Good Food Purchasing Initiative Evaluation Framework

December 2019

CHICAGO FOOD POLICY ACTION COUNCIL

The Good Food Purchasing Initiative Evaluation Framework provides an overview of the initiative, its Theory of Change conceptual framework, evaluation components, Logic Model, and data collection strategies. The Evaluation Framework lays the groundwork that will guide the development of studies that measure progress and track change.

This Evaluation Framework was developed and supported by key partners from the Midwest Consortium on Equity & Research in Food, Chicago Food Policy Action Council, Cook County Department of Public Health, and Chicago Department of Public Health. The Evaluation Framework was made possible by the key contributions of many individuals, including but not limited to:

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Introduction

The Good Food Purchasing Initiative (GFPI) is based upon on the implementation of the Good Food Purchasing Program (GFPP), which is a metric-based procurement framework that supports institutional food buyers to direct their buying power, make informed decisions, and measure impact towards five core value categories: local economies, environmental sustainability, valued workforce, animal welfare and nutrition. GFPI posits that effective implementation must be intentional in ensuring equity for the producers and supply chain actors that are positioned to meet the GFPP's growing demand for local, sustainable, and fair food in public institutions. Without targeted resources and investment, outreach, and technical assistance to small producers and food businesses in low-to-moderate income communities and communities of color, it is likely that inequitable power dynamics present in the industrial food system, with concentrated control and wealth in the hands of a small number of firms, would replicate itself within the GFPP supply chain. Food justice and food sovereignty inform central tenets of the GFPI: to improve equity, affordability, accessibility, and consumption of high quality, culturally relevant good food for all communities with the Chicago regional food system.

In 2017 and 2018 respectively, the City of Chicago and Cook County were the fourth and fifth jurisdictions in the country to approve GFPP as a resolution.[1] The Cook County resolution in particular includes strong language on racial equity and prioritizing food producers and businesses from low-to-moderate income communities of color, who have historically had less access to capital in the food system. In adopting the resolution, City of Chicago and Cook County Departments and Agencies that participate in GFPP commit to meet the baseline standards of the five value categories, incorporate GFPP into new solicitations and contracts, and work with their respective Departments of Public Health, Chicago Food Policy Action Council, and Center for Good Food Purchasing to measure progress and celebrate success.

Few other cities that have passed GFPP policies have developed a comprehensive program design and evaluation framework to measure the impact on local communities and the environment. The GFPI was established to assess both the implementation of GFPP as well as how the program affects the regional food system, with a specific emphasis on racial equity. This evaluation framework serves to articulate key components of the GFPI and detail strategies for assessing impact.

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[1] Chicago Public Schools and Chicago Park District, sister agencies of the City of Chicago, joined Chicago City Council in passing GFPP language in their wellness policies in 2017.

The Good Food Purchasing Initiative aims to ensure that institutional food purchasing advances an equitable, healthy, fair, local, humane, and sustainable food system and creates good food access for all.

Good Food Purchasing Initiative Key Objectives

1. Ensure procuring City of Chicago and Cook County departments, agencies, and institutions fully implement the Good Food Purchasing Program.
2. Foster a racially and socially equitable food system that will supply City of Chicago and Cook County departments, agencies, and institutions with healthy, fair, local, humane, and sustainable food.
3. Advance a values-based procurement culture that supports the demand and availability of good food.

Theory of Change Conceptual Framework

The **Theory of Change Conceptual Framework** provides a broader picture of the key components of GFPI and its expected impact on the regional food system. The Theory of Change articulates both the embedded processes of GFPP while also framing the broader strategies and impacts of the initiative.

At the core of the Theory of Change is the implementation of GFPP, which involves ongoing changes in food procurement policies, standard operating procedures, and contractual agreements. In the short-term, implementation strategies impact public departments and agencies as well as the food producers and businesses they contract with. However, the success of GFPI, as a broader strategic initiative, depends on systematic, dynamic, and mutually reinforcing implementation strategies that expand influence beyond GFPP.

GFPI implementation strategies involve capacity building, education, partner engagement, relationship building, and policy change to build awareness, knowledge, and tangible changes for multiple groups of stakeholders. This includes strategies targeted for public departments and agencies, food producers and businesses, private anchor institutions, food recipients in institutional or public settings, and the general public. Additionally, as GFPI implementation spans beyond GFPP, it also interfaces with various contextual or landscape factors that may facilitate or inhibit the intended outcomes.

Central to this initiative are intentional efforts to foster a racially and socially equitable food system. This includes targeted implementation strategies for small/local food producers and businesses from communities of color alongside efforts to assess structural opportunities for change within the food supply chain and broader regional food system, in order to increase access and opportunities for communities of color to participate in GFPI and benefit from increased social and economic capital.

Shifts in institutional food purchasing power paired with dynamic implementation strategies that reach multiple levels of stakeholders in ways that intentionally advance racial equity can lead to systemic changes within our industrial food system that advance a values-based procurement culture, supporting the demand and availability of healthy, fair, local, humane, and sustainable food. The GFPI's compounding effects have the potential in the long-term to lead to policy and regional market changes toward equity, a valued workforce and improved safe working conditions, increased animal welfare, positive environmental impacts, increased nutrition and health equity for populations served, and racial equity within the regional food system.

The Theory of Change is closely linked to the Logic Model, which visualizes the key evaluation components that directly guide GFPI implementation: objectives, strategies, inputs, outputs, and outcomes. While the Logic Model is a tool for scaffolding the evaluation, the Theory of Change offers a big picture understanding for why and how change occurs.

Assumptions and Drivers

Underlying the Theory of Change are a set of assumptions about how change can happen, as well as drivers of the initiative itself. Both assumptions and drivers acknowledge contextual factors that may influence GFPI implementation. In the case of GFPI, assumptions often overlap with potential facilitators, whereas the drivers often overlap with barriers.

Assumptions and Facilitators
Purchasing power drives changes within the regional food system in line with GFPI values
Implementation partners and their collaborative engagement impact purchasing power
Capacity building and technical assistance will lead to participating agencies and food business increasing in their opportunity, access, capacity, and capital to participate in GFPI and improve their policies and practices along GFPI values
Small/local food producers and businesses from communities of color are interested and willing to participate in GFPI
Current city and county policies and practices, at multiple levels, will influence GFPI implementation
Political leaders and decision-makers will have buy-in and support agency change
Local supply will match a significant portion of demand as agency procurement changes
Changes within Chicago food system will have ripple effects on broader food systems and coalitions
Increasing participation of (geographically and demographically) diverse food businesses in regional food system will deliver economic benefits to diverse communities across region
Consumption of food purchased with GFPI values will improve the health of communities across region

Drivers and Barriers
Limited land access for urban and peri-urban food producers or licensed kitchen access for processors
Limited capital/opportunity available to small food businesses, especially those from communities of color
Governance that limits participation of small and mid-sized food businesses in contracting process and/or communities of color in the food system
Monopolization and corporate concentration of control and wealth in food system
Lack of local logistical infrastructure to process, warehouse, and transport local foods
Limited access to information on institutional market for small and mid-sized producers
Structural racism and discrimination
Income inequality and poverty
Disparities in political power defined along race and class lines

