

# Appetite for Change

## *Reflections on achievements and impacts (2013-17)*

Over the past five years, Appetite for Change (AFC) and the Northside Fresh (NSF) coalition, an initiative housed at AFC, have used multiple strategies to improve food systems in north Minneapolis (Northside), including:

- Strengthen the NSF coalition's engagement with partners
- Expand food access through the development of a growers cooperative, garden plots, and produce aggregation
- Increase outreach and access to fresh produce at the West Broadway Farmers Market
- Advance city and state food policies that impact north Minneapolis

This work was funded by the Center for Prevention at Blue Cross and Blue Shield of Minnesota Foundation, as part of its Health Equity in Prevention (HEiP) initiative to implement policy, systems, and environmental (PSE) changes to improve health.

In November 2017, a group of 12 stakeholders attended a Ripple Effect Mapping (REM) conversation about Appetite for Change's work to expand food access in their community facilitated by Wilder Research staff. Stakeholders in attendance included Northside Fresh coalition members (many of whom are north Minneapolis residents), Appetite for Change staff, University of Minnesota Extension staff, and a local clinic representative. The conversation centered on the impacts stakeholders perceived through their work under the initiative related to changes in the community, connections with others, and how organizations and individuals are working together.

During the discussion, stakeholders were asked to reflect upon AFC's achievements and discuss direct and indirect impacts of its work. Participants and session facilitators grouped impacts into the following types of changes that had taken place as a result of their work to increase access to healthy foods:

- Increased capacity, involvement, and skills in making policy changes
- Increased community involvement in AFC programming
- Strengthened relationships, collaborations, and networks
- Increased access to fresh produce and evolving food culture
- Emerging narratives around food justice and equity
- Increased program awareness and recognition

This is a summary of changes identified during the REM session. The specific impacts identified by stakeholders during the session are provided in the Appendix.

### **What is Ripple Effect Mapping?**

Ripple Effect Mapping (REM) is an evaluation tool used to better understand the intended and unintended impacts of a project. It is particularly helpful when evaluating complex initiatives that both influence, and are impacted by, the community. REM is a facilitated discussion with project staff and local stakeholders that creates a visual "mind map" during the discussion, showing the linkages between program activities and resulting changes in the community.

This approach is intended to help demonstrate the project's impacts more holistically and to describe the degree to which different types of impacts are observed by project staff and community stakeholders.

# Ripple Effects Mapping: Appetite for Change



## INCREASED CAPACITY, INVOLVEMENT, AND SKILLS IN MAKING POLICY CHANGES

AFC has increased capacity, involvement, and skills in making policy changes among its staff, partner organizations, and youth and is part of a broader movement for incorporating food justice policies across the state.

*There is increased awareness of how policy affects people's daily lives. Over the last three to four years the number of policy changes we have been involved in have included urban lots, urban access fund, the food cart ordinance not being allowed outside downtown.*

*A broader movement on food justice has created this opportunity. There are available resources to tap into. We built on the momentum that is happening at the state, city level. There are resources we can tap into that already exist.*



## INCREASED COMMUNITY INVOLVEMENT IN AFC PROGRAMMING

There is increased community participation in AFC programming over the past five years.

*People are genuinely committed. People want to get involved and are eager to participate. Some networks try to process their way to perfection. NSF feels like family and it takes a lot of work to get a network to that place.*

*A clearly defined geographic focus has led to more people being engaged—it's a hyperlocal effort.*



## STRENGTHENED RELATIONSHIPS, COLLABORATIONS, AND NETWORKS

AFC's work has led to strengthened relationships, collaborations, and networks and has raised awareness of how to work in coalition for other community-based organizations.

*We are 10 years into our coalition. How we listen to each other—listen to listen, rather than to reply. Our work is rooted in love. Work can be rooted out of a need or desire to help rather than a deep love for the people. We're not transactional, we are relational.*

*People want to build collaborative networks and communities, being able to spread that knowledge is good.*



### Appetite for Change



## INCREASED ACCESS TO FRESH PRODUCE AND EVOLVING FOOD CULTURE

AFC has helped to increase access to fresh foods through the expansion of garden plots, the growers cooperative, and a farmers market.

*There is an increased capacity for people to grow food in the Northside (through the Growers Coop and Farmers Market) and more opportunities to sell food locally.*

*People have changed the way they eat. They are trying new recipes, new food and have heard people say they are cooking more meals with their families.*



## EMERGING NARRATIVES AROUND FOOD JUSTICE AND EQUITY

Through increased awareness of local food access issues, narratives around food justice and equity have emerged within the community.

