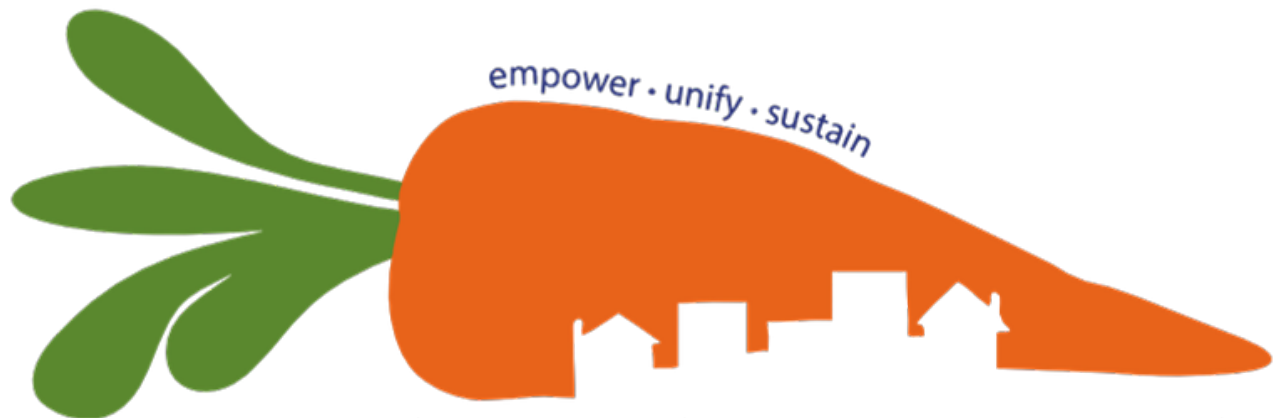




GREATER HIGH POINT FOOD ALLIANCE

WWW.GHPFA.ORG

PANTRY OPERATIONS **FIELD GUIDE**

GUILFORD COUNTY, NORTH CAROLINA

Toolkit Contents

How to Use this Toolkit	3
SECTION 1: PREPARING YOUR PROGRAM	4
Determining the Role of Your Organization	4
Evaluating Community Needs	5
Creating a Team of Collaborators	6
Legal Structure & Organization	8
Board Structure & Governance	9
Financial Foundations	10
Food Program Partnerships	12
Food Bank Partnerships	13
SECTION 2: SETTING UP YOUR PROGRAM	17
Location & Space	17
Pantry Accessibility	18
Hours of Operation	18
Equipment	19
Storage	20
Nutritional Assessment	21
Serving Diverse Dietary Needs	23
Developing a Distribution Model	25
SECTION 3: OPERATING YOUR PROGRAM	26
Intake Procedures	26
Food Sourcing	27
Food Distribution	28
Food Safety	29
Recruiting Volunteers	31
Volunteer Responsibilities	32
SECTION 4: SUSTAINING YOUR PROGRAM	33
Setting Administrative Policies	33
Community Impact Measures	33
Succession Planning	35
Grant Writing	36
Managing Donations	37
Social Media & Community Marketing	38
Additional Resources	39
Program Checklist	40
Notes	41
Acronyms & Abbreviations	43
Acknowledgements	43
Resources	43
About Us	44



How to Use this Toolkit

Food pantries operate within a larger network of community organizations including faith communities, schools, workplaces, and neighborhood spaces to improve local food access. While distributing food is central to this work, running a pantry involves planning and sustainability. This toolkit was developed from common experiences and practices across food pantry programs. As your pantry evolves, it may be helpful to revisit sections and adjust your approach over time.

HOW THIS GUIDE IS ORGANIZED:

Part	What it covers
Part 1: Preparing Your Program	Community assessment, building a team, legal structure, startup funding
Part 2: Setting Up Your Program	Location, hours, equipment, storage, distribution model
Part 3: Operating Your Program	Intake, food sourcing, distribution, food safety, dietary needs, volunteers
Part 4: Sustaining Your Program	Admin policies, tracking, succession planning, grants, donations, social media

ADDITIONAL RESOURCES:

Food Pantry Operations & Food Banking

- Feeding America
- Second Harvest Food Bank of Northwest NC
- North Carolina Department of Health and Human Services
- USDA Food and Nutrition Service (FNS)
- The Emergency Food Assistance Program (TEFAP)

Food Safety & Storage

- U.S. Food and Drug Administration (FDA)
- USDA Food Safety and Inspection Service (FSIS)
- North Carolina Department of Agriculture & Consumer Services

Community Planning & Data Sources

- U.S. Census Bureau
- Feeding America Map the Meal Gap

PART ONE



Preparing Your Program

This section focuses on the early planning that impacts program development. It is important to understand the community, identify who will be involved, and consider what resources are available to support the program.

DETERMINING THE ROLE OF YOUR ORGANIZATION

The desire to help others is often what inspires people to explore starting a food pantry. While food assistance is one way of supporting individuals and families, consider the broader needs within your community and how your organization is best positioned to respond. Food insecurity can be connected to other challenges, including housing, transportation, employment, healthcare, childcare, and financial stability. Before investing significant time and resources into a new food program, consider what gaps currently exist, what services are already available, and whether your organization has the capacity to sustain a program over time.

Questions to Ask Before Getting Started:

- What is the purpose of starting this program?
- What role does the program hope to play?
- What specific community need is being addressed?
- What impact does the program or organization intend to make?
- Are there other approaches, partnerships, or services that could help accomplish the same goal?

Depending on the program mission, strengths, and available capacity, consider:

- Providing community meals
- Providing transportation or delivery assistance
- Supporting local providers through volunteers, funding, or donated supplies
- Offering education, outreach, or case management services
- Advocating for policies or systems changes
- Hosting resource fairs or connecting individuals to community resources
- Partnering with existing organizations

Notes:

EVALUATING COMMUNITY NEEDS

Community Assessment:

Existing Food Resources

- Are there food pantries, meal sites, or distribution programs already operating nearby?
- What communities or neighborhoods do they serve?
- What days and times are they open?
- Are there gaps in service (e.g., weekends, evenings, specific populations)?

Demographics

- What are the general demographics of the community?
- Are there populations with unique needs, such as older adults, children, individuals with disabilities, veterans, refugees, or households with limited English proficiency?

Barriers

- What barriers are the community facing in accessing food?
- Are transportation, mobility, language, technology, or scheduling challenges limiting access to services?