Theory of Change

The Good Food Purchasing Initiative aims to ensure that institutional food purchasing advances an equitable, healthy, fair, local, humane, and sustainable food system and creates good food access for all.
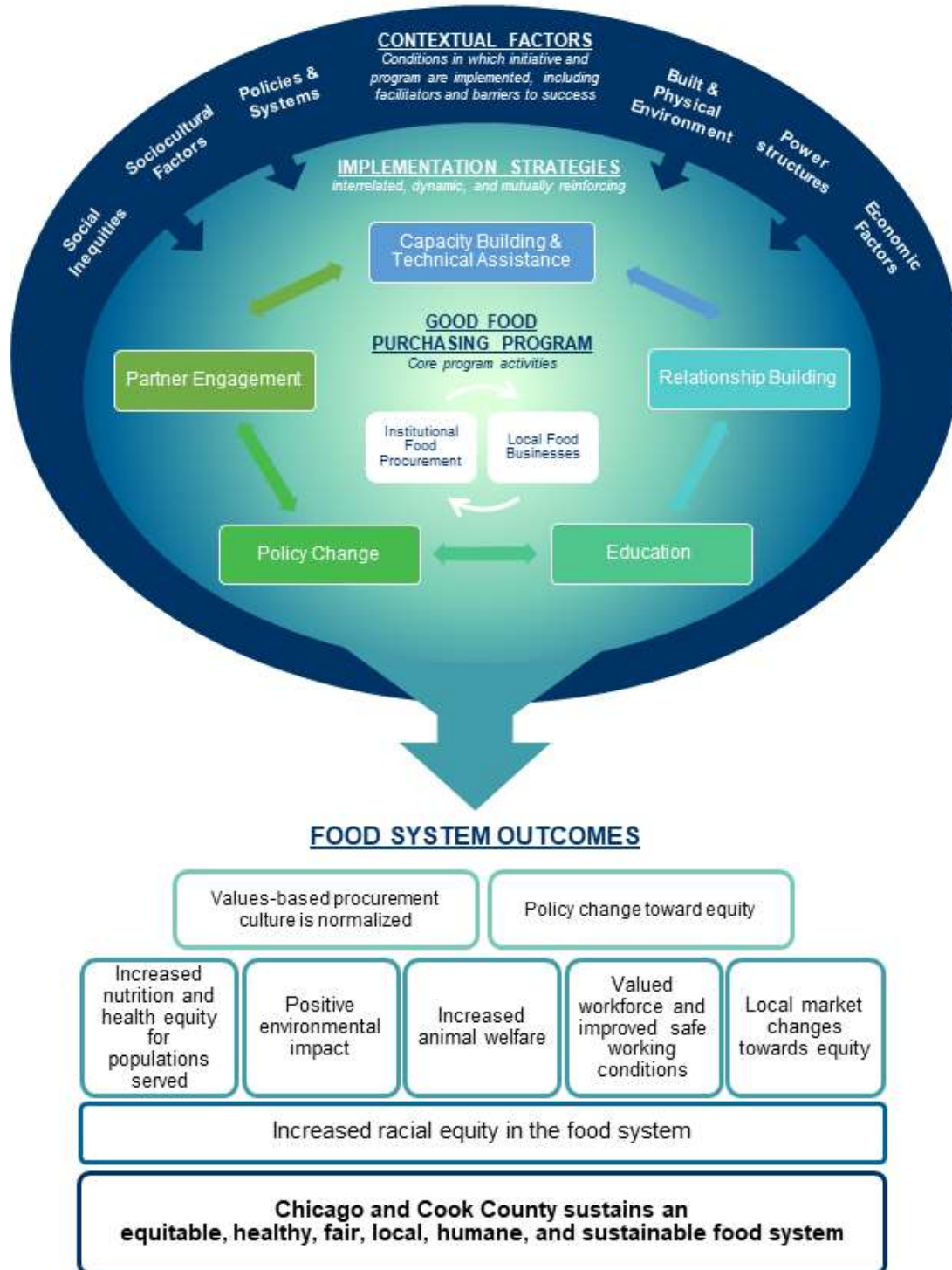
Objectives & Implementation Strategies

The GFPI key objectives specify the primary goals of GFPI and guide the corresponding implementation strategies that are expected to contribute to changes conceptualized in the Theory of Change.

1. ***Ensure procuring City of Chicago and Cook County departments, agencies, and institutions fully implement the Good Food Purchasing Program.***

    a. Work with City of Chicago and Cook County agencies and departments to integrate GFPP language into their food procurement policies, standard operating procedures, and contractual agreements. (CDPH/CCDPH, CFPAC)
        i.   Collect and update program information from City of Chicago and Cook County agencies and departments on point of contacts, contract cycles, venues/settings, types and volume of food served and sold, and populations served.
        ii. Work with City of Chicago and Cook County agencies and departments to integrate GFPP language into RFPs and contracts for food vendors (i.e. food service management companies, concessionaires, food distributors, etc.).
    b. Guide City of Chicago and Cook County agencies and departments participation in GFPP baseline assessments and subsequent annual assessments. (CCDPH/CDPH, CFPAC)
        i.   Work with City of Chicago and Cook County agencies and departments to request and secure itemized food purchasing data, including specifications, volume, price, and source of origin, from food vendors.
        ii. Partner with the Center for Good Food Purchasing to analyze data, assign points and related star rating, and produce a report summary and recommendations for the participating City of Chicago and Cook County agencies and departments to achieve a higher rating according to Good Food Standards.
    c. Develop an action plan to ensure full implementation of GFPP, for participating City of Chicago and Cook County agencies and departments based on Good Food Standards. (CFPAC, CDPH/CCDPH)
        i.   Work with participating City of Chicago and Cook County agencies and departments and third-party food vendors to make purchasing shifts that meet action plan milestones toward GFPP goals.
    d. Organize Good Food Task Force meetings at the City and County level to strategically guide the implementation of GFPP and provide a regular forum for networking, troubleshooting, and collaboration. (CDPH/CCDPH, CFPAC)

         i.   Support the advancement of innovative projects and partnerships identified by Task Force leaders (e.g. cross-departmental contracts, commercial compost hauling).

   e. Identify and advance local, county, state, and/or national policies that will enable the effective and equitable implementation of GFPP. (CFPAC, CDPH/CCDPH)

2. *Foster a racially and socially equitable food system that will supply City of Chicago and Cook County departments, agencies, and institutions with healthy, fair, local, humane, and sustainable food.*

   a. Identify and address structural barriers in public supply chains that inhibit inclusive procurement. (M-CERF, CFPAC, Good Food Task Force)

         i.   Review regulations, licensing, certifications, and other requirements for selling food to public entities.

        ii.   Explore opportunities for improving processes and implementing system changes to better enable socially and economically inclusive procurement.

       iii. Establish mechanisms for external partners and stakeholders to provide feedback and identify barriers.

       iv. Assess the feasibility for a cooperatively run food hub for socially disadvantaged producers to aggregate product and serve institutional markets.

   b. Provide resources that increase the readiness, capacity, and sustainability of local food producers and food businesses to meet Good Food Standards and institutional supply chain requirements, with targeted outreach to communities of color and other socially disadvantaged food producers and businesses.

         i.   Assess landscape on the current capacity of local production and logistics to supply public entities with food. (M-CERF)

        ii.   Analyze purchasing data and identify opportunities for local producers to serve the institutional market. (CFPAC, M-CERF)

       iii. Gather data from public agencies and departments on what new products may work across multiple settings for different populations served. (CFPAC, CDPH/CCDPH)

       iv. Build relationships between local producers, aggregators, processors, distributors, and food service managers through in-person networking events and online directory platforms. (CFPAC, CCDPH/CDPH)

        v.   Develop, publish and disseminate a manual for local producers to better understand GFPP and the institutional market. (CFPAC)

      vi.   Hold workshops for producers to understand Good Food Standards, market opportunities, pathways for selling to institutions, and specific market requirements. (CFPAC)

      vii.   Provide 1:1 technical assistance for producers to move toward Good Agricultural Practices certification (third-party food safety requirement). (CFPAC)

      viii.   Identify, align, and/or grow programs that provide supporting fiscal resources to producers and businesses from communities of color. (CFPAC, Good Food Task Force)

      ix.   Identify and connect producers and businesses from communities of color to larger lots of land for food production. (Productive Landscapes Task Force, Good Food Task Force)

      x.   Identify barriers and facilitators to implementing 2b.

c. Identify and advance local, county, state, and/or national policies that will support effective and equitable food systems development. (CFPAC, CCDPH/CDPH, M-CERF)

      i.   Identify barrier and facilitators to advancing such policies.

3. *Advance a values-based procurement culture that supports the demand and availability of good food.*

a. Ensure GFPI efforts are communicated and celebrated with public audiences. (CDPH/CCDPH, CFPAC, M-CERF)

      i.   Produce an annual report on GFPI to disseminate to the public.

      ii.   Present on GFPI to public audiences at conferences and workshops.

      iii.   Host public forums to share updates with stakeholders on GFPI progress.

      iv.   Produce educational materials for City of Chicago and Cook County departments and agencies to inform the populations they serve on GFPI.

      v.   Organize a Good Food Coalition made up of regional food systems stakeholders and interested community members who will support, celebrate, and hold public agencies and food vendors accountable to the GFPI.

b. Expand adoption and implementation of GFPP into other public and private institutions. (CDPH/CCDPH, CFPAC)

c. Mainstream Good Food Purchasing by continuing to integrate it into existing formal documents (e.g. agency strategic plans, public health and hospital community health improvement plans, City or County-level plans, etc.) and future initiatives. (CDPH/CCDPH)

d. Engage key stakeholders and public around the Good Food Purchasing Initiative to support related policy advocacy. (CFPAC)

Key Stakeholders

Chicago Food Policy Action Council (CFPAC): Serves as key liaison with the Center for Good Food Purchasing (CGFP) and orchestrates coordination across jurisdictions and institutional actors for GFPI. CFPAC supports both CDPH and CCDPH's coordination efforts in their respective jurisdictions with programmatic expertise, technical assistance, evaluation, and public communications. CFPAC also partners with relevant organizations to inform local producers and processors about GFPI and share information about selling into public institutional markets.

