



Native Agriculture and Food Systems Initiative

A Final Evaluation Report of 2012-2014 Program Activities



ACKNOWLEDGEMENTS

This paper was written by John L. Phillips of John Phillips Consulting. We thank all of the participants in the Native Agriculture and Food Systems Initiative (NAFSI) program for their commitment to strengthening local food systems in Native American communities. We also thank our key partners throughout the last three years that have truly elevated the work that Native communities are doing to build healthy and sustainable local food systems. This project was made possible with generous support from the W.K. Kellogg Foundation. We thank the funder for their support but acknowledge that the findings and conclusions presented in this paper are those of the authors alone, and do not necessarily reflect the opinions of the funder.

This report was created for the exclusive use of First Nations Development Institute. All material is copyrighted and is not intended for reprint unless permission is specifically granted by First Nations Development Institute. Such permission is also needed for quotes of 50 words or more, or more than 400 words of material quoted from this report.

Suggested citation: Phillips, John L. (February 2015). *Native Agriculture and Food Systems Initiative (NAFSI): A Final Evaluation Report of 2012-2014 Program Activities*. Longmont, CO: First Nations Development Institute.

© 2015 First Nations Development Institute.

For more information, or to order additional copies of this report, please call 303-774-7836 or email info@firstnations.org.



EXECUTIVE SUMMARY

Since 2012, First Nations Development Institute (First Nations), with generous support from the W.K. Kellogg Foundation, has been implementing a multi-faceted national strategy that seeks to build a sustainable movement in Native communities to address food systems, food insecurity and food deserts. The signature component of this effort is the *Native Agriculture and Food Systems Initiative* (NAFSI), which is the focus of this evaluation report. NAFSI's programs were designed to build Native communities from within and link them to critical resources; address tribal, state and federal policies; and benefit the communities' economic health and the health of Native families.



The overall program goal of NAFSI was to build sustainable local and systemic infrastructure in Native communities to address food systems, food insecurity and food deserts. NAFSI's objectives were linked to four major program focus areas: 1) Native community-based food systems projects; 2) tribal college students and agriculture-based businesses; 3) national Native food systems alliances; and 4) health and wellness communications. The program objectives included supporting model projects that expanded the availability of locally-produced and healthy foods in Native communities experiencing food insecurity, food deserts and diet-related diseases. NAFSI would support Native nonprofits, tribes and tribal communities through capacity building, networking, education and training, and communications assistance.

1

NAFSI would also support the development of a nonprofit, Native-controlled and nationally-active Native American Food Sovereignty Alliance that acts as an interagency food policy council engaging in long-term strategic planning. Nationally significant research would be conducted that identified policy issues affecting access to healthy foods and tribal/Native control of local food systems. Finally, a nationally-accessible library of links and resources would be created that raised the awareness among Native families, organizations and tribes about food systems resources and healthy lifestyles.

The purpose of this evaluation report is to describe the activities and outcomes of the NAFSI. The intended audience for this report is First Nations, NAFSI program partners, and funding and resource-providing organizations. The report highlights the program activities in 2012-2014, and provides additional social networking and cluster analyses. The descriptions, findings and recommendations presented are based on evaluation data collected from an analysis of program documentation, interviews and surveys conducted in 2012-2014.



The documented evidence from NAFSI program activities indicated that virtually all the program's intended outcomes were met by First Nations to the extent that the available data indicated. Model projects were supported that expanded the availability of locally-produced and healthy foods in Native communities experiencing food insecurity, food deserts and diet-related diseases. Native communities benefited from food dollars that recirculated more frequently in their communities, potentially creating or securing jobs and increasing family assets and wealth. Native nonprofit organizations and tribes benefited from capacity building, allowing them to better manage and access internal and external resources. They overcome geographic isolation to learn from each other's models and experiences and began to build a mutually supportive network. Native communities reinforced the practices and traditions of local Native cultures through production of traditional Native foods and food-related ceremonies.

NAFSI supported the development, piloting and national marketing of a tribal college curriculum that more effectively prepares Native beginning farmers and ranchers for the successful management and development of agriculturally-related small businesses. A nonprofit, Native-controlled and nationally-active Native American Food Security Alliance was developed that acts as an interagency food policy council engaging in long-term strategic planning. Nationally significant research was conducted that identified policy issues affecting access to healthy foods and tribal/Native control of local food systems. Finally, a nationally-accessible library of links and resources was created that raises awareness among Native families, organizations and tribes about food systems resources and healthy lifestyles.

Three recommendations were developed based on the evaluation data and are presented in the report as opening conversations that can help improve the program, as well as future implementations in other communities. The recommendations are as follows:

1. Consider more Targeted and Strategic Grantmaking

This report found that the vast majority of grantees successfully completed their proposed projects and reported impressive results. Several considerations could help to increase the success and impact of grantmaking initiatives in the future. First, future initiatives may benefit from a two-tiered approach where small planning grants precede larger implementation grants. Second, program priorities could be strategically targeted where particular program areas and organizations might be assessed for their potential to serve as key levers or tipping points in the Native food systems movement. One area that may be particularly fruitful for future programming is youth involvement in the food systems movement.

2. Make more Resources Available related to the Food Sovereignty Assessment Tool

First Nations has revised the Food Sovereignty Assessment Tool (FSAT) to make it more current, accessible, and useable, and so that it includes more support resources. There is no question that a food assessment tool is needed for Indian Country to support the continued growth of the Native food systems movement. Additional tools, best practices, stories and strategies should be developed and disseminated for community use.

2



3. Building a Sustainable Movement

Sustaining the momentum that NAFSI has created over three years will be a challenge. NAFSI is a multi-faceted, comprehensive implementation that relies on coordinated planning and program management, specific technical expertise, as well as an adequate set of resources. These essential elements are what made NAFSI successful, but they are also what make a sustained support system necessary. Building a sustainable program will require the long-term commitment of a program administrator, partners, and funding entities.

4. Technical Assistance and Training

The requests and demand for technical assistance continues to be a need in Native communities. This demand includes very specialized technical assistance as well as organizational development within Native communities. These varied technical assistance make capacity development in Native communities unique and also expansive. Nonetheless, more expertise and resources are needed to fill these growing needs and First Nations is in prime position to fill this need.

5. A policy movement

For the past three years, First Nations and their community partners have been leaders in raising issues of food policy to prominence. This includes opening conversations about how Native communities can create enabling environments to support local food system control and also engaging federal stakeholders. There is still much more work to be done in this arena. This will require specific, specialized knowledge and other resources to engage national policy makers and policies. The focus on food in Native communities is now an issue of primacy and more policy work that engages tribal stakeholders needs to be developed.

6. Supporting traditional knowledge

The work of First Nations has gone far to support traditional knowledge when it comes to reclaiming local food systems. Providing resources so tribes can look at pre-reservation diets and other traditional food practices does have the potential to improve local diet, health and food access. This is one of the unique features of the NAFSI programs. First Nations should continue to support these efforts and continue to balance tribal sovereignty when it comes to revitalizations of local food systems.

7. Supporting Business Development

To eliminate hunger and increase access to fresh and healthy foods will require market expansion for Native controlled food businesses. Charging outside business with the task of increasing access to healthy foods in Native communities is why may Native communities suffer from preventable health related illnesses and diseases. Thus putting market pressures on food and grocery monopolies that exist in native communities will be a priority for First Nations and their community partners.



The report concludes by discussing the potential of the NAFSI to serve as a national model. Given the proper resource foundation, the potential is strong for NAFSI to be replicated successfully in other communities. This foundation includes a program provider with the organizational capacity and expertise to administer a complex program of this nature, and adequate financial resources from funding organizations and agencies. Replicating the NAFSI model represents an important opportunity as food insecurity and diet-related diseases continue to negatively impact Native and non-Native communities in the future.

NATIVE AGRICULTURE AND FOOD SYSTEMS INITIATIVE



Introduction

Since 2012, First Nations Development Institute (First Nations), with generous support from the W.K. Kellogg Foundation, has been implementing a multi-faceted national strategy that seeks to build a sustainable local and systemic infrastructure in Native communities to address food systems, food insecurity and food deserts. The signature component of this effort is the *Native Agriculture and Food Systems Initiative* (NAFSI), which is the focus of this evaluation report. NAFSI's programs were designed to build Native communities from within and link them to critical resources; address tribal, state and federal policies; and benefit the communities' economic health and the health of Native families.

4 With the diet-related diseases of obesity, diabetes, heart disease and hypertension at epidemic levels in Native communities, younger and younger Native American children are being diagnosed with life-changing and life-threatening illnesses that are tragically preventable. The stage is set for a future in which Native young people will have poorer health than the previous generation – and even shorter lives – if serious and systemic changes are not implemented. NAFSI sought to change that scenario by undertaking concerted, coordinated and multi-faceted efforts at the community, tribal and national levels to decrease the vulnerability of Native families to diet-related diseases. At the same time, NAFSI worked to increase the opportunities for Native families to stretch their food dollars to better access healthy foods and to increase their wealth through food-related enterprises. At the systemic level, linkages between tribal and federal policies supportive of increased access to local and healthy foods would be identified and established.

NAFSI would integrate with the W.K. Kellogg Foundation's priorities of secure families (by reducing low-income Native household expenditures on food and increasing economic opportunities through food-related economic and enterprise development); educated kids (by teaching and involving youngsters in local food systems); healthy kids (by increasing the availability of locally-produced and healthy foods); racial equity (by investing in Native communities that are often passed-over philanthropically); and civic engagement (by providing communities with the resources and tools to address their own issues). Ultimately, NAFSI would benefit Native American children who are growing up in "double jeopardy" environments – Indian children who are growing up in poor families and in poor neighborhoods.

As a result of this project, it was anticipated that Native children in the communities served would have increased access to healthy and fresh foods, be more aware of and involved with where their



food comes from, expand their knowledge of the close relationship of food to Native cultures, and benefit from their families' economic security through entrepreneurial food ventures (and from family incomes that are better directed toward healthy foods). First Nations aimed for positive changes in communities served that would increase positive food choices for Native American children and families. Ultimately, in tribal communities, sovereignty over food systems dovetails with tribal sovereignty, as Native communities strive to control their lives and futures.

First Nations took a multi-pronged approach toward the challenge of building sustainable local and systemic infrastructures that support Native food systems, food insecurity and food deserts. NAFSI consisted of four major programming areas, each with a set of objectives, as follows:

1. Native community-based food systems projects working toward food that is environmentally-sustainable, healthy and affordable. Assistance would be provided through:

- *Grantmaking* to Native pilot/model projects to expand provision of healthy and nutritious foods.
- Capacity-building *Technical Assistance/Training* that will build the organizational and program management capacity and sustainability of grantees and other allies.
- Training on increasing community control of local food systems using First Nations' *Food Sovereignty Assessment Tool* (FSAT), which was designed to assist Native communities in evaluating their local food system.
- *Networking* grantees and Native groups to each other and to non-Native allies so that they may overcome their isolation and learn from each other's models, situations and issues.

2. Tribal college students launching, expanding or improving management of agriculture-based businesses. Assistance would be provided through:

- Development and deployment of a tribal college agri-entrepreneurship curriculum.

3. Nationally-focused Native food systems allies that build systemic food infrastructure. Assistance would be provided through:

- Building a *Native American Food Security Alliance* to move forward an agenda addressing Native food security, hunger and nutrition at the national, tribal and local levels.
- *Research* on Tribal and Federal policy implications. Research would focus on policy and other barriers to improved access to healthy foods (e.g., linking locally-grown foods to institutional buyers, including the farm-to-cafeteria movement, and the influence of federal regulations on tribal and local control of food systems), and will examine the challenges and opportunities to change these dynamics.



4. Communicating with tribes, Native communities, organizations, families, individuals, youth and the media. Assistance would be provided through:

- *Health and wellness information* (through printed media, online communications, blogs, and social media) for Native families, youth, elders and expectant mothers that will encourage healthy lifestyle choices. A new Website (accessible through First Nations' Website) will offer information about Native food systems, including training materials, tools and other resources for Native communities, Native food businesses, and tribes. A component specifically targeted for youth would also be included.

In 2014, First Nations implemented the final year of NAFSI program activities. The purpose of this evaluation report is to describe the activities and outcomes of NAFSI. The intended audience for this report is First Nations, NAFSI program partners, and funding and resource-providing organizations. The report highlights the program activities in 2012-2014, and describes the program outcomes and impacts. It also provides additional social networking and cluster analyses. The descriptions, findings and recommendations presented are based on evaluation data collected from an analysis of program documentation, interviews and surveys conducted in 2012-2014.

Program Goals, Objectives and Outcomes

The overall program goal of NAFSI was to build a sustainable local and systemic infrastructure in Native communities to address food systems, food insecurity and food deserts. NAFSI's objectives were linked to four major program focus areas: Native community-based food systems projects; tribal college students and agriculture-based businesses; national Native food systems alliances; and health and wellness communications. The specific objectives related to the four program areas were as follows, with related outcomes noted:

1. Native community-based food systems projects:

- a. *Grantmaking* to Native pilot/model projects to expand provision of healthy and nutritious foods. (Outcomes 1, 2, 6)
- b. Capacity-building *Technical Assistance/Training* that will build the organizational and program management capacity and sustainability of grantees and other allies. (Outcome 3)
- c. Training on increasing community control of local food systems using First Nations' *Food Sovereignty Assessment Tool* (FSAT), which was designed to assist Native communities in evaluating their local food system. (Outcomes 4, 7)
- d. *Networking* grantees and Native groups to each other and to non-Native allies so that they may overcome their isolation and learn from each other's models, situations and issues. (Outcome 5)



2. Tribal college students and agriculture-based businesses:

- a. Development and deployment of a tribal college *agri-entrepreneurship curriculum*. (Outcome 8)

3. National Native food systems alliances:

- a. Building a *Native American Food Security Alliance* to move forward an agenda addressing Native food security, hunger and nutrition at the national, tribal and local levels. (Outcome 9)
- b. *Research* on Tribal and Federal policy implications that will focus on policy and other barriers to improved access to healthy foods, and will examine the challenges and opportunities to change these dynamics. (Outcome 10)

4. Health and wellness communications:

- a. *Health and wellness information* (through printed media, online communications, blogs, and social media) for Native families, youth, elders and expectant mothers that will encourage healthy lifestyle choices. (Outcome 11)

First Nations identified the following program outcomes related to objectives as follows:

1. 8-12 models (conducted by Native nonprofits or tribes) assisted annually that will expand the availability of locally-produced and/or healthy foods in Native communities experiencing food insecurity, food deserts and diet related diseases; (Objective 1a)
2. 8-12 Native communities annually that will benefit from food dollars that recirculate more frequently in the community, potentially creating or securing jobs and increasing family assets and wealth; (Objective 1a)
3. Up to 20 Native nonprofit organizations and tribes annually that benefit from organizational and programmatic capacity building, allowing them to better manage and access internal and external resources; (Objective 1b)
4. Up to 20 Native nonprofit organizations and tribes annually that receive training on Food Sovereignty Assessments; (Objective 1c)
5. Up to 20 Native nonprofit organizations and tribes that overcome geographic isolation from each other to learn from each other's models and experiences and begin to build a mutually supportive network; (Objective 1d)
6. Up to 20 Native communities that reinforce the practices and traditions of local Native cultures through production of traditional Native foods and food-related ceremonies; (Objective 1a)



7. Development of an online and nationally-marketed version of the Food Sovereignty Assessment Tool that can be self-conducted by Native communities nationwide; (*Objective 1c*)
8. Development, piloting and national marketing of a tribal college curriculum that will more effectively prepare Native beginning farmers/ranchers for the successful management and development of agriculturally-related small businesses; (*Objective 2a*)
9. A nonprofit, Native-controlled and nationally-active Native American Food Security Alliance that will essentially be an interagency food policy council engaging in long-term strategic planning; (*Objective 3a*)
10. Nationally significant research that will identify policy issues affecting access to healthy foods and tribal/Native control of local food systems; (*Objective 3b*) and
11. A nationally-accessible library of links and resources promoting a groundswell of awareness among Native families, organizations and tribes about food systems resources and healthy lifestyles. (*Objective 4a*)

This final report was included as an outcome to summarize the lessons learned, best practices, policy implications, case studies and community-based effects that will be widely disseminated and available to funders, Native communities, decision-makers and others.

EVALUATION OF PROGRAM ACTIVITIES

This section describes the major components of the NAFSI program, including the objectives, activities and outcomes related to the four major program focus areas: Native community-based food systems projects; tribal college students and agriculture-based businesses; national Native food systems alliances; and health and wellness communications. It also includes a social network and cluster analysis.

Grantmaking to Native Pilot/Model Projects (*Objective 1a*)

Grantmaking to community-based Native pilot and/or model projects represented a significant investment in NAFSI program resources in 2012-2014. In total, \$1,236,564¹ in grant funding was awarded to 24 organizations representing 37 one-year awards over the three-year NAFSI period. Grantees ranged from small community organizations with reported annual revenue in the tens of thousands of dollars, to tribal enterprises with annual revenue in the millions of dollars. Geographically, grantees came from throughout the continental U.S., Alaska, and Hawaii. Projects focused on building food security, youth development, food production, economic development, policy development, and more. The following subsections describe specific grantmaking activities and outcomes for 2012, 2013 and 2014.

¹ This does not include some capacity-building, non-project related awards to some organizations. This is all funds directly regranted to Native communities for project support to meet the overall spirit of this grant initiative.



A. Activities in 2012

During the first year of grantmaking, First Nations intended to disburse ten grants, totaling \$455,000, to Native organizations and/or tribe's working to expand the availability of locally-produced and/or healthy foods in Native communities. With the support of the W.K. Kellogg Foundation and other First Nations supporters, First Nations was able to surpass this goal and awarded 11 grants totaling \$521,096. Of this total, \$400,287.09 was generously provided by the W.K. Kellogg Foundation and \$120,809 was leveraged from the Walmart Foundation.



Prior to making grant awards, First Nations issued a request for proposals on April 12, 2012, with a due date for full proposals on May 11, 2012. First Nations received a total of 63 completed proposals from Native organizations and/or tribe's working to expand the availability of locally-produced and/or healthy foods in Native communities. As part of the grantmaking process, First Nation's staff conducted two conference calls to provide an overview of the grant program, the application, and the selection process. These calls were held on April 23, 2012, and May 2, 2012, with more than 100 people total participating on these calls. In early July 2012, First Nations made grant announcements, issuing a national press release.

Data from grantees' progress and final reports indicated that to a large degree, their respective project outcomes were met. Appendix A lists the grantees and project descriptions and outcomes. Consistent with First Nation's holistic, multi-pronged approach, grantees implemented a range of food production, youth development, education, and policy development projects. Grantee projects reached large numbers of Native families and individuals during surveys, assessments, education events and other program activities, including these examples:

- *Disseminated 300 surveys and received 278 completed surveys for a community wide-assessment;*
- *More than 170 people attended a river safety and quality food handling event;*
- *Collected 270 surveys and 40 in-depth interviews for a community food assessment;*
- *Established a summer youth program for more than 50 tribal youth;*
- *Disbursed 100 garden kits;*
- *Hired 6 workers to till 65 gardens in the community;*
- *Developed and released a report on Navajo Food Sovereignty.*



With respect to NAFSI's intended outcomes, Outcomes 1, 2, and 6 were considered met (to the extent that the evaluation data demonstrated). First Nations directly supported 11 model projects that worked to expand the availability of locally-produced and/or healthy foods in Native communities (*Outcome 1*). It supported at least 11 Native communities that could benefit from food dollars recirculating more frequently in the community (*Outcome 2*), and it helped at least 11 Native communities reinforce the practices and traditions of local Native cultures through the production of traditional Native foods and food-related ceremonies (*Outcome 6*). These findings represent conservative estimates as the precise number of communities impacted is difficult to determine because some grantee projects had strong networking components that reached a greater but unknown number of communities. As will be seen in the Network Analysis section, grantees demonstrated a strong multiplier effect associated with their projects.

In general, NAFSI grantee projects in 2012 tended to be focused on program planning, assessing community food systems, developing educational programs, and networking. While there was some food production and agricultural endeavors, the late project start dates (awards were announced in July, 2012) meant that the growing season was already well underway by the time NAFSI awards were made. As we will see, projects in 2013 were able to plan for food production projects that took advantage of the full growing season, with impressive results.

B. Activities in 2013

During year two of NAFSI, First Nations made a total of 12 grants to Native tribes, nonprofit and/or grassroots organizations

The Crow Creek Fresh Food Initiative: Growing Healthy Children and Communities in Indian Country

Hunkpati Investments established the Crow Creek Fresh Food Initiative (CCFI) to grow healthy children and communities through educational programs and activities that connect tribal youth and families with food from seed to table. In 2012, the CCFI recruited 51 tribal youth from the Boys and Girls Club to help plant, harvest, sell and donate more than 350 lbs. of fresh fruits and vegetables from 30 garden plots. As a result, CCFI donated approximately \$600 of food from these gardens to children, families, and elders across the Crow Creek Sioux Reservation. Additionally, another \$400 worth of produce was sold at their farmers market. Undoubtedly, this initiative has helped promote healthy eating and active living in this community.

The benefits of this program, however, extend well beyond health and nutrition as tribal youth also participated in a youth-IDA (Individual Development Account) match-savings and financial education program. As a result of this program, two teen-aged participants developed and implemented their own summer food business: "Fresh Grown Goodies." The two teenagers prepared, canned, and sold jams, jellies, and salsas with produce from the CCFI community garden. They sold their products at a local farmers market and deposited profits into their IDA for future use. This innovative initiative demonstrates the profound potential lying at the intersection of youth, land, agriculture and entrepreneurship.



Tradition and Technology: The San Carlos Apache Tribe's Food Database

Can tradition and technology co-exist? The San Carlos Apache Tribe has developed a first-of-its-kind traditional food database system that answers this question: yes. The database allows tribal healthcare leaders to preserve traditional Apache recipes so that nutritionists can analyze the nutritional content of these foods to replicate the traditional Apache diet. This project will allow the tribe to design a healthy pre-reservation menu that will help reverse the growing trend of diet-related illnesses on the reservation.

With a NAFSI grant in 2013, the tribe hired a fluent Apache speaker to conduct 100 interviews with tribal elders who helped identify over 200 traditional Apache edible plants and nearly as many traditional Apache recipes. A nutritionist has analyzed these recipes and modernized them so that they are more accessible to home cooks. For example, some recipes call for wild plants that are not typically sold in the grocery store or sown in the garden. The nutritionist, by finding a modern equivalent to these traditional ingredients, will help tribal members revive their pre-reservation diet.

Apache elders believe that a return to a healthy pre-reservation diet will help reverse negative health trends and enhance the lives of their tribal members – culturally, physically, and socially. This project has allowed the tribe to successfully merge tradition and technology to improve the physical and social health of their people. The success of this traditional food database system reiterates that tribes have the knowledge and power to strengthen their own communities.

looking to expand the availability of locally-produced and/or healthy foods in Native communities. First Nations intended to disburse 10 grants, totaling \$375,000, to Native communities, but with the generous support of the W.K. Kellogg Foundation and other First Nations supporters, First Nations was able to surpass this goal and awarded 15 grants totaling \$426,113. First Nations also awarded an additional \$18,875 that was leveraged from other supporters.

Prior to making grant awards, First Nations issued a request for proposals on November 1, 2012, with a due date for full proposals of December 20, 2012. First Nations received a total of 124 completed proposals from Native organizations and/or tribe's working to expand the availability of locally-produced and/or healthy foods in Native communities. As part of the grantmaking process, First Nation's staff conducted two conference calls to provide an overview of the grant program, the application, and the selection process. These calls were held on November 29, 2013, and December 5, 2013, with more than 100 people participating in these calls. In early January 2013, First Nations made grant announcements, issuing a national press release.

First Nations received a consistent number of proposals in 2012 and 2013. About 50% of all proposals submitted in 2013 were from new organizations (not repeats from 2012) suggesting a wide dissemination and strong need in Indian Country for funding support. In 2012, First Nations received a total of 123 proposals, requesting \$4,352,565 in grant support for food systems projects. In 2013, First Nations received a total of 124 proposals, requesting \$4,387,638 in grant support for food systems projects. There was a total of \$3,902,565 in unmet grant need in 2012 and \$4,012,638 in 2013.



