



Elevating Our Network

A Collaborative Vision for 2026–2029



Special thanks to the partner agencies who provided their invaluable time and contributions

1269 Cafe
Acts of Kindness
AIDS Response Seacoast
All Saints Cupboard
Beech Street Community School Food Pantry
Bread of Life Food Pantry
Bridge Food Pantry
CAP Raymond Food Pantry
CAPSC Food Outreach
Chief Bradley Eldridge Food Pantry
Claremont Backpack Program
Claremont Soup Kitchen
Community Food Center Tamworth
Conway Village Congregational Church Food Pantry
DHMC/GSCPHN
Emmanuel Church Food Pantry & Meals Program
End 68 Hours of Hunger Nashua
Epsom Food Pantry
Fall Mountain Food Shelf & Friendly Meals
Family Center Market
Feeding Our Children Together
First Baptist Church Food Pantry- Derry
First United Church Food Pantry- Manchester
Franconia Backpack Program
Freedom Food Pantry
Friendly Kitchen- Concord
Friends of Mascoma
Gather
Gerry's Food Pantry
Gilmanton Food Pantry
Good Shepherd Food Pantry
Gossler Park School Food Pantry
Got Lunch Laconia
Got Lunch Plymouth
Grace Community Church Food Pantry- Rochester
Grafton County Senior Citizen Council
Greenfield Food Pantry
Hampton United Methodist Church Food Pantry
Harbor Care Nashua
Helping Hands Food Pantry
Henniker Food Pantry
HIV/HCV Resource Center
Hope City Cafe
Immaculate Conception Food Pantry
Isaiah 61 Café
Joan's Food Pantry
Kreiva Academy
L.I.F.E. Ministries Food Pantry

Light of Life Food Pantry
LISTEN Food Pantry
Littleton Food Co-op
Love Thy Neighbor
Madison Church Food Pantry
Manchester Church of God Food Pantry
Manchester Health Dept. Food Pantry
Mascoma Methodist Food Pantry
Mill Falls Charter School Food Pantry
MVAP Manchester (non NHFB member)
Nashua Church of Christ Food Pantry
Nashua PAL
New Life Church Food Pantry
New Life Home
Newmarket Food Pantry
Newport Area Food Pantry
NHS Gilpin Food Pantry
NHTI Lynx Pantry
North Country Missions Food Pantry & Soup Kitchen
Parish of the Transfiguration Food Pantry
Peterborough Food Pantry
Provisions Food Pantry
Rindge Food Pantry
River Valley Comm. College Food Pantry
Rochester Childcare Center
Sacred Heart Food Pantry
Salvation Army Food Pantry Nashua
Seacoast Eat Local (non NHFB member)
SHNU Food Pantry
Southern NH Rescue Mission Food Pantry
St. Joseph Belmont Food Pantry
St. Paul's Backpack Program
St. Thomas More Food Pantry
St. Vincent DePaul Greenville Food Pantry
St. Vincent DePaul Hampton Food Pantry
St. Vincent DePaul Laconia Food Pantry
The Community Kitchen Food Pantry & Soup Kitchen Keene
The Hungry Owl
The Upper Room Food Pantry
Town of Plainfield Food Pantry
TTCC Project Promise
Twin Rivers Food Pantry
University of New Hampshire Extension Program
Vaughan Community Services Food Pantry
Wakefield Food Pantry
Warner Connects NH
Wellspring Food Pantry

Dear Friends and Community Partners,

As I celebrate my one-year anniversary as the Executive Director of the New Hampshire Food Bank, I find myself reflecting on the incredible privilege of getting to know so many of you. This past year has been a remarkable journey, and I am deeply moved by the warm, gracious welcome I have received. Coming together to envision our future has highlighted a powerful, shared truth: **we do this work because we care deeply about our neighbors.**

Founded in 1984 as a program of Catholic Charities New Hampshire, we have grown into a trusted statewide leader in hunger relief. Beyond distribution, we now champion food access, nutrition education, culinary training, and advocacy. Thanks to your support, in 2025 we distributed over 20 million pounds of food to more than 400 partner agencies, cementing our role as a mission-critical pillar in our state.

To ensure we continue meeting community needs in an innovative and inclusive way, our next strategic plan was driven by your voices. Through active listening sessions and interviews, over 200 individuals—including staff, volunteers, donors, and partners—helped shape our path forward.

