



Chesapeake Foodshed Network Overview of the Network Structure & Governance

August 2017

Produced by Local Concepts LLC

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CHESAPEAKE
FOODSHED NETWORK



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INTRODUCTION

A food system encompasses all actors and actions required to get food from farm to plate and ultimately back into the soil. The functioning of the food system deeply impacts our communities, land, and waterways. It is complex with far-reaching impacts.

The Chesapeake foodshed mirrors the Chesapeake Bay watershed, and includes portions of Virginia, West Virginia, Pennsylvania, New York, Delaware, Maryland, and Washington, DC. The watershed encompasses 64,000 square miles and is home to 18 million people. The Bay itself produces 500 million pounds of seafood each year, and the land in the watershed supports a \$10 billion food and fiber agriculture industry.

At the same time, agriculture is the single biggest contributor of pollutants to the Bay significantly degrading water quality.¹ And even though agriculture and fisheries offer significant contributions to the economy, Forbes reported in the 2015 that food related jobs account for 7 of the 10 worst paying jobs in the U.S. To make matters worse, up to 40% of the food produced ends up in the waste stream, where it contributes to the pollution problem, while at the same time nearly 13% of U.S. households are food insecure.²

These are complex and interrelated problems that no single organization or individual can solve. In 2012, regional thought-leaders recognized that a great deal of extraordinary work was being done to address components of our food system, but that work was often performed in silos with little to no interaction, resulting in inefficiencies and slow progress. They agreed that a holistic approach is required to affect lasting transformation (Appendix A. Original Thought Leaders).

These thought-leaders conceived of a regional network to provide a framework for connection, alignment and collective action across the foodshed. So the Chesapeake Foodshed Network (CFN) was born.

¹ Chesapeake Bay Program. <http://www.chesapeakebay.net/discover/bay101/facts>

² USDA Office of the Chief Economist; USDA Economic Research Service

MISSION

To catalyze connections and collaborations that build a sustainable, resilient, inclusive, and equitable regional food system in the Chesapeake Bay watershed.

VISION

A sustainable, resilient, inclusive and equitable food system that supports healthy communities, land and waterways in the Chesapeake Bay watershed.

VALUES

- Healthy people
- Vibrant farms and fisheries
- Justice and equity
- Sustainable ecosystems (land and water)
- Thriving communities
- Prosperous economies

PRINCIPLES

- Fair distribution of power, access, resources, opportunities, and outcomes
- Shared regional leadership
- Consensus-based decision making
- Network-wide culture of transparency, trust and accountability
- Continuous learning, problem solving, dialogue, reflection, and evaluation
- Shared experience, skill, and wisdom across cultures, communities, and sectors
- Value added to existing work while growing the whole and accelerating the pace of change

GOALS

- Establish and build a food system action network
- ☒ • Facilitate and strengthen connections and collaborations across the region
- ☒ • Provide platforms for sharing of knowledge and information
- ☒ • Foster and enable collective action for food system reform
- ☒ • Create feedback loops to ensure the work is responsive to network needs

COLLECTIVE IMPACT

The CFN uses **Collective Impact**³ as an organizing framework to guide its work. Collective Impact conditions include:

- Shared Agenda
- Mutual Accountability and shared leadership
- Shared Metrics
- Continuous Communication
- Backbone Support

³ Collective Impact. Kania and Kramer. Stanford Social Innovation Review. 2011.

NETWORK STRUCTURE⁴

In 2014, funding from the Town Creek Foundation was secured to develop the Chesapeake Foodshed Network. Many leaders, resource experts, and funders provided significant guidance and support in the development of the CFN's governance structure, programs, and services (Appendix B. Governance & Program Development Thought Leaders 2014-2017).



Community ownership, Empowerment, and Prosperity Action Team.

Network Management

Local Concepts LLC is contracted to provide network management support to the CFN. Staff of Local Concepts fill the roles of Network Manager, Program Director, Outreach Director, Policy Analyst, and intern to:

1. Manage the Network's daily needs
2. Develop and coordinate Network services and programs
3. Mobilize and manage funding and social capital
4. Curate communications and resources
5. Coordinate outreach and collective policy initiatives
6. Provide support to work groups and action teams
7. Implement measurement and evaluation of network impact

⁴ The Network's architecture was approved in 2016.

