

A G R E E M E N T

THIS AGREEMENT is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the “City”) and **CICATELLI ASSOCIATES INC.**, a Colorado nonprofit corporation, whose address is 505 Eighth Avenue, New York, New York 10018 (the “Consultant”), jointly (“the Parties”).

The Parties agree as follows:

1. COORDINATION AND LIAISON: The Consultant shall fully coordinate all services under the Agreement with the Executive Director of Public Health and Environment, (“Executive Director”) or, the Executive Director’s Designee.

2. SERVICES TO BE PERFORMED:

a. As the Executive Director directs, the Consultant shall diligently undertake, perform, and complete all of the services and produce all the deliverables set forth on **Exhibit A, Scope of Work**, to the City’s satisfaction.

b. The Consultant is ready, willing, and able to provide the services required by this Agreement.

c. The Consultant shall faithfully perform the services in accordance with the standards of care, skill, training, diligence, and judgment provided by highly competent individuals performing services of a similar nature to those described in the Agreement and in accordance with the terms of the Agreement.

3. TERM: The Agreement will commence on **September 1, 2023**, and will expire on **August 31, 2027** (the “Term”). Subject to the Executive Director’s prior written authorization, the Consultant shall complete any work in progress as of the expiration date and the Term of the Agreement will extend until the work is completed or earlier terminated by the Executive Director.

4. COMPENSATION AND PAYMENT:

a. Budget. The City shall pay and the Consultant shall accept as the sole compensation for services rendered and costs incurred under the Agreement the line item amounts set forth in the budget contained in **Exhibit B**. Amounts billed may not exceed the budget set forth in **Exhibit B**.

b. Reimbursable Expenses: There are no reimbursable expenses allowed under the Agreement. All of the Consultant’s expenses are contained in the budget in **Exhibit B**.

c. **Invoicing:** Consultant shall provide the City with a monthly invoice in a format and with a level of detail acceptable to the City including all supporting documentation required by the City. The City's Prompt Payment Ordinance, §§ 20-107 to 20-118, D.R.M.C., applies to invoicing and payment under this Agreement.

d. **Maximum Contract Amount:**

(1) Notwithstanding any other provision of the Agreement, the City's maximum payment obligation will not exceed **ONE MILLION SIX HUNDRED THOUSAND DOLLARS AND NO CENTS (\$1,600,000.00)** (the "Maximum Contract Amount"). The City is not obligated to execute an Agreement or any amendments for any further services, including any services performed by Consultant beyond that specifically described in **Exhibit A**. Any services performed beyond those in **Exhibit A** are performed at Consultant's risk and without authorization under the Agreement.

(2) The City's payment obligation, whether direct or contingent, extends only to funds appropriated annually by the Denver City Council, paid into the Treasury of the City, and encumbered for the purpose of the Agreement. The City does not by this Agreement irrevocably pledge present cash reserves for payment or performance in future fiscal years. The Agreement does not and is not intended to create a multiple-fiscal year direct or indirect debt or financial obligation of the City.

5. **STATUS OF CONSULTANT:** The Consultant is an independent contractor retained to perform professional or technical services for limited periods of time. Neither the Consultant nor any of its employees are employees or Directors of the City under Chapter 18 of the Denver Revised Municipal Code, or for any purpose whatsoever.

6. **TERMINATION:**

a. The City has the right to terminate the Agreement with cause upon written notice effective immediately, and without cause upon thirty (30) days prior written notice to the Consultant. However, nothing gives the Consultant the right to perform services under the Agreement beyond the time when its services become unsatisfactory to the Executive Director.

b. Notwithstanding the preceding paragraph, the City may terminate the Agreement if the Consultant or any of its officers or employees are convicted, plead *nolo contendere*, enter into a formal agreement in which they admit guilt, enter a plea of guilty or otherwise admit culpability to criminal offenses of bribery, kickbacks, collusive bidding, bid-

rigging, antitrust, fraud, undue influence, theft, racketeering, extortion or any offense of a similar nature in connection with Consultant's business. Termination for the reasons stated in this paragraph is effective upon receipt of notice.

c. Upon termination of the Agreement, with or without cause, the Consultant shall have no claim against the City by reason of, or arising out of, incidental or relating to termination, except for compensation for work duly requested and satisfactorily performed as described in the Agreement.

d. If the Agreement is terminated, the City is entitled to and will take possession of all materials, equipment, tools and facilities it owns that are in the Consultant's possession, custody, or control by whatever method the City deems expedient. The Consultant shall deliver all documents in any form that were prepared under the Agreement and all other items, materials and documents that have been paid for by the City to the City. These documents and materials are the property of the City. The Consultant shall mark all copies of work product that are incomplete at the time of termination "DRAFT-INCOMPLETE".

7. **EXAMINATION OF RECORDS AND AUDITS:** Any authorized agent of the City, including the City Auditor or his or her representative, has the right to access, and the right to examine, copy and retain copies, at City's election in paper or electronic form, any pertinent books, documents, papers and records related to Consultant's performance pursuant to this Agreement, provision of any goods or services to the City, and any other transactions related to this Agreement. Consultant shall cooperate with City representatives and City representatives shall be granted access to the foregoing documents and information during reasonable business hours and until the latter of three (3) years after the final payment under the Agreement or expiration of the applicable statute of limitations. When conducting an audit of this Agreement, the City Auditor shall be subject to government auditing standards issued by the United States Government Accountability Office by the Comptroller General of the United States, including with respect to disclosure of information acquired during the course of an audit. No examination of records and audits pursuant to this paragraph shall require Consultant to make disclosures in violation of state or federal privacy laws. Consultant shall at all times comply with D.R.M.C. 20-276.

8. **WHEN RIGHTS AND REMEDIES NOT WAIVED:** In no event will any payment or other action by the City constitute or be construed to be a waiver by the City of any

breach of covenant or default that may then exist on the part of the Consultant. No payment, other action, or inaction by the City when any breach or default exists will impair or prejudice any right or remedy available to it with respect to any breach or default. No assent, expressed or implied, to any breach of any term of the Agreement constitutes a waiver of any other breach.

9. INSURANCE:

a. General Conditions: Consultant agrees to secure, at or before the time of execution of this Agreement, the following insurance covering all operations, goods or services provided pursuant to this Agreement. Consultant shall keep the required insurance coverage in force at all times during the term of the Agreement, including any extension thereof, and during any warranty period. The required insurance shall be underwritten by an insurer licensed or authorized to do business in Colorado and rated by A.M. Best Company as “A-VIII” or better. Each policy shall require notification to the City in the event any of the required policies be canceled or non-renewed before the expiration date thereof. Such written notice shall be sent to the parties identified in the Notices section of this Agreement. Such notice shall reference the City contract number listed on the signature page of this Agreement. Said notice shall be sent thirty (30) days prior to such cancellation or non-renewal unless due to non-payment of premiums for which notice shall be sent ten (10) days prior. If such written notice is unavailable from the insurer, Consultant shall provide written notice of cancellation, non-renewal and any reduction in coverage to the parties identified in the Notices section by certified mail, return receipt requested within three (3) business days of such notice by its insurer(s) and referencing the City’s contract number. Consultant shall be responsible for the payment of any deductible or self-insured retention. The insurance coverages specified in this Agreement are the minimum requirements, and these requirements do not lessen or limit the liability of the Consultant. The Consultant shall maintain, at its own expense, any additional kinds or amounts of insurance that it may deem necessary to cover its obligations and liabilities under this Agreement.

b. Proof of Insurance: Consultant may not commence services or work relating to this Agreement prior to placement of coverages required under this Agreement. Consultant certifies that the certificate of insurance attached as **Exhibit C**, preferably an ACORD form, complies with all insurance requirements of this Agreement. The City requests that the City’s contract number be referenced on the certificate of insurance. The City’s acceptance of a certificate of insurance or other proof of insurance that does not comply with all insurance

requirements set forth in this Agreement shall not act as a waiver of Consultant's breach of this Agreement or of any of the City's rights or remedies under this Agreement. The City's Risk Management Office may require additional proof of insurance, including but not limited to policies and endorsements.

c. **Additional Insureds**: For Commercial General Liability, Business Auto Liability, and Excess Liability/Umbrella (if required), Consultant and subconsultant's insurer(s) shall include the City and County of Denver, its elected and appointed officials, employees and volunteers as additional insured.

d. **Waiver of Subrogation**: For all coverages required under this Agreement, Consultant's insurer shall waive subrogation rights against the City.

e. **Subcontractors and Subconsultants**: Consultant shall confirm and document that all subcontractors and subconsultants (including independent contractors, suppliers or other entities providing goods or services required by this Agreement) procure and maintain coverage as approved by the Consultant and appropriate to their respective primary business risks considering the nature and scope of services provided.

f. **Workers' Compensation and Employer's Liability Insurance**: Consultant shall maintain the coverage as required by statute for each work location and shall maintain Employer's Liability insurance with limits of \$100,000 per occurrence for each bodily injury claim, \$100,000 per occurrence for each bodily injury caused by disease claim, and \$500,000 aggregate for all bodily injuries caused by disease claims.

g. **Commercial General Liability**: Consultant shall maintain a Commercial General Liability insurance policy with minimum limits of \$1,000,000 for each bodily injury and property damage occurrence, \$2,000,000 products and completed operations aggregate (if applicable), and \$2,000,000 policy aggregate.

h. **Business Automobile Liability**: Consultant shall maintain Automobile Liability with minimum limits of \$1,000,000 combined single limit applicable to all owned, hired and non-owned vehicles used in performing services under this Agreement.