I want to extend a special thanks to the New Hampshire Charitable Foundation for their vital support throughout this planning process, and to the Grappone Automotive Group for graciously hosting our teams to meet and dream big.

This strategic plan reflects our collective commitment. Thank you for your unwavering partnership and dedication to ending hunger in New Hampshire.

With gratitude,



Elsy Cipriani
Executive Director
New Hampshire Food Bank



WHO WE ARE AND WHAT WE DO

Developing our new strategic plan involved gathering essential input from the New Hampshire Food Bank team. We focused not just on the road ahead, but on the best ways to reflect who we are, what we do, and how that translates into our work nurturing our partners and neighbors.

We all agree that our impact extends far beyond food rescue and distribution. The New Hampshire Food Bank operates more than ten distinct programs across the state. A key part of our planning process was ensuring that our mission, vision, and logo truly embody the talented, diverse, and vibrant community leading the effort to end hunger in New Hampshire.

OUR MISSION: To shepherd a statewide network of partners to alleviate food insecurity, nourish our communities through innovative programming, and boldly advocate for an end to hunger for all Granite Staters.

OUR VISION: The New Hampshire Food Bank envisions a hunger-free NH, where all Granite Staters have access to the foods they need to thrive.



OUR VALUES

As a proud member of the Catholic Charities New Hampshire (CCNH) network, our identity is built on a shared commitment to service and excellence; a dedication that is perfectly reflected in our **CHOICES** (Collaboration, Honor, Optimism, Integrity, Compassion, Excellence and Service) values.

COLLABORATION: We continuously work together to ensure the best possible outcome – or path to success – for those we serve.

HONOR: Diversity makes us stronger, especially when we appreciate and integrate everyone's unique backgrounds, working styles and personalities.

OPTIMISM: Positivity and can-do attitudes are key, even in times of difficulty. We carry a contagious passion, energy and enthusiasm with us each step of the way.

INTEGRITY: Our character – in terms of how we live out our lives on a daily basis – is displayed through our actions and words.

COMPASSION: Striving to serve others holistically, and meeting each person where they are physically, emotionally and spiritually; we never lose sight of care, kindness and empathy for each other and those we serve.

EXCELLENCE: For everyone, there's opportunity to grow each day – and continually develop our careers and who we are as people.

SERVICE: Service above self, leading with a servant's heart in placing others' needs ahead of our own. We approach our work with a solution-oriented nature, encouraging everyone to have a voice as to how we can improve the quality of our service.

THE ROAD TO INCLUSIVITY AND COLLABORATION

To guide our next three-year strategic plan, we conducted a comprehensive assessment spanning from the summer of 2025 through early 2026. Our primary goal was to design a highly inclusive process, capturing the diverse perspectives and frontline experiences of the organizations and individuals working tirelessly to end hunger in New Hampshire.



NEW HAMPSHIRE FOOD BANK TEAMS

11 planning meetings totaling 53 hours.



PARTNER AGENCIES

11 listening sessions — one in each county, with two in Hillsborough County due to the high volume of partners — totaling 17 hours.



CCNH and ADVISORY COMMITTEE

2 planning meetings totaling 3 hours.



VOLUNTEERS AND DONORS

1 listening session and 4 interviews totaling 10 hours.

To ensure a rigorous and objective process, we partnered with an independent consultant to conduct the data analysis. All information gathered during the assessment phase was recorded and provided to the consultant, who analyzed the data through four distinct lenses:

1. Common and divergent themes across all participant groups.
2. Strengths, Weaknesses, Opportunities, and Threats (SWOT) identified throughout the sessions.
3. Alignment with the Feeding America Network Strategic Framework:
 - Improve Neighbor Access and Experience
 - Enhance Food Sourcing and Sharing
 - Expand Policy Advocacy
 - Increase Holistic Supports
 - Transform Measurement and Data
4. Themes related to staff satisfaction, professional development, and teamwork.

Ultimately, this assessment reaffirmed that the New Hampshire Food Bank is recognized as a deeply trusted and highly effective organization.

As we navigate the realities of hunger today, we are choosing to be increasingly intentional, regionally informed, and data-driven in our approach.

The following pages detail our specific roadmap for the next three years, structured around the Feeding America Network Strategic Framework.