Data from grantees' progress and final reports indicated that, with some exceptions, their respective project outcomes were met. Appendix B lists the 2013 grantees and project descriptions and outcomes. As in 2012, grantees implemented a range of food production, youth development, education, and policy development projects. Five 2013 grantees also received grants in 2012. Grantee projects produced impressive amounts of food as a way to demonstrate and teach food production techniques, including these examples:

- *The expanded community garden yielded more than 100 lbs. of squash, cucumbers, tomatoes, green beans, and bell peppers. The tribe also planted 50 fruit trees.*
- *Tribal youth helped produce approximately 1,500 pounds of tomatoes, potatoes, squash, and melons. Tribal youth helped sell 700 pounds of fruits and vegetables at nearly a dozen farmer's market. They donated the rest of the produce to the local senior center and women's shelter.*
- *The tribal college produced more than 1,770 pounds of fruits and vegetables...which they sold at a food cooperative, farmers markets, and CSA.*
- *[The program] expanded their community garden by 18 acres. The community garden serves as a supplemental food source at the tribal school, college and elder center.*
- *The tribe purchased 1,250 chicks...donated 5 dozen fresh eggs per week through their food distribution program. The tribe also started selling fresh eggs to the tribal grocery store. They sold 75-100 dozen eggs/per week to the tribal grocery store at \$1.50/dozen.*
- *The tribe planted and harvested nearly 4,000 pounds of fruits and vegetables. These expansions allowed them to increase that number to 4,800 pounds of fruits and vegetables...such as white, yellow, and blue corn as well as beets, broccoli, lettuce, and tomato...*
- *Helped establish 24 farms and create more than a dozen jobs. Planted and harvested nearly 4,000 pounds of bell peppers, corn, cucumbers, zucchini, and other fruits and vegetables. Approximately, 2,500 pounds of these fruits and vegetables were sold commercially. Approximately, 1,500 pounds of fruits and vegetables were donated to the community.*

Outcomes 1, 2, and 6 were considered met in 2013 (to the extent that the evaluation data demonstrated). First Nations directly supported 12 models projects that worked to expand the availability of locally-produced and/or healthy foods in Native communities (*Outcome 1*). It supported at least 12 Native communities that could benefit from food dollars recirculating more frequently in the community (*Outcome 2*), and it helped at least 12 Native communities reinforce the practices and traditions of local Native cultures through production of traditional Native foods and food-related ceremonies (*Outcome 6*).



Choctaw Fresh Produce's Farmers Market on Wheels

Geographic barriers prevent many tribes from accessing healthy and culturally-appropriate foods. The Mississippi Band of Choctaw Indians has developed an innovative solution to help them overcome these barriers and increase access to fresh fruits and vegetables: a farmers market on wheels.

In 2012, the tribe established Choctaw Fresh Produce (CFP), a series of eight farms that produces thousands of pounds of fruits and vegetables. CFP distributes these fresh fruits and vegetables to tribal members through a community supported agriculture program that offers organic goods to tribal members at a low annual cost at a central location.

Although this central location is convenient for tribal members living near the farm, it is more challenging for those who do not live near or do not have transportation to the farm. Some tribal members are located in communities as far as 90 miles away. CFP realized that they needed a new and innovative way to reach out to the entire community.

In 2013, CFP purchased a vehicle and equipment to launch a mobile farmers market. According to John Hendrix, tribal Director of Economic Development, the mobile farmer's market ensures that "all tribal members have access to fresh fruits and vegetables regardless of their remote location or lack of transportation."

CFP's farmers market on wheels emphasizes the innovation, ingenuity and resiliency of tribes. With this grant, CFP has developed a sustainable solution to help increase healthy food access and also overcome some of the geographic and economic barriers facing their community.

It is clear that with adequate and early planning, grantees were able to implement food production projects successfully. This may have been especially true of 2013 grantees who also received grants in 2012. For example, Hunkpati Investments' Crow Creek Fresh Food Initiative used a 2012 grant to develop a partnership with the Boys and Girls Club, disburse garden kits, till gardens in the community, and host farmers markets. These activities set the foundation for 2013 when tribal youth helped produce approximately 1,500 pounds of tomatoes, potatoes, squash, and melons; sold 700 pounds of fruits and vegetables at nearly a dozen farmer's markets; and donated the rest of the produce to the local senior center and women's shelter. Likewise, Waimea Hawaiian Homesteaders Association used a 2012 grant to recruit mentors and build greenhouses, which prepared it for its 2013 project where the association helped establish 24 farms, creating more than a dozen jobs, and planted and harvested nearly 4,000 pounds of bell peppers, corn, cucumbers, zucchini, and other fruits and vegetables. About 2,500 pounds of these fruits and vegetables were sold commercially while another 1,500 pounds were donated to the community.

C. Activities in 2014

During the third and final year of NAFSI, First Nations made a total of 15 grants to Native tribes, nonprofit and/or grassroots organizations looking to expand the availability of locally-produced and/or healthy foods in Native communities. These grants totaled \$426,113. For the 2014 grant cycle, First Nations received 179 applications, totaling \$5,884,283 in requested funding. There was a total of \$5,489,171 in unmet grant need in 2014, up from \$4,012,638 in unmet grant needs in 2013, and \$3,902,565 in 2012.



First Nation's staff conducted two conference calls to provide an overview of the grant program, the application, and the selection process. These calls were held on February 17 and 27, 2014. Shortly thereafter, First Nations made grant announcements, issuing a national press release.

Data from grantees' progress and final reports indicated that, with a few exceptions, their respective project outcomes were met. Appendix C lists the grantees and project descriptions and outcomes. As in 2012 and 2013, grantees implemented a range of food production, youth development, education, and policy development projects. Three 2014 grantees also received grants in 2013. Grantees reported a range of impacts, including these examples:

- *The Sust'ainable Moloka's Molokai Native Food Systems Food Hub project launched a food hub that established nine gardens, and farm-to-school programs at three schools.*
- *The Sac and Fox Tribe's Meskwaki Growers' Cooperative, built a new greenhouse, established a community garden that helped produce approximately 9,000 pounds of fresh fruits, vegetables, flowers, and herbs, and established 35 personal home gardens.*
- *Choctaw Fresh Produce - Mobile Farmers Market, launched a new website choctawfreshproduce.org that included nutritional information, delivery schedules, and pricing information. It purchased a mobile farmer's market trailer to make deliveries across eight tribal communities, planted and harvested more than 2,000 lbs. of fruits and vegetables including: tomatoes, watermelons, blueberries, cantaloupes, beans, squash and zucchinis. Choctaw Fresh Produce sold 90% of these fruits and vegetables for \$6,277, and they donated the other 10% of their fruits and vegetables to the Elderly Nutrition Program.*

2012-2014 NAFSI Grantee Outcomes

- Plant, grew, and harvested approximately 28,915 pounds or 8 tons of fresh fruits and vegetables.
- Harvested 400,000 pounds of salmon.
- Processed 600 pounds of bison meat.
- Raised 1,250 chicken that produced more than 5,000 dozen eggs.
- Established more than 137 new gardens, greenhouses, and small farms as well as an orchard.
- Hosted 62 traditional food- and agricultural-related workshops.
- Created 25 new jobs and internships.
- Designed 20 programs/projects based upon traditional agricultural practices and knowledge.
- Launched 13 new farmers markets.
- Developed 9 tribal youth programs related to food and culture
- Implemented 3 new food policies.
- Conducted 2 community assessments surveying nearly 300 community members.
- Established 2 Seed Saving Banks

Outcomes 1, 2, and 6 were considered met in 2014 (to the extent that the evaluation data demonstrated). First Nations directly supported 15 models projects that worked to expand the availability of locally-produced and/or healthy foods in Native communities (Outcome 1). It supported at least 15 Native communities that could benefit from food dollars recirculating more frequently in the community (Outcome 2), and it helped at least 15 Native communities reinforce the



practices and traditions of local Native cultures through production of traditional Native foods and food-related ceremonies (Outcome 6).

If the 2014 grantee projects and outcome data has a theme, it would be one of capacity building. Grantees used NAFSI support to hire staff, build facilities, purchase equipment, establish gardens, and build public awareness and support. For example, Bay Mills Youth Farm Stand hired a program coordinator, Diné Community Advocacy Alliance developed a new marketing campaign to educate and inform the public, and Lac Courte Oreilles Ojibwa Community College purchased a farm truck and kiosk to launch mobile farmers market. The impact of these investments in capacity will no doubt be seen in the coming years.



D. Discussion

In a 2014 report on NAFSI grantmaking², the authors found strong indicators of vibrant movement in Indian Country around food systems. Yet, despite the growing movement in Native food systems, the report found a significant unmet funding need for food systems related projects in Indian Country. The evaluation data from grantee project reports supports the finding that a wide range of effective food systems programming is taking place in Indian Country. Yet, as the 2014 report highlights, there are substantial unmet needs and the data in this report suggests that unmet needs were also a factor in NAFSI grantee's project success. While many grantees accomplished (and in some cases exceeded) their intended project objectives, others did not. While there is always a temptation to over-promise when applying for grants, another consideration is that some grantees lacked the basic organizational capacity and planning to accomplish their objectives (notwithstanding the grant award, and extensive technical assistance and training provided).

Several considerations could help to increase the success rates of grantmaking projects in the future. First, some initiatives have benefited from a two-tiered grantmaking approach where grantees first apply for a small planning grant and, if successfully accomplished, become eligible for larger implementation grants in the following years. This may be especially helpful given that the first year of large-scale projects are often delayed by start-up tasks. Secondly, multi-year grant awards may provide more time and resources to plan, build capacity, and implement successfully than single-year grants. Finally, given the transaction costs (overhead, fiscal, administrative, reporting, etc.) for both the grantmaking and grantee organization, some thought should be given to awarding larger and fewer grants, as opposed to smaller and greater numbers of grants. Planning grants could provide the critical information in making a decision to award higher funding levels.

² First Nations Development Institute. (2014). *Food-Systems Grantmaking in Indian Country: Trends from the Native Agriculture and Food Systems Initiative*. Longmont, Colorado: First Nations Development Institute.



Capacity Building Technical Assistance and Training (Objective 2b)

First Nations' grantmaking strategy included the provision of individualized and customized technical assistance for each grantee. First Nations believed that this technical assistance would be vital to improving the capacity and overall health of grantee organizations, enabling them to continue to do important work long after the infusion of grant dollars expired. To this end, after grant selections were made, First Nations completed an organizational assessment with each grantee. This assessment asked grantees to take a look inside their organizations to rank and score their current operations on a variety of indicators including financial management, leadership and program management.

A. Activities in 2012

From July-October, 2012, First Nations staff made initial contact with each grantee, sending them the organizational assessment tool and giving them a due date for completion and submission back to First Nations. If grantees could not complete the assessment individually, First Nations offered assistance in completion. After submission, First Nations staff reviewed the reported results and conducted a follow-up interview with each grantee. Based on the assessment and the follow-up interview, First Nations and individual grantees developed a list of three priority areas for technical assistance.

This list of priority areas developed in collaboration with grantees served as a baseline for setting up technical assistance visits. Appendix D provides a list of grantee technical assistance completed in 2012. In total, 13 instances (10 grantees) of technical assistance were delivered onsite and/or at distance, interacting with a total of 82 people. One important observation from grantee interactions was the significant technical assistance needs of grantees. These needs have not only focused on things such as organizational capacity development (areas of First Nations expertise) but also more technical aspects related to agriculture and food production. First Nations has been able to fulfill these requests but noted that there is a great need for further technical assistance in more specialized technical areas.

B. Activities in 2013

In 2013, First Nations developed the capacity of 11 grantees, conducting trainings and technical assistance visits in Native communities with approximately 214 people. Technical assistance was individualized and specialized to the needs of organizations and conducted at grantee sites. See Appendix E for the 2013 technical assistance summary. As in 2012, after grant selections were made in 2013, First Nations completed an organizational assessment with each grantee. From April-May, 2013, First Nations staff made initial contact with each grantee, sending them the assessment and giving them a due date for completion and submission back to First Nations. If grantees could not complete the assessment individually, First Nations offered assistance in completion. After submission, First Nations staff reviewed the reported results and conducted a follow-up interview with each grantee and collaboratively developed priority areas for technical assistance. Similar to 2012, there was a high demand for technical assistance by grantees, including specialized technical assistance and training related to agriculture and farming.



C. Activities in 2014

First Nations developed the capacity of 13 grantees, conducting trainings and technical assistance visits in Native communities with approximately xx people. Technical assistance was individualized and specialized to the needs of organizations and conducted at grantee sites. See Appendix F for the 2014 technical assistance summary.

D. Knowledge Webinar Series

In 2012, First Nations launched the First Nations Knowledge Webinar Series, conducting 12 training and technical assistance webinars, training a total of 1,920 individuals. First Nations was able to leverage W.K. Kellogg Foundation funding with USDA-Community Food Program technical assistance funding to develop and host a new webinar series focused on developing the capacity of Native producers, food handlers, tribal agricultural programs and employees, and Native nonprofit employees. The new webinar series was titled, “First Nations Knowledge,” and focused on providing technical assistance and training and information on current trends in Native agriculture. All webinars were recorded and posted for individuals to download and listen to on the First Nations website.

Other organizations have used webinars as a means to provide technical assistance and have struggled to draw significant attention. First Nations, however, averaged about 160 individuals registering for its webinars and received positive evaluations for every webinar and a demand for more. Consistent with the NAFSI objectives, there was a great demand for these technical assistance webinars on topics that were diverse and timely.

Table 1. Snapshot of Webinar Series (February 2013 – July 2014)

Date	Webinar Topic	Registered Attendees
14-Jul-14	The Five Principles of Good Agricultural Practices	97
16-Jun-14	Documentation and Record-keeping; Validation and Verification	40
12-May-14	Native communities, Food Safety and the Law	70
21-Apr-14	Biological Chemical Radiological and Physical Hazards – Part II	56
20-Mar-14	Chemical Radiological and Physical Hazards – Part I	62
13-Mar-14	I’m Thinking of Applying for the USDA Community Food Projects Competitive Grants Program-Part II	116
19-Dec-13	I’m Thinking of Applying for the USDA Community Food Projects Competitive Grants Program-Part I	231
17-Oct-13	Senior Hunger	94
19-Sep-13	Co-operative Models	143
22-Aug-13	Program Evaluation	318
25-Jul-13	Creating a Program Budget	198
18-Jul-13	Creating an Organizational Budget	218
20-Jun-13	Community Engagement	132
11-Jun-13	Farm-to-School Best Practices	142
23-May-13	Creating Sustainable Programs	130
25-Apr-13	Food Safety and Modernization Act (FSMA) Part 1	117
21-Mar-13	Business of Indian Agriculture–Part II	116
21-Feb-13	Business of Indian Ag – Part I	81



Table 1 illustrates the activity of this program component with a snapshot of 18 webinars conducted from February 2013, through July, 2014. In this 18 month period, the table shows that there were 2,361 registered attendees.

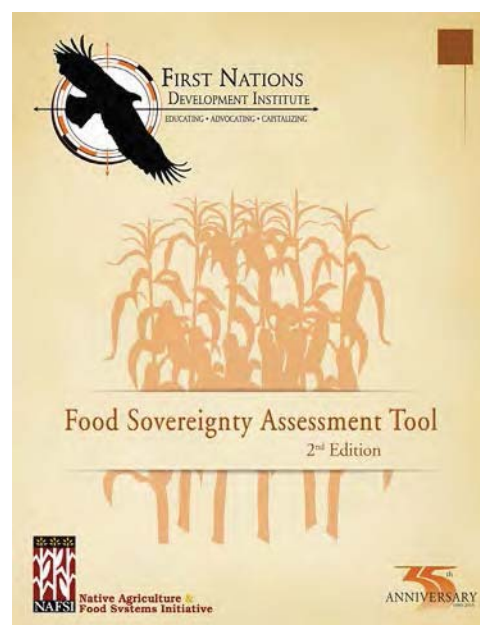
NAFSI's Outcome 3 was considered met in 2012-2014 (to the extent that the evaluation data demonstrated). First Nations directly provided technical assistance and training services to 10, 11, and 13 Native organizations in 2012, 2013 and 2014 respectively. Combined with the large numbers of organizations that participated in the Knowledge Webinar Series from 2012 to 2014, the objective of reaching "up to 20 Native nonprofit organizations and tribes annually..." was clearly exceeded.

This webinar series was created in reaction to many technical assistance requests First Nations was receiving. As a responsive organization, First Nations noticed trends within the field and responded with this new and innovative method of technical assistance delivery. This was the first food focused webinar package delivered in Indian country.

Food Sovereignty Assessment Tool (FSAT) Trainings (Objective 1c)

Produced by First Nations with assistance from the W.K. Kellogg Foundation, the Food Sovereignty Assessment Tool (FSAT) provides tools to help Native communities identify barriers and opportunities in the areas of health, economic development and cultural revitalization as they relate to food and agriculture. The publication provides an introduction to the food security movement in Indian Country, and provides a resource for thinking about and evaluating food systems in Native communities and about what can be done to regain control of Native food systems. NAFSI Objective 1c included training Native nonprofit organizations and tribes on increasing community control of local food systems using the FSAT.

NAFSI grantees in attendance at the LEAD 2012 Conference (discussed later in this report) were required to attend an additional 1.5 days of training focused on best practices for conducting a community food assessment, and developing food policy in Native communities. On September 27 - 28, 2012, the NAFSI Post-Conference Session was held by invitation only for NAFSI grantees. The session, *Best Practices for Conducting Food Assessments*, was facilitated by Vicky Karhu, Technical Consultant and formerly the Director of the Mvskoke Food Sovereignty Initiative. Grantees learned that a community food assessment can be an important step in understanding the overall state of the community food system, including mapping out where food in the community comes from, gauging levels of food insecurity, and identifying challenges that may limit community food-system control. Moreover, a community food assessment can help understand and plan necessary interventions to address issues in Native community food-system control.



The session introduced attendees to the FSAT. It provided participants with strategies for conducting a food assessment, steps in developing community participation, different methods for data collection, and overall best practices for conducting analyses. Evaluation surveys were completed by 17 participants, all of whom reported that the session provided valuable information. Participant comments included, “The hands on activities were very helpful. Great to hear and see what others are doing and thinking,” “Great to have time for individual project reflection,” and, “Very informative and helpful!” On a scale of 1 to 5, where 1 was “Strongly Disagree” and 5 was “Strongly Agree,” participants reported a score of 4.4 in response to the statement that the session, “Presented information that will help me.”

A second session, *Food Policy: Pathways to Regaining Control of Food Systems*, addressed the questions of what is a food policy, and why is food policy important for Native nations? Participants learned that food policies can be important mechanisms for Native nations as they seek to control food systems in Native communities. Presenters shared the work of two different Native nations and their motivation and experiences with food-policy development. Panelists discussed their overall mission in development of their food policy and shared strategies and lessons learned in their efforts to engage communities.

Another opportunity for sharing information on the FSAT occurred during the 2013 Food Sovereignty Summit (April 15-18, 2013, Green Bay, WI). The breakout session, *Approaches to Healthy Communities*, provided a forum for an open discussions on programs and projects that build healthy foods. The session was moderated by Vicky Karhu, who provided a focus on the FSAT. Evaluation surveys were completed by 29 participants, all of whom reported that the session provided valuable information, and helped them to be, “able to see how other communities have started the change of getting healthy,” and that the session provided, “Great resources and suggestions for activities.”

First Nation also connected a webinar to the food assessment training. The August 22, 2013 a webinar focused on Program Evaluation was hosted by Holly YoungBear-Tibbets and Vena Adae Romero. Mrs. Romero discussed her food assessments and how an evaluation plan needed to be developed after her organization collected all the raw data. Over 300 people registered for this webinar.

Finally, First Nations also conducted a food assessment training in 2014 with the staff of the Island Mountain Development Group, the economic development arm of the Fort Belknap tribe. First Nations and two consultants attended this training.

First Nations also released two new resources related to the food sovereignty assessment tool. These two documents are publically available and were added based on feedback from communities. This includes a document with essays from



individuals that have conducted food assessments in their communities. This document is called “Conducting Food Sovereignty Assessments in Native Communities: On-the-Ground Perspectives” and has advice, tools and lessons learned from individuals who have conducted community food assessments. Additionally, in 2015 First Nations released the Food Sovereignty Assessment Tool, 2nd Addition. This was developed by Vena Adae Romero, Valerie Segrest and Raymond Foxworth with specific input added by an advisory committee.

NAFSI’s Outcome 4 to provide FSAT training to, “up to 20 Native nonprofit organizations and tribes annually...,” was fully met (to the extent that the evaluation data demonstrated). First Nations provided FSAT training services in-person, on Webinars, and in conference sessions in 2012 and 2013 to an undetermined number of Native nonprofit organizations and tribes. It appears that well over 100 individuals and countless organizations benefited from FSAT trainings.

NAFSI’s Outcome 7 to develop, “an online and nationally-marketed version of the Food Sovereignty Assessment Tool that can be self-conducted by Native communities nationwide,” was not met (to the extent that the evaluation data demonstrated).

Networking Grantees and Native Groups (Objective 1d)

There is a great need for networking opportunities among those that work in the food systems arena in Indian Country. Networking opportunities for Native tribes, organizations and producers to network and share best practices, models and challenges are extremely valuable. Many NAFSI participants commented that they felt isolated from others doing similar work, so networking opportunities were needed with other Indian organizations to engage in peer-to-peer learning.

First Nations conducted a number of activities that helped network NAFSI grantees and Native groups to each other and to non-Native allies so that they could share and learn from each other’s models, situations and issues. First, several NAFSI grantees were supported that had strong networking objectives. In particular, the Taos County Economic Development Corporation was supported for three years with the major objective of building the Native American Food Security and Sovereignty Alliance. Other grantees coordinated issue-based and/or regional-based networking among Native and non-Native groups (See the Network Analysis section for further discussion).

Secondly, a number of networking events were supported by First Nations that created networking opportunities for NAFSI grantees and other groups. These events included the 17th and 18th annual Leadership and Entrepreneurial Apprenticeship Development (LEAD) conferences and the two Food Sovereignty Summits. First Nations also connected all grantees to W.K. Kellogg events where networking outside of Indian Country also occurred.

A. 2012 Leadership and Entrepreneurial Apprenticeship Development (LEAD) Conference

First Nations hosted the 17th annual LEAD conference, September 26-27, 2012, at the Wild Horse Pass Casino and Resort in Chandler, Arizona. Over 135 people registered for this conference that included three tracks: Food Systems, Nonprofit Capacity Building and Asset Building. The



conference showcased exceptional grantees who discussed best practices in food systems work, as well as training in nonprofit capacity development areas including communications and special event planning. Evaluations from the sessions in the Food Systems track showed that participants found good value and received useful information. Evaluation surveys were received from 128 participants, with 99% reporting that the sessions provided valuable information. On a scale of 1 to 5, where 1 was “Strongly Disagree” and 5 was “Strongly Agree,” participants reported session scores ranging from 4.4 to 4.9 in response to the statement that the sessions, “Presented information that will help me.”



Participants also provided the following comments that indicated a high level of satisfaction:

This was one of the best presentations relevant to Native country in all conferences that I have been to. Very encouraging. This is something that I will definitely take back to my community.

Great session of inspiration and hope. What seemed to be a complex and difficult process was explained in such a way that you were able to follow along.

This session was perhaps the single most informative and inspiring session I have ever been a part of at a conference. Bravo!

I love presentations from people who have respect for culture and help Native communities.

Awesome presentation from [NAFSI grantee]. An example of the values and experiences of Indigenous people.

Inspirational with great humor and relation to all of us. Encouraging words and examples of starting and then staying focused.

Each NAFSI grantee was required to send two representatives to attend the conference trainings. Moreover, First Nations was able to provide travel scholarships to ten additional organizations working to expand the availability of locally-produced and/or healthy foods in Native communities. These additional ten representatives were applicants to the NAFSI grant program but were not selected. NAFSI grantees in attendance were also required to attend an additional 1.5 days of training focused on best practices for conducting a community food assessment (the FSAT), food policy in Native communities, and program evaluation. Evaluations for these sessions are reported in the previously discussed FSAT training section. Please see Appendix G for the full training institute program.



B. 2013 Food Sovereignty Summit

On April 15-18, 2013, in Green Bay, Wisconsin, First Nations, in partnership with the Oneida Nation of Wisconsin and Intertribal Agriculture Council, held the first ever Food Sovereignty Summit aimed at providing training and capacity development opportunities for Native American producers, agricultural organizations and tribal departments. The 2013 Food Sovereignty Summit was attended by 238 people from across the United States, representing over 150 Native communities.



Leveraging W.K. Kellogg Foundation funding with the USDA-CFP (Community Food Project) training and technical assistance grant program, First Nations planned and hosted this first-of-its-kind event to great reception. The conference featured traditional foods from Native communities, networking opportunities, and an experience of an integrated food system in action via the Oneida Nation's Integrated Food Systems tours. The conference featured three tracks: Sustainable Agricultural Practices; Community Outreach and Development; and Business Management, Finance & Marketing. Conference organizers also hosted pre- and post-conference sessions focused on conservation planning, sustainable agricultural practices, and organizational capacity development (e.g., grant writing, documenting community engagement, and evaluation).

All evaluations from the conference were highly favorable. Evaluation surveys were received from 537 participants over 17 sessions, with an average of 99% reporting that the sessions provided valuable information. On a scale of 1 to 5, where 1 was "Strongly Disagree" and 5 was "Strongly Agree," participants reported session scores ranging from 3.8 to 5.0 and an overall average of 4.4 in response to the statement that the sessions, "Presented information that will help me." See Table 2 in Appendix H for more detailed information. Although the overall conference evaluation survey was completed by only 17 participants, 100% of responses either agreed or strongly agreed that, "The content of conference sessions was appropriate and informative."