Chicago Department of Public Health (CDPH): Serves as key program coordinator for GFPP implementation with the City of Chicago departments and sister agencies; organizes Chicago Good Food Task Force meetings, informs program evaluation, and engages public in GFPP implementation. CDPH regularly communicates with CCDPH and CFPAC to share progress, identify best practices, and align public communication strategies between the units of government in advancing GFPI.

Cook County Department of Public Health (CCDPH): Serves as key program coordinator for GFPP implementation with Cook County Government departments and agencies; organizes Cook County Good Food Task Force meetings, informs program evaluation, and engages both the public and other Cook County anchor institutions in GFPP implementation. Regularly communicates with CCDPH and CFPAC to share progress, identify best practices, and align public communication strategies between the units of government in advancing GFPI.

Center for Good Food Purchasing (CGFP): Annually assesses food purchasing data from departments and agencies with Good Food Standards criteria and provides star rating; creates action plans for departments and agencies to achieve higher rating over time; celebrates successes of GFPP for national audience with support from media partner Real Food Media. Provides avenues for GFPI team to engage with national GFPP effort through in-person gatherings and quarterly conference calls.

Public Departments & Agencies: Work with CDPH, CCDPH, CFPAC, and CGFP to annually provide food purchasing data, develop and update GFPP action plans, and progressively shift food purchasing over time. As existing contracts expire, agency and department leaders include language about GFPP participation in new solicitations for food vendors.

Private Anchor Institutions: Local hospitals, universities, colleges, and school districts within or surrounding Cook County that are working to pass comparable GFPP policies. In joining GFPI, these anchor institutions commit to sharing best practices on values-based procurement with each other, learn from City of Chicago and Cook County GFPP implementation, and explore strategies for collaboration and partnership around food procurement with one another.

Midwest Consortium on Equity & Research in Food (M-CERF): Consists of Chicago-area academic researchers involved in related fields to food systems analysis who are committed to ensuring that GFPI's efforts are tracked and evaluated so that its impacts can be quantitatively and qualitatively measured over time. M-CERF researchers support the GFPI's Theory of Change and Logic Model development, help identify the major research questions that will measure impact, and leverage university and foundation resources to implement evaluation activities.

Chicago Good Food Task Force: Comprised of participating city departments and agencies as well as representatives from supporting departments like the Department of Planning and Development and Business Affairs & Consumer Protection, the Chicago Task Force oversees and strategically guides the implementation of GFPP and provides a regular forum for networking, troubleshooting, and collaboration. The Chicago Task Force will inform and ensure barriers are addressed and opportunities are leveraged for effective implementation. CDPH coordinates quarterly Chicago Task Force meetings.

Cook County Good Food Task Force: Comprised of participating county agencies and departments as well as 20+ leaders from related organizations, the County Task Force oversees and strategically guides the implementation of GFPP with Cook County Government and provides a regular forum for networking, troubleshooting, and collaboration. The Task Force will inform and ensure barriers are addressed and opportunities are leveraged for effective implementation in addition to supporting the expansion of GFPP to other entities within suburban Cook County. CCDPH coordinates quarterly County Task Force meetings.

Inputs

The central resources that are needed to advance GFPI are the evaluation **inputs**, including but not limited to people, organizations, money, and time. Inputs are needed for effective implementation activities, which then produce observable and measurable outputs.

- GFPI Coordination Team: Includes leaders from Chicago Food Policy Action Council (CFPAC), Cook County Department of Health (CCDPH), Chicago Department of Public Health (CDPH)
- Chicago Food Policy Action Council (CFPAC)
- Cook County Department of Health (CCDPH)
- Chicago Department of Public Health (CDPH)
- Center for Good Food Purchasing (CGFP)
- Public departments & agencies, including their individual stakeholders (administrators, food service staff, employees, contracted vendors)
- Private anchor institutions (local hospitals, universities, colleges, and school districts)
- Midwest Consortium for Equity, Research, and Food Policy (M-CERF) members (researchers, evaluators, and University partners)
- Chicago Good Food Task Force
- Cook County Good Food Task Force
- Food producers and businesses (including food vendors such as food service management companies, concessionaires, distributors, brokers)
- Food recipients in institutional or public settings
- The general public and community residents
- Regional food system data (purchasing data, landscape assessments)
- Data sharing agreements
- Contracts
- Funding
- Funders (federal, foundation)
- Buy-in (participation, input, readiness, support, political will)
- Time

Outputs

The ways in which the potential changes from implementing GFPI can be indicated and measured are captured by the **outputs**. Outputs do not reflect changes themselves, rather they are the metrics of change and defined in concrete terms, such as frequency counts, types of things, or hours of time. GFPI outputs are aligned with the strategies, as direct results of the implementation efforts.

1. GFPI implementation outputs

- #, types, and descriptions of partners in GFPI coordination team
- #, types, and descriptions of adjacent partners and coalitions facilitating GFPI implementation (e.g. M-CERF, Chicago Good Food Task Force, Cook County Good Food Task Force)
- #, types, and descriptions of participating private anchor institutions
- #, types, and descriptions of participating City of Chicago and Cook County departments and agencies
    - #, types, and descriptions of food recipients in institutional or public settings
- #, types, and descriptions of participating food producers and businesses
    - #, types, and descriptions of small/local food producers and businesses from communities of color
- #, types, and descriptions of RFPs and contracts with GFPP language included
- Hrs, types, and descriptions of technical assistance and capacity building strategies with:
    - Public departments and agencies
    - Local food producers and businesses
    - Private anchor institutions
    - Small/local food producers and businesses from communities of color
  including:
    - Trainings
    - Events/Summits/Forums
    - Manual(s)
    - #, types, and descriptions of producers from communities of color participating
    - #, types, and descriptions of strategies and practices targeted for communities of color
- # baseline assessments completed
- # of action plans developed
- # annual assessments completed
- # forward contracts or MOUs with local producers or social enterprises
- #, types, and descriptions of public food procurement policies and standard operating procedures changed
- #, types, and descriptions of City of Chicago and Cook County departments and agencies that see increase in GFPP score

- o % change in dept/agency budget spent on <u>local food</u> aligned to Good Food Standard
- o % change in dept/agency budget spent on <u>sustainable food</u> aligned to Good Food Standard
- o % change in dept/agency budget spent on <u>fair food</u> aligned to Good Food Standard
- o % change in dept/agency budget spent on <u>humane food</u> aligned to Good Food Standard
- o % change in dept/agency budget spent on <u>healthy food</u> aligned to Good Food Standard
- #, types, and descriptions of policies and practices adopted in support of meeting Good Food Standards
  - o $ invested in local producers to become certified organic (or other third-party certifications)
  - o lbs of reduced, recovered, and/or diverted food waste
  - o % carbon & water footprint reduction
  - o # institutions implementing "Meatless Monday" campaign
  - o # institutions who stop offering bottled water
  - o # letters sent from institutions to suppliers who have documented labor or OSHA violations
  - o # institutions who create anonymous reporting system for workplace violations
  - o # suppliers who create anonymous reporting system for workplace violations
  - o # suppliers who adopt living wage policy
  - o # institutions or vendors with Labor Peace policy/agreement
  - o # institutions offering only vegetarian or vegan options
  - o # institutions with nutrition labeling on menus
  - o # institutions utilizing portion control strategies
  - o # institutions utilizing culturally appropriate menus
  - o # institutions with nutrition education programming
  - o # institutions with worksite wellness programs
  - o # institutions with food service guidelines healthy vending machine policies
- #, types, and descriptions of complementary policies adopted at local, state, national level to advance GFPI
- # Good Food Task Force members
  - o Types and descriptions (e.g. from what institution, sector)
- # Good Food Task Force meetings