Steering Team

The Steering Team is the steward of the CFN, guiding the growth, scope, and influence of the Network while ensuring that it serves its mission and vision and stays true to its values and principles. The Steering Team is comprised of committed regional food system leaders who recognize the value of collaboration to achieve a shared vision and embrace the value of a network approach to affect change. They are thought leaders and changemakers, willing to share expertise, skills, and access to their own networks. The Steering Team membership represents diverse geographies, sectors, communities, and cultures throughout the foodshed. Steering Team members participate as network nodes and ambassadors, weaving connections and catalyzing collaborations among stakeholders. The Steering Team is led by co-chairs and steering team sub-committees are formed as needed to address specific tasks.

Roles and Responsibilities

1. Undertake strategic planning
2. Develop funding strategy and identify funding sources
3. Devise strategy filter
4. Review and approve the budget
5. Develop metrics for evaluation of network activities, including Work Groups and Action Teams
6. Contract with Network Management provider
7. Evaluate Network Management and the Core Network Team
8. Act as network ambassadors
9. Host network gatherings

Time Commitment

Steering Team members are expected to attend up to six meetings per year. It is anticipated that 2-3 of the meetings will be in-person and overnight, including an annual summit and team retreat. Where possible, overnight meetings will coincide with key regional conferences or watershed learning journeys. The remaining 3-4 meetings will be held via video conference. Effort will be made to secure meeting dates a year in advance.

Beyond Steering Team meetings, each member's time commitment will vary depending on committee work (approximately 5 hours/month). Steering Team co-chairs will serve on the Core Network Team. See below for responsibilities.





Terms of Service

Steering Team members serve 3-year terms and up to three consecutive terms (9 years). Terms are staggered to ensure that Team members do not all rotate off at the same time. Steering Team co-chairs serve 3-year terms, which are staggered to ensure continuity.

Compensation

Co-chairs will contribute significant time to include their service on the Core Network Team. Co-chairs will be provided a leadership stipend as available. All Steering Team members are offered professional development trainings and other learning opportunities. Travel stipends are made available to all Steering Team members as needed and as available.

Core Network Team

This team is made up of leaders from the Steering Team and the Network Management organization and outside expert advisors as needed. The Core Network Team is responsible for the backbone support and executive functions for the Network:

1. Act as a bridge between the Steering Team and Network Management organization
2. Ensure fiduciary and legal oversight
3. Provide support for fund development
4. Set the agenda for and facilitate Steering Team meetings
5. Facilitate strategic development of the Network
6. Coordinate Steering Team recruitment and succession
7. Manage the application process for Work Group and Action Team leaders

Work Groups

Work Groups are formed to facilitate collaboration around specific food system issues (e.g. equity and community ownership, farm-to-institution, food waste and recovery, food access). Through trust building, knowledge sharing, and alignment of strategies and practices across sectors, Work Groups identify specific resource and learning needs and actions that may accelerate change. Work Groups will be led by co-chairs. To ensure open lines of communication throughout the Network, the Work Group co-chairs share service on the Steering Team. Each Work Group will define its own terms of service.

Action Teams

Action Teams are formed to develop regional strategies that will accelerate change in specific food system issue areas. They are made up of food system actors, content experts, community organizers, and other relevant stakeholders. Action Teams are funded and Team members are selected through an application process. Teams are accountable to and supported by the funder(s) and the CFN. Once the strategies have been developed, the Team's work is complete. The regional issue-specific strategies will contribute to a regional roadmap for achieving the CFN Food System Vision. The CFN and Action Team funders will work together to secure resources to support implementation of the strategies.

Expert Advisors

Expert advisors will be recruited as needed to provide content expertise, advice, strategic thinking, or consultation.


Network Participants

The CFN is open to organizations, businesses, government, agencies, institutions, funders, and other engaged stakeholders. All come to the table as equal participants. The CFN aims to provide a space for honesty, critical reflection, and a place for open inquiry.

An organization or stakeholder can become a Network participant by simply agreeing to support the CFN Food System Vision and serving as a Network ambassador and weaver.

