

LOCAL FOOD PURCHASE ASSISTANCE COOPERATIVE AGREEMENT PROGRAM (LFPA) – LFPA PLUS

PROJECT NARRATIVE FORM AND INSTRUCTIONS – CURRENT INITIATIVES

Template for New Applications

This form is mandatory. Thoroughly review the "Local Food Purchase Assistance Cooperative Agreement Program Plus" (LFPA Plus) Request for Application (RFA) before completing this form. Upon completion, this form must be converted to PDF and submitted via e-mail to LFPA@usda.gov.

1. Applicant Organization - *Must match box 8 of the SF-424.*

Name: The Northern Cheyenne Tribe
 Email: Kristi.harris@cheyennenation.com
 Phone: 406-477-4809
 Fax: N/A
 Mailing Address: PO BOX 128 Lame Deer MT 59043

2. Authorized Organization Representative (AOR) - *This person will be the main contact for any correspondence and is responsible for signing any grant documentation. Must match box 21 of the SF-424.*

Name: Kristi Harris-Killsnight
 Email: krisit.harris@cheyennenation.com
 Phone: 406-477-4809 Fax:
 Mailing Address: ☒ Check if same as above

3. Project Title - Northern Cheyenne Local Food Purchase Program

4. Requested LFPA Funds - *Insert the total amount (\$) of Federal funds requested. This must match the total amount requested on the SF-424, Line 18a. In the following narrative sections, describe how these funds will be utilized to meet the goals and objectives of the LFPA Program as described in the RFA*

\$1386000

EXECUTIVE SUMMARY

Recognizing the importance of improving the food and agricultural supply chain, the Northern Cheyenne Tribe (NCT) and its partners aim to procure and distribute regional beef, buffalo, and produce to the reservation residents. Access to healthy food is a fundamental aspect of human well-being. Unfortunately, on the Northern Cheyenne Reservation, there is only one reliable food source for the 5,800 residents who live here or within a 25-mile radius. Local ranchers and their

approximately 8,700 heads of beef, along with the tribe's 300 buffalo, form the backbone of the Northern Cheyenne reservation's food supply. Additionally, gardens are cultivated in each district on the reservation. The NCT intends to capture these products at their freshest and highest quality, providing the community with a more direct "ranch-to-table" connection. By restoring the connection between animals, ranchers, communities, and the environment, the Northern Cheyenne Tribe's initiative aims to create a more sustainable and self-sufficient food system for its residents. The expected outcome is to improve economic opportunities for local farmers and ranchers through increased market access and production capacity as well as increased availability of locally sourced beef, buffalo, and produce to the Northern Cheyenne Reservation and surrounding areas. This initiative recognizes the importance of traditional farming and ranching practices in the community and aims to support and restore those practices. The initiative also aims to promote the use of environmentally sustainable practices in agriculture to support long-term food security.

ALIGNMENT AND INTENT

Alignment

The Northern Cheyenne Tribe is located 100 miles from any food source that is reasonable in price, during the pandemic our food sources were strained, and we identified the emergency need to become self-sufficient in the supply of food sources. The pandemic created a situation where the largest meat packers in the United States were forced to shut down because of their employees getting COVID-19. This created a shortage of reasonably priced beef products. But more

importantly, it exposed the problem that the big meat packers in the US are, which is a monopoly. During this time there was a shortage of beef, and the meat has increased by 50% to the consumer. Local ranchers, the backbone of Northern Cheyenne agriculture, fell secondary to the rise of largescale meat processing operations. The agricultural landscape changed, and not for the better. To stay in business, ranchers began traveling long distances with their beef to regional slaughterhouses. The trips stressed animals and affected meat quality. Ranchers sacrificed profits due to increased transportation costs and wasted time. Consumers, once nourished by fresh, high quality local meat, deserved mass-produced meat and had little idea where it came from. The ranch-to-table connection was diminished by corporate commercialization over the past half decade. The COVID-19 pandemic has exposed the vulnerability of large, consolidated meatpacking operations. Our Primary partner The Peoples Partners for Community Development (a native-led community development organization) took the opportunity to purchase a USDA mobile meat harvest unit which would go onsite to harvest the animals in a stress-less natural environment. They finish the product and take local Cut and Wrap processing products and move it from farm to table. The processing module is compliant to fit the site plan and comply with USDA regulations. This module complements the Carcass Cooler, and it becomes a seamless operation between the two modules. Between an animal's slaughtering and when it is cut and wrapped, the USDA requires the meat to be chilled to a certain temperature. The cooler can hold approximately 13 beef at one time.

