



Strategic Plan

2021-2024



Toward an Equitable Recovery and a Resilient Future

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INTRODUCTORY LETTER



Greetings,

ALL IN Alameda County (ALL IN) has been a strong and innovative force in the New War on Poverty for over six years. In that time, we have built healthy neighborhood and County-wide food systems, enabled critical partnerships between County agencies and the community, and brought Alameda County closer to our [Vision 2026](#). We are proud of all that ALL IN has accomplished.

With this 2021-2024 Strategic Plan, ALL IN is redoubling efforts to increase civic and community engagement in systems change. ALL IN will also continue to develop and partner on innovative programming even as we work to clarify our roles and increase organizational sustainability. We see all of these as critical priorities for ALL IN over the next three years.

The COVID-19 pandemic has created an opportunity to 'build back better' and ALL IN is uniquely positioned to support this effort. ALL IN has strong relationships across all sectors of Alameda County and a history of conducting candid and successful listening sessions. ALL IN has strengthened its commitment to partnering with organizations like Oakland Thrives Leadership Council and the Ashland Cherryland Healthy Communities Collaborative, among many other neighborhood based convenings. This sets the group up well to conduct a reflection exercise on what happened in the neighborhoods during COVID-19 and summarize promising practices and lessons learned for the benefit of those most disproportionately impacted by the pandemic. The promising practices and lessons will be documented and brought forward into the COVID-19 recovery phase.

We congratulate the ALL IN staff on the thoughtful and collaborative development of this plan. It sets out strategic priorities and goals for the next cycle and it includes valuable information about our context and approach. We are optimistic about the critical role that ALL IN will play in moving Alameda County Toward an Equitable Recovery and a Resilient Future. Let's get to work!

Wilma Chan

Alameda County Board of Supervisors,
District 3
Chair, ALL IN Steering Committee

Nate Miley

Alameda County Board of Supervisors,
District 4
Member, ALL IN Steering Committee

WHAT GUIDES US



ALL IN Alameda County is guided by the Alameda County Government's [Vision 2026](#), which includes a vision for what the County will look like by that date. This vision includes four components: (1) a Healthy Environment, (2) a Thriving and Resilient Population, (3) Safe and Livable Communities, and (4) a Prosperous and Vibrant Economy.

Within the Vision 2026 context, ALL IN Alameda County operates with the following vision, mission, values statements, and areas of focus:

VISION



ALL IN Alameda County envisions a County without poverty where everyone thrives in healthy, vibrant, and resilient communities.

MISSION



ALL IN Alameda County leads, innovates, and collaborates across public, private, and community sectors to catalyze the equitable policy and systems change required to address the root causes of poverty.

VALUES STATEMENTS



- ◆ We believe communities have the solutions to the issues they face.
- ◆ We value working in partnership and solidarity with all stakeholders.
- ◆ We believe equity, justice, and humanity are needed to address the root causes of poverty.
- ◆ We value leveraging the power of our public resources.
- ◆ We believe innovative strategies are needed to have an impact on poverty and equity.
- ◆ We value the sustainability of our work, our relationships, and our environment.

AREAS OF FOCUS



The work of ALL IN is organized, per our founding charter, into the following areas of focus:

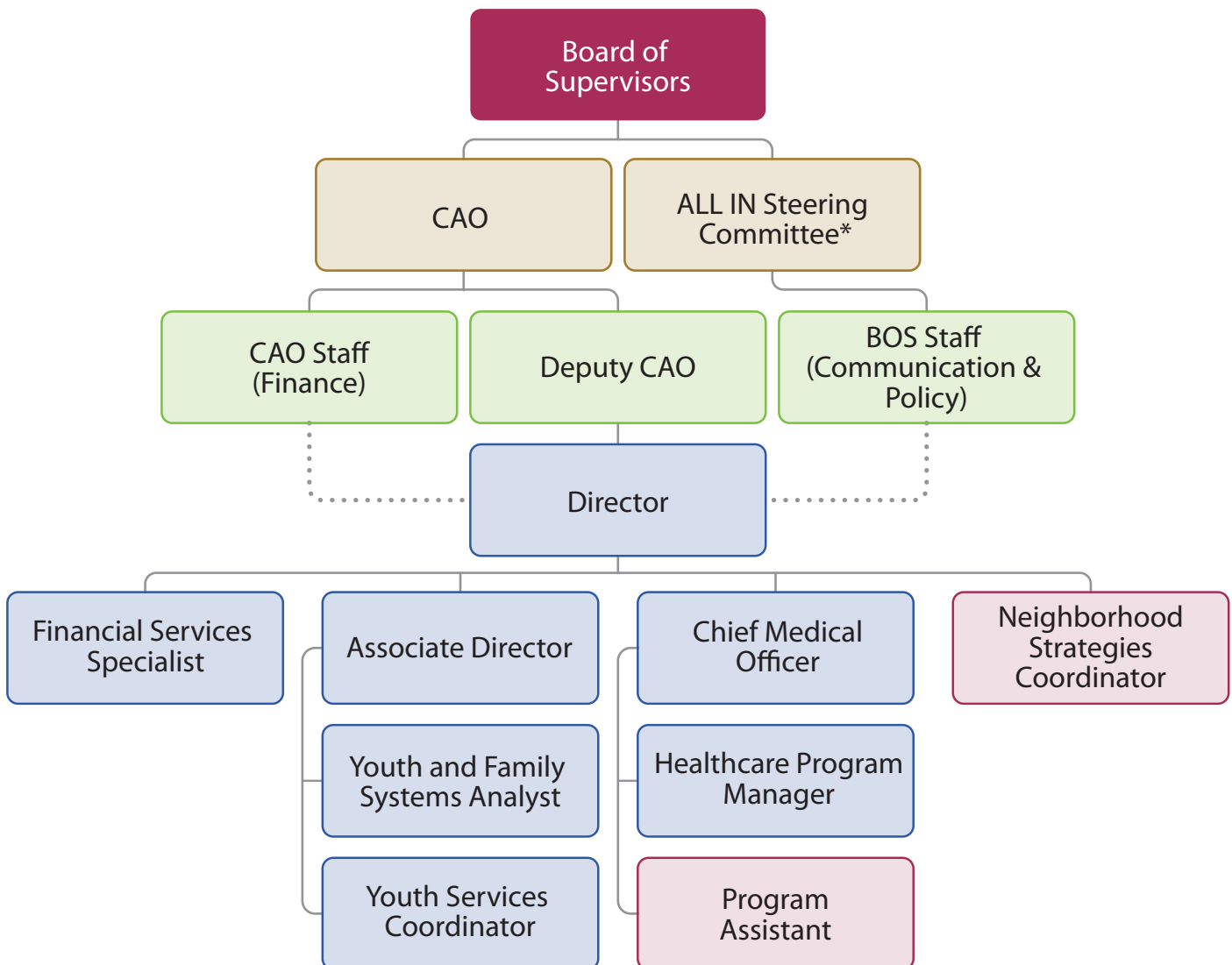
- **Basic needs.** All families in Alameda County must be able to meet their basic needs for shelter, food, healthcare and safety;
- **Economic development.** All families in Alameda County must be able to earn an income that allows for self-sufficiency and asset building; and
- **Quality education.** All families in Alameda County must be able to obtain a quality education that positions the next generation for academic and economic success.