Network participants benefit by gaining access to Work Groups, the CFN Stakeholder Directory, Network trainings, and professional development. Network participants' work may also be highlighted on CFN website, social media, and other CFN resources, and Network participants are given priority attendance at CFN events and travel delegations.

How the Network is Funded



Initial funding for the CFN has been obtained via grants from regionally-located foundations. Moving forward, it is critical for the CFN leadership to play a supporting role in diversifying the funding portfolio to leverage current support and mobilize funding from local and national foundations, agencies, and corporations. This could include grants, sponsorships, membership dues, fee-for-service, etc. Additional funding will not only support development of the Network, but will also support shared leadership, professional development, and collaborative regional action. In addition, the CFN will help facilitate development of a more integrated regional funding strategy, which could include the creation of a pooled Innovation Fund to support organizations piloting project concepts.

Appendix A.

Original Thought Leaders

Information provided in 2014

Following is a list of the original thought leaders that recognized a network approach was needed to leverage existing efforts and to facilitate collective action. Due to their vision and planning efforts the Chesapeake Foodshed Network was created in 2014.

Marilyn Anthony	Pennsylvania Association for Sustainable Agriculture	PA
Amanda Behrens	Center for a Livable Future/ Future Harvest CASA Board	MD
Eric Bendfeldt	Virginia Cooperative Extension/ Virginia Food System Council	VA
Jon Berger	Real Food Challenge	Regional
Christine Bergmark	Maryland Food Charter	MD
Leonard Berman	Prince Charitable Trusts	VA
Russ Brinsfield	Harry Hughes Center for Agro-Ecology	MD
Renee Catacalos	Future Harvest CASA	Regional
Alice Chalmers	Future Harvest CASA	Regional
Amy Crone	Maryland Farmers Market Association	MD
Mike Curtin	DC Central Kitchen	DC
Jim Epstein	Blue Ridge Produce	VA
Bart Farrell	Clyde's	Regional
Karen Fedor	Maryland Department of Agriculture	MD
Colby Ferguson	Frederick County Office of Economic Development	MD
Holly Freishtat	Baltimore Food Policy Director	MD
John Galli	Metropolitan Washington Council of Governments	DC
Meredith Lathbury Girard	Town Creek Foundation	MD
Brett Grohsgal	Even' Star Farm	MD
Jim Hanson	UMD Department of Agriculture and Natural Resources	MD
Peter Henderson	Virginia Eastern Shore Land Trust	VA
Celeste James	Kaiser Permanente of the Mid-Atlantic States/FHCASA Board Member	DC
Sue Ellen Johnson	Piedmont Environmental Council	VA
Steven Kendall	DC Central Kitchen	DC
Rebecca Klein	Johns Hopkins Center for a Livable Future	MD
Cheryl Kollin	Full Plate Ventures	MD
Brian Le Couteur	Metropolitan Washington Council of Governments	DC
Jakir Manela	Pearlstone Center	MD
Tom McDougall	Blue Ridge Produce	VA
Megan Milliken	Town Creek Foundation	MD
Louise Mitchell	Maryland Hospitals for a Healthy Environment	Regional
Keith Molesworth	Pearlstone Retreat and Conference Center	MD
Gina Navarro	Chesapeake Food Leadership Council	Regional
Nancy Nunn	Harry Hughes Center for Agro-Ecology	MD
Shep Ogden	Jefferson County Agriculture	WV
Anne Palmer	Center for a Livable Future, Johns Hopkins University	MD
David Paulk	Sassafras Farm	MD
Kristin Pauly	Prince Charitable Trust	VA
Dru Perkins-Schmidt	1000 Friends of Maryland	MD
Chip Planck	Retired of Wheatland Vegetable Farm	VA
Mark Powell	Maryland Department of Agriculture	MD
Holly Rivera	Washington Regional Convergence Partnership / Intentional Philanthropy	DC
Dan Rosen	MD Department of Planning	MD
Mark Seale	Blue Ridge Produce	VA
Lindsay Smith	Washington Regional Convergence Partnership	DC
Dick Stoner	Locale Chesapeake / Stoner Family Farms	MD
Sarah Taylor-Rogers	Harry Hughes Center for Agro-Ecology	MD
Maria Van Dyke	Virginia Food System Council	VA
Nikki Highsmith Vernick	Howard County Food Council/The Horizon Foundation	MD
Ted Wycall	Greenbranch Farm	MD
Kathy Zimmerman	Howard County Food Council/ Economic Development Authority	MD

CONSULTANTS:

Peter Allison	Farm to Institution New England	Regional
Pat Field	Consensus Building Institute	Regional
Ellen Kahler	Vermont Sustainable Jobs Fund	VT

Appendix B.

