

RUSHER LOSCAVIO FISHER
NONPROFIT EXECUTIVE SEARCH
CAREER PROSPECTUS



www.fbnn.org

LOCATION: Reno, Nevada

THE POSITION: **PRESIDENT & CEO**

**ORGANIZATION
BACKGROUND:**

Candidates for the position of President & CEO of the Food Bank of Northern Nevada will find opportunity for deeply meaningful community service in an exemplary organization serving the disadvantaged. Eminent Board, exceptional professional staff, dedicated volunteers, generous donors - all devoted to assisting a vast region's most vulnerable citizens. Detailed descriptions of the organization and the ideal candidate follow.

The Mission and Core Business. The mission of the Food Bank of Northern Nevada (FBNN) is: "feeding the hungry today and solving hunger for tomorrow through community partnership." Headquartered in Reno, FBNN is the primary emergency food network across 13 Nevada and 8 California counties (on the Eastern slopes of the Sierra Nevada Mountains), an area of more than 90,000 square miles, twice the size of New York State, receiving from a vast array of in-kind donors donated foods that are subsequently delivered locally and throughout the service area both directly and through 140+ cooperating community organizations to some 95,000 low-income residents monthly. One in seven Nevadans is "food insecure;" more than half of those served by FBNN who are food insecure are children and

seniors; 60% or more of these clients must choose between food and utilities, transportation, medical care, and housing. While 11% of clients served are homeless, 89% are not – they are below the radar, scrimping to allocate inadequate resources among basic needs, and they look to FBNN to help them meet their needs for food. FBNN moved into their new 65,000+ sq. ft. building eight years ago, distributing 3,000,000 pounds of food annually; FBNN is currently distributing some 14,000,000 pounds of food annually! This dramatic growth mirrors dramatic need, and needs yet to be satisfied in this vast service area. This is the core business of the FBNN.

Core Business-Related Services. In addition to soliciting, storing, and distributing in-kind donations of food directly and through cooperating organizations in an area larger than any of 40 American states, FBNN provides an array of core-business related services. These include outreach services to low-income clients eligible, but in need of assistance to complete their enrollments, for Federal SNAP (“Supplemental Nutrition Assistance Program,” food stamps) support; distribution monthly of boxes of food to needy seniors; smart shopper/nutrition education to adults on limited budgets; a mobile pantry distributing fresh produce; school pantries, in partnership with public school districts, targeted at children at risk of missing meals; weekend food to chronically hungry or homeless children; free meals to children and youth who are out of school.

Fundraising and Friendraising. FBNN is governed by a Board of 13 community leaders among whose current priorities, in addition to the recruitment of their next chief executive, is to return the Board to what they believe to be its best working size, 16-18 members. The work of 97 staff members (37 part-time) is supplemented by a dedicated army of volunteers who gave 28,000 hours of their time last year. The overall budget is about \$30 million, with about \$23 million received in donated goods for distribution to FBNN low-income clients. The operating budget of about \$7 million is driven by the broad base of community support reflected in annual cash contributions from individuals, businesses, and foundations of about \$5 million, plus about \$2 million in government grants. The composition of this budget is critically important to the work of the President: it describes a leader who is exceptionally effective managing

outward,

- in establishing and maintaining relationships with every component of the food industry where surplus product might be available for charitable donation;
- building partnerships with organizations that can augment the distribution of in-kind gifts to food insecure clients throughout a huge geographic area;
- building bridges to a large and generous philanthropic community of givers large and small, and in winning trust from government, corporate, and foundation funders seeking an effective organization for leveraging their contributions;
- and, in representing the needs of the food insecure residents of the region whenever decision-leaders are convened to collaborate in addressing the prevention of poverty.

The President must be a dynamic fundraiser and friendraiser, a powerful and high-energy organizer and advocate, expert in articulating the vision that will attract support to fuel the services and continuing growth of FBNN.

Preventing Food Insecurity; Fighting Poverty through Collaboration. Increasingly the FBNN is participating in programs that view poverty as the cause of food insecurity and are engaging increasingly in community partnerships with others ameliorating the results of poverty by addressing the broader problem, to engage in collaborative wraparound solutions that emphasize prevention over remediation, and that shift FBNN executive resources toward community organizing, triage, collaboration, convening. The next President must above all be an exceptional leader of an exceptional food bank; the next President must also be an exceptional leader among leaders, someone who understands systems of services and is a skilled, trusted, and respected partner in an array of organizations dedicated to moving upstream on the prevention of poverty.