ALL IN's operations will be directed by the 2021-2024 ALL IN Strategic Plan for the next three years. This plan reflects the work of ALL IN staff and key thought partners, to define and document our work and priorities within our areas of focus. One of our priorities is focusing on geographic areas that are disproportionately impacted by poverty – often the unincorporated areas. There are times when the Board of Supervisors may engage ALL IN as a key player in areas outside of this plan. In those instances, we may need to revisit our objectives, timelines, and resource needs. ALL IN will remain flexible and responsive to the needs of the people of Alameda County.


OUR STRUCTURE

ALL IN is a business unit within the Alameda County Administrator's Office (CAO) and a multi-stakeholder collaborative overseen by a 28-member steering committee. ALL IN is part of County government and our Steering Committee is a committee of the Alameda County Board of Supervisors (BOS). The ALL IN Steering Committee works collaboratively through the Board of Supervisors to guide and support ALL IN. (For information about where the focus of ALL IN's work intersects with that of its Steering Committee Member organizations, please see Appendix D).

As of March 2021, ALL IN has seven full-time and two temporary staff (funded for 18 months or less). ALL IN receives support from the County Administrator's Office for budget management and human resources, and from Alameda County District 3 Office for communications and policy/advocacy. ALL IN receives annual funding support from the Social Services Agency and District 3 Office in addition to a previous transfer of County General fund spending allowance from Health Care Services Agency, Probation Department and Community Development Agency to support operating costs.



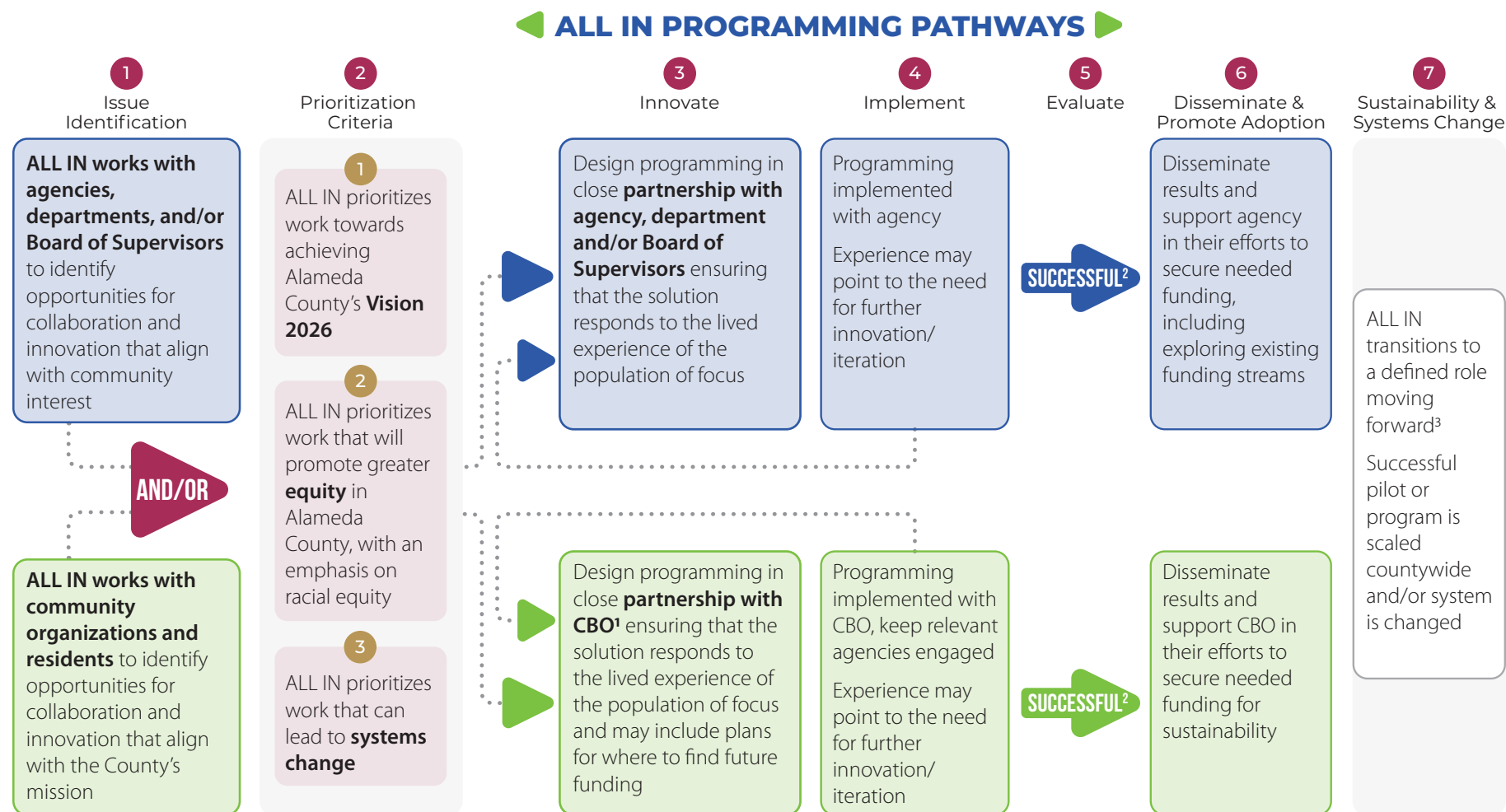
*Supervisor Wilma Chan, District 3 (Chair); Supervisor Nate Miley, District 4 (Member); 28 members

