

REPORT | May 2019

# Evaluation of the Notah Begay III Foundation's Grantmaking Processes and Technical Assistance

Findings From the Community Partner Feedback Survey

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Findings From the Community Partner Feedback Survey

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# Executive Summary

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Since 2013, the Notah Begay III Foundation (NB3 Foundation) has provided grants to more than 70 Native American communities, tribes, and Native-led organizations to promote physical activity and nutrition and reduce childhood obesity and type 2 diabetes among Native American children and youth. These grants have included the Promising Program Grant, the Capacity Building Grant, the Walmart Healthy Nutrition Grant, the Community Action Grant, and the Water First! Learning Community Action Grant. The foundation supports its funding recipients (identified as “community partners”) with technical assistance (TA) through site visits, in-person meetings and gatherings, webinars, and individual phone calls and emails.

To explore what makes the NB3 Foundation unique and better understand how the community partners feel about the provision of grants and TA, the foundation hired James Bell Associates (JBA) to conduct an evaluation. Prior to this study, NB3 Foundation staff had received anecdotal feedback and recommendations for improvement through their interactions with community partners; however, they had not evaluated their grantmaking processes and TA systematically. JBA and the NB3 Foundation developed an online feedback survey to explore perceptions of the foundation and the utility of its TA. In March 2019, the online survey was sent to 67 community partners. The survey remained open for 5 weeks and closed with a response rate of 50.7 percent ( $n = 34$ ).

The community partners that participated in the survey represented various program roles, including project director (34.4 percent), program coordinator (31.3 percent), and executive director (21.9 percent). Many of the individuals had worked with the NB3 Foundation for at least 2 years (65.7 percent). Most respondents felt the foundation was different from other funders (64.5 percent) in the structure of its grants; its approach to TA; and its understanding of Native cultures, histories, contexts, and diversity. One community partner commented:

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*“They are much more **flexible**, allowing grantees to focus on a community-driven process. Budgets and work plans can be iterative and reflect this evolving process. They provide **thoughtful** resources for capacity building and TA, connecting grantees with other consultants or experts with expertise working with Native communities. I have observed their own efforts to develop their strategy and approach in a way that is **intentional, uniquely indigenous, and evidence based**. I consider them deep content experts and inspiring colleagues and often reach out to them for advice or help.”*

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Most respondents recognized the qualities the NB3 Foundation is most proud of. Community partners reported having a good partnership with foundation staff (93.6 percent) and feeling comfortable reaching out to them for support (90.3 percent). Respondents acknowledged that the foundation values and respects their culture (96.6 percent and 100 percent, respectively), uses a strengths-based approach (96.7 percent), seeks to understand the communities it works with (93.6 percent), and views those communities as experts (96.8 percent). When considering funding agencies more generally, respondents felt it was important for funders to create opportunities for peer engagement (96.8 percent), support program flexibility (100 percent), give space for the grantees to tell their story (100 percent), view health holistically (100 percent), and take time to ground meetings in ways that are appropriate for the communities present (100 percent). Most respondents felt it was important that the funder is a Native-led organization (90.4 percent).

Most commonly, respondents used the foundation for funding (96.8 percent), networking (77.4 percent), and skill building (64.5 percent). Site visits were identified as the most useful way to interact with the NB3 Foundation, but respondents also reported one-on-one calls, emails, and webinars with the foundation's staff as very useful. One community partner noted:

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*“Phone calls, emails, and the one site visit that I have been a part of have been culturally relevant and inclusive ... I usually hate long day meetings but this was the best meeting that I have had in all of my years of employment.”*

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While many respondents felt the NB3 Foundation's current processes are working well and do not need adjustment, a few offered suggestions for improvement, such as providing more opportunities for face-to-face interaction; increasing the variety and number of grants offered; providing grants outside the published grant cycle; and supporting long-term programming, administration, and policy development.

Overwhelmingly, the survey found respondents appreciated the NB3 Foundation's thoughtful approach to providing funding and support to its community partners. As a funding agency, the foundation is unique in that it prioritizes relationship building, individual and face-to-face interaction, flexibility and community responsiveness in programming and evaluation, and thoughtful and strengths-based TA when working with Native American programs. As a Native-led organization, the foundation understands the Native American communities it funds, and as the survey responses indicated, the importance of this understanding cannot be overstated.

# Background and Planning Process

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In December 2018, the Notah Begay III Foundation (NB3 Foundation) hired James Bell Associates (JBA) to evaluate how its community partners<sup>1</sup> perceived the foundation's provision of grants and technical assistance (TA). This report presents the findings from the first phase of the evaluation.

In December 2018 and January 2019, JBA and the NB3 Foundation worked collaboratively to identify the following goals for the evaluation:

- Capture community partners' perceptions of the NB3 Foundation's role in its work.
- Understand the uniqueness of the NB3 Foundation, compared to non-Native funding agencies.

The NB3 Foundation and JBA determined that the evaluation would use both quantitative and qualitative data collection to meet these goals. Therefore, this evaluation is being conducted in two phases. This report describes Phase 1, the quantitative phase. Phase 2, the qualitative phase, will build on the quantitative findings and seek to further understand the foundation's unique value and its relationship with its community partners.

JBA and the NB3 Foundation developed a logic model to guide the survey that depicts the intended relationship between the foundation and its community partners (see appendix A). JBA then began the development of a feedback survey to be completed online by community partners (see appendix B).

The survey was designed to take 10–15 minutes to complete. It captured the following:

- Demographic information
- Perceptions of the NB3 Foundation
- Importance of characteristics for foundations that fund Native organizations
- Use of the foundation as a resource
- Perceptions and utility of foundation TA
- Ways in which the foundation could strengthen its grantmaking and TA

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<sup>1</sup> NB3 Foundation refers to its grantees/recipients of grants as "community partners."

# Survey Methods

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The NB3 Foundation reviewed the grants awarded from 2013 to present and obtained contact information for 67 community partners from 15 states. The foundation emailed these community partners to introduce the survey and JBA's role in administering the survey. JBA then emailed survey links and the following information:

- The survey is voluntary.
- The surveys will be kept private.
- Email addresses will not be connected to survey responses.
- The survey is short.
- Only one person from each community partner should complete the survey.
- Survey participants will be entered to win a hydration pack.

JBA administered the web-based survey using Qualtrics survey software. The survey was open for 5 weeks. JBA sent two reminder emails, and JBA and the NB3 Foundation conducted telephone reminders. The final response rate was 50.7 percent. Data were entered into SPSS for analysis and cleaned (e.g., instances of missing data were reviewed and resolved). Descriptive statistics (i.e., frequencies) were used to analyze quantitative data. Qualitative data were entered into Excel, where concepts and broader themes were identified for each open-ended question.