With regard to networking opportunities, participants provided the following comments when they were asked what they liked most about the conference:

The great diversity of people that attend from the policy side, academics, and people and staff implementing the programs. Always so cool to get to meet and hang out with other natives with the same goals.

Time built in for networking.

Meeting new people from all nations and tribes. The chance to talk and interact with new people. Degree of participation and networking by all conference participants and how interested the audience was in each session.

The openness of all I talked to and what they do. Some systems like ours, others different, gives me idea on how we move forward.



Networking, great representation from across the US. So informative and very interesting. People focusing on same ideas.

These participants clearly appreciated and took advantage of the networking opportunities that were made available to them at the conference.

C. 2013 LEAD Conference

On October 1-4, 2013, First Nations hosted the 18th Annual L.E.A.D. Conference in Prior Lake, Minnesota. This conference was attended by 160 people, including all NAFSI grantees. First Nations held a special track focused on Native Agriculture and Food Systems. Grantees presented their program models and outcomes to other program representatives. Moreover, First Nations hosted pre-conference sessions at the Shakopee Tribe Farm. The preconference field sessions, hosted on October 1-2, included the following topics: conservation planning, beekeeping (importance of bees in agriculture), and soil management. All NAFSI grantees also attended training on program evaluation as a mandatory post-conference session. This session walked participants through processes of evaluation and tools for evaluation.

Evaluation surveys were received from 127 participants over 4 sessions, with an average of 100% reporting that the sessions provided valuable information. On a scale of 1 to 5, where 1 was “Strongly Disagree” and 5 was “Strongly Agree,” participants reported session scores ranging from 4.5 to 4.9 and an overall average of 4.7 in response to the statement that the sessions, “Presented information that will help me.” See Table 3 in Appendix H for more detailed information.

D. 2014 Food Sovereignty Summit

Although First Nations did not initially plan to host another Food Sovereignty Summit in 2014, by popular demand it hosted the second conference on April 14-17, 2014, in Green Bay, Wisconsin. The summit featured several session tracks: Applied Agriculture, Community Outreach, Our Heritage, and Building Economies. It also included a pre-conference networking reception, a culinary showcase of traditional foods, a film festival, and field tours and training.

Evaluation surveys were received from 560 participants over 16 sessions, with an average of 94% reporting that the sessions provided valuable information. On a scale of 1 to 5, where 1 was “Strongly Disagree” and 5 was “Strongly Agree,” participants reported session scores ranging from 4.0 to 4.8 and an overall average of 4.6 in response to the statement that the sessions, “Presented information that will help me.” See Table 4 in Appendix H for more detailed information.

E. Discussion

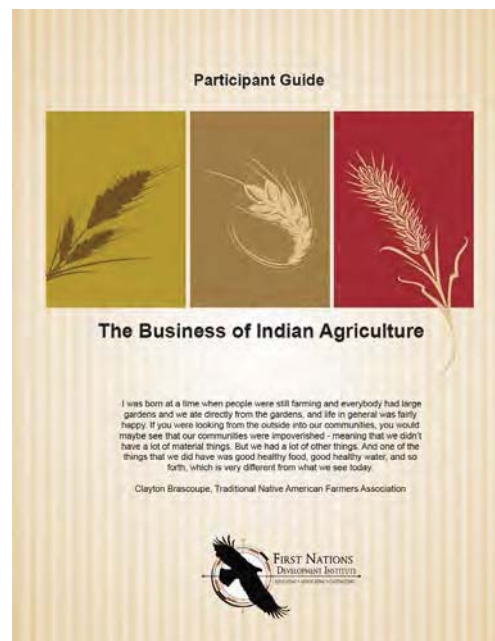
NAFSI’s Outcome 5 to support, “up to 20 Native nonprofit organizations and tribes that overcome geographic isolation from each other to learn from each other’s models and experiences and begin to build a mutually supportive network,” was fully met (to the extent that the evaluation data demonstrated). Clearly, dozens if not hundreds of Native nonprofit organizations from around



the country were represented as attendees of the LEAD and Food Sovereignty events in 2012-2014. Networking opportunities were provided throughout these events, including receptions, panel sessions, roundtable discussions, field tours, and other activities. Participant comments clearly indicated that networking objectives were met.

Tribal College & University (TCU) Curriculum Development (Objective 2a)

First Nations successfully partnered with The First Americans Land-grant Consortium (FALCON) and four tribal college and university partners (Blackfeet Community College – Browning, MT; Chief Dull Knife College – Lame Deer, MT; Aaniiih Nakoda College – Harlem, MT; and Fort Peck Community College – Poplar, MT) for the development of an entrepreneurship-focused agribusiness curriculum called *The Business of Indian Agriculture*. Based on monthly conference calls, face-to-face meetings, and market analysis studies, First Nations, FALCON, and the four tribal college partners developed an agri-entrepreneurship curriculum. The curriculum contains five interactive modules relevant to both tribal college students, but also producers in Indian Country. It includes both a participant guide of over 300 pages and an instructor guide totaling over 600 pages. First Nations announced the release of the curriculum on February 27, 2014.



The five modules include lessons and worksheets on:

- Module 1: Business
- Module 2: Accounting
- Module 3: Financial Management
- Module 4: Agribusiness, Economics and Marketing
- Module 5: Land Use and Planning

While other opportunities exist for agribusiness curriculum and training, this curriculum is culturally relevant to the Native American context, designed with the input of Native communities, and is consolidated into an easy to follow instructor and participate format. It is fully revisable and downloadable so that it can be easily adapted to particular tribal contexts.

Prior to its release, First Nations presented the agriculturally-related small business curriculum (agri-business) at the 2013 National Congress of American Indians midyear Tribal Scholar and Leander Conference. With over 60 attendees at the session, First Nations staff provided an overview of the curriculum and it was enthusiastically accepted as a greatly needed resource for Native communities.

The curriculum was also pilot tested in the tribal college communities in 2012-2013. An evaluation report was conducted in 2013³ and found that 75 participants attended pilot training workshops,

³ Phillips, John L. (May 2013). *The Business of Indian Agriculture: A Tribal College Partnership. Final and Evaluation Report.*



which represented a total of 931 contact hours. All participants (100%) reported themselves as Native American; 47% as female; 76% as beginning producers, and 48% as limited resource. Participant knowledge gained in training topics was measured by an evaluation questionnaire that asked about pre- and post-workshop levels of knowledge. Evaluation data showed that 75 Native American producers from four Montana reservations were trained on a variety of agri-entrepreneurship topics and reported an average knowledge gain of 0.9 (on a 4-point scale where 0 was “a great deal” and 3 was “not at all”) across 24 training topics in five workshop venues. Pre-workshop knowledge averaged between “minimal” to “moderate”, and increased post-workshop to between “moderate” to “considerable.” Plans to apply the knowledge to practice were reported from 25% to 91% of respondents, depending on the topic.

Since the curriculum’s release, two webinar workshops have been conducted using the curriculum (via the First Nations Knowledge Webinar Series), and the curriculum is available (as Adobe pdf and in revisable Word formats) on the First Nations Knowledge Center web resource site. As of June, 2014, just about three months after its release, First Nations reported the following activity:

- Over 85 people downloaded *The Business of Indian Agriculture* curriculum from the Knowledge Center online ordering system; 17 people requested the copy in Word format, which is designed to be used and adapted for classroom instruction.
- Seven tribal college representatives downloaded the curriculum or requested a Word document, including several extension agents. Tribal colleges included Little Big Horn College, Aaniiih Nakota College (Ft. Belknap), Bay Mills Community College, Fort Berthold Community College, Fond du Lac Tribal College, Fort Peck Community College, and Little Priest Tribal College. Also, the president of the Board of Regents for Diné College requested a copy.
- In addition to tribal colleges, representatives from over 20 tribal government programs have downloaded a copy of the curriculum.
- More recent data indicated the following number of downloads per module:
 - **Instructor Guide**
 - Module 1 – 84 downloads
 - Module 2 – 52 downloads
 - Module 3 – 54 downloads
 - Module 4 – 53 downloads
 - Module 5 – 63 downloads
 - **Participant Workbook**
 - Module 2 – 79 downloads
 - Module 4 – 75 downloads
 - Module 5 – 85 downloads



Longmont, CO: First Nations Development Institute.

NAFSI's Outcome 8 to support the, "Development, piloting and national marketing of a tribal college curriculum that will more effectively prepare Native beginning farmers/ranchers for the successful management and development of agriculturally-related small businesses," was fully met (to the extent that the evaluation data demonstrated). Project documentation shows that the curriculum was developed, piloted and nationally marketed. The initial response has been robust and continues to be so.

Native American Food Sovereignty Alliance (Objective 3a)

Building on previous work in the area of Native foods system control, one important goal of the NAFSI project was the development of a sustainable and organized movement that is Native American driven and controlled, nationally active, and dedicated to addressing food security, hunger and nutrition in Native American communities at the national, tribal, and local levels. In 2012, First Nations dedicated significant time researching models of movement development and building. One method that First Nations found particularly useful in informing its work for developing a *Native American Food Sovereignty Alliance* (NAFSA) was an inter-organizational social network approach to social movement building. In essence, this approach calls for movements to be activated at the grassroots with a lead grassroots organization (network facilitator or network weaver). Their role is not only to serve as facilitator of action but also of information between organizations for action. Given that there are so many aspects of food systems control (health, culture, economic development, etc.), this approach allowed similar issue networks to coalesce around similar interests. Research suggests this prevents drop-off rates of organizations and prevents agendas from being dominated by single issues.



To explore the effectiveness of this role, First Nations partnered with Taos County Economic Development Corporation (TCEDC) to develop and mobilize NAFSA. First Nations and TCEDC anticipated having regular monthly meetings, at least two face-to-face meetings, as well as a leadership and decision-making structure in place for action. In January 2013, First Nations and TCEDC formed a governing council and announced a call to action for the new NAFSA. First Nations announced the launch of NAFSA through a webinar that was attended by over 250 attendees. On this interactive Webinar, participants were asked a variety of questions about their opinions, preferences and directions for such a national alliance. From January-October, 2013, First Nations and TCEDC worked to recruit a dynamic 16-member founding council to guide formation and direction of NAFSA.

The following 16 founding council members represented strong advocates and thought leaders in Native American food systems, as well as network multipliers with extensive professional connections:



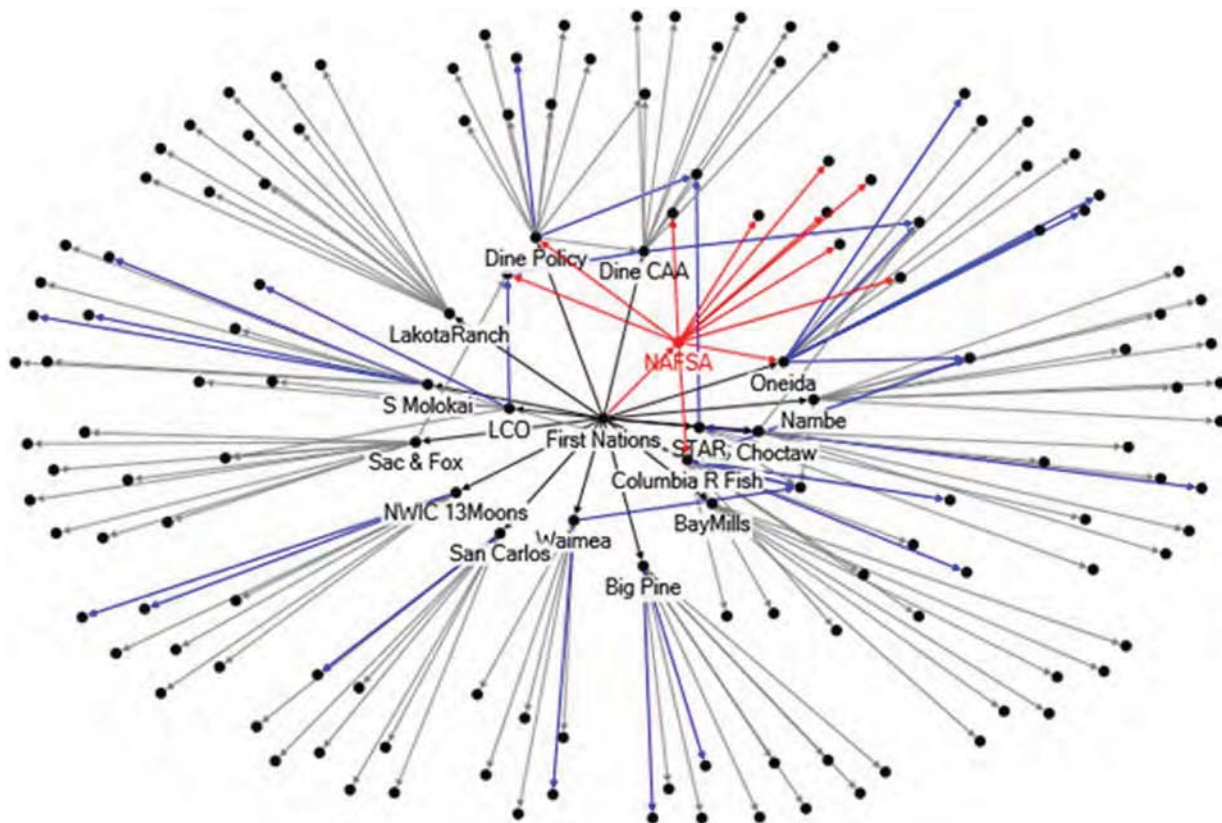
- Clayton Brascoupe, Traditional Native American Farmers Association
- Les Brown, Columbia River Inter-Tribal Fish Commission
- Josie Chase, Oglala Lakota College
- Dan Cornelius, Intertribal Agriculture Council
- Dana Eldridge, Diné Policy Institute, Diné College
- Julie Garreau, Cheyenne River Youth Project
- Terrol Dew Johnson, Tohono O'odham Community Action
- Winona LaDuke, White Earth Land Recovery Project
- Jon Matthews, Columbia River Inter-Tribal Fish Commission
- Jeff Metoxen, Oneida Tribe of Indians of Wisconsin
- Dave Monture, Intertribal Agriculture Council
- Loretta Barrett Oden, Native American celebrity chef
- Tristan Reader, Tohono O'odham Community Action
- A-dae Romero, Cochiti Youth Experience
- Elvera Sargent, Akwesasne Freedom School
- Rita Williams, Mvskoke Food Sovereignty Initiative

On October 3-4, 2013, First Nations and TCEDC convened all the founding members to develop a call to action for NAFSA, and discuss the NAFSA organizational and leadership structure. Moreover, the governing council decided that NAFSA should incorporate as a nonprofit organization and develop a board of directors to guide the organization. All members of the NAFSA Founding Council and attendees of the NAFSA webinar indicated an extreme need for such a national movement to influence policy, develop and disseminate resources, and provide networking opportunities in the food systems arena. In the Founding Council meeting, however, concerns were raised about the extent to which NAFSA would create competition for already scarce grant resources. Thus, everyone agreed that NAFSA should be mindful when considering funding opportunities.

One example, in particular, showed the almost immediate national impact of NAFSA. In 2013, members of the Alliance formed a national movement of Native organizations and producers concerned about new Food and Drug Administration (FDA) regulations. Specifically, NAFSA was concerned that the federal trust responsibility to Native communities to conduct tribal consultations as a part of FDA's policy development was not being followed. In July 2013, the push for tribal consultations was partially realized when the FDA began the first of three Webinars focused on hearing tribal community issues related to the Food Safety Modernization Act (FSMA). In December 2013, NAFSA officially submitted public comments to the FDA concerning new FSMA regulations. The comments represented Native tribes and Native producers and focused on how regulations did not reflect an understanding of tribal sovereignty, the significant start-up costs for tribes and producers, and that regulations do not include opportunities for capacity development and training. Finally, NAFSA's comments once again highlighted the federal trust responsibility to Native communities to conduct tribal consultations as a part of the federal government's policy development. FDA agreed to conduct at least four tribal consultations in 2014, and efforts to pressure FDA to consider policy impacts in Native communities are ongoing. Three of these have been held, one on the Navajo reservation, one in New Mexico and one in the Pacific Northwest.



Figure 1. TCEDC networking relationships compared to NAFSI grantee network relationships.



28

In 2014, TCEDC worked on nonprofit incorporation as well as recruitment for their board of directors. The impacts report by TCEDC in 2014 indicate that it successfully obtained 501(c)3 nonprofit status and developed a three-year strategic plan. NAFSI's Outcome 9 to support the development of a, "nonprofit, Native-controlled and nationally-active Native American Food Security Alliance that will essentially be an interagency food policy council engaging in long-term strategic planning," was fully met (to the extent that the evaluation data demonstrated). Project documentation and reports from TCEDC show that the NAFSA has been an active and impactful movement. A social network analysis (discussed in more detail later in this report) showed that TCEDC was very active in creating a national network. Figure 1 shows that TCEDC relationships (in red) were forged among many partners and NAFSI grantees, and were proportionally greater than other NAFSI network activity (in blue). To date, the membership of NAFSA is at 140 members and this list continues to grow.



Research on Tribal and Federal Policy (Objective 3b)

An important program component to NAFSI was research on tribal and federal policies that impact tribal food systems control. First Nations proposed to conduct, “research on Tribal and Federal policy implications that will focus on policy and other barriers to improved access to healthy foods, and will examine the challenges and opportunities to change these dynamics.” One of the biggest accomplishments in the area of research, policy and best practices development was assisting in the organization of a “Convening to Combat Childhood Obesity and Type 2 Diabetes in New Mexico,” with the Notah Begay III (NB3) Foundation. This 2012 meeting was focused on bringing together Native tribes and community organizations in New Mexico focused on sharing what is working and to identify what actions individuals, communities, Tribes, and allies could take to come together to prevent childhood obesity and

Type 2 diabetes among New Mexico’s Native children. First Nations organized the food systems discussion group that published the following finding, among many other important findings:

...the challenge of restoring viable food systems in rural tribal communities and urban off-reservation communities becomes a problem in itself. Interview participants commented that the adequacy of local food systems in providing sufficient amounts of healthy food varied by community, and factors included the vibrancy of traditions in gathering, farming, and hunting food; the food choices of community members; and support.⁴

First Nations also supported the efforts of the Dinè Community Advocacy Alliance’s (DCAA) to enact the Healthy Dine Nation Act and Junk Food Tax, which was signed into law in November 2014. The act imposed a two percent sales tax on sugar-sweetened beverages and junk food and eliminated sales tax on fresh fruits and vegetables. The policy development and education involved in this first-of-a-kind legislation for Indian Country serves as a model for future endeavors for Native American tribes and communities (both Native and non-Native) across the country.

First Nations researched and collected data on numerous Native foods systems issues and policies affecting food systems in Indian Country. Some notable examples include the following:

- In November 2013, First Nations staff member Raymond Foxworth and A-dae Romero from the University of Arkansas Indigenous Food and Agriculture Program drafted an opinion editorial for *Indian Country Today* focused on SNAP (Supplemental Nutrition Assistance Program) cuts and its impact on Indian Country.⁵

4 Notah Begay III Foundation. (2012). *Turning the Tide for Native American Children: Combatting Childhood Obesity and Type 2 Diabetes in New Mexico*. Princeton, NJ: Robert Wood Johnson Foundation.

5 A-dae Vena Romero and Raymond Foxworth. (November 4, 2013). “Snatching Food From the Mouths of Babies: SNAP Cuts,” *Indian Country Today*. Retrieved at: <http://indiancountrytodaymedianetwork.com/2013/11/04/snatching-food-mouths-babies-snap-cuts>.



- In July 2013, First Nations released and promoted a new report titled “*Healthy Foods for Navajo Schools: Discoveries from the First Year of a Navajo Farm-to-School Program*” that focused on the STAR School’s effort with its NAFSI funding.⁶
- First Nations coordinated the efforts of Nation organizations to pressure the FDA to conduct tribal consultations about impact of FSMA on Native communities. Organizations included the Indigenous Food and Agriculture Program at the University of Arkansas, National Congress of American Indians, Columbia River Intertribal Fish Commission, Native American Food Sovereignty Alliance, the Oneida Tribe, and the Navajo Nation.
- In partnership with the University of Arkansas, First Nations researched policy positions and developed a letter writing campaign to encourage tribal producers, agricultural businesses and tribal leaders to write to the FDA about concerns. This included developing letters for each kind of constituent potentially affected by FSMA.
- First Nations presented food systems findings at the following conferences: Council on Native Hawaiian Advancement in September, 2013; and National Congress of American Indians in June and October 2013, Interfaith Center on Corporate Responsibility in May 2014.
- First Nations partnered with the Indigenous Food and Agriculture Program at the University of Arkansas, offering support for students in exchange for the development of two publications related to: 1) food safety, and 2) the importance of food codes for use in Native communities. These publications are geared toward readiness for FSMA.
- First Nations and other partners also developed, disseminated and submitted comments on the Food Safety and Modernization Act- Produce Safety Rule and Mixed Facility Rule; Food Safety and Modernization Act Supplemental Revisions; USDA-Food and Nutrition Service (FNS) Tribal Input survey: Farm to School Legislative Language for the Healthy and Hunger Free Kids Act of 2015; KeepsEagle Public Comments; FDA’s Food Transportation Rule Comment.

NAFSI’s Outcome 10 to conduct, “nationally significant research that will identify policy issues affecting access to healthy foods and tribal/Native control of local food systems,” was fully met (to the extent that the evaluation data demonstrated). Project documentation shows that First Nations has been active in research, data collection, and policy development and education.

Health and Wellness Communications (Objective 4b)

Communicating health and wellness information (through printed media, online communications, blogs, and social media) was a major NAFSI focus area. First Nations sought to reach Native families, youth, elders and expectant mothers with health and wellness messaging that would encourage healthy lifestyle choices. In 2012, First Nations’ efforts were aimed at drawing increased attention to the issue of Native food system control. First Nations published two editorials in *Indian*

⁶ Shawn Newell. (2013). *Healthy Foods for Navajo Schools: Discoveries from the First Year of a Navajo Farm-to-School Program*. Flagstaff, Arizona: Native American Development Associates.



Country Today highlighting the need for Native food system control and also highlighting the work of NAFSI grantees and the W.K. Kellogg Foundation. First Nations also had articles and grantee stories published in *Native Peoples Magazine* and conducted interviews with *Native America Calling*, a weekly national radio broadcast, to bring attention to issues of Native food systems. First Nations also developed a released over 20 factsheets on food, diet and health in Indian Country. Other efforts are discussed below.

A. Native Food Systems Website

Initial work began in August 2012 on the new Native Food Systems Website and a URL was acquired (www.NativeFoodSystems.org) that would be a host to news, information, educational resources, toolkits, and more for Native Americans interested in Native food issues. The site is organized in three main sections, providing information for: 1) tribal nations and communities, 2) Native food producers such as farmers, ranchers and fishers, and 3) consumers, which includes individuals, families and youth. The information covers topics such as the importance of Native food systems, food security, food sovereignty, community or tribal projects (e.g. food banks, community gardens, farmers markets, youth programs, farm-to-school programs, food co-ops), traditional plants and medicine, Native/heirloom seeds, consumer gardening and canning, nutrition and healthy eating, and even USDA and FDA food-handling guidelines. In addition to text-based content, the site incorporates videos, photos, PDF documents and numerous links to external resources and relevant sites.

A professional consultant was hired to generate ideas for the conceptual design and organization of the site and to research and write the site's content. Her first activity was conducting an online survey to generate input from relevant parties on the site's content and organization. She was also responsible for producing and editing the video segments that are featured on the site. The site's video clips play within the Website, but are also housed on a newly created "Native Food Systems" channel on YouTube.com. Several organizations who have contributed to the creation of content for the site also plan to embed the videos on their own Websites.

The technical aspects and graphic design of the Website are being handled in-house by First Nations. First Nations also coordinates with the consultant, edits all content, and provides general oversight of the Website's operation. Raymond Foxworth, First Nations Senior Program Officer, provides management and general oversight over the external consultant and in-house operations. Development of the content for the site has been a lengthy process, primarily because no similar site exists. Researching and writing the content is an ongoing process, and the content is being "populated" to the site as it is developed and edited. The Website was publically launched in April 2013, and First Nations promoted this valuable resource nationally via a press release, email blasts and social media postings. As of March 19, 2015, the Website had received 17,468 pageviews from 5,999 users.



