

REALIZING OUR VISION FOR TRANSFORMATION

HEAL'S THREE YEAR PLAN (2020-2022)



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WHO WE ARE

The HEAL Food Alliance was born out of the knowledge that no single individual, organization, or sector can transform systems in isolation. We believe that true transformation requires diverse skills, roles, and resources—and, it requires organizing together for real change.

After an extensive landscape assessment and series of strategy conversations led by HEAL's founding director, the alliance was born, anchored by the Food Chain Workers Alliance, the National Black Food and Justice Alliance, Real Food Generation, and the Union of Concerned Scientists. These anchor organizations engaged leaders with experience and expertise in co-crafting the 10-plank "Platform for Real Food", and in 2017 HEAL launched publicly with this platform as our strategic compass.

Today, HEAL is a national multi-sector, multi-racial coalition of 55 organizations. We are led by our members, who represent over 2 million rural and urban farmers, ranchers, fishers, farm and food chain workers, indigenous groups, scientists, public health advocates, policy experts, community organizers, and activists. Together, these groups are building a movement to transform our food and farm systems from the current extractive economic model towards community control, care for the land, local economies, meaningful labor, and healthful communities nationwide, while supporting the sovereignty of all living beings.



“To change everything, it takes everyone.”

OUR MISSION

HEAL's mission is to build the collective power of our members to create food and farm systems that are healthful for all families, accessible and affordable for all communities, and fair to the hard-working people who grow, distribute, prepare, and serve our food—while protecting the air, water, and land we all depend on.

OUR VISION

We believe that all people and all communities should have the right and the means to produce, procure, prepare, share, and eat food that's nutritionally and culturally appropriate, free from exploitation of themselves and any other people, and in harmony with the rest of the natural world.

OUR CALL TO ACTION

Our 10-point Platform for Real Food serves as our political compass and call to action.



ECONOMY

1. **Ensure Dignity for Food Workers and their Families**
2. **Provide Opportunities for All Producers**
3. **Ensure Fair and Competitive Markets**
4. **Strengthen Regional Economies**



HEALTH

5. **Dump Junk Food**
6. **Make Real Food the Norm in Every Neighborhood**
7. **Increase Food Literacy**



ENVIRONMENT

8. **Phase Out Factory Farming**
9. **Promote Sustainable Farming, Fishing and Ranching**
10. **Close the Loop on Waste, Runoff, and Energy**

OUR CONTEXT

We recognize that the structure of the global food system is the result of colonization: **stolen lands, stolen labor, and cultural genocide**¹. This system was designed to be profitable to a select few by the extraction of wealth from conquered and displaced communities, and the pillage of our planet. The policies enacted here in the US—including cross-border economic policies, legislations that define access to credit, loans, and land, education, and healthcare, and laws that govern punitive systems - use divide and conquer tactics that continue to oppress Black, indigenous, and people of color (BIPOC). All our work to restore right relationships with the land, labor, and each other is predicated on our understanding of the industrial food system as built on historical and present exploitation of people and nature.

¹ Calvo, Luz, 2015; Patel, Raj, 2007; Penniman, Leah, 2018; Salvador, Ricardo, 2019; and more.

OUR FIVE CORE METHODS

Through a participatory strategic planning process conducted during 2019 and facilitated by AORTA (the Anti-Oppression Resource and Training Alliance), HEAL Staff and Steering Council mapped our work to the following five “core methods”. These core methods encapsulate the strategic interventions HEAL is making in the food and farm movement.



1

CONNECTING
& UNITING
GROUPS



2

POLITICAL
EDUCATION
& ANALYSIS



3

ADVANCING
A SHARED
NARRATIVE



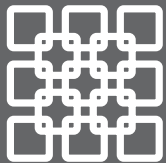
4

CONNECTING
& NURTURING
EXISTING &
EMERGING
CAMPAIGNS



5

ORGANIZING
RESOURCES
FOR A
BIPOC-LED
GRASSROOTS
MOVEMENT
FOR CHANGE



CONNECTING AND UNITING GROUPS

HEAL exists to build collective power for transformation by uniting across race, sector, and geography. To achieve our greatest impact, we are strengthening relationships between organizations and sectors, facilitating collaboration, building alignment across issue areas, and organizing to support each others’ campaigns, bringing together our assets, skills, and resources.