# Survey Results

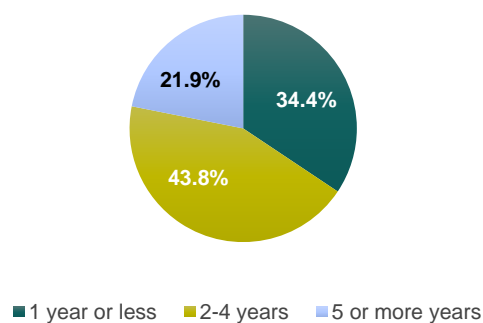
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## Respondent Demographics

The survey gathered information about each respondent's role within the organization, length of experience with the NB3 Foundation, and experience with other types of grants. The community partners that responded to the survey varied in the roles they played on their NB3 Foundation-funded projects. Across the respondents, 34.4 percent ( $n = 11$ ) identified as project directors on their foundation-funded project, 31.3 percent ( $n = 10$ ) identified as program coordinators, and 21.9 percent ( $n = 7$ ) were executive directors. Other roles identified (12.5 percent,  $n = 4$ ) included grants manager and department director.

Most respondents had worked with the NB3 Foundation for at least 2 years through their role at their organization (see figure 1). Nearly half of respondents had 2–4 years of experience with NB3 Foundation grants (43.8 percent,  $n = 14$ ), 21.9 percent ( $n = 7$ ) had 5 or more years of experience, and 34.4 percent ( $n = 11$ ) had 1 year of experience or less.

**Figure 1. Years of Experience Working With the NB3 Foundation ( $n = 32$ )**



Most survey respondents had experience receiving or applying for other types of grants. Many respondents reported receiving or applying for federal (71.9 percent,  $n = 23$ ), private (71.9 percent,  $n = 23$ ), and state (65.6 percent,  $n = 21$ ) funding.<sup>2</sup> Other types of funding (12.5 percent,  $n = 4$ ) included city, county, and tribal grants.

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<sup>2</sup> The total of these percentages does not equal 100 percent because survey respondents could select more than one type of funding.

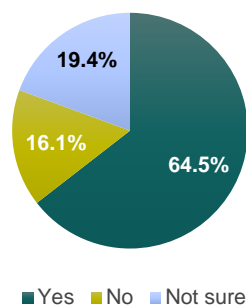
# Perceptions of the NB3 Foundation

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## Uniqueness of the Foundation

Most respondents found the NB3 Foundation to be different from other funders (64.5 percent,  $n = 20$ ) (see figure 2).

**Figure 2. Is the NB3 Foundation Different From Other Funders You Have Received Grants From? ( $n = 31$ )**



Those individuals were then asked **how** the NB3 Foundation was unique. Their responses may be grouped into three main themes: (1) structure of the grant is different; (2) approach to TA is different; and (3) the foundation has an understanding of Native cultures, histories, contexts, and diversity. See appendix C for all responses.

**Structure of the grant is different.** Twelve community partners noted how the NB3 Foundation’s focus, process, and grant requirements are different from other funders. These respondents felt the foundation’s grants are flexible, facilitate self-direction, include indigenous ways of knowing as part of the funding structure, and support iterative and evolving processes.

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*“They are much more **flexible**, allowing grantees to focus on a **community-driven process**. Budgets and work plans can be iterative and reflect this **evolving process**.”*

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**Approach to TA is different.** Many ( $n = 9$ ) community partners found NB3 Foundation staff approach TA in a unique way. Respondents recognized the foundation is thoughtful in its provision of TA, using a hands-on approach to work **with** and learn from the community partners.

One respondent shared an appreciation for how the foundation refers to grantees as “community partners,” noting “it seems more personable than ‘grantees.’” Another respondent reported having a personal relationship with NB3 Foundation staff and being appreciative of being involved in the programming. Respondents also emphasized that the foundation creates a collaborative learning environment by hosting and facilitating opportunities for peer learning and collaboration.

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*“NB3 created a unique **collaborative learning community** by hosting workshops/meeting with the other communities that received the grant. This allowed other communities to learn and support one another during the grant period.”*

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**Understand Native cultures, histories, and contexts.** Some ( $n = 4$ ) community partners also noted the NB3 Foundation’s understanding of Native American cultures, languages, histories, traditions, and the role knowledge played in shaping how the foundation worked with Native communities. It was clear to respondents that the foundation recognizes the diversity across communities (e.g., different challenges, unique ways of sharing knowledge).

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*“They **truly understand** the difference between working with native communities and non native communities. Native communities are **unique** in the way they share knowledge and work with their people. NB3 understands this and is sensitive to it.”*

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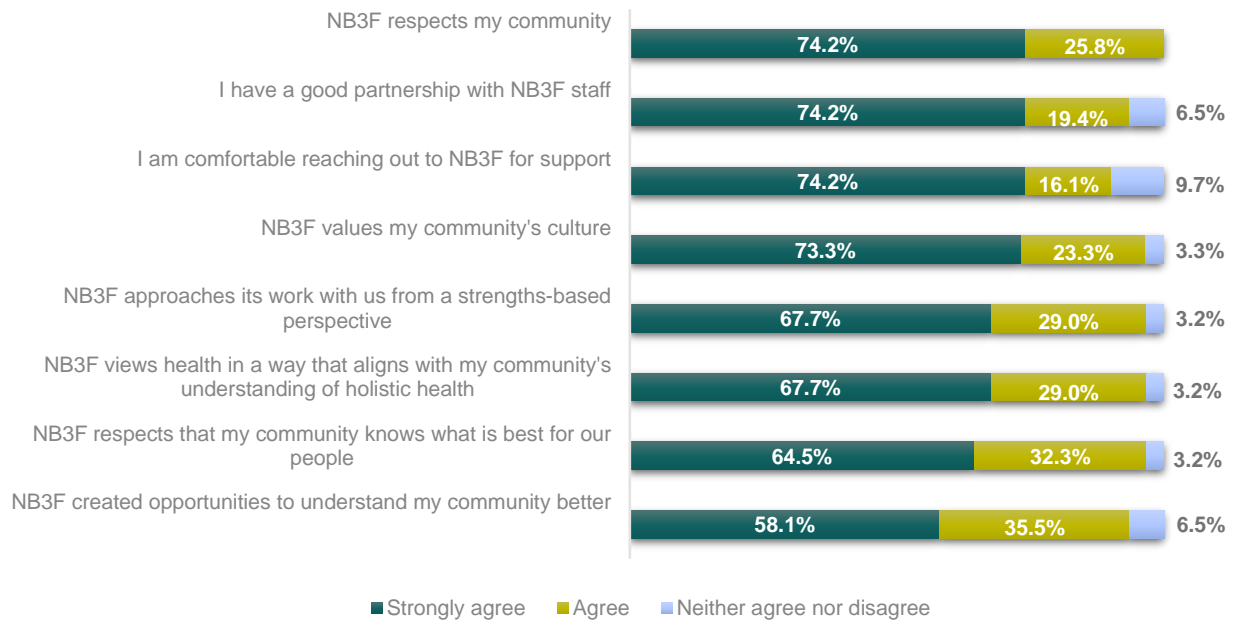
## Recognition of the Foundation’s Unique Qualities

The NB3 Foundation identified the qualities and characteristics they feel are unique to its organization, as compared to non-Native funders. To assess whether community partners felt the foundation embodied these characteristics, respondents were asked to rate whether they agreed or disagreed with statements about the foundation. The response options were strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. No respondents selected disagree or strongly disagree.