B. Strategic Communications

First Nations was active in numerous communication activities throughout the 2012-2014 NAFSI period. Some notable examples are as follows:

- First Nations developed and heavily marketed, promoted, and publicized numerous tools, resources and publications during 2013 to support Native food sovereignty efforts.
- First Nations developed and conducted a series of 12 free educational Webinars during 2013, most of which dealt with food issues and some with larger issues that had relevance for those working in food systems and sovereignty (such as project budgeting, evaluation and sustainability). The Webinars were promoted via a series of “blast email” announcements, national press releases and reminders, as well as being posted on First Nations’ Websites and heavily promoted on its various social media channels (Facebook, Twitter, LinkedIn, Google+ and Pinterest).
- In 2013, First Nations researched a series of topical factsheets that were released in January 2014, all related to issues dealing with Native American food issues, health and nutrition. Again, First Nations publicized the free availability of these resources via press release, email blasts and social media postings. The fact sheets have been posted both on the First Nations Website and on the NativeFoodSystems.org Website.
- First Nations issued two national press releases (February and November 2013) about the formation and progress of the new Native Food Sovereignty Alliance (NAFSA). The NAFSA news was also promoted in First Nation’s social media postings and on its Website.
- First Nations publicized successful NAFSI grantees for the years 2012-2014, and heavily promoted and publicized the RFP for each round of NAFSI grants that were underwritten by the W.K. Kellogg Foundation.
- First Nations also heavily promoted (via all of its normal channels) the 18th Annual LEAD conference, and it was successful in attracting the largest turnout in the history of the event. Although the LEAD conference is a general educational and networking event for those involved in Native nonprofits, tribes and businesses, it also has a large food systems/food sovereignty component, and First Nations requires all of the NAFSI grantees to attend, whether they are funded by the W.K. Kellogg Foundation or other funders of the Native food systems effort, such as Walmart or the AARP Foundation. As for Native food systems, one of three LEAD conference tracks was dedicated to food systems, and there were two NAFSI pre-sessions dealing with conservation planning, seed saving, and business planning.
- During 2013, First Nations also partnered with the National Farm to School Network to promote October as “National Farm to School Month” and, in particular, October 14 as “Farm to School in Indian Country Day.”



- Over the course of 2013, First Nations promoted other funding or educational opportunities related to Native food systems work. These included press releases, email blasts, social media blurbs, and website postings on topics such as the availability of USDA grants and scholarships, farm-to-school program grants, listening sessions related to the Food Safety Modernization Act's rulemakings, and many other topics.
- In June 2014, First Nations President Michael Roberts moderated a panel of Native American organizations at the Sustainable Agriculture and Food Systems Funders (SAFSF) group, and used the occasion to highlight First Nations' work in Native food systems and sovereignty.
- Beyond promoting and publicizing First Nations projects that were funded by the W.K. Kellogg Foundation, First Nations also promoted Native food systems and sovereignty projects that were funded by other partners of First Nations, such as the Walmart Foundation. This included promoting a report from the White Earth Land Recovery Project titled *Indigenous Farm to School Programs: A Guide for Creating a Farm to School Program in an Indigenous Community*,⁷ and the report titled *Reclaiming Native Food Systems Part I: Indigenous Knowledge and Innovation for Supporting Health and Food Sovereignty*.⁸



C. Publications

First Nations produced and/or supported numerous publications throughout the 2012-2014 NAFSI period. Some notable examples are as follows:

- **The Business of Indian Agriculture**
 - **Instructor Guide**
 - Module 1 – 84 downloads
 - Module 2 – 52 downloads
 - Module 3 – 54 downloads
 - Module 4 – 53 downloads
 - Module 5 – 63 downloads
 - **Participant Workbook**
 - Module 2 – 79 downloads
 - Module 4 – 75 downloads
 - Module 5 – 85 downloads

7 Kaisa Jackson and The White Earth Land Recovery Project. (2012). *Indigenous Farm to School Programs: A Guide for Creating a Farm to School Program in an Indigenous Community*. Callaway, Minnesota: The White Earth Land Recovery Project.

8 First Nations Development Institute. (2013). *Reclaiming Native Food Systems: Part I*. Longmont, CO: First Nations Development Institute.



- **Native Foods and Health Fact Sheets (Series 1) – 4037 downloads**
 - Native Food Sovereignty – 467 downloads
 - History of Native Food Systems – 441 downloads
 - Food Systems and Implications for Economic Development – 333 downloads
 - Type 1 Diabetes in Native Communities – 309 downloads
 - Type 2 Diabetes in Native Communities – 297 downloads
 - Heart Disease in Native Communities – 244 downloads
 - Obesity in Native Communities – 285 downloads
 - Food Deserts, Food Insecurity and Poverty in Native Communities – 311 downloads
 - Commodity Foods and Supplemental Nutrition Assistance Program – 270 downloads
 - Traditional Native Foods and Health – 377 downloads
 - Reclaiming Native Food Systems and Promoting Cultural Practices – 344 downloads
 - Eating Healthy in Native Communities – 359 downloads
- *Grantmaking in Indian Country: Trends from the Native Agriculture and Food Systems Initiative* – 198 downloads
- *Diné Food Sovereignty: A Report on the Navajo Nation Food System and the Case to Rebuild a Self-Sufficient Food System for the Diné People (Diné Policy Institute)* – 140 downloads
- *Reclaiming Native Food Systems – Part I: Indigenous Knowledge and Innovation for Supporting Health and Food Sovereignty (Walmart Foundation)* – 388 downloads
- *Reclaiming Native Food Systems – Part II: Indigenous Knowledge and Innovation for Supporting Senior Health and Wellness (AARP Foundation)* – 172 downloads
- *Healthy Foods for Navajo Schools: Discoveries from the First Year of a Navajo Farm-to-School Program (STAR School)* – 117 downloads
- *Western Agency Chapters Technical Assistance Project: Strategies for Advancing Individual Farmers and Ranchers on the Navajo Western Agency (USDA-OAO)* – 126 downloads
- *Native Food and Agriculture Resource Manual (USDA programs)* – 257 downloads
- *Salmon Marketing: Tribal Fisher's Handbook (CRITFC)* – 49 downloads
- *Farm-to-School Programs: A Guide for Creating a Farm-to-School Program in an Indigenous Community (White Earth)* – 60 downloads
- **Native Foods and Health Fact Sheets (Series 2) – 1,159 downloads**
 - Producer and Market Access– 60 downloads
 - Seed Savings– 92 downloads
 - Youth Engagement– 122 downloads
 - Community Kitchens– 60 downloads

34



- Farm-to-School– 170 downloads
 - Farmers Markets– 110 downloads
 - Food Hubs– 76 downloads
 - Food Policy– 87 downloads
 - Food Safety– 72 downloads
 - Seasonality of Food Diets– 85 downloads
 - Food Sovereignty – 122 downloads
-
- *Model Food Code White Paper*– 85 downloads
 - *Food Safety White Paper*– 81 downloads
 - *Muckleshoot Food Sovereignty Initiative White Paper*– 140 downloads
 - *Food Sovereignty Assessment Experiences* – 185 downloads

D. Videos

First Nations also produced and/or supported several videos throughout the 2012-2014 NAFSI period. Some notable examples are as follows:

- *Native Food Producers Speak* – 268 views
- *Oneida Youth Entrepreneur Project* – 219 views
- *What is Food Sovereignty?* – 549 views
- *2014 Native Food Sovereignty Summit* – 279 views
- *Native Chefs* – 290 views
- *Santo Domingo Greenhouse* – 812 views
- *First Nations' Work in Native Food systems* – 2,156 views (Comcast)
- *Native Hunting and Food Gathering* – 840 views
- *Healing Gardens* – 331 views
- *Oneida Corn Harvest* – 517 views
- *Sustainable Molokai* – 109 views
- *Waimea Homesteaders' Association* – 135 views

E. Discussion

NAFSI's Outcome 11 to develop a, “nationally-accessible library of links and resources promoting a groundswell of awareness among Native families, organizations and tribes about food systems resources and healthy lifestyles,” was fully met (to the extent that the evaluation data demonstrated). Project documentation, Website development and activity, and social media postings clearly show that First Nations has been active in building a national comprehensive communications campaign.



Social Network Analysis

A social network analysis was conducted that sought to describe the relationships that were created and/or enhanced as a result of the grantmaking, technical assistance and training activities associated with the NAFSI program. A sample of NAFSI grantees was contacted in December, 2014, and asked to list and describe up to ten of the most important relationships they had developed or had experienced deepened interaction with as a result of their First Nations NAFSI funded project. Responses were received from 17 grantees and then entered into a social network analysis software⁹ package in order to produce visually descriptive data.

Grantees identified between 6 to 12 new and/or enhanced relationships, with a total of 162 relationships and an average of 9.5 relationships per grantee (See Figure 2). These 162 relationships represent a networking multiplier effect of NAFSI grantmaking of 8.5 (excluding the relationship ties between First Nations and the grantees).¹⁰ Assuming that the sample was representative of all NAFSI grantees, then the 24 total grantee organizations from 2012-2014 would have generated about 204 new and/or enhanced relationships. Importantly, in several cases, relationship connections were established directly between grantees (grantee-to-grantee) as a result of this project. These direct connections represent the development of a rich, multi-stranded social network that becomes more efficient at information and resource sharing, and more resilient, durable and sustainable. The social network begins to mature from a hub-and-spoke configuration that relies on a central coordinating hub, to a woven fabric that can sustain and grow on its own.

Grantees were also asked to describe the nature of their relationships, which were then grouped into four categories for analysis:

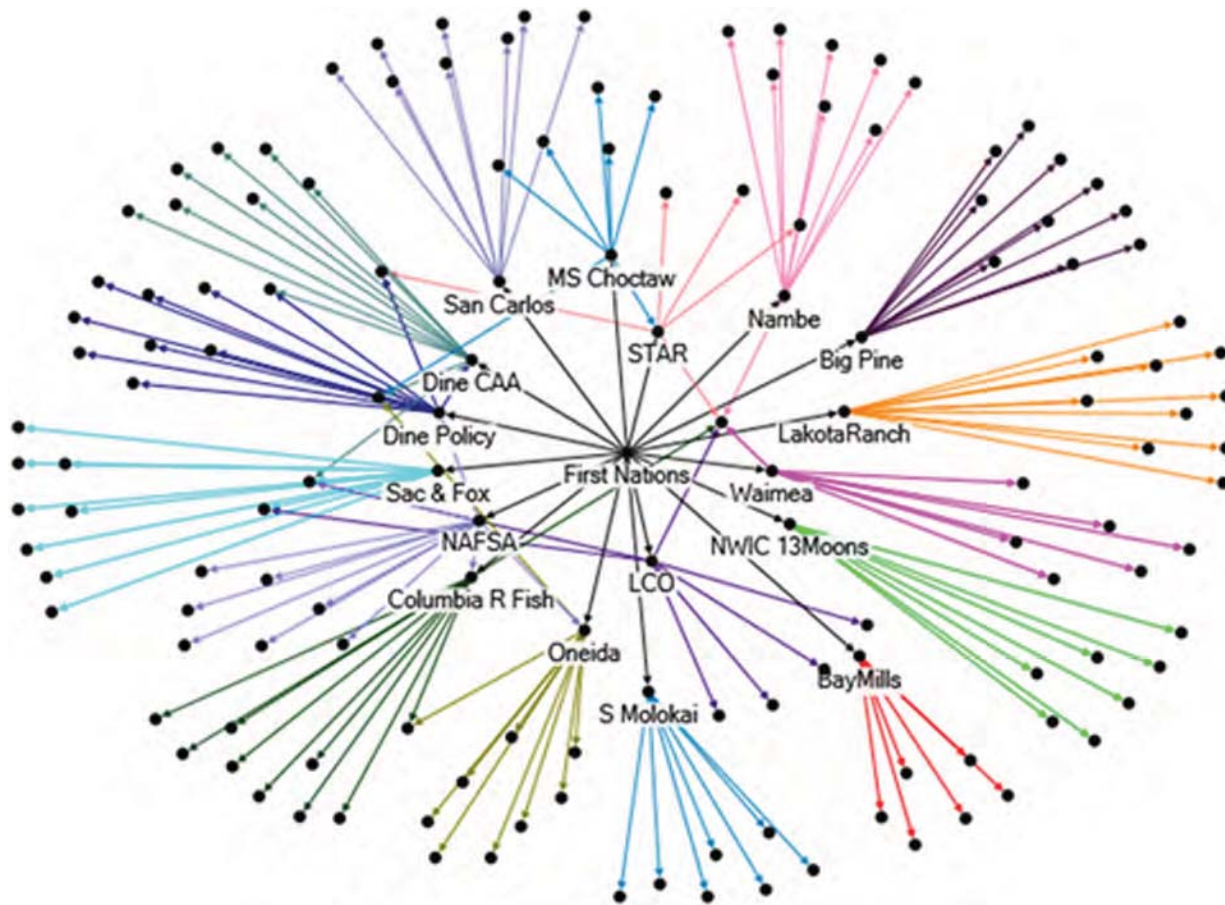
1. Technical Assistance and Training: relationships primarily defined by the provision of technical assistance and/or training services.
2. Resource Providing: relationships primarily defined as providing resources such as funding (e.g., grants, contracts, cost-sharing), staffing, in-kind contributions, and access to equipment and facilities;
3. Collaboration: relationships primarily defined as a collaborative partnership (which may include TA/Training and resource providing) that are long-term, strategic and mutually beneficial; and
4. Networking: relationships primarily defined as professional contacts that provide information and access to other potential partners.

⁹ NodeXL Excel Template, version 1.0.1.251.

¹⁰ Based on this sample, the multiplier effect of NAFSI grantmaking for the WK Kellogg Foundation would be 162.0. That is, one grant to First Nations in turn produced 162 new and/or enhanced relationships.



Figure 2. Social Network Analysis of NAFSI Grantees



Relationships can be described as unidirectional or bidirectional in nature. For example, information or technical assistance services could flow in one direction from a grantee to partner, or from partner to the grantee. Bidirectional relationships would mean that assets were transferred in both directions, such as when information is shared back and forth between partners. Collaborative relationships where mutual benefits are derived are bidirectional relationships, while the other relationship categories could be either unidirectional or bidirectional.

With regard to technical assistance and training, 40 relationships (28 percent of total relationships) were identified (Figure 3). These relationships provided needed expertise, professional services and training that grantees received, or that they provided to others. An example of this type of relationship was described by a grantee, as follows:

Figure 3. Technical Assistance and Training Relationships of NAFSI Grantees (in red)

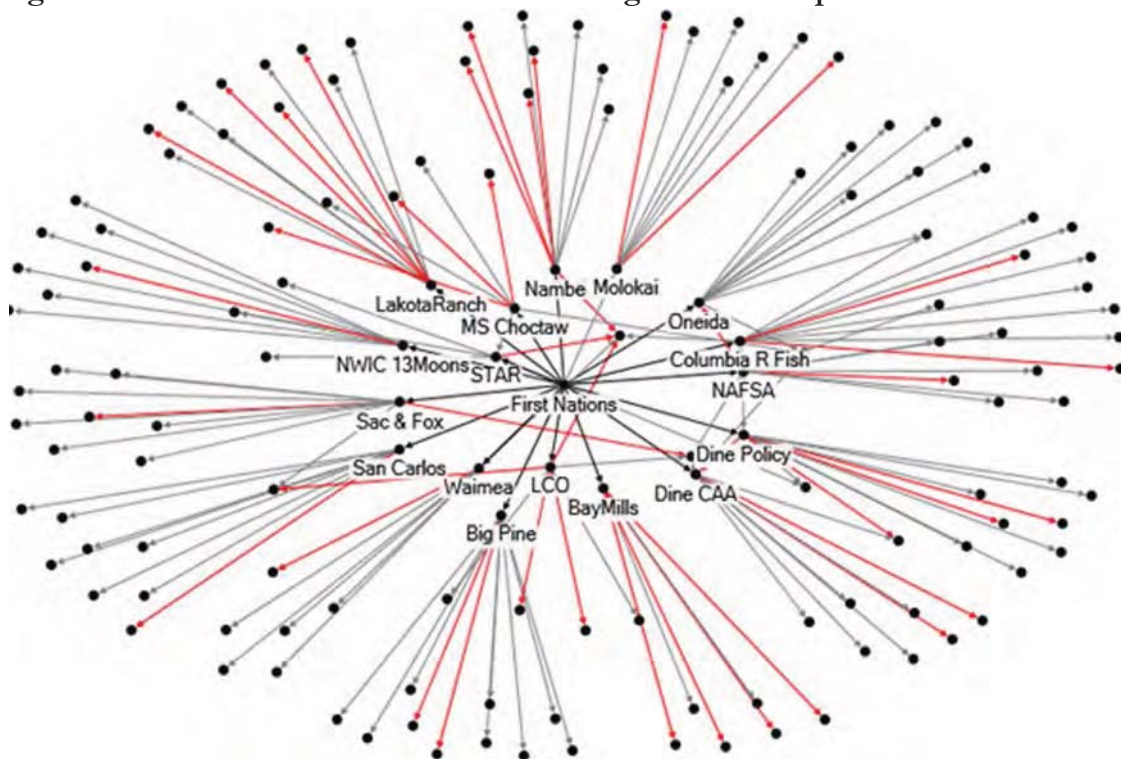
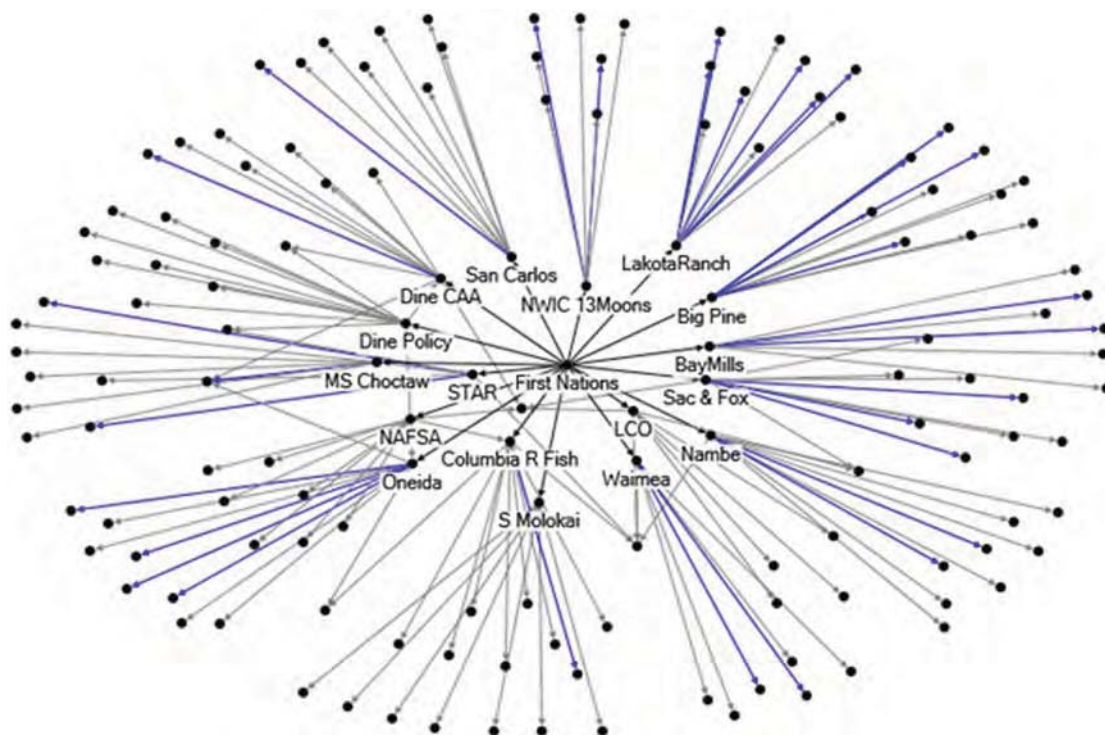


Figure 4. Resource Providing Relationships of NAFSI Grantees (in blue)



They provided the Youth Farm Stand curriculum and assisted with training; provided food safety training for youth participants and staff.

Depending on their internal organizational capacity, some grantees utilized more TA/Training relationships than others did, and this information would be useful in forecasting and planning future programming.

With regard to resource provision, 31 relationships (21 percent of total relationships) were identified (Figure 4). These relationships provided resources to partners, including financial support, staffing, in-kind contributions, or access to equipment and facilities. An example of this type of relationship (bi-directional) was described by a grantee, as follows:

Donated their family land for our community farm in exchange we clean up the land and eradicate the invasive species.

Some grantees clearly established more resource providing relationships than others. For example, 60 percent of the Lakota Ranch Beginning Farmer/Rancher project's relationships were resource providing. In this case, the nature of the project likely dictates the type of relationships developed, as one of Lakota Ranch project's major objective is to demonstrate healthful food production which is a community-based, labor intensive endeavor. Another project with an objective of alliance building would likely have fewer resource providing relationships and more networking relationships.

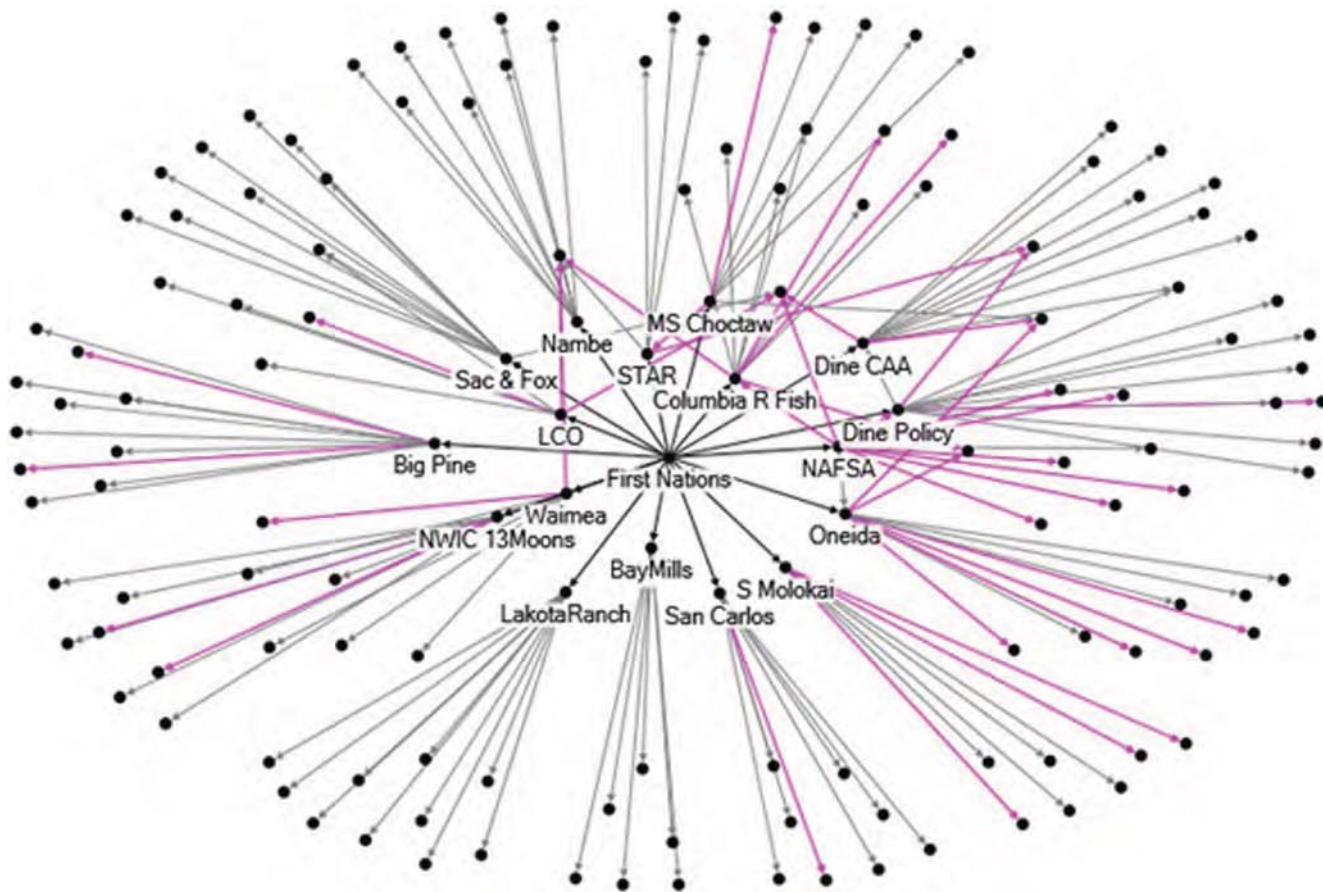
Regarding networking, 38 relationships (26 percent) were identified (Figure 5). These relationships provided access to information, connections, policy advocacy, and diverse perspectives. It could also include participating in networking-rich events such as national conferences and summits. An example of this type of relationship was described by the grantee that coordinated the Native American Food Security Alliance (NAFSA), as follows:

Partner in providing information on NAFSA and inclusion in the NM Seed Sovereignty initiative and mission to support the seed bank and library at Tesuque Pueblo. Promoted State and National Bills in legislature and US Congress.

As in previous examples, some grantees clearly established more networking relationships than others, in large part because of the nature of their project. Networking relationships can also show more direct connections between grantees, which suggests that these grantee-to-grantee relationships represent the early phases of network growth—the trailblazing relationships that lead to sustainable TA/training, resource providing, and collaborative relationships in the future. This dynamic suggests the importance of including networking-focused projects and events in grantmaking and programming in the future.