10. DEFENSE AND INDEMNIFICATION:

a. Consultant hereby agrees to defend, indemnify, reimburse and hold harmless City, its appointed and elected officials, agents and employees for, from and against all liabilities, claims, judgments, suits or demands for damages to persons or property arising out of,

resulting from, or relating to the work performed under this Agreement (“Claims”), unless such Claims have been specifically determined by the trier of fact to be the sole negligence or willful misconduct of the City. This indemnity shall be interpreted in the broadest possible manner to indemnify City for any acts or omissions of Consultant or its subcontractors either passive or active, irrespective of fault, including City’s concurrent negligence whether active or passive, except for the sole negligence or willful misconduct of City.

b. Consultant’s duty to defend and indemnify City shall arise at the time written notice of the Claim is first provided to City regardless of whether Claimant has filed suit on the Claim. Consultant’s duty to defend and indemnify City shall arise even if City is the only party sued by claimant and/or claimant alleges that City’s negligence or willful misconduct was the sole cause of claimant’s damages.

c. Consultant will defend any and all Claims which may be brought or threatened against City and will pay on behalf of City any expenses incurred by reason of such Claims including, but not limited to, court costs and attorney fees incurred in defending and investigating such Claims or seeking to enforce this indemnity obligation. Such payments on behalf of City shall be in addition to any other legal remedies available to City and shall not be considered City’s exclusive remedy.

d. Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of the Consultant under the terms of this indemnification obligation. The Consultant shall obtain, at its own expense, any additional insurance that it deems necessary for the City’s protection.

e. This defense and indemnification obligation shall survive the expiration or termination of this Agreement.

11. TAXES, CHARGES AND PENALTIES: The City is not liable for the payment of taxes, late charges or penalties of any nature, except for any additional amounts that the City may be required to pay under the City’s prompt payment ordinance D.R.M.C. § 20-107, *et seq.* The Consultant shall promptly pay when due, all taxes, bills, debts and obligations it incurs performing the services under the Agreement and shall not allow any lien, mortgage, judgment or execution to be filed against City property.

12. ASSIGNMENT; SUBCONTRACTING: The Consultant shall not voluntarily or involuntarily assign any of its rights or obligations, or subcontract performance obligations, under

this Agreement without obtaining the Executive Director's prior written consent. Any assignment or subcontracting without such consent will be ineffective and void, and will be cause for termination of this Agreement by the City. The Executive Director has sole and absolute discretion whether to consent to any assignment or subcontracting, or to terminate the Agreement because of unauthorized assignment or subcontracting. In the event of any subcontracting or unauthorized assignment: (i) the Consultant shall remain responsible to the City; and (ii) no contractual relationship shall be created between the City and any sub-consultant, subcontractor or assign.

13. INUREMENT: The rights and obligations of the Parties to the Agreement inure to the benefit of and shall be binding upon the Parties and their respective successors and assigns, provided assignments are consented to in accordance with the terms of the Agreement.

14. NO THIRD PARTY BENEFICIARY: Enforcement of the terms of the Agreement and all rights of action relating to enforcement are strictly reserved to the Parties. Nothing contained in the Agreement gives or allows any claim or right of action to any third person or entity. Any person or entity other than the City or the Consultant receiving services or benefits pursuant to the Agreement is an incidental beneficiary only.

15. NO AUTHORITY TO BIND CITY TO CONTRACTS: The Consultant lacks any authority to bind the City on any contractual matters. Final approval of all contractual matters that purport to obligate the City must be executed by the City in accordance with the City's Charter and the Denver Revised Municipal Code.

16. SEVERABILITY: Except for the provisions of the Agreement requiring appropriation of funds and limiting the total amount payable by the City, if a court of competent jurisdiction finds any provision of the Agreement or any portion of it to be invalid, illegal, or unenforceable, the validity of the remaining portions or provisions will not be affected, if the intent of the Parties can be fulfilled.

17. CONFLICT OF INTEREST:

a. No employee of the City shall have any personal or beneficial interest in the services or property described in the Agreement. The Consultant shall not hire, or contract for services with, any employee or officer of the City that would be in violation of the City's Code of Ethics, D.R.M.C. §2-51, et seq. or the Charter §§ 1.2.8, 1.2.9, and 1.2.12.

b. The Consultant shall not engage in any transaction, activity or conduct that would result in a conflict of interest under the Agreement. The Consultant represents that it has

disclosed any and all current or potential conflicts of interest. A conflict of interest shall include transactions, activities or conduct that would affect the judgment, actions or work of the Consultant by placing the Consultant's own interests, or the interests of any party with whom the Consultant has a contractual arrangement, in conflict with those of the City. The City, in its sole discretion, will determine the existence of a conflict of interest and may terminate the Agreement if it determines a conflict exists, after it has given the Consultant written notice describing the conflict.

18. NOTICES: All notices required by the terms of the Agreement must be hand delivered, sent by overnight courier service, mailed by certified mail, return receipt requested, or mailed via United States mail, postage prepaid, if to Consultant at the address first above written, and if to the City at:

Executive Director of Public Health and Environment or Designee
101 W. Colfax Avenue, Suite 800
Denver, Colorado 80202

With a copy of any such notice to:

Denver City Attorney's Office
1437 Bannock St., Room 353
Denver, Colorado 80202

Notices hand delivered or sent by overnight courier are effective upon delivery. Notices sent by certified mail are effective upon receipt. Notices sent by mail are effective upon deposit with the U.S. Postal Service. The Parties may designate substitute addresses where or persons to whom notices are to be mailed or delivered. However, these substitutions will not become effective until actual receipt of written notification.

19. DISPUTES: All disputes between the City and Consultant arising out of or regarding the Agreement will be resolved by administrative hearing pursuant to the procedure established by D.R.M.C. § 56-106(b)-(f). For the purposes of that administrative procedure, the City official rendering a final determination shall be the Executive Director as defined in this Agreement.

20. GOVERNING LAW; VENUE: The Agreement will be construed and enforced in accordance with applicable federal law, the laws of the State of Colorado, and the Charter, Revised Municipal Code, ordinances, regulations and Executive Orders of the City and County of Denver, which are expressly incorporated into the Agreement. Unless otherwise specified, any

reference to statutes, laws, regulations, charter or code provisions, ordinances, executive orders, or related memoranda, includes amendments or supplements to same. Venue for any legal action relating to the Agreement will be in the District Court of the State of Colorado, Second Judicial District (Denver District Court).

21. NO DISCRIMINATION IN EMPLOYMENT: In connection with the performance of work under the Agreement, the Consultant may not refuse to hire, discharge, promote, demote, or discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, ethnicity, citizenship, immigration status, gender, age, sexual orientation, gender identity, gender expression, marital status, source of income, military status, protective hairstyle, or disability. The Consultant shall insert the foregoing provision in all subcontracts.

22. COMPLIANCE WITH ALL LAWS: Consultant shall perform or cause to be performed all services in full compliance with all applicable laws, rules, regulations and codes of the United States, the State of Colorado; and with the Charter, ordinances, rules, regulations and Executive Orders of the City and County of Denver.

23. LEGAL AUTHORITY: Consultant represents and warrants that it possesses the legal authority, pursuant to any proper, appropriate and official motion, resolution or action passed or taken, to enter into the Agreement. Each person signing and executing the Agreement on behalf of Consultant represents and warrants that he has been fully authorized by Consultant to execute the Agreement on behalf of Consultant and to validly and legally bind Consultant to all the terms, performances and provisions of the Agreement. The City shall have the right, in its sole discretion, to either temporarily suspend or permanently terminate the Agreement if there is a dispute as to the legal authority of either Consultant or the person signing the Agreement to enter into the Agreement.

24. NO CONSTRUCTION AGAINST DRAFTING PARTY: The Parties and their respective counsel have had the opportunity to review the Agreement, and the Agreement will not be construed against any party merely because any provisions of the Agreement were prepared by a particular party.

25. ORDER OF PRECEDENCE: In the event of any conflicts between the language of the Agreement and the exhibits, the language of the Agreement controls.

26. INTELLECTUAL PROPERTY RIGHTS: The City and Consultant intend that all property rights to any and all materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, URLs, domain names, music, sketches, web pages, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other work or recorded information created by the Consultant and paid for by the City pursuant to this Agreement, in preliminary or final form and on any media whatsoever (collectively, “Materials”), shall belong to the City. The Consultant shall disclose all such items to the City and shall assign such rights over to the City upon completion of the Project. To the extent permitted by the U.S. Copyright Act, 17 USC § 101, *et seq.*, the Materials are a “work made for hire” and all ownership of copyright in the Materials shall vest in the City at the time the Materials are created. To the extent that the Materials are not a “work made for hire,” the Consultant (by this Agreement) sells, assigns and transfers all right, title and interest in and to the Materials to the City, including the right to secure copyright, patent, trademark, and other intellectual property rights throughout the world and to have and to hold such rights in perpetuity.

27. SURVIVAL OF CERTAIN PROVISIONS: The terms of the Agreement and any exhibits and attachments that by reasonable implication contemplate continued performance, rights, or compliance beyond expiration or termination of the Agreement survive the Agreement and will continue to be enforceable. Without limiting the generality of this provision, the Consultant’s obligations to provide insurance and to indemnify the City will survive for a period equal to any and all relevant statutes of limitation, plus the time necessary to fully resolve any claims, matters, or actions begun within that period.

28. ADVERTISING AND PUBLIC DISCLOSURE: The Consultant shall not include any reference to the Agreement or to services performed pursuant to the Agreement in any of the Consultant’s advertising or public relations materials without first obtaining the written approval of the Executive Director. Any oral presentation or written materials related to services performed under the Agreement will be limited to services that have been accepted by the City. The Consultant shall notify the Executive Director in advance of the date and time of any presentation. Nothing in this provision precludes the transmittal of any information to City officials.

29. CONFIDENTIAL INFORMATION:

a. **City Information:** Consultant acknowledges and accepts that, in performance of all work under the terms of this Agreement, Consultant may have access to Proprietary Data or confidential information that may be owned or controlled by the City, and that the disclosure of such Proprietary Data or information may be damaging to the City or third parties. Consultant agrees that all Proprietary Data, confidential information or any other data or information provided or otherwise disclosed by the City to Consultant shall be held in confidence and used only in the performance of its obligations under this Agreement. Consultant shall exercise the same standard of care to protect such Proprietary Data and information as a reasonably prudent consultant would to protect its own proprietary or confidential data. “Proprietary Data” shall mean any materials or information which may be designated or marked “Proprietary” or “Confidential”, or which would not be documents subject to disclosure pursuant to the Colorado Open Records Act or City ordinance, and provided or made available to Consultant by the City. Such Proprietary Data may be in hardcopy, printed, digital or electronic format.