How to gather information:

- Reviewing local census data or public reports
- Contacting nearby pantries to understand their service area
- Visiting distribution sites to observe operations
- Reaching out to identify support before committing - never assume

Community Input:

- Local pantry leaders
- Community organizations
- Neighborhood meetings
- Faith leaders
- Residents
- Community outreach
- Host focus groups
- Online forms/questionnaires/surveys
- City council representatives
- Local food bank

Notes: _____

CREATING A TEAM OF COLLABORATORS

Who to Involve

Consider individuals who bring different perspectives, skills, and community connections.

Examples include:

- Community members committed to strengthening food access
- Leaders from local nonprofits, schools, faith communities, or institutions
- Business or community leaders
- Individuals with professional experience such as legal, financial, or food system expertise
- Individuals connected to the community you intend to serve

Focus Areas for Planning

- Understanding food insecurity within the local context
- Defining the mission and scope of the pantry
- Establishing general goals and timeline
- Identifying who will oversee coordination and operations
- Exploring space, resources, and potential partnerships
- Building community relationships to understand the needs of neighbors visiting your pantry

Establishing Clear Roles

It may be helpful to discuss how responsibilities will be shared. Examples include:

- Deciding if the pantry will operate under an existing organization or establish its own nonprofit status
- Selecting a location
- Drafting a budget
- Securing resources and funding for the location
- Obtaining food
- Determining hours of operation
- Raising initial funds
- Establishing policies and operating procedures
- Promoting awareness
- Recruiting volunteers

Notes: _____

Examples of Roles

Role	Responsibilities
Pantry Director/ Lead	Oversees all program operations and serves as main point of contact for the organization
Operations Lead	Manages distribution days, storage organization, and ensures workflow runs smoothly
Volunteer Coordinator	Recruits, schedules, and trains volunteers including coverage for distribution and sorting
Intake / Client Services	Serves as first point of contact for visits, conducts intake procedures and maintains documentation of visits and other required reporting
Finance / Treasurer	Manages budget, tracks expenses and donations, supports grant reporting (if applicable)
Community Liaison / Outreach	Builds partnerships, communicates hours and updates, and coordinates community outreach and initiatives
Driver / Transportation Coordinator	Handles food pick-ups from food banks, stores, or partners. Tracks deliveries and manages vehicle logistics (if applicable)

Additional Considerations:

- Define responsibilities and expectations for each role
- Document procedures and training materials
- Plan for leadership transitions and volunteer turnover
- Hold periodic check-ins with staff and volunteers
- Identify backup coverage across roles and responsibilities

Notes: _____

LEGAL STRUCTURE & ORGANIZATION

Common Structure Options

A. Operate Under an Existing Organization

Examples include: A church or faith-based organization, school or university, nonprofit organization, community center or municipality

Considerations:

- The parent organization may provide liability coverage, financial oversight, and administrative support. Be sure to confirm insurance coverage and financial management procedures.
-

B. Fiscal Sponsorship

If your pantry is not incorporated but wants to apply for grants or accept tax-deductible donations, you may seek a fiscal sponsor.

A fiscal sponsor:

- Allows you to operate under their nonprofit status
 - Accepts donations on your behalf
 - May provide financial oversight
-

C. Independent Nonprofit (501(c)(3))

This allows organizations to form their own nonprofit organization.

Considerations:

- Requires board formation and bylaws
- Requires state incorporation and IRS application
- Includes ongoing reporting and compliance requirements
- Involves financial oversight and governance responsibilities

Notes: _____

BOARD STRUCTURE & GOVERNANCE

Purpose of the Board

- Provides financial oversight and accountability
- Sets mission, vision, and long-term direction
- Establishes policies and governance standards
- Oversees leadership (if applicable)
- Ensures transparency to donors and the community
- Supports fundraising and partnership development
- Upholds ethical standards and organizational integrity
- For independent nonprofits, the board also approves bylaws and governing documents

Common Board Roles

- **Board Chair** – Leads meetings, sets agendas, and works closely with leadership to guide direction and priorities
- **Vice Chair** – Supports the Chair and steps in when needed
- **Treasurer** – Oversees financial reporting, budgeting, and fiscal integrity
- **Secretary** – Maintains meeting minutes and supports internal communication
- **Board Members** – Participates in meetings, provides strategic input, and assists with committees or assigned responsibilities

Factors to Consider

- How many members are needed (odd numbers can help avoid tie votes)
- Term lengths and any term limits
- Skill sets needed (finance, legal, community engagement, food systems, etc.)
- Whether leadership will be internal or independent
- How candidates will be selected and onboarded
- Meeting frequency and structure
- Even if starting small, documenting expectations, decision-making processes, and responsibilities supports stability

Notes: _____

FINANCIAL FOUNDATIONS

Budget Planning

- Start-up expenses
- Ongoing operating expenses
- Anticipated revenue

Budgets should be reviewed regularly. Even if food is primarily donated, costs such as weighing food, storage, transportation, and supplies should be documented.

Financial Oversight

Determine who is responsible for:

- Tracking expenses
- Recording donations (monetary and in-kind)
- Reviewing financial reports
- Approving purchases
- Conducting periodic financial reviews or audits
- Providing secondary review and approval for significant expenditures

If operating under a larger organization, clarify procedures and reporting expectations. If independent, establish internal controls to prevent errors or misuse of funds.

Whenever possible, involve at least two individuals in financial processes

Recordkeeping

- All financial expenses
- All donations received (including in-kind services)
- Food purchases
- Grant funds (if applicable)
- Distribution totals (for reporting requirements)

Banking & Financial Structure

If operating independently:

- Open a dedicated bank account
- Avoid mixing personal and pantry funds
- Require at least two authorized signers when possible

Planning for Sustainability

Financial planning consists of managing current expenses and ensuring the pantry can continue operating over time. Consider:

- Diversifying funding sources
- Setting aside reserve funds when possible
- Reviewing spending patterns annually



Budget Considerations

Start - Up Costs

- Shelving units for dry storage
- Refrigerators and/or freezers
- Thermometers for temperature monitoring
- Rolling carts or dollies
- Tables for check-in or packing
- Vehicle for pickups or delivery
- Storage bins and food containers
- Signage (interior and exterior)
- Office equipment (printer, filing cabinet, computer, desk, chairs)
- Basic cleaning and sanitation supplies
- Initial stock of grocery bags or boxes
- Safety equipment (fire extinguisher, first aid kit)
- Lock installation or security improvements

Ongoing Costs

Food & Supplies

- Supplemental food purchases
- Grocery bags and packaging materials
- Cleaning and sanitation supplies

Operations

- Food bank membership or resource fees
- Transportation
 - Fuel and mileage
 - Auto insurance
 - Vehicle registration and renewals
 - Licensing, inspections, and taxes
 - Routine maintenance (oil changes, tire rotations)
- Telephone and Wifi
- Software or database subscriptions
- Printing and outreach materials (ink, paper)
- Staff payroll or stipends (if applicable)
- Rent, Electricity (water, trash services)
- Pest control services

Note: Second Harvest Food Bank requires regular pest control as part of their food safety standards. Even if your pantry is not affiliated with a food bank, routine pest prevention and monitoring is a must.