Figure 5. Networking Relationships of NAFSI Grantees (in fushia)



40

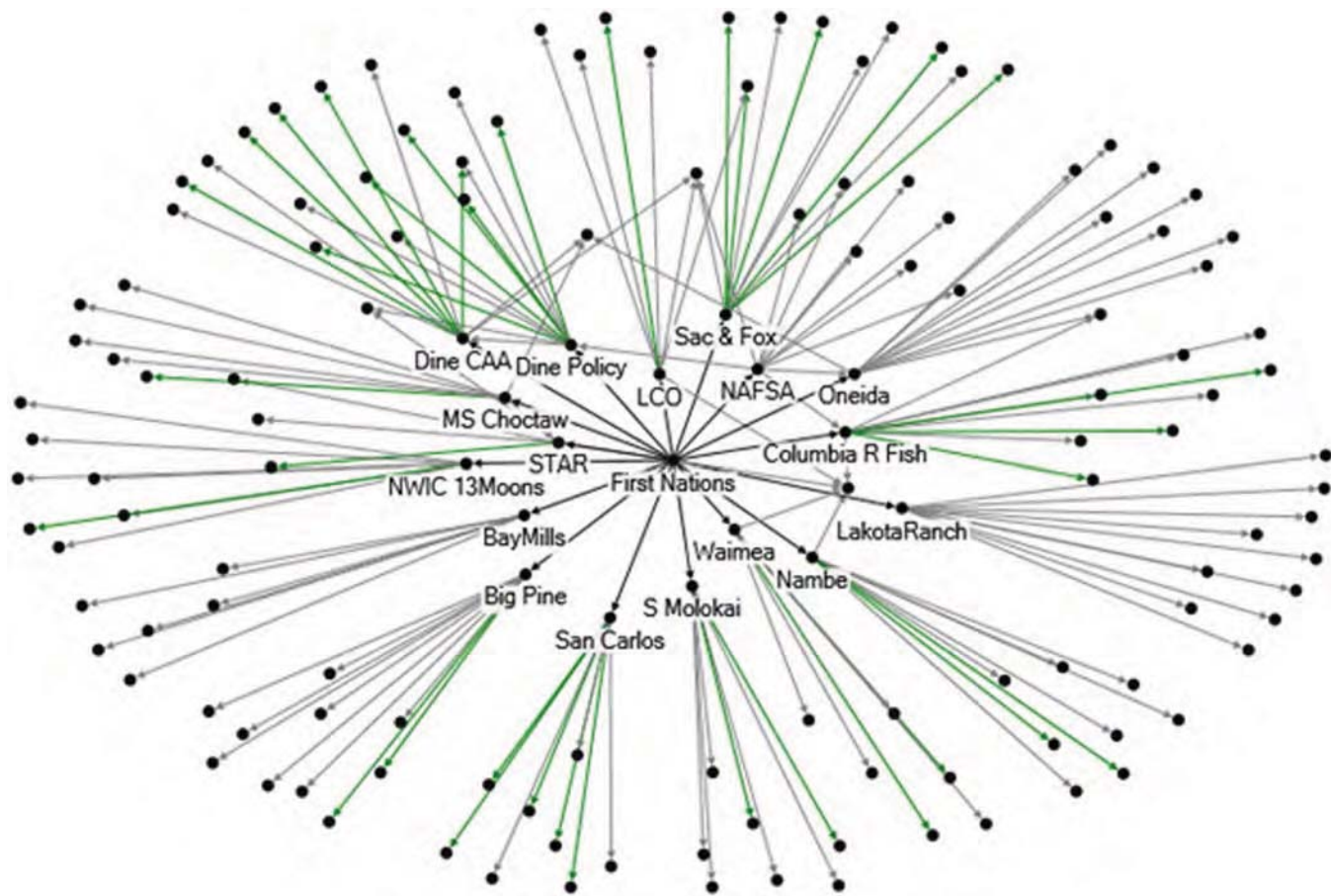
Finally, regarding collaborative relationships, 35 relationships (24 percent) were identified (Figure 6). These relationships may include TA/training and resource providing characteristics, but what primarily distinguishes them is their more long-term, strategic and mutually beneficial nature. For example, a grantee described a collaborative relationship as follows:

Partner on seed keeping projects; will host seed saving intensive workshop with WELRP [White Earth Land Recovery Project] next year.

In some respects, collaborative relationships represent a fully-functional partnership that has developed beyond simply sharing to a multidimensional relationship with trust and reciprocity. The data does not indicate if these collaborative relationships were newly formed or were enhanced from existing relationships. In any case, these relationships may represent the strongest and potentially most sustainable of the relationships described in this study, and the finding that nearly one quarter of relationships were collaborative is an encouraging one.



Figure 6. Collaborative Relationships of NAFSI Grantees (in green)



Cluster Analysis

A cluster analysis was conducted that sought to represent the similarities among NAFSI grantees. Cluster analysis classifies cases based on a set of attributes. The variances of those attributes are then used to determine the “distances” between cases, such that cases that are closer together (i.e., clustered together) are more similar than those that are farther apart. This type of analysis is useful in determining if grantmaking has been focused on any particular type of organizations and in strategizing for future grantmaking.

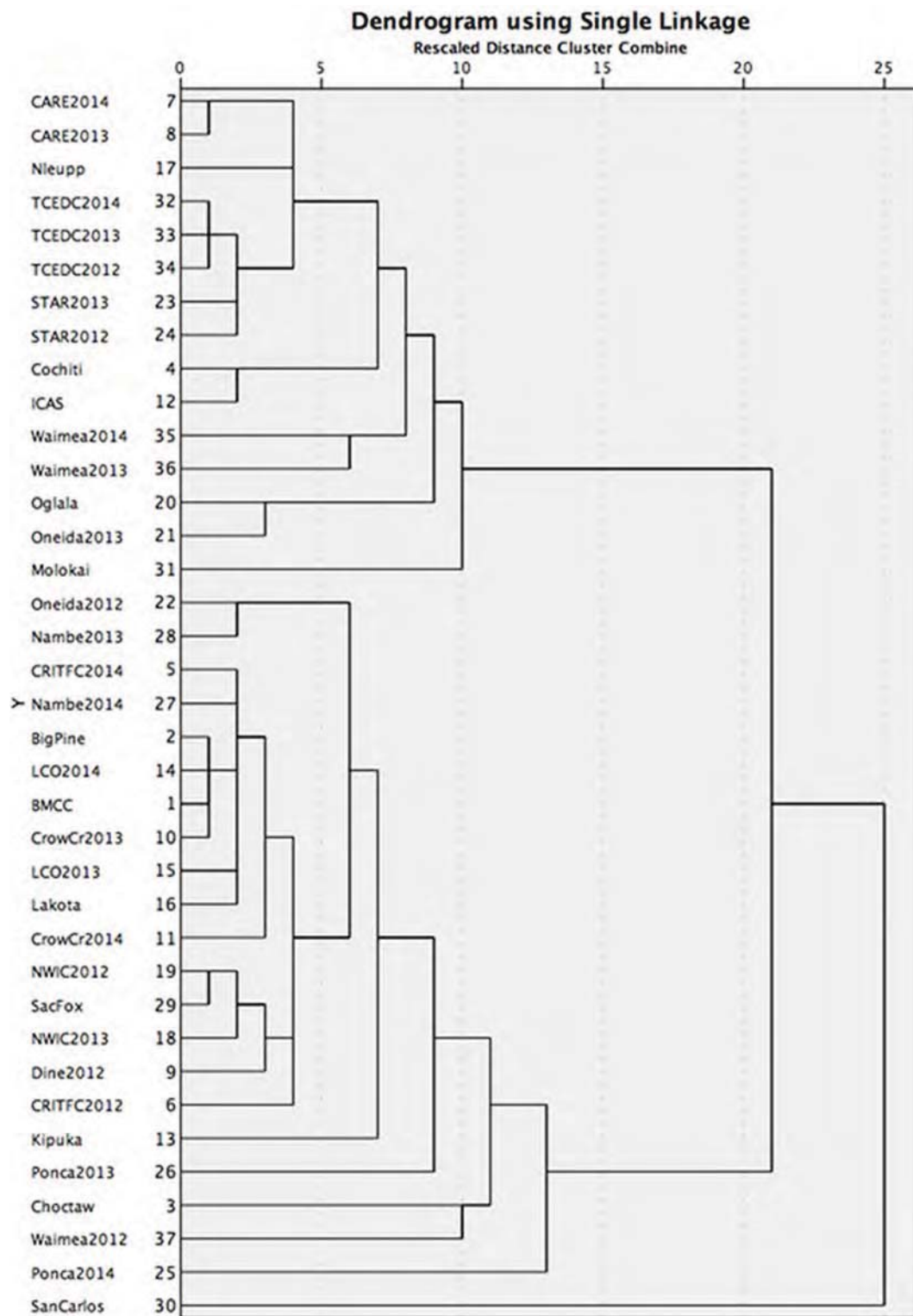
The attributes selected for cluster analysis were organizational location, amount of NAFSI grant award, program focus area(s), amount of leveraged funding, and total organizational budget.¹¹ Because some multi-year awards to organizations had different program goals for each year, each annual grant was considered as a unique case. A hierarchical cluster analysis was performed on 37 cases (NAFSI grants) using a statistical software package.¹²

¹¹ Missing data limited the number of attributes used in the analysis. In some cases, dummy values were used for some missing data.

¹² IBM SPSS Statistics, Version 22.



Figure 7. Cluster Analysis Dendrogram



42



Figure 7 shows the resulting dendrogram which shows cases (on the left) clustered in primary three areas (where brackets are shown closely connected). First, a clear cluster is seen in the top quarter of the dendrogram, centered around TCEDC grants in 2012-2014. This cluster suggests a cluster of cases that were similarly focused on policy development, a southwestern geography, and (in some cases) smaller award amounts, including TCEDC, Community Area Resource Enterprises (CARE), STAR School, Cochiti Youth Experience, and North Leupp Family Farms. Overall, the main driving attribute of this cluster appeared to be the southwestern locations.

The second cluster appears just below the halfway point of the dendrogram, starting with Big Pine Paiute Tribe of Owens Valley through Hunkpati Investments' Crow Creek Fresh Food Initiative 2014. This cluster suggests a general focus on youth development and food security programs, has good representation from tribal colleges, and is more geographically positioned in the Midwest. A final cluster is found just below the second cluster, starting from Northwest Indian College's 13 Moons Swinomish Community Garden Program through Diné College's Food Sovereignty Policy pilot project. These cases tended to focus more on increasing food security through gardening projects.

Perhaps the most interesting finding from the cluster analysis is that there were so few clear and distinct clusters shown.¹³ The three clusters discussed above were suggestive of some similarities, but they were not definitive. This appears to show that there were no preconceived biases with regard to the types of organizations and projects that would be awarded, beyond the general guidelines of the grant program. If a trend could be stated, it might be that more awards were given in the southwestern region than elsewhere. Of the 37 grants, 13 grants were from grantees in Arizona and New Mexico (35%), but this does not necessarily indicate a bias, as the Native food systems movement may be organically centered in that region. As more cases are hopefully added to this analysis in the future, more definitive findings may be discovered.

More importantly, the cluster analysis represents a useful tool to inform future grantmaking. Designing a grantmaking initiative with specific categories of organizational and/or program characteristics might provide a more strategic focus. Targeting a few specific programming areas such as policy development or building food systems infrastructure may provide more "bang for the buck" than supporting a wide range of programming, as important as those areas may be. Likewise, a geographical focus could encourage more collaborative networking as distances between organizations (and the costs to collaborate in-person) are reduced.

LEVERAGE FUNDING BY FIRST NATIONS DEVELOPMENT INSTITUTE

Overall, the not only was the goal of this W.K. Kellogg initiative to support the objectives outlined above but at its heart, the goal was aimed at creating a movement to increase attention to food systems in Native communities. As shown above, much of the program work has had wide and encompassing benefits. But another important aspect of developing a sustained movement is leveraging and increasing resource for food systems work for Indian Country at large. In the last 3 year First Nations leveraged W.K. Kellogg Foundation funds to draw additional resources to support local food system control and increasing access to fresh and healthy foods in Native communities.

¹³ A sample size of 37 is considered small for cluster analysis, so this may account for limited findings.



NATIVE AGRICULTURE AND FOOD SYSTEMS INITIATIVE

A Final Evaluation Report of 2012-2014 Program Activities

From 2012-2014, First Nations submitted 43 funding requests to federal, private and tribal sources requesting over \$10.4 million dollars in additional support for NAFSI. Of those submitted proposals, First Nations received 16 additional funding awards totaling \$ 2,249,421 in additional funding for their Native Agricultural and Food Systems Initiative. In total, First Nations was able to raise \$ \$5,141,421.00 in support for Native food system control. These additional resources were accessed from a variety of sources, including local, tribal, federal and private.

Total NAFSI Leverage Funding by First Nations

Total Number of Proposals Submitted	44
Total Amount Requested	\$10,454,356
Number of Requests Funded	16
Amount Funded	\$2,249,421
Number of Requests Declined	17
Amount Declined	\$4,175,770
Number of requests Pending	11
Amount Pending	\$4,114,077
Note: These numbers are in addition to the W.K. Kellogg Foundation grant.	

Total NAFSI Funders, 2012-2014

Funder	Amount Funded
AARP Foundation	\$250,000.00
American Heart Association	\$36,254.00
The Christensen Fund	\$150,000.00
Margaret A. Cargill Foundation	\$200,000.00
National Fish and Wildlife Foundation	\$25,000.00
U. S. Dept. of Ag - Natural Resources Conservation Service	\$68,706.00
USDA - National Institute of Food and Agriculture	\$335,301.00
W. K. Kellogg Foundation	\$2,892,000.00
AARP Foundation	\$187,660.00
The Christensen Fund	\$50,000.00
CHS Foundation	\$35,000.00
CHS Foundation	\$1,500.00
Santa Fe Natural Tobacco Company Foundation	\$10,000.00
U.S. Dept. of Agriculture - Office of Advocacy and Outreach	\$300,000.00
U.S. Dept. of Agriculture - Rural Development	\$50,000.00
Walmart Foundation	\$500,000.00
Agua Fund	\$50,000.00
Total	\$5,141,421

44



In large part most of this additional funding was to enhance and supersize the activities originally funded by the W.K. Kellogg Foundation. Of the total \$4,837,715, 35% of this funding (a total of \$1,730,000) was utilized for regranting proposes under the NAFSI. Other resources were utilized for technical assistance and training institutes (like the Food Sovereignty Summit), travel scholarships to trainings, and advocacy work.

FUNDING LEVERAGED BY GRANTEEES

In addition to the leveraged funding received by First Nations, the grantee organizations received funding, resources and donations that supported their program activities. In total, roughly \$2,374,087.95 of additioanl support helped support projects funded by the W.K. Kellogg Foundation. These resources were accessed from a variety of sources, including local, tribal, federal and private. While the W.K. Kellogg funding was reported by the organizations to have been used for a variety of line items, the additional resources were more often used to support staff salaries and benefits/fringe. Out of the 15 organizations reporting accessing additional resources for their projects, 13 accessed them for salaries and 9 for benefits/fringe. This shows that much of the W.K. Kellogg funding supported program activities, with infrastructure costs supported by additional resources, particularly those donated in-kind. The following table shows their amounts, sources, and how they were used.

FINDINGS AND DISCUSSION

Based on interview and survey data, as well as a review of all program records, evaluation findings are discussed below. They have been developed through the perspective of an outside evaluator employing an appreciative inquiry approach and using effort, process, and outcome orientated data. The discussion represents a summative assessment of project activities completed at the end of the three-year project and is based on both evidence of completion and evidence of worth. Evidence of completion tells you that the work was done. Evaluations that use evidence of completion report on the level of effort and/or the process that was used in the project, program, or service. Level of effort can be demonstrated through service logs and data about the people served and is useful for answering whether project tasks were completed. Level of effort does not, however, tell you whether the services provided accomplished the intended purpose. Process evaluation tells a story about what happened during a project. It typically uses participant or staff accounts, and may include the perspectives of different individuals associated with the project. It may describe examples of outcomes, but it does not provide any measurement of outcomes.

Evidence of worth consists of evaluations that try to determine whether or not a project or service was worthwhile, and commonly takes two forms—user satisfaction and outcome evaluation. User satisfaction can tell you if the target audience thought the program activities were useful and were satisfied with them, but does not say if activities accomplished their intended outcomes or impacts. Outcome evaluation measures change in knowledge, attitudes or behavior as a result of the program, and is the strongest indicator that the program accomplished its intended outcomes or impacts.

This evaluation also employs an appreciative inquiry approach¹⁴ that emphasizes a positive focus

14 For more information on Appreciative Inquiry, see: <http://appreciativeinquiry.case.edu/>.



on the strengths and accomplishments of the program instead of a deficit view of gaps, needs, and problems. Appreciative inquiry techniques have been used successfully in a wide range of evaluation projects and are especially suited for programs that work with populations that have historically been stigmatized and disenfranchised.¹⁵ Contrary to some criticisms, appreciative inquiry does not overlook program shortcomings, but rather it chooses to focus on building upon program strengths in order to address areas for improvement.

There were several limitations with this study. Evaluation and data collection is generally a challenge in Indian Country. Under this initiative, the same trend has been observed. First Nations tried to address these challenges by: 1) requiring that grantees report on progress three times per year (versus two); 2) making grant disbursements contingent on reporting and progress toward meeting objectives; 3) providing evaluation training through multiple venues including in-person and via Webinars; and 4) conducting routine contact and follow-up related to progress. Although labor intensive, these efforts have clearly improved the quality of reports from grantees. Nevertheless, despite the commendable efforts of the First Nations program team, some evaluation reports were not made available to them. This evaluation report in large part relies on data reported from grantees and in a few cases this has limited the report's findings.

Program Goals, Objectives and Outcomes

The documented evidence from NAFSI program activities indicated that virtually all the program's intended outcomes were met by First Nations to the extent that the available data indicated. The overall program goal of NAFSI was to build a sustainable local and systemic infrastructure in Native communities to address food systems, food insecurity and food deserts. The objectives were as follows, with related outcomes reported:

1. Native community-based food systems projects:

- a. Grantmaking to Native pilot/model projects to expand provision of healthy and nutritious foods.

Outcome 1: 8-12 models (conducted by Native nonprofits or tribes) assisted annually that will expand the availability of locally-produced and/or healthy foods in Native communities experiencing food insecurity, food deserts and diet related diseases.

Outcome 2: 8-12 Native communities annually that will benefit from food dollars that recirculate more frequently in the community, potentially creating or securing jobs and increasing family assets and wealth.

Outcome 6: Up to 20 Native communities that reinforce the practices and traditions of local Native cultures through production of traditional Native foods and food-related ceremonies.

15 Hallie Preskill and Tessie Tzavaras Catsambas. 2006. *Reframing Evaluation Through Appreciative Inquiry*. Thousand Oaks, CA: Sage Publications.



Outcomes 1, 2, and 6 were considered met. First Nations directly supported 37 models projects in 2012-2014 (11, 12, and 14 respectively) that worked to expand the availability of locally-produced and/or healthy foods in Native communities. It supported at least 37 Native communities that could benefit from food dollars recirculating more frequently in the community, and it helped at least 37 Native communities reinforce the practices and traditions of local Native cultures through production of traditional Native foods and food-related ceremonies.

- b. Capacity-building Technical Assistance/Training that will build the organizational and program management capacity and sustainability of grantees and other allies.

Outcome 3: Up to 20 Native nonprofit organizations and tribes annually that benefit from organizational and programmatic capacity building, allowing them to better manage and access internal and external resources.

Outcome 3 was considered met in 2012-2014. First Nations directly provided technical assistance and training services to 10, 11, and 13 Native organizations in 2012, 2013 and 2014 respectively. Combined with the large numbers of organizations that participated in the Knowledge Webinar Series from 2012 to 2014, the objective was clearly exceeded.

- c. Training on increasing community control of local food systems using First Nations' Food Sovereignty Assessment Tool (FSAT), which was designed to assist Native communities in evaluating their local food system.

Outcome 4: Up to 20 Native nonprofit organizations and tribes annually that receive training on Food Sovereignty Assessments.

Outcome 7: Development of an online and nationally-marketed version of the Food Sovereignty Assessment Tool that can be self-conducted by Native communities nationwide.

Outcome 4 was not fully met. First Nations provided FSAT training services in-person, on Webinars, and in conference sessions in 2012 and 2013 to an undetermined number of Native nonprofit organizations and tribes, however it does not appear that training was conducted in 2014. First Nations released a new publication in 2014 which documented best practices from three organizations that have conducted the FSAT. Outcome 7 was not met. Planning is underway to update the FSAT and develop additional support tools before a new online version will be released.

- d. Networking grantees and Native groups to each other and to non-Native allies so that they may overcome their isolation and learn from each other's models, situations and issues.

Outcome 5: Up to 20 Native nonprofit organizations and tribes that overcome geographic isolation from each other to learn from each other's models and experiences and begin to build a mutually supportive network.

Outcome 5 was fully met. Well in excess of 20 Native nonprofit organizations from around the country



were represented as attendees of the LEAD and Food Sovereignty events in 2012-2014. Networking opportunities were provided throughout these events, including receptions, panel sessions, roundtable discussions, field tours, and other activities.

2. Tribal college students and agriculture-based businesses:

- a. Development and deployment of a tribal college agri-entrepreneurship curriculum.

Outcome 8: Development, piloting and national marketing of a tribal college curriculum that will more effectively prepare Native beginning farmers/ranchers for the successful management and development of agriculturally-related small businesses.

Outcome 8 was fully met. Project documentation shows that the curriculum was developed, piloted and nationally marketed.

3. National Native food systems alliances:

- a. Building a Native American Food Security Alliance to move forward an agenda addressing Native food security, hunger and nutrition at the national, tribal and local levels.

Outcome 9: A nonprofit, Native-controlled and nationally-active Native American Food Security Alliance that will essentially be an interagency food policy council engaging in long-term strategic planning.

Outcome 9 was fully met. Project documentation and reports show that the NAFSA has been an active and impactful movement.

- b. Research on Tribal and Federal policy implications that will focus on policy and other barriers to improved access to healthy foods, and will examine the challenges and opportunities to change these dynamics.

Outcome 10: Nationally significant research that will identify policy issues affecting access to healthy foods and tribal/Native control of local food systems;

Outcome 10 was fully met. Project documentation shows that First Nations has been active in research, data collection and policy development and education.

4. Health and wellness communications:

- a. Health and wellness information (through printed media, online communications, blogs, and social media) for Native families, youth, elders and expectant mothers will encourage healthy lifestyle choices.



Outcome 11: A nationally-accessible library of links and resources promoting a groundswell of awareness among Native families, organizations and tribes about food systems resources and healthy lifestyles.

Outcome 11 was fully met. Project documentation, Website development and activity, and social media postings show that First Nations has been active in building and deploying a national comprehensive communications campaign.

The medium- and long-term impact of the NAFSI program is beyond the scope of this evaluation. However, numbers and data aside, the impact of even a single individual, family or community starting to exert control over their food systems represents a powerful, life-changing story. That individual, family or community now possesses the capacity to take control of their food choices; to be food secure; to live and eat healthy; to build economic wealth; and to become an informed producer and/or consumer in his or her tribal nation. This is ultimately the powerful multiplying and transformative effect of NAFSI.

RECOMMENDATIONS

The following recommendations, based on the evaluation data, should be viewed as suggestions, not prescriptions, for action. Discussions regarding these recommendations should lead to conversations about how the program can be improved and will perhaps generate additional recommendations. They are primarily intended for two main audiences: the program team and funding organizations. The three recommendations based on this study are as follows:

1. Consider more targeted and strategic grantmaking especially in considering multi-year grants or increasing grant amounts to Native communities

This evaluation study found that the vast majority of grantees successfully completed their proposed projects and reported impressive results. Yet, there is always room for improvement. Several considerations could help to increase the success and impact of grantmaking initiatives in the future.

First, some initiatives have benefited from a two-tiered approach where grantees first apply for small planning grants and, if successfully accomplished, become eligible for larger implementation grants in the following years. This may be especially helpful given that first year projects are often delayed by start-up tasks with both the granting and grantee organizations. Secondly, multi-year grant awards may provide more time and resources to plan, build capacity, and implement successfully than single-year grants. Third, given the transaction costs of grants (overhead, fiscal, administrative, reporting, etc.) for both the grantmaking and grantee organizations, some thought should be given to awarding larger and fewer grants, as opposed to smaller and greater numbers of grants. Planning grants could provide critical information in making a decision to award higher funding levels.

The cluster analysis discussion also suggested that grantmaking program priorities could be more strategically targeted. Future initiatives might benefit from a strategic planning process (including



market analyses) where particular program areas and organizations might be assessed for their potential to serve as key levers or tipping points in the Native food systems movement. This might involve a scenario where the programming focus shifts to policy development because of a major societal trend toward increased federal regulation of food systems. It might involve a focus on local sustainable food production due to the increasing impacts of climate change on crops and water supply. It may be that a particular organization at a particular time is ideally suited to play a critical role in mobilizing a movement. The underlying assumption here is that directing the full weight of program resources (funding, staffing, technical assistance, etc.) and focus could result in greater impacts and societal advances than if those resources and foci were more diffused. The old sayings that “you can’t do it all,” or “you can’t be everything to everyone,” might be an appropriate thought to consider here.

