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## **EXHIBIT A**

### **Implementation Guidelines**

### **Well Seasoned Curriculum**

This document provides information about City Harvest and detailed guidelines for implementing the Well Seasoned program. Please be sure to read this thoroughly, with particular attention to the sections on Evaluation and Reporting, before signing and returning the two enclosed copies of the Agreement.

#### **Section 1: About City Harvest and Well Seasoned**

This section includes an overview of City Harvest, a description of the Well Seasoned program, operating model, founding goals and principles, program materials, and resources provided to partnering organizations. We encourage you to use this language when describing the program in your organization's materials.

#### **City Harvest**

City Harvest is the world's first and New York City's only food rescue program. City Harvest rescues excess food from all segments of the food industry, including restaurants, grocers, corporate cafeterias, manufacturers, and farms, distributing it to over 400 community programs throughout the five boroughs of New York City.

More than one million New Yorkers are facing hunger and for many people that City Harvest serves, healthy food is unavailable and unaffordable. In turn, diseases related to poor nutrition - including diabetes and heart disease - tend to be concentrated where demand for emergency food is greatest.

As a natural extension of the anti-hunger work City Harvest began more than 30 years ago, City Harvest developed Healthy Neighborhoods programs to respond to the need for emergency food, improve access to fruits and vegetables for residents in low-income communities, and provide nutrition education that will inspire affordable, healthy meal choices. Through its Healthy Neighborhoods programs, City Harvest partners with residents, community organizations, afterschool programs, and local businesses. Together they work to achieve a long-term impact in the fight against hunger by engaging residents in healthy choices and enhancing the local food landscape. Building off its nutrition education classes which began in 2000, and its Mobile Markets which began in 2004, City Harvest expanded Healthy Neighborhoods programs to high need communities across the five boroughs.

#### **Program Description**

The goal of City Harvest's Well Seasoned program is to help low-income seniors understand and meet their nutritional needs, stretch their finances and food budgets, alleviate and manage ailments through improvements in their diets, and socialize around a healthy activity. This will enable participants to continue to live independently and healthfully.

## **Operating Model**

When delivered by City Harvest staff and trained volunteers, each Well Seasoned course is led by at minimum (1) a chef, (2) a nutrition educator, and (3) a class manager. These roles and the skills required to fill them are more fully described in the section, *Eligible Instructors*.

This model is founded on the idea that each person brings his or her unique expertise and strengths to the classroom and the course participants. In implementing the program at your site, adhering to this model of a three-person staff is recommended.

### *Course Coordinator*

Your site should designate a staff member to serve as the course coordinator. This individual is responsible for recruitment and orientation for volunteers, scheduling and advertising the course, recruiting participants, managing paperwork, purchasing food for the recipes being prepared, and smooth flow of the 2-hour class for each of the 8 weeks.

## **Program Objectives**

Well Seasoned intends that participants will

- Challenge themselves to improve one or more shopping, cooking, and eating behaviors along with engagement in physical activity.
- Cook and eat together to reinforce existing skills and share social time together.
- Amplify their knowledge of the nutritional and health benefits of better food choices and have a forum in which to discuss health issues.
- Acquire or enhance budgeting skills in order to purchase sufficient healthy foods to meet needs while living on a fixed income.
- Know what constitutes physical activity, how much is needed each week to maintain health, and act on this knowledge in their daily lives.
- Appreciate the assets their neighborhoods offer, such as healthy food outlets and places to exercise.

## **Well Seasoned Educational Materials**

The Well Seasoned curriculum highlights preparation of food under the guidance of a chef, with each session concluding with a shared meal. Weekly recipes are aligned as closely as possible with the week's nutrition education message. Educational materials are evidence-based and targeted to low-income seniors, their families, and caregivers.

The course comprises eight weekly, two-hour sessions. A typical class includes the following activities:

- Introduce the themes of the day
- Prepare ingredients for the recipes
- Review individual challenges—successes & barriers
- Present a nutrition education lesson
- Lead exercise activity
- Discuss an aspect of spending and/or budgeting
- If there is time, lead another nutrition activity
- Choose a new or renew a challenge
- Share a meal

- Discuss neighborhood assets
- Pack up an additional meal to take home and share any leftover ingredients amongst participants

## **Resources**

- **Curriculum.** City Harvest provides an up-to-date curriculum in downloadable format. The plan for each class meeting contains both the instructor’s guide and a section of lesson handouts for distribution to participants that can be printed and duplicated. For the most part, the curriculum is self-contained; however, in addition to food purchased for recipe preparation, a few additional materials for class activities—such as food cards or actual food packages and healthy food prizes—may be required and will be indicated at the beginning of each lesson.
- **Evaluation tools.** An Attendance Tracker and pre- and post-survey are provided in electronic form and should be printed and distributed as needed. Completed forms must be forwarded to City Harvest either by regular mail or scanned and sent via email.
- **Training.** For agencies in the NYC area, staff members should attend trainings at our mid-town office. These trainings are offered at least twice yearly and prepare chefs, nutrition educators, and class managers to lead a course by reviewing effective teaching skills, basics of healthy eating, and how to keep a class running smoothly.
- **Additional materials.** In addition to reviewing the materials included in this packet, we recommend visiting <http://cookingmatters.org/get-involved/volunteer-training-videos/> for additional insight into offering a nutrition education class at your site.