Thirty-one community partners responded to the set of questions about the NB3 Foundation’s qualities (see figure 3 on next page). All respondents agreed the foundation respects the community. Nearly all respondents believed the foundation approaches its work from a strengths-based

perspective (96.7 percent strongly agree/agree), values the culture of community partners (96.6 percent strongly agree/agree), and views health in a way that aligns with the communities' understandings of health (96.7 percent strongly agree/agree). Most respondents reported they had a good partnership with foundation staff (93.6 percent strongly agree/agree) and felt comfortable reaching out to staff for support (90.3 percent strongly agree/agree). Many respondents also reported the foundation respects the community as the experts for their people (96.8 percent strongly agree/agree) and creates opportunities to understand communities better (93.6 percent strongly agree/agree).

**Figure 3. Extent to Which Community Partners Agreed or Disagreed With Statements About the NB3 Foundation**

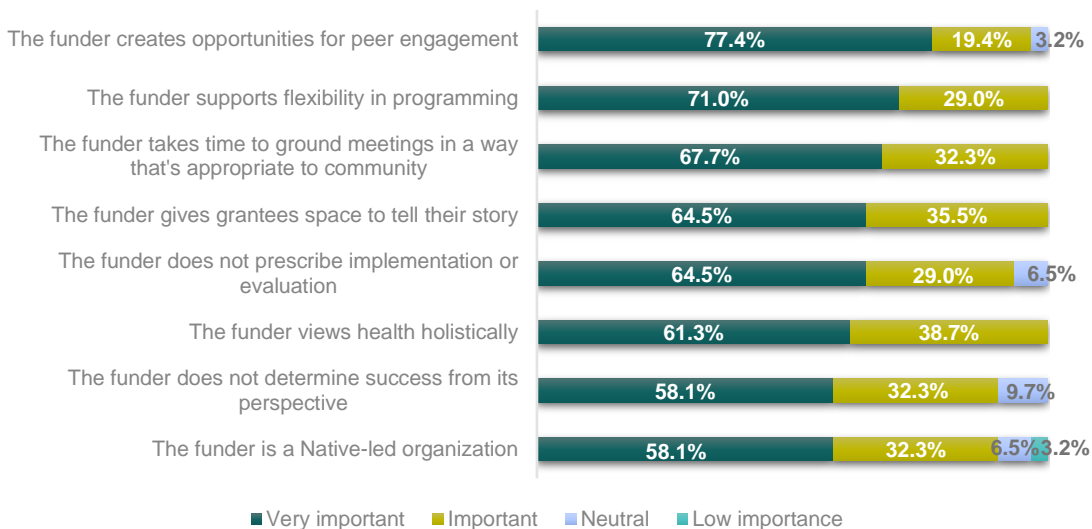


# Perceptions of Funders

Respondents were asked to rate how important certain qualities and characteristics were for potential funders. They were prompted to consider the importance of these characteristics for funders that provide grants to Native organizations and programs. The response options were very important, important, neutral, low importance, and not at all important. No respondents chose “not at all important.”

Thirty-one community partners responded to these survey items (see figure 4). All respondents reported factors aligning with Native American community values as important, such as taking time to ground meetings and gatherings in a way that is meaningful and appropriate to the community, giving space for community partners to tell their story, and viewing health holistically. All survey respondents also found it important that the funder support flexibility in programming. The majority of respondents found it important that funders create opportunities for Native American communities to engage, learn, share, and support one another (96.8 percent very important/important). Most respondents felt it was important that the funder **not** prescribe how communities implement their programs and evaluate their success (93.5 percent very important/important) or determine success from its perspective (90.4 percent very important/important). While most respondents did not find it important that the funder be a Native-led organization (90.4 percent very important/important), 6.5 percent reported neutral feelings toward this statement, and 3.2 percent found it to be of low importance.

**Figure 4. Importance of Characteristics for Foundations and Funders That Fund Native Organizations and Programs**



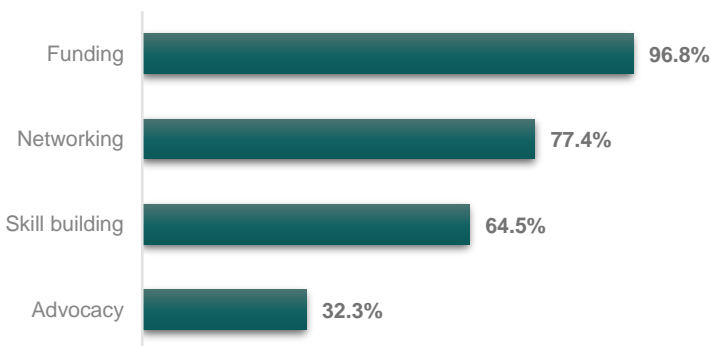
# Perceptions of NB3 Foundation Technical Assistance

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## How Community Partners Engage With the Foundation

Community partners were asked to provide feedback on NB3 Foundation TA. Most commonly, respondents used the foundation for funding (96.8 percent), networking (77.4 percent), and skill building (64.5 percent) (see figure 5). About one-third of respondents used the foundation for advocacy (32.3 percent). Survey respondents also used the foundation for new program development ( $n = 1$ ) and resources and recommendations related to 501(c)3 operations ( $n = 1$ ). One respondent noted that “being a NB3 grantee gives our organization [credibility] in the Native communities where we do our projects.”