30. CITY EXECUTION OF AGREEMENT: The Agreement will not be effective or binding on the City until it has been fully executed by all required signatories of the City and County of Denver, and if required by Charter, approved by the City Council.

31. AGREEMENT AS COMPLETE INTEGRATION-AMENDMENTS: The Agreement is the complete integration of all understandings between the Parties as to the subject matter of the Agreement. No prior, contemporaneous or subsequent addition, deletion, or other modification has any force or effect, unless embodied in the Agreement in writing. No oral representation by any officer or employee of the City at variance with the terms of the Agreement or any written amendment to the Agreement will have any force or effect or bind the City.

32. USE, POSSESSION OR SALE OF ALCOHOL OR DRUGS: Consultant shall cooperate and comply with the provisions of Executive Order 94 and its Attachment A concerning the use, possession or sale of alcohol or drugs. Violation of these provisions or refusal to cooperate with implementation of the policy can result in contract personnel being barred from City facilities and from participating in City operations.

33. ELECTRONIC SIGNATURES AND ELECTRONIC RECORDS: Consultant consents to the use of electronic signatures by the City. The Agreement, and any other documents requiring a signature under the Agreement, may be signed electronically by the City in the manner specified by the City. The Parties agree not to deny the legal effect or enforceability of the

Agreement solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

Exhibit List

Exhibit A – Scope of Work.

Exhibit B – Budget.

Exhibit C – Certificate of Insurance.

Exhibit D – Work Implementation Plan.

Exhibit E – Reimbursement Invoice Form.

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Contract Control Number:
Contractor Name:

ENVHL-202370675-00
CICATELLI ASSOCIATES INC.

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of:

SEAL

CITY AND COUNTY OF DENVER:

ATTEST:

By:

APPROVED AS TO FORM:

REGISTERED AND COUNTERSIGNED:

Attorney for the City and County of Denver

By:

By:

By:

Contract Control Number:
Contractor Name:

ENVHL-202370675-00
CICATELLI ASSOCIATES INC.

By: Barbara Ciatelli

Name: Barbara Ciatelli
(please print)

Title: President and Founder
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

EXHIBIT A

Cicatelli Associates Inc. (CAI)- Scope of Work (SOW)

A. Scope Overview

Cicatelli Associates Inc. (“CAI”) shall plan and implement evaluation of the Healthy Food for Denver’s Kids (“HFDK”) Initiative.

The Healthy Food for Denver’s Kids initiative has the following project goals as outlined in the Request for Proposal for the Contractor:

1. Inform HFDK staff, the HFDK Commission, grantees, and other stakeholders about the impacts of the HFDK funding portfolio on healthy food access and nutrition education for children, youth, and their families living in the City and County of Denver.
2. Inform understanding about the successes, challenges, and impacts of funded organizations’ efforts.
3. Build the capacity of funded organizations to learn from their work and translate this information to programmatic improvements that lead to broader and more sustained outcomes.

Cicatelli Associates Inc. (“CAI”) and Healthy Food for Denver’s Kids (“HFDK”) Initiative will create a living document called the “Work Plan” to further specify the Project Deliverables below (this may include detailing processes, topics of discussion and interest for the Strategic Plan, components of deliverables needing clarification and/or items to work through).

Project Deliverables:

1. Transition Activities/Items
 - a. By the end of Quarter 1, Evaluator will review all existing materials including speaking with Change Matrix to receive transitional documents. Evaluator will also review the list of grantees, key site characteristics, organizational staff, identified opportunities and potential challenges, and finalize strategy for working with each grantee. The Evaluator will also review all contract documents, including their scope of work, budgets and any information on measurement, logic models, and use of data collection tools, to assist in the training and TA plan and informing the grantee-level metrics.
 - b. Evaluator will develop a short summary (e.g., less than five pages) of key take-aways, major gaps, future funding opportunities, etc. from the HFDK Evaluation to-date, including Change Matrix evaluation reports and data (e.g., grantee surveys and data dashboards, annual reports from years 1-3, Theory of Change, Baseline Assessment, Macro-Eval Plan, Listening Session and Key Informant Interview Reports, GIS maps), the 2022 Strategy Retreat Report, and internal staff findings on RFP feedback. Timing of this report TBD.

EXHIBIT A

2. HFDK Plan & Strategic Planning Phase

- a. As part of the overall strategic planning process, the Evaluator will convene relevant stakeholders and multi-sectoral partners to review past work, assess feasibility, reflect on partnerships, align efforts across program components, and establish clear goals and objectives for the evaluation process. This will include designing and facilitating a full day strategic planning meeting with specific goals and objectives based on CAI's review, analysis, and summary of data through the transition period, with the goal of discussing and working on the following:
 - i. Metrics
 - ii. Goal for overall impact
 - iii. Theory of change
 - iv. Data Crosswalk
 - v. Previous successes
 - vi. Areas for innovation (evaluation metrics, community engagement, TA support and expectations among grantees)
- b. Update the HFDK Initiative [Theory of Change](#) to reflect strategic planning meeting and on a regular basis (e.g., annually) with commission, staff, grantees, and community, so it is comprehensive of current strategies and flexible enough to consider future strategies.
- c. Update the [macro-level evaluation plan](#) and implementation process. The evaluation plan will be reviewed and updated as needed (e.g., annually or every other year), based on conversation with HFDK staff and Commissioners.
 - i. Grantee reporting forms/surveys with both qualitative and quantitative components
 - ii. Interviews (including with external organizations, grantee program staff and recipients, etc.)
 - iii. Youth-focused strategies (e.g., focus groups, engagement project)
 - iv. Other community facing data collection (e.g., resident focus groups, community listening sessions, public surveys, etc.)
 - v. GIS mapping
 - vi. Partnership impact measurement strategies
 - vii. Analysis of secondary data
- d. A "Data mapping/crosswalk" component – aggregate of what Change Matrix has done in terms of macro-evaluation and grantee-level metrics and comparing to CAI's plans for new metrics - ensuring grantee-level metrics roll up to macro-level metrics/Theory of Change.
- e. The Evaluator will also strengthen data systems for efficient data collection and reporting, including implementing and providing grantee TA on robust data collection mechanisms and standard observation, tracking, and reporting tools to

EXHIBIT A

ensure consistent measurement of grantee metrics. These systems and tools will allow for real-time collection, visualization, and review of data among grantees, stakeholders, and funders.

- i. The Evaluator will use equitable, linguistically/culturally responsive, and community-engaged evaluation approaches and tools, including culturally responsive nutrition evaluations.
- f. The Evaluator proposes submitting the IRB protocol through CAI's IRB external company, WCG IRB, which would be important for data collection, analysis, and dissemination even if data is de-identified and collected in the aggregate. Prior to submission, the Evaluator will send the IRB protocol and/or publication and requested data sets to the City for its review. The City will not unreasonably withhold approval of the items submitted by Reviewer. Annually and as needed, present findings to HFDK staff and Commissioners related to the impacts, successes, and challenges of the HFDK cohort funded entities.
- i. Expected deliverables:
 1. **Grantee Reports and/or Grantee Data Dashboards.** The evaluator will work with HFDK staff to design reports and/or dashboards (e.g., quarterly) that reflect aggregate grantee outputs and outcomes and highlight individual stories using testimonials, quotations and anecdotes.
 2. **Annual Outcome Reports.** The annual report will describe outcomes and impacts of the HFDK Initiative to grantees, HFDK staff, and partners (including the HFDK Commission, Denver City Council, and the Mayor's Office). Each annual report will draw from multiple data sources (e.g., grantee surveys, key informant interviews, secondary data, etc.) and grantee-led evaluations (both the individual evaluation plans, and survey data from quarterly reporting). The report will update relevant key metrics from the [Baseline Assessment](#) and previous annual reports and highlight key themes around impact. The report will include recommendations to the Commission about funding strategies/priorities, strategic partnerships, and gaps and strengths in the food system that HFDK can affect. The final report will present the primary grantee activities and key outcomes, as well as any grantee-expressed technical assistance needs and efforts to address them. The report will discuss how HFDK contributes to [Denver Food Vision](#) work that is underway based on pending familiarity with the broader food vision programming and evaluation. Prior to the final report, the evaluator will work with DDPHE to determine which data to include in the final report. The report will also have an executive summary and a slide deck presentation highlighting key findings from the full report.
 3. **GIS Maps.** The Evaluator will produce public-facing maps on priority topics that the evaluator identifies in collaboration with

EXHIBIT A

DDPHE and the Commissioners. These maps will be shared with Commissioners, and for inclusion on the DDPHE website and the HFDK annual outcome report. For example, HFDK might suggest mapping food distribution activities overlaid by neighborhoods with highest rates experiencing food insecurity.

- a. Specific maps required will be worked out in collaboration with HFDK and the Evaluator and may require partnering with external agencies (e.g., government, university, DPS, nonprofits, etc.) to obtain relevant data points. An example of the type of mapping can be located at the links: [Example A](#) and [B](#).
4. **Final Report.** At the end of the contract term, the Evaluator will provide a final report based on cumulative data from 2023-2027 to provide an overall summary of successes, challenges, lessons learned, and recommendations based on the measured impact, outputs, and strategy goals achieved during the contract.
5. **Additional Reporting Deliverables.** Using content from the annual outcome report and data collected and researched, the Evaluator will develop other products (up to three within a calendar year, e.g., learning briefs, one-pagers, short promotional videos, etc.), as determined by HFDK staff, that are tailored to multiple audiences, including shorter accessible products for grantees and the public, and translated into multiple languages, depending on the audience. *Other examples of products: reports, posters, podcasts, stories, slide decks, data dashboards, data visualizations, social media posts, case studies, etc.*
 - a. Partnering with interested grantees, CAI will also develop and submit abstracts to state and national conferences, such as the Colorado Food Summit, and produce 2-3 publications over the course of the contract.
- d. Use data on, at minimum, an annual basis to provide analysis and recommendations on future funding strategies and priorities, the grantee projects/strategies that are most impactful, and suggestions to HFDK staff and Commissioners on gaps that should be addressed in funding, technical assistance and/or strategic partnerships (internal and external), and any other program improvement.
- e. On an annual basis, Annually monitor and analyze data in relation to HFDK's Theory of Change (TOC), assisting in providing insight and recommendations to the Commissioners on TOC updates, funding strategy, grantee technical assistance and strategic partners in key sectors.
- f. Based on results from the evaluation and strategic planning meeting, the Evaluator will assist HFDK in creating and maintaining a 5-year strategic plan

EXHIBIT A

for long-term sustainability and systems change for youth and their families in Denver.

