



**three  
square™**

together, we can feed everyone

A member of  
**FEEDING  
AMERICA**

**STRATEGIC PLAN  
2016 - 2020**

# INTRODUCTION



**Three Square is Southern Nevada's only food bank providing food assistance to the residents of Lincoln, Nye, Esmeralda and Clark Counties.**

Three Square's mission is to provide wholesome food to hungry people, while passionately pursuing a hunger-free community. We combine food banking (warehousing canned and boxed goods), food recovery (obtaining surplus foods such as bread, dairy, produce and meats from grocery retail stores), and freshly prepared meals to be the most complete food solution for Southern Nevada food-insecure residents.

We work with a service network of approximately 1,300 community partners, which includes non-profit and faith-based organizations, schools, and feeding sites in our community to reach struggling individuals and families at risk of hunger. For the fiscal year end June 30, 2016, we distributed more than 40 million pounds of food, through our community partners who feed over 137,000 people each month. Additionally, in partnership with the State of Nevada's Division of Welfare and Supportive Services, Three Square's Benefits Outreach Team assisted food-insecure individuals and families through the SNAP application process at various Agency Partner and Community Partner sites throughout Southern Nevada, such as neighborhood pantries and public school sites. The combined efforts of food distribution and benefits outreach resulted in the equivalent of nearly 36 million meals provided to the community.





Three Square Food Bank began distributing food in November 2007. Since then, Three Square has distributed more than 242 million pounds of food—the equivalent of 202 million meals—through our network of agency and program partners. Three Square holds the record for the fastest food bank to reach both 10 million and 20 million pounds of food distributed annually.

In January 2016, Three Square Food Bank embarked on a journey of transformation through a newly formed executive leadership team with a vision for expanding access to food resources by connecting with agency partners, local governments, and state and federal authorities. Three Square looked within and solicited the advice and guidance from its greatest resource – the employees. Three Square also reached out to critical friends in the community – experts in the fields of finance, operations, government affairs, and development. Brian Burton, Chief Executive Officer, rounded out the feedback loop by presenting ideas to local government leaders within Southern Nevada.

The leadership at Three Square, recognized that the issue of hunger is not one that can be addressed by one agency, but instead a network of committed collaborators. Through the leadership of the Strategic Planning Committee, led by Shawn Gerstenberger PhD, the redefined future of Three Square Food Bank includes a focus on the role of Three Square as a convener, collaborator and leader in the community and across the country in an effort to ensure all Southern Nevada food-insecure residents have access to food.



According to Feeding America's annual report on food-insecurity rates of each county in the United States, the number of pounds of food Three Square needs to distribute to meet the meal gap - meaning that everyone that needs access to food will have access to food - is 50 million pounds annually. To reach the vision of ensuring no one in our community should be hungry, the strategic future of Three Square will focus on the following:



## STRATEGIC PILLARS

FOOD ACCESS AND DISTRIBUTION  
SUSTAINABILITY AND SOCIAL ENTERPRISE FUNDING  
DEVELOPING EXPERTISE AND ADVOCATES

## 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.

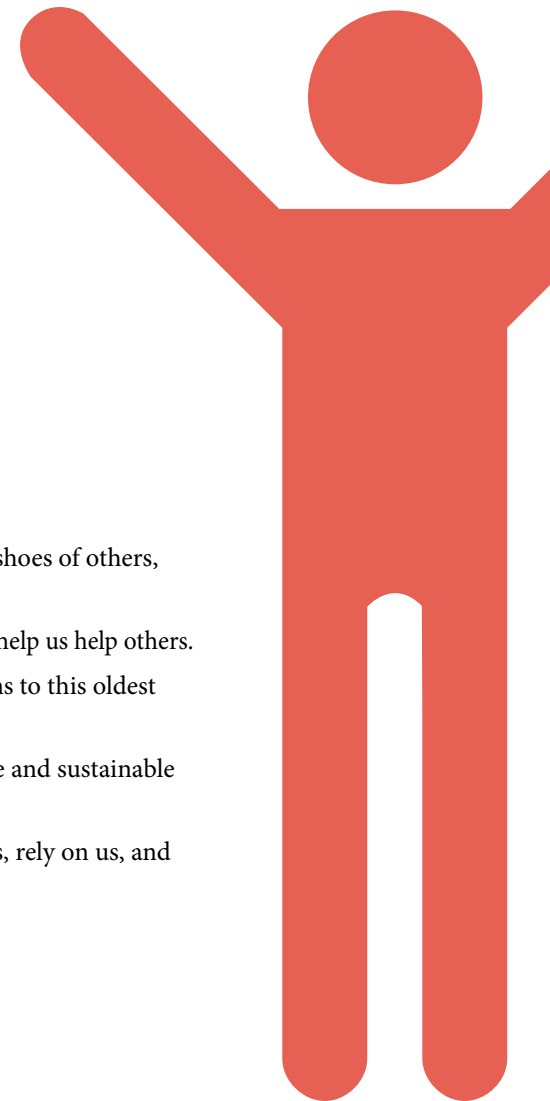
**COLLABORATION** – We believe in the power of working together, and we are thankful for those who help us help others.

**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.





## PILLAR

# 1

### FOOD ACCESS AND DISTRIBUTION

#### GOAL ONE

Three Square Food Bank will ensure food is accessible on a sustainable basis to all Southern Nevada residents who are food insecure.

#### GOAL TWO

Three Square Food Bank will galvanize the community to ensure food is accessible on a sustainable basis for Southern Nevadans who are food insecure.

## PILLAR

# 2

### SUSTAINABILITY AND SOCIAL ENTERPRISE FUNDING

#### GOAL THREE

Three Square Food Bank will demonstrate sustainability in innovative social enterprise funding strategies.

#### GOAL FOUR

Three Square Food Bank will effectively increase fundraising annually to complement the social enterprise and government reimbursement funding sources to satisfy all operational needs.

## PILLAR

# 3

### DEVELOPING EXPERTISE AND ADVOCATES

#### GOAL FIVE

The State of Nevada and Feeding America will recognize Three Square as the expert in nutrition programs and food resources to join our efforts to end hunger.

#### GOAL SIX

Three Square Food Bank will demonstrate best practices regarding nutritional quality procurement, distribution, waste, and reclamation of food.