Maintenance & Contingency

- Vehicle and equipment maintenance and repairs
- Emergency food purchases
- Reserve or contingency fund

FOOD PROGRAM PARTNERSHIPS

Food Pantry: Is a local, non-profit distribution center that provides groceries and staple food items to individuals and families facing hunger or food insecurity

Food Bank: Is a nonprofit, charitable organization that acts as a centralized storage and distribution hub for surplus and donated food. Through a partnership, agencies may access donated food, purchased food, fresh produce, retail recovery programs, training opportunities, and technical assistance. Each food bank has its own eligibility requirements, application process, and operating standards. Organizations interested in exploring this opportunity should contact their local food bank for more information.

Potential Benefits of a Food Bank Partnership:

- Access to a larger and more consistent food supply
- Opportunities to purchase food at reduced costs
- Food safety and pantry management training
- Networking and collaboration with other food assistance providers
- Access to special programs and funding opportunities

Before pursuing a partnership, consider whether your organization has the staff, volunteers, storage space, transportation, and administrative capacity needed to meet partnership requirements.

Partnership Example:

Second Harvest Food Bank

Second Harvest Food Bank (SHFB) is a hunger-relief organization that sources, stores, and distributes food to partner organizations and local nonprofits, food pantries, soup kitchens, shelters, and additional meal sites.



Partnership expectations may include:

- Being in operation for a minimum period of time before applying
- Maintaining food safety and sanitation standards
- Demonstrating adequate storage capacity for food products
- Maintaining a pest management plan
- Participating in site visits or compliance reviews
- Maintaining required records and documentation
- Demonstrating a consistent commitment to serving the community

WHO CAN JOIN THE SECOND HARVEST NETWORK?

Second Harvest Network Partners ARE:

- Located within their 18 county service region
- 501(c)(3) charitable organizations that distribute food to community members
- Open to all people (with exceptions)

FOOD BANK PARTNERSHIPS

Becoming a Second Harvest Food Bank Partner

1. Review basic eligibility requirements
2. Submit initial request form through the website/partner interest form
3. Partnership & Impact Team review - *selected applicants receive a full application packet*
4. Complete application and provided required documentation
5. Prepare for site visit

The following information is current as of May 2026 and is based on requirements listed on the [Second Harvest Food Bank of Northwest NC website](#). For the most up-to-date information, please visit their website directly.

Second Harvest Network Partners HAVE:

- Resources to obtain additional items from other sources for their programs
- Procedures to screen clients, track individuals served, and distribution policies
- Transportation and personnel to pick up from the SHFB warehouse, plus tarps and tie-downs for open-bed vehicles
- Adequate refrigeration or storage space to ensure product integrity until distributed
- An agency building (not a private residence or mobile unit without climate controls and separated from church storage and activities)

Second Harvest Network Partners AGREE TO:

- Provide monthly statistics to the Second Harvest Food Bank
- Participate in a bi-annual (or when appropriate) on-site monitoring visit by Second Harvest Food Bank staff
- Support Second Harvest Food Bank through the payment of applicable handling fees

How Partner Agencies Access Food

- The pantry may pick up food at the food bank distribution center
- Some food banks coordinate delivery or scheduled distributions for rural areas
- Partners may receive access to USDA programs such as TEFAP (see next section)

ADDITIONAL NOTES:

- Organizations must operate for at **least six months** before being considered for partnership
- Only **approved partner agencies are eligible** to receive food from Second Harvest
- **New Partnerships:** Second Harvest considers existing food assistance programs in the area. Agencies located within approximately five miles of an existing partner may receive additional review, although exceptions may be made based on community needs or unique services provided. In some cases, organizations may be encouraged to collaborate with existing partners rather than establish a separate program

The Emergency Food Assistance Program (TEFAP)

TEFAP is a federally USDA program that provides food to state agencies for distribution through local organizations such as food banks and pantries. **Before pursuing TEFAP participation, organizations should evaluate whether they have the capacity to meet program expectations and requirements.**

Eligibility: Determined by the state's income guidelines, which vary by state (and may be tied to participation in other assistance programs)

To obtain TEFAP food for distribution, pantries must:

- Be in the food bank partner network or an eligible distributing agency under the state's TEFAP plan
- Must be open to the public
- Must have separate and secure storage for TEFAP products

Note: TEFAP requirements are administered federally through the USDA and overseen in North Carolina by the state agency and participating food banks. Specific procedures, forms, and reporting requirements may vary by food bank and should be confirmed with the agency administering TEFAP in your service area.

ADDITIONAL CONSIDERATIONS:

- Becoming a Second Harvest partner does **not** automatically qualify an organization to participate in TEFAP as many agencies remain on TEFAP waiting lists for extended periods due to limited program capacity
- The amount of TEFAP food available within a county is based on the number of residents who qualify for SNAP benefits
- Adding additional TEFAP agencies does not increase the county's allocation; instead, the available food must be divided among more participating organizations

Guilford County Delivery Information: Currently, Guilford County partner agencies are not eligible for routine food delivery services and should arrange transportation for food pickup. Agencies should confirm current delivery policies directly with Second Harvest Food Bank, as procedures may change over time.

Notes: _____

Examples of TEFAP Compliance Requirements

Area	Description
USDA Foods	TEFAP foods are federally provided USDA commodities and may only be distributed to eligible households according to federal and state program guidelines. These foods must be used for their intended purpose and cannot be sold, shared or donated to another pantry, or used for fundraising activities.
Eligibility & Distribution	Agencies must follow approved eligibility procedures and provide food in a manner that ensures equitable access for all eligible participants.
Inventory Management	Maintain accurate records of all TEFAP food received, distributed, transferred, and discarded. Inventory should be monitored and allow for reconciliation with food bank records.
Food Separation	TEFAP foods must remain identifiable and distinguishable from other food sources. Agencies should have procedures in place to prevent misuse of USDA products.
Documentation & Recordkeeping	Agencies are required to maintain distribution records, inventory logs, invoices, and other program documentation. Records must be available during monitoring visits or audits.
Storage & Food Safety	USDA foods must be stored in clean, secure, and temperature and pest-controlled environments that meet all applicable food safety standards. Agencies are responsible for protecting products from contamination and spoilage.
Civil Rights Compliance	Agencies must comply with USDA civil rights requirements, including providing services without discrimination, displaying required nondiscrimination information, and ensuring access to services for all eligible individuals.
Monitoring & Reviews	Participating agencies may receive scheduled or unannounced monitoring visits from the food bank, state agency, or USDA representatives to verify compliance with program requirements.
Transportation & Receiving Capacity	Agencies must have the ability to safely receive, transport, unload, and store allocated TEFAP products while maintaining food safety standards throughout the process.
Ongoing Compliance	Participation requires continued adherence to USDA, state, and food bank policies. Agencies are expected to complete required trainings, submit reports on time, and address compliance concerns identified during reviews.

