



# THREE SQUARE FOOD BANK POSITION GUIDE

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**Position:** President & CEO

**Reports to:** Board of Directors

**Location:** Las Vegas, Nevada

## WHAT IS THREE SQUARE?

A national model project inspired by Founder Eric Hilton with a grant provided by the Conrad N. Hilton Foundation, Three Square is Southern Nevada's only food bank, the largest provider of emergency food assistance in the State of Nevada, and the fastest growing food bank in Feeding America's history. Since opening in 2007, Three Square has provided more than 528 million pounds of food to hundreds of thousands of people in need and earned a reputation as one of the most efficient and effective food banks in the country. Three Square is a community collaborative partnership with businesses, nonprofit agencies, food distributors, higher education institutions, the Clark County School District, governmental entities, the media and thousands of volunteers working together to support food-insecure Southern Nevadans. In 2022, Three Square provided



over 51 million pounds of food, the equivalent of more than 42 million meals, through its network of community partners. A member of the Feeding America network of food banks, Three Square remains committed to its mission of providing wholesome food to hungry people, while passionately pursuing a hunger-free community.

Three Square Food Bank is the backbone organization for Southern Nevada's emergency food network. Of the network's many public and private partners, only Three Square has a mission and strategic plan dedicated exclusively to ending hunger in our community.



As a food bank, Three Square's job is twofold: to provide food to those facing hunger today and to make measurable strides in ending hunger in the future.

Programs include:

**BackPack for Kids:** Three Square has joined forces with numerous community partners to provide bags of nutritious, single-serving, ready-to-eat food items each Friday during the school year to children who might otherwise go without during weekends and long breaks from school. BackPack for Kids is offered during the summer months to continue supporting childhood nutrition year-round. Thousands of children are eligible for free and reduced-price meals through the Clark County School District. When the school bell rings on Friday, many of these children go hungry until school resumes on Monday morning.

**Senior Hunger:** Our Senior Hunger Programs provide food-insecure older adults (60 and better) with healthy, supplemental groceries including fresh fruits and vegetables, whole grains and lean proteins. The program is found around the valley through senior-only pantries, home delivery and congregate community meals.

**SNAP:** Our Benefit Services Outreach team helps households with referrals and applications for benefits through the Supplemental Nutrition Assistance Program (SNAP).

**Food Rescue:** Our Food Rescue Department works with more than 360 manufacturers, distributors, grocery/retail stores, along with hotel/casino partners and conventions, to source food that may otherwise go to waste. In fiscal year 2022, Three Square rescued more than 31 million pounds of product (equivalent to more than 26 million meals). Food that we source from rescue operations is delivered to nonprofit and faith-based organizations for immediate distribution to the community.

**TEFAP:** The Emergency Food Assistance Program (TEFAP) is a federally funded program that helps supplement the diets of low-income Americans by providing them with emergency food and nutrition assistance at no cost.

**Advocacy:** The Three Square team participates in activities that challenge our way of thinking about issues affecting hunger-relief efforts. The organization contributes to the discussion on policies that impact the hungry in our community and engages with program partners and clients in order to understand the potential impacts of new and changing policies and regulations.

**Research:** Three Square Food Bank and Feeding America, the nation's largest domestic hunger relief organization, released its most recent Map the Meal Gap study in 2022. This study accurately reflects who is truly hungry at the local community level by taking into consideration such factors as the unemployment rate, federal food assistance eligibility rates, and the average cost of a meal.



Three Square seeks a leader who will fight to ensure that the food gap in Southern Nevada is closed for all geographies and groups. This individual will be a tireless advocate for the organization's mission and impact and will inspire others to support successful outcomes. This leader will have the opportunity to grow and strengthen the food distribution network to become more resilient and sustainable through optimization of their food rescue operations and strengthening the distribution network and partnerships.

Three Square has a fiscal year cash budget of approximately \$28 million, a staff of 120, a dynamic Board with 23 directors and a robust core of volunteers.

Key skills and attributes include:

**Leadership and Vision.** Provides leadership and support to the Board, staff, volunteers and other constituents, in achieving the organization's results and impact. Nimble and effective in implementing organizational change in response to changing market forces and a dynamic business environment. This is a high-profile, high-energy position, requiring a self-motivated individual who is comfortable working with a wide variety of constituents and interests. The President & CEO must embody the highest standards of integrity and demonstrate a commitment to Three Square's mission and vision.

**Relationships.** Builds strong and sustainable relationships that translate into successful community engagement, strategic collaborations and fundraising results. Creates excitement for the organization's initiatives and gains access to critical constituents to achieve policy impact.

**Business Acumen.** Establishes goals and quantifiable objectives, runs a fiscally sustainable organization, brings mission criteria and financial rigor to opportunity assessment, and leads a strong management team that builds and executes a strategic plan to grow the impact and results of the organization. Is accountable for all organizational results.

### Duties and Responsibilities

- Oversees development and implementation of the organization's strategic and operating plans. Establishes metrics for performance on external relations, program objectives, financial results and the diversification of revenue sources. Is responsible for Three Square's annual operating results and financial performance.
- Assesses organizational capacity to implement strategies, identifies gaps in systems and staffing, and develops plans for correction, contingency and succession; anticipates factors accelerating or impacting success. Ensures coordination and alignment of all activities, initiatives and programs within Three Square's mission, values and strategic direction.
- Works to strengthen and grow the human capital of this organization, through ongoing staff and volunteer development. Builds the bench strength of the organization and creates succession opportunities for staff. Manages, coaches and mentors the senior staff.

