

Three Square Strategic Plan



2018-21

Pursuing a hunger-free community for Southern Nevada

The Mission

In Three Square's first 10 years of operation, we marshalled the human and capital resources needed to narrow Southern Nevada's meal gap—the identified need for food in our community—by 75%. Our vision of a hunger-free community is now within reach, as we work to towards the final 25%.

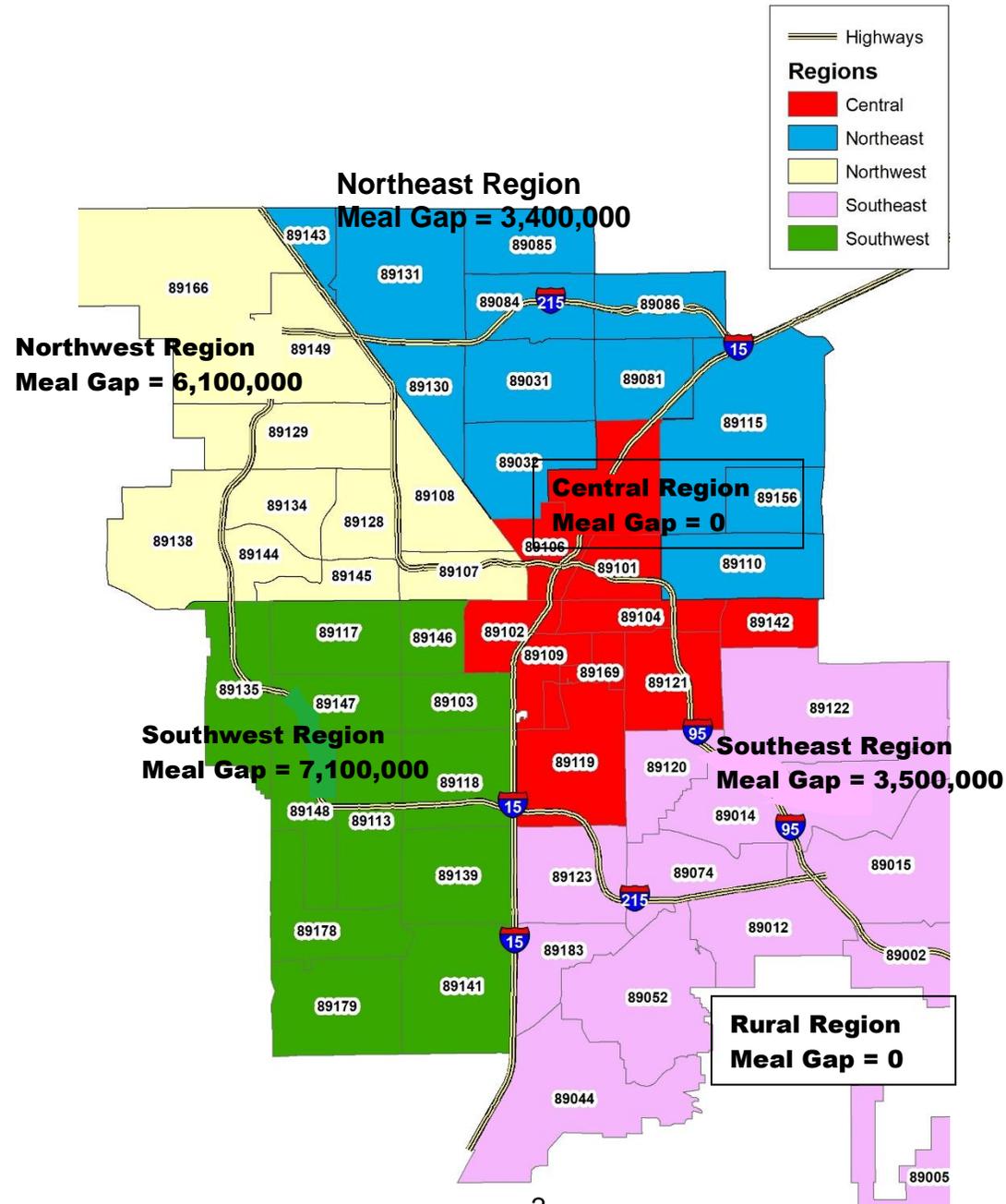
What we now know and how we plan to close the meal gap

- Quantifiable analysis has identified in excess of 270,000 food insecure Southern Nevadans needing 49 million meals annually to close the meal gap.
- Our plan is to provide food access, within a reasonable distance, for all food insecure Southern Nevadans including children, seniors, the working poor, single parents, veterans, the homeless, diverse communities—in other words, anyone who suffers from hunger.
- To better serve food insecure Southern Nevadans where they live, we have divided Three Square's service area into six geographical regions: five regions within Clark County, each comprised of an average of 11 zip codes, **46,000 food insecure individuals** and 8.1 million annual meals; and a sixth region incorporating all rural areas within the Three Square service network, which encompasses Clark, Nye, Lincoln and Esmeralda counties.