**Figure 5. How the NB3 Foundation Has Been Used as a Resource**



Forty-five percent ( $n = 14$ ) of respondents reported attending the NB3 Foundation’s Healthy Kids, Healthy Futures Conference. All respondents who attended the conference said it provided inspirational experiences and sessions and opportunities to meet and learn from other Native-led programs. About half of respondents (51.6 percent,  $n = 16$ ) attended the NB3 Foundation’s Healthy Beverage Summit. Most respondents who attended the summit felt it provided inspirational experiences and sessions (87.5 percent) and opportunities to meet and learn from other Native-led programs (93.8 percent). Lastly, 48.4 percent ( $n = 15$ ) of respondents reported participating in an NB3 Foundation-led webinar. Of those respondents, 78.6 percent reported learning a new skill and 60 percent reported improving existing skills.

The new skills community partners reported learning included the following:

- Healthy beverage preparation and policy information
- A new indigenous evaluation system
- Community health topics
- Digital story creation
- Health indicator results for Native students
- The difference between community involvement and engagement
- Current direction of NB3 Foundation
- Validation of health information and strategies used

The existing skills and understanding community partners improved included the following:

- Facilitation
- Grant writing and reporting
- Policies
- Project planning
- How the community voice matters
- How to align program direction with grant direction
- How to work with funders to fulfill grant requirements

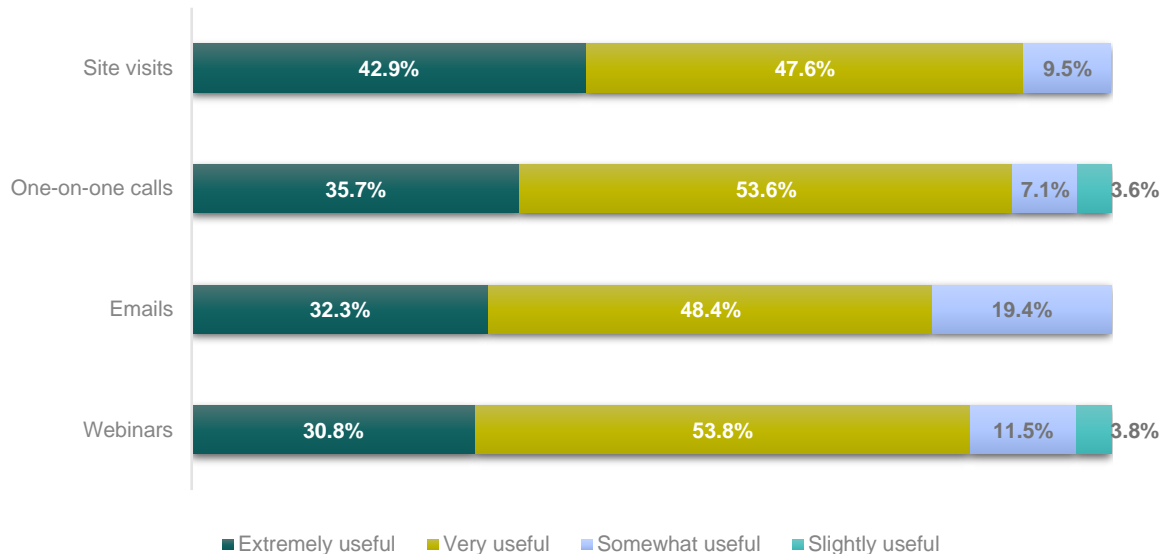
## Usefulness of Foundation TA

Respondents found all types of interaction with the NB3 Foundation (i.e., emails, site visits, phone calls, and webinars) to be useful (see figure 6 on next page). Survey participants were asked to rate the usefulness of each type of interaction with the foundation. The response options included extremely useful, very useful, somewhat useful, slightly useful, not useful at all, and did not receive this type of TA. If respondents selected “did not receive this type of TA,” they were excluded from the percentages reported. No one chose “not useful at all” for any type of interaction being assessed.

Site visits were the most useful type of TA, with 42.9 percent of respondents rating them as extremely useful and 47.6 percent rating them as very useful. Most respondents found one-on-one calls with NB3 Foundation staff to be either extremely useful (35.7 percent) or very useful (53.6 percent). Most respondents (80.7 percent) also found emails with foundation staff and webinars (84.6 percent) to be extremely or very useful. However, emails and webinars had the highest

number of respondents rating those as somewhat or slightly useful (19.4 percent for emails, 15.3 percent for webinars).

**Figure 6. Usefulness of Community Partners’ Interactions With the NB3 Foundation**



When asked to identify the type of TA that was **most** useful, respondents identified phone calls ( $n = 12$ ) and site visits ( $n = 10$ ). A few said emails ( $n = 6$ ) and webinars ( $n = 4$ ). Additional responses included grantee meetings, onboarding/orientation, reporting TA, and explanations of Requests for Proposals for the grant application and submission process. Respondents were also asked to explain why the TA was useful (see appendix C for all responses).

*“Site visits are always useful ... the fact that NB3 is able to carve out time to come see us, is a great feeling. It shows how invested they are in our projects and communities.”*

*“Our Program Officer, Michelle Gutierrez, was extremely knowledgeable and helpful during the on-boarding process and throughout the life of the grant. Our agency experienced several staff transitions during the project period and Michelle was very willing to orient new staff to the process, including helping frame a request for project extension to complete the proposed curriculum.”*



*“Everyone is so helpful, generous and almost comforting in their responses to my emails and phone calls. They are eager to help. I love that they are a Native organization that is helping other Native organizations to become better in impacting our community's health.”*

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When asked which types of TA community partners found least helpful, the most common response was webinars ( $n = 5$ ). Twelve respondents could not think of any TA that was not useful. One respondent stated: “Everything was useful; different types of assistance were shared as appropriate to the type of technology used.” A few respondents said calls were least helpful ( $n = 3$ ), with one community partner noting that some staff did not return calls or accurately answer questions. One respondent identified emails as least useful because content and tone can be lost. Another cited events as least useful because time and cost limit participation. Lastly, two respondents mentioned site visits as least useful, but this was because they did not receive them.

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*“A couple of the staff responses were not clearly communicated and some of these did not accurately answer the questions. Also there were some questions where their staff did not return calls or respond to requests. This was not often but it did occur. We learned who on the staff gave us accurate response and that is who we went to.”*

*“The NB3 staff are very good to work with so I can't say anything was not useful. Its all useful but sometimes time is limited and we don't get to take advantage of all the opportunity. Traveling to the events offered by NB3 costs to[o] much for us so that's a disadvantage for us. Maybe offering travel scholarships. One day events are hard for us but I feel would be inspirational.”*

*“Webinars are useful and are a great way to connect to others when a meeting time cannot be established but I will have to admit that it does allow for multitasking. We should be more tuned into the webinar when sometimes we are not fully paying attention.”*

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# Ways in Which the Foundation Could Better Support Partners

Respondents were asked what else the NB3 Foundation could do to better support community partners. See appendix C for all responses. While many ( $n = 11$ ) felt that the foundation is doing an excellent job and therefore did not have anything to suggest, respondents did provide a few ideas for the foundation's consideration:

- Provide more opportunities for face-to-face interaction (e.g., gatherings, visit communities).
- Provide a calendar with grant deadlines and future applications.
- Widen the variety of grants offered.
- Provide stickers to identify where sugar-sweetened beverages are sold.
- Support long-term programming.
- Support trainings to help frontline workers with youth impacted by trauma.
- Provide more funding for administration.
- Improve value of Native Youth on the Move meetings.
- Examine policy training and development.