- i. The Strategic Plan is a living document that the Evaluator will continue to evolve throughout the contract with HFDK staff and Commission input. The Evaluator may include the following components in the strategic plan (Mission and vision in alignment with the Theory of Change, Goals and Objectives, Target areas or focus within the food access and education landscape, Strategy and Approach, Resource allocation, Community engagement and partnerships, Monitoring and Evaluation, Risk assessment and management, Communication and public relations, and Timeline and implementation of strategic plan). *These items will be specified and evolve throughout the contracted term in the HFDK/CAI Work Plan.*

3. Grantee Capacity Building and Technical Assistance (TA)

- a. Build evaluation capacity among grantees to learn from work performed during the project cycle. TA will continue to be delivered virtually unless the Evaluator and the HFDK team identify appropriate in-person opportunities.

- i. **Universal training and TA.** The Evaluator will provide universal TA to all grantees (optional for grantees but highly encouraged), which will consist of an annual evaluation orientation webinar and up to 4 evaluation-focused webinars (quarterly) to build foundational knowledge of evaluation among grantees. Topics will focus on evaluation planning and implementation (e. g., equity and empowerment evaluation, evaluation plan design, standardized data collection, incorporating community feedback, tracking, and utilizing data to improve their own programs, logic models, etc.) as well as provide opportunities for gathering input from grantees (e.g., data interpretation and 'sense-making' with grantees). Topics for universal training and TA may evolve, based on grantee need (e.g., through a grantee TA Needs Assessment or 1:1 feedback), themes in data, and Commission/HFDK staff request.

1. The Evaluator will host/record up to five webinars annually for HFDK grantees. These will be recorded and available through a Learning Hub so grantees on an ongoing basis and based on their need, can asynchronously watch and attend these webinars.

- ii. **Individual TA.** The Evaluator will provide individual and more intensive TA (in a more limited capacity based on individual need) to grantees in response to requests for additional evaluation support. The Evaluator will work directly with grantees to develop, review, revise, and approve their evaluation plans. Additionally, the Evaluator will follow up with individual grantees on their organization's evaluation plans and outcomes and incorporate and share those findings with the HFDK staff and Commission in the reporting deliverables. For individual TA, HFDK grantees will be paired with a specific

EXHIBIT A

member of the Evaluator's team as a main partner/point person, as well as a subject matter expert if needed.

- iii. **Clustered/Group TA.** The evaluator will support grantee subgroups through clustered TA where grantees will be able to learn from each other's experiences and build connections across programs. These structured conversations will be about progress, program implementation, developing relationships to support self-reflection, exploring innovations, and celebrating success, in addition to fostering grantees' ability to understand key metrics, implement data collection, and make sense of collected data. Grantees may be divided into subgroups based on different factors such as programmatic work and/or geography. Clustered/group TA will be held for each grantee subgroup 2-3 times within each project year.
 - iv. **Office Hours.** Subject Matter Experts and TA Coaches will hold office hours at least three times in year 1 and quarterly in subsequent years.
- b. **Community Information Gathering.** The Evaluator will provide TA to grantees for activities to gather robust community feedback (accessible in multiple languages) about needs/strengths related to food security efforts and food/nutrition education. The Evaluator will work with the grantees to develop the format, including community needs assessments, questions asked through qualitative and/or quantitative methods, and best ways to share results back with the community. The Evaluator will then analyze the themes, which will be incorporated into the final report. These Information Gatherings may include community members and/or experts that are not part of the HFDC programming, youth engagement, grantee listening sessions, public facing surveys, and other means to collect stories, impact, and data.
 - c. **TA Feedback and Reflection.** To understand how TA and capacity building have impacted grantees and systems, the Evaluator will track reach, participant demographic data, registration, and attendance; administer evaluations to participants after each webinar; and conduct an annual TA Feedback and Reflection Survey with both quantitative and qualitative questions. The responses to the survey will be incorporated in the Annual Outcomes Report.
 - d. **Annual in-person convening in Denver.** The Evaluator will bring together all grantees in-person for an annual 1-day convening, which would provide the opportunity for all relevant program stakeholders including HFDC Commissioners and staff, to discuss progress, successes, innovations, areas for improvement, and provide opportunities for connection, networking and relationship building.

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4. Communications

- a. The Evaluator will present periodically during full HFDK Commission meetings (at least semi-annually with exact frequency to be determined and topics identified in collaboration with the HFDK staff) and monthly meetings with the HFDK Evaluation Committee members to solicit feedback on implementation of the Macro evaluation plan. Meet with HFDK staff on an agreed upon cadence (e.g., every other week) to ensure project implementation, deadlines, strategic planning, and fiscal compliance. When presenting findings, The Evaluator will add distillation and analysis of the data to help recipients and audiences to make sense of the data.
- b. The Evaluator has proposed to work with each HFDK grantee to develop mechanisms to share key successes and progress with the communities they serve, ensuring those that are accessing the services understand the impact of the program using culturally competent and equitable approaches to ensure broader impact and sustainability.
- c. The Evaluator will produce detailed annual summary reports for HFDK to describe key efforts and outcomes from the grantees, and HFDK staff and commission will have access to CAI's web-based data reporting system to view aggregate and individual level grantee progress as needed. In addition to these detailed reports, the Evaluator will also provide HFDK with high-level summary presentations that can be used to update stakeholders from the City Council and Mayor's office.
- d. Manage and update a shared project management platform (e.g., Asana), which will be used to assign tasks to Evaluator team members and HFDK staff and to support communication around tasks in between check-in calls.

B. Contract Term

The contract term is four (4) years.

C. End of Contract Term

All HFDK data and reporting generated from the Offeror shall be the property of the City. At the end of the contract term, or at any other time during the duration of the contract, as requested by the City, the Offeror shall make available to the City within seventy-two (72) hours of request, in Microsoft Excel, CSV or XML files, all City owned data.

Offeror shall preserve City access to web-based tools, if applicable, for searching, filtering, and viewing all City owned data for 12 (twelve) months after the end date of the contract.

D. Budget

Please see **Exhibit B**.

EXHIBIT A

E. Invoices and Reports

Invoices and reports shall be completed and submitted on or before the 15th of each month following the month of services rendered 100% of the time. Contractor shall use preferred invoice template, if requested.

F. Timeline and Implementation

- a. Please see **Exhibit D** for CAI's work plan.

Exhibit B

Healthy Food for Denver's Kids Evaluator Budget

Contractor Name	Cicatelli Associates Inc. (CAI)
Term	09/01/2023 - 08/31/2024
Request for Proposal Name	Healthy Food for Denver's Kids Evaluator

Contact Name, Title, Phone and Email	Lindsay Senter, VP Research and Evaluation (917) 627 2689 Lsenter@caiglobal.org
Fiscal Contact Name, Title, Phone and Email	Humberto Saddler, CFO (212) 594-7741 Hsaddler@caiglobal.org

Expenditure Categories					
Personal Services					
Position Title/Employee Name	Description of Work	Gross or Annual Salary	Fringe	Percent of Time on Project	Total Amount Requested
Senior Administrator/ Michelle Gerka	Provide strategic guidance and technical expertise in the areas of nutrition and Training/TA facilitation	\$ 179,696	\$ 38,634.56	10%	\$ 21,833
Project Administrator/ Lindsay Senter	Provide strategic guidance and decision-making to ensure that CAI meets its contractual obligations and our high-quality standards of performance; lead HFDK evaluation and serve as the primary liaison between CAI and HFDK Staff and Commissioners.	\$ 169,950	\$ 36,539	10%	\$ 20,649
Evaluation & Strategic Planning Director/ Jorge Valderrama	Facilitate evaluation activities, including tracking and monitoring macro, systems, and population-level data; engage and ensure community voice in evaluation activities; serve as the primary liaison between CAI and HFDK grantees.	\$ 103,000	\$ 22,145	25%	\$ 30,786
Project Director/ Alice Douglas	Oversee strategic planning and the provision of data collection and evaluation capacity building assistance for the HFDK grantees; lead development of webinars and strategic technical assistance opportunities.	\$ 106,907	\$ 22,985	25%	\$ 32,473
Co-Director/ Mikayla Bobrow	Support strategic planning; the provision of data collection and evaluation capacity building assistance for the HFDK grantees; development of webinars and technical assistance.	\$ 90,000	\$ 19,350	45%	\$ 49,208
Evaluation and Database Infrastructure Lead/ Olivia Beres	Develop and maintain the systems to track grantee-level data; provide technical support for the management and analysis of data for the HFDK programs	\$ 78,750	\$ 16,931	10%	\$ 9,568
Evaluation Pool	A cadre of experienced Evaluation staff to conduct interviews, develop mapping and other data visualizations, etc. Each Evaluator will be engaged as needed based upon need within their area of expertise with a combined total of one 25% FTE time commitment.	\$ 87,758	\$ 18,868	22%	\$ 23,647
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 65,000	\$ 13,975	80%	\$ 63,180
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 65,000	\$ 13,975	60%	\$ 47,385