 = Temporary Assignment Pool (TAP) position

ALL IN PROGRAMMING PATHWAYS

The ALL IN Programming Pathways, graphic below, documents the general flow of ALL IN programming from issue identification through sustainability and systems change. It provides clarity on our prioritization criteria and processes for both internal and external audiences. The graphic makes a distinction between

the two streams of ALL IN's programming work. In one pathway, programming is initiated in close collaboration with County agencies, departments and/or the Board of Supervisors. In the other pathway, programming is initiated with community organizations. Along both pathways there is room for iteration during the design/innovate and implementation stages. If funding is needed for programming to reach the sustainability and systems change stage, plans are made in earlier stages to identify potential funding sources.



¹ Funding may come from philanthropy.

² If the programming is unsuccessful, then the results and experience are documented and shared. Components of the programming may be redesigned (step 3) and the new iteration implemented (step 4).

³ ALL IN may totally phase out or still remain involved with some efforts as a thought partner, stakeholder "at the table," or even convener to support coordinated movement forward.

OUR CONTEXT AND OPPORTUNITY

The ALL IN Alameda County 2021-2024 Strategic Plan was developed during the height of the COVID-19 pandemic. Alameda County, along with the State of California, was under shelter-in-place orders for much of 2020. While these orders have certainly saved tens of thousands of lives, they have had wide-ranging and severe effects on the County, especially among low-income communities of color. COVID-19 has exacerbated existing vulnerabilities within Alameda County (e.g., health risks, unemployment, food insecurity, trauma) and the pandemic has increased the depth of poverty for many residents. Early in the pandemic, 42% of confirmed cases were among Latinx residents, while representing only 22% of the County's population. While Black residents represent 10% of the County's population, they represented 14% of the confirmed cases. Latinx and Black residents were also disproportionately represented among COVID-19 hospitalizations. In addition, Black residents represented 27% of COVID-19 deaths. The pandemic has thrown the racial and ethnic inequities in our County into sharp focus. It has also created a context of widespread uncertainty, which made it a challenging time to plan.

Many of the impacts of COVID-19 are directly linked to ALL IN's areas of focus. Now, even more acutely than at the time of ALL IN's creation, the County must work towards solutions and innovations that ensure the basic needs (e.g., food, shelter, healthcare) of our residents are met, foster economic development, and increase access to quality education. In addition to COVID-19-related sickness and death, Alameda County residents have experienced widespread job loss, increased food insecurity, and an ongoing housing crisis.

- Alameda County's **unemployment rate in April 2020 rose to 14%**, from 3.1% in January of the same year. The most recent data from December 2020 shows a rate of 7.6%, a marked decrease from the spring peak, but still more than double what it was before the pandemic.^[1]
- **CalFresh enrollment increased more than 16%** in Alameda County from March to November of 2020 indicating a strong need for additional food assistance programs.
- In the Fruitvale district of Oakland, 39% of Latinx and 61% of Mayan residents have experienced **severe food insecurity**.
- Even before the pandemic, communities throughout Alameda County were experiencing rising levels of displacement and homelessness. In 2019, there was a **43% increase in the homeless population** in Alameda County since the previous Point-in-Time count in 2017.^[3]

The impacts of COVID-19 are disproportionately experienced by residents living in West Oakland, Fruitvale/San Antonio, East Oakland, Ashland and Cherryland, and South Hayward. Residents in these communities are disproportionately people of color, including Black and Latinx/Mayan populations. Pre-existing racial and ethnic inequities persist, and income inequality has become even more entrenched. The inequities in COVID-19 outcomes are connected to inequitable access to resources such as living wage employment and benefits like paid sick leave, healthy food options, affordable housing, and health insurance coverage.

- Job loss has disproportionately impacted certain industries which employ higher numbers of people – particularly women – of color.
 - In the Oakland metropolitan area, employment **decreased 42% in the hotel industry and decreased 25% in restaurants & bars** according to an analysis conducted by [SPUR](#). The workforce in these industries is almost 36% Latinx.^[4]
 - The same analysis found that, in the Oakland metropolitan area, employment **decreased by over 20% in the transportation, warehouse, and utilities** sectors in which the workforce is almost 44% Black / African American.^[5]

^[1] <https://www.labormarketinfo.edd.ca.gov/geography/alameda-county.html>

^[2] <https://public.tableau.com/profile/california.department.of.social.services#!/vizhome/CFdashboard-PUBLIC/Home>

^[3] https://everyonehome.org/wp-content/uploads/2019/07/2019_HIRDReport_Alameda_FinalDraft_8.15.19.pdf

^[4] https://cao-94612.s3.amazonaws.com/documents/ERAC_interim-report-singlepg.pdf

^[5] Stet

- A national study shows that Latina workers have fared the worst with **unemployment rates between 60-75% higher** than those of White men between February and June 2020.^[6]

To respond to the disproportionate impact of COVID-19 on health and wellbeing of residents, Alameda County launched a place-based approach to COVID-19 response, meeting families in the highest need with financial assistance, targeted access to testing and vaccinations, food, and other supports to survive the pandemic. Alameda County directly contracted with grassroots community partners to effectively engage in hyper-local strategies such as community testing sites, emergency food distribution and deliveries, community driven contact tracing, and capacity building support and coordination among community organizations. Despite these effective efforts, the harmful impacts of this pandemic continue to unfold and are likely to be persistent.