2. Equity focused food system development outputs
- #, types, and descriptions of facilitators identified and addressed in public institutional supply chain
- #, types, and descriptions of barriers identified and addressed in public institutional supply chain
- #, types, and descriptions of in-person relationship building opportunities

- #, types, and descriptions of participating producers, aggregators, distributors, vendors, agency leaders in in-person relationship building opportunities
  - #, types, and descriptions of producers participating from communities of color
- #, types, and descriptions of producers reached with GFPP manual
  - #, types, and descriptions of producers from communities of color reached with GFPP manual
- #, types, and descriptions of workshops on GFPI presented to local producers
  - #, types, and descriptions of producers in attendance from communities of color
- #, types, and descriptions of business ownership opportunities for low-income entrepreneurs from communities of color or disadvantaged communities actively supported/sponsored by public institutions
- #, types, and descriptions of producers who become 'Good Agricultural Practices' certified
- #, types, and descriptions of fiscal and land-based resources utilized by producers and businesses from communities of color
- # increased local/regional producers using sustainable agricultural practices that meet Good Food Standards
- # increased local/regional producers and suppliers using fair labor practices that meet Good Food Standards
- # increased local/regional producers using animal welfare practices that meet Good Food Standards
- # increased local/regional processors producing healthier and/or cleaner label products according to Good Food Standards
- #, types, and descriptions of complementary policies adopted at local, state, national level to advance equitable food systems development
- #, types, and descriptions of, as well as % change in, Minority/Women-owned Business Enterprise (MWBE) certified food businesses

3. Mainstreaming values-based procurement outputs
- #, types, and descriptions of public reached with annual GFPI reports
  - Total # of people
  - Community areas/neighborhoods
  - Specific City of Chicago and Cook County departments and agency's populations served
  - Communities of color
- #, types, and descriptions of public engagement opportunities (i.e. reports, forums, email newsletters, public media, etc.)
- #, types, and descriptions of forums held for public on GFPI updates
- # annual reports produced
- #, types, and descriptions of conferences, workshops, events where GFPI implementers present
  - # audience members reached with speaking engagements

- #, types, and descriptions of stakeholders who sign petition in support of complementary policies to GFPI
- #, types, and descriptions of additional public or private institutions adopting or implementing GFPP or joining GFPI
- # Good Food Coalition members
  - Types and descriptions (e.g. from what institution, sector)
- # Good Food Coalition meetings

Outcomes

Outcomes reflect progress and expected changes, as a result of GFPI implementation. **Outcomes** at their core represent changes for which outputs of the implementation strategies indicate. GFPI seeks to *contribute* to changes on short, medium, and long-term outcomes.

Short-Term Outcomes
- Increased City of Chicago and Cook County departments and agencies participation in GFPP
- Completed GFPP baseline assessments and action plans for participating City of Chicago and Cook County departments and agencies
- Increased awareness/knowledge of GFPI by
  - food producers and businesses
  - department and agency stakeholders
  - private anchor institutional leaders
  - food recipients in institutional or public settings
  - general public and community residents
- Increased networks of support/coalitions around GFPI implementation
- Increased capacity among GFPI Coordination Team for ongoing GFPI implementation

Intermediate Outcomes
- Increased capacity for GFPI implementation
- Increased shared infrastructure (facilities/finance/planning) among public agencies
- Increased shared procurement among public agencies
- Increased access and opportunity for small/local food producers and businesses from communities of color to participate in GFPI
- Increased participation in food system from small/local food producers and businesses from communities of color
- Increased social and economic capital of food producers and businesses from communities of color
- Increased positive perception of GFPI efforts by:
  - department and agency stakeholders
  - food recipients in institutional or public settings
  - general public and community residents
- Increases in private anchor institutions adopting good food purchasing policies and practices
- Increases in department and agency GFPP star ratings for each category
- Increases in both public departments and agencies and private institutions purchasing local, sustainable, fair, humane, and healthy food
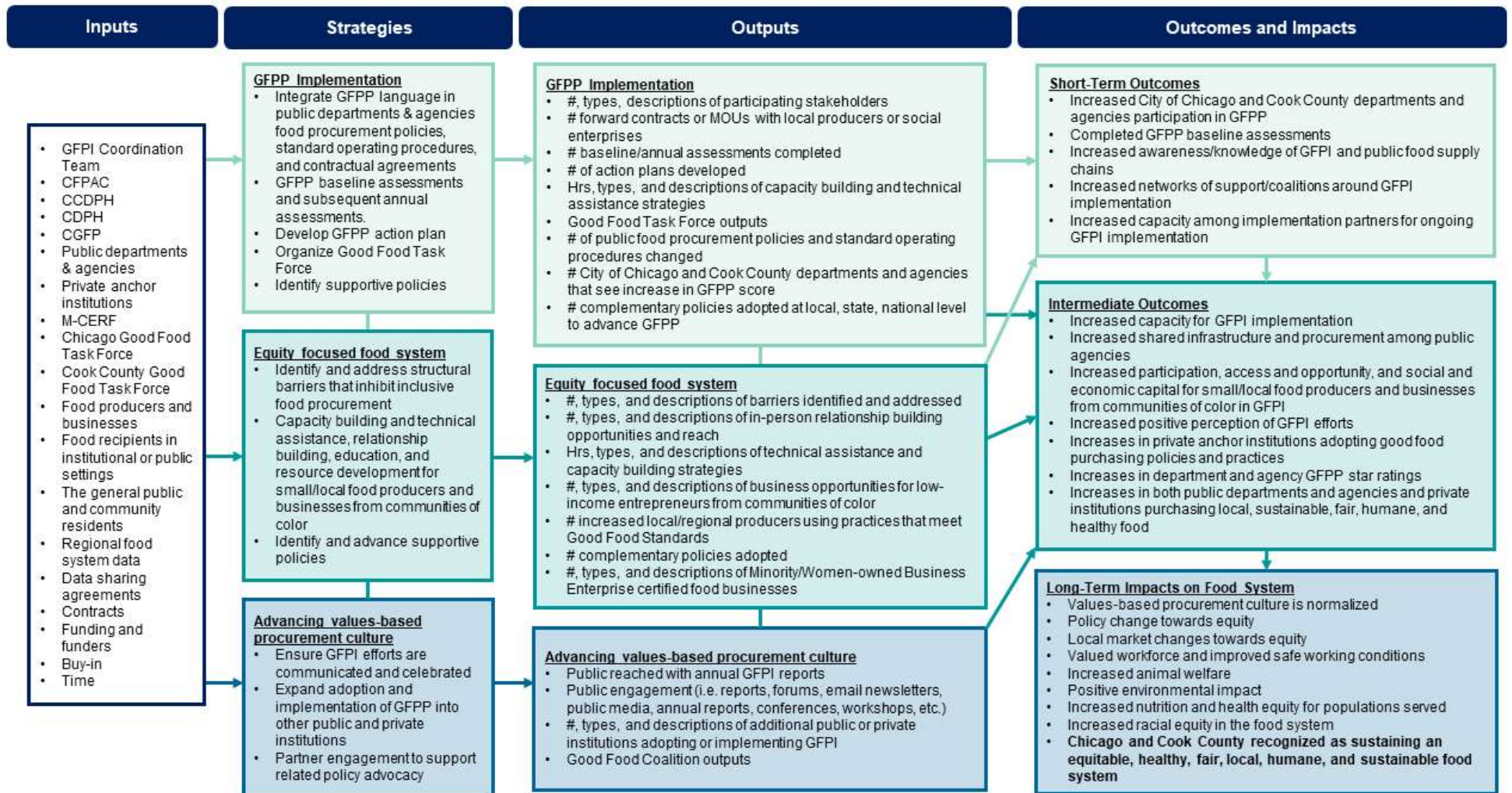
Long-Term Impacts on Local Food System
- **Values-based procurement culture is normalized**
  - Institutional policies complement and enable good food purchasing