TA Pool	A cadre of experienced TA providers will support the HFDK program grantees by building their capacity to strengthen data systems, conduct data analysis and community engaged evaluation. Each TA provider will be engaged as needed based upon need within their area of expertise with a combined total of one 20% FTE time commitment.	\$ 100,943	\$ 21,703	22%	\$ 26,982
IT/ Alejandro Jimenez	Maintain the IT systems that support the project and provide troubleshooting as needed.	\$ 47,227	\$ 10,154	3%	\$ 1,721
Communications/ Sharon Heiber	Develop messaging and design of project communications as needed.	\$ 94,400	\$ 20,296	5%	\$ 5,735
Contract Manager/ Maila Gamatero	Oversee the financial administration of the project, including tracking actual-to-budget expenses, vouchering, and more.	\$ 92,298	\$ 19,844	5%	\$ 5,607
Total Personal Services					\$ 338,773
Supplies & Operating Expenses					
Item	Description of Item	Rate	Quantity	Total Amount Requested	
Supplies	The project calculates an average of \$50 per month and includes meeting and general office supplies such as paper, newsprint pads, ink cartridges, and other related program supplies.	\$ 142	12	\$ 1,698	
All-Grantee Convening	We intend to bring together all HFDK grantees, HFDK Commissioners and programmatic staff for an in-person annual convening, which would provide the opportunity to discuss progress, successes, innovations, and areas for improvement.	\$ 5,000	1	\$ 5,000	
Virtual Meetings and T/TA	CAI uses the Zoom platform to facilitate virtual meetings, training, and TA. Zoom costs are estimated organizationally based on total project budget.	\$ 1,000	1	\$ 1,000	
IRB	Submission of IRB	\$ 2,300		\$ 2,300	
Software	CAI uses the QuickBase platform and other systems to facilitate data capture and monitoring; as well as project management. Organizational costs are \$1,679 per FTE annually.	\$ 1,679	322%	\$ 5,403	
Total Supplies					\$ 15,401
SubContractors					
Name of Organization	Description of Services provided	Rate	Quantity	Total Amount Requested	
Colorado State University (CSU)	CAI has engaged Dr. Libby Christensen, a subject matter expert from CSU to provide in-kind support of the initiative as part of her current position in the Office of Engagement and Extension. We will also engage a CSU student to do their Public Health Practicum work. They will be required to work 120 hours/semester at a rate of \$22/hour for 1 semester	\$ 22	120	\$ 2,640	
SME Pool	CAI will engage subject matter experts as needed (for example, in areas such as food procurement, value chain coordination, etc). We anticipate 10 speaking and/or TA engagements at a rate of \$250 per instance.	\$ 250	10	\$ 2,500	
Total SubContractors					\$5,140
Travel					
Item	Description of Item	Rate	Quantity	Total Amount Requested	
Staff travel for on-site TA sessions	20 miles average round trip x 50 on-site sessions annually at a reimbursement rate of \$0.6555/mile	\$ 0.655	1000	\$ 655	

Staff travel to Denver for All-Grantee Convening	Air Travel - R/T Average Cost from NY/ATL to Denver @ \$400; Taxi R/T Home to Airport @ \$100/person.	\$ 1,196	3	\$ 3,588
Travel for Graduate Students	Travel to Denver twice a semester, at a distance of 61 miles at \$0.655/mile.	\$ 0.655	122	\$ 80
Total Travel				\$4,323
SUB-TOTAL BEFORE INDIRECT				\$363,637
Indirect				
Item	Description of Item			Total Amount Requested
Indirect rate (if applicable):	Maximum of 10%			\$36,364
Total Indirect				\$36,364
TOTAL				\$400,000

Healthy Food for Denver's Kids Evaluator Budget

Contractor Name	Cicatelli Associates Inc. (CAI)
Term	09/01/2024 - 08/31/2025
Request for Proposal Name	Healthy Food for Denver's Kids Evaluator

Contact Name, Title, Phone and Email	Lindsay Senter, VP Research and Evaluation (917) 627-2689 l.senter@caiglobal.org
Fiscal Contact Name, Title, Phone and Email	Humberto Saddler, CFO (212) 594-7741 Hsaddler@caiglobal.org

Expenditure Categories					
Personal Services					
Position Title/Employee Name	Description of Work	Gross or Annual Salary	Fringe	Percent of Time on Project	Total Amount Requested
Senior Administrator/ Michelle Gerka	Provide strategic guidance and technical expertise in the areas of nutrition and Training/TA facilitation	\$ 185,086	\$ 39,793.60	8%	\$ 17,990
Project Administrator/ Lindsay Senter	Provide strategic guidance and decision-making to ensure that CAI meets its contractual obligations and our high-quality standards of performance; lead HFDK evaluation and serve as the primary liaison between CAI and HFDK Staff and Commissioners.	\$ 175,049	\$ 37,635	10%	\$ 21,268
Evaluation & Strategic Planning Director/ Jorge Valderrama	Facilitate evaluation activities, including tracking and monitoring macro, systems, and population-level data; engage and ensure community voice in evaluation activities; serve as the primary liaison between CAI and HFDK grantees.	\$ 106,090	\$ 22,809	15%	\$ 18,819
Project Director/ Alice Douglas	Oversee strategic planning and the provision of data collection and evaluation capacity building assistance for the HFDK grantees; lead development of webinars and strategic technical assistance opportunities.	\$ 110,114	\$ 23,674	25%	\$ 33,447
Co-Director/ Mikayla Bobrow	Support strategic planning; the provision of data collection and evaluation capacity building assistance for the HFDK grantees; development of webinars and technical assistance.	\$ 92,700	\$ 19,931	45%	\$ 50,684
Evaluation and Database Infrastructure Lead/ Olivia Beres	Develop and maintain the systems to track grantee-level data; provide technical support for the management and analysis of data for the HFDK programs	\$ 81,113	\$ 17,439	5%	\$ 4,928
Evaluation Pool	A cadre of experienced Evaluation staff to conduct interviews, develop mapping and other data visualizations, etc. Each Evaluator will be engaged as needed based upon need within their area of expertise with a combined total of one 20% FTE time commitment.	\$ 90,391	\$ 19,434	20%	\$ 21,965
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 66,950	\$ 14,394	100%	\$ 81,344
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 66,950	\$ 14,394	50%	\$ 40,672
TA Pool	A cadre of experienced TA providers will support the HFDK program grantees by building their capacity to strengthen data systems, conduct data analysis and community engaged evaluation. Each TA provider will be engaged as needed based upon need within their area of expertise with a combined total of one 27% FTE time commitment.	\$ 103,971	\$ 22,354	26%	\$ 32,845
IT/ Alejandro Jimenez	Maintain the IT systems that support the project and provide troubleshooting as needed.	\$ 48,644	\$ 10,458	2%	\$ 1,182
Communications/ Sharon Heiber	Develop messaging and design of project communications as needed.	\$ 97,232	\$ 20,905	5%	\$ 5,907
Contract Manager/ Maila Gamatero	Oversee the financial administration of the project, including tracking actual-to-budget expenses, vouchering, and more.	\$ 95,067	\$ 20,439	5%	\$ 5,775
Total Personal Services					\$ 336,827

Supplies & Operating Expenses				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Supplies	The project calculates an average of \$20 per month and includes general meeting and office supplies such as paper, newsprint pads, ink cartridges, and other related program supplies.	\$ 142	12	\$ 1,709
All-Grantee Convening	We intend to bring together all HFDK grantees, HFDK Commissioners and programmatic staff for an in-person annual convening, which would provide the opportunity to discuss progress, successes, innovations, and areas for improvement.	\$ 5,000	1	\$ 5,000
Virtual Meetings and T/TA	CAI uses the Zoom platform to facilitate virtual meetings, training, and TA. Zoom costs are estimated organizationally based on total project budget.	\$ 1,000	1	\$ 1,000
Conference Registration	CAI will attend conferences (TBD) to share project findings and ensure we have the most up-to-date information available. Registrations are estimated at \$500/person/conference.	\$ 500	2	\$ 1,000
IRB	IRB review/renewal	\$ 1,000	1	\$ 1,000
Software	CAI uses the QuickBase platform and other systems to facilitate data capture and monitoring; as well as project management. Organizational costs are \$1,679 per FTE annually.	\$ 1,679	316%	\$ 5,299
Total Supplies				\$ 15,008
SubContractors				
Name of Organization	Description of Services provided	Rate	Quantity	Total Amount Requested
Colorado State University (CSU)	CAI has engaged Dr. Libby Christensen, a subject matter expert from CSU to provide in-kind support of the initiative as part of her current position in the Office of Engagement and Extension. We will also engage a CSU student to do their Public Health Practicum work. They will be required to work 120 hours/semester at a rate of \$22/hour for 2 semesters	\$ 22	240	\$ 5,280
SME Pool	CAI will engage subject matter experts as needed (for example, in areas such as food procurement, value chain coordination, etc). We anticipate 5 speaking and/or TA engagements at a rate of \$250 per instance.	\$ 250	5	\$ 1,250
Total SubContractors				\$6,530
Travel				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Staff travel for on-site TA sessions	20 miles average round trip x 50 on-site sessions annually at a reimbursement rate of \$0.6555/mile	\$ 0.655	500	\$ 328
Staff travel - to Denver for All-Grantee Convening; to Conferences (TBD)	Air Travel - R/T Average Cost from NY or ATL to Denver or TBD @ \$400; Taxi R/T Home to Airport @ \$100/person. R/T Airport to Hotel @ \$100; Lodging- 2 Nights @ \$199 per night; Food Per Diem- 2 Days at \$59.25 and 1 day at \$79 = \$1,246/person	\$ 1,196	4	\$ 4,784
Travel for Graduate Students	Travel to Denver twice a semester, at a distance of 61 miles at \$0.655/mile.	\$ 0.655	244	\$ 160
Total Travel				\$5,271
SUB-TOTAL BEFORE INDIRECT				\$363,636
Indirect				
Item	Description of Item	Total Amount Requested		
Indirect rate (if applicable):	Maximum of 10%	\$36,364		
Total Indirect				\$36,364
TOTAL				\$400,000

Healthy Food for Denver's Kids Evaluator Budget

Contractor Name	Cicatelli Associates Inc. (CAI)	Contact Name, Title, Phone and Email	Lindsay Senter, VP Research and Evaluation (917) 627-2689 Lsenter@caiglobal.org
Term	09/01/2025 - 08/31/2026	Fiscal Contact Name, Title, Phone and Email	Humberto Saddler, CFO (212) 594-7741 Hsaddler@caiglobal.org
Request for Proposal Name	Healthy Food for Denver's Kids Evaluator		