## **Section 2: Program Management and Implementation**

These Well Seasoned Implementation Guidelines have been developed to aid in implementing high-quality programming. Adhering to standards means that a participant in a City Harvest-led course in New York City and a participant in any other Well Seasoned class have a similar experience. Following standards ensures effective, high-quality courses as well as the integrity of our evaluation efforts. That being said, City Harvest recognizes that local situations vary and appreciates that local innovations can augment and enhance the program.

You must inform the manager of the Well Seasoned program at City Harvest if significant changes are made to the curriculum or its implementation. Such changes might include providing nutrition information in addition to what is provided in the curriculum or distributing copies of the curriculum, in whole or in part, to other than class participants.

### **Course Quality**

Share Our Strength, a national level organization with which City Harvest partners to deliver its Cooking Matters nutrition education courses, has developed a list of key elements, or “gold standards,” that should be present in each class to make the experience as meaningful as possible for participants. Your organization should review and ensure the Gold Standards, available in downloadable format, are achieved and maintained throughout every course.

### **Program Materials**

Well Seasoned materials are to be used for Well Seasoned programming, or, if excerpted for shorter nutrition education sessions are to be credited to City Harvest’s Well Seasoned program.

### **Course Participants**

The Well Seasoned curriculum was developed for a low-income audience. While it is not imperative that your participants be low-income, this focus should be kept in mind when recruiting for and delivering the Well Seasoned program.

Participants should be in living situations in which they are (or soon will be) responsible for purchasing and preparing food for themselves and/or their families. Well Seasoned courses should serve an average of at least 10 participants per course. It is recommended that all courses have no fewer than 8 and no more than 20 participants.

Participation records for a Well Seasoned course are maintained using the Attendance Tracker, included with this packet. Each participant should have his or her name entered on a numbered line, with each day of attendance noted in the columns provided.

Well Seasoned courses strive for an average graduation rate of at least 80%. A Well Seasoned *graduate* is defined as a participant who attended at least 5 of 8 sessions.

A Well Seasoned *participant* is one who has attended at least 2 classes in a course. There is no need to count those who attend just one class in a course, without an intention to complete the entire course. Those who attend only the first class or are “guests” in later classes can be considered “event participants” or not counted at all.

### **Eligible Instructors**

Well Seasoned is designed to be taught by volunteers who share their professional expertise in cooking or nutrition. Your organization is responsible for recruiting, training and managing qualified instructors sufficient to meet course needs.

Well Seasoned courses should be taught by at least two instructors—a qualified chef instructor and a qualified nutrition instructor. In addition, a class manager should also be present and can ensure the class runs in a timely and efficient way by assisting where needed, overseeing paperwork, and helping the chef and nutrition instructor adhere to the timeline. Every attempt possible should be made to ensure that the same team of instructors teaches the entire course.

The curriculum requires that a qualified culinary instructor lead the cooking session. The standard qualifications for culinary instructors are that they 1) are either a graduate of or enrolled in a two-year culinary training program or 2) have at least two years of professional experience working as a cook or chef. Because the courses are designed to be taught by culinary professionals, the curriculum does not detail cooking and kitchen safety topics because it assumes that chefs bring and offer that expertise.

Nutrition educators should serve as co-instructors. The standard qualification for nutrition educators is that they are a graduate of or enrolled in an accredited, science-based undergraduate or graduate nutrition program.

Beyond meeting the standard qualifications above, your organization should ensure all volunteer instructors have participated in an orientation to the program before they lead a course. Orientation should include at a minimum: background on your organization, City Harvest, and Well Seasoned, including its impact; various volunteer roles; what volunteers can expect from your course coordinator; what the coordinator expects of volunteers; how to create a learner-centered course; and introduction of Share Our Strength's Gold Standards. Staff of organizations based in New York City should inform the Well Seasoned program manager of any interest in attending a volunteer orientation at City Harvest.

### **Liability**

Your organization is responsible for ensuring that all course participants, guests, and volunteers complete a liability waiver. Waivers release City Harvest, your organization, representatives, employees, volunteers, and any sponsors of Well Seasoned from any damages, causes of action and liability that might arise from participation in the program.

Your organization is also responsible for following basic processes and procedures for verifying waivers have been completed and retaining this documentation for three years at their facilities. Template waivers in Spanish and English are included in this packet.

### **Course Implementation Guidelines**

With each Well Seasoned course, every effort must be made to ensure that all lesson objectives are met. It is not expected that all lesson activities will be covered in every session; however, in order to qualify as a Well Seasoned course, the curriculum must be implemented without any substantial abridgements.