In two of the six regions, the meal gap has already been closed.

- Establishing new community partnerships in the four underserved regions is necessary to increase food distribution and provide reasonable access.
- Within the four underserved regions, our efforts will be guided by analytics based on zip codes, which help us understand where hunger lives and how to build effective food distributed.

Map the Meal Gap



Addressing Senior Hunger

The Unmet Need

- Address unmet senior hunger needs through congregate meals and home-delivered groceries.
- Strengthen the spectrum of nutrition programs for older adults by building relationships between different types of providers and bridging gaps with new services. Non-nutrition services such as transportation, resource navigation, and community engagement will be part of the framework for all new senior programs and services.
- Act as a leading convener between seniors and senior-service providers. Pilot programs that fill identified service gaps in senior hunger.

Expanding and diversifying our food sourcing reach to increase the number and nutritional content of meals

The Food We Source

- Food rescue has the greatest potential to both expand the number of meals distributed and provide the best diversity of nutritious food.
- We will leverage technology to enable agencies to receive surplus food directly from community donors.
- “Foods to encourage” (food items that meet the USDA 2015 Dietary Guidelines for Americans, e.g., fruits, vegetables, protein, dairy and whole grains) is expected to surpass the benchmark of 65% of all food distributed in 2019 and is to be maintained at or above this mark in the future (peer group median = 70%).
- Purchased food will have sizeable growth with the development of our Senior Hunger Programs.
- We are now the distributor of The Emergency Food Assistance Program (TEFAP) for Southern Nevada and will use the Federal commodities to source nutritious food for our service area.

Nurturing the capacity of our Agency and Community Partners to provide access to and distribution of nutritious food

The Equity of Distribution

- Within each of Three Square's six geographical regions, we will establish strong community partnerships with organizations capable of providing sufficient distribution and access to close the annual meal gap, and/or develop redistribution organization(s) to assist with the logistical transfer of food and other responsibilities such as product distribution management and agency relations management.
- We will demonstrate steady reduction of the meal gap in the most underserved areas of need.

The Strategy of Distribution

- Distribution of nutritious meals is strategically planned through our diverse channels of distribution including federally funded programs, food rescue, SNAP produce, TEFAP, farmer's markets, school mobiles and senior hunger programs. As we leverage diverse food streams strategically across new and existing distribution channels we will increase equitable access across the six regions.

Maintaining a 10 year plan for all fixed assets to sustain a hunger-free community

The Necessary Assets

- All trucks will be maintained on a seven-year rotation, transferring maintenance to supporting third parties whenever possible. We will use the vehicles in a well-planned logistics plan to serve each region, to reduce repairs and maintenance as possible.
- Building/real estate will provide sufficient space for staff offices, food bank operations (e.g., warehouse, cooler, freezer, kitchen, agency market/nutrition center), community engagement (e.g., community room, volunteer activities), other programs (e.g., Three Square call center), and parking.

Increasing financial resources and diversifying revenue streams to cover the costs of pursuing a hunger free community

Funding Sources

- Grocery rescue, as the lowest cost source of meals, is expected to support an approximate average growth of 650,000 new meals for each of the next three years.
- Available financial resources to support an additional 150,000 meals for each of the next three years will be obtained with agency development and distribution innovation.
- Senior Hunger Programs will add an approximate average of 350,000 additional meals per year and has adequate grant funding to support this effort through 2021.
- With the expansion of food rescue, efficiency gains and the introduction of the Senior Hunger Program, the four primary revenue sources (charitable donations, federally-funded programs, earned income, and social enterprises) will need to grow in aggregate of approximately \$300,000 annually to achieve a total reduction in the meal gap of four million meals over the next three years.
- To accommodate the needed space for office, cooler warehouse and parking, capital expenditures may be necessary to position Three Square for the future. This funding may require a special capital campaign.

Training and developing future Three Square leaders

The People that Make the Mission

- Each new employee will begin their Three Square experience with robust on boarding to clearly chart their course for professional development and how they can, and will, impact the mission.
- Executive, director and management positions will identify and train successors to all such positions (where possible).
- Internal job candidates will be provided the first opportunity to apply for posted positions.
- Three Square will support the value of compassion and will further implement diversity, inclusion and equality.