# What Community Partners Would Change

Community partners were also asked what they would change about the NB3 Foundation's grantmaking. Of the 20 individuals who responded to this question, nearly half ( $n = 9$ ) said they would not change anything. See appendix C for all responses. Suggested changes included the following:

- Provide responsive grantmaking outside published grant cycles (case-by-case basis).
- Shorten application.
- Provide more grants! (e.g., to support youth physical activity programs).
- Train staff on accurate and timely responsiveness.
- Open funding outside the New Mexico region.
- Get rid of video apps and reports.
- Allow more time to write grant applications.

# How the Foundation Has Changed Perceptions of Grantmaking

Nineteen respondents felt their experience with the NB3 Foundation influenced how they view grantmaking. See appendix C for all responses. Through their work with the foundation, these individuals—

- Learned funders can be flexible and there is room for creative freedom in grants
- Appreciate funders who are true partners
- Are careful of funding that is too prescriptive
- Look for grants that provide TA
- Recognize the importance of the funder understanding the community and supporting programs in developing innovative programs based on their cultural strengths and knowledge
- Have hope that small ideas are worth something
- Increased their confidence in grantmaking

Respondent comments included the following:

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*“It is inspirational to know that someone understands the challenges we face in [our] community and has the vision to support innovative programs that are based on our own cultural strengths and indigenous knowledge. In other words, that we know what we need and how to get ourselves back on track.”*

*“It has showed me that there is room for some creative freedom when it comes to grants. Some grant makers need to stop and realize that most communities do not always fit into one box.”*

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## Additional Feedback About the Foundation

When asked if there was anything else about working with the NB3 Foundation they would like to share, 19 respondents provided overwhelmingly positive remarks. One respondent even found the activity of completing the survey to be helpful, saying, “This invitation to respond to the survey has prompted me to re-connect with our Program Officer and pass along some of the project

achievements we have observed since the grant close-out report.” A few responses are highlighted below, and all are included in appendix C.

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*“I believe that NB3 created a successful model for both grantees and the grantor. Their flexible design allowed communities to adapt and define successful[ly] without feeling pressured to meet rigid grant requirements. This allowed the grantees' work to flourish within their communities.”*

*“I can't say enough about them. Knowledgeable, professional and very much in touch. Fantastic presenters and presentations.”*

*“I love the diversity and dynamic of all the staff and how even the CEO knew exactly what was happening with all aspects of NB3F.”*

*“I imagine it must be challenging for NB3 to obtain funding, especially when they need to advocate for flexible funding and community-driven evaluation. I hope that their advocacy toward other foundations that support Native work but are themselves not Native-led will lead to deeper insight into funding needs for many minority communities (not just Native).”*

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# Summary of Findings

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Survey responses indicate the NB3 Foundation's approach to grantmaking and provision of TA is appreciated by community partners and uniquely appropriate for Native American programs.

Important takeaways follow:

- Respondents emphasized how pleased they were with foundation staff, highlighting their knowledge and professionalism and praising them for being friendly, responsive, and approachable.
- Community partners benefit most from in-person interactions with foundation staff and also with other Native-led programs during meetings and gatherings.
- The qualities the foundation believes set them apart from other (non-Native) funders are, in fact, the qualities Native American grantees find important. Every respondent felt the foundation exemplified these important characteristics.
- Respondents felt the foundation is unique in its understanding of Native American cultures, histories, and contexts, and how they structure grants (e.g., flexible, including Indigenous ways of knowing) and approach TA (e.g., bidirectional learning, peer collaboration).
- By working with the foundation, respondents have changed how they view grantmaking, knowing funders can be flexible, should be true partners with their grantees, and must understand the communities they support.

While experiences with the NB3 Foundation were overwhelmingly positive, there were a few suggestions for how the foundation could better support their community partners:

- Few respondents use the foundation for advocacy. If such work is of interest to the foundation, it should offer grantees more support in this area.
- Webinars were not always relevant to the participants, and some respondents had difficulty attending or staying engaged.
- While more opportunities for face-to-face interaction was suggested, respondents also highlighted financial challenges in traveling to meetings, which might be addressed.
- If the foundation had the resources, respondents would appreciate a broader variety of grants offered in more areas of the country and those that could support long-term programming.

# Next Steps for the Evaluation

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As a next step, the findings from this survey could be used to inform Phase 2 of the evaluation. Phase 2 is intended to qualitatively capture rich, in-depth feedback from community partners through interviews. The interviews would build on the findings from the survey, asking respondents questions such as the following:

- How did the NB3 Foundation's flexibility influence how you developed and implemented your program?
- Why does understanding the difference between working with Native and non-Native communities matter in grantmaking and TA?
- How have opportunities to learn from other Native-led programs benefited your program?

Qualitative interviews could explore changes that have occurred in communities since programs received NB3 Foundation funding and how community partners have used their experience with the foundation to lead their community in a good way.

The findings from the survey make it clear the NB3 Foundation is different from other funders, and its uniqueness is extremely important to Native communities the foundation partners with. Phase 2 of the evaluation will provide rich feedback about the role the foundation plays in improving the health and well-being of Native Americans.

# Appendix A. Logic Model

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# Appendix B. Notah Begay III Foundation Community Partner (Grantee) Feedback Survey

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JBA, an independent firm, is conducting this survey to help NB3 Foundation better understand how community partners view their approach to grantmaking and technical assistance. Your feedback will help NB3 Foundation strengthen how they support programming in tribal and Native American communities. This survey is anonymous and voluntary, and your participation will not impact future funding from NB3 Foundation. This is a short survey and should take 10-15 minutes to complete.

1. What is your role on your NB3 Foundation funded project?
  - Executive Director
  - Project Director
  - Program Coordinator
  - Program Evaluator
  - Other: \_\_\_\_\_
  
2. How long have you (through your role at your organization) worked with NB3 Foundation?
  - 1 year
  - 2-4 years
  - 5 or more years
  
3. What other types of funding have you received or applied for? Check all that apply.
  - Federal
  - State
  - Private
  - Other: \_\_\_\_\_
  
4. Is the NB3 Foundation different from other funders you have received grants from?
  - Yes
  - No
  - Not sure

If **YES**, answer #4a

If **NO or NOT SURE**, skip to #5



4a. How is NB3 Foundation unique or different?