Expenditure Categories					
Personal Services					
Position Title/Employee Name	Description of Work	Gross or Annual Salary	Fringe	Percent of Time on Project	Total Amount Requested
Senior Administrator/ Michelle Gerka	Provide strategic guidance and technical expertise in the areas of nutrition and Training/TA facilitation	\$ 190,639	\$ 40,987.29	5%	\$ 11,581
Project Administrator/ Lindsay Senter	Provide strategic guidance and decision-making to ensure that CAI meets its contractual obligations and our high-quality standards of performance; lead HFDK evaluation and serve as the primary liaison between CAI and HFDK Staff and Commissioners.	\$ 180,300	\$ 38,765	10%	\$ 21,907
Evaluation & Strategic Planning Director/ Jorge Valderrama	Facilitate evaluation activities, including tracking and monitoring macro, systems, and population-level data; engage and ensure community voice in evaluation activities; serve as the primary liaison between CAI and HFDK grantees.	\$ 109,273	\$ 23,494	10%	\$ 13,277
Project Director/ Alice Douglas	Oversee strategic planning and the provision of data collection and evaluation capacity building assistance for the HFDK grantees; lead development of webinars and strategic technical assistance opportunities.	\$ 113,417	\$ 24,385	25%	\$ 34,451
Co-Director/ Mikayla Bobrow	Support strategic planning; the provision of data collection and evaluation capacity building assistance for the HFDK grantees; development of webinars and technical assistance.	\$ 95,481	\$ 20,528	45%	\$ 52,204
Evaluation and Database Infrastructure Lead/ Olivia Beres	Develop and maintain the systems to track grantee-level data; provide technical support for the management and analysis of data for the HFDK programs	\$ 83,546	\$ 17,962	5%	\$ 5,075
Evaluation Pool	A cadre of experienced Evaluation staff to conduct interviews, develop mapping and other data visualizations, etc. Each Evaluator will be engaged as needed based upon need within their area of expertise with a combined total of one 20% FTE time commitment.	\$ 93,103	\$ 20,017	20%	\$ 22,624
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 68,959	\$ 14,826	100%	\$ 83,785
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 68,959	\$ 14,826	50%	\$ 41,892
TA Pool	A cadre of experienced TA providers will support the HFDK program grantees by building their capacity to strengthen data systems, conduct data analysis and community engaged evaluation. Each TA provider will be engaged as needed based upon need within their area of expertise with a combined total of one 27% FTE time commitment.	\$ 107,090	\$ 23,024	26%	\$ 33,309
Communications/ Sharon Heiber	Develop messaging and design of project communications as needed.	\$ 100,149	\$ 21,532	7%	\$ 8,518
Contract Manager/ Maila Gamatero	Oversee the financial administration of the project, including tracking actual-to-budget expenses, vouchering, and more.	\$ 97,919	\$ 21,053	5%	\$ 5,949
Total Personal Services					\$ 334,571
Supplies & Operating Expenses					

Item	Description of Item	Rate	Quantity	Total Amount Requested
Supplies	The project calculates an average of \$20 per month and includes general meeting and office supplies such as paper, newsprint pads, ink cartridges, and other related program supplies.	\$ 142	12	\$ 1,707
All-Grantee Convening	We intend to bring together all HFDK grantees, HFDK Commissioners and programmatic staff for an in-person annual convening, which would provide the opportunity to discuss progress, successes, innovations, and areas for improvement.	\$ 4,000	1	\$ 4,000
Virtual Meetings and T/TA	CAI uses the Zoom platform to facilitate virtual meetings, training, and TA. Zoom costs are estimated organizationally based on total project budget.	\$ 1,000	1	\$ 1,000
Conference Registration	CAI will attend conferences (TBD) to share project findings and ensure we have the most up-to-date information available. Registrations are estimated at \$500/person/conference.	\$ 500	4	\$ 2,000
IRB	IRB review/renewal	\$ 1,000	1	\$ 1,000
Software	CAI uses the QuickBase platform and other systems to facilitate data capture and monitoring; as well as project management. Organizational costs are \$1,679 per FTE annually.	\$ 1,679	308%	\$ 5,165
Total Supplies				\$ 14,872
SubContractors				
Name of Organization	Description of Services provided	Rate	Quantity	Total Amount Requested
Colorado State University (CSU)	CAI has engaged Dr. Libby Christensen, a subject matter expert from CSU to provide in-kind support of the initiative as part of her current position in the Office of Engagement and Extension. We will also engage a CSU student to do their Public Health Practicum work. They will be required to work 120 hours/semester at a rate of \$22/hour for 2 semesters	\$ 22	240	\$ 5,280
SME Pool	CAI will engage subject matter experts as needed (for example, in areas such as food procurement, value chain coordination, etc). We anticipate 5 speaking and/or TA engagements at a rate of \$250 per instance.	\$ 250	5	\$ 1,250
Total SubContractors				\$6,530
Travel				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Staff travel for on-site TA sessions	20 miles average round trip x 50 on-site sessions annually at a reimbursement rate of \$0.6555/mile	\$ 0.655	500	\$ 328
Staff travel - to Denver for All-Grantee Convening; to Conferences (TBD)	Air Travel - R/T Average Cost from NY or ATL to Denver @ \$400; Taxi R/T Home to Airport @ \$100/person. R/T Airport to Hotel @ \$100; Lodging- 2 Nights @ \$199 per night; Food Per Diem- 2 Days at \$59.25 and 1 day at \$79 = \$1,246/person	\$ 1,196	6	\$ 7,176
Travel for Graduate Students	Travel to Denver twice a semester, at a distance of 61 miles at \$0.655/mile.	\$ 0.655	244	\$ 160
Total Travel				\$7,663
SUB-TOTAL BEFORE INDIRECT				\$363,636
Indirect				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Indirect rate (if applicable):	Maximum of 10%			\$36,364
Total Indirect				\$36,364
TOTAL				\$400,000

Healthy Food for Denver's Kids Evaluator Budget

Contractor Name	Cicatelli Associates Inc. (CAI)	Contact Name, Title, Phone and Email	Lindsay Senter, VP Research and Evaluation (917) 627-2689 Lsenter@caiglobal.org
Term	09/01/2026 - 08/31/2027	Fiscal Contact Name, Title, Phone and Email	Humberto Saddler, CFO (212) 594-7741 Hsaddler@caiglobal.org
Request for Proposal Name	Healthy Food for Denver's Kids Evaluator		

Expenditure Categories					
Personal Services					
Position Title/Employee Name	Description of Work	Gross or Annual Salary	Fringe	Percent of Time on Project	Total Amount Requested
Senior Administrator/ Michelle Gerka	Provide strategic guidance and technical expertise in the areas of nutrition and Training/TA facilitation	\$ 196,358	\$ 42,217.01	5%	\$ 11,929
Project Administrator/ Lindsay Senter	Provide strategic guidance and decision-making to ensure that CAI meets its contractual obligations and our high-quality standards of performance; lead HFDK evaluation and serve as the primary liaison between CAI and HFDK Staff and Commissioners.	\$ 185,709	\$ 39,927	10%	\$ 22,564
Evaluation & Strategic Planning Director/ Jorge Valderrama	Facilitate evaluation activities, including tracking and monitoring macro, systems, and population-level data; engage and ensure community voice in evaluation activities; serve as the primary liaison between CAI and HFDK grantees.	\$ 112,551	\$ 24,199	10%	\$ 13,675
Project Director/ Alice Douglas	Oversee strategic planning and the provision of data collection and evaluation capacity building assistance for the HFDK grantees; lead development of webinars and strategic technical assistance opportunities.	\$ 116,820	\$ 25,116	25%	\$ 35,484
Co-Director/ Mikayla Bobrow	Support strategic planning; the provision of data collection and evaluation capacity building assistance for the HFDK grantees; development of webinars and technical assistance.	\$ 98,345	\$ 21,144	45%	\$ 53,770
Evaluation and Database Infrastructure Lead/ Olivia Beres	Develop and maintain the systems to track grantee-level data; provide technical support for the management and analysis of data for the HFDK programs	\$ 86,052	\$ 18,501	5%	\$ 5,228
Evaluation Pool	A cadre of experienced Evaluation staff to conduct interviews, develop mapping and other data visualizations, etc. Each Evaluator will be engaged as needed based upon need within their area of expertise with a combined total of one 20% FTE time commitment.	\$ 95,896	\$ 20,618	20%	\$ 23,303
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 71,028	\$ 15,271	100%	\$ 86,299
Research Associate/ TBH	Anchor local evaluation activities; provide TA to grantees; liaise with stakeholders as needed; provide project coordination support.	\$ 71,028	\$ 15,271	50%	\$ 43,149
TA Pool	A cadre of experienced TA providers will support the HFDK program grantees by building their capacity to strengthen data systems, conduct data analysis and community engaged evaluation. Each TA provider will be engaged as needed based upon need within their area of expertise with a combined total of one 21% FTE time commitment.	\$ 110,303	\$ 23,715	20%	\$ 26,133
Communications/ Sharon Heiber	Develop messaging and design of project communications as needed.	\$ 103,153	\$ 22,178	5%	\$ 6,267
Contract Manager/ Maila Gamatero	Oversee the financial administration of the project, including tracking actual-to-budget expenses, vouchering, and more.	\$ 100,857	\$ 21,684	5%	\$ 6,127
Total Personal Services					\$ 333,927
Supplies & Operating Expenses					