During the COVID-19 pandemic, it was clear that Montana farmers and ranchers had excess food that was available because of the restaurant closures and national market disruptions, but there were limited local marketplaces in place for Montana producers to sell their food to local institutions and families. Northern Cheyenne Reservation boundaries were completely closed and access to food was nearly impossible. Food hubs, with shared-use kitchens to process and preserve fresh food in rural and tribal communities, are rare. As ranchers and farmers strategized new ways to process and sell their products, more Montanans began to struggle with hunger during the pandemic. One in ten Montana families lives in food-insecure homes, which continues to be exacerbated in rural and tribal communities with rising fuel and food prices. While Montana produces substantial volumes of locally grown food, half of Montana's 56 counties have areas considered food deserts: low-income areas where at least 500 people and/or 33% of the residents

must travel more than ten miles to the nearest supermarket (or 1 mile in urban areas). In Montana, more than 68,000 individuals have limited access to a grocery store or supermarket, making access to fresh, affordable food a daily challenge (USDA Food Desert Locator: <https://www.ers.usda.gov/data-products/food-access-research-atlas> 2021). The rapid response needed to match perishable vegetables and meat to food pantries revealed that Montana needed a more organized and robust system to help producers market, track and disseminate local food. The purpose of the Northern Cheyenne Cooperative Local Food initiative is to expand access to food on the Northern Cheyenne Indian Reservation and surrounding areas. All the resources are in place here on the reservation and they will need to be implanted to help us succeed in our food desert. This initiative builds upon lessons learned from our initial individual organizations' COVID-19 response efforts, as well as the significant learning over the last two years as each entity worked to meet the critical needs of Northern Cheyenne producers, processors, our food pantry, and rural and tribal families. For this collaborative initiative, our coordinated efforts will focus on serving smaller farms and ranches, new and beginning farmers and ranchers, underserved producers, veteran producers, and underserved communities

Critical Resources

The first partner is *The Peoples Partners for Community Development (PPCD)* which is a 501c (3) nonprofit, regional economic development corporation that provides leadership and assistance to communities in Rosebud and Big Horn Counties which include the Northern Cheyenne and Crow Indian Reservations, The Northern Cheyenne Food Pantry, Northern Cheyenne Livestock Association, Northern Cheyenne Buffalo Program, and Northern Cheyenne Economic Development Committee. PPCD's role includes assisting farmers, ranchers, small businesses, and community development in our communities. The Northern Cheyenne Food Pantry is the only food pantry located on the reservation and they work closely with The Peoples Partners for

Community Development beef processing business as well as the Warrior Grocery that is housed under PPCD. In this partnership processing will be provided, food storage will be in place and products will be available from the (5) districts which will be produced from gardens, beef, and buffalo. PPCD will support product development, meeting regulatory requirements and nutritional analysis, packaging, labeling, and process for delivery. PPCD will help streamline ways for farmers, ranchers, buffalo programs, and gardens to sell and manage their orders. Grant funds will provide an integrated Network on the Northern Cheyenne Reservation, one that can be replicated in other tribes in the future. The Northern Cheyenne Food Bank is fully operational. They purchase local food and store it and transport this nutritious food to all Northern Cheyenne residents and five districts who need emergency food support. Special efforts address the immediate needs of “at-risk” citizens, the elderly, and children. This food pantry purchases agricultural products from Warrior Meat Company and Warrior Grocery. During the COVID-19 pandemic, they significantly expanded their food distribution efforts to serve additional communities through cooperative partnerships with smaller food drop-off location.

The Northern Cheyenne Food Project aims to receive funding to improve the food and agricultural supply chain on the Northern Cheyenne Reservation by procuring and distributing regional beef, buffalo, and produce to the reservation residents. The project recognizes that access to healthy food is essential for human well-being and that the lack of reliable food sources on the reservation has resulted in a significant challenge for the community's overall health. By connecting local ranchers, communities, and the environment, the project