**STRATEGIC PILLAR 1:
IMPROVE NEIGHBOR
ACCESS AND
EXPERIENCE**

GOAL

Improve the visibility of food resources, ensure equitable geographic access, and elevate the dignity of our neighbors experience.

MAIN COMMUNITY INPUT



Neighbors in the North Country, western New Hampshire, and rural areas face distinct access barriers, including long travel distances, limited pantry hours, and fewer local options. Agencies outside a 50-mile radius of Manchester frequently struggle to provide consistent access.

Partner agencies rely on the New Hampshire Food Bank in varying ways—some as a supplemental resource, and others as their primary pipeline. This heavy reliance elevates the expectation for a consistent, diverse, and reliable food supply.

Meaningful access extends beyond food volume. The dignity and quality of the neighbor experience are heavily shaped by agency capacity, including volunteer availability, physical space (parking, flow, waiting areas), the cultural relevance of food, and the ability to offer flexible evening or weekend hours.



KEY OBJECTIVES

1. EXPAND TARGETED GEOGRAPHIC ACCESS AND OUTREACH

- Use enhanced food access mapping tools to guide our outreach programs to the highest-need areas.
- Optimize the Mobile Food Pantry and Summer Meals programs to ensure consistent delivery of fresh, high-demand food to rural and underserved communities.

2. OPTIMIZE SOURCING AND SUPPLY CHAIN OPERATIONS

- Prioritize fresh, high-demand, and culturally relevant items at the Manchester Warehouse, and adjust schedules at the North Country Warehouse to reduce spoilage.
- Create formal feedback loops with partner agencies to guide purchasing, streamline kitchen ordering, and expand the NH Feeding NH initiative for local sourcing.

3. STRENGTHEN AGENCY CAPACITY AND EMPOWER NEIGHBORS

- Build agency capacity through the Nutrition Pantry Program and extend SNAP Incentives beyond the growing season.
- Centralize Cooking Matters resources and expand the Culinary Job Training program to strengthen workforce development pathways.

4. ACTIVATE SUPPORT

- Develop clear, donor-ready investment opportunities and collect monthly stories from the community to highlight real-world impact.
- Update our agency branding to emphasize connection, inclusivity, healthy options, and dignity.

STRATEGIC PILLAR 2: ENHANCE FOOD SOURCING AND SHARING

GOAL

Enhance distribution models, maximize local food sourcing, and ensure the equitable, consistent allocation of high-quality nutrition.

MAIN COMMUNITY INPUT



Partnerships with grocery stores and key distributors are repeatedly named as high-impact and central to New Hampshire Food Bank's sourcing success.

Protein supplies are limited and the access to produce is sometimes inconsistent, particularly for rural and lower-capacity agencies.



KEY OBJECTIVES

1. OPTIMIZE LOGISTICS AND EQUITABLE DISTRIBUTION

- Significantly grow fresh rescue operations by investing in network infrastructure. Provide partner agencies with cooling equipment, refrigerated cargo vans, and dedicated volunteer support teams to empower them to rescue more food locally.
- Develop targeted, localized sourcing and rescue operations specifically designed to overcome the geographic and logistical challenges of the North Country.
- Establish an agile, on-call logistics strategy to swiftly capture, transport, and distribute short-notice, highly perishable local donations, preventing waste of high-value nutrition.

2. DEEPEN SOURCING PARTNERSHIPS AND LOCAL INTEGRATION

- Directly address network inconsistencies by exploring diverse protein sourcing avenues, such as partnerships with local meat processors, agricultural surplus, and dedicated funding streams for purchasing high-quality proteins.
- Deepen integration with local farms by increasing the volume of locally grown food utilized in Summer Meals, Mobile Food Pantries and NH Feeding NH programs.

3. EMPOWER AGENCIES AND THE COMMUNITY

- Equip local pantries with training, toolkits, and resources to help the easy access, and sharing of supplementary local food and funding resources within their own communities.
- Offer accessible culinary knowledge, recipes, and nutrition education with partner agencies and the broader community to maximize the utilization of unfamiliar produce, reduce household food waste, and promote healthy eating habits.

4. ACTIVATE SUPPORT

- Cultivate customized philanthropic investments to fund major logistical and sourcing upgrades.
- Procure opportunities to support local agricultural networks and equitable distribution efforts.