The following information is based on requirements listed on the [FNS.USDA.gov Factsheet](https://www.fns.usda.gov/factsheet). For the most up-to-date information, please visit their website directly.



Partner Agency Guidelines

(For Programs Partnering with a Regional Food Bank such as Second Harvest)

Food banks require partner agencies to meet certain operational and food safety standards. Please contact your regional food bank to confirm current standards and reporting expectations as requirements may vary.

Area	What to Consider
Operational Readiness	• Be actively operating for a minimum operating period • Demonstrate ability to meet reporting expectations • Maintain organizational leadership and points of contact • Provide food at no cost to guests -refer to IRS1170(e)(3)- ◦ Program cannot give out donated items in exchange for services ◦ Program cannot give out products for monetary donations or tithes • Any <u>religious activity must be separate and distinct from food distribution</u> and cannot be discriminatory, oppressive, or taxing to the client. Religious activities <u>must not</u> take place before eligibility is determined and <u>must not</u> be a requirement to receive food assistance. Source taken from the Second Harvest Food Bank Agency Agreement Policies. Please visit their website for more info.
Facility & Storage	• Store food at least 6 in. off the floor (on shelving or pallets) • Keep storage area clean and dry • Required pest control service • Maintain safe temperatures for refrigerated and frozen items with thermometers • Store food in locked spaces (e.g., room or cabinet)
Inventory & Distribution	• Recording number of individuals or households served • Reporting distribution totals monthly or quarterly • Tracking the amount of food received and distributed

***Note: Site visits will be conducted to confirm storage practices meet safety standards**

Additional reporting may require agencies to:

- Weigh pre-packed boxes before distribution (if using a pre-pack model)
- Record total pounds distributed per distribution period
- Follow income eligibility guidelines
- Display required nondiscrimination signage
- Maintain appropriate documentation
- Complete required partner trainings
- Participate in periodic site visits or compliance reviews
- Communicate changes in leadership, closures or operational disruptions

PART TWO



Setting Up Your Program

This section outlines the steps involved in preparing a pantry for operation, including selecting a location, defining a service area, determining hours of operation, organizing space, and overall program structure.

LOCATION & SPACE

Location

- Is the space consistently available for your use?
- Can it be secured (locked doors, cabinets, restricted access)?
- Is it compliant with local fire and safety codes?
- Does it allow for food storage and distribution activities?
- If operating within a church, school, workplace, or community center, clarify expectations regarding shared space, scheduling, and storage access.

Space

All pantries, no matter the size, requires organized space for:

- Dry storage (shelving for canned and boxed goods)
- Refrigerated storage (if offering perishable items)
- Freezer storage (if offering frozen items)
- Intake or check-in area
- Distribution or packing area
- Volunteer workspace
- Food should be stored at least 6 inches off the floor on shelving or pallets. Storage areas should be clean, dry, and protected from pests.

Facility

- Square footage is suitable for flow of movement
- Ground-level or dock access for delivery vehicles to park or unload
- Availability of outlets and power for equipment, temperature controlled systems
- Restrooms
- Parking and proximity to public transit affect who may be able to reach your pantry

Notes: _____

HOURS OF OPERATION

Area	What to Consider
Community Schedules	• When are people most able to visit?
Capacity	• How many hours can be supported based on staffing, volunteers, food supply, and space?
Service Overlaps	• When are nearby pantries or meal programs open? • Do hours overlap with other services?
Consistency	• Can the pantry operate on the same days and times each week or month?
Frequency of Service	• How often will the pantry be open (weekly, biweekly, monthly)?
Communication	• How will hours be shared on-site, in print, online, and through partners?
Closures & Changes	• How will weather-related or emergency closures be handled and shared?

PANTRY ACCESSIBILITY

Accessibility shapes how people can learn about services, feel comfortable seeking support, and create a positive experience for guests. Consider the following:

- **Space** – accessible entrance, pathway, and restroom
- **Scheduling** – factors such as work schedules, caregiving responsibilities, school hours, and transportation affect when people can visit
- **Accommodations** – for seniors or individuals with mobility limitations—consider for drive thru or home delivery partnerships
- **Visibility** – signage to communicate hours and location
- **Navigation of Services** – ensure someone is available to assist as needed
- **Safety** - restricted areas for authorized staff or volunteers; use locks on storage areas

Notes: _____

EQUIPMENT

Type	Notes
Commercial Shelving	Durable shelving (wire or metal) and can handle weight
Refrigerator(s)	Commercial grade recommended; With thermometers to monitor temps daily (35–40°F) includes weekends
Freezer(s)	Commercial grade recommended; With thermometers to monitor temps daily (-10–0°F) includes weekends
Food Scale	For weighing food distributed & donated
Hand Trucks / Pallet Jacks	For food transport and receiving deliveries
Thermometers	Required for refrigerator/freezer safety compliance
Tables & Sorting Surface	Food safe surface for intake and packing
Signage	Navigation signs; dietary labels; hours of operations
Rolling Carts	Food safe surface for intake and packing
Storage Containers	For bulk items; preferred sealable and labeled
Computer / Tablet	For intake, reporting, and inventory management



Lydia House Resource Center



Community Outreach of Archdale & Trinity



Helping Hands of High Point

Notes:

STORAGE

Area	What to Consider
Dry Food	• Store dry goods on shelving at least 6 inches off the floor • Separate food items from cleaning materials • Use labeled containers or shelves to maintain organization
Cold Storage	• Refrigerated and frozen items should be stored in designated units • Monitor temperatures regularly • Avoid overloading refrigeration or freezer units, which can affect temperature control
Pest Prevention & Cleanliness	• Use pest-resistant containers for grains, rice, or beans • Maintain regular cleaning schedules • Coordinate routine pest control services as needed
Security of Storage Areas	• Plan storage to support workflow for staff and volunteers • Allow space for deliveries, sorting, and restocking • Consider future growth when possible, while staying within current capacity



Northwood Community Center



Mt. Calvary Holy Church



Senior Resources of Guilford

Notes:

NUTRITIONAL ASSESSMENT

When selecting the types of foods to distribute, consider offering items that support healthy eating. One common framework is the Healthy Eating Research (H.E.R.) nutrition guidelines which categorizes foods based on their nutritional value. While this model is widely used, its use is optional and is not required for participation in most food bank partnerships.