POLITICAL EDUCATION AND ANALYSIS

We know that the transformation we seek is not yet politically possible—it is up to us to make it so. As an alliance, we are focused on what we can do to be in the closest possible political alignment, and prepare ourselves to take powerful action together as political opportunities emerge. To strengthen our ability to move together as one, we are cultivating our shared understanding of each others’ work and campaigns through “toolkits” that unpack each plank of our Platform, while continuing our School of Political Leadership that equips grassroots organizers with the skills needed to run successful policy and political campaigns.



ADVANCING A SHARED NARRATIVE

We're up against a messaging machine with trillions of dollars at its disposal that aims to shape our most fundamental beliefs about food, while also marketing harmful products to our communities. Their narrative upholds damaging myths that promote chemically intensive industrial agriculture, xenophobia, and the hoarding of wealth and power.

Through these myths, powerful corporations spin the media, drive consumer thought and behavior, advance policy agendas that value profit over people, and burden food chain workers, the environment, small businesses, farmers, and all of us who consume food. In order to build our collective power for transformation, HEAL aims to change the dominant narrative to one that centers the value of life, labor, and the land. We will do this through our joint campaigns, by uplifting stories of our work and people in mainstream media, and by moving forward the solutions identified in our Platform for Real Food.



CONNECT AND NURTURE EXISTING AND EMERGING CAMPAIGNS

We believe that through building relationships across organizations, sectors, and geographies—rooted in this shared vision for dismantling corporate control and racism—HEAL members can collectively develop shared campaigns to enable us to achieve more than any one of our organizations can achieve alone. We will continue to support members' existing campaigns while devoting time, resources, and infrastructure to the development and launch of new joint campaigns that move our Platform forward.



ORGANIZING RESOURCES FOR A BIPOC-LED GRASSROOTS MOVEMENT FOR CHANGE

The deepest and most impactful change is led by the people who are on the frontlines of social dysfunctions, and at the forefront of solutions, yet most BIPOC- and frontline community-led organizations are the most strapped for resources. For example, An estimated 95% of philanthropic dollars go towards organizations run by white people¹, and up to 80% go to organizations run by men.

HEAL members have expressed interest in co-developing a strategy to partner with philanthropies, donors, and impact investors pursuing transformative food system change to more effectively resource community initiatives, while simultaneously organizing for market-based and policy change.

¹ Kathleen Kelly Janus, 2017, Innovating Philanthropy, Stanford Social Innovation Review, Retrieved from https://ssir.org/articles/entry/innovating_philanthropy



OUR WORK:

WHERE WE'VE BEEN AND WHERE WE'RE GOING



CONNECTING & UNITING GROUPS

WHAT WE'VE DONE WE'VE DONE

2017: 1st National Summit

Convened 100 leaders from 50+ organizations; ratified HEAL platform.

2018: 2nd National Summit

Convened 120 leaders from 60+ organizations; built skills and launched campaigns.

2019: 3rd National Summit w/ Food Chain Workers Alliance

Convened 140 leaders from 70+ organizations; shared knowledge and developed strategy.

WHAT WE WILL DO

2020 (Y1) DEEPEN OUR ROOTS

Movement Building

Develop member directory.
Convene regional summits to strengthen regional cohesion and support local campaigns.

2021 (Y2) CATALYZE CHANGE

4th National Summit

Convene national summit to build together and develop winning strategies for relevant campaigns.

2022 (Y3) ESCALATE IMPACT

Align and Build

Convene members nationally and/or regionally.

As a result of this work, HEAL members will have much deeper relationships with one another, and of their particular contribution to the Alliance. Members will be able to represent HEAL externally, in coalition and policy spaces.



POLITICAL EDUCATION & ANALYSIS

WHAT WE'VE DONE

2016: Plate of the Union

With the Union of Concerned Scientists and Food Policy Action, HEAL ran the Plate of the Union campaign, elevating food and farm issues in the 2016 presidential campaign cycle and catalyzing momentum for food systems electoral organizing.

2017: School of Political Leadership (SoPL)

HEAL launched SoPL to train grassroots leaders from our membership to prepare for political leadership, and run campaigns. Our first cohort of nine individuals from diverse sectors and geographies graduated in 2018.

Protocols and Principles

Steering Council developed a guide to facilitate multi-racial organizing within HEAL.

HEAL AWARE group

(Alliance of White Accomplices for Racial Equity) is formed.