List of the Chesapeake Foodshed Network's Governance & Program Development Thought-Leaders

2014-2017

Following is a list of thought leaders that developed the Chesapeake Foodshed Network's governance structure, programs and services, and processes for action, establishing the foundation for an action network.

Karen Basarab	Center for a Livable Future, Johns Hopkins University	National
Eric Bendfeldt	Virginia Cooperative Extension/VA Food System Council	VA
Christine Bergmark	Food System Consultant	MD
Leonard Berman	Prince Charitable Trusts	Regional
Kara Blankner	Cafritz Foundation	VA/DC
Greg Bowen	Land Stewardship Solutions LLC	MD
Natasha Bowens	Author (The Color of Food), Farmer, Activist	
Mike Brannon	Roseda Beef	MD
Brandy Brooks	Dreaming Out Loud	DC
Heber Brown	Black Church Food Security Network	MD
Carolynn Brunette	Prince Charitable Trusts	VA
Amanda Buczynski	Future Harvest CASA	MD
Susan Clark	Virginia Tech	VA
Jessica Culley	CATA-The Farmworker Support Committee	Regional
Sydney Daigle	Prince George's County Food Equity Council	MD
Caitlyn Fisher	Center for a Livable Future, Johns Hopkins University	National
Christy Gabbard	Local Concepts LLC	Regional
Lindsay Gilmour	Organic Planet	PA
Kellie Hinkle	Loudon County Agricultural Economic Development	VA
Dan Hoffman	Montgomery County Food Policy Council	MD
Eric Jackson	Black Yield Institute	
Celeste James	Kaiser Permanente	Regional
Jill Jefferson	Shenandoah County Planner	VA
Ann Karlen	Fair Food Philly	PA
Sonia Keiner	Local Concepts LLC	Regional
Evelyn Kelly	Institute for Public Health Innovation/MD Food Charter	MD
Courtney Kimmel	Local Concepts LLC	Regional
Vikram Krishnamurthy	Delaware Horticulture Center	DE
Meredith Lathbury-Girard	Town Creek Foundation	MD
Dena Leibman	Future Harvest CASA	Reignal
Kristen Markley	Healthcare Without Harm	Regional
Megan Milliken	Town Creek Foundation	MD
Louise Mitchell	Climate Health Solutions	MD
Mardell Moffett	Cafritz Foundation	VA/DC
Alexander Moore	DC Central Kitchen	DC
Gabi Mora	Food Trust	Regional
Gina Navarro	Chesapeake Food Leadership Council	MD
Nancy Nunn	Harry Hughes Center for Agro-Ecology	MD
Anne Palmer	Center for Livable Future, Johns Hopkins University	National
Anne Palmer	Johns Hopkins Center for Livable Future	Regional
Chip Planck	Wheatland Vegetable Farms	VA
Tarah Ranke	American Heart Association	MD
Lauren Shweder Biel	DC Greens	DC
Yona Sipos	Local Concepts LLC	Regional
Lindsay Smith	Metropolitan Washington Council of Governments	Regional
Allison Spain	Virginia Food System Council	VA
Liz Spellman	Local Concepts LLC	Regional
Sarah Taylor-Rogers	Harry Hughes Center for Agro-Ecology	MD

CONSULTANTS:

Ellen Kahler	Vermont Farm to Plate Network	VT
Eric Kessler	Arabella Advisors	National
Curtis Ogden	Interaction Institute for Social Change	National

FUNDERS:

Cafritz Foundation
Corina Higginson Trust
Kaiser Permanente
Prince Charitable Trusts
Northern Virginia Health Foundation
Town Creek Foundation



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