**STRATEGIC PILLAR 3:
EXPAND MISSION
ADVOCACY ACROSS NH'S
POLICY LANDSCAPE**

GOAL

Amplify our network's voice to address the root causes of hunger and influence systemic change.

MAIN COMMUNITY INPUT



External stakeholders want the New Hampshire Food Bank to have a louder voice. Advisory committee members, donors, and partner agencies call for the New Hampshire Food Bank to have stronger legislative engagement.

Find better ways to leverage current data. The New Hampshire Food Bank has firsthand access to stories, operational data, and regional insights that could power advocacy and better inform New Hampshire's policymakers.



KEY OBJECTIVES

1. HIGH IMPACT DATA AND MEDIA ENGAGEMENT

- Develop an easily updatable, automated reporting mechanism that translates operational data and distribution trends into clear, actionable insights for New Hampshire's policymakers.
- Amplify policy priorities by proactively securing high-visibility media opportunities, prioritizing impactful channels, alongside targeted press releases and op-eds.

2. GRASSROOTS MOBILIZATION AND STRATEGIC COALITIONS

- Develop and make available advocacy tools to equip local pantries with the resources, talking points, and training they need to independently advocate within their own municipalities, effectively multiplying the New Hampshire Food Bank's voice.
- Build safe, supported, and ethical frameworks to increase the engagement of SNAP recipients, empowering them to share their firsthand stories and actively participate in community advocacy.
- Transition from mere participation to strategic alignment within key local and state coalitions (focusing on agriculture, child nutrition, and community-based organizations) to present a unified, powerful front on shared legislative priorities.

3. EDUCATION AND AWARENESS

- Conduct targeted regional dissemination sessions to share the strategic plan, align statewide goals, and foster future collaborative problem-solving.
- Utilize internal kitchen operations and targeted student education programs as active, hands-on learning environments to highlight the systemic issues driving food insecurity and demonstrate sustainable solutions.
- Broadly disseminate and actively promote the implementation of HER (Healthy Eating Research) Guidelines across the network to ensure advocacy efforts prioritize high-quality, equitable nutrition alongside food access.

4. ACTIVATE SUPPORT

- Leverage advocacy events and summits to host joint donor briefings, using firsthand stories to show donors how food insecurity is linked to root-cause issues.

STRATEGIC PILLAR 4: INCREASE HOLISTIC SUPPORTS

GOAL

Build agency capacity, expand workforce development pathways, and connect our neighbors to resources beyond food.

MAIN COMMUNITY INPUT



Agencies and donors consistently highlight the immense value of innovative initiatives. Programs like Cooking Matters, SNAP outreach, and our culinary and workforce development training are recognized not just as supplemental, but as essential pillars of our current success.

Partner agencies and Advisory Committee members express a strong, unified desire for the New Hampshire Food Bank to help dismantle underlying access barriers to food and other related resources.

There is physical strain among staff and volunteers and additional supports are needed.



KEY OBJECTIVES

1. BRIDGING THE GAP TO ROOT-CAUSE RESOURCES

- Scale Nutrition Programs: Expand the reach of high-value programs like Cooking Matters by diversifying delivery methods, and SNAP Outreach by onboarding a dedicated Associate and standardizing intern/volunteer training.

2. EMPOWERING PATHWAYS TO EMPLOYMENT

- Ensure the long-term sustainability of the Culinary Job Training Program by prioritizing high-quality student support.
- Continue modernizing Warehouse infrastructure and equipment while simultaneously establishing clear, recognized career progression tracks and standardized training for Warehouse staff and volunteers.

3. ROBUST AGENCY CAPACITY BUILDING

- Design and launch a formal, equitable application process for agencies to secure critical infrastructure, including commercial refrigeration, shelving, and licensing fee support.
- Provide comprehensive training to equip agencies for safe fresh food rescue. Maintain and enhance Partner Agency Engagement Calls to foster continuous feedback and shared learning.
- Strengthen specialized programs (Summer Meals and SNAP Outreach): Create better structure and guidance to onboard Summer Meals site staff (supported by a new Nutrition Program Associate). Identify and address the top training needs for partner farms regarding SNAP incentives.