The next President of the Food Bank of Northern Nevada will arrive at an exciting inflection point in the organization's history. Having attracted major capital gifts that enabled the organization to move into stunning and spacious quarters, increasing the poundage of food out the door by 500%, growing the annual gross revenues (including the value of in-kind gifts)

to nearly \$30 million and charitable contributions from \$1.7 million to more than \$4.5 million, the Food Bank has achieved a level of scale and excellence unimagined a decade ago. Receiving the award from Feeding America in 2013 as “Food Bank of the Year,” replacing longtime key members of the executive management team recruited elsewhere or reaching retirement with new and exceptional leadership able quickly to take hold in their challenging positions, and preparing thoughtfully and strategically for succession in the President role - all are evidence of a superbly-led organization meeting critical community needs maturing into a remarkably capacious stage in its development. The executive who succeeds the much beloved and admired leader of 28 years, Cherie Jamason, will have the opportunity rarely afforded a new leader: to paraphrase Archimedes explaining the laws of leverage, s/he will be offered “a place on which to stand from which s/he can move the world.”

Inflection points in the evolution of successful nonprofits test outgoing and incoming chief executives. The next President must be a leader who understands not only the benefits to be exploited but the hazards to be carefully studied and managed in the evolution of the FBNN. There is considerable discussion among Board, staff, and close community friends of the risk of mission drift at this stage of the organization’s development. The next President will understand the difference between mission drift and mission adaptation. Since effective leaders, with the informed support of their boards, must embrace change in ways that benefit their organizations, a successful organization’s mission is never frozen in time. Opportunity for internal growth from facilities or technology may alter mission, as dramatically evidenced in the adaptations of the FBNN since the move to the new facility. Opportunity for fundraising, marketing, greater visibility, expanded services, external partnerships may alter mission. Mission adaptation characterizes a successful organization like FBNN, an achievement of effective management; mission drift would be an evolutionary risk to such an organization.

Managing the Multi-Service Agency while Building a Better Food Bank. The next President will discover that FBNN finds itself in an enviable position in its huge region served. Most of the 21 counties in its service area are sparsely populated; the

urban concentration is mid-sized; the role of local government in relation to the nonprofit sector in delivery of social services is greater here than in large metropolitan areas, and social service nonprofits with budgets of \$10 million or larger can be counted on one hand. A growing nonprofit like FBNN, with its \$7 million operating budget plus \$23 million in pass-through in-kind food gifts, is under great evolutionary pressure to become a multiservice agency: every governmental, philanthropic donor, and business funder wants to invest for leverage and impact in large and growing service providers; at the same time, nonprofit service providers are eager to win new financial support. While it is strategically critical for FBNN to have a seat at every influential regional table of stakeholders addressing issues of poverty, it is also seductive to submit to the evolutionary pressure to accept new financial support in order to undertake new responsibilities. This is not a problem in and of itself IF while meeting these community needs the next President, with Board and staff, have clarity of purpose and priority, and the intentional attention to mission adaptation that guarantees that the core business of food banking continues to be attended to above all and with the highest level of aspiration and achievement, while new services and community leadership activities are integrated without adverse effects on core business.

Intentionality in Managing Change. Two factors distinguish mission adaptation from mission drift: attention to one's core business rather than neglect of core business caused by overextension; intentionality in managing change. The Board and staff of the FBNN are committed to intentional growth in services while continuing to focus on refinement and expansion of core food bank operations. The growing management challenge, which will become apparent to the next President, is one of clarity and capacity. S/he will be clear about how the broadening mission of the FBNN - to combat generational poverty by working with community partners addressing health, housing, and employment/income, as well as food insecurity - has placed stress on the management superstructure, the current President attempting not only to grow core food banking services, but to manage that growth while at the same time dramatically increasing her commitment to community organizing, triage and partnership with other nonprofits and governmental agencies, integrating the increasingly diversified services of FBNN with the poverty-fighting services of

community collaborators. In every sense, this current change in leadership results from the need for additional management horsepower where the responsibilities of the role of the President have been exceeded by the demands of mission adaptation. After Cherie Jamason leaves her current position, she wishes to continue to assist the next President in managing the FBNN's role in the major grant discussed below; the new President must be able to focus on the development of all aspects of the core food bank business while developing the capacity both personally and through development of management superstructure to undertake increasingly complex inside and external relations over time. A candidate for President will demonstrate understanding and capacity for integrating FBNN's response to these challenges and opportunities.