- ○ Good food purchasing is established as a staple of the procurement process
- ○ Public food environments are expected to be procuring and supplying good food to meal recipients
- ○ Anchor institutions in the community see supporting a vibrant and equitable food system as connected to their mission
- **Policy change towards equity**
  - ○ Changes in public and private institutional policy that support other impacts towards advancing an equitable, healthy, fair, local, humane, and sustainable food system
- **Regional market changes towards equity**
  - ○ Increased access, availability, affordability of good and healthy foods for public meal program recipients
  - ○ Food supply chain transparency
  - ○ Clear, cooperative, and profitable pathways for small and mid-sized local producers to sell to public settings
  - ○ Increased investment in food producers and food businesses from low-to-moderate income communities of color
- **Valued workforce and improved safe working conditions**
  - ○ Fair compensation and livable wages for food chain workers and producers
  - ○ Safer working conditions across the food supply chain
  - ○ More food businesses owned and operated by workers
- **Increased animal welfare**
  - ○ Increased producers that provide healthy and humane conditions for farm animals
- **Positive environmental impact**
  - ○ Increased farmland protection from development
  - ○ Increased land farmed with sustainable agricultural practices
  - ○ Reduced meat consumption
  - ○ Reduced food waste
  - ○ Increased closed loop business practices
  - ○ Lower water and carbon footprint for GFPP institutions, vendors, and suppliers.
- **Increased nutrition and health equity for populations served**
  - ○ Increase in nutritional quality of available foods for consumption in public settings, especially for children, elderly, ill, low-income, and incarcerated populations
  - ○ Improved health outcomes for populations who utilize GFPI food settings
- **Increased racial equity in the food system**
  - ○ Equitable access to and involvement in institutional food supply chain from POC-owned food producers and businesses of color
  - ○ Reduced systemic and structural barriers for communities of color in accessing equitable, healthy, fair, local, humane, and sustainable foods
- **Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system**
  - ○ Chicago and Cook County excel in GFPP star rating system and are seen by other cities and counties across the nation and world as a leader in sustainable and equitable food systems

Logic Model

A **Logic Model** is a visual depiction, or road map, that displays the shared relationships among the evaluation components: inputs, strategies, outputs, and outcomes. The GFPI Logic Model illustrates the relationship between the initiative components and its theorized changes as a result of implementation.

Inputs

- GFPI Coordination Team
- CFPAC
- CCDPH
- CDPH
- CGFP
- Public departments & agencies
- Private anchor institutions
- M-CERF
- Chicago Good Food Task Force
- Cook County Good Food Task Force
- Food producers and businesses
- Food recipients in institutional or public settings
- The general public and community residents
- Regional food system data
- Data sharing agreements
- Contracts
- Funding and funders
- Buy-in
- Time

Strategies

GFPP Implementation
- Integrate GFPP language in public departments & agencies food procurement policies, standard operating procedures, and contractual agreements
- GFPP baseline assessments and subsequent annual assessments.
- Develop GFPP action plan
- Organize Good Food Task Force
- Identify supportive policies

Equity focused food system
- Identify and address structural barriers that inhibit inclusive food procurement
- Capacity building and technical assistance, relationship building, education, and resource development for small/local food producers and businesses from communities of color
- Identify and advance supportive policies

Advancing values-based procurement culture
- Ensure GFPI efforts are communicated and celebrated
- Expand adoption and implementation of GFPP into other public and private institutions
- Partner engagement to support related policy advocacy

Outputs

GFPP Implementation
- #, types, descriptions of participating stakeholders
- # forward contracts or MOUs with local producers or social enterprises
- # baseline/annual assessments completed
- # of action plans developed
- Hrs, types, and descriptions of capacity building and technical assistance strategies
- Good Food Task Force outputs
- # of public food procurement policies and standard operating procedures changed
- # City of Chicago and Cook County departments and agencies that see increase in GFPP score
- # complementary policies adopted at local, state, national level to advance GFPP

Equity focused food system
- #, types, and descriptions of barriers identified and addressed
- #, types, and descriptions of in-person relationship building opportunities and reach
- Hrs, types, and descriptions of technical assistance and capacity building strategies
- #, types, and descriptions of business opportunities for low-income entrepreneurs from communities of color
- # increased local/regional producers using practices that meet Good Food Standards
- # complementary policies adopted
- #, types, and descriptions of Minority/Women-owned Business Enterprise certified food businesses

Advancing values-based procurement culture
- Public reached with annual GFPI reports
- Public engagement (i.e. reports, forums, email newsletters, public media, annual reports, conferences, workshops, etc.)
- #, types, and descriptions of additional public or private institutions adopting or implementing GFPI
- Good Food Coalition outputs

Outcomes and Impacts

Short-Term Outcomes
- Increased City of Chicago and Cook County departments and agencies participation in GFPP
- Completed GFPP baseline assessments
- Increased awareness/knowledge of GFPI and public food supply chains
- Increased networks of support/coalitions around GFPI implementation
- Increased capacity among implementation partners for ongoing GFPI implementation

Intermediate Outcomes
- Increased capacity for GFPI implementation
- Increased shared infrastructure and procurement among public agencies
- Increased participation, access and opportunity, and social and economic capital for small/local food producers and businesses from communities of color in GFPI
- Increased positive perception of GFPI efforts
- Increases in private anchor institutions adopting good food purchasing policies and practices
- Increases in department and agency GFPP star ratings
- Increases in both public departments and agencies and private institutions purchasing local, sustainable, fair, humane, and healthy food

Long-Term Impacts on Food System
- Values-based procurement culture is normalized
- Policy change towards equity
- Local market changes towards equity
- Valued workforce and improved safe working conditions
- Increased animal welfare
- Positive environmental impact
- Increased nutrition and health equity for populations served
- Increased racial equity in the food system
- **Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system**

Evaluation Questions

Process or formative questions generally seek to assess the *implementation* of GFPI.

1. To what extent have City and County government departments and agencies that purchase food implemented GFPI?
2. What factors have served as *facilitators* to GFPI implementation, especially with respect to advancing racial equity?
3. What factors have served as *barriers* to GFPI implementation, especially with respect to advancing racial equity?
4. As GFPI is implemented, what changes were made to the original strategies and what led to these changes?
5. What have been the most effective strategies for increasing racial equity?

Outcome or summative questions generally seek to assess the *impact* of GFPI.

1. How does GFPI impact stakeholders within the regional food system? What is the potential reach?
   a. Implementation Partners
   b. Food businesses
   c. Public Departments & Agencies
   d. Private Anchor Institutions
   e. Food recipients in institutional or public settings
   f. The general public and community residents
2. What reach and impact, if any, has GFPI implementation had on the percentage of agency/departmental/institutional food spend aligned with the five GFPP Standards?
3. What is the impact of GFPI on the access, participation, and capital of small/local food producers and businesses from communities of color in the institutional supply chain?
4. How has GFPI impacted the regional food system infrastructure?

Evaluation Framework & Design

The GFPI utilizes a **developmental evaluation framework**, which supports innovation and adaptation in complex systems.[2] The purpose of developmental evaluation is to support innovation and adaptation in dynamic environments. Innovations could include new programs, interventions, policies, or system changes, whereas adaptations represent responses to iterative emergent processes. At its core, developmental evaluation facilitates routine and real-time feedback to the program and supports continuous development. Developmental evaluation is responsive to the context of implementation and is therefore an ideal approach for programs implemented in complex environments.

As GFPI is complex and functions at a systemic level, the developmental approach is suitable to frame the evaluation. Implementation of GFPI will generate ongoing opportunities for assessment and the developmental evaluation perspective aims to measure, report, and respond with methodological complexity in support of learning. Developmental evaluations allow opportunities to acknowledge and test "known unknowns," or contextual factors that may potentially influence GFPI implementation, in ways not yet known. The articulation of GFPI assumptions and barriers reflect some of these potential factors, and the evaluation can involve ongoing learning.

The GFPI evaluation framework is a "living document." It details specified guiding information; however, it is intended to be referenced, revisited, and revised as needed and in accordance to the developmental evaluation. Evaluation activities can tell the story of GFPI as it unfolds, including measuring progress on outcomes as well as testing assumptions inherent in the initiative. During implementation, adaptations can be made to the Logic Model and its detailed components based on evaluation informed decision-making.

Evaluation activities include collecting data to inform decision-making and progress on outcomes and collaborative, ongoing communication and sense-making of findings with key stakeholders. The developmental evaluation approach guides the orientation to ongoing adaptation and feedback based on learnings from the GFPI implementation process. Ongoing collaboration among key stakeholders with the evaluators is central to inform methodological decision-making. The design of the GFPI evaluation is complex, interdisciplinary, and utilizes mixed methodologies.