The defining features of the Well Seasoned course are the chef-led participatory cooking sessions, the focus on nutrition issues pertinent to a senior population, and the specially designed physical activity and budgeting components. Chef instructors are encouraged to use recipes from the curriculum or similarly relevant recipes of their own choosing. Recipes should be low-cost, require only standard cooking equipment, and include ingredients accessible to participants.

It is imperative that only credible, evidence-based nutrition information is provided to participants. If an educator is uncertain of the correct answer to a question, he or she should refer to the websites listed on the *Resource Guide—Credible Nutrition Information* handout available in downloadable format.

Access to a kitchen should be considered when electing to implement a course. If you do not have a kitchen or are unable to use it, you will need to ensure that a hot plate or portable stove is available to provide a full cooking experience. Recipes may need to be adapted accordingly. Adequate hand-washing facilities must be available.

Agencies should offer at least one Well Seasoned course a year. Two may be warranted depending on the available pool of participants to ensure 20 different persons in a second course.

## Evaluation

City Harvest provides evaluation services for partnering agencies, who are thus required to ensure the materials described in *Participant Surveys* below are completed and returned to City Harvest. Results from the pre, post, and three-month follow-up surveys administered to class participants are compiled by City Harvest's Monitoring and Evaluation team and are used to assess and communicate impact, secure funding, and identify areas for improvement.

## Participant Surveys

Measuring the changes participants experience in shopping, cooking, and eating behaviors as well as physical activity as a result of the Well Seasoned program is critical to assessing effectiveness and communicating program impact. To ensure the information collected is accurate and complete, your organization must

- Ensure that all Well Seasoned participants receive and complete the City Harvest-provided pre- and post-course surveys
- Maintain the City Harvest Attendance Tracker or otherwise keep attendance records so that City Harvest can track surveys against the number of sessions attended by each participant
- Submit this material to City Harvest within two weeks of course completion

## Reporting

City Harvest produces comprehensive year-end reviews detailing the activities and impact of Well Seasoned. These reports are useful for tracking progress, quantifying success, and communicating impact with volunteers, agencies, and donors.

Your organization must regularly provide information regarding key metrics of the Well Seasoned program, including

- **Course records.** Attendance must be tracked for each participant for each class meeting. At the conclusion of the course, mail the completed record of attendance to City Harvest.
- **Educational events.** An educational event occurs when program content is provided to the Well Seasoned target audience outside of a normal course setting, such as using only a nutrition activity from the curriculum for a lunchtime nutrition demo. It is important to report these events to get an accurate picture of the people Well Seasoned touches.
- **Volunteer and staff trainings.** Maintain a record for all training sessions and capture key information, including the names of attendees.
- **Outreach events.** Outreach events include networking events, conferences, presentations, demos, and general program promotion events aimed at professional audiences, potential volunteers, or community partners. Capturing outreach events helps demonstrate Well Seasoned's reach and activity level.
- **Media events.** Media events include any mention of your Well Seasoned program in print, broadcast, or web.
- **Partnering organizations and course sites.** Information on the agencies you work with to deliver Well Seasoned courses and the places where you hold courses must be captured and kept up-to-date.

Qualitative impact complements the quantitative data gathered through participant surveys, providing a holistic picture of Well Seasoned's impact. This information is used in annual

reports and is included in City Harvest's communications to actively market and promote its programs. To assist in raising awareness among all potential stakeholder groups, Agencies are requested to provide the following information to City Harvest.

- **Photographs.** Please send at least 5 publication-quality photos of your Well Seasoned program in action each year to City Harvest. Photos should be at least 1500 x 1200 pixels (300 dpi for a 4" x 5" photo) and formatted as a JPEG or TIFF. Please ensure you have a signed media release (downloadable Participation and Consent form) from any participants or volunteers featured in the media you pass along to City Harvest.
- **Letters or quotes from agencies.** Copies of letters or quotes from your organization that speak to the quality and impact of Well Seasoned or the value the program holds for you should be submitted to City Harvest within two weeks of receipt. They may be used in the communications and reports that City Harvest produces. Please ensure you have a signed media release from any participants featured.
- **Quotes or stories from volunteers and participants.** Agencies are asked to submit to City Harvest at least 3 stories from participants or volunteers each year that describe the way Well Seasoned has changed or made a big impact in their lives. An anecdote template is provided in downloadable form. Please ensure you have a signed media release from any participants featured.

### **Training and Technical Assistance**

City Harvest provides training and assistance to support partner organizations in implementing courses and in high-quality program expansion.

- **In-person trainings.** For those in the New York metropolitan area, City Harvest hosts trainings for course staff including chefs and nutrition educators several times a year. This provides an opportunity to engage with one another and share best practices, lessons learned, program resources and more. The overarching goal of these in-person trainings is to enhance each partner organization's ability to run an exceptional and effective Well Seasoned program in their community.
- **One-on-one communications.** City Harvest staff are available by phone and email to respond to your specific needs and concerns. In addition, City Harvest staff may make information requests of your organization. Timely responses from both parties ensure the maintenance of a mutually productive and respectful relationship.

### **City Harvest Team**

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