Please rate **how much do you agree or disagree** with the following statements about NB3 Foundation.

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5. NB3 Foundation views health in a way that aligns with my community's understanding of holistic health.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. NB3 Foundation respects my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. NB3 Foundation has created opportunities to understand my community better.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. NB3 Foundation respects that my community knows what is best for our people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. NB3 Foundation approaches their work with us from a strength-based perspective rather than a deficit perspective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. NB3 Foundation values my community's culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I have a good partnership with NB3 Foundation staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I am comfortable reaching out to NB3 Foundation for support on our program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The following are characteristics that a potential funder could have when working with grantees. Please rate **how important these characteristics are** for foundations and funders that fund Native organizations and programs.

	Very important	Important	Neutral	Low importance	Not at all important
13. The funder is a Native-led organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. The funder supports flexibility in my programming.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The funder views health holistically.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The funder gives community partners space to tell their story.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The funder takes time to ground their meetings and gatherings in a way that is meaningful and appropriate to the communities present.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The funder creates opportunities for Native American communities to engage, learn, share, and support each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The funder does <u>not</u> prescribe how community's implement their program and evaluate their success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The funder does <u>not</u> determine success from their perspective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. How have you used NB3 Foundation as a resource? Check all that apply.

- Funding
- Skill building
- Networking/making new connections
- Advocacy (e.g., using NB3 Foundation fact sheets to support your request for a policy change in your community)
- Other: \_\_\_\_\_

22. Have you ever attended NB3 Foundation's Healthy Kids, Healthy Futures Conference?

- Yes
- No

If **YES**, answer #22a

If **NO**, skip to #23

22a. Did the conference provide any of the following? Check all that apply.

- Opportunities for meeting with other Native-led programs
- Opportunities for learning from other Native-led programs
- Experiences/sessions that inspired me

23. Have you ever attended NB3 Foundation’s Healthy Beverage Summit?

- Yes
- No

If **YES**, answer #23a

If **NO**, skip to #24

23a. Did the Healthy Beverage Summit provide any of the following? Check all that apply.

- Opportunities for meeting with other Native-led programs
- Opportunities for learning from other Native-led programs
- Experiences/sessions that inspired me

24. Have you ever participated in one of NB3 Foundation’s webinars? Click [here](#) for a list of NB3 Foundation’s webinars.

- Yes
- No

If **YES**, answer #24a and #24b

If **NO**, skip to #25

24a. Did you learn anything new during the webinar(s) (e.g., a new skill)?

- Yes – If yes, what did you learn?

- 
- No

24b. Did you improve existing skills during the webinar(s)?

- Yes – If yes, what existing skills did you improve?

- 
- No

During your grant, there were opportunities for interacting with NB3 Foundation. Please rate the extent to which you found those different interactions useful.

	Extremely useful	Very useful	Somewhat useful	Slightly useful	Not useful at all	Did not receive this type of TA
25. Emails from NB3 Foundation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. One on one calls with NB3 Foundation staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Site visits from NB3 Foundation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Grant related webinars (e.g., RFP, welcome, final report)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. What type of technical assistance (e.g., phone calls, webinars, site visits) from NB3 Foundation did you find **most** useful? Why was this useful?

30. What type of technical assistance (e.g., phone calls, webinars, site visits) from NB3 Foundation did you find **least** useful? Why was it not useful?

31. What else could NB3 Foundation do to **better** support community partners?

32. If you could change one thing about how NB3 Foundation does their grantmaking what would it be?

33. How has your experience with NB3 Foundation influenced how you view grantmaking?

34. Is there anything else about your work with NB3 Foundation that you would like to share?

# Appendix C. Open-Ended Responses

Q4. How is NB3 Foundation unique or different?
<p>“NB3 has a unique understanding of the culture, language, history and traditions of the Native American community which are important to grantmaking that will impact these communities and promote healthy lifestyles.”</p>
<p>“Different focus, different process and requirements”</p>
<p>“Private foundation”</p>
<p>“They encourage program creativity through flexibility and self-direction of the grant program. They are seeking a new and creativity direction in local native communities on tribal Reservations and also in tribal urban Communities. Part of their approach is to encourage the grantee participants to become familiar with each other which encourages efforts and events to be a combination of grantees working together.”</p>
<p>“They truly understand the difference between working with native communities and non native communities. Native communities are unique in the way they share knowledge and work with their people. NB3 understands this and is sensitive to it.”</p>
<p>“NB3 created a unique collaborative learning community by hosting workshops/meeting with the other communities that received the grant. This allowed other communities to learn, and support one another during the grant period.”</p>
<p>“The staff is genuine”</p>
<p>“Geared for Native Americans specifically”</p>
<p>“1. They are much more flexible, allowing grantees to focus on a community-driven process. Budgets and work plans can be iterative and reflect this evolving process.</p> <p>2. They provide thoughtful resources for capacity building and TA, connecting grantees with other consultants or experts with expertise working with Native communities.</p> <p>3. I have observed their own efforts to develop their strategy and approach in a way that is intentional, uniquely indigenous, and evidence-based. I consider them deep content experts and inspiring colleagues, and often reach out to them for advice or help.”</p>
<p>“They take a community team approach which is really helpful. It creates opportunities for collaboration and the leveraging of resources. It’s also a great way to get to know who else is doing “the work.””</p>
<p>“The hands-on approach and help every step of the way was vastly different from just being emailed fine-print instructions.”</p>

“There is an emphasis on seeing Indigenous ways of knowing as part of the funding structure and as part of the interactions that the NB3 team has with the grantee of our fund.”

“Culturally specific and flexible based on reality, which is great!”

“Different reporting - the state grant I manage from MDH requires monthly reports

“They are a native community focused granting organization.”

“we have a personal relationship from NB3 and are involved in each other's programming”

“NB3 is unique in that they allow our programs to complete projects that are specific to our own communities. Although most Native American communities face the same challenges, there are other challenges unique to other communities. Through their grants, we have seen some of the amazing, creative work done by other communities and it serves as an inspiration for what can be accomplished in our own communities.”

#### **Q29. What type of TA from NB3 Foundation did you find most useful? Why was it useful?**

“Our Program Officer, Michelle Gutierrez, was extremely knowledgeable and helpful during the on-boarding process and throughout the life of the grant. Our agency experienced several staff transitions during the project period and Michelle was very willing to orient new staff to the process, including helping frame a request for project extension to complete the proposed curriculum.”

“Phone calls gave us a chance for 2-way communication tailored to our program.”