*There is a strong connection between health and wealth—health means mental well-being and connection to others. Wealth has been redefined and means more than just money—"wealth is the soil, wealth is the food that others throw out that feeds the soil."*

*AFC and NSF opening up individual minds to thinking about their own community in a more positive way; shift from thinking negatively about the Northside.*



## INCREASING PROGRAM AWARENESS AND RECOGNITION

A strong online presence, recognition by elected officials, and scholarly interest contribute to growing awareness and recognition of AFC's work.

*There is more cohesion, complementary overlap avoiding duplication of work. Lots of people are working on the same thing. The more we can be proactive and talk in advance, we can have conversations to inform NSF events.*

*We're getting graduate students and university folks from schools not in Minnesota, from Oregon and Washington, who heard about us and are interested in a case study. We're getting organizations and communities to ask about our model. How can we start AFC in our community? We can replicate it, want it, provide support for it.*

## DISCUSSION THEMES



### Increased capacity, involvement, and skills in making policy changes

Over the past five years, AFC has seen increased capacity, involvement, and skills in making policy changes among its staff, partner organizations, and youth. This increased capacity comes amidst a broader movement for incorporating food justice policies in food access organizations across the state. Through AFC's efforts to implement PSE changes, there has been an increased awareness of how policies affect people's daily lives; AFC has led an increasing number of systematic policy change efforts in their community that are informed and recommended by coalition and community partners.

NSF coalition members, for example, participated in conversations with the Minnesota Department of Agriculture (MDA) to help define urban agriculture, as requested by the state legislature. This language was later used in a bill that appropriates funding for urban agriculture projects. Through the relationships that had been cultivated throughout the process, NSF organized residents and organizations to provide feedback on the legislation and work with their local state representative and other representatives of color.

AFC and NSF have engaged youth in their policy work and have helped connect them with other organizations and policy efforts in areas that they are interested in (that might not be food-oriented). AFC has worked with their youth manager to help bring additional north Minneapolis youth to Hunger Day on the Hill and the Minnesota for Healthy Kids Coalition, bringing more diversity to the Capitol and connecting them with their legislators.

*A broader movement on food justice has created this opportunity. We built on the momentum that is happening at the state, city level. There are resources we can tap into that already exist.*

*At one urban agriculture hearing there was a lot of whispering and talk among policymakers and staffers about who was attending in the room and why they were there--the urban ag "Suits and Hoodies at the Capitol."*

*Over the last three to four years the number of policy changes we have been involved in leading or participating in have included urban lots, urban access fund, going to [the] city council about [the] food cart ordinance not being allowed outside downtown.*



### Increased community involvement in AFC programming

Over the past five years, there has been increased, meaningful community participation in AFC programming, including involvement of youth. The organization's focus on increasing food access in the community and investment in north Minneapolis allows residents a chance to engage in a "hyperlocal effort." Participants noted that the Community Cooks workshops and garden plots, for example, bring residents together and allow opportunities to discuss issues that affect their community, including both broad social issues and specific concerns like neighborhood violence, which may not be able to be discussed in other spaces. Participants noted that community members engaged through programming are committed and eager to participate. An increase in youth involvement in NSF was noted, in particular, as youth have been involved in meetings and action teams, where their presence has been welcomed and valued.

*A clearly defined geographic focus has led to more people being engaged--it's a hyperlocal effort.*

*People are genuinely committed. People want to get involved and are eager to participate. Some networks try to process their way to perfection. NSF feels like family and it takes a lot of work to get a network to that place.*





## Strengthened relationships, collaborations, and networks

Over the past five years, AFC's work has led to strengthened relationships, collaborations, and networks and has raised awareness of how to work in coalition for other community-based organizations. NSF's work with other organizations over the past 10 years has led to increased trust and strengthened communication with one another, which has been incorporated within AFC's work overall (AFC began formal coordination of NSF in 2016). AFC and NSF's relationships with existing and new organizations have spread awareness of how to engage in food access and policy work at a community level with nonprofits, for-profit businesses, and community members. AFC's connection with broader networks across the state, such as the Metro Food Access Network (MFAN) and the University of Minnesota Extension, has also fostered food access and equity collaboration.