In answering key evaluation questions, the evaluation will utilize triangulation, which is an analytical orientation that aims to balance diverse sources of information while providing depth and breadth of knowledge gained. Triangulation allows for the most reliable, valid, and comprehensive results across multiple methodologies and data sources.

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[2] Patton, M. Q. (2010) Developmental Evaluation. *Applying Complexity Concepts to Enhance Innovation and Use.* Guilford Press, New York. Retrieved via http://tei.gwu.edu/courses_approaches.htm#developmental_evaluation.

Measurement Approach & Data Collection

Measurement of outcomes will consist of assessing the status and progress of key prioritized areas of change. Taking stock and establishing baseline measures for the outcomes will be prioritized first. As data collection is underway, routine evaluation briefs can provide opportunities to reflect and assess the measurement strategy.

In addition to measuring change on outcomes, a process component of the evaluation will be conducted to answer formative questions on GFPI implementation. The process evaluation data will be primarily qualitative.

This evaluation anticipates including the following types of primary data:

- **Qualitative** – Non-numerical data that describes and qualities and characteristics to explore the nature and breadth of change. Gathered via interviews, focus groups, and content reviews of secondary sources.
- **Quantitative** – Numerical data that explores quantifiable descriptive statistics and indicators of change. Gathered via surveys, secondary data sources, and output data reporting as available.
- **Monitoring** – Ongoing data collection and analysis specific to GFPI implementation. Gathered via ongoing participation and feedback data from participating stakeholders and qualitative reflections from implementers.

To collect mixed-methods data that will inform progress on the GFPI outcomes, several key data collection and analytic methods are anticipated. Each methodology can be tailored to specific populations or audiences, which will be guided by the process and outcome evaluation questions. Appendix B and C includes the full evaluation matrices in which the following methods are aligned with each evaluation question.

After an initial timeframe of one year, the evaluation team can assess their measurement, data collection, and analysis strategies. Afterwards, additional data can be collected to begin demonstrating evidence of change for GFPI outcomes. Ongoing process data can be collected for routine monitoring of GFPI implementation.

Table 1: Data Collection and Analytic Methods

Method	Description of Activity	Data Type
Analysis of Indicator data	Ongoing collection, tracking, and routine analysis of descriptive and quantitative indicators. Includes information like frequencies, hours, categories, brief descriptions, and dollar amounts.	Quantitative/ Qualitative
Interview	One on one, semi-structured conversations to learn more about experiences, perceptions, understandings, motivations, and behaviors from an individual's perspective.	Qualitative
Focus Group	Facilitated group-based, semi-structured conversations to learn more about experiences, perceptions, understandings, motivations, and behaviors from a group's perspective.	Qualitative
Survey	Questionnaire that gathers evaluation information from a sample of people, to summarize and generalize findings and gained insights.	Quantitative
Assessment of monitoring data	Ongoing collection and routine analysis of participation and feedback information often elicited through brief evaluation surveys. Also includes ongoing qualitative reflections from the implementation team on fidelity.	Quantitative/ Qualitative Monitoring
Document review	Content analysis and descriptive information of implementation documents, such as action plans, baseline and annual assessments, and meeting records.	Qualitative
Media monitoring	Content analysis and descriptive information of GFPI information in public media, including print, online, and broadcast media.	Qualitative/ Qualitative
Landscape study	Collecting and analyzing baseline information on a specific indicator or set of indicators that are often geographically significant, to understand contextual conditions.	Quantitative/ Qualitative
Spatial analysis	Ongoing collection and analysis of geographically significant information that maps characteristics of places and the relationships between them.	Quantitative

Appendices

Appendix A: Process Evaluation Table

Appendix B: Outcomes Evaluation Table

Appendix C: Common Definitions & Acronyms

Appendix A: Process Evaluation Table

Process Evaluation Questions	How will you know it? (*Indicators/Measures*)	From whom/what? (*Source of information*)	When would data be collected? (*Timeline*)	Who will collect the data? (*Roles*)
1. *To what extent have City and County government agencies that purchase food implemented GFPI?*	o Qualitative interviews/focus groups of implementation processes o Assessment of monitoring data (ongoing participation and feedback data from participating institutions, qualitative reflections from implementers) o Document reviews (action plans, baseline and annual assessments, Good Food Task Force meeting records, City & County Dashboards)	GFPI Coordination Team Public Departments & Agencies	Yearly	Evaluation team
2. *What factors have served as <u>facilitators</u> to GFPI implementation, especially with respect to advancing racial equity?*	o #, types, and descriptions of facilitators identified in public institutional supply chain o Qualitative interviews/focus groups of implementation processes o Assessment of monitoring data (ongoing participation and feedback data from participating institutions, qualitative reflections from implementers) o Document reviews (action plans, baseline and annual assessments, Good Food Task Force meeting records)	GFPI Coordination Team Public Departments & Agencies	Ongoing/ Routine analysis	Evaluation team
3. *What factors have served as <u>barriers</u> to GFPI implementation, especially with respect to advancing racial equity?*	o #, types, and descriptions of barriers identified in public institutional supply chain o #, types, and descriptions of barriers addressed in public institutional supply chain o Qualitative interviews/focus groups of implementation processes o Assessment of monitoring data (ongoing participation and feedback data from participating institutions, qualitative reflections from implementers) o Document reviews (action plans, baseline and annual assessments, Good Food Task Force meeting records)	GFPI Coordination Team Public Departments & Agencies	Ongoing/ Routine analysis	Evaluation team

4.	As GFPI is implemented, what changes were made to the original strategies and what led to these changes?	o Assessment of monitoring data (ongoing participation and feedback data from participating institutions, qualitative reflections from implementers) o Document reviews (action plans, baseline and annual assessments, Good Food Task Force meeting records)	GFPI Coordination Team	Yearly	Evaluation team
5.	What have been the most effective GFPI strategies for increasing racial equity in the supply chain?	o Qualitative interviews/focus groups of implementation processes o Assessment of monitoring data (ongoing participation and feedback data from participating small/local food producers and businesses from communities of color, qualitative reflections from implementers)	GFPI Coordination Team Small/local food producers and businesses from communities of color	Ongoing/ Routine analysis	Evaluation team

Appendix B: Outcomes Evaluation Table

Outcome Evaluation Questions	What do you want to know? (*Outcomes: Short-Term, ST; Intermediate, IM; Long-Term, LM*)	How will you know it? (*Indicators/Measures*)	From whom/what? (*Source of information*)	When would data be collected? (*Timeline*)	Who will collect the data? (*Roles*)
1a. How does GFPI reach and impact implementation partners (GFPI Coordination Team, Chicago Good Food Task Force, Cook County Good Food Task Force)?	• Increased networks of support/coalitions around GFPI implementation (**ST**) • Increased capacity among implementation partners (CDPH/CCDPH/CFPAC) for ongoing GFPI implementation (**ST**) • Increased capacity for GFPI implementation (**IM**) • Values-based procurement culture is normalized (**LT**) • Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system (**LT**)	• Qualitative interviews/focus groups of implementation processes with GFPI Coordination Team • Assessment of monitoring data (qualitative reflections from implementers) • Analysis of Indicator data: o #, types, and descriptions of partners in GFPI coordination team o #, types, and descriptions of adjacent partners and coalitions facilitating GFPI implementation (i.e. M-CERF, Chicago Good Food Task Force) o # Good Food Task Force members; Types and descriptions (e.g. from what institution, sector) o # Good Food Task Force meetings	GFPI Coordination Team Chicago Good Food Task Force Cook County Good Food Task Force	Yearly	Evaluation Team GFPI Team
1b. How does GFPI reach and impact local food businesses (i.e. vendors, suppliers, producers, food service managers, concessionaires, etc.)	• Increased awareness/knowledge of GFPI by food producers and businesses (**ST**) • Increased access and opportunity for small/local food businesses to participate in GFPI (**IM**) • Increased capacity and capital for small/local food businesses to participate in GFPI (**IM**) • Increased participation in food system from low-to-moderate income communities of color (**IM**) • Regional market changes towards equity (**LT**)	• Qualitative interviews/focus groups of implementation processes with Local food businesses • Assessment of monitoring data (quantitative analysis of ongoing participation and feedback survey data from local food businesses) • Analysis of Indicator data: • Hrs, types, and descriptions of technical assistance and capacity building strategies used with local food producers and businesses o # forward contracts or MOUs with local producers or social enterprises o $ invested in local food businesses	Local food producers and businesses	Yearly	Evaluation Team GFPI Team