ALL IN envisions a County without poverty where everyone thrives in healthy, vibrant and resilient communities. Achievement of this vision, given the current context and entrenched ills such as structural racism, will continue to take innovation and diligence. ALL IN is working towards an equitable recovery and a resilient future.

The COVID-19 pandemic has created opportunities for positive change. It has required Alameda County government to make some systems adjustments during the response to the COVID-19 crisis. Agencies have worked more closely together which has paved the way for transformations in policy and practice. COVID-19 brought new resources into the County. The pandemic has also required the County to re-think the ways in which it works with and for communities. This is especially true for the communities most impacted by poverty and therefore most impacted by COVID-19. Grassroots, community-based organizations have demonstrated that they are in the best position to respond to community needs. The additional learnings and infrastructure built to enable County support of these organizations presents a huge opportunity for community resilience. ALL IN, with our deep links to both communities and the County, is uniquely positioned to help extend these practices into the recovery period and beyond.

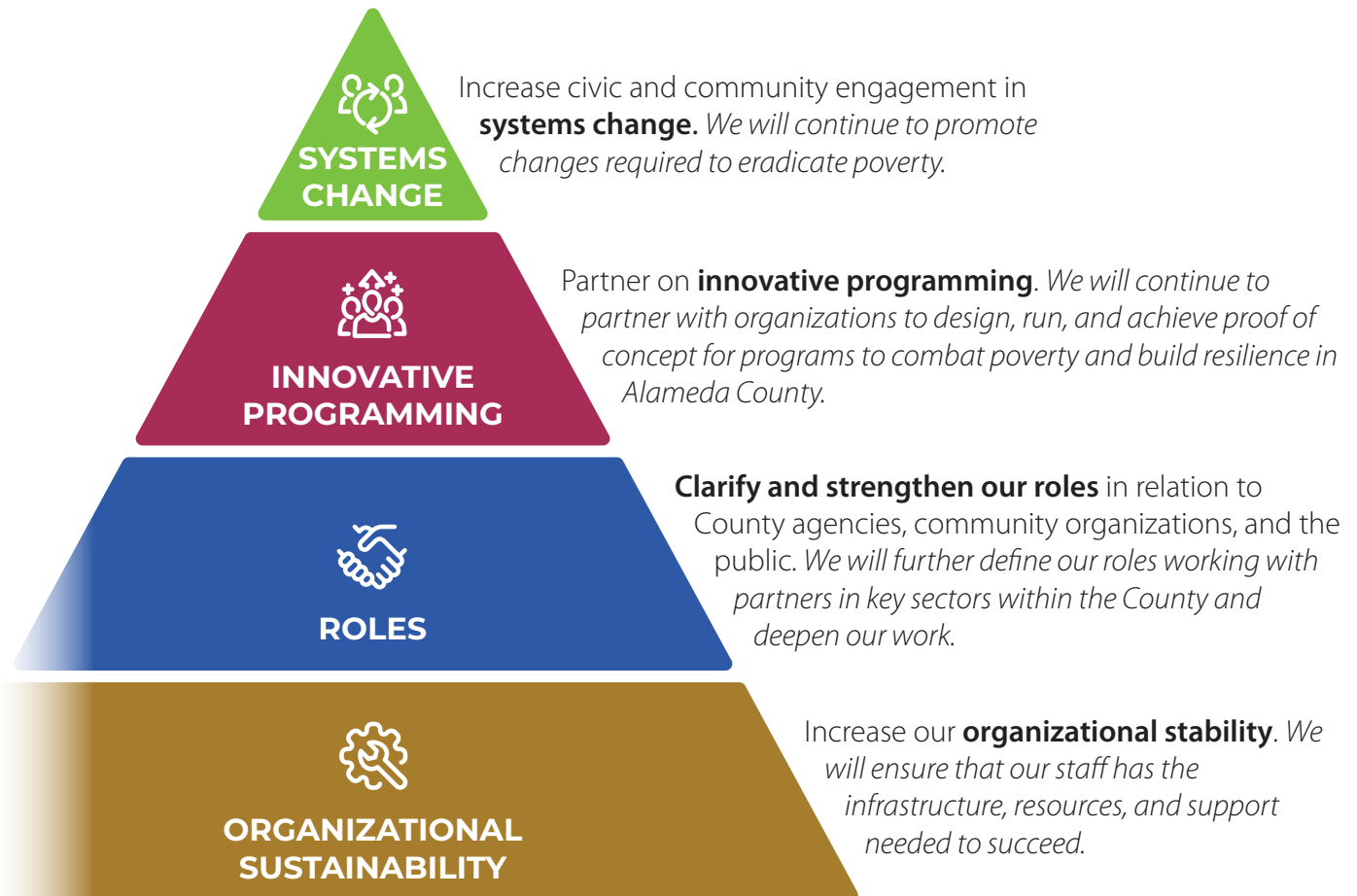


^[6] <https://www.epi.org/publication/latinx-workers-COVID/>

2021-2024 STRATEGIC PRIORITIES

In keeping with ALL IN's mission to lead, innovate, and collaborate across public, private, and community sectors to catalyze the equitable policy and systems change, we have prioritized the following work for the next three years. ALL IN's ultimate goal, seen at the top of the pyramid below, is to catalyze the systems change required to address the root causes of poverty. We do this through innovative programming. However, ALL IN will not be able to achieve these higher-order priorities unless we have clarity on our roles and work from a strong, sustainable foundation.