*We are 10 years into our coalition. How we listen to each other--listen to listen, rather than to reply. Our work is rooted in love. Work can be rooted out of a need or desire to help rather than a deep love for the people. We're not transactional, we are relational.*

*Our coalition is a network and space for people to come together and collaborate on projects, synergistic on work they do. Space for nonprofits, for profits, businesses, community members (with no professional relationship to food systems) to be open in engagement with others. We're a Northside organization. Focused on growing, policy, residents, community members, intended to benefit more than one party. Not just singularly beneficial to one part of the food system. We're broader than just an organization. We're a youth program/cafe. NSF programs and projects are short-term, [in a] collaborative environment, hoping that the relationships will sustain themselves outside of NSF investment.*



## Increased access to fresh produce and evolving food culture

AFC has championed increased access to fresh foods through the expansion of garden plots, the growers cooperative, and a farmers market. The number of garden plots has increased, and the growers cooperative has expanded, contributing toward an increased capacity for Northside residents to grow and sell food locally. AFC also recently became the host for the West Broadway Farmers Market, where it has administered the Veggie Rx program in conjunction with Northpoint Center for Health and Wellness, which provides vegetables to at least 40 families during the growing season. During the REM session, participants noted how families and youth have changed their eating habits, are trying new vegetables and recipes, and are more knowledgeable about fresh produce. Participants noted that youth have also been involved in the changed food landscape, and have been overheard discussing the differences between vegan and vegetarian food, for example, in addition to learning more about vegetables, growing, and cooking.

*People have changed the way they eat. They are trying new recipes, new food and have heard people say they are cooking more meals with their families.*

*There is an increased capacity for people to grow food in the Northside (through the growers coop and farmers market) and more opportunities to sell food locally.*



### Emerging narratives around food justice and equity

Through the increased awareness of local food access issues, participants discussed narratives around food justice and equity that have emerged in their community. Through AFC's work over the past five years, there has been more youth engagement in food justice, with youth contributing to solutions, which counters the narrative of black youth not caring about healthy food. One participant noted the community's expansive definition of wealth encompasses more than money and includes the interconnection with health, well-being, and relationships. The interconnections that ground AFC's food justice work are part of broader conversations around food justice taking place across the state.

While conversations around food justice and equity have expanded, they remain grounded in the historical trauma experienced by the community related to farming and sharecropping. One participant noted that African Americans associate a stigma with farming that differs from immigrant communities that have positive experiences and connotations with farming. This history is acknowledged as AFC works within their community to expand opportunities for growing food. AFC and NSF's work has helped their community (and outside communities) think more positively about their neighborhood, address stereotypes, and garner interest from other communities looking to engage in similar work.

*[The] AFC and NSF coalition specifically has played a good role in highlighting the Northside interest in food justice, community organizing, actually acting out what racial equity means. People across other communities are asking how to expand youth programs. The Northside has become hub and spot for people to come and learn and ask questions of AFC, NSF, and other coalition members.*

*We sincerely lift up knowledge that's being gained about growing produce. The population that left the South who were sharecropping farming does not connote something positive in the community. We shouldn't overlook that. Immigrant populations that are serious about growing have positive understanding of farming, where it was a good thing. In the African American community, farming could be triggering. This new desire, this new likeness to growing is something that needs to be celebrated. There are folks that have real trauma around farming in the South.*



### Increasing program awareness and recognition

A strong social media and web presence, recognition by elected officials, and scholarly interest have contributed to growing awareness and recognition of AFC's work. Consistent communication highlights the work that's taking place in the community by AFC and its partnering organizations, and helps mobilize supporters. Local elected officials have engaged with AFC on policy work, advocating for AFC-supported policy changes. At both the local and national level, graduate students, schools, and other communities have shown interest in conducting research or engaging in conversation to better understand AFC's locally oriented food access and equity model and how it might be replicated in other communities. These threads of inquiry might lead students and other community members to consider incorporating food access and equity work within their professional development in ways that they may not have previously considered.

*A lot of schools are reaching out to learn about the model that AFC has applied. Students will be looking for jobs at some point in life, something they haven't experienced or thought of before.*

*Organizations are a little too modest. There have been applications for awards and prizes--it's a nice vehicle for getting the word out that there's good work happening here. Recognition breeds recognition. It's nice to get positive recognition.*

## CHALLENGES

There have been challenges engaging Northside residents with AFC and NSF's work. Breaking Bread Café, an AFC initiative, has the perception of being for "fancy people." Recognition of AFC programming appears more prevalent in predominately white communities outside of north Minneapolis, rather than among the people who the organization aims to impact—Northside residents who are predominately people of color. Another challenge has been engaging with residents who may be struggling in other areas of their life, for whom participating in food access work may not be their highest priority. AFC exists within a community that has experienced systematic racism, inequality, and disinvestment. While the original aspiration of the organization was to be multiracial and multigenerational, much of AFC's work is rooted in serving the African American community and engagement in urban agriculture policy. There is also a gap in skills necessary to grow food, as AFC staff have found community members do not have the food growing skills required to produce food to scale.