2019: School of Political Leadership

HEAL kicked off the second SoPL cohort and redesigned it to support teams from three communities to take political leadership. Teams are building skills in campaign strategy, power mapping, communications, and field-building.

WHAT WE WILL DO

2020 (Y1)
DEEPEN OUR ROOTS

2021 (Y2)
CATALYZE CHANGE

2022 (Y3)
ESCALATE IMPACT

School of Political Leadership

Support cohorts of member leaders running campaigns in their own communities.

As a result of this work, SoPL graduates are prepared for positions of political leadership and alongside HEAL members are trained in community-based and electoral organizing, and in policy advocacy.

Amplify the Platform for Real Food

Develop toolkits and accompanying webinars on four platform planks including a factsheet, resources, and ways to support members' relevant campaigns

Uplift Member Stories

HEAL members collaboratively create original content that builds on the platform toolkits

As a result of this work, HEAL members understand and can support each others' work better and are able to organize to educate candidates and the general public about the Platform for Real Food.



ADVANCING A SHARED NARRATIVE

WHAT WE'VE DONE

2015-2017: Platform for Real Food

Interviewed, organized, and engaged 50 organizations with expertise and experience in different aspects of the food system to co-develop a 10-point platform for change.

Since 2017: Public Statements

HEAL has published statements opposing regressive policy (like the Muslim Ban or the appointment of unqualified officials) and proposing solutions (like food and ag components of a Green New Deal).

2019: Training

HEAL launched a series of virtual communications training for members, including on *Digital Security*, *How to Talk to Reporters*, *How to Write an Op-Ed*, *Social Media Strategy*, and *Narrative Shift*.

WHAT WE WILL DO

2020 (Y1) DEEPEN OUR ROOTS	2021 (Y2) CATALYZE CHANGE	2022 (Y3) ESCALATE IMPACT
<p>Building Capacity</p> <p>Develop communication training for members and allies.</p> <p>Through platform toolkits, build internal capacity to articulate and advance the platform.</p>		
	<p>Provide Support</p> <p>Provide communications support for low-capacity organizations.</p>	
<p><i>As a result of this work, HEAL members are able to echo and elevate each others' solutions and our shared narrative; HEAL members are more prominent in media.</i></p>		
<p>Improving Media Visibility</p> <p>Raise the profile of HEAL, members, and food and farming solutions in climate change conversations.</p> <p>Place LTEs and Op-Eds authored by SoPL participants and other HEAL members.</p>		<p>Speakers' Bureau</p> <p>Highlight expertise of members and advance a shared narrative by building a database of spokespersons for HEAL's core issue areas, who are aligned with HEAL's Platform.</p>
<p><i>As a result of this work, food and agriculture solutions aligned with the HEAL platform and member leadership, gains currency in the national media landscape and consequently influences the Green New Deal and other climate policy.</i></p>		



CONNECTING & NURTURING EXISTING & EMERGING CAMPAIGNS

WHAT WE'VE DONE

2017: Corporate Control, Political Leadership, and Community-based Organizing

Workgroups began meeting regularly to develop joint campaigns.

2018: Real Meals Campaign

Launched by Corporate Control Working group, the campaign is uniting members in calling on the three biggest food service companies to commit to transparency, racial justice, climate solutions, fairness, and more.

2019: Good Food Communities

Building on learnings from HEAL's Good Food Purchasing Program (GFPP), HEAL launched this campaign to support community coalitions working to pass policies that re-invest public purchasing dollars. Instead, GFC redirects funds towards food procurement with a racial and environmental justice lens, focusing on transparency, worker justice, and racial equity.

Through GFPP (in partnership with Food Chain Workers Alliance and the Center for Good Food Purchasing), we have redirected over \$575 million in institutional procurement towards values-based food sources, winning policies in six cities and one county to date.

WHAT WE WILL DO

2020 (Y1) DEEPEN OUR ROOTS	2021 (Y2) CATALYZE CHANGE	2022 (Y3) ESCALATE IMPACT
Real Meals Campaign Win commitment from at least one corporation targeted by the Real Meals Campaign.	Addressing Corporate Control Convene experts to design a corporate control campaign that builds on the Real Meals Campaign and addresses policy pillars of corporate control.	Structural Corporate Campaign Transition to a campaign that addresses policy pillars of corporate control
	Win commitments from two other corporations targeted by the Real Meals Campaign.	