◀ 2021-2024 STRATEGIC PRIORITIES ▶



1 Increase Civic and Community Engagement in Systems Change



Vision 2026 *Eliminate Poverty and Hunger • Employment for All • Eliminate Homelessness • Healthy Environment • Accessible Infrastructure*

Leveraging community wisdom and agency expertise, we can achieve fundamental transformation and eradicate poverty in Alameda County by examining policies, practices, relationships, and power structures that perpetuate structural violence¹ and concentrated poverty. We need systems change. This can include big shifts like developing a children's budget using a human impact budgeting approach and incremental shifts like regular data sharing between agencies, all of which the County has done. In that vein, ALL IN will continue to promote and model the systems change required to eliminate poverty and promote a thriving community.



Goals

➤1➔ **Launch an ad hoc committee to facilitate civic engagement and inform continuous improvement efforts to support Alameda County's racial equity initiatives**

ALL IN will convene County and community leaders to share and analyze lessons learned during the COVID-19 response to facilitate ongoing quality improvement by the end of 2021. The ad hoc committee meetings will include a cross-section of County agencies and will be informed by the experience of community-based organizations.

➤2➔ **Food as Medicine results in significant, cross-sector systems change**

ALL IN's Food as Medicine (FAM) initiative will inform the development of at least three (3) policies at the County, state, and/or federal level that would make medically supportive foods and nutrition services covered benefits by Medi-Cal managed care organizations. Alameda County is committed to advancing policy and systems change including AB 368 (Bonta) and scaling ALL IN's Food as Medicine initiative through a statewide pilot. We will hold at least three (3) stakeholder meetings with payors and healthcare clinics by the end of 2023. ALL IN will continue to document the cross-sector data sharing architecture created for FAM and share it with at least 10 stakeholders by the end of 2023.

➤3➔ **The Ending Youth Homelessness Strategy results in significant cross-sector alignment and collaboration, and centers youth leadership**

ALL IN, in collaboration with representatives from County agencies and organizations, including but not limited to Alameda County's Office of Homeless Care and Coordination, EveryOne Home and Covenant House, youth leaders and Youth Action Board members, will ensure that youth leadership and expertise is centered in the development and execution of a County plan to prevent and end youth homelessness. Quarterly meetings will be held to facilitate cross-agency and organization collaboration starting in July 2021. ALL IN will work with partners to identify strategy and necessary activities to develop a plan to address youth homelessness by the beginning of 2022.

¹ Structural violence emerges from the unequal distribution of power and resources. It inflicts much suffering and preventable harm on people and populations, but is different from personal, or behavioral, violence. Structural violence has no clear actor committing the violence. It is systemic and institutionalized.

➤4➤ Support the expansion of ALL IN Eats: Alameda County's Circular Food Economy to grow nourishing food, minimize waste and pollution, localize the food economy, and prioritize equity in Alameda County

ALL IN, in collaboration with the Office of Alameda County Supervisor Wilma Chan (District 3), Alameda County Sheriff's Office (ACSO), the Deputy Sheriffs' Activities League (DSAL), and various community organizations, will coordinate and expand ALL IN Eats through five (5) key components: produce, aggregate, process, distribute, and recover. ALL IN will work with ACSO, Department of Probation, other County agencies and community partners to identify strategies to leverage purchasing power in support of Alameda County's Good Food Purchasing Policy by 2023. ALL IN, in collaboration with DSAL, will explore food recovery best practices for the recovery and redirection of consumable waste in support of the implementation of SB 1383 in local jurisdictions within Alameda County.

➤5➤ Continue to provide facilitation support to historical cross-agency collaborative tables focused on specific systems change in the areas of Fatherhood and Results Based Accountability

ALL IN staff will provide facilitation support to both the Interagency Fatherhood Workgroup, as well as the Results Based Accountability Workgroup, on a quarterly basis. *These are convenings previously held by the Interagency Children's Policy Council.*



2 Partner on Innovative Programming



Vision 2026 *Eliminate Homelessness • Healthcare for All • Employment for All • Eliminate Poverty and Hunger • Crime Free County • Accessible Infrastructure*

ALL IN is committed to an equitable pandemic recovery for Alameda County. We do not want to restore the way things were pre-COVID-19. This recovery is an opportunity to reimagine the County in further alignment with Vision 2026. ALL IN will continue to partner with organizations on programming to combat poverty, address structural racism as a root cause, and build resilience leading to a thriving Alameda County. ALL IN designs and implements all our programming in partnership with County agencies and community stakeholders and looks to Steering Committee members to strengthen our work. Once programming is launched, we look for additional partners to support key stakeholders and/or connect other groups. We will continue to identify and prioritize issues; innovate, implement, and evaluate programming; and promote systems change as a result. Our activities will include work at every stage of the ALL IN Programming Pathways (see page 7). ALL IN completed an analysis and created a crosswalk of the groups with which we share mutually reinforcing programming (See Appendix D). This crosswalk will inform programming efforts throughout the cycle of this strategic plan.



Goals

➤1➔ **Implement and adapt the Food as Medicine (FAM) initiative in alignment with the ALL IN Eats Circular Food Economy**

ALL IN will continue to expand FAM Countywide and implement programs in at least three (3) new health centers by the end of 2022. We will implement the model in partnership with interested sites to provide locally sourced, regeneratively grown produce and behavioral pharmacy group medical visits, focusing on better addressing racial and ethnic disparities, including by better meeting the linguistic needs of patients. The reach of FAM will extend through quarterly clinic learning community meetings and the training of at least 50 staff at community clinics in Alameda County. ALL IN will work with County and community partners implementing the ALL IN Eats Circular Food Economy to support the sourcing of produce for clinics participating in FAM.

➤2➔ **Continue collaboration with stakeholders, including REACH Ashland Youth Center, to identify opportunities for youth engagement in school-to-career pathways and entrepreneurial opportunities**

ALL IN will identify at least three (3) grant opportunities and apply for at least one (1) grant to support youth in school-to-career pathways and entrepreneurial opportunities in the local food economy by the end of 2023.

