Cumberland County Food System Alliance

Developing a Local Sustainable Food System

Position Descriptions

Leadership Council Members

After a year-long planning process, a Leadership Council was created in August 2018 to support the formation of the Cumberland County Food System Alliance (CCFSA). Representative organizations were identified by the broader community of food system organizations, and initially included Capital RC&D, Cumberland County government, Dickinson College, Partnership for Better Health, Penn State Extension, Project SHARE, Sadler Health Center, and Shippensburg University.

Position Summary

Leadership Council members (10-12 total) represent the diversity of stakeholders working on sustainable local food systems in Cumberland County and beyond. Council members participate in the work of partner organizations and work groups. Members help influence and maintain the strategic vision of the CCFSA. An honorarium is available to Leadership Council members to support participation.

Roles and Responsibilities

Leadership Council members oversee the implementation of the CCFSA vision and purpose. Responsibilities assigned to the Leadership Council may include the following:

- ***Strategic Vision*** - develops, influences, and maintains the direction and decision-making of the CCFSA;
- ***Programming*** - provides advice concerning design and planning for programs, and supports implementation and execution as appropriate for the topic;
- ***Work groups*** - serves on or supports at least one work group (related to policy, data and assessment, improving the food system, or other focus as identified by the council);
- ***Networking and Collaboration*** - uses influence to help the CCFSA serve as a convener, providing opportunities for members of the local food system to work together;
- ***Funding Leadership*** - supports efforts to pursue funding for the backbone organization and other organizational activities to maintain a working structure;
- ***Annual Review*** - performs an annual review of its own work and performance as it relates to the annual work plan priorities and activities of the CCFSA;
- ***Rotating Leadership***- if able, serve as chairperson for at least one term during tenure.

Time Commitment

Leadership Council members should expect to spend five to ten hours every two months on CCFSA activities. Council members are expected to attend bi-monthly Leadership Council Meetings and CCFSA events and communicate in the interim to provide program support and oversee strategic visioning.

When Leadership Council members are not able to attend a meeting, they are expected to review notes and stay in communication with fellow members. If Leadership Council members anticipate missing a meeting, they may designate

an alternate individual from their organization to attend in their stead; this designee should be consistent, and contact information shared with the council in advance so that work can continue.

Term Limits
A Leadership Council member may serve up to two (2) three-year terms, for a total of six years. Participants may return after one (1) two-year term sabbatical.

Identification of successor: Prior to rotating off the council, Leadership Council members are encouraged to propose a successor for review by other council members.

Leadership Council Chair

The Leadership Council Chair works with the facilitator to carry out next steps and ensure smooth logistics for Leadership Council Meetings. Along with the facilitator, the chair may serve as the point of contact to the Work Groups.

Roles and Responsibilities
In addition to their role and responsibilities as a member of the Leadership Council, the Leadership Council Chair assists with setting the agenda, reviewing highlights, and leading meetings. The chair is seen as the main point of contact for the council. The chair may be asked to review additional materials or documents prior to dissemination to the Leadership Council, Work Groups, or Partner Organizations.

Time Commitment
In addition to hours spent serving on the Leadership Council, the Leadership Council Chair should expect to spend an additional five hours every two months on CCFSA activities (for a total of ten to fifteen hours).

Term Limits
A Leadership Council member may serve one (1) two-year term in the role as Chair. Participants may return after one (1) two-year term sabbatical.

Leadership Council Facilitator

The original convener of the CCFSA was the Partnership for Better Health. The Shippensburg University Center for Land Use and Sustainability assumed this role in fall 2019, and is presently serving as the Alliance's facilitator.

Roles and Responsibilities
Specific roles and responsibilities are developed in accordance with the administrative needs of the CCFSA and are outlined in official paperwork and documentation (e.g. contract). In general, roles and responsibilities of the facilitator include the following:

- ***Administrative Support for CCFSA Meetings*** - coordinate bi-monthly Leadership Council meetings, correspond with members, craft agendas, consult with chair, support meeting facilitation, prepare and disseminate notes. May provide the same duties for larger partner organization meetings;
- ***Support CCFSA Development*** - support implementation of the strategic vision, development of data and resources repository, improvements to local food system, and collective impact/systems change. Help to pursue funding in support of alliance sustainability;
- ***Outreach and Collaboration*** - support outreach efforts (website, social media, newsletter), attend partner meetings and events, and participate in discussions about local food system efforts.