Healthy Eating Research (H.E.R.) Guidelines



Choose Often:

- Low in saturated fat, sodium, and sugar
- Supports health



Choose Sometimes:

- Medium levels of fat, sodium, or sugar
- Can contribute to good health



Choose Rarely:

- High levels of fat, sodium, or sugar
- Limited health benefits

Source: Healthy Eating Research

Food Variety: *Aim to include items from multiple categories*

- Shelf-stable proteins (beans, canned meat, nut butter)
- Grains (rice, pasta, oats)
- Fruits and vegetables (fresh, frozen, canned)
- Dairy or dairy alternatives
- Culturally relevant staples
- If capacity allows, consider:
 - Fresh produce
 - Eggs
 - Meat

Additional Considerations:

- Include a dietary needs question on your intake form
- Partner with a registered dietitian, local health department, or SNAP-Ed educator to assess your offering

Notes: _____

Nutrition Guidelines for Ranking Charitable Food

Food Category*	Example Products	Choose Often			Choose Sometimes			Choose Rarely		
		Saturated Fat	Sodium	Added Sugars**	Saturated Fat	Sodium	Added Sugars**	Saturated Fat	Sodium	Added Sugars**
Fruits and Vegetables	Fresh, canned, frozen, and dried fruits and vegetables, frozen broccoli with cheese sauce, apple sauce, tomato sauce, 100% juice, 100% fruit popsicle	≤2 g	≤230 mg	0 g	All 100% juice and plain dried fruit			≥2.5 g***	≥480 mg	≥12 g
					≥2.5 g***	231-479 mg	1-11 g			
Grains	Bread, rice, pasta, grains with seasoning mixes	First ingredient must be whole grain AND meet following thresholds:			≥2.5 g***	231-479 mg	7-11 g	≥2.5 g***	≥480 mg	≥12 g
		≤2 g	≤230 mg	≤6 g						
Protein	Animal (beef, pork, poultry, sausage, deli meats, hot dogs, eggs) and plant proteins (nuts, seeds, veggie burgers, soy, beans, peanut butter)	≤2 g	≤230 mg	≤6 g	2.5-4.5 g	231-479 mg	7-11 g	≥5 g	≥480 mg	≥12 g
Dairy	Milk, cheese, yogurt	≤3 g	≤230 mg	0 g	3.5-6 g	231-479 mg	1-11 g	≥6.5 g	≥480 mg	≥12 g
Non-Dairy Alternatives	All plant-based milks, yogurts and cheeses	≤2 g	≤230 mg	≤6 g	≥2.5 g	231-479 mg	7-11 g	≥2.5 g	≥480 mg	≥12 g
Beverages	Water, soda, coffee, tea, sports drinks, non-100% juice products	0 g	0 mg	0 g	0 g	1-140 mg	1-11 g	≥1 g	≥141 mg	≥12 g
Mixed Dishes	Frozen meals, soups, stews, macaroni and cheese	≤3 g	≤480 mg	≤6 g	3.5-6 g	481-599 mg	7-11 g	≥6.5 g	≥600 mg	≥12 g
Processed and Packaged Snacks	Chips (including potato, corn, and other vegetable chips), crackers, granola and other bars, popcorn	None			If a grain is the first ingredient, it must be a whole grain AND meet following thresholds:			≥2.5 g	≥141mg	≥7 g
					0-2 g	0-140 mg	0-6 g			
Desserts	Ice cream, frozen yogurt, chocolate, cookies, cakes, pastries, snack cakes, baked goods, cake mixes	None			None			All desserts		
Condiments and Cooking Staples	Spices, oil, butter, plant-based spreads, flour, salad dressing, jarred sauces (except tomato sauce), seasoning, salt, sugar	Not ranked								
Miscellaneous Products	Nutritional supplements, baby food	Not ranked								

* Definitions of food product categories are included in the text of the full report.

**Use the added sugars value when available on the Nutrition Facts Label. If it is not available, use the total sugars value. The thresholds are the same for all categories except fruits and vegetables and dairy. For both fruits and vegetables and dairy, total sugars thresholds are ≤12 grams for the “choose often” tier, 13 to 23 grams for the “choose sometimes tier,” and ≥24 grams for the “choose rarely” tier.

***The threshold for saturated fat is the same for the “choose sometimes” and “choose rarely” categories. All saturated fat values ≥2.5 grams should be ranked as “choose sometimes.” The overall ranking is based on the lowest tier of any nutrient. Thus, a grain with 3 grams of saturated fat (“choose sometimes”), 300 milligrams of sodium (“choose sometimes”), and 13 grams of added sugar (“choose rarely”) would fall into the “choose rarely” tier, while a grain with 3 grams of saturated fat (“choose sometimes”), 300 milligrams of sodium (“choose sometimes”), and 10 grams of added sugar (“choose sometimes”) would fall into the “choose sometimes” tier.

Notes: Tiers can be communicated as “choose often,” “choose sometimes,” and “choose rarely,” or with green, yellow, and red visual cues, according to local preference. Overall food product rankings are determined by the lowest tier of any nutrient. For example, a product that is ranked green (“choose often”) for saturated fat, yellow (“choose sometimes”) for sodium, and red (“choose rarely”) for added sugar would receive a final ranking of red (“choose rarely”).

Source: Healthy Eating Research Nutrition Guidelines for the Charitable Food System | March 2020

SERVING DIVERSE DIETARY NEEDS

Food programs may distribute foods that meet a variety of dietary, cultural, and religious needs. While many of these products can be stored with other foods, certain items may require separate storage or handling procedures to prevent cross-contact.