➤3➔ **Transition successful programming to full community/partner operation**

ALL IN will develop a sustainability plan for the Healthy Food Healthy Families programming in the Fruitvale and San Antonio neighborhoods of Oakland by the end of 2024. ALL IN will support the scaling of the Healthy Food Champion model in at least two (2) new neighborhoods in Alameda County in partnership with local community health centers by the end of 2024. ALL IN will work with Alameda County's Office of Homeless Care and Coordination and EveryOne Home to identify the appropriate organization to maintain the Ending Youth Homelessness Collaborative by March of 2022. In addition, ALL IN will work with the San Antonio Family Resource Center (SAFRC) to develop a strategic plan that supports the continued implementation of the Neighborhoods Ready for School collaborative efforts by the end of June 2022.

3 Clarify and Strengthen our Roles



Vision
2026

Eliminate Homelessness • Eliminate Poverty and Hunger

ALL IN will clarify and strengthen our roles in relation to County agencies, community organizations, and residents. This is an ideal time for ALL IN to further define our roles and focus our efforts. In less than a decade since ALL IN's founding, we have undergone significant transition and our work has grown organically. Definition of our roles will provide internal clarity, as well as support partners and others within the County, to understand our work. Additionally, tackling the issue of poverty is an immense undertaking and our resources are finite. ALL IN should be a place for partners to network, share initiatives and ask for help; and be a forum to strategize on how to collectively problem solve to create systems change. ALL IN's continued success requires us to be clear on what our roles are and remain focused and disciplined in fulfilling them.



Goals

➤1➔ Clarify our roles in relation to our partners and key stakeholders and align our work accordingly

ALL IN will define a limited set of roles in which we can be most effective and supportive by April of 2022. ALL IN's work will be categorized by the roles we play and type of partnership so we can continue to strengthen our work.

➤2➔ Consistently and effectively engage stakeholders in all our work

ALL IN will develop a system to support community engagement in all our work by September of 2022. It will involve defining 'community' and the best level of engagement for specific work areas as well as conducting a simple evaluation to support our continuous learning.



4 Increase our Organizational Sustainability



Vision
2026

Employment for All

It is critical that ALL IN staff has the infrastructure, resources, and support needed to succeed. We have recognized the way ALL IN currently functions cannot be sustained without a stable and sufficient stream of funding from the County. A focus on increasing our revenue, effectiveness, and organizational sustainability is critical for us to achieve our 2021-2024 goals.



Goals

➤1➔ Increase ALL IN's revenue

ALL IN will raise at least \$500,000 by June 2023 to fund operations. Expectations and goals for revenue generation will be established for each team within ALL IN. The costs of both personnel and non-personnel operations will be included in all grant proposals/applications.

➤2➔ ALL IN staff is set up for success and ALL IN is a great place to work and thrive

ALL IN will institute an annual staff satisfaction survey by the end of 2021. ALL IN will conduct a staffing plan analysis in 2021 to make projections about needs and necessary adjustments to scopes of work based upon priorities assigned by the Board of Supervisors or County Administrator.

➤3➔ Increase the efficiency and effectiveness of the ALL IN Steering Committee

ALL IN will engage our Steering Committee members in a process to reflect on our joint effectiveness, structure, relationship, and operations by the end of 2021. In the context of continuous improvement, we will clarify roles, fill all seats, and create a set of recommendations on revising our ways of working by 2022.

➤4➔ ALL IN effectively uses and models racial equity and trauma-informed systems lenses

ALL IN staff will be trained in racial equity and trauma-informed practices by the end of 2022. Strategies to promote these practices will be developed and integrated into our programming by June of 2023.

➤5➔ Increase transparency and accountability by consistently communicating results

ALL IN will develop performance measures and create a dashboard to communicate our work and results. The dashboard will be utilized internally, updated on a quarterly basis, and shared externally on at least an annual basis by March of 2022. ALL IN will also launch a new website in 2021.

NEXT STEPS

The approval of the 2021-2024 Strategic Plan will prompt a set of next steps, which include the following. ALL IN will develop annual work plans detailing the execution and measurement for each strategic priority, and its goals and objectives. In addition, we will align the selection and appointment of Steering Committee members to the specific areas of focus outlined in this plan. ALL IN will work to tell the story of our strategic initiatives and innovative programming to ensure best practices and lessons learned are captured and disseminated to foster ongoing learning. Finally, ALL IN will focus our fundraising strategy explicitly on the scopes of work outlined in our annual work plans.



APPENDIX

Appendix A: Strategic Planning Methodology & Participants

In mid-2020, ALL IN embarked on its second strategic planning process. The first phase involved reflection and gathering input from a broad selection of stakeholders, the second phase focused on alignment, and the third on writing the plan. ALL IN staff took the lead on some key components of the strategic planning project and worked in close partnership with an external consultant on the overall project. The ALL IN Steering Committee was briefed and consulted throughout the process. Detail on specific activities and deliverables for each phase is available upon request.

The resulting three-year strategic plan covers the period of July 2021 to June 2024. It is an actionable plan including 2021-2024 strategic priorities and goals. A set of objectives was developed for each goal and will be used by ALL IN staff to guide their work and support external accountability.

It is our hope that this plan will be a resource for others to learn what ALL IN does and help to unite and inspire us to redouble our efforts to eradicate poverty and build a resilient future in Alameda County.

ALL IN Strategic Planning Participants

We are grateful to the people who gave generously of their time and talent to the strategic planning process. Time investments varied, but each of these individuals made a valuable contribution to the 2021-2024 Strategic Plan.