One area that may be a particularly fruitful for future programming is youth development. While youth development was not a primary focus of NAFSI, several grantees incorporated youth development objectives and activities in their projects. For example, the Crow Creek Fresh Food Initiative, the Bay Mills Youth Farm Stand, and the Oneida Youth Food System Entrepreneur Project all had strong youth development components. These projects involved youth in tribal communities engaging in agricultural practices, community development and entrepreneurial activities. Comments from several grantees indicated that youth development was an area where they needed additional support.

Additionally, college students could be supported to pursue studies and careers in agriculturally-related areas. For example, in November, 2014, First Nations announced the Native Agriculture and Food Systems Scholarship Program (funded by its endowment) as a means to encourage more Native American college students to enter the agricultural sector in Native communities. According to the USDA, the number of farmers and ranchers nearing retirement age has grown by 22 percent in the past five years, while the number of young farmers and ranchers adequately trained to replace them has decreased by 14 percent. The lack of qualified replacements in these industries could have potentially dangerous effects on recent efforts to reclaim control of local Native food systems. Many farmers, ranchers, herders and others are now retiring without qualified replacements trained to take their place. In February, 2015, First Nations awarded six \$1,000 scholarships to Native American college students majoring in agriculture and related fields, including agribusiness management, agriscience technologies, agronomy, animal husbandry, aquaponics, fisheries and wildlife, food production and safety, food-related policy and legislation, horticulture, irrigation science, plant-based nutrition, and sustainable agriculture or food systems. These long-term investments in the capacity of Native agriculture should be continued.

2. Repackage the Food Sovereignty Assessment Tool

This report recommends that work continue on the revising and repackaging the FSAT so that it is more current, accessible, and useable, and so that it includes more support resources. There is no question that a food assessment tool is needed for Indian Country to support the continued growth of the Native food systems movement. An upgrade to the FSAT will make it an even more valuable resource for Native communities.



Lowering the access and delivery costs (time and effort) of the FSAT should be a major consideration. Currently, the FSAT is available in hardcopy and pdf format, downloadable from the First Nation's Knowledge Center Website. Written in 2004, the 74-page document contains valuable content, activities and worksheets that help communities raise their awareness of local food systems and begin to develop ways to take control of those food systems. Access could be improved by structuring the document as revisable Web-based modules for easy download and printing. These modules could be organized as a menu of topics that could be used "ala carte" in tailoring training to meet a community's specific needs. This would also enable various multimedia delivery methods such as Web-based instruction, video and PowerPoint presentations, and tailored worksheets and activity books.

The FSAT's content and platforms should also be updated. Much has happened to the food systems discussion in this country over the past ten years or so since the FSAT was first written. With the recent recession of 2007-2009, food insecurity inserted itself into the national narrative. Other trends such as the dramatic growth of the organic industry, the use of genetically-modified organisms in foods, climate change, and rising incidences of diet-related diseases have occupied national attention. At the same time, technology has had a great influence on how health and wellness information is collected, processed and presented to the public. Younger generations are demanding more multimedia content and access to information across a wide range of technology platforms. All of these trends and more should be considered when revising the FSAT.

Another consideration is to develop the FSAT as a complete, comprehensive bundle or package of products and services that will satisfy the needs of the community food activist. This is somewhat similar to the bundling of products and services that a customer would receive if he or she were to enroll in a certified training program (e.g., Myers-Briggs certification) where he or she receives bundled curriculum materials, training, and then ongoing technical support. Packaging the FSAT would mean identifying all of the various complementary programs and resources, prioritizing them in terms of best practices, organizing them for easy access, and then compiling them into a single resource bundle.

Finally, a packaged product would need to be marketed as a one-stop, turnkey solution to training on conducting local food assessments. It should be organized as a storefront of product components (e.g., modules, lessons, work sheets, etc.) that can be selected and used individually or as a complete package. Its features, functionality, ease-of-use, and added value would all be important marketing points.

3. Building a Sustainable Movement

NAFSI was in its third and final year in 2014, and so a discussion on sustainability is appropriate. As this report has shown, the objectives for the program have been largely met. The seeds of the program have been sown and carefully tended among NAFSI grantees and the larger Native food systems movement, and now it is time for the initiative to establish deep self-sustaining roots. However, it is unlikely that all of NAFSI's efforts can sustain the momentum by themselves. NAFSI is a multi-faceted, comprehensive implementation that relies on coordinated planning and program



management, specific technical expertise, as well as an adequate set of resources. These elements are what made NAFSI work well, but they are also what make a sustained support system necessary. In a budget environment where small community-based organizations are constantly being asked to do more with less funding, it is unrealistic to presume that many of the NAFSI grantees can sustain their programs without continued assistance.

Building a sustainable program will require the long-term commitment of a program administrator, partners, and funding entities. It will require the financing, staffing and organizational capacity of a program administrator such as First Nations. Sustained programming will require the continued commitment of people and time from program partners such as TCEDC to coordinate a national alliance. It will also require the stability that comes from a long-term funding mechanism.

Long-term funding can be provided in several ways. Funding agencies and organizations can include federal, state and tribal partners; philanthropic interests; the business sector; and civic and service clubs. Funding mechanisms can include legislative appropriations, grants, cooperative agreements, corporate sponsorships, and fundraising. Mutual interests, common goals and shared values of funding entities and NAFSI partners need to be aligned for these supportive relationships to develop. These relationships, and the associated funding, must be developed with the understanding that societal change takes time, patience and long-term commitment.

In some communities, local taxes and/or fees can support new programming initiatives. For example, some jurisdictions will support a sales tax increase or a use fee in order to support a high priority community initiative. Some states have generated revenue for high priority programs through cigarette taxes, lotteries or gaming, while other states may use tax credits to offset program expenses. Some tribes can use gaming revenue to support local food systems and other high priority needs, but these tribes represent only a small minority of tribal nations. While these funding strategies can be very effective once implemented, they are political in nature and are often the outcome of long and contested debates.

Finally, moving beyond the reliance of a single relationship and toward broad-based and multiple relationships removes the single point-of-failure phenomenon whereby if a key organization leaves, the movement stalls. Some NAFSI grantees have been critical to the success of the Native food systems movement and their contributions cannot be overstated. It is then somewhat paradoxical to say that the initiative should move beyond particular organizational relationships when it was those very relationships that were critical to the initial success of the initiative. Yet, organizations and programs will come and go. Key organizations will remain an important part of NAFSI, but the initiative cannot rely on a single organization to be sustained. Relationships should be fostered with many other organizations so that there are multiple strong connections within the movement.

Building a sustainable program does not suggest that First Nations will no longer play a role. As an invested partner, it is anticipated that First Nations will continue to provide leadership and coordinate NAFSI, contingent on the availability of resources and capacity. With a commitment of long-term funding, First Nations can continue to provide strong program administration and support further success. However, absent continued long-term funding, First Nations cannot feasibly continue its leadership of NAFSI at its current level of support.



CONCLUSION

The story of NAFSI in 2012-2014 is one of growth, momentum and establishing a national Native food systems movement. This report has shown that the initiative has accomplished a great deal in three short years. The program has provided support and direction to NAFSI grantees, which laid the foundation for strong and sustainable implementations, and has largely achieved its intended objectives and outcomes. This report has also provided several recommendations that aim to improve the initiative, with a focus on sustainability into the future.



As NAFSI moves beyond its third and final year of W.K. Kellogg Foundation funding in 2014, its successes and lessons learned should be considered in the context of its applicability to other movements in Indian Country. In other words, could NAFSI serve as a model of comprehensive, multi-faceted programming for other serious issues facing Native Americans? The definitive answer to this question will depend on the voices of many people with vested interests in Native American communities, but the evaluation data in this report can offer some preliminary thoughts to consider in the conversation.

First, there are great challenges facing Native American families and communities today including threats to their health and wellness, economic prosperity, environment and natural resources, and cultural identity. These systemic issues cannot be addressed with targeted technical solutions but rather with a long-term, holistic, and comprehensive approach like NAFSI's. Components such as policy development, alliance and network creation, and on-the-ground community work will all be required. Strong leadership from a coordinating organization such as First Nations will be needed. This report suggests that NAFSI may provide a model for creating societal change in a number of challenging areas for tribal nations.

Second, the applicability of the approach and process that First Nations used to implement NAFSI deserves some consideration. A key strength of the initiative's implementation is its collaborative and capacity-building approach to working with grantee organizations. This process gives grantees the power to dictate the parameters of their participation, including deciding what support services and resources are needed, and how they will be used. The benefit to this approach is that the program is tailored to the exact needs of each grantee, which helped make the program widely accepted. The challenge of this approach is the large investment required in resources (i.e., "high touch") by the grant provider, First Nations.

In particular, the granting organization needs an extraordinary set of knowledge and skills in order to satisfy the variety of needs that may be requested, as well as the interpersonal skills needed to



build relationships with grantees and other partners. This is especially important during the early years of an implementation. The grant provider also needs the organizational capacity and expertise to administer a complex program of this nature. Therefore, the process modeled by NAFSI should include a lead organization with the required capacity and expertise, and a dedicated staff who have the requisite skill sets, as well as the ability to regularly engage with Native communities and nonprofits. Organizations such as First Nations that have developed relationships within tribal communities are in the best position to implement a collaborative process, as these trusting relationships take time and patience to build.

Finally, while the focus of the program and this evaluation report has been on Native American families and communities, the model may have applicability to other groups who have historically been disenfranchised and who disproportionately suffer from a lack of control of their food systems. These groups may also have culturally-orientated ways of thinking that affect their views and behaviors concerning food, and who could also benefit from a model that is holistic, comprehensive and empowering. In summary, the potential for NAFSI to serve as a national model is strong and holds great promise for improving the food security and control of food systems for Native American families and communities, as well as other communities of need.



APPENDIX A

2012 GRANTMAKING PROJECTS

W.K. Kellogg Foundation-NAFSI Grantees 2012

Columbia River Inter-Tribal Fish Commission, Portland, OR Fisher's Business and Education Strategies for Food Safety and Economic Value, \$51,403

The four treaty tribes (Nez Perce, Umatilla, Warms Springs and Yakama) have long used the river as an integral part of tribal culture, diet and economy. However, tribal fishermen have been at the bottom of the fish-marketing chain and have not shared in its full economic value. This project will improve that by developing an entrepreneurial program to teach proper food handling and harvest safety practices along with business and marketing strategies.

Project Outcomes:

- The CRITFC hosted the third annual Columbia River Indian Fishers Expo on July 27, 2012. More than 170 people attended this event, which focuses on river safety and quality food handling.
- Produced 200 Tribal Fisher "How-To" videos.
- Published 750 Tribal Fishers Handbooks.
- Disbursed more than forty 400-page food-safety training manuals.
- Hosted three food safety-training classes and two canning/food storage classes.

Diné College, Tsaile, AZ Diné Food Sovereignty Policy, \$44,959

This program seeks to develop a regional food policy; establish a farmer's market; and promote nutrition education. The regional food policy will be developed with input from Navajo scholars, elders, medicine people, and other traditional practitioners. This policy will be used to help establish a farmer's market in Tsaile, AZ, in the summer of 2012. In addition to the farmer's market, this policy will be used to help promote nutrition education and will be used to conduct workshops to educate farmers and consumers.

Project Outcomes:

- Established a food policy for the communities of Tsaile, Lukachukai, Many Farms, and Chinle.
- Developed this policy by conducting a community food assessment, where they collected 270 surveys and 40 in-depth interviews.
- Hired six summer interns to assist with a community food assessment.
- Conducted more than a dozen public education and outreach workshops in four separate communities on reclaiming Native food systems.
- Launched a farmers market in three separate communities.
- Released and disseminated a report on Navajo Food Sovereignty available on First Nations website in the Knowledge Center, www.nativefoodsystems.org and on Dine Policy Institute Website.

Hunkpati Investments, Inc., Fort Thompson, SD Crow Creek Fresh Food Initiative, \$51,000

The initiative will provide fresh vegetables, gardening and entrepreneurial education, and youth employment on the Crow Creek Reservation. A planned community garden will have 10 personal plots for community members, leaving the rest for communal gardening. The project will facilitate community-wide farmers markets, provide nutrition and gardening education via the Boys and Girls Club, and will provide work for teens by hiring them to care for the garden and run the farmer's markets.

Project Outcomes:

- Partnered with the Boys and Girls Club to establish a Summer Youth IDA Program for more than 50 tribal youth.
- Disbursed 100 garden kits to increase the number of gardens on the Crow Creek Indian Reservation.
- Hired 6 teen workers to till 65 gardens in the community.
- Hosted three farmers markets.
- Two teens participated in the farmer's market as vendors where they sold canned goods including strawberry/mango/pineapple jam, salsa, pickles, and roasted pumpkin seeds.

Inupiat Community of Arctic Slope (ICAS), Barrow, AK
The Inupiat Farm to Table Initiative, \$9,947

The goal of the project is to make available locally grown vegetables, herbs and edible flowers twelve months of the year by using innovative technology to grow organic produce hydroponically or without soil in the water. Fresh, locally grown produce will allow a greater percentage of Arctic Slope natives to improve their diets and long term health by adding more plant based foods, which are currently prohibitively expensive due to the cost of transporting them. Locally grown produce will allow tribal youth to take advantage of the Farm to School Program which will introduce fresh produce in the school system.

Project Outcomes:

- Started to purchase farming equipment and supplies; however, ICAS did not complete construction on the Tower Gardens and the remainder of their grant award was revoked.

Northwest Indian College, Bellingham, WA
13 Moons Swinomish Community Garden Program, \$43,703

The Swinomish Indian Tribal Community is committed to strengthening its food system resources to improve the health of community members through increased access to fresh produce. The recently established Swinomish Food Sovereignty Committee is developing a long-term food system plan that includes extending campuses of Northwest Indian College to expand a community garden and greenhouse.

Project Outcomes:

- Hired one intern and recruited additional tribal members to design, plan and install a demonstration garden.
- Hosted three garden/education workshops attended by 25 tribal members.
- Launched the 13 Moons Swinomish Season Food blog.

Oglala Sioux Parks and Recreation Authority, Kyle, SD
Mobile Bison Meat Delivery System Through Farmer's Market, \$25,000

This project makes a traditional food source, buffalo, readily available to Oglala Lakota tribal members who otherwise would not have access to the meat. There is no outlet to purchase it on the Pine Ridge Reservation unless a tribal member purchases a bison hunt, which is limited and expensive for low-income families. The opportunity to buy processed buffalo meat allows tribal members to purchase just what they need instead of paying the cost of a hunt and the processing of hundreds of pounds of meat at a time. It will be available at tribal farmer's market sites and transported in a mobile freezer truck to rural areas.

Project Outcomes:

- Harvested two bison (approximately 600-70lbs. of meat) per month for community use.
- Produced smoked bison meat products to sell at the local farmer's market.
- Developed literature to market these products.

**Oneida Tribe of Indian of Wisconsin, Oneida, WI
Indigenous Food Systems Project, \$39,681**

The Oneida Tribe of Indians of Wisconsin seeks additional funding for their agricultural program, Tsyunhehkwa. This funding will help increase Tsyunhehkwa's organizational efficiency by updating a variety of equipment. In particular, they are in need of a gravity box/wagon for the purposes of drying down white corn. Therefore, they intend to purchase a commercial dehydrator to maximize production of white corn for dehydration so that the Oneida community can have access to white corn throughout the year rather than just seasonally.

Project Outcomes:

- Purchase a corn picker and sheller.
- Purchased a storage freezer.
- Developed educational curriculum detailing traditional practices for planting, growing, and harvesting white corn.

**Painted Desert Demonstration DBA The Star School, Flagstaff, AZ
STAR Sandsprings Farm-To-School Project, \$44,334**

The STAR School will partner with the Navajo community of Sandsprings to pilot the first Farm-to-School project in northern Arizona. Specifically, funding for this project will be used to build a greenhouse that produces 18,000 pounds of Navajo corn, squashes, and other crops. Half of these crops will then be sold to the STAR school to prepare meals for Navajo and Hopi students to improve student nutrition.

Project Outcomes:

- Due to timing and water issues, the crops yielded 500 ears of corn and approximately 1,000 lbs. of squash.

**Taos County Economic Development Corporation, Taos, NM
Native American Food Sovereignty Alliance, \$45,000**

The Taos County Economic Development Corporation will be the lead coordinator of a new Native American Food Security and Food Systems Alliance. The purpose of the Alliance will be to build a national Native movement and voice on Native food security and food system control. This will include developing a collaborative group of Native leaders who are concerned with Native food security, hunger and nutrition issues.

Project Outcomes:

- Launched this three-year endeavor to provide training, infrastructure, and entrepreneurial opportunities to more than a dozen tribes and Native organizations.
- Identified NAFSA's 10 Board of Directors.
- Hosted three webinars detailing food awareness strategies.
- Launched a new newsletter.

**Waimea Hawaiian Homesteaders' Association, Inc., Kamuela, HI
Farming for the Working Class, \$45,000**

The "Farming for the Working Class" program enables Native Hawaiian homesteaders to actively begin farming fallow land. It consists of hands-on training, classroom learning and business training. Wow Farm, a successful farming enterprise, developed a highly productive greenhouse. That system will be taught to participants, allowing them to grow healthy crops that provide additional income along with fresh produce.

Project Outcomes:

- Recruited more than two dozen mentor to assist Hawaiian homesteaders in farming their land.
- Erected 14 greenhouses to help Hawaiian families grow and sell their own food.

APPENDIX B

2013 GRANTMAKING PROJECTS

W.K. Kellogg Foundation-NAFSI Grantees 2013

Agricultural Safety and Health Council of America, Marshfield, WI

Native American Farm Safety

Supported annual conference. In exchange, First Nations participated in conference and provided public education about farm safety issues in Native American communities.

Project Outcomes:

- Participated in annual conference and raised awareness of farm safety issues in Native communities.

Cochiti Youth Experience, Cochiti Pueblo, NM

The Cochiti Pueblo Food Project, \$6,000

This project is designed to re-invigorate farming in the Cochiti Pueblo community. The primary goal is to create a localized food system by supporting existing farmers, teach Cochiti youth traditional farming techniques, and recreate the tradition of farming that strengthens socialization methods and social institutions. The secondary goal is to encourage Cochiti youth to find ways to merge modern economic systems with traditional farming systems by creating opportunities for youth to establish food networks with the primary food programs in the Cochiti community. Ultimately, the goal is to grow the number of potential producers as older farmers reach the age of retirement.

Project Outcomes:

- Hosted several community-wide forums; approached tribal members in smaller, more informal settings to discuss a localized food system.
- Disseminated 300 surveys and received 278 completed surveys to gather enough information to complete a community wide-assessment about food sources, waste, and needs in the Cochiti community.
- Hired 9 farmers to mentor and teach traditional farming techniques to inexperienced farmers.
- Purchased three laptop computers, three printers and a hotspot Internet connection in order to effectively and efficiently manage and promote all programs administered.

Diné Community Advocate Alliance on the Navajo Nation, Gallup, NM

Healthy Diné Nation, \$14,643

Diné Community Advocate Alliance (DCAA) supported efforts to advocate for the Navajo Nation Junk Food Tax Act of 2013. DCAA is a grassroots organization formed by 70 healthcare professionals and community leaders across the Navajo Nation to combat chronic diet-related diseases, including obesity, diabetes and heart disease. DCAA used the grant to launch a major campaign to increase public awareness of the Navajo Nation Junk Food Tax Act. The proposed act seeks to impose a 2 percent sales tax on sugar-sweetened beverages and junk food, and eliminate sales tax on fresh fruits and vegetables. The revenue generated would be used to help fund various health and wellness projects.

Project Outcomes:

- In January of 2014, Navajo became the first location in the United States to pass a tax on Junk Food and Sweetened Sugar Drinks sold on the Navajo nation. This legislation will allow all revenues generated from the tax to be earmarked for wellness projects to 110 Navajo communities that will empower Navajo individuals, families and communities to develop their own projects such as community gardens, farmer's markets, health education, walking/hiking trails, and wellness centers that will reflect the needs of each community and its members.

- The Navajo Nation passed legislation to eliminate taxes on fresh fruit, vegetables and water sold on the Navajo nation.
- DCAA traveled to local communities, conducting community education classes with chapter houses on the Navajo nation.
- DCAA conducted public education with delegates, providing health information and proposed benefits of the tax.

**Hunkpati Investments, Inc., Fort Thompson, SD
Crow Creek Fresh Food Initiative, \$37,500**

Hunkpati Investments, Inc. used their funding to support the Crow Creek Fresh Food initiative (CCFI), which provides the community with fresh produce, as well as gardening and food entrepreneurship experience and education. Specifically, they used this grant to increase workforce opportunities for their tribal youth and expose them to agriculture and business.

Project Outcomes:

- Hunkpati re-partnered with the Boys and Girls Club to implement the Summer Savers program, which teaches tribal youth (ages 6-13) about gardening, food entrepreneurship, and financial responsibility.
- These tribal youth helped produce approximately 1,500 pounds of tomatoes, potatoes, squash, and melons.
- Tribal youth helped sell 700 pounds of fruits and vegetables at nearly a dozen farmer’s market.
- They donated the rest of the produce to the local senior center and women’s shelter.
- Hunkpati Investments, Inc. partnered with the Healthy Heart program to host a weekly afterschool program that focused on healthy snack alternatives and the importance of staying active.
- Hunkpati Investments, Inc. also launched a new volunteer program that encourages community members to volunteer time in the garden in exchange for free produce.

**Institute of American Indian Arts, Santa Fe, NM
Supporting Campus Agriculture \$1,000**

Small grant supported necessary supplies for greenhouse development on campus. This included purchasing of greenhouse equipment.

**Lac Courte Oreilles Ojibwa Community College, Hayward, WI
Increasing Food Security at Lac Courte Oreilles through Infrastructure, Research, and Animal Husbandry Feasibility Assessments, \$37,500**

The tribal college used their funding to increase the capacity of the Lac Courte Oreilles Ojibwa Community College Sustainable Agriculture Research Station (LSARS) by supporting a variety of research initiatives and educational opportunities. The main purpose of this project is to identify and establish a healthy sustainable source of fruits, vegetables, and protein.

Project Outcomes:

- The tribal college purchased an educational system to establish an aquaponics demonstration site.
- The tribal college also launched a research initiative that is intended to increase high quality protein sources such as fish and chicken.
- During this grant cycle, the tribal college also produced more than 1,770 pounds of fruits and vegetables at the LSARS, which they sold at a food cooperative, farmer’s markets, and CSA.
- Additionally, they donated more than 120 pounds of fruits and vegetables to the tribe for special community events.

Northwest Indian College, Bellingham, WA
Muckleshoot Food Sovereignty Project, \$37,500

The tribal college used their funding to increase the capacity of the Muckleshoot Food Sovereignty Project by supporting a variety of educational workshops, classes and demonstration sites related to gardening and food production. Additionally, some of this funding was used to expand the tribe's 7 community kitchen.

Project Outcomes:

- The tribe established a 5-year food sovereignty plan.
- The college created three positions with this grant: Project Director, Community Gardener, and Community Facilitator to host workshops and classes. They hope to create two additional positions in the near future.
- The tribal college expanded their community kitchen and established a new food policy and guidelines for their kitchen.
- They expanded their community garden by 18 acres. The community garden serves as a supplemental food source at the tribal school, college and elder center.
- They hosted more than a dozen food workshops for tribal youth. Nearly 500 students participated in these workshops.
- They also hosted monthly farmers markets at two separate locations.

Oneida Tribe of Indians of Wisconsin, Oneida, WI
Oneida Youth Food System Entrepreneur Project, \$37,500

The tribe used their funding to create a tribal youth entrepreneurship program that emphasized agriculture, business, and technology. The purpose of the program was to educate tribal youth about small business agriculture opportunities.

Project Outcomes:

- Nearly thirty students applied to the ten-week summer program, but the tribe only had resources to support ten students.
- Ten students participated in weekly classes that focused upon food production, processing and marketing.
- Students contacted vendors to secure strawberries, raspberries, blueberries and apples to produce their own food goods.
- Students produced several hundred bags of strawberry-lemonade drink mix and "Very Berry" trail mix, which they sold at farmer's markets and to local businesses.
- Students also developed a website to market their products.
- Upon completion of the program, student received food safety certificates.
- The tribal school district purchased 500 bags of trail mix.
- Through these innovative efforts, students raised more than \$300.

Painted Desert Demonstration DBA The Star School, Flagstaff, AZ
Greenhouse Food for Navajo Schools, \$36,970

The ultimate purpose of this project is to: 1) create a greenhouse that is certified and capable of growing vegetables throughout the cold weather months for the school lunch program; 2) significantly increase the amount of locally and organically grown vegetables that are served to students in the school lunch program; and 3) create a manual that will show other reservation schools how to do something similar in their own schools. Finally, it is our goal to produce a documentary short film by students showing how students are involved in growing their own food throughout the winter.