Religious Dietary Requirements

Kosher (Jewish dietary laws)

- Must carry certification symbols (OU, OK, Star-K, Kof-K)
- Store Kosher meat and dairy separately
- Pork and shellfish are prohibited
- Contact local Jewish federation for community-specific guidance



Halal (Islamic dietary laws)

- Must carry Halal certification label
- Store separately from pork products (not touching or on same shelf)
- Keep in original packaging with certification visible
- Contact local mosques or Islamic centers for community-specific guidance



Allergen-Sensitive Foods

Important: Foods containing common allergens should not be included in prepacked food boxes

Top 9 FDA Allergens:

1. Milk
2. Eggs
3. Fish
4. Shellfish (e.g., crab, lobster, shrimp)
5. Tree Nuts (e.g., almonds, walnuts, cashews, pecans)
6. Peanuts
7. Wheat
8. Soybeans
9. Sesame

Storage Considerations

Clearly label dietary specific and allergen-containing items

Inform staff and volunteers on storage and handling procedures

Notes: _____

10

FOODS COMMONLY EATEN THROUGHOUT DIFFERENT CULTURES



RICE

BEANS



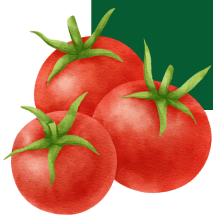
ONIONS



GARLIC



TOMATOES



OIL

POTATOES



FLOUR



LENTILS



FISH



Source: [GleanersNutritionHub.org](https://www.gleanersnutritionhub.org)

Notes:

DEVELOPING A DISTRIBUTION MODEL

	Pre - Packaged Distribution	Self/Client Choice
Description	Food is packed in advance and distributed as a prepared box or bag	Guests select items based on availability, often similar to a small grocery setup
Pros	Easier to prepare in advance and manage in small spaces	Less food waste; supports individual and dietary needs and respects patron autonomy
Cons	May result in unwanted items or increased food waste; requires time for packing and stocking	Could require rearranging areas or additional staff based on space allotted

Organizations of any size can operate either a pre-packaged or client-choice model. The best fit will depend on factors such as available space, volunteer capacity, food supply, distribution volume, and the experience you hope to create for guests. *If you are interested in implementing a client-choice model, consider connecting with another pantry currently using this approach.*

Hybrid Approach

Combines pre-packed items with limited choice options (e.g., guests choose produce or proteins while receiving staple items).

Home Delivery Programs

Home delivery can expand access for individuals who may have difficulty accessing an in-person distribution site. This can be used to support seniors, individuals with mobility limitations, or those without reliable transportation. Programs offering delivery should define eligibility and ensure procedures are documented to maintain safety and accountability.

Notes: _____

PART THREE



Operating Your Program

This section focuses on the ongoing responsibilities required to run a pantry such as intake procedures, food sourcing, safety practices, volunteer coordination, and financial management.

CLIENT INTAKE PROCEDURES

Determining Eligibility

Before collecting client information, consider what data is necessary for reporting requirements

- **TEFAP Consideration:** Organizations distributing USDA foods through TEFAP must follow federal program guidelines. Eligibility is based on self-declared household information, and agencies may not require additional documentation. Organizations participating in TEFAP should consult current program guidance to ensure compliance with all eligibility and intake requirements.

Commonly Collected Client Information:

- Food allergies
- Name and contact information (phone or address)
- Household size
- Visit date
- Veteran status (if applicable)
- Health or dietary considerations

Intake Tracking:

- Paper sign-in sheets
- Assigned ID numbers
- Client cards
- Digital tracking systems

Privacy Practices

Inform patrons at intake how their information is used

Store paper records under lock and key; digital records password-protected

Notes:

FOOD SOURCING

Source	Description
Regional Food Bank	Primary source for most pantries; typically receive large-scale donations or offer discounted pricing to partner agencies; must meet eligibility requirements
Retail food rescue	Partnerships with grocery stores, restaurants, and distributors to collect near-date or surplus food. Be mindful that grocery stores may already have partnerships established. <i>*Consider capacity for vehicle, drivers for pickup, gas cost</i>
Donations	• Community food drives • Faith communities • Schools and workplaces • Grocery store partnerships • Individual donors
Direct purchasing	Supplements donations; allows you to fill gaps in culturally specific or dietary-specific items
Partnerships	Local farms; farmers market donations; community gardens

Grant Funding

- Grants may be available through local foundations, corporate sponsorships, government programs, municipalities, faith communities, or private donors.
- Funding may be time-limited and tied to specific reporting requirements.

Grants may support food purchases, equipment, refrigeration, or overall capacity building. However, grant funding is often time-limited and not guaranteed to continue, so pantries should plan for sustainability beyond the grant period.

Notes: _____

FOOD DISTRIBUTION

Preparing for Distribution

Before each distribution day:

- Review current inventory
- Identify perishable items that should be prioritized
- Confirm volunteer assignments
- Prepare boxes or restock shelves (depending on model)
- Ensure intake materials are ready

Distribution Methods

- Establish a process: check-in, intake, food selection or pickup, exit
- Train volunteers on their specific station before each distribution
- Track how much food goes out by weight and by number of households served
- Plan for busy days and times (holidays, end of month)

Quantity & Limits

Determine in advance:

- Whether distribution is based on household size
- If limits apply to high-demand items
- How to adjust quantities if inventory runs low

After distribution:

- Record totals served
- Track remaining inventory
- Note shortages or surplus

Managing Wait Times

Consider appointment-based scheduling, numbered queue tickets, or a drive-through model if wait times become an issue.

Notes: _____

FOOD SAFETY

Food safety procedures should be documented and followed by all staff and volunteers. Organizations should review local and state food safety guidelines and applicable food bank partner standards when developing their procedures.

Receiving Donations

- Check for expiration dates
- Verify refrigerated and frozen products have been maintained at safe temperatures
- Discard opened, spoiled, or compromised items
- Review ingredient and nutrition labels when applicable
 - **Second Harvest Food Bank: Nutritional labels are required**

Food Date Labels

Understanding the differences between common date labels can help food pantries reduce food waste while continuing to distribute food safely and responsibly.



Source: USDA Food Safety Information Food Product Dating

Notes: _____

Safe Storage Practices

- Store food at least 6 inches off the floor on shelving or pallets
- Keep storage areas clean, dry, organized, and pest-controlled
- Separate food from chemicals, cleaning supplies, and other hazardous materials
- Store allergen-sensitive foods separately when possible
- Maintain adequate lighting and ventilation

Pest Control: While food bank partners require documented pest control measures, it is considered a best practice for all food pantries.

Temperature Monitoring

- Place thermometers in all refrigerators and freezers
- Monitor and record temperatures daily
- Refrigerated foods should be maintained at 41°F (5°C) or below
- Frozen foods should be maintained at 0°F (-18°C) or below
- Maintain temperature logs
- Develop procedures for power outages or equipment failures

Repackaging & Bulk Food

- Clean and sanitize work surfaces and equipment before use
- Wear gloves
- Use unopened containers, plastic bags, or packaging materials
- Label repackaged items whenever possible

General Handling Procedures

- Washing hands before handling food
- Keeping work surfaces clean and sanitized
- Using gloves when appropriate
- Preventing cross-contamination between products
- Properly storing special dietary and allergen-sensitive foods

Retail Recovery & Prepared Food Donations

- Maintain proper temperatures during transportation
- Identify products that should not be distributed
- Document food sources when needed
- Store and distribute products within safe timeframes

Notes: _____

RECRUITING VOLUNTEERS

Planning for Volunteers

- How many volunteers are needed per distribution day
- What roles need to be filled (intake, stocking, packing, drivers, etc.)
- Whether ongoing or one-time support is needed
- What skills may be beneficial (organization, communication, language skills, etc.)