Healthy Communities as an Example. FBNN, one of five poverty-fighting collaborations in the U.S. funded by the Laura and John Arnold Foundation, won a \$400,000 3-year grant and is half-way through that initiative. The FBNN was the Applicant for this grant, a high visibility responsibility inherited by the next President. This project, involving an array of major players in Reno/Washoe County, known as "Truckee Meadows Healthy Communities," is aimed at ameliorating the conditions that not only produce hunger and poor nutrition, but limited access of low-income Washoe County residents to healthcare, to housing, to employment. The major regional stakeholders in provision of services to low income residents are at that table, and the strategic benefits to FBNN of being centrally involved are significant. The next President will benefit greatly from involvement in TMHC and will want to be an influential presence in this and subsequent poverty-fighting projects. TMHC partners and the Arnold Foundation will expect the next chief executive of FBNN to be involved. The President will welcome the availability of Cherie Jamason, who has offered to continue as a respected delegate to TMHC, adding support to FBNN management superstructure and providing continuity of representation in the TMHC partnership and a routine presence in TMHC offices. The next President, while being a new collaborator in TMHC, will benefit from this additional support and will be able to bring greater focus than otherwise to the core food banking business while growing into the larger picture and developing the knowledge base to manage increasing

complexity.

A Desirable Location. FBNN is located in a huge new business park an easy drive east of Reno, whose distinguishing features are its spectacular mountain views and its herds of wild mustangs. Reno itself is a destination city, serving Northern Nevada. With its altitude and dry, clear climate, it is a highly affordable community of families who value outdoor recreation and who relish all of the amenities of a metropolitan center without the hassles associated with densely populated areas. A major campus of the University of Nevada, the gaming industry, growing numbers of high-tech companies, a thriving arts community, and proximity to the San Francisco Bay Area make Reno as urbane as it is diverse.

**REPORTING
RELATIONSHIPS:**

The President reports to the Board of Directors. Current direct reports to the President include the Director of Programs, Chief Financial Officer, Chief Human Resources Officer, Director of Development, Director of Marketing & Communications, Public Policy Advisor, and Executive Assistant.

RESPONSIBILITIES:

The President is responsible for the management, facilitation and operations of all programs and services provided by FBNN, and for implementing all policy decisions of the governing Board. The President represents the agency to the community, is a highly visible advocate for services to the disadvantaged, building strong relationships with key stakeholders, provides effective, centrally involved leadership of all fund development efforts, and promotes close working relationships with all external stakeholders and decision-leaders.

Specifically, the President:

- Ensures that, in partnership with the governing Board, the mission and vision of FBNN are carried out effectively, efficiently, consistently, and collaboratively. Demonstrates a high level of business acumen, recommends budgets, oversees revenues and expenditures, monitors cash flow, oversees the management and investment of assets, maintains internal controls and financial discipline, monitors risk, and works closely with the Board and its committees to ensure the

financial wellbeing of the organization.

- Develops, presents, implements and reviews programs, policies and procedures. Anticipates changing community needs with vision and imagination, initiates long-range strategic and operational planning, and is responsible and accountable for implementation of all such plans.
- Works closely with Board members and fund development staff to identify, cultivate and solicit donors and funding partners in support of the programs of FBNN. Is capable of persuasively articulating to donors and community leaders the importance of the services of the FBNN. Is familiar with foundations whose priorities are addressed to vulnerable children, youth, and families and has a history of trusted collaboration with funders and co-grantees. Ideally, has a history of success in capital campaigns, working with donors, foundations, corporations, and local government. Understands planned giving and is able to cultivate the long-term relationships with major donors that inspire capital gifts and gifts to endowment.
- Oversees the administrative and fiduciary functions of FBNN by recruiting, training, supervising and delegating duties and responsibilities to a dedicated and able staff, with which the President functions effectively in a collaborative style.
- Represents FBNN to local and state government, numerous community stakeholders, groups of associations and agencies, and the media. Works closely in partnership with state, city and county governments, in optimizing the extent to which FBNN can deliver services to the disadvantaged.