Project Outcomes:

- A 40' x 12' greenhouse was constructed on the school campus based on an energy efficient design by Synergistic Building Technologies of Boulder, Colorado.
- We have published a Greenhouse Production for School Lunches Manual that is posted on our website, www.starschool.org.

Ponca Tribe of Oklahoma, Ponca City, OK
Egg production for us, by us, \$37,500

The tribe used their funding to establish a fully sustainable heritage chicken flock that produced fresh eggs that are often difficult to obtain on the reservation.

Project Outcomes:

- The tribe purchased 1,250 chicks.
- The tribe donated 5 dozen fresh eggs per week through their food distribution program.
- The tribe also started selling fresh eggs to the tribal grocery store. They sold 75-100 dozen eggs/per week to the tribal grocery store at \$1.50/dozen. Eventually, they would like to sell 100 dozen/per week.
- The tribe intends to use these earnings to hire a project coordinator to oversee egg production.
- Eventually, they would also like to launch a tribal youth entrepreneurship program that focuses upon egg production.

Pueblo of Nambe, NM, Nambe, NM
Nambe Pueblo Community Farm Foster-A-Farm Program, \$37,500

The tribe received continued funding to expand the Nambe Community Farm by entering into contracts with tribal landowners who are not using their land for agricultural purposes. Additionally, the tribe used this funding to expand their community kitchen and support their tribal youth summer program.

Project Outcomes:

- The tribe planted and harvested nearly 4,000 pounds of fruits and vegetables. These expansions allowed them to increase that number to 4,800 pounds of fruits and vegetables.
- The tribe produced 4,800 pounds of numerous fruits and vegetables such as white, yellow, and blue corn as well as beets, broccoli, lettuce, and tomato to name a few.
- The tribe planted and harvested these fruits and vegetables based upon traditional pueblo farming techniques.
- They donated more than half of these fruits and vegetables to the community.
- This tribe created two new jobs and a volunteer program to help attend to the garden.
- The tribe hosted two workshops in both English and Tewa to teach tribal members how to plant and harvest their own gardens.
- The tribe developed a Website to promote the farm.
- They also designed a logo to create labels that can be attached to cans and seed packets.

San Carlos Apache Tribe, San Carlos, AZ
Traditional Western Apache Diet Project, \$37,500

The tribe used their funding to create a food database that will allow them to document and record traditional Apache recipes and analyze their nutritional content. The purpose of this project is to promote a healthier, more traditional pre-reservation diet to reverse the growing trend of diet-related illnesses.

Project Outcomes:

- The tribe hired a fluent Apache speaker to conduct and transcribe more than 70 interviews with tribal elders who provided further information about traditional Apache recipes.
- Through these interviews, the tribe identified more than 300 traditional foods. As of 2014, they have analyzed 200 of these food recipes.
- The information gleaned from these interviews were entered into a database and analyzed by a nutritionist who has started to identify commercially available equivalents to these traditional foods so that tribal members can replicate these recipes.
- The tribe has started replicating these recipes as part of their emerging culinary arts program.
- Eventually, the tribe would like to publish an Apache cookbook.

Santo Domingo Pueblo, \$1,000

Santo Domingo Pueblo, NM

Grant supported youth and senior hunger activities and video development. Video posted on First Nations media outlets, highlighting the work of the Pueblo in enriching food, culture and intergenerational learning.

Taos County Economic Development Corporation, Taos, NM

Native American Food Sovereignty Alliance, \$40,500

The Taos County Economic Development Corporation (TCEDC) received continued funding to serve as the lead coordinator/organizer of the new Native American Food Security and Food Systems Alliance (NAFSA). The purpose of the alliance is to build a national Native movement and voice on Native food security and food-system control. This will include developing a collaborative group of Native leaders who are concerned with Native food security, hunger and nutrition issues.

Project Outcomes:

- Formalization of contact information and membership tracking through on-line input of membership application information.
- Completion of the 501(c) 3 process, including: articles; by-laws and 1023 application.
- Development of three-year Strategic Plan

Waimea Hawaiian Homesteaders' Association, Inc., Kamuela, HI

Farming for the Working Class, \$37,500

The association received continued funding to support the “Farming for the Working Class” project, which enables Hawaiian homestead families to actively start farming their fallow land. The program consists of hands-on farm training, paired with classroom-based learning and business training.

Project Outcomes:

- Helped establish 24 farms and create more than a dozen jobs.
- Planted and harvested nearly 4,000 pounds of bell peppers, corn, cucumbers, zucchini, and other fruits and vegetables.
- Approximately 2,500 pounds of these fruits and vegetables were sold commercially.
- Approximately 1,500 pounds of fruits and vegetables were donated to the community.

APPENDIX C

2014 GRANTMAKING PROJECTS

W.K. Kellogg Foundation-NAFSI Grantees 2014

American Indian Center of Chicago, Chicago Illinois National Fish and Wildlife Foundation Grant, \$7,000

The purpose of the project is for the American Indian Center of Chicago to utilize a "Three Sisters" lesson plan that fosters healthy relationships with food, to scaffold STEM activities with traditional American Indian stories, to teach the history of indigenous peoples of Chicago, promote the use of tribal language, and to build capacity for professional development through youth training.

Project Outcomes:

- To be determined. Project period is November 1, 2014 to December, 31, 2015.

Bay Mills Community College, Brimley, MI Bay Mills Youth Farm Stand, \$37,500

This grant will be used to help support the Waishkey Bay Farm 4-H Club and Youth Farm Stand. Waishkaey Bay Farm is a sustainable farm and orchard located in the Upper Peninsula of Michigan. The purpose of the club is to recruit tribal youth to help grow, harvest, and market fruits and vegetables.

Project Outcomes:

- Hired a program coordinator to manage the Youth Farm Stand.
- Hosted several youth training sessions on nutrition, soil preparation, planting, and maintaining crops.
- Youth managed a farm stand where they sold fresh fruits and vegetables as well as baked goods.

Choctaw Fresh Produce, Choctaw, MS Choctaw Fresh Produce – Mobile Farmers Market, \$37,500

This grant will be used to expand a small community garden in Broken Bow, Oklahoma. Food from the garden will be sold at the casino restaurant. Additionally, project organizers plan to sell surplus fruits and vegetables throughout the community via a mobile farmer's market. The purpose of this grant project is to increase access to healthy food on the reservation, while also creating jobs and stimulating economic development.

Project Outcomes:

- Launched a new Website choctawfreshproduce.org that includes nutrition information, delivery schedule, pricing, contact information, and other helpful information.
- Purchased a mobile farmer's market trailer to make deliveries across eight tribal communities.
- Planted and harvested more than 2,000 lbs. of fruits and vegetables including: tomatoes, watermelons, blueberries, cantaloupes, beans, squash and zucchinis to name a few.
- Choctaw Fresh Produce sold 90% of these fruits and vegetables for \$6,277.
- They donated the other 10% of their fruits and vegetables to the Elderly Nutrition Program.

Columbia River Inter-Tribal Fish Commission, Portland, OR Expand tribal fishers salmon marketing opportunities by identifying new opportunities, locations locally and regionally for tribal fishers, \$28,125

This grant will be used to assist tribal fishers as they build new relationships with tribes to develop and expand market opportunities for salmon products. The purpose of this grant project is to increase opportunities for the fishers of the Columbia River Tribes.

Project Outcomes:

- Tribal fishers have harvested 400,000 lbs. of salmon.
- The Columbia River Inter-Tribal Fish Commission (CRITFC) is developing a relationship with members of the Lummi Nation to facilitate a fish buying transaction.
- CRITFC assisted tribal fishers who have expressed interest in selling at farmers markets by gathering information and visiting potential markets for them to sell in.
- The CRITFC board has invited a representative of each of their economic development departments to become more actively involved in developing a strategy for plant operations and funding, of which the business incubator concept is among these options. The Nez Perce and Umatilla tribes have toured the facility, with the Yakama Nation and Warm Spring visits scheduled.
- CRITFC continues to be actively engaged to the FMSA implementation process by participating in meetings/Webinars organized by FNDI and continue on-going discussion with our member tribes.
- CRITFC SM has had on-going meetings (4) with member tribes to develop tribal fishing food safety codes. The Yakama Nation has assigned an attorney to assist in developing tribal code language

Diné Community Advocacy Alliance/DCAA, Gallup, NM
Navajo Tax Initiative of 2013 Project, Part 4, \$18,492

This grant will be used to help the Dine Community Advocacy Alliance support the Healthy Dine Nation Act and Junk Food Tax, which was vetoed by the President of the Navajo Nation Ben Shelly in February 2014. The act seeks to impose a 2 percent sales tax on sugar-sweetened beverages and junk food and eliminate sales tax on fresh fruits and vegetables.

Project Outcomes:

- Prepared and led countless presentations justifying the Navajo Junk Food Tax.
- Developed a new marketing campaign (i.e., radio, newspaper, social media) to educate and inform the public about the Navajo Junk Food Tax.
- Research and published factsheets about health statistics on the Navajo Nation.

Dream of Wild Health, Minneapolis, MN
National Fish and Wildlife Foundation Grant, \$7,000

The purpose of this project is for Dream of Wild Health to utilize one to two acres at the Dream of Wild Health farm for a Bee Meadow that will support native plant species and encourage native bees and other pollinators, and significantly increase the number of tribal youth familiar with the importance of supporting native plants and pollinators.

Project Outcomes:

- To be determined. Project period is November 1, 2014 to December, 31, 2015.

Gerald L. Ignace Indian Health Center, Milwaukee, WI
National Fish and Wildlife Foundation Grant, \$7,000

This grant will be used to incorporate a youth garden club, to use sustainable teaching through a native plant demo rain garden, and to initiate gardening and agricultural conversations through events and listening sessions at the Gerald L. Ignace Indian Health Center.

Project Outcome:

- To be determined. Project period is November 1, 2014 to December, 31, 2015.

Kipuka Lana'i Farms, Lana'i City, HI
Lana'i Youth Integrated Farming, \$12,539

The purpose of this project is: 1) to provide and increase food for both humans and animals, and to ensure resources are managed for future generations utilizing both traditional and modern day practices, 2) to develop

self-reliant food resources for the Island of Lana'i, 3) to ensure that Youth are active participants in asset management and control, and 4) to retain and leverage important traditional knowledge to prosper the Native Hawaiian Community.

Project Outcomes:

- To be determined. Project period is December 1, 2014 to June, 30, 2015.

**Lac Courte Oreilles Ojibwa Community College, Hayward, WI
Increasing Food Security at Lac Courte Oreilles through Infrastructure, Research, and Animal Husbandry Feasibility Assessments, \$37,500**

This grant will be used to build capacity and expand the Lac Courte Oreilles Ojibwa Community College Sustainable Agriculture Research Station (LSARS). LSARS will increase healthy food access by providing a mobile farmer's market, online and telephone food ordering service, and EBT-SNAP purchases.

Project Outcomes:

- Purchased farm truck and kiosk to launch mobile farmers market.
- Planted and harvested approximately 160 pounds of fruits and vegetables.
- Hosted 6 workshops and trainings for new farmers.

**Lakota Ranch Beginning Farmer/Rancher Program, Kyle, SD
BFR famers market garden program, \$37,500**

This grant will be used to establish an active gardening club on the Pine Ridge Indian Reservation. Fruits and vegetables harvested from this garden will be sold at a local farmer's market to promote healthier food choices.

Project Outcomes:

- Attempted to expand current garden site, but rain, hail, and wind storms impacted productivity. Instead, project organizers established a smaller greenhouse and sold the fruits and vegetables from the greenhouse at the farmer's market.
- Partnered with Oglala Lakota College to host daily farmer's markets on main campus, weekly on three extension campuses, and on weekends reservation wide.
- Did not establish a gardening club for tribal youth but, instead, hosted weekly canning classes.

**North Leupp Family Farms, Inc., Leupp, AZ
NLFF Infrastructure Development Program, \$5,000**

The overall purpose of this project is to upgrade 55 acres of irrigation water pipes and drip irrigation system with new pipes, valves, and establish a micro-irrigation system that will conserve water as well as improve the soil. Presently, NLFF has an irrigation infrastructure that was installed in the 1980s and is worn and needs replacement. This project will also create an opportunity for temporary local employment during construction while increasing the longevity of the Farm and its operations. This project will utilize the latest modern approach to water conservation while increasing the crop production using soil amending practices.

Project Outcomes:

- To be determined. Project period is December 15, 2014 to January, 31, 2016.

**Ponca Tribe of Oklahoma, Ponca City, OK
Green House Community Garden Project, \$10,000**

This grant will be used to build capacity and expand the local community greenhouse. Their goal is to produce twice as many fruits and vegetables in their expanded greenhouse. Additionally, these funds will be used to host weekly diabetes health education and cooking classes.

Project Outcomes:

- Planted a full 12-acre garden with onions, tomatoes, squash, beans, corn, peppers, beets, radish, lettuce, spinach watermelons, cantaloupe, and pumpkins.
- Tomatoes donated by Oklahoma State University for a research project studying 12 different varieties.

Pueblo of Nambe, Nambe, NM
Nambe Pueblo Community Farm Foster-A-Farm Program, \$28,125

This grant will be used to build capacity and expand the Nambe Pueblo Community Farm Project, Hoop House, and Vineyard. Additionally, this grant will also be used to continue supporting a community inventory and food surplus program that distributes surplus fruits and vegetables throughout the harvesting season to tribal elders.

Project Outcomes:

- Established two new communities' gardens, including a hoophouse.
- Hosted two farmer's markets.
- Established a new farm-to-school program.
- Hosted four workshops during the growing season based upon tradition pueblo farming practices.

Sac and Fox Tribe of the Mississippi in Iowa, Tama, IA
Meskwaki Growers' Cooperative, \$37,500

This grant will be used to build capacity and expand the Meskwaki Grower's Cooperative. The food co-op launched in 2013 and would like to expand to include a greenhouse, seed saving program, food preservation workshops, and also increase their membership.

Project Outcomes:

- Built a new greenhouse.
- Established a community garden that helped produce approximately 9,000 pounds of fresh fruits, vegetables, flowers, and herbs.
- Recruited three tribal elders to establish seed saving bank.
- Established 35 personal home gardens.
- Hired 3 summer interns.
- Hosted a community seed/transplant giveaway.

Sust'ainable Molokai, Kaunakakai, HI
Molokai Native Food Systems Food Hub, \$37,500

This grant will be used to launch the Molokai Food Hub, which will give the Native Hawaiian farming community better access and control over their local food system. The Food Hub will help accurately manage orders and monitor product quality ability.

Project Outcomes:

- Produced 85 pounds of fruits, vegetables, and herbs.
- Established 9 gardens.
- Established farm-to-school programs at 3 schools.
- Hired food hub coordinator to manage food systems program.
- Published 6 newsletter articles on their Food Security Program.
- Published online and print versions of the "Go Local! Molokai Business Directory."
- Hosted Good Agricultural Practices certification coaching session.
- Host monthly agriculture/food workshops.
- Started construction on their bamboo "Food Hub."

**Taos County Economic Development Corporation, Taos, NM
Native American Food Sovereignty Alliance, \$37,500**

Taos County Economic Development Corporation used this funding to obtain 501(c)3 funding for the Native American Food Sovereignty Alliance (NAFSA) and develop a three-year strategic plan related to outreach, sustainability and policy plans. The mission of NAFSA is dedicated to restoring, supporting and developing Indigenous food systems through best practices and advocacy that place Indigenous peoples at the center of national, tribal and local policies and natural resource management to ensure food security and health of all future generations.

Project Outcomes:

- Successfully obtained 501(c)3 status.
- Developed a three-year strategic plan.

**Waimea Hawaiian Homesteaders' Association, Inc., Kamuela, HI
Farming for the Working Class, \$32,825**

Continuing to fund "Farming for the working class" which enables another 10 Hawaiian homestead families to actively start farming their fallow land. The program consists of hands-on farm training, paired with classroom-based learning and business training. Wow Farm, a successful farming enterprise, will teach their highly productive greenhouse growing system. The goal is to empower even more families with the resources they need to begin farming their land and growing more fresh produce for themselves and the community.

Project Outcomes:

- Through this program, the corporation helped establish 24 farms and create more than a dozen jobs.
- The corporation planted and harvested nearly 4,000 pounds of bell peppers, corn, cucumbers, and zucchini to name a few of the fruits and vegetables they produced.
- Approximately, 2,500 pounds of these fruits and vegetables were sold commercially.
- Approximately, 1,500 pounds of fruits and vegetables were donated to the community.

APPENDIX D

2012 TA/TRAINING VISITS

W.K. Kellogg Foundation-NAFSI Technical Assistance 2012

Columbia River Intertribal Fish Commission, Portland, OR
Fisher's Business and Education Strategies for Food Safety and Economic Value, \$51,403
Technical Assistance Area: Capacity Building
People Attended: 18

Over the past few years the value of the salmon caught by CRITFC tribes has increased dramatically from under a million to several million dollars a year. There is more competition with more buyers and more fish to harvest. Food safety officials have been uncertain about how tribal sales fit with local and state food safety regulations. The tribal fishermen seek to improve the image of tribally caught fish while providing high quality fish and adhering to food safety regulations. The "Moving the Tribal Fishery to the Next Level" workshop is the next step in moving toward establishing tribal food safety regulations. The one-day workshop will clarify how tribal fishermen and their products fit in to the regulatory landscape.

Diné Policy Institute, Tsaile, AZ
Diné Food Sovereignty Policy, \$44,959
Technical Assistance Area: Capacity Building
People Attended: 4

In the previous 12-18 months, the Diné Policy Institute of the Diné College had undergone personnel and leadership changes that had resulted in some programmatic changes and initiatives. Through a one-day onsite consultation, the staff of the Diné Policy Institute received onsite consultation to assist in mapping out current and future programmatic efforts and initiatives.

Diné Policy Institute- Tsaile, AZ
Diné Food Sovereignty Policy, \$44,959
Technical Assistance Area: Food Systems; USDA Programs and Services
People Attended: 4

On March 21-22, 2013, the staff of the Diné Policy Institute were invited to a two-day regional institute conducted by First Nations. The institute, provided under the First Nations Navajo-Hopi Technical Assistance Project, is designed to provide producers with information and resources on opportunities through USDA and strategies for advancing food systems and agriculture-related projects. In particular, training for Diné College will be targeted on methods to establish EBT payment at their local farmers market.

Fort Peck Assiniboine & Sioux Tribes, Poplar, MT
Fort Peck Tribes Food Bank Cold Storage System
Technical Assistance Area: Capacity Building
People Attended: 5

Prior to the revocation of this grant, First Nations conducted a technical assistance site visit as intervention given that we could see they were struggling with their NAFSI program (related to gaining significant tribal government support and commitment and also related to securing a new location for their food bank program). We conducted training to tribal government on food systems, food policy, community engagement and food assessments.

Hunkpati Investments, Fort Thompson, SD
Crow Creek Fresh Food Initiative, \$51,000
Technical Assistance Area: Capitalization/Food Financing
People Attended: 5

TA supported an analysis of current funding streams and opportunities for expansion and sustainability. Also looked at methods to increase agricultural lending and agricultural lending policy development.

Hunkpati Investments, Fort Thompson, SD
Crow Creek Fresh Food Initiative, \$51,000
Technical Assistance Area: Value Added Goods
People Attended: 4

An onsite visit focused on training to increase the capacity of the organization to expand marketing classes to agricultural producers. This visit included branding, packaging and also direct marketing strategies to local vendors (also included some discussion of food handling and safety).

Inupiat Community of the Arctic Slope, Barrow, AK
The Inupiat Farm to Table Initiative, \$9,947
Technical Assistance Area: Planning
People Attended: N/A

Ongoing discussions for TA needs and planning.

Northwest Indian College, Bellingham, WA
13 Moons Swinomish Community Garden Program, \$43,703
Technical Assistance Area: Food Systems Assessment, Food Policy Development
People Attended: 16

A two-day workshop focused on laying the groundwork for a Swinomish community food assessment and food policy development. Consultant Vicky Karhu, former director of Mvskoke Food Sovereignty Initiative, shared her experiences in conducting community food assessments and worked with the Swinomish Food Sovereignty Committee to develop an action plan for their community food assessment. Consultant Dana Eldridge, Diné Policy Institute, shared her experiences in food policy development and discussed approaches for Swinomish Food Sovereignty Committee.

Oglala Sioux Parks and Recreation, Kyle, SD
Mobile Bison Meat Delivery System Through Farmer's Market, \$25,000
Technical Assistance Area: Food Processing, Food Safety
People Attended: 3

Due to the rural location of OSPRA, getting the buffalo meat to inspection is costly and challenging due to the time constraints required for the meat to be considered fresh. The organization would like to establish its own processing facility. Consultants Pati Martinsen and Terrie Bad Hand of Taos Country Economic Development Corporation provided 1.5 days of technical assistance. Pati and Terrie provided strategies on establishing a processing center as well as information on current safety codes and the buffalo meat inspection regulations. Pati and Terrie also shared effective strategies to sell buffalo meat and meat by-products at mobile food-booth locations including food safety regulations.

Painted Desert Demonstration DBA The Star School, Flagstaff, AZ
STAR Sandsprings Farm-To-School Project, \$44,334
Technical Assistance Area: Horticulture and Gardening
People Attended: 16

The staff and partners of the Painted Desert Demonstration Project received onsite technical assistance and training from the Joseph and Kim Howell Costion of Ashakola Gardens. This 2-day onsite training and assistance provided the STAR School and partners with information, resources, and hands-on demonstration in green house constructions, seedlings, and rain water consulting.

Painted Desert Demonstration DBA The Star School, Flagstaff, AZ
STAR Sandsprings Farm-To-School Project, \$44,334
Technical Assistance Area: Food Systems; USDA Programs and Services
People Attended: 4

On March 21-22, 2013, the staff of the STAR School was invited to a two-day regional Institute conducted by First Nations. The Institute, provided under the First Nations Navajo-Hopi Technical Assistance Project, was designed to provide producers with information and resources on opportunities through USDA and strategies for advancing food systems and agriculture-related projects.

Taos County Economic Development Corporation, Taos, NM
Native American Food Sovereignty Alliance, \$45,000
Technical Assistance Area: Planning
People Attended: N/A

Ongoing discussions for TA needs and planning.

Waimea Hawaii Homesteaders' Association Inc., Kamuela, HI
Farming for the Working Class, \$45,000
Technical Assistance Area: Planning
People Attended: 3

Site visit was completed in November 2012. Ongoing discussions for TA needs and planning.

APPENDIX E

2013 TA/TRAINING VISITS

W.K. Kellogg Foundation-NAFSI Technical Assistance 2013

Big Pine Paiute Tribe of Owens Valley, Big Pine, CA
Sustainable Food System Development Project, \$37,500
Technical Assistance Area: Community Engagement Meeting, Strategy Development and Food Policy
People Attended: 16

Big Pine Paiute Tribe of Owens Valley needed assistance in facilitating community engagement related to food sovereignty. Thus, on November 11, 2013, First Nations staff and consultant conducted an onsite training related to food sovereignty at the Big Pine Tribe. We provided facilitation in walking community members through food system asset mapping, mapping the history of tribal and reservation food systems, challenges to regaining control and opportunities for developing control. Moreover, First Nations worked with Environmental Department staff members of the Big Pine Paiute Tribe of Owens Valley on how to conduct such a community engagement, planning meeting on their own with different community constituent. Big Pine conducted their own meeting in December of 2013, based on community engagement techniques and continues to develop plans for food system control on their reservation. Moreover, Dana Eldridge from Diné Policy Institute attended this training and conducted a presentation on researching the need for a food policy and developing a food policy. This information was shared with tribal leadership and received great attention by tribal leaders.

Diné Community Advocacy, Gallup, NM
Healthy Diné Nation, \$20,500
Technical Assistance Area: Policy Development, Outreach and Messaging
People Attended: 30

First Nations provided technical assistance to DCAA in areas of how to message their outreach, engage community leaders, and how to begin to mobilize a critical mass for policy change. Moreover, technical assistance was focused on how to effectively message their policies. First Nations staff also developed calculations for revenue projects that helped DCAA make a case for policies. Finally, First Nations provided training for options of nonprofit incorporation on of the group and steps for such incorporation.

Hunkpati Investments, Inc., Fort Thompson, SD
Crow Creek Fresh Food Initiative, \$37,500
Technical Assistance Area: Board and Staff Engagement, Organizational Evaluation Measures
People Attended: 10

In early 2013, Hunkpati Investments underwent a significant transition with their founding Executive Director relocating to a different state. In the Spring of 2013, the board of directors hired a new Executive Director to lead this young community development financial institution. With this transition, the new Executive Director asked for technical assistance in the following areas: staff engagement and visioning; revisiting the organizations strategic plan; organizational assessment and board engagement. This request included two site visits to Hunkpati in 2013; once in March and once in April. The first visit was focused on staff engagement and providing tools to evaluate staff roles and organizational staff needs. In April, the 2-day site visit focused on revisiting the strategic plan and board engagement related to the strategic plan. All technical assistance was completed by May 2013.