Item	Description of Item	Rate	Quantity	Total Amount Requested
Supplies	The project calculates an average of \$20 per month and includes general meeting and office supplies such as paper, newsprint pads, ink cartridges, and other related program supplies.	\$ 124	12	\$ 1,487
All-Grantee Convening	We intend to bring together all HFDK grantees, HFDK Commissioners and programmatic staff for an in-person annual convening, which would provide the opportunity to discuss progress, successes, innovations, and areas for improvement.	\$ 5,000	1	\$ 5,000
Virtual Meetings and T/TA	CAI uses the Zoom platform to facilitate virtual meetings, training, and TA. Zoom costs are estimated organizationally based on total project budget.	\$ 1,000	1	\$ 1,000
Conference Registration	CAI will attend conferences (TBD) to share project findings and ensure we have the most up-to-date information available. Registrations are estimated at \$500/person/conference.	\$ 500	4	\$ 2,000
IRB	IRB review/renewal	\$ 1,000	1	\$ 1,000
Software	CAI uses the QuickBase platform and other systems to facilitate data capture and monitoring; as well as project management. Organizational costs are \$1,679 per FTE annually.	\$ 1,679	300%	\$ 5,029
Total Supplies				\$ 15,516
SubContractors				
Name of Organization	Description of Services provided	Rate	Quantity	Total Amount Requested
Colorado State University (CSU)	CAI has engaged Dr. Libby Christensen, a subject matter expert from CSU to provide in-kind support of the initiative as part of her current position in the Office of Engagement and Extension. We will also engage a CSU student to do their Public Health Practicum work. They will be required to work 120 hours/semester at a rate of \$22/hour for 2 semesters	\$ 22	240	\$ 5,280
SME Pool	CAI will engage subject matter experts as needed (for example, in areas such as food procurement, value chain coordination, etc). We anticipate 5 speaking and/or TA engagements at a rate of \$250 per instance.	\$ 250	5	\$ 1,250
Total SubContractors				\$6,530
Travel				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Staff travel for on-site TA sessions	20 miles average round trip x 50 on-site sessions annually at a reimbursement rate of \$0.6555/mile	\$ 0.655	500	\$ 328
Staff travel - to Denver for All-Grantee Convening; to Conferences (TBD)	Air Travel - R/T Average Cost from NY or ATL to Denver @ \$400; Taxi R/T Home to Airport @ \$100/person. R/T Airport to Hotel @ \$100; Lodging- 2 Nights @ \$199 per night; Food Per Diem- 2 Days at \$59.25 and 1 day at \$79 = \$1,246/person	\$ 1,196	6	\$ 7,176
Travel for Graduate Students	Travel to Denver twice a semester, at a distance of 61 miles at \$0.655/mile.	\$ 0.655	244	\$ 160
Total Travel				\$7,663
SUB-TOTAL BEFORE INDIRECT				\$363,636
Indirect				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Indirect rate (if applicable):	Maximum of 10%			\$36,364
Total Indirect				\$36,364
TOTAL				\$400,000

Total Cumulative Contract (September 1, 2023-August 31, 2027) \$1,600,000



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/5/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement.

Table with 2 main columns: PRODUCER (Acrisure, LLC) and CONTACT NAME/PHONE/FAX/E-MAIL ADDRESS. Includes INSURER(S) AFFORDING COVERAGE: INSURER A: The Travelers Indemnity Co, INSURER B: Hiscox Inc. (London).

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES.

Main table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Rows include Commercial General Liability, Automobile Liability, Umbrella Liab, Excess Liab, Workers Compensation, and Professional Liabili.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RE: Contract number ENVHL-202370675
The City and County of Denver, its Elected and Appointed Officials, Employees and Volunteers are included as Additional Insured as respects to Commercial General Liability and Hired & Non-Owned Auto as required by written contract.

Table with 2 columns: CERTIFICATE HOLDER (City & County of Denver Dept. of Public Health & Environment) and CANCELLATION (SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE signature).



THE HARTFORD
BUSINESS SERVICE CENTER
3600 WISEMAN BLVD
SAN ANTONIO TX 78251

November 29, 2023

City & County of Denver Dept. of Public
Health & Environment
Division of Administration
101 W. Colfax Ave. Suite 800
Denver CO 80202

Account Information:

Policy Holder Details :	CICATELLI ASSOCIATES INC
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Contact Us

Need Help?

Chat online or call us at

(866) 467-8730.

We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,

Your Hartford Service Team

Exhibit D

Healthy Food for Denver's Kids Evaluator Work Implementation Plan

Offeror Name: Cicatelli Associates Inc. (CAI)

Term: September 1, 2023 – August 31, 2027

Acronyms and Definitions:

1. Quarters – 2023 – 2027
 - Quarter 1 (Q1) – September 1 – November 30
 - Quarter 2 (Q2) – December 1 – February 28(9)
 - Quarter 3 (Q3) – March 1 – May 31
 - Quarter 4 (Q4) – June 1 – August 31

Goal # 1: Inform HFDK staff, the HFDK Commission, grantees, and other stakeholders about the impacts of the HFDK funding portfolio on healthy food access and nutrition education for children, youth, and their families living in the City and County of Denver.

Population(s) of focus and Setting(s): Evaluation Team, Relevant Stakeholders, and Community Members

Activities	Estimated Timeframe (Q1, Q2, Q3, Q4)	Goal/Objective	Corresponding Deliverables (N/A or Deliverable Description)
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Objective 1.1: Stakeholder Convening and Strategic Planning

1.1.1: Review the list of grantees, site characteristics, information about key organization staff, identified opportunities and potential challenges in preparation for strategic planning sessions	Q2	By 12/31/23, the evaluation team and stakeholders will be prepared to contribute to the strategic planning sessions.	Preparation for strategic planning sessions
1.1.2: Develop a short summary (e.g., less than five pages) of key take-aways, major gaps, future funding opportunities, etc. from the HFDK Evaluation to-date, including Change Matrix evaluation reports and data (e.g., grantee surveys and data dashboards, annual reports from years 1-3, Theory of Change, Baseline Assessment, Macro-Eval Plan, Listening Session and Key Informant Interview Reports, GIS maps), the 2022 Strategy Retreat Report, and internal staff findings on RFP feedback.	Q2	By 3/1/24, the evaluation team will develop a short summary of key takeaways, major gaps, and future funding opportunities.	Short summary of key-take-aways, gaps, and future funding opportunities.
1.1.3: Conduct strategic planning with the HFDK Commission and other stakeholders to achieve 1) Updates to the logic model and theory of change of HFDK grantees; 2) Feasibility of increasing frequency of data reporting from biannually to quarterly; 3) Final grantee groupings by topic area; and 4) Refine and finalize macro-level evaluation plan and grantee-level metrics.	Q1, Q2, Q3	By 3/1/24, grantees' logic model and theory of change updated, feasibility of increasing data reporting from biannually to quarterly is decided, grantees are grouped by topic area, and macro-level evaluation plan and grantee-level metrics are finalized	1 in-person meeting and 1-2 virtual meetings to conduct strategic planning
1.1.4: Update the HFDK Initiative Theory of Change to reflect strategic planning meeting and on a regular basis (e.g., annually) with commission, staff, grantees, and community, so it is comprehensive of current strategies and flexible enough to consider future strategies.	Q3	By 3/1/24, there will be an updated Theory of Change for HFDK.	Theory of Change
1.1.5: Refine HFDK evaluation plan and finalize grantee-level measures, as needed	Q3	By 3/1/24 the evaluation team and stakeholders will have developed a macro-level and grantee-level	HFDK evaluation plan and grantee-level evaluation plan

		evaluation plan for the duration of the HFDK program.	
1.1.6: Submit IRB protocol through CAI's IRB external company, WCG IRB, which would be important for data collection, analysis, and dissemination even if data is de-identified and collected in the aggregate. Prior to submission, the Evaluator will send the IRB protocol and/or publication and requested data sets to the City for its review.	Q3	By 3/1/2024, evaluation team will submit IRB protocol to CAI's IRB external company, WCG IRB.	IRB protocol
1.1.7: Use data in relation to HFDK's Theory of Change to provide HFDK with recommendations on ways to improve or streamline future funding of grantees and their application process, improve and standardize programming among grantees that may be most impactful to improve standardized reporting of outcomes, and provide insight and recommendations on TOC updates.	Annually	On as needed basis, evaluator will provide HFDK with recommendations on ways to improve or streamline future funding of grantees and their application process, improve and standardize programming among grantees that may be most impactful to improve standardized reporting of outcomes, and provide insight and recommendations on TOC updates.	Recommendations to be provided in HFDK meetings as needed
1.1.8: Assist HFDK in creating and maintaining a 5-year strategic plan for long-term sustainability and systems change for youth and their families in Denver.	Q4	By end of Q4, evaluation team will help to inform HFDK's 5-year strategic plan	Recommendations to be provided in HFDK meetings as needed
Objective 1.2: Develop and Implement Comprehensive Monitoring and Evaluation Plans			
1.2.1: Provide HFDK with high-level summary presentations to provide updates as needed to interested stakeholders	Every 6 months at minimum	Biannually, the evaluation and data team will create high-level summary presentations for stakeholders.	Biannual presentations to update stakeholders
1.2.2: Develop an annual report summarizing outcomes and impacts of the HFDK Initiative to grantees, HFDK staff, and partners (including the HFDK Commission, Denver City Council, and the Mayor's Office).	Annually	On an annual basis, the evaluation and data team will develop a report summarizing findings from the program.	Annual outcome reports
1.2.3: Develop products that are tailored to multiple audiences, including shorter accessible products for grantees and the public, and translated into multiple languages, depending on the audience.	Annually	At the end of the grant period (and throughout years 3-4 as opportunities arise), the evaluation team will disseminate key findings to community members using a variety of creative and visual mediums.	Up to 3 annually (e.g., videos, reports, posters, podcasts, conference presentations, publications)

Goal # 2: Inform understanding about the successes, challenges, and impacts of funded organizations' efforts.