	• Valued workforce and improved safe working conditions (**LT**) • Increased animal welfare (**LT**) • Positive environmental impact (**LT**) • Increased racial equity in the food system (**LT**)	o #, types, and descriptions of producers reached with GFPP manual o #, types, and descriptions of workshops on GFPI presented to local producers o #, types, and descriptions of business ownership opportunities for low-income entrepreneurs from communities of color or disadvantaged communities actively supported/sponsored by public institutions o #, types, and descriptions of producers who become 'Good Agricultural Practices' certified o #, types, and descriptions of fiscal and land-based resources utilized by producers and businesses from communities of color o # increased local/regional producers using sustainable agricultural practices that meet Good Food Standards o # increased local/regional producers and suppliers using fair labor practices that meet Good Food Standards o # increased local/regional producers using animal welfare practices that meet Good Food Standards o # increased local/regional processors producing healthier and/or cleaner label products according to Good Food Standards			
1c. How does GFPI reach and impact public departments and agencies (City of Chicago and Cook County departments & agencies)?	• Increased City of Chicago and Cook County departments and agencies participation in GFPP (**ST**) • Completed GFPP baseline assessments and action plans for participating City of Chicago and Cook County departments and agencies (**ST**) • Increased awareness/knowledge of GFPI by department and agency stakeholders (administrators, food service staff, employees, contracted vendors) (**ST**)	• Qualitative interviews/focus groups with department and agency stakeholders (administrators, food service staff, employees, contracted vendors) on knowledge, attitude, and behavior change • Assessment of monitoring data (quantitative analysis of ongoing participation and feedback survey data from public departments & agencies) • Analysis of Indicator data: o Hrs, types, and descriptions of technical assistance and capacity building strategies used with public departments & agencies	Public Departments & Agencies GFPI Coordination Team Center for Good Food Purchasing annual assessments	Yearly	Evaluation Team GFPI Team

	• Increased shared infrastructure (facilities/finance/planning) among public agencies (**IM**) • Increased shared procurement among public agencies (**IM**) • Increases in department and agency GFPP star ratings for each category (**IM**) • Increases in both public departments and agencies and private institutions purchasing local, sustainable, fair, humane, and healthy food (**IM**) • Increased positive perception of GFPI efforts by department and agency stakeholders (administrators, food service staff, employees, contracted vendors) (**IM**) • Values based procurement culture is normalized (**LT**) • Policy change towards equity (**LT**) • Increased nutrition and health equity for populations served (**LT**) • Chicago and Cook County recognized as sustaining an equitable, healthy, fair, humane, and sustainable food system (**LT**)	o #, types, and descriptions of participating City of Chicago and Cook County departments and agencies o #, types, and descriptions of RFPs and contracts with GFPP language included o # baseline assessments completed o # of action plans developed o # annual assessments completed o # forward contracts or MOUs with local producers or social enterprises o #, types, and descriptions of public food procurement policies and standard operating procedures changed o #, types, and descriptions of City of Chicago and Cook County departments and agencies that see increase in GFPP score o #, types, and descriptions of policies and practices adopted in support of meeting Good Food Standards (*Specific indicators included in Outputs section*) o #, types, and descriptions of additional public or private institutions adopting or implementing GFPP or joining GFPI			
1d. How does GFPI reach and impact private anchor institutions in the Chicago region?	• Increased awareness/knowledge of GFPI by private anchor institutional leaders (**ST**) • Increases in number of private anchor institutions adopting good food purchasing policies and practices (**IM**) • Values-based procurement culture is normalized (**LT**)	• Assessment of monitoring data (quantitative analysis of ongoing participation and feedback survey data from private anchor institutions) • Analysis of Indicator data: o #, types, and descriptions of participating private anchor institutions o #, types, and descriptions of RFPs and contracts with GFPP language included	Private Anchor institutions Center for Good Food Purchasing annual assessments	Yearly	Evaluation Team GFPI Team

	• Policy change towards equity (**LT**) • Increased racial equity in the food system (**LT**) • Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system (**LT**)	o Hrs, types, and descriptions of technical assistance and capacity building strategies used with private anchor institutions o # baseline assessments completed o # of action plans developed o # annual assessments completed o #, types, and descriptions of public food procurement policies and standard operating procedures changed o #, types, and descriptions of private anchor institutions that see increase in GFPP score o #, types, and descriptions of policies and practices adopted in support of meeting Good Food Standards (*Specific indicators included in Outputs section*)			
1e. How does GFPI reach and impact the food recipients in institutional or public settings?	• Increased awareness/knowledge of GFPI by food recipients in institutional or public settings (**ST**) • Increased positive perception of GFPI efforts by institutional meal recipients (**IM**) • Increased nutrition and health equity for populations served (**LT**)	• Assessment of community health assessment data (quantitative analysis of institutional food environment and community health outcomes) • Assessment of food recipient programmatic data (quantitative analysis of meal program quality and outcomes) • Assessment of monitoring data (quantitative analysis of survey data from food recipients in institutional settings on knowledge and awareness of GFPI) • Analysis of Indicator data: o % change in dept/agency budget spent on <u>healthy food</u> aligned to Good Food Standard o #, types, and descriptions of policies and practices adopted in support of meeting Good Food Standards; Specific indicators for nutrition and health equity include but are not limited to: o # institutions implementing "Meatless Monday" campaign o # institutions offering only vegetarian or vegan options o # institutions with nutrition labeling on menus	Community Health Assessment Data Public consumers and meal program recipients Public Departments & Agencies Center for Good Food Purchasing Annual Assessments	After 3 years	Evaluation Team GFPI Team

		- o # institutions utilizing portion control strategies - o # institutions utilizing culturally appropriate menus - o # institutions with nutrition education programming *Sub-group analyses can be done to assess reach and impact specifically for food recipients from communities of color in institutional or public settings*			
1f. How does GFPI reach and impact the general public and community residents?	- Increased awareness/knowledge of GFPI by the general public and community residents (**ST**) - Increased positive perception of GFPI efforts by the general public and community residents (**IM**) - Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system (**LT**)	- Media monitoring of GFPI mentions and sought out public speaking opportunities - Analysis of Indicator data: - o # annual reports produced - o #, types, and descriptions of public reached with annual GFPI reports (*Specific indicators included in Outputs section*) - o #, types, and descriptions of public engagement opportunities (i.e. reports, forums, email newsletters, public media, etc.) - o #, types, and descriptions of in-person forums held for public on GFPI updates - o #, types, and descriptions of conferences, workshops, events where GFPI implementers present - o # audience members reached with speaking engagements - o #, types, and descriptions of stakeholders who sign petition in support of complementary policies to GFPI *Sub-group analyses can be done to assess reach and impact specifically for general public from communities of color*	Public media GFPI Coordination Team General public and community residents	Yearly	Evaluation Team GFPI Team
2. What impact, if any, has GFPI implementation had on the percentage of agency/department al/institutional food	- Increased City of Chicago and Cook County departments and agencies participation in GFPP (**ST**) - Completed GFPP baseline assessments and action plans for participating City of Chicago	- Qualitative interviews/focus groups with department and agency stakeholders (administrators, food service staff, employees, contracted vendors) on motivations for budgetary changes - Analysis of Indicator data:	Public Departments & Agencies Center for Good Food Purchasing	Yearly	Evaluation Team GFPI Team

spend aligned with the five GFPP Standards?	and Cook County departments and agencies (**ST**) ● Increases in department and agency GFPP star ratings for each category (**IM**) ● Increases in both public departments and agencies and private institutions purchasing local, sustainable, fair, humane, and healthy food (**IM**) ● Regional market changes towards equity (**LT**) ● Valued workforce and improved safe working conditions (**LT**) ● Increased animal welfare (**LT**) ● Positive environmental impact (**LT**) ● Increased nutrition and health equity for populations served (**LT**) ● Increased racial equity in the food system (**LT**) ● Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system (**LT**)	○ % change in dept/agency budget spent on <u>local food</u> aligned to Good Food Standard ○ % change in dept/agency budget spent on <u>sustainable food</u> aligned to Good Food Standard ○ % change in dept/agency budget spent on <u>fair food</u> aligned to Good Food Standard ○ % change in dept/agency budget spent on <u>humane food</u> aligned to Good Food Standard ○ % change in dept/agency budget spent on <u>healthy food</u> aligned to Good Food Standard	annual assessments		
3a. What is the impact of GFPI on the access, participation, and capital of small/local food producers and businesses from communities of color in the institutional supply chain?	● Increased awareness/knowledge of GFPI and public food supply chains by food producers and businesses (**ST**) ● Increased access and opportunity for small/local food producers and businesses from communities of color to participate in GFPI (**IM**) ● Increased participation in food system from small/local food producers and businesses from communities of color (**IM**)	● Qualitative interviews/focus groups with small/local food producers and businesses from communities of color on GFPI implementation ● Assessment of monitoring data (quantitative analysis of ongoing participation and feedback survey data from small/local food producers and businesses from communities of color) ● Analysis of Indicator data: ○ Hrs, types, and descriptions of technical assistance and capacity building strategies with small/local food producers and businesses from communities of color	Small/local food producers and businesses from communities of color Public departments & agencies Private anchor institutions	Yearly	Evaluation Team GFPI Team