---

*This challenge isn't unique to NSF. How do you reach people who are most visible to that work? They're trying to figure out how they're going to feed themselves tonight.*

*At AFC, we want to be committed to hiring and elevating the community. To do the work at the high level we need to. There is a significant gap between the community member and the work we need to do. There is a whole lot more training that needs to take place before the community can move forward. Staying true to how fast the community can move, not how fast we can move.*

---

## FOOD FOR THOUGHT

The following questions may be helpful for AFC and its partners to consider as they work to address these challenges and plan their future work:

- How can Northside residents become involved in AFC and NSF programming? Are there access points that will allow more residents to engage in programming, coalition, or policy efforts?
- How can AFC grow in a sustainable way? With increasing recognition programs also receive more invitations to seek grant funding—what balance is needed to manage sustainable growth while seeking new opportunities?
- With increasing interest in learning how to organize around food access in other communities, are there opportunities to formalize this process through providing training for people or organizations interested in doing similar food access or coalition work?

# APPENDIX: Project impacts identified by discussion participants



## INCREASED CAPACITY, INVOLVEMENT, AND SKILLS IN MAKING POLICY CHANGES

Northside Fresh created a policy platform; a lot of Northside Fresh people show up at a candidate forum to let people know they are here.

### Food justice platform

A broader movement on food justice has created this opportunity. There are available resources to tap into. We built on the momentum that is happening at the state, city level. There are resources we can tap into that already exist.

May-September collecting info, asking people for policies parks board and city could pass. Bright spots. Southside peoples food platform. Waite House had done something similar.

There were more concrete collective actions; more people working towards a common goal of developing a food justice forum; people came together quickly to organize the forum.

### Defining urban agriculture and food justice

What does urban ag mean? Helped lead us to a point where funding was appropriated for it. RFP in a couple of weeks for urban ag.

State legislature came up with loose definition of urban agriculture.

How the organization defines urban agriculture is huge--we use it in our national reports. Came out of state legislature.

It's different now because of NSF, it's not just an email blast or sign a petition. It's a major force for getting the urban agriculture bill passed. It was a four-year process that started with a group working with the Council of Black MN thinking about what it could be. A Republican legislature passed this resolution passing how awesome AFC is, BLM is in the bill.

At one Urban agriculture hearing there was a lot of whispering and talk among policymakers and staffers about who was attending in the room and why they were there--the Urban Ag "Suits and Hoodies at the Capital."

With urban agriculture legislation nine months later, MDA wasn't planning to get input. A lot of the things meant to be in legislation weren't in the Request for Proposals (RFP). MDA sends out a request for proposals for grant money. The RFP completely slashed cities or towns with 10,000 or more, 5,000 or more in the bill. 50% going to people of color, indigenous communities was left out. Because of NSF and organizing work we got an extension on feedback. Miah and a Southside organization did a petition to mobilize people to give feedback, that's not what legislation was about.

Fue Lee was at a meeting, we mentioned it in an email. He worked with other legislators and other representatives of color. Northside and Hmong community members came to our quarterly meeting, engaged on Twitter, we attended the Superbowl Challenge.

### Bringing youth to hearings - youth involvement

Because of NSF, PSE change work, we connected with Union of Concerned Scientists and we attended with other organizations doing local food policy work. We brought two youth and did a spoken word piece about food access. Policy but changing the perception of young black youth. We ended up joining the Good Food for All campaign that has grown beyond Kellogg Foundation. We've attended a couple of times through the HEAL alliance, a 10 person political leadership academy for food justice-oriented people of color to take leadership at a national and local level.

### Connecting youth to orgs, political actions, beyond food

More interest in volunteering, close-knit network

Meeting with Michael (youth manager) to organize a way to get youth from the Northside to Hunger Day on the Hill and the Minnesota for Healthy Kids Coalition. AFC youth and NSF adults participated last year. 500 kids participated. Wasn't diverse last year. More youth diversity out to the capitol--they have a voice and feel comfortable to go there and meet with their representative and talk to them.