ALL IN Alameda County

- Larissa Estes-White, Director
- Julie Hadnot, Associate Director
- Karen Ben-Moshe, Healthcare Program Manager
- Jessica Blakemore, Youth and Family Systems Analyst
- Corey Brown, Financial Services Specialist
- Steven Chen, Chief Medical Officer
- Lyla Connolly, Program Assistant (TAP)
- Hannah Moore, Youth Services Coordinator
- Gabriela Rueda, Neighborhood Strategies Coordinator (TAP)

Alameda County Board of Supervisors

- Supervisor Wilma Chan, District 3
- Supervisor Nate Miley, District 4
- Claudia Albano, Deputy Chief of Staff, Office of Alameda County Board of Supervisor Nate Miley, District 4
- Erin Armstrong, Special Projects Assistant, Office of Alameda County Board of Supervisor Nate Miley, District 4
- Dave Brown, Chief of Staff, Office of Alameda County Board of Supervisor Wilma Chan, District 3
- Vanessa Cedeño, Deputy Chief of Staff & Policy Director, Office of Alameda County Board of Supervisor Wilma Chan, District 3

ALL IN Steering Committee

- Sara Bedford, Director, Human Services Department, City of Oakland Human Services Agency
- Edgar Chavez, Executive Director, Hayward Promise Neighborhood
- Colleen Chawla, Director, Alameda County Health Care Services Agency
- Estelle Clemons*, Community Action Partnership Director, Alameda County - Oakland Community Action Partnership
- Lori Cox, Director, Alameda County Social Services Agency
- Donald Frazier, Executive Director, Building Opportunities for Self-Sufficiency
- Silvia Guzman, Community Resident Co-Chair and Healthy Food Champion
- Renee S. Herzfeld*, Executive Director, Community Child Care Council (4Cs) of Alameda County
- Melissa Jones*, Executive Director, Bay Area Regional Health Inequities Initiative (BARHII)|Rise Together
- Kristin Mateer, Executive Director, East Bay Children's Law Offices
- Kristi Miller, Project Manager, Tri-Valley Anti-Poverty Collaborative
- Marty Neideffer, Captain, Alameda County Sheriff's Office
- Nancy O'Malley, District Attorney, Alameda County District Attorney's Office
- Kristin Spanos*, Chief Executive Officer, First 5 Alameda County
- Wendy Still, Chief of Probation, Alameda County Probation Department
- Brendon Woods, Public Defender, Alameda County Public Defender's Office

* Steering Committee members who served as strategic planning contributors through participation in small group planning discussions with ALL IN staff

Strategic Planning Contributors

- Tuere Anderson, Associate Director, Integrated Health & Wellness Alameda County Health Care Services Agency, Center for Healthy Schools and Communities
- Anissa Basoco-Villarreal, Assistant Agency Director, Alameda County Social Services Agency
- Hilary Bass, Program Specialist, Alameda County Sheriff's Office
- Alexandra Boskovich, Government Relations Manager, Alameda County Community Food Bank
- Aneeka Chaudhry, Assistant Agency Director, Strategic Initiatives & Public Affairs, Alameda County Health Care Services Agency
- Amy Costa, Deputy County Administrator, Alameda County Administrator's Office
- Jabari Gray, REACH Assistant Director, REACH Ashland Youth Center, Center for Healthy Schools and Communities, Alameda County Health Care Services Agency
- Anthony Guzman, Site Director, Native American Health Center
- Bria Hutson, CEO/Founder, Ju'C Fruits, Nature Supreme Creations NSC, LLC
- Desire Johnson-Forte, Founder, The B.I.Z Stoop
- Carolyn Johnson, CEO, Black Cultural Zone Community Development Corporation
- Natasha Middleton, Probation Specialist, Legislative Coordinator, Policy & Standards Compliance Unit, Alameda County Probation Department
- Phyllis Nance, Director, Alameda County Department of Child Support Services
- Arlene Nehring, Senior Minister, Eden United Church of Christ
- Chirag Patel, Director, Planning and Development, Native American Health Center
- Francis Ranstead, Program Coordinator, Native American Health Center
- Erik Sakamoto, Interim Executive Director, REACH Ashland Youth Center, Center for Healthy Schools and Communities, Alameda County Health Care Services Agency
- Kimi Sakashita, Interim Director, Children and Youth Initiatives, Center for Healthy Schools and Communities, Alameda County Health Care Services Agency
- Tommy Wong, Chinatown Improvement Initiative and Civic Design Studio

Appendix B: Our History

For seven years, ALL IN has worked on innovative solutions to eradicate poverty in Alameda County. Some highlights of our history are detailed below:

- 2014** Supervisor Wilma Chan announces the New War on Poverty on the 50th anniversary of US President Johnson's declaration of the War on Poverty. An accompanying Alameda County Board of Supervisors resolution creates ALL IN to support this effort.
- 2015** ALL IN launches the first set of listening sessions to learn from the lived experience of the people in Alameda County. This model of listening sessions is utilized again in 2016 and 2018.
- 2017** ALL IN transitions from a community collaborative housed within the District 3 office to an initiative of the Board of Supervisors. The formal Steering Committee is formed.
- 2018** ALL IN merges with the Interagency Children's Policy Council (ICPC) and significantly increases operations. ALL IN staff become employees of the Alameda County Administrator's Office.
 - ALL IN secures funding from the Hellman Foundation for Healthy Food Healthy Families initiative in the Fruitvale / San Antonio neighborhoods which includes programming like the Neighborhood Steering Committee, Food Farmacies, Healthy Food Champions, and resident-led policy and advocacy.
 - ALL IN secures funding from First 5 Alameda County to launch Neighborhoods Ready for School, which resulted in the establishment of the San Antonio Family Resource Center in partnership with Lotus Bloom, Trybe, and East Bay Asian Youth Center (EBAYC).
- 2019** ALL IN develops its first strategic plan to document the origin and purpose of ALL IN and set the strategic focus for 2019-2020.
 - ALL IN secures funding from the United States Department of Agriculture and Alameda Alliance for Health to launch a clinically integrated Food as Medicine initiative in partnership with Open Source Wellness and Dig Deep Farms.
 - ALL IN conducts an internal listening session with Alameda County agencies to better understand how agencies and partners define and engage community.
- 2020** ALL IN plays a critical role in *Alameda County Communities Connect: An Equity Initiative* which serves as the County's coordinated response to COVID-19. Since March 2020, ALL IN has convened or engaged community partners in the most impacted neighborhoods, provided grant writing, capacity building and technical assistance support to organizations providing food and shelter-in-place supports.
 - ALL IN launches its clinically integrated Food as Medicine at Tiburcio Vasquez Health Center in Ashland (January 2020) and Native American Health Center in Fruitvale (August 2020).
 - ALL IN secures philanthropic funding from the Stupski Foundation to support the evaluation of Food as Medicine.