As a result of this work, \$800 million is divested from extractive practices and re-invested into producers and suppliers that are BIPOC, use ecologically sound methods, treat workers fairly, and animals humanely.

CONNECTING & NURTURING EXISTING & EMERGING CAMPAIGNS (continued)

WHAT WE WILL DO

2020 (Y1) DEEPEN OUR ROOTS	2021 (Y2) CATALYZE CHANGE	2022 (Y3) ESCALATE IMPACT
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Land Reform: Analysis & Mapping
Facilitate HEAL land reform study group to develop shared analysis.

Support Emerging Campaigns
Develop and resource the infrastructure to support member-driven campaigns.

As a result of this work, members will have shared understanding of the current efforts around land reform, and may develop a new campaign, project, or program to support these efforts.

Support Member-Led Campaigns
Through member calls, webinars, newsletter, and action alerts, keep members informed of each others' campaigns. Develop and implement a process for "featured campaigns" that other members/sectors can go all-in on.

As a result of this work, member-led campaigns will garner greater momentum and achieve impact due to support from other organizations and sectors.



Photo credit: Sonya Epstein



ORGANIZING RESOURCES FOR A BIPOC-LED MOVEMENT FOR CHANGE

WHAT WE'VE DONE

Since 2017: Regranted or redistributed >\$300,000

Supported HEAL member organizations for aligned work and to attend HEAL gatherings.

2018: Framework for Joint Fundraising

Developed a joint fundraising model for HEAL campaigns to support active participation of all engaged members.

2019: Launched Rapid-Response Fund

Raised over \$50,000 with Food Chain Workers Alliance to support legal fees and other basic needs for food workers and their families affected by ICE raids.

WHAT WE WILL DO

**2020 (Y1)
DEEPEN OUR ROOTS**

Landscape and Plan

Map protocols, process and plan; compile best practices from past efforts by other organizations.

With the Union of Concerned Scientists, release and circulate a factsheet to guide investment in BIPOC farmers.

**2021 (Y2)
CATALYZE CHANGE**

Research and Inform

Develop a guide to support mission-aligned donors, investors, and philanthropies.

Research and release database of BIPOC farmers and suppliers aligned with values of fairness and ecological practices to direct investment towards these producers and suppliers through Real Meals Campaign, Good Food Communities, and more.

**2022 (Y3)
ESCALATE IMPACT**

Partner and Grow

Partner with philanthropies, donors, funder affinity groups, and impact investors pursuing transformative food system change to more effectively resource community initiatives.

As a result of this work, grassroots organizations and funder leaders will have stronger partnerships and shared analysis about how to align resources for transformation, consequently channeling these resources to issue areas and communities that have been historically underfunded and whose work aligns with HEAL's Platform for Real Food.



CONCLUSION

Throughout history, movements that have transformed society have relied on a potent mix of capturing the public's imagination with visionary imagery of what is possible and a well-executed ground strategy focused on transforming policies, structures and people who have the power to make the world a better place. In 2017, a group of organizations and leaders with an ambitious vision for change came together to launch HEAL. Since then, HEAL's committed staff and member base have cultivated the soil for powerful movement—building relationships, aligning efforts, and winning campaigns. HEAL's cross-sector origins and solutions-based membership base have already brought visionary solutions to the ills of our food system.

The development of this three year plan has been an opportunity for reflection and for concretizing our vision, and we are thankful to the many folks who contributed to this process: AORTA Collective for facilitation, HEAL's staff through 2019 (Navina Khanna, Jose Oliva, Kristen Strader, Laurence Jones, Marla Karina Larrave, Neshani Jani, Sara Leon Guerrero and Zeenab Aneez), HEAL's Steering Council through the process Mark Schultz (Land Stewardship Project), Ricardo Salvador (Union of Concerned Scientists), Anim Steel (Real Food Generation), Jose Oliva (Food Chain Workers Alliance), Sriram Madhusoodanan (Corporate Accountability), Kirtrina Baxter (National Black Food and Justice Alliance), Devika Ghai (Pesticide Action Network), and Baba Phillip Barker (Operation Spring Plant), and all of our members, whose input shaped this plan.

We believe this 3-year plan represents the next iteration of a coalition that has already left a permanent impact on food and farm movements nationwide. We are excited to escalate our impact as we move towards our collective goals, align the scale of our organization to meet the needs of the movement and this moment, and achieve transformation together.

OUR MEMBERS



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HEAL
FOOD ALLIANCE