### More leadership in policy changes

There is increased involvement in a number of policy changes and changes in skill around policy and capacity to do that at different levels.

Over the last three to four years the number of policy changes we have been involved in leading or participating in have included urban lots, urban access fund, going to City Council about food cart ordinance not being allowed outside downtown.

There is increased awareness of how policy affects people's daily lives.

Land access is an example--helping farmers learn how to access land bought from city. Work w/AFC growers collective.

Event at Breaking Bread--got CFED and Homegrown folks to come together to shape the policy.

We have matured working on systematic policy work; more than just an email blast to get behind an issue.

Policy work includes: policy recommendations for parks and rec board, city council policy recommendations. Policy 101 workshop in June last year, reviewing governance, types of policies, levels of jurisdiction, mutual understanding. SNAP is federal vs. city policies. Education and organizing tool. Transitioning to building relationships with elected officials, food policy council. Parks and Power--food justice platform.

Our policy work is independent of comprehensive planning. They are policies that coalition and community recommended.

There is overlap in our layers of work: policy work and material, concrete work like providing funds for vouchers from Fresh Bucks program.

The Fresh Bucks program involves North market, K's grocery, Wirth Co-op, and Twin Cities Mobile Market. Healthy Foods Healthy Lives (\$50k) provided funding, and is administered through AFC. Larger chunk would come from Hunger Solutions and AFC. It's a matching program where EBT participants can purchase produce at a discounted rate. We've been planning the past year and received notification in January to start to administer it.



## INCREASED COMMUNITY INVOLVEMENT IN AFC PROGRAMMING

We are a bridge to policy and relevance to community.

Land access example/garden plots.

We host space for community members to talk about violence, including youth.

Having our relationships, spaces to come together has led to a place to talk about violence, Philando Castile, youth violence and recent shootings; things that aren't talked about in other spaces.

Community Cooks workshop, garden, connections with community members and comfort to discuss issues.

There is a growing number of people interested & involved in our programs.

There are a lot of new faces at Northside Fresh. People are getting involved in meaningful ways, not new people due only to turnover.

People are genuinely committed. People want to get involved and are eager to participate. Some networks try to process their way to perfection. NSF feels like family and it takes a lot of work to get a network to that place.

There is a sense of urgency, part of the reason people volunteer and want to be involved. People in the community know that things are not just and things need to change now. People in other communities may not see.

There is increased material investment in the Northside.

We provide vouchers for food.

A clearly defined geographic focus has led to more people being engaged--it's a hyperlocal effort.

There is increased youth involvement.

Youth feel "empowered" to make change (don't like using the term "empowered").

Youth are learning about food growth.

Youth are involved in AFC activities.

Youth crew has been building up North Side Fresh presence. Youth teams have been part of action teams, been involved in quarterly meetings. Coalition members bring their children to an evening meeting.

People have valued the change in the room when there are more youth involved.



## STRENGTHENED RELATIONSHIPS, COLLABORATIONS, AND NETWORKS

There is increased collaboration with other organizations.

We have new relationships with up and coming organizations.

We have deepened relationships and collaboration with existing organizations.

There is more cohesion, unified vision, complementary action.

People want to build collaborative networks and communities, being able to spread that knowledge is good.

Spreading knowledge of how to work in coalition with one another

There has been a connection to other networks and partnership with others.

We've connected to other networks, coalitions like MFAN (the Metro Food Access Network) and the University of Minnesota Extension to connect networks and coalitions across the state. Northside Fresh is not just a valid player, but a model for other communities.

We are becoming a valid player in the network of networks.

Being an example to other organizations

Being able to hire a full time person for Northside Fresh.

There has been a coalition culture change—there is a wider range of ages.

Our work is broader than AFC & NorthSide Fresh.



Our coalition is a network and space for people to come together and collaborate on projects, synergistic on work they do. Space for nonprofits, for profits, businesses, community members (with no professional relationship to food systems) to be open in engagement with others. We're a Northside organization, focused on growing, policy, residents and community members, intended to benefit more than one party. Not just singularly beneficial to one part of the food system. We're broader than just an organization. We're a youth program/cafe. NSF programs and projects are short-term, collaborative environment, hoping that the relationships will sustain themselves outside of NSF investment.

Relationships between elders & youth

AFC Organizational Culture

We are 10 years into our coalition. How we listen to each other--listen to listen, rather than to reply. Our work is rooted in love. Work can be rooted out of a need or desire to help rather than a deep love for the people. We're not transactional, we are relational.