Volunteer Recruitment

- Faith communities
- Schools and universities
- Local businesses
- Community organizations
- Community service
- Social media and newsletters
- Word of mouth

Screening & Onboarding

- Provide an orientation or brief training before service
- Establish a simple volunteer sign-up and/or waiver form
- Communication policies and expectations

Scheduling

- Scheduling distribution days
- Confirming attendance
- Communicating changes or cancellations
- Providing updates about inventory needs

Notes: _____

VOLUNTEER RESPONSIBILITIES

Intake

- Greet guests and direct them to the appropriate area
- Record visit information according to pantry procedures

Sorting & Inventory

- Inspect donations for safety and expiration
- Restock shelves
- Track inventory
- Prepare pre-packed boxes (if applicable)

Distribution Support

- Guide guests through the distribution process
- Assist with loading food into vehicles
- Maintain orderly traffic flow

Drivers & Transportation

- Pick up donations from food banks or retailers
- Deliver food to homebound individuals (if applicable)

Administrative Support

- Data entry
- Donation tracking
- Grant documentation
- Social media or outreach efforts
- Scheduling coordination

Expectations for All Volunteers

- Follow food safety procedures
- Respect guest confidentiality
- Maintain professional and welcoming conduct
- Adhere to established policies
- Communicate concerns to leadership

Notes:

PART FOUR



Sustaining Your Program

This section focuses on maintaining leadership continuity, establishing partnerships, evaluating impact, and planning for future needs to ensure long - term stability.

SETTING ADMINISTRATIVE POLICIES

Policies

- Patron eligibility and service area policy
- Data privacy and patron record retention policy
- Food safety and temperature monitoring protocol
- Expiration date and near-date food handling policy
- Financial controls policy (dual signatures, expense approvals, bank reconciliation)
- Conflict of interest policy for board members and staff
- Volunteer conduct and grievance policy
- Emergency closure and communication protocol
- Donation acceptance policy (what you will and will not accept)
- Succession and contingency plan

COMMUNITY IMPACT MEASURES

Common metrics tracked by food programs:

- Households / Individuals served
- New households served
- Frequency of visits
- Pounds of food distributed
- Volunteer hours

While these measures are important for measuring program activity, they do not always tell the full story. Food programs may also benefit from examining who is accessing services, what barriers community members continue to face, and the role of referrals and partnerships in addressing community needs.

Notes: _____

Understanding Community Needs

It may be helpful to consider other factors impacting the patrons your program serves and the reasons they may be seeking assistance. While documenting this information is optional, it can provide context and identify service gaps.

Areas to Consider	Example
Reasons for Assistance	Job loss, reduced work hours, rising food costs, unexpected expenses, fixed incomes, caregiving responsibilities
Household Challenges	Housing costs, medical expenses, childcare needs, transportation
Community Barriers	Living in a food desert, limited public transportation, rural isolation
Service Gaps	Transportation assistance, accessible healthcare services
Partnership Opportunities	Schools, faith communities, social service agencies, community resource providers
Referral Opportunities	Healthcare providers, workforce development programs, housing resources, financial counseling

Using What You Learn

For organizations interested in supporting beyond immediate food assistance, these insights can provide additional opportunities to address common barriers within the community. Organizations should consider program mission and capacity before implementing new programs or initiatives.

Examples:

- Maintain a list of local referral resources
- Connect with available community services
- Host educational workshops or resource events
- Advocate for solutions that address recurring barriers

Notes: _____

SUCCESSION PLANNING

What a Succession Plan Should Include

- A written description of every critical role and who the backup is for each
- Written standard operating procedures (SOPs) for all tasks
- An updated contact list: food bank rep, donors, facility contacts, vendors, board members
- At least two people with access to financial accounts, login credentials, and key documents
- A plan for identifying and developing future leaders from within your volunteer base
- Annual board review and update of the succession plan

Documents to Keep Current & Accessible

Bylaws and Articles of Incorporation

IRS Determination and EIN

Current Board List with Contact Information

Food Bank Membership Number and Key Contact

All Active Grant Agreements & Reporting Deadlines

Insurance Policies & Renewal Dates

Facility Lease or Use Agreement

Store Digital Copies in a shared drive accessible to the Board Chair & at least 1 officer

Audit

Charitable Solicitation License

Notes: _____

GRANT WRITING

Before Applying for Grants:

- Confirm active 501(c)(3) status or a confirmed fiscal sponsor
- Review current organizational budget and financial statements
- Be ready to define agency mission, purpose, number of households or individuals served

Identifying Appropriate Grants:

Look for funding opportunities that align with:

- Food access and hunger relief
- Community health
- Faith-based initiatives
- Youth or senior services
- Capacity building
- Equipment or infrastructure support

Components of Grant Applications:

Source	Description
Problem Statement	Defining the need within service area (e.g., local data, demographics, or gaps in food access) that demonstrate why support is necessary
Program Description	Overview of operations, including who is served, frequency of distribution, distribution model, and types of food provided
Goals & Outcomes	Consider using the SMART framework: Specific, Measurable, Achievable, Relevant, and Time-bound. Ex: number of households served per month or pounds of food distributed
Evaluation Plan	Data collection used to track progress (e.g., visits, household size, distribution totals) and how outcomes are reviewed or reported
Budget Narrative	How requested funds will be used with expenses detailed on each line item (if applicable)
Sustainability	Explain how program will continue after grant funds are used

Notes: _____

MANAGING DONATIONS

Food Donations

- Create a written donation acceptance policy
- Train volunteers on how to evaluate and sort incoming donations
- Acknowledge food donors promptly, especially large or recurring contributors
- Track all incoming donations by weight for reporting and grant documentation

Financial Donations

- Should be documented and deposited promptly
- Used according to stated purposes

Tracking Donations

- Date received
- Source of donation
- Type of items
- Estimated weight or quantity
- Any in-kind services

Communication with Donors

- Providing a list of most-needed items
- Sharing food safety guidelines for donations
- Acknowledging donations with receipts or thank-you messages
- Explaining how contributions support the community

Sharing Your Impact

Produce a one - page annual impact summary

Post impact on social media: 'This month we connected X families to resources...'