Population(s) of focus and Setting(s): Evaluation Team, Relevant Stakeholders

Activities	Estimated Timeframe (Q1, Q2, Q3, Q4)	Goal/Objective	Corresponding Deliverables (N/A or Deliverable Description)
Objective 2.1: Propose metrics, implement, and develop mechanisms to collect and share data			
2.1.1: Ensure continuous reporting of current grantee-level metrics while final metrics are being finalized during the strategic planning process	Q1, Q2, Q3	By the end of Q1 of each project year, propose macro-evaluation/system level metrics to track programmatic success	Grantee-level metrics
2.1.2: Implement data collection mechanisms (REDCap data tool) that allow for real-time collection and review of data among grantees, stakeholders, and funders	Q4, ongoing and for each cohort	By 6/30/24, establish CAI's web-based system for data collection (REDCap tool)	Data collection mechanisms (REDCap data tool)
2.1.3: Work with each grantee to develop a mechanism to share key successes and progress with the communities they serve	Biannually starting Q4, ongoing and for each cohort	By 6/30/24, start to work with grantees to develop a reporting summary tool to share key successes and progress with their communities	Reporting summary tool
Objective 2.2: Collection of macro-level data, grantee-level metrics, case studies and qualitative testimonials and presentation through mapping and reports			
2.2.1 Work with HFDK and Commission to understand goals of HFDK evaluation plan and work to understand the priority HFDK evaluation metrics and how mapping, reporting, and analysis informs grantee level evaluation	Q3	By 3/1/24, evaluation team will help to create clear guidance and plan on this after consulting with HFDK and Commission	HFDK evaluation plan and goals
2.2.2: Collect and track HFDK-evaluation/system level metrics	Year 2, Q1 (annually)	On an annual or every other year basis (based on conversations with HFDK staff and Commissioners), collect and track HFDK-evaluation/system level metrics	HFDK-evaluation/system level metrics
2.2.3: Ask grantees to submit key data metrics about the progress of their initiatives using existing Change Matrix evaluation survey; ideally the next data collection will take place with new CAI survey instrument	Quarterly, biannually, TBD	By 12/31/23, request key data metrics from grantees to measure progress of their initiatives on a quarterly or biannual basis (TBD)	Key data metrics from grantees

2.2.4: Create maps using macro-level and grantee-level data to better understand the extent to which HFDC activities are reaching priority areas within Denver	Annually	By 6/30/23, develop a map for each grantee's catchment area; to be updated annually	Initiative wide maps and grantee specific mapping for outcome reports and TA
2.2.5: Create dashboards for grantee-level and initiative-wide to see real time progress and impact of activities	Quarterly/Biannually TBD; Starting Year 2 Q1	By 9/30/24, develop a dashboard for each grantee and the overall initiative; to be updated quarterly thereafter	Real-time data dashboards
2.2.6: Collect qualitative data from a sample of food access and food education providers and recipients to describe experience to inform grantee level measurement of outcome	Annually	By Q4, collect qualitative data from food access and food education from a sample of providers and recipients to describe experience to inform grantee level measurement of outcome	Qualitative data
2.2.7: Provide a final report based on cumulative data from 2023-2027 to provide an overall summary of successes, challenges, lessons learned, and recommendations based on the measured impact, outputs, and strategy goals achieved during the contract period	End of Year 4	At end of grant, evaluation team will develop a final report based on cumulative data from 2023-2027.	Final report

Goal # 3: Build the capacity of funded organizations to learn from their work and translate this information to programmatic improvements that lead to broader and more sustained outcomes.			
Population(s) of focus and Setting(s): Evaluation Team, Training Team, Relevant Stakeholders			
Activities	Estimated Timeframe (Q1, Q2, Q3, Q4)	Goal/Objective	Corresponding Deliverables (N/A or Deliverable Description)
Objective 3.1: Grouping Grantees by Topic Area and Common Measurement			
3.1.1: Group grantees based on their area of work (Nutrition Food Access, Nutrition Assistance Programs & Systems, Nutrition Education) to promote targeted group TA and opportunities for peer learning and collaboration on evaluation strategies	Q2, ongoing for each cohort	By 12/31/23, grantees will be grouped based on their area of work, which will allow targeted group TA and opportunities for peer learning and collaboration on evaluation metrics and strategies	Grantees are grouped based on their area of work to inform and enhance their capacity to conduct data collection and program evaluation activities
Objective 3.2: Training and Technical Assistance for Grantees			

3.2.1: Provide universal training and TA for group education with all HFDK grantees across topic areas to build foundational knowledge of evaluation among grantees.	Q1, Q2, Q3, Q4, (annually)	By the end of each program year, grantees will increase their capacity to understand the evaluation theories and frameworks underlying the HFDK macro-level evaluation plan (equity and empowerment evaluation) and increase their understanding of data collection and reporting	Up to 5 webinars will be hosted annually to provide group education with all HFDK grantees across topic areas
3.2.2: Provide individual TA on an as-needed basis to grantees in response to requests for additional evaluation support	Annually	As needed, provide individual TA to HFDK grantees to assist in evaluation efforts	TA agenda and notes
3.2.3: Provide clustered and group technical assistance for each grantee subgroup	Biannually	Biannually, grantees will participate in cluster TA/training on evaluation topics that are of interest/applicable to their needs.	Clustered/Group TA on evaluation topics that are of interest/applicable to grantee clusters on data collection and program evaluation activities
3.2.4: Host office hours with Subject Matter Experts and TA Coaches to provide support to grantees.	Q3, Q4 (TBD)	By the end of Q4 of each program year, grantees will increase their capacity to implement standardized data collection of key outcomes identified by CAI, the HFDK Commission, and other stakeholders	Deliver office hours at least 3x in year 1 and quarterly in subsequent years
3.2.5: Provide TA to grantees for activities to gather robust community feedback (accessible in multiple languages) about needs/strengths related to food security efforts and food/nutrition education.	Annually	By the end of Q4 of each program year, evaluator will provide TA to grantees for activities to gather community feedback to inform the grantee level metrics and what the goals are of grantee level evaluation plans	Analyzed themes will be incorporated into final report
3.2.6: Track reach, participant demographic data , registration, and attendance; administer evaluations to participants after each webinar; and conduct an annual TA Feedback and Reflection Survey with both quantitative and qualitative questions	Ongoing (starting Q3)	Starting in Q3, evaluator will track reach, participant demographic data, registration, and attendance, and administer evaluations to participants after each webinar	Survey responses will be incorporated in the Annual Outcomes Report.
3.2.7: Bring together all grantees in-person for an annual 1-day convening, which would provide the opportunity for all relevant program stakeholders including HFDK Commissioners and staff, to discuss progress, successes, innovations, areas for improvement, and provide opportunities for connection, networking and relationship building related to their evaluation goals, plans and	Annually	By the end of each program year, the evaluator will bring together all grantees for an in-person 1-day convening.	Annual 1-day convening

metrics collected			
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Exhibit E

Denver Department of Public Health and Environment - Healthy Food for Denver's Kids EXPENDITURE DETAILS for REIMBURSEMENT INVOICE FORM

Invoice #	
Date Invoice is sent to HFDK	
Purchase Order/ Contract #	
Payment Option	Direct Deposit

Organization Name	
Invoice Period	
Final Invoice Amount	\$ -
Payment Terms	Immediate

To:	
Program:	Healthy Food for Denver's Kids
HFDK Contact:	Jessica Murison
Address:	101 W Colfax
City:	Denver
State:	CO
Zip Code:	80202
Telephone:	760-715-7194
Email:	HFDKinvoices@denvergov.org

From:	
Contact Name:	
Remit Address:	
City:	
State:	
Zip Code:	
Telephone:	
Email:	

Expenditure Categories				Total Amount
Salary Employees				
Position Title/Employee Name	Description of Work	Percent of time spent this Month	Total earnings for monthly invoice period (Salary + Fringe)	

Senior Administrator/	Provide strategic guidance and technical			\$0.00
Project Administrator/	Provide strategic guidance and decision-			\$0.00
Evaluation & Strategic	Facilitate evaluation activities, including			\$0.00
Project Director/ Alice	Oversee strategic planning and the			\$0.00
Co-Director/ Mikayla	Support strategic planning; the provision			\$0.00
Evaluation and Database	Develop and maintain the systems to			\$0.00
Evaluation Pool	A cadre of experienced Evaluation staff to			\$0.00
Research Associate/ TBH	Anchor local evaluation activities; provide			\$0.00
Research Associate/ TBH	Anchor local evaluation activities; provide			\$0.00
TA Pool	A cadre of experienced TA providers will			\$0.00
IT/ Alejandro Jimenez	Maintain the IT systems that support the			\$0.00
Communications/ Sharon	Develop messaging and design of project			\$0.00
Contract Manager/ Maila	Oversee the financial administration of			\$0.00
Total Personnel Expenses				\$0.00
Supplies & Operating Expenses				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Supplies	The project calculates an average of \$50			\$0.00
All-Grantee Convening	We intend to bring together all HFDK			\$0.00
Virtual Meetings and T/TA	CAI uses the Zoom platform to facilitate			\$0.00
IRB	Submission of IRB			\$0.00
Software	CAI uses the QuickBase platform and			\$0.00
Total Personnel Expenses				\$0.00
SubContractors				
Name of Organization	Description of Services provided	Rate	Quantity	Total Amount Requested
Colorado State University	CAI has engaged Dr. Libby Christensen, a			\$0.00
SME Pool	CAI will engage subject matter experts as			\$0.00
Total Subcontractor Expenses				\$0.00
Travel				
Item	Description of Item	Rate	Quantity	Total Amount Requested
Staff travel for on-site TA	20 miles average round trip x 50 on-site			\$ -
Staff travel to Denver for All-	Air Travel - R/T Average Cost from			\$ -
Travel for Graduate	Travel to Denver twice a semester, at a			\$ -
Total Travel Expense				\$ -
Direct Costs -Total				\$0.00
Indirect Costs				
Item	Description			
10% Indirect rate (if applicable):				

TOTAL INDIRECT COSTS	\$ -
TOTAL THIS INVOICE	\$ -

Billing Summary	
Total Contract Amount	\$ 1,600,000.00
Cumulative Amount Previously Invoiced	
Amount of this Invoice	\$ -
Total Invoiced to Date	\$ -
Budget Amount Remaining	\$ 1,600,000.00

I/We affirm the claimed expenses comply with the budget provisions of the contract and are reasonable and necessary, that all relevant progress or other reports have been filed, and all contract milestones and/or tasks related to the invoice period have been achieved.

Print Name, Title	Date