Appendix C: Glossary of Terms

Areas of focus

The areas in which ALL IN focuses our work to eradicate poverty and seeks to impact. ALL IN's three areas of focus are basic needs (e.g., food, shelter, healthcare), economic development, and quality education.

Initiative

Outcome-focused, ongoing effort led by ALL IN. ALL IN's initiatives are multi-year efforts which often include multiple components and partners.

Examples of current initiatives are: Food as Medicine; Instituting RBA systems County-wide; Ending Youth Homelessness; and ALL IN Eats: Circular Food Economy.

Note: ALL IN may be a partner on initiatives led by other agencies/groups.

Partner

Individual or group who is formally and actively working with ALL IN on our programming/work. ALL IN's key types of partners include implementation, funding, and technical assistance/collaboration.

Pilot

Focused project to test an innovation or new approach. ALL IN pilots have very specific parameters including a clear definition of success.

Example of proposed pilots include: inclusion of ACES screening in Food as Medicine programming.

Population of focus

Residents of Alameda County who are served by ALL IN's programming/work, partners, and stakeholders.

Programming

Overarching term that describes ALL IN's ongoing work. ALL IN's programming includes initiatives, pilot projects, and other standalone projects. Some of the work that ALL IN is assigned, or tasked with doing by the Board of Supervisors, may fall under programming.

Project

Time-bound undertaking of ALL IN with clear deliverables/outputs. ALL IN's projects can be pilots with very specific parameters including a clear definition of success. They can be components of a larger, ongoing ALL IN initiative. Projects are ALL IN undertakings/work that are finite.

Examples of current projects are: Food Farmacies; Urban Farmer Collective; and Ending Youth Homelessness Collaborative.

Stakeholder(s)

Individuals and groups with an interest in ALL IN's programming/work. They may be informally working with ALL IN and may become partners. Stakeholders may also be ALL IN Steering Committee members.

Steering Committee member

Individual, often representing an organization, appointed to the ALL IN Steering Committee. The seats on ALL IN's Steering Committee are mostly held by County agencies, community-based organizations, and representatives from County districts. Some ALL IN Steering Committee members may also be stakeholders, as defined in this document.

Systems change

Fundamental transformation in policies, practices, relationships, and power structures.

Appendix D: Alignment Crosswalk

As part of the strategic planning process, ALL IN mapped the programmatic work of our Steering Committee members, partners, and some other key stakeholders. We created a crosswalk, table below, to help us see where there were similar efforts and mutually reinforcing work. This crosswalk will help ALL IN to (a) explore partnerships that would strengthen existing work, and (b) identify potential partners for future programming. It is valuable to see so much potential for mutually reinforcing work in Alameda County.

Agency / Focus Area	Housing Eliminate Homelessness	Health Healthcare for All	Food/Agriculture Eliminate Poverty and Hunger	Employment Employment for All	Education Eliminate Poverty and Hunger
ALL IN	<ul style="list-style-type: none"> Youth Action Board Ending Youth Homelessness Collaborative 	<ul style="list-style-type: none"> Food as a covered benefit Food Farmacies 	<ul style="list-style-type: none"> Food Recovery Food Farmacies Circular Food Economy Healthy Food Champions 	<ul style="list-style-type: none"> Internships (i.e., Youth Urban Ag Internship, REACH Internship) Circular Food Economy 	<ul style="list-style-type: none"> Neighborhoods Ready for School
1 Alameda Alliance for Health		☑			
2 AC Community Development Agency	☑	☑	☑		
3 AC Community Food Bank		☑	☑		
4 AC District Attorney's Office	☑			☑	☑
5 AC Health Care Services Agency	☑	☑			☑
6 AC Oakland Community Action Partnership	☑		☑	☑	☑
7 AC Probation Department			☑	☑	
8 AC Public Defender's Office					☑
9 AC Public Health Department		☑			
10 AC Sheriff's Office / DSAL / Dig Deep Farms		☑	☑	☑	
11 AC Social Services Agency	☑	☑	☑	☑	☑
12 Bay Area Regional Health Inequities Initiative (BARHII) / Rise Together	☑	☑		☑	☑
13 Building Opportunities for Self-Sufficiency	☑			☑	☑
14 City of Oakland Human Services Department	☑	☑	☑	☑	☑
15 4Cs of Alameda County			☑	☑	☑
16 First Five Alameda County					☑
17 Hayward Promise Neighborhoods		☑	☑	☑	☑
18 REDF				☑	
19 Tri-Valley Anti-Poverty Collaborative	☑	☑	☑	☑	

CONTACT US

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HELLMAN FOUNDATION



**ALL IN Alameda County's strategic plan
is in memory of Dr. Betram "Bert" Lubin,
community champion, physician,
mentor and advocate.**

NE in Healthcare

Communitywide Strategy Convening

● AGREEMENTS

- ▶ All ideas welcome
- ▶ Support participation by all
- ▶ Share airtime
- ▶ Return promptly from breaks
- ▶ Keep electronics to breaks + lunch



● ROLES

- All-Participant collaboration
- Leapfrog Facility forward capture
- Table facilitator ensuring
- Table recorder



Advance health

transforming
role to increase
utilization of
food to improve

● DESIRED