# Mission, Vision and Core Values

**Mission:** To provide wholesome food to hungry people, while passionately pursuing a hunger-free community.

**Vision:** No one in our community should be hungry.

## **Core Values:**

Compassion — With respect for our diverse community and a willingness to put ourselves in the shoes of others, we act from the heart.

Collaboration — We believe in the power of working together, and we are thankful for those who help us help others.

Innovation — The status quo is yesterday's news; we believe new ideas will drive efficient solutions to this oldest of problems.

Stewardship — By planning ahead and holding ourselves accountable, we ensure the responsible and sustainable use of resources in the long-term.

Transparency — We operate in the public eye, with integrity and respect for those who fund us, rely on us and give us their time and trust.

Urgency — It is not enough to plan; we must act with all speed to help those who are hungry.

**Diversity Mission Statement:** By focusing on the differences and similarities that we each bring to Three Square, we will strengthen our ties to the community through our services and programs.



- Supports the Board's development as the strategic, governing body for Three Square. Identifies and develops issues for Board review, discussion, input and action. Helps the Board maintain an effective nominating process and provides thorough orientation for new Board members. Advocates and supports the Board's self-study, evaluation and performance.
- Builds, maintains and leverages relationships with diverse constituents, including individuals, corporations, donors, elected officials, government agencies and other nonprofit organizations. Builds effective, durable relationships with strategic partners including hunger relief organizations.
- Consistently cultivates individuals, corporations, foundations and government entities to achieve fundraising results. Works closely with the Development and Marketing & Communications departments to establish strategies and activities to secure financial resources. Develops positive and productive relationships with all potential sources of funding, including individuals, foundations, corporations and government entities.
- Positions Three Square as the lead non-governmental entity in Southern Nevada addressing hunger relief through active, positive relationships with partner organizations, other hunger-relief groups, government leaders, other food banks, vendors, donors and volunteers. Provides leadership in community building and advocacy regarding hunger and food insecurity issues. Coordinates with Feeding America and regional food banks to enhance and further Three Square's work to fight hunger locally, while working cooperatively with other food banks in the national network.
- Maintains stewardship and accountability for the organization's overall operational, ethical and fiduciary integrity, within the guidelines and policies set by the Board and applicable laws and/or regulations.



We seek a proven leader with a passion for addressing complex social issues. The ideal candidate will have significant experience in leading strategic and high-level decision-making, particularly in times of organizational growth. The candidate will be adept at using keen interpersonal skills to coalesce multiple external stakeholders around common goals. He/she/they must embody the highest ethical standards and demonstrate a balance of business savvy with a commitment to responsible, people-focused program delivery. A demonstrated ability to develop and maintain highly professional relationships with business, civic and nonprofit leaders is required.

The candidate must have the ability to establish and maintain strong and growing relationships with benefactors, potential donors and other key sources of financial support in business, government and civic sectors. Experience with significant fundraising activities is highly desired, as is experience working closely with local and state government officials and policymakers. The next President & CEO must have the ability to skillfully serve as the primary external representative of the organization and shall possess strong communication and networking skills for the purpose of helping to grow the organization's fundraising program. The successful candidate shall have demonstrated skills in cultivating and soliciting major gifts, corporate and foundation grants, and enhancing a culture of giving.

A track record of entrepreneurial problem-solving skills, creating and implementing best organizational and operational practices, and managing people through partnership and collaboration is required. The use of proven business practices to achieve financial objectives is a highly desirable qualification.

The successful candidate will be collaborative, communicative and compassionate, with an outgoing, balanced personality and a problem-solving nature. This individual shall have a servant leader mindset and a lifelong learning approach to develop a cohesive team as well as to mobilize, encourage and build capacity of the staff. A management style that provides autonomy and empowers staff is highly desired. This person will have experience working closely with a board to further the organization's strategic initiatives.

Other personal qualifications include the interest and ability to build upon a strong, positive organizational culture and to both lead and manage within complex organizations. A creative, intuitive thinker with high emotional intelligence and a flexible personality complimented by a sense of humor will serve the organization well.

A bachelor's degree from a four-year college or university is required; a graduate degree is desired. Current or prior experience in the field or experiences that would result in a key understanding of the cause is advantageous. Successful candidates may come from the non-profit or for-profit sectors.

## Equal Employment Opportunity Statement

It is the policy of Three Square that decisions related to hiring and all other terms and conditions of employment shall occur on the basis of merit and without regard to race, color, gender, actual or perceived sexual orientation, transgender, gender identity, gender expression, genetics, national origin, religion, age, disability, pregnancy, political affiliation, or any other legally protected status under local, state or federal law.



## COMPENSATION AND BENEFITS

The salary range for this position is between \$275,000 and \$325,000 and will be commensurate with experience. The compensation package will be inclusive of a board-designated annual bonus of up to 20% of base salary. Three Square offers group health (HMO or POS plan), dental, vision, and disability insurances (short term disability and long-term disability), paid time off and a retirement savings program.

## TO APPLY

To apply, please submit a current resume and letter of introduction to Kittleman & Associates, LLC at <https://bit.ly/3ZuJ8of> (click on the Apply button at the bottom of the page).

For more information about Three Square Food Bank, please visit <https://www.threesquare.org/>.

*All qualified candidates are strongly encouraged to apply.*