Present impact data at Board Meetings to drive strategic decisions

Notes: _____

SOCIAL MEDIA & COMMUNITY MARKETING

Define the Purpose

- Is the goal to inform guests about hours and services?
- To recruit volunteers?
- To share donation needs?
- To report impact to supporters?

Communication Channels

Examples:

- Social media platforms (Facebook, Instagram, etc.)
- Website or webpage
- Printed flyers or bulletin boards
- Community newsletters
- Email lists
- Partnerships with local organizations

Tone & Messaging

- Clear and simple
- Respectful and non-stigmatizing
- Consistent in branding and language
- Focused on services rather than sensational messaging

Respecting Patron Privacy

Never post identifiable photos of patrons without explicit written consent

Always ensure your organization treats everyone with respect and dignity

Notes:

ADDITIONAL RESOURCES

In addition to providing food assistance, some organizations choose to offer programs, workshops, or resource connections that support the individuals and families they serve. These efforts may be provided directly or through partnerships with other community organizations. While not necessary for every program, consider whether there are opportunities that fit within your mission, capacity, and community needs.

Examples of other services:

- Financial literacy and budgeting workshops
- Tax preparation assistance and benefits enrollment support
- Employment readiness programs, resume assistance, and job training
- Housing, rent, and utility assistance programs
- Community resource navigation and case management
- Nutrition education and healthy eating workshops
- Cooking classes that teach meal planning and food preparation skills
- Community gardens and urban agriculture initiatives
- Home maintenance and repair education
- Transportation assistance programs
- Healthcare, mental health, and wellness resources
- Childcare and family support services
- Adult education, GED, and digital literacy programs

Notes: _____

PROGRAM CHECKLIST

Instructions: Use this short checklist to assess your organization's food program as needed.

Community Assessment

- ☐ Define your organization's role and mission within the community
- ☐ Research existing food assistance programs in your service area
- ☐ Conduct a community needs assessment in your service area

Leadership Structure

- ☐ Establish legal nonprofit status or sponsoring organization
- ☐ Establish a board or advisory group (if applicable)
- ☐ Develop a basic operating budget and necessary insurance coverage

Community Partnerships

- ☐ Identify potential community partners and opportunities for collaborative programming
- ☐ Explore eligibility and requirements for food bank partnership

Facility & Operations

- ☐ Identify program location, accessibility, hours of operations
- ☐ Obtain necessary equipment and storage for operations

Distribution Model

- ☐ Develop pantry flow and traffic plan
- ☐ Establish procedures for client intake
- ☐ Train staff and volunteers on client interactions
- ☐ Assess nutritional quality of food offerings, including allergies, dietary restrictions and special needs

Food Safety

- ☐ Develop food safety procedures and trained staff and volunteers
- ☐ Establish food inspection procedures
- ☐ Implement temperature monitoring procedures and sanitation schedule

Volunteers

- ☐ Identify volunteer roles, recruitment plan, and training procedures

Program Sustainability

- ☐ Develop succession planning strategy, financial tracking procedures, emergency operations plan
- ☐ Identify additional funding sources and partnerships
- ☐ Track impact measures
- ☐ Engage in community outreach and social media presence

Annual Sustainability Review

- ☐ Review policies and procedures, food safety practices
- ☐ Update community partner list
- ☐ Assess funding sustainability
- ☐ Update succession plan
- ☐ Identify areas for improvement

NOTES

Community Needs & Operations

Potential Partners & Resources

Program Improvements & Future Goals

Follow-Up Items

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

NOTES

Additional Notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

ACRONYMS & ABBREVIATIONS

Acronym	Definition
501(c)(3)	Federal tax-exempt nonprofit designation
EIN	Employer Identification Number
FDA	Food and Drug Administration
GED	General Educational Development
H.E.R	Healthy Eating Research
IRS	Internal Revenue Service
NCDHHS	North Carolina Department of Health and Human Services
SHFB	Second Harvest Food Bank
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SNAP	Supplemental Nutrition Assistance Program
SNAP - Ed	Supplemental Nutrition Assistance Program - Education
SOP	Standard Operating Procedure
TEFAP	The Emergency Food Assistance Program
USDA	United States Department of Agriculture

ACKNOWLEDGMENTS

Thank you to the local food pantry leaders, community partners, and professional agencies who provided feedback based on their experience throughout Greater High Point and Guilford County. We are grateful for their dedication to serving our neighbors!



This toolkit was developed by Zaira Arfeen, High Point University Food Justice AmeriCorps VISTA. She previously graduated from High Point University with a B.S. in Exercise Science. While serving with the Greater High Point Food Alliance from 2024-26 her goal was to improve food security across the Greater High Point area through resource development, capacity-building initiatives, and community collaboration. Zaira Arfeen can be reached by email at zairaarfeen@gmail.com.

REFERENCES

1. https://studentsagainsthunger.org/wp-content/uploads/2017/10/NSCAHH_Food_Pantry_Toolkit.pdf
2. <https://www.indyhunger.org/wp-content/uploads/2025/11/IHN-Manual-of-Best-Practices.pdf>
3. <https://foodbankofalaska.org/hubfs/Food%20Pantry%20101.pdf>
4. <https://www.brafb.org/wp-content/uploads/2024/08/New-Agency-Screening-Tool-Rev-2-4-2020.pdf>
5. <https://nwpafoodbank.org/get-educated/food-bank-vs-food-pantry/>

ABOUT US

Greater High Point Food Alliance

815 Phillips Avenue

High Point, NC 27262

www.ghpfa.org



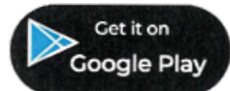
An initiative of the Greater High Point Food Alliance.

Greater Guilford Food Finder App

The Greater High Point Food Alliance provides a free **Greater Guilford Food Finder** app for both iPhones and Androids. Simply scan the attached QR code or search for **Greater Guilford Food Finder**—the app provides key information for those looking for food-related and other assistance in the Greater Guilford area for youth/students, adults and seniors.

You can also go to our website at <https://www.ghpfa.org> and go to the Find Food and Community Resources tab and see these listings!

Download Now



Connect with Us on Social Media!



[Facebook.com/GreaterHighPointFoodAlliance](https://www.facebook.com/GreaterHighPointFoodAlliance)



Instagram @greaterhighpointfoodalliance



[Linkedin.com/company/greater-high-point-food-alliance-ghpfa](https://www.linkedin.com/company/greater-high-point-food-alliance-ghpfa)