	• Increased social and economic capital of food producers and businesses from communities of color (**IM**) • Regional market changes towards equity (**LT**) • Increased racial equity in the food system (**LT**) ● Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system (**LT**)	o # forward contracts or MOUs with small/local food producers and businesses from communities of color o $ invested in small/local food producers and businesses from communities of color to become certified organic (or other third-party certifications) o #, types, and descriptions of identified producers and businesses from communities of color reached o #, types, and descriptions of business ownership opportunities for low-income entrepreneurs from communities of color or disadvantaged communities actively supported/sponsored by public institutions o #, types, and descriptions of small/local food producers and businesses from communities of color who become 'Good Agricultural Practices' certified o #, types, and descriptions of fiscal and land-based resources utilized by small/local food producers and businesses from communities of color o # increased local/regional small/local food producers and businesses from communities of color using sustainable agricultural practices that meet Good Food Standards o # increased local/regional small/local food producers and businesses from communities of color using fair labor practices that meet Good Food Standards o # increased local/regional small/local food producers and businesses from communities of color using animal welfare practices that meet Good Food Standards o # increased local/regional small/local food processors from communities of color producing healthier and/or cleaner label products according to Good Food Standards o % change in MWBE certified food businesses			

| 4. How has GFPI impacted the regional food system infrastructure? | • Increased shared procurement among public agencies (**IM**)
• Increased access and opportunity for small/local food producers and businesses from communities of color to participate in GFPI (**IM**)
• Increased participation in the food system for small/local food producers and businesses from communities of color (**IM**)
• Increased social and economic capital of food producers and businesses from communities of color (**IM**)
• Increases in private anchor institutions adopting good food purchasing policies and practices (**IM**)
• Increases in both public departments and agencies and private institutions purchasing local, sustainable, fair, humane, and healthy food (**IM**)
• Policy change towards equity (**LT**)
• Regional market changes towards equity (**LT**)
• Valued workforce and improved safe working conditions (**LT**)
• Increased animal welfare (**LT**)
• Positive environmental impact (**LT**)
• Increased racial equity in the food system (**LT**)
• Chicago and Cook County recognized as sustaining an equitable, healthy, fair, local, humane, and sustainable food system (**LT**) | <u>Sustainable agricultural production:</u>
• Landscape study of sustainable farming in region
• Analysis of Indicator data:
  o #, types, descriptions of policies and practices adopted in support of meeting Good Food Standards
  o #, types, and descriptions of producers who become 'Good Agricultural Practices' certified
  o # increased local/regional producers using animal welfare practices that meet Good Food Standards
  o # increased local/regional producers using sustainable agricultural practices that meet Good Food Standards
  o $ invested in local producers to become certified organic (or other third-party certifications)

<u>Food aggregation, processing, and distribution</u>
• Landscape study of food aggregation, processing, and distribution
• Qualitative interviews/focus groups with small/local food producers and businesses from communities of color on changes in food system aggregation, processing, and distribution infrastructure
• Assessment of monitoring data (quantitative analysis of ongoing participation and feedback survey data from small/local food producers and businesses from communities of color)
• Analysis of Indicator data:
  o # food hubs operating in Chicago region
  o # shared facilities for producers to collaborate (warehousing, distribution trucks, processing/shared kitchen space)
  o % increase in local products being carried by local distributors

<u>Use of shared kitchens and institutional scratch-cooking kitchens</u> | Public departments & agencies

Private anchor institutions

Local food producers and businesses

GFPI Coordination Team

USDA AMS food hub data Shared kitchens | 5-10 years | Evaluation Team

GFPI Team

M-CERF |

		• Landscape or assessment study of shared kitchen infrastructure
		• Analysis of indicator data:
		  ○ # departments, agencies, institutions using scratch-cooking methods
		  ○ Types of new kitchen equipment purchased to serve healthier, fresh foods
		  ○ % increase in processing facilities creating products to fit GFPP Standards for institutional market
		
		Capital investment in small food businesses
		• Analysis of Indicator data:
		  ○ $ leveraged by producers for scaling to meet GFPP demand
		  ○ #, types, and descriptions of business ownership opportunities for low-income entrepreneurs from communities of color or disadvantaged communities actively supported/sponsored by public institutions
		  ○ #, types, descriptions of MWBE certified food businesses
		
		Food supply chain transparency
		• Assessment of CGFP purchasing data
		• Analysis of Indicator data:
		  ○ #, types, and descriptions of RFPs and contracts with GFPP language included
		  ○ # forward contracts or MOUs with local producers or social enterprises
		  ○ #, types, and descriptions of public food procurement policies and standard operating procedures changed
		  ○ #, types, and descriptions of policies and practices adopted in support of meeting Good Food Standards
		  ○ #, types, and descriptions of complementary policies adopted at local, state, national level to advance GFPI
		  ○ #, types, and descriptions of barriers identified in public institutional supply chain			

		o #, types, and descriptions of facilitators addressed in public institutional supply chain o # increased local/regional producers and suppliers using practices that meet Good Food Standards			

Appendix C: Common Definitions and Acronyms

Communities of color: terminology used to identify racial/ethnic minority and socially disadvantaged communities. Inclusive of the terms: people of color (POC), black and indigenous people of color (BIPOC), and African, Latinx, Asian, Arab, and Native American (ALAANA) communities.

Food Producers and Businesses: General terminology referring to food producers, venders, food service management companies, concessionaires, distributors, and brokers.

Regional Food System: Local food system inclusive of both City of Chicago and Cook County.

Food Justice: Communities exercising their right to grow, sell, and eat healthy food, which is fresh, nutritious, affordable, culturally appropriate, and grown locally with care for the well-being of the land, workers, and animals. Food justice also encompasses a wide spectrum of efforts that seek to address inequities within the U.S. food system.

Food Sovereignty: The right of people to healthy and culturally appropriate food produced through sustainable methods, and the right to define their own agricultural and food systems. Food sovereignty emphasizes the needs of people who produce, distribute, and consume food above the demands of markets and corporations.

Capacity Building: The process by which individuals and organizations obtain, improve, and retain skills, knowledge, tools, and other resources to do their jobs competently or to a greater scale. **Technical Assistance** is an approach to building capacity of individuals and organizations to achieve change. Content-driven technical assistance focuses on knowledge transfer and education whereas relationship-related technical assistance focuses on supporting connection and collaboration between partners.[3]

GFPI	Good Food Purchasing Initiative
GFPP	Good Food Purchasing Program
CDPH	Chicago Department of Public Health
CCDPH	Cook County Department of Public Health
CFPAC	Chicago Food Policy Action Council
M-CERF	Midwest Consortium for Equity, Research, and Food Policy
CGFP	Center for Good Food Purchasing

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[3] Welter C, Jarpe-Ratner E, Massuda Barnett G, Chebli P, Kite H, Geraci M, Becker A, and Hachett L. Technical assistance types: What support do you need to catalyze policy, systems, and environmental change? Action Learning Brief No. 004. Illinois Prevention Research Center, University of Illinois at Chicago. Chicago, IL. April, 2019. https://illinoisprc.org/ publications/.