-chairs.

➤ BUILDING MOMENTUM ACROSS COMMUNITIES

ALL IN has learned that it takes a significant commitment of time, human and financial capital investments to build community relationships that serve as the engine to drive momentum around our work to ensure equitable access to high quality, nutrient dense foods that promote health and wellbeing in a variety of environments. We must move at the speed of trust and allow time for

relationships to grow. We are proud to have accomplished so much over the last two years of this award, yet it often does not feel like it is enough given the inequities we continue to witness alongside our family, friends, and neighbors. We do know, acknowledge, and lift up the power of community and it is in this power that has helped us build momentum to continue our neighborhood level strategies. Taking a community first, ground up approach will further the sustainability of our work long term.



Healthy Food Champions and community members of the San Antonio/Fruitvale neighborhood celebrate their graduation from the Cooking Matters class series

➤ CAPACITY BUILDING ACTION PLAN AND RESOURCES

ALL IN has received a tremendous amount of capacity building support from the Hellman Foundation, though current staff are unaware of a capacity building action plan. If we are to have a plan, we would graciously appreciate support in the development/implementation. ALL IN staff received the following support:

1) Participated in a **visual facilitation training** held by Leapfrog Consulting. The training provided valuable techniques for meeting facilitation and provided templates for strategic planning. Staff were able to utilize the “Process Map” template to create an on-boarding timeline for the new Director. 2) **Capacity for governance and sustainability** for the NSC by Roxanna Bautista. Roxanna is facilitating the revamping of the NSC structure and governance to cultivate community ownership and sustainability. 3) ALL IN team members (Hannah and Ryan), Laura (former Healthy Food Champion coordinator for La Clinica) and four Healthy Food Champions (Angela, Silvia, Maria and Nicole) were able to attend the three-month intensive **Leadership Training: Leadership Equity and Opportunity**. The training provided deep insight and understanding into a leadership model for systems transformation from a place of values. 4) ALL IN staff (Larissa and Hannah) were able to begin **leadership coaching sessions** with Noilyn Mendoza in November to support personal and professional growth. 5) ALL IN Policy Analyst (Ryan) attended the **Health from the Soil Up Conference** near Hollister, California. The Conference brings together healthcare providers and farmers to discuss the linkages between soil health, food production, climate change, and healthy people. In addition, Ryan also attended the **California Freshworks 2019 Summit** in Fresno, California. The Summit provided powerful insights on the importance of building wealth and capital assets on a community level to promote the overall health and wellbeing of impacted neighborhoods. 6) ALL IN Director (Larissa) attended the **2019 California Economic Summit** in Fresno, California. The California Economic Summit was a strategic conference to attend to better understand the economic trends across the state and to allow ALL IN leadership to gain knowledge that will inform ALL IN's efforts towards developing strategies to increase access to quality educational opportunities and economic opportunities that allow for self-sufficiency for families.

➤ PLANS FOR 2020

Next year, our year 3 funding from Hellman will continue to support the Neighborhood Steering Committee (staff support), Community Engagement Hub (contract with La Clinica), the Policy Lab (staff support), and grow efforts in unincorporated Ashland/Cherryland. We will work with our community partners to develop plans for sustaining our neighborhood level strategies and the Healthy Food Champions in Fruitvale/San Antonio. We have discussed developing a train-the-trainer model for Healthy Food Champions to support expansion in other communities, however providing compensation for their time is very important to being in line with our values and commitment to ensuring families are able to meet their basic needs, especially when they give their time and energy to community transformation.

We will expand FAM through launching food pharmacies in health centers as well as starting the clinically integrated FAM model in three clinics. We anticipate impacting policy and systems change at the state level through collective advocacy towards making food a covered benefit under MediCal.

Our capacity building needs for year three will support ALL IN's focus on sustainability of its efforts for years to come for HF/HF – including our neighborhood level strategies in Fruitvale/San Antonio and expanding into other communities like Ashland/Cherryland. This will include support on facilitating a strategic planning process for internal and external stakeholders, evaluating our efforts towards achieving our Theory of Change, as well as supporting broader communication efforts to promote and spread our efforts as best practices in community engagement and launching neighborhood level work.

➤ ADDITIONAL MATERIALS INCLUDED IN APPENDIX

Included in the appendix is a budget that includes our past expenditures for years 1 and 2, plus a budget for year 3 that demonstrates how we plan to spend Hellman funding. Our other major funders and grant awards supporting our efforts are noted below:

FUNDER	AREA OF SUPPORT
Alameda County	Personnel, Food Farmacies (Measure A)
Alameda Alliance for Health	Scaling Integrated Food as Medicine Model
National Institute of Food and Agriculture	Scaling Integrated Food as Medicine Model
TJ Long Foundation	Physician Champions and Consulting Contracts
Tobacco Master Settlement Funds	Consulting Contracts and Supplemental Support for the Community Engagement Hub

Also included in our appendix is other relevant new materials the project has produced in this project period that highlights your impact including the Healthcare Convening Report from Leap Frog, FAM Toolkit, and Sourcing FAM Report.



Above: Healthy food being served at a Family Friday event

Below: Hannah Moore and Healthy Food Champions at a Family Friday event



Above: Children learning about growing healthy foods at community garden



Above Left: Partners cutting the ribbon to open the San Antonio Family Resource Center at Garfield Elementary; Right: Families utilizing the SAFRC