“help with reporting properly”

“phone calls”

“TA in the methods required to input our videos into their systems. Initial RFP explanations for the grant application and submission process. These efforts were done over the phone and through emails.”

“site visits and emails”

“Site visits were useful to be able to have a more one-on-one conversation specific to our community's challenges, needs and successes.”

“phone calls, emails and webinars”

“Phone calls”

“The welcome webinar was helpful in putting my nerves to rest a bit. Kind of an overview to help get us going.”

“Zoom calls were most useful to me and my organization as our schedules get packed with meetings and tasks that travel isn't available.”

“Site visit and grantee meetings”

“Phone calls, emails, and the one site visit that I have been a part of have been culturally relevant and inclusive. Our site visit at AICHO was a beautiful learning experience in that after almost 30 years of working in white dominant institutions where evaluations are structured in a way that is not taking in cultural perspectives, it was refreshing to be a part of their honoring of our Ojibwe and Native culture and really took interest in how we as an organization function as a Native led organization. I still have the flip chart document on my office wall that we started the meeting with. Renee asked us to “think back 500 years in how our ancestors kept track of data and info.” All of us came up with some really great “qualitative” data in such a way that set the whole meeting in a good cultural way. She also gave us cultural resources on inclusive ways of preparing and evaluating our program outcomes. I usually hate long day meetings but this was the best meeting that I have had in all of my years of employment.

Everyone is so helpful, generous and almost comforting in their responses to my emails and phone calls. They are eager to help. I love that they are a Native organization that is helping other Native organizations to become better in impacting our community's health.”

“Interaction-Learning more.”

“Site visits because of the face-face interaction”

“The on site visits and conversations really work for us. The one-to-one engagements are most impactful for us because we are engaging about the NB3 relationship we have specifically. As for site visits they are beneficial I think mostly to the funder. We love site visits because we feel that has more impact on the funder but I feel the funder gets more from the visit and we get the opportunity to share our story in a different format, i.e. not just in a report or grant application. “

“Site visit and webinars. Good for getting immediate feedback (site) and a great opportunity to hear others' perspectives (webinars), approaches, and concerns.”

“Both phone calls and emails were very helpful when we had specific questions or problems. Always the staff were helpful and never made me feel like I messed up.”

“Phone calls were very useful, as it was a means to talk with someone live and discuss any hurdles or successes. A site visit would have been great.”

“The phone calls to help motivate and to keep us on track. There were never any last minute requests and enough time was given to help us reach our goal.”

“Strengthening Community Knowledge support and info on evaluation during our site visit with Renee”

“webinars - welcome webinar was useful because they went through everything with us and provided opportunity for questions”

“phone calls - much more efficient way to ask questions and get answers”

“Phone calls and emails were the most helpful for us, it gave us an opportunity to talk through our project in a meaningful and in depth way”

“We participate in a cohort group that has been working together a professional and systems development along with site visits that helps in showing and telling our story.”

“Site visits are always useful. You actually get to talk to a person and the fact that NB3 is able to carve out time to come see us, is a great feeling. It shows how invested they are in our projects and communities.”

**Q30. What type of TA from NB3 Foundation did you find least useful? Why was it least useful?**

“N/A”

“Everything was useful; different types of assistance were shared as appropriate to the type of technology used.”

“N/A - All TA was useful”

“N/A”

“none”

“not sure”

“I can't think of any time that they were not helpful.”

“none”

“n/a”

“n/a”

“n/a”

“none”

“A couple of the staff responses were not clearly communicated and some of these did not accurately answer the questions. Also there were some questions where their staff did not return calls or respond to requests. This was not often but it did occur. We learned who on the staff gave us accurate response and that is who we went to.”

“phone calls- they tapered off half way through the grant.”

“Least useful would be emails as the content and tone can be lost. We preferred phone calls or in-person visits.”

“Webinars- more useful to talk to a real person, you feel they listening to you only.”

“the NB3 staff are very good to work with so I can't say anything was not useful. Its all useful but sometimes time is limited and we don't get to take advantage of all the opportunity. Traveling to the events offered by NB3 costs too much for us so that's a disadvantage for us. Maybe offering travel scholarships. One day events are hard for us but I feel would be inspirational.”

“Phone calls. Less robust, info sharing is harder.”

“site visit, just because of the geography - we are across the ocean! One of our Program Coordinators did receive funding to travel to a conference and found this very supportive experience.”



"I will be honest and say that I didn't have much time to devote to the webinars. I know that our team enjoyed the webinars. The phone calls were helpful in communicating our needs to the NB3 team. The site visits were also effective in us showing the NB3 staff our work."

"I think a couple of the webinars regarding action planning did not really help. Its like babysteps for us and we need to actually be physically in the same rooms together."

"We did not receive site visits, and the webinars were not specific to what we were doing at that time."

"Webinars are useful and are a great way to connect to others when a meeting time cannot be established but I will have to admit that it does allow for multitasking. We should be more tuned into the webinar when sometimes we are not fully paying attention."

### Q31. What else could NB3 Foundation do to better support community partners?

"In my observation, NB3 is an outstanding community partner."

"They are doing and excellent job."

"A calendar of grant deadlines on your website so we can prepare for future applications in advance."

"Widen the variety of grants that are offered. We are especially interested in supporting physical activity programs for youth."

"They have done a fine job."

"Nothing- they are great"

"Have more consistent check-ins between grant workshop/meetings."

"Doing great now!"

"Wish I had NB3 stickers to put on the coolers where the SSB's are sold."

"NB3 Foundation does an excellent job supporting communities partners. No suggestions."

"Not sure. They do an amazing job..."

"They are already doing a lot with site visits, cohort convenings, outreach via phone and email, their social media is on point."

"More face to face interaction"

"come into the communities"

"Obtaining Feedback is one way for certain but you all do it right. I think you are very reflective in the work you do to ensure that you are supporting us as we do the work vs trying to tell us how to do the work from your perspective. That's important. NB3 is a good partner."

"They do an awesome job already."

"Well, I guess if I could wave a magic wand, it would be nice to have a long term program to support ongoing development and implementation of our intervention. But of course . . . time costs money!"

“Offer grants that would be more geared to support trainings that would help front line workers achieve success with trauma impacted students/youth. I feel in order to reach our youth we need the tools to help these youth overcome the trauma that they are put in. In order to help trauma impacted youth will help better support a more successful program in all areas.”

“I think they are a great resource already in helping with community capacity building. Just keep up with what they are doing.”

“More of what they are doing and more funding for admin, where allowed.”

“improve value of our NYM meetings - it does not feel that much is being accomplished for the time and energy we are putting into it.”

“I have not had the opportunity to partner with them in the last few years, and am not as current on what is being offered.”