Lac Courte Oreilles Ojibwa Community College, Hayward, WI
Increasing Food Security at Lac Courte Oreilles through Infrastructure, Research, and Animal Husbandry Feasibility Assessments, \$37,500
Technical Assistance Area: Farm Business Plan Development
People Attended: 3

First Nations hired a consultant for the Lac Courte Oreilles Ojibwa Community College Sustainable Agriculture Research Station (LSARS) to do a business plan for the farm. The farm has not formally developed a business plan or budget for operations. But the growth of the farm required more planning. Thus far, the consultant has requested budgets for all aspects of the farm operations and is developing projects for a budget based on the farms 5-year strategic plan. A site visit may be in order in 2014 for business plan development.

Northwest Indian College, Bellingham, WA

Muckleshoot Food Sovereignty Project, \$37,500

Technical Assistance Area: Messaging, Digital Story Telling and Food Policy

People Attended: 37

The Muckleshoot Food Sovereignty Project needed assistance telling their story and messaging their program. Given that their program had many moving parts, and food sovereignty may be a hard concept for individuals to grasp, the organizers of the project noted that people needed simple access to the overall mission and goal of the program. Moreover, the organization noted they wanted to develop internal digital media story telling capacity. Thus, a consultant specializing in communications and digital story telling was brought in to develop an easy dissectible message of the program and teach staff how to use media and develop digital stories. A current draft of their first video is located here: <https://vimeo.com/84186544>. Moreover, on August 7, 2013, First Nations facilitated a presentation to the Muckleshoot Tribal Council focused on developing a tribal food policy. This presentation was conducted by Dana Eldridge from Dine Policy Institute at Diné College. She also conducted a presentation on GMOs to students at the college campus.

Oneida Tribe of Indians of Wisconsin, Oneida, WI

Oneida Youth Food System Entrepreneur Project, \$37,500

Technical Assistance Area: Tribal Outreach and Food Hub Planning

People Attended: 60

The Oneida Tribe of Indians of Wisconsin has been looking at a mechanism to refine their integrated food systems approach, and investigating options for a food hub. Their integrated food system already has production (community gardens, apple orchard, Tsyunnhehkwa Farm, Oneida Farm, school gardens), outlets (Oneida Market, One Stop Retail, Farmers Market) and processing (the Cannery, Beef and Bison Processing). In looking to take their program to the next step, they are looking at a food hub to integrate their existing systems and add a physical facility to also house the current system combined with commodity food distribution, develop a community kitchen and other education initiatives. As part of this planning, on August 5, 2013, First Nations provided technical assistance about this integration linking Oneida to similar facilities, mainly Taos Economic Development Corporation (TCEDC) in Taos, NM. Oneida councilmen toured the TCEDC facility which has a commercial kitchen, business incubation, meat cut and wrap facility and a mobile slaughter unit. They went over costs of such a facility and options for financing. Oneida also learned more about steps and processes for conducting nutritional analysis of food goods. Moreover, Oneida wanted assistance in connecting with other tribes in the Southwest to learn about what they are doing in agriculture and corn production and processing. On August 5-6, 2013, First Nations coordinated and hosted a tribal roundtable that was attended by 18 of the 22 tribes in New Mexico. This meeting allowed tribes to exchange information about current programs, initiatives and challenges. Moreover, while in New Mexico, Oneida visited Santa Anna Pueblo to provide more information of efficiency related to food processing of corn.

Ponca Tribe of Oklahoma, Ponca City, OK

Egg production for us, by us, \$37,500

Technical Assistance Area: Farm Business Plan Development

People Attended: 4

First Nations hired a consultant for the Ponca Tribal farm to develop a business plan for the farm. The farm has not formally developed a business plan or budget for operations. Only 2 years old, the farm has grown exponentially and the lack of a business plan has limited funding potential of the farm, especially accessing USDA grant funds. Currently, consultant is gathering all operations budgets for the farm.

**Pueblo of Nambe, Nambe, NM,
Nambe Pueblo Community Farm Foster-A-Farm Program, \$37,500
Technical Assistance Area: Helping Community Understand GMOs and Nonprofit Options
People Attended: 6**

The Pueblo of Nambe is slowing engaging community members to expand services and engagement with their agricultural activities. They requested that Dana Eldridge, Policy Analyst with Diné College, conduct a community presentation on genetically modified organisms (GMOs), and her research on health and food risks of GMOs. Dana conducted this community training on September 18, 2013. Moreover, in 2013, First Nations helped organized a community engagement meeting for their new project, focused on engaging the community in their current agricultural programs and planning on how to further engage the community.

**San Carlos Apache Tribe, San Carlos, AZ
Traditional Western Apache Diet Project, \$37,500
Technical Assistance Area: Community Outreach, Dissemination and Communications
People Attended: 25**

From the grant description of this program, the project leaders have collected a huge deposit of information from interviews and historical records. Halfway through this project, they began to realize that they may have challenges disseminating this important information to a large and diverse group of reservation based constituents. Technical assistance focused on 1) identifying who could use the information collected by this project; 2) what are the existing communications outlets, and 3) how do you move information through existing and new channels targeting different constituents. On August 27, 2013, First nation staff and consultants facilitated a meeting focused on all these topics with key community stakeholders including representatives of their tribal council, healthcare workers, school system and elderly care representatives to begin to plan for the release of information to the community. The outcome of this meeting was a communications plan that capitalized on existing communications tools and also identified new tools to disseminate information.

**Taos County Economic Development Corporation, Taos, NM
Native American Food Sovereignty Alliance, \$40,500
Technical Assistance Area: Ad Hoc, Facilitation; Policy Analysis and Development
People Attended: 18**

In 2013, technical assistance interventions for NAFSA were ad hoc and requested by Alliance coordinators. First Nations assisted in facilitation of the face-to-face meeting of Alliance members, including providing facilitation assistance, meeting room assistance and travel assistance for Alliance founding council members. Moreover, First Nations provided technical assistance in areas of recruitment strategies and communications and policy response development.

**Waimea Hawaiian Homesteaders' Association, Kamuela, HI
Farming for the Working Class, \$37,500
Technical Assistance Area: Capacity Development and Networking
People Attended: 5**

Waimea Hawaiian Homesteaders' Association requested technical assistance in the form of sending 3 staff members and 2 board members to the annual Council for Native Hawaiian Advancement Conference. This conference, held September 3-5, 2013, is the largest nonprofit and homestead Native Hawaiian meeting and convenes Native Hawaiian communities from all islands. This meeting features tracks from a variety of impact areas including nonprofit capacity development, financing, and in 2013 featured a food systems track. All attendees wanted advanced training and also to attend meetings focused on large foundation fundraising.

APPENDIX F

Grantee Technical Assistance 2014 Native Agricultural and Food Systems Initiative

Bay Mills Community College, Brimley, MI

Technical Assistance Area: Food Sovereignty Assessment Tool Training and Food Policy

People Attended: 11

On June 21 and 22, 2014, consultants Dana Eldridge, previously with Dine Policy Institute at Dine College, and Vicky Karhu, founder of Mvskoke Food Sovereignty Initiative, provided a 1.5 day training on conducting a community food assessment and creating tribal food policies. The community food assessment presentation included defining what a community food assessment is, what types of information to collect, how to formulate survey questions, etc. Moreover, the training focused on strategies for distribution, community response and how the data can be used. The food policy presentation included defining a food policy and strategies on how to go about facilitating/initiating the development of a Tribal Food Policy.

Choctaw Fresh Produce, Choctaw, MI

Technical Assistance Area: Business Plan

People Attended: N/A

In July, 2014 Choctaw Fresh Produce requested assistance with improving its financial sustainability by expanding to new commercial markets located off the Choctaw Reservation. A business plan was prepared by an outside consultant. The plan included a market analysis, operations action plan and an evaluation of gross and net income potential.

Columbia River Inter-Tribal Fish Commission, Portland, OR

Technical Assistance Area: Tribal Internships, Food processing and policy development

People Attended: 55

Columbia River Inter-tribal Fish Commission (CRITFC) is developing an internship program and were interested in looking other tribal models. In August, CRITFC attended the Spokane Tribe's Heritage College Tour to gain insight on best practices for internship programs.

CRITFC also requested TA on food processing and policy development. This was provided by Terrie Bad Hand and Pati Martinsen of Taos County Economic Development Corporation (TCEDC) in August, 2014. This TA included facilitated presentations and discussion on the topics below:

- TCEDC's overall programs with focus on their local Food Center and their Mobile Matanza
- FDA's Fish HACCP in conjunction with value-added plans and opportunities
- Entrepreneurial opportunities for Fisher families, including providing training classes in conjunction with the regulators as a viable option to leverage people into food businesses with very little capital.

The presentations were conducted at CRITFC's Portland office, Hood River Processing Plant, and with the Warm Springs Tribe. Attendees included Tribal Fish Managers, Fishers, Bureau of Indian Affairs, Indian Health Services, Fish CO LLC Board Members and the Warm Springs Tribal Council.

Gerald L Ignaec Indian Health Center

Technical Assistance Area: Conservation

First Nations provided resources for one staff member to attend the Intertribal Agricultural Council Meeting to gain further experience and knowledge around USDA conversation practices.

Dream of Wild Health

Technical Assistance Area: Conservation

First Nations provided resources for one staff member to attend the Intertribal Agricultural Council Meeting to gain further experience and knowledge around USDA conversation practices.

Lac Courte Oreilles Ojibwa Community College

Technical Assistance Area: Sustainability Plan

People Attended: 4

Lac Courte Oreilles Ojibwa Community College Sustainable Agriculture Research Station (LCO LSARS) continued to build upon the 2013 Farm Plan developed as part of their technical assistance in 2013. Joanie Buckley of the Oneida Tribe of Wisconsin visited LCO LSARS in October, 2014 to provide guidance in preparing a sustainability plan. The plan included preparing a profit/loss statement, analysis of crop yield/produce sales and marketing.

Ponca Tribe of Oklahoma

Technical Assistance Area: Business Plan

People Attended: 8

The Ponca Agriculture Department has experienced a large amount of growth since its inception in 2012. The tribe requested assistance with preparing a business plan to assist in their short and long term food production planning. Technical assistance was initiated by the University of Arkansas, Indigenous food and Agriculture Intuitive. An overview of an agricultural business plan, necessary components and a review of current budget was conducted.

Sac and Fox Tribe of the Mississippi in Iowa

Technical Assistance Area: Nonprofit development and incorporation

People Attended: N/A

The Sac and Fox Tribe needed assistance with determining the feasibility of establishing a non-profit organization. They are evaluating the pros and cons of whether the Local Foods Program should become a Native non-profit. Assistance was needed to help determine if non-profit incorporation will allow them broader funding resources and whether or not they can operate the Farm as a for-profit entity under the non-profit structure. Technical Assistance plan was developed and sent to the tribe.

Sust' aina ble Molokai

Technical Assistance Area: Revenue Development, Program Development and Leadership Development

People Attended: 6

Sust' aina ble Molokai had experienced organizational growth and changes since their inception in 2010. They requested assistance with leadership development, program development and funding sources. Guidance on creating impact with well-defined programs and an overview of revenue development was provided along with presentations on leadership models and board roles and Responsibilities. Moreover, First Nations has engaged them in another project looking to expand their individual giving capacity. This is ongoing.

Lakota Ranch Beginning Farmer and Rancher Program

Technical Assistance Area: Community Food Assessment and Organizational Capacity

People Attended: 5

A community food assessment presentation was provided to project personal on September 6, 2014 and community members on June 19, 2014. The presentation included instruction on each of the steps in conducting a community food assessment. The September site visit also included facilitated discussion in the development of an action/work plan and timeline to strengthen organizational capacity.

Island Mountain Community Development**Technical Assistance Area: Food Sovereignty Assessment****People Attended: 25**

In June, 2014 Island Mountain Community Development requested assistance with a community food assessment training in the Lodge Pole community on the Fort Belknap Reservation in Montana. Consultants A-dae Romero, previously with Cochiti Youth Experience, and Vicky Karhu, founder of Myskoke Food Sovereignty Initiative, provided a 2 day training. The presentation included a community food assessment definition, considering the different types of information to collect, preparing the questions, as well as assessment distribution and collection strategies. There was an emphasis on collecting food cost data and using this data in determining the feasibility of building a grocery store in the community.

Star School**Technical Assistance Area: Video Promotion and Fiscal Sponsorship Best Practices****People Attended: N/A**

The Star School requested technical assistance related to distributing video highlight projects, fiscal sponsorship best practices and 990 preparation. They are also in the process of receiving technical assistance in fundraising and individual giving for resource generation.

APPENDIX G

LEAD 2012 CONFERENCE PROGRAM



17th Annual First Nations L.E.A.D. Institute Conference
 September 26 - 27, 2012 ♦ Wild Horse Pass Hotel & Casino ♦ Chandler, Arizona

PRE-CONFERENCE EVENT – Tuesday, September 25, 2012

Time	Who	Where	Event
6:00 – 8:00 p.m.	Invited Guests and Registered Conference Attendees	Classics With a Twist Lounge (2 nd Floor -Hotel)	Reception

CONFERENCE EVENTS – Day One: Wednesday, September 26, 2012

Time/Place	Session/Event
7:30 a.m. – 5:00 p.m. Acacia Foyer	Registration, Vendors and Exhibits
7:30 a.m. – 8:30 a.m. Acacia Foyer	Coffee and Light Breakfast

1st General Session

8:30 a.m. – 9:00 a.m. Acacia Ballroom A	Opening Remarks Welcome: <i>Michael Roberts, President, First Nations Development Institute</i> Blessing: <i>Michael Ervin Tashquith, Youth Mentor, Coach & Traditional/Cultural Elder, Gila River Indian Community</i> Keynote: <i>"Water, Assets & Gila River Food Systems"</i> <i>The Honorable Gregory Mendoza, Governor, Gila River Indian Community</i>
9:00 a.m. – 10:15 a.m. Acacia Ballroom A	Refreshment Break
10:15 a.m. – 10:30 a.m. Acacia Foyer	

Day One: Breakout Sessions #1

10:30 a.m. – Noon Acacia B	Track 1: Food Systems	Rejoin the Ritual (of Seed Saving) <i>Speakers: Bill McDorman, Executive Director, Native Seeds/SEARCH, and a representative from the Gila River Indian Community (invited)</i>
10:30 a.m. – Noon Acacia C	Track 2: Nonprofit Capacity Building	The 3 Cs: Cooperatives, Coalitions and Community <i>Speakers: Jackie Francke and Montoya Whiteman, Senior Program Officers, First Nations Development Institute</i>
10:30 a.m. – Noon Acacia D	Track 3: Asset Building	Introduction to the Native Community Development Financial Institution (CDFI) Development Services Program <i>Speaker: Chrystal Cornelius, Acting Executive Director, First Nations Oweesta Corporation</i>

Noon – 1:00 p.m. Acacia Ballroom A	Conference Luncheon	
---------------------------------------	----------------------------	--

Day One: Breakout Sessions #2

1:15 p.m. – 2:45 p.m. Acacia B	Track 1: Food Systems	Food Systems and Asset Building in Native Communities <i>Speakers: Michael Lee Kahaokalaniokapakapika Hodson, Waimea Hawaiian Homesteaders' Association, Inc., and Dr. Trudy Ecoffey, Lead Biologist, Oglala Sioux Parks and Recreation Authority</i>
1:15 p.m. – 2:45 p.m. Acacia C	Track 2: Nonprofit Capacity Building	Nonprofit Communications Plan Basics <i>Speaker: Carly Hare, Executive Director, Native Americans in Philanthropy</i>

APPENDIX H

CONFERENCE EVALUATION TABLES

Table 2. Summary of Evaluation Scores of Presentations, 2013 Food Sovereignty Summit.

Presentation	Did you obtain valuable information during this session?	Agree/Disagree to "Presented information that will help me"*	Participant Comments
Agricultural Bio Fuels	Yes 100% (n=29)	4.6 (n=22)	<ul style="list-style-type: none"> • Mr. [] was a great presenter. • Very good information.
Animal Agriculture: Buffalo, Beef and Dairy	Yes 100% (n=18)	4.8 (n=16)	
Approaches to Healthy Communities	Yes 100% (n=29)	4.6 (n=30)	<ul style="list-style-type: none"> • had good info and enjoyed the open discussions. Able to see how other communities have started the change of getting healthy. • Great resources and suggestions for activities.
Branding Your Business and Marketing Your Products	Yes 100% (n=2)	5.0 (n=2)	
Building Healthy Food Systems from the Ground Up	Yes 100% (n=68)	4.8 (n=65)	<ul style="list-style-type: none"> • Both of the projects were very good examples for other tribal communities to follow. Speakers were passionate or very interesting. Very encouraging to see the success they are having in their communities. • This was the best presentation because a lot of the information was shared from real situations.
Building Organic and Sustainable Soils	Yes 98% (n=41)	4.8 (n=42)	<ul style="list-style-type: none"> • Really thorough. I loved hearing [grantee's] stories. • Great presentation, slides, and information.
Dynamic Models for Increasing Access to Fresh and Healthy Food in Native Communities	Yes 98% (n=51)	4.6 (n=51)	<ul style="list-style-type: none"> • Examples of models, approaches, practices from Native communities is a great approach. Appreciated the diversity on the panel for Midwest efforts. How do we connect with agricultural efforts in other regions and globally?
Farm to School in Native Communities	Yes 100% (n=38)	4.8 (n=39)	<ul style="list-style-type: none"> • I wish this could have been a whole day session. • One of the best and most informative workshops at the conference.
Foods Systems and Entrepreneurship	Yes 97% (n=31)	4.3 (n=32)	<ul style="list-style-type: none"> • Good examples of local entrepreneurships. Very good comments on real life examples and how hard it is to be an entrepreneur. • Very informative view from true life experience. Very proactive advice for attendees.

Increasing Food Security in Native Communities	Yes 100% (n=39)	4.8 (n=39)	<ul style="list-style-type: none"> • [The presenter] was an inspiration. • [The presenter] is awesome. We need more presenters like him and his message needs to be delivered to everyone. • I thought he was very helpful and had a lot of great ideas and ways to approach departments in tribal communities to try to get food to more people in need.
Increasing Value for Agricultural Products	Yes 100% (n=20)	3.8 (n=25)	<ul style="list-style-type: none"> • Thank you for the presentation. I received good information. • [Presenters'] presentation was phenomenal.
Native Youth and Agriculture	Yes 90% (n=30)	4.3 (n=31)	<ul style="list-style-type: none"> • Very good speakers. Lots of highly educated and well-spoken speakers that could provide much needed information. I found many ideas and I am hoping to integrate them into our own program. • Excellent resources.
Pathway to Regaining Control of Food Systems	Yes 100% (n=4)	5.0 (n=4)	
Permaculture	Yes 100% (n=27)	4.7 (n=26)	<ul style="list-style-type: none"> • Excellent session! The speakers were great. Wish we had more time! • Excellent presentation- needed twice the time we had- I could have listened to this for hours.
Reclaiming Native Food Systems	Yes 97% (n=36)	4.3 (n=36)	<ul style="list-style-type: none"> • The guys were great and it was nice to have the diversity. • Amazing session. Opposite sides of the spectrum. Fantastic session. • Nice to learn about other tribes and how they prepare their foods and how they grow them with different ecosystems.
Rejoin the Ritual of Seed Saving	Yes 100% (n=35)	5.0 (n=35)	<ul style="list-style-type: none"> • The best workshop yet! Very powerful. • This was great. I would like more information on vegetable breeding. • Just awesome. I need more awareness and education on why it is important to save native seeds.
Tribal Investments in Native Food System Control	Yes 100% (n=22)	4.3 (n=22)	<ul style="list-style-type: none"> • I got plenty of information and will approach Tribal council on this informative movement in Indian Country. • Excellent presenters. It was very inspiring.
Averages across all sessions	Yes 99% (n=17)	4.4 (n=17)	

*5-point scale where 1-Strongly Disagree and 5-Strongly Agree

Table 3. Summary of Evaluation Scores of Presentations, 2013 LEAD.

Presentation	Did you obtain valuable information during this session?	Agree/Disagree to "Presented information that will help me"*	Participant Comments
Approaches to Developing Community Food System Control	Yes 100% (n=36)	4.7 (n=36)	<ul style="list-style-type: none"> • great panel – good variety and depth of experience – at different stages but all doing very well! • Very good – good presentation. Encouraging.
Good Agriculture Practices	Yes 100% (n=22)	4.9 (n=24)	<ul style="list-style-type: none"> • Very informative, obvious there needs to be more outreach on these topics in Indian country and more tools available to producers and to councils, Webinar?
Native Food Policy: Creating Institutional Change	Yes 100% (n=31)	4.7 (n=34)	<ul style="list-style-type: none"> • Exceptional and incredibly valuable and informative session. Many perspectives on the issue is so helpful to my learning and this session allowed it. [Presenter] is amazing!
Strategies for Increasing Access to Fresh & Healthy Food	Yes 100% (n=38)	4.5 (n=41)	<ul style="list-style-type: none"> • Excellent presentation – very inspiring!! Great to hear step-by-step way to implement gardens and create, increase and sustain food access and education.
Averages across all sessions	Yes 100% (n=4)	4.7 (n=4)	

*5-point scale where 1-Strongly Disagree and 5-Strongly Agree

Table 4. Summary of Evaluation Scores of Presentations, 2014 Food Sovereignty Summit.

Presentation	Did you obtain valuable information during this session?	Agree/Disagree to "Presented information that will help me"*	Participant Comments
Animals: From Five to Five-Hundred Poultry, Fish and Herd Management	Yes 90% (n=10)	4.7 (n=10)	<ul style="list-style-type: none"> • Great information. Thank you.
Buyers and Sellers Roundtable	Yes 50% (n=2)	4.5 (n=2)	
Caring for Our Land – Sustainable Development	Yes 97% (n=33)	4.3 (n=35)	<ul style="list-style-type: none"> • Beautiful work that other tribes are doing to be self-sufficient. The knowledge provided by the presenters can truly be used to help other tribes become self-sufficient.
Community Engagement	Yes 100% (n=30)	4.8 (n=31)	<ul style="list-style-type: none"> • Wonderful presentations! Informative Q&A session. It's very visible how much these presenters cared about how/why they do the work they do.
Cook Native: Culinary Expertise of Native Peoples	Yes 100% (n=50)	4.5 (n=53)	<ul style="list-style-type: none"> • This panel has inspired me a great amount. Amazing discussion – definitely would recommend year after year.
Engaging Tribal Youth	Yes 100% (n=41)	4.7 (n=40)	<ul style="list-style-type: none"> • Great presentations – will take home their programs + implements to my culture. So glad to be here and learn what everyone else in my native people are doing.
Farm to Plate, Farm to School and Farm to Commodity Food Program	Yes 95% (n=40)	4.6 (n=43)	<ul style="list-style-type: none"> • I really enjoyed this panel presentation. It gave me more of what I was looking for in regards to starting a farm to school program. I got a lot of new ideas for programs which I could take back + implement in my community programs.
Food Policy	Yes 100% (n=65)	4.7 (n=62)	<ul style="list-style-type: none"> • Each of the presenters are very knowledgeable about their subject and very passionate about their work. Motivates us to take actions. Thank you for this panel. Very informative.
Food Sovereignty in an International Indigenous World	Yes 95% (n=41)	4.5 (n=40)	<ul style="list-style-type: none"> • These presenters all exhibited such passion in regards to their topics, it was a very enjoyable workshop.

Marketing Your Products – Branding, Collateral Pieces, Domestic Trade, International, E-commerce	Yes 92% (n=12)	4.6 (n=12)	<ul style="list-style-type: none"> • Thanks for sharing and it was right to the point. Where and who, so we know who want to sell our product to and for a profit.
Soils, No-Till Agriculture and Crop Rotation	Yes 92% (n=76)	4.0 (n=76)	<ul style="list-style-type: none"> • More discussion on traditional methods – not pesticides/herbicides, etc. I enjoyed the success stories, but more informative presentations on how to bring back traditional methods and sustainability for native communities.
Technical Assistance Opportunities	Yes 89% (n=19)	4.7 (n=19)	<ul style="list-style-type: none"> • Good informative discussion regarding T/A option for a new food project.
Tribal Food Systems	Yes 100% (n=51)	4.8 (n=51)	<ul style="list-style-type: none"> • They did an amazing job on presenting and answering all questions. Would have liked the panels to be longer.
TSA, Table Crops and Season Extensions	Yes 100% (n=30)	4.8 (n=29)	<ul style="list-style-type: none"> • This was a very complete and comprehensive panel that presented their material very well.
Value-Added Goods	Yes 100% (n=39)	4.7 (n=39)	<ul style="list-style-type: none"> • Excellent seminar because the presenters have boots on the ground + were fabulous!
Youth Perspective – Our Future	Yes 100% (n=21)	4.6 (n=22)	<ul style="list-style-type: none"> • This panel was great. Awesome to see the youth involved and hope to see more youth oriented panels in the future.
Averages across all sessions	Yes 94% (n=16)	4.6 (n=16)	

*5-point scale where 1-Strongly Disagree and 5-Strongly Agree



First Nations Development Institute
2432 Main Street | Second Floor
Longmont, CO 80501
(303) 774-7836 | www.firstnations.org