Time Commitment
Specific hours and expectations are set within contracting documents. Hours should be sufficient to meet deliverables of the contract and ensure adequate support of the organization.

Evaluation
The role of the facilitator is based on available funding and approval by the Leadership Council. Past performance and support of the organization by the facilitator should be evaluated and discussed prior to establishing additional contracts.

Work Groups

The 2020 Strategic Visioning process of the CCFSA Leadership Council identified the need to form three work groups in support of the CCFSA vision and goals.

- **Policy**: Create broader understanding in the community and among policymakers of both favorable policies and those that disadvantage members of the local food system.
- **Data and Assessment**: Provide research and data to increase understanding of the local food system.
- **Improving the Food System**: Identify and foster targeted initiatives to address gaps, weaknesses or redundancies in the local food system.

The purpose of these work groups is to identify opportunities to impact change in our local food system, working toward sustainability and long-term resilience. The Leadership Council developed the following recommendations, to be refined by individual work groups:

Roles and Responsibilities
Work group members are asked to share their expertise and experience in support of the work group goals. Responsibilities may include the following:

- ***Networking and Collaboration*** - work with other members toward a sustainable local food system;
- ***Systems Change*** - identify opportunities to work toward addressing gaps in the functioning of food related systems and to advocate for equitable access to nutritional food. Provide recommendations to the Leadership Council and work toward program and strategy implementation, as appropriate.
- ***Programming*** - provide advice concerning design and planning for programs and events, and support implementation and execution as appropriate for the topic.

Time Commitment
Meeting frequency will be established by each individual work group. It is anticipated that work group members will meet every other month, spending five to ten hours every two months on CCFSA activities. Work group members are encouraged to attend CCFSA events and communicate in the interim regarding work group activities.

Work Group Chairs

Work Group Chairs ensure smooth logistics for meetings, and support communication of activities to the Leadership Council through the facilitator and Leadership Council Chair.

Roles and Responsibilities

In addition to their role and responsibilities as a member of the Work Group, the Work Group Chair is responsible for scheduling meetings, communicating with members, setting the agenda, leading meetings, and sharing notes. The chair is seen as the main point of contact for the work group.

Time Commitment
In addition to hours spent serving on the work group, Chairs should expect to spend an additional five hours every two months on CCFSA activities (for a total of ten to fifteen hours).

Term Limits
Term limits are to be defined by individual work groups. Members are encouraged to serve no more than one (1) two-year term in the role of Chair. Work Group Chairs will be approved by the Leadership Council.

Partner Organizations and Community Members

The Partnership for Better Health (PBH) convened a series of roundtable discussions from 2017-2018 to discuss the development of a sustainable local food system. Initial participants included Adams County Food Policy Council, Capital Resource Conservation & Development, Carlisle West Side Neighbors, Center for Land Use and Sustainability at Shippensburg University, Central Pennsylvania Food Bank, Cumberland County Planning Department, Cumberland Valley Visitors Bureau, Department of Agriculture, Dickinson College Center for Sustainability Education, Dickinson Farm, Family Health Council of Central PA, Farmers on the Square, South Central PA Harvest Hub, LEAF Project, Inc., New Hope Ministries, Partnership for Better Health, Penn State Cooperative Extension, Project SHARE of Carlisle, Sadler Health Center, South Mountain Partnership, and the Food Trust.

Starting in Fall 2021, partner organizations and community members are invited to participate in work groups to implement the 2021-2022 Strategic Vision. Alongside the important role these individuals and organizations play in our community, their participation in CCFSA work groups is crucial for the development of a sustainable local food system.

Operating in Cumberland County with “fuzzy borders,” these organizations collectively work toward developing a sustainable local food system, from production through waste recovery (see diagram).


PRODUCTION
PROCESSING
DISTRIBUTION
ACCESS
CONSUMPTION
RESOURCE/WASTE RECOVERY
SUSTAINABLE
LOCAL FOOD SYSTEM