“We need to look at policy training and development”

“They already do a great job in keeping grantees responsible but they should continue with have gatherings for grants. It gives grantees a day or two to concentrate on the grant and talking with other grantees gives us the chance to discuss any challenges or successes.”

**Q32. If you could change one thing about how NB3 Foundation does their grantmaking what would it be?**

“Responsive grantmaking outside the published grant cycles, on a case by case basis, could be a useful leverage tool when communities are submitting grant applications that require a non-federal match, when those funding opportunities are aligned with the NB3 priorities.”

“If possible, shorten the application.”

“Offer grants to support physical activity programs for youth.”

“Some staff response is very intuitive based and I would recommend attention to some response to be based on further clarity, accuracy, and a timely response. We did find such a staff person in Michelle Gutierrez.”

“even more grants!”

“Fund more programs in Wisconsin”

“Change nothing!”

“No change.”

“I am not sure I would change anything. I appreciate the multi-year funding as it takes time to implement meaningful projects.”

“Unsure. I haven't been a part of writing our grants to NB3 and such so maybe it would have been a better question for our grant writer. Sorry.”

“nothing at the moment”
“Much of the time the funding is very regional and because we are outside the region we often can't apply so opening up that opportunity would be good. Sharing other resources would be helpful. Maybe conferences for sharing? you all do good work.”
“Get rid of the video apps and reports.”
“Can't think of anything. The experience was wonderful. It was my own organization that made the process challenging.”
“I'm not sure. I like the way they do things already.”
“More time for turning around grant applications so we can build better program designs and have the capacity to write”
“not sure”
“I have not had the opportunity to partner with them in the last few years, and am not as current on what is being offered.”
“None”
“At this point nothing. Having dealt with grants at the state level, NB3 does a remarkable job.”

**Q33. How has your experience with NB3 Foundation influenced how you view grantmaking?**

“Very positive”
“enjoy working with a foundation that is flexible and understands our community and culture.”
“The freedom in the grant allowed us to be creative with the other Grantees and we have set up a number of efforts in combination with the other grantees. This has also led us to combine efforts with other community Native and youth groups outside of the NB3 Grantees. Our introductions to these groups has come through the NB3 organization.”
“it is a breath of fresh air”
“By creating a community learning environment, NB3 showed me that they were just as invested in helping the community as I was, rather than just disturbing the money and viewing success as check boxes of completed goal objectives.”
“no”
“Look for grants from places that are consumer friendly and that provide TA”
“Maybe a little.”
“NB3 process for grant making is easy (access to portal, submission) and allowed us to be creative in our application (using video to tell our story). I wasn't as stressed out about putting an application together, the materials required, nor submission.”

“Yes, we have come to appreciate funders who are truly partners. We have been more careful about seeking funding that is too prescriptive and dissonant with community priorities.”

“I think with how grant evaluations are to completed. Unsure.”

“I am concerned that the foundation still uses the word charity. Charity is a value/virtue of White Supremacy Culture...I wish they would call who they fund partners which gets rid of the hierarchal power dynamics.”

“Of course. Your style is exactly how I would like to see grantmakers engage indigenous communities.”

“It really demonstrates that the funders want grantees to succeed and that flexibility can be key.”

“It is inspirational to know that someone understands the challenges we face in community and has the vision to support innovative programs that are based on our own cultural strengths and indigenous knowledge. In other words, that we know what we need and how to get ourselves back on track.”

“Has opened the door to how we look at what is important for our youth and what is beneficial rather than let's just get funding and hope the program works.”

“This experience has been positive. If all grants were like this, I'd probably enjoy managing grants more.”

“It gave us some hope that our small "ideas" were worth something. And how these ideas became impactful in our community.”

“It makes me want to work with only culturally specific funders and realize the true value in a partnership grantmaking relationship.”

“it has increased our confidence in grantmaking”

“It must be a hard job to grant as many tribes and organizations are doing innovative and community based changing.”

“It has showed me that there is room for some creative freedom when it comes to grants. Some grant makers need to stop and realize that most communities do not always fit into one box.”

#### **Q34. Is there anything else about your work with NB3 Foundation that you would like to share?**

“This invitation to respond to the survey has prompted me to re-connect with our Program Officer and pass along some of the project achievements we have observed since the grant close-out report.”

“Love that we share a focus of healthy food and nutrition for our youth and community.”

“we are hoping that there will be opportunities for future Grants from NB3 that relate to the continuing of the start of this program.”

“I believe that NB3 created a successful model for both grantees and the grantor. Their flexible designed allowed communities to adapt and define successful without feeling pressured to meet rigid grant requirements. This allowed the grantees' work to flourish within their communities.”

<p>“It was a great experience”</p>
<p>“Like the newsletters”</p>
<p>“I can't say enough about them. Knowledgeable, professional and very much in touch. Fantastic presenters and presentations.”</p>
<p>“NB3 Foundation staff are very professional and friendly. They make working with the Foundation fun and we're able to create great relationships with the staff. Talking with staff on TA questions and solutions is very rewarding and helpful to our work.”</p>
<p>“I imagine it must be challenging for NB3 to obtain funding, especially when they need to advocate for flexible funding and community-driven evaluation. I hope that their advocacy toward other foundations that support Native work but are themselves not Native-led will lead to deeper insight into funding needs for many minority communities (not just Native).”</p>
<p>“AICHO is so grateful for NB3 Foundation staff, and their support of us. We really are making an impact on our Gimaajii Housing community as well as our greater community in the areas of education and promotion of healthy activities, healthy practices, and awareness of and practices of healthy Indigenous foods/beverages.”</p>
<p>“They are an amazing, inspiring”</p>
<p>“They have a terrific team/staff. They are all so very willing to help and take the time to respond to questions and concerns.”</p>
<p>“My deepest and most sincere appreciation for your generosity and kindness.”</p>
<p>“They were great to work with, they were always available when a question arose or we wanted some clarification. it was a pleasure working with them.”</p>
<p>“I love the diversity and dynamic of all the staff and how even the CEO knew exactly what was happening with all aspects of NB3F and not just be the faceless person.”</p>
<p>“I would just like to thank them for understanding goals and plans will change as that is just a reality.”</p>
<p>“NB3 is doing great work and we look forward to collaboration for the years to come.”</p>
<p>“they have built a great team and we like when the organization does site visits and participates in other organizational opportunities as a collective.”</p>
<p>“The staff has been amazing to work with. They will be the ones I will miss the most when our grant time has ended. Everyone is so easy to talk to and to have fun with. When your work doesn't feel like work, you know you are doing something right. this is how the staff at NB3 make us feel. Such and amazing crew!”</p>