4. ACTIVATE SUPPORT

- Partner directly with the Catholic Charities New Hampshire programs' network to create co-branded philanthropic initiatives that fund intersecting needs.
- Explore collaboration opportunities with other NH non-profit organizations to leverage their strengths/resources and to innovate jointly deepening the New Hampshire Food Bank's reach.

STRATEGIC PILLAR 5: TRANSFORM MEASUREMENT AND DATA

GOAL

Equip leadership, staff, agencies, and lawmakers with actionable, unified data while reducing administrative burdens.

MAIN COMMUNITY INPUT



The community recognizes the New Hampshire Food Bank's unique access to robust operational data through our statewide network and Feeding America partnership.

Donors are increasingly looking for our impact stories to be grounded in clear, compelling metrics.



KEY OBJECTIVES

1. SYSTEMS UNIFICATION

- Transition to a fully unified digital inventory and reporting system to create a single source of origin for organizational data.
- Modernize the meal counting, compliance, and reporting systems for all Nutrition programs to ensure absolute data integrity while significantly reducing manual entry for frontline site staff.

2. COMPREHENSIVE PROGRAM AND IMPACT EVALUATION

- Establish robust, data-driven systems to measure the long-term success of educational programs and ensure internal production perfectly aligns with operational efficiency and agency needs to inform decision-making with all stakeholders.
- Design and execute comprehensive, culturally competent participant surveys. Systematize feedback collection from specialized initiatives like the Nutrition Pantry Program to directly inform future strategy.

3. NUTRITIONAL QUALITY TRACKING

- Establish baseline metrics and continuous tracking protocols for all purchased and rescued food volume, strictly categorizing inventory by the Healthy Eating Research (HER) nutritional tiers to ensure high-quality distribution.

OUR FOUNDATION: EMPOWERING AND SUSTAINING THE NEW HAMPSHIRE FOOD BANK TEAMS

GOAL

Cultivate an inclusive, communicative, and supportive workplace where every team member and volunteer are equipped to grow, structurally supported, and recognized for their vital contributions to our mission.

The ambitious goals outlined in this strategic plan will not be possible without a dedicated team that feels valued, supported, and challenged every day. Our comprehensive organizational assessment revealed an exceptionally strong commitment to our mission across the board—from the warehouse to our mobile pantries and culinary programs. However, it also highlighted the very real physical and operational strains our team carries to make that impact possible.

To ensure our long-term success, we are committed to moving beyond relying solely on individual resilience and are building a sustainable infrastructure that protects our people, breaks down silos, and fosters professional growth.

KEY OBJECTIVES

1. ENHANCE STAFF SATISFACTION AND WELL-BEING

- Together with Catholic Charities NH, launch a structured recognition program that highlights peer-to-peer appreciation and leadership shout-outs, ensuring that the staff and volunteers behind our programs are just as visible as the programs themselves.
- Actively target burnout by expanding volunteer leadership roles, utilizing seasonal staffing to relieve the pressure, particularly, on frontline and operational staff.
- Tangibly demonstrate that staff well-being is a priority by continuously investing in essential physical infrastructure, beautifying workspaces, including necessary cold-weather gear and warehouse machinery upkeep.
- Integrate discussions about mental load and burnout risk into regular supervisor check-ins and performance reviews to reduce stigma and promote a healthy work-life balance.

2. INVEST IN MEANINGFUL CAREER DEVELOPMENT

- Create a comprehensive, standardized onboarding process for all new staff and volunteers that clearly outlines role boundaries, success indicators, and how every position fits into the larger New Hampshire Food Bank ecosystem.
- Shift from reactive training to proactive growth by establishing defined career ladders (e.g., Warehouse Associate I, II, III), linking pay progression to skills, training, and certifications.
- Develop a strategic annual training calendar focused on building internal mobility, succession planning, supervisory skills, and trauma-informed leadership.

3. STRENGTHEN TEAMWORK AND ORGANIZATIONAL ALIGNMENT

- Tie individual and departmental goals back to the overarching pillars of this strategic plan so that every staff member clearly sees how their daily work contributes to a unified, one-organization culture.
- Create safe feedback channels by establishing regular listening sessions, anonymous feedback loops, and rapid-improvement teams that give everyone a voice in how we operate.



With the support of:



**NEW HAMPSHIRE
CHARITABLE FOUNDATION**



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