There are stronger connections to other coalition work; establishing NSF as a partner, moving from silos to spheres where we are bumping into one another. We are now a valid player in MFAN.

## INCREASED ACCESS TO FRESH PRODUCE AND EVOLVING FOOD CULTURE

More produce grown, purchased, and consumed on the Northside.

Getting produce through more channels, like the Farmers Market Aggregation change and growers cooperative.

AFC has been involved in permanent Market Planning at a fundamental planning level. The West Broadway business and area coalition was hosting the farmers market and we're going to take it on now. There have been rapid staff changes over last six to seven months.

AFC started with one growing site, there are now nine. Vacant lots have turned into growing locations.

There is an increased capacity for people to grow food in the Northside (through the Growers Coop and Farmers Market) and more opportunities to sell food locally (to Breaking Bread, Good Acre, Kindred Kitchen members, and other local businesses).

There's increased fresh produce consumption in the Northside.

At least 40 families regularly use Veggie Rx (Northpoint) and received vegetables regularly through the program.

West Broadway Farmer's Market Outreach

People have changed the way they eat. They are trying new recipes, new food, and have heard people say they are cooking more meals with their families.

More youth are learning about vegetables, growing food, and cooking with grown food.

Youth are eating better food and choosing vegetables.

There is more interest in vegan food.

At youth meetings, the first time a vegan soup was introduced, youth hated the idea and were totally grossed out. Now there is a vegan option and youth look forward to it and think it is delicious.

Youth were overheard asking "have you tried the vegan burger at Breaking Bread?" and talking about if it is vegan or vegetarian.

There's more knowledge about how to grow food.

## EMERGING NARRATIVES AROUND FOOD JUSTICE AND EQUITY

Dispelling myth that black youth don't care about healthy food.

There is more energy and excitement around food justice. From a youth perspective--seeing youth eating habits change, wanting healthier food options instead of fast food or candy.

There is more excitement around food justice. It feels like AFC and NSF are role models in the food justice work locally, and nationally. How can that influence our work to be more effective?

The youth aren't only energized, they see the issue and they know how to change it. They feel inspired to be part of the solution.

Wealth has been redefined and means more than just money--"wealth is the soil, wealth is the food that others throw out that feeds the soil."

There is a strong connection between health and wealth--health means mental well-being and connection to others.

Historical trauma and connotations about farming

History of south and stigma about farming

We sincerely lift up knowledge that's being gained about growing produce. The population that left the South that were sharecropping farming does not connote something positive in the community. We shouldn't overlook that. Immigrant populations that are serious about growing have positive understanding of farming, where it was a good thing. In the African-American community, farming could be triggering. This new desire, this new likeness to growing is something that needs to be celebrated. There are folks that have real trauma around farming in the South.

## Stigma about Northside

AFC and NSF opening up individual minds to thinking about their own community in a more positive way; shift from thinking negatively about the Northside.

We can't take sole credit. AFC and NSF coalition specifically have played a good role in highlighting the Northside interest in food justice, community organizing, actually acting out what racial equity means. People across other communities are asking how to expand youth programs? Northside has become hub and spot for people to come and learn and ask questions of AFC, NSF, and other coalition members.

There are cultural stereotypes of young black people. White people I know who live in suburbs, they'll say, "You live in North Minneapolis." They've been watching the news too much. That represents this much of that community. I invited them over to have lunch in Breaking Bread. We still have a lot of work to do in the community and in the larger community.



## INCREASING PROGRAM AWARENESS AND RECOGNITION

### Effective social media & web presence

The branding and marketing--the Facebook posting helps get information out, the positive that's going on in North Minneapolis.

AFC Newsletter elicited action

There is increasing visibility and consistency online.

There is more cohesion, complementary overlap avoiding duplication of work. Lots of people are working on the same thing. The more we can be proactive and talk in advance, we can have conversations to inform of NSF events.

We receive recognition by elected officials.

Schools have shown interest in studying the AFC model.

A lot of schools are reaching out to learn about the model that AFC has applied. Students will be looking for jobs at some point in life, something they haven't experienced or thought of before.

We're getting graduate students and university folks from schools not in Minnesota, from Oregon and Washington, who heard about us and are interested in a case study. We're getting organizations and communities to ask about our model. How can we start AFC in our community? We can replicate it, want it, and provide support for it.

Organizations are a little too modest. There's been applications for awards and prizes--it's a nice vehicle for getting the word out that there's good work happening here. Recognition breeds recognition. It's nice to get positive recognition.