***PROFESSIONAL
QUALIFICATIONS
and
EXPERIENCE:***

The ideal candidate will have:

- Passion for social justice and services to the poor, to the newcomer and limited-English-speaking community, to seniors, to disadvantaged families and children, and a visionary and personal style that inspires others to care deeply about the mission and work of FBNN. Intercultural sensitivity and dedication to inclusiveness and diversity are essential.
- Familiarity with the operations of a sizable nonprofit food bank would be ideal; evidence of the ability to transfer

prior management experience and leadership skills with complex operations a must; experience in working with services to low-income individuals and communities strongly preferred.

- Exceptional ability to increase charitable contributions from individuals, corporations, and foundations, and willingness to coach, quarterback, and be an eager, involved, and available leader to Development staff and Board in the ask; exceptional ability to become a highly visible advocate and spokesman throughout the community for the disadvantaged, for the services required to provide a hand-up to them, and for the central role of FBNN as a provider of those services. The charisma and energy as the face of FBNN to project the organization to all community stakeholders and to inspire their support and involvement.
- Ability to anticipate changing community needs with vision and imagination and, ideally, an understanding of the politics, practices, and culture of the region, or evidence from prior experience of the ability quickly to understand and adapt to the culture and political forces in an unfamiliar community.
- Ability to continue long-range strategic and operational planning, and to be responsible and accountable for the funding and implementation of all such plans. Experience in developing and adapting community-based programs responsive to local needs, with career achievements evidencing business acumen, entrepreneurship, openness to change, ability to take calculated risks, and financial discipline. Commitment to understanding dissenting views, to building consensus, to analyze options fairly, and then to be able to be pragmatic and decisive. Demonstrated flexibility, independence of vision, creativity, expertise, groundedness, and leadership ability to inform and influence Board members as to desirable options and changes in established goals and objectives.
- Ability to work with staff to develop budgets, oversee revenues and expenditures, monitor and anticipate cash flow requirements, maintain internal controls and financial discipline, understand donor preferences and restrictions, asset allocation, payout policy and the responsibilities of endowment management; to work closely with the staff, Board, and professional advisors to ensure the continued

financial wellbeing of the organization.

- Ability to develop strong working relationships with staff, to identify and recruit able new staff, and to motivate, mentor, and inspire an effective and diverse professional workforce, creating a staff culture of affection and reward, the opposite of a culture of criticism and fear. Ability and eagerness to delegate wherever tasks will be executed well; ability without reluctance to work closely with staff, deftly and supportively, if only for the short term, where important tasks are at risk of being underperformed. Mature balance between a no-job-too-small attitude and the priority setting ability of the leader intent on helping staff to do the jobs they should be doing while not being detracted from the job that only the chief executive can do. Ability to communicate and model performance expectations to staff, to hold staff accountable, to manage conflict immediately and fairly, to reward successful performance, and to manage underperformance and other sensitive personnel matters deliberately and decisively, with diplomacy, empathy, humility, transparency, and firmness; the ability to create a congenial and productive work environment;
- Exceptional listening, communication, and collaboration skills; centeredness, maturity, authenticity, high energy and robust good health; a healthy sense of humor and a mature perspective on the human condition.

EDUCATION: Lifelong learning and educational achievement appropriate to the complexity of the position.

COMPENSATION: Competitive, based on salary history and experience.

Robert M. Fisher and Michael Loscavio of Rusher Loscavio Fisher Nonprofit Executive Search are privileged to provide recruitment counsel to the Food Bank of Northern Nevada. All discussions with prospects for this position will be treated with *utmost discretion*.

FBNN is an equal opportunity employer and values the diversity of its employees.

We would be grateful to receive inquiries, expressions of interest, nominations and applications at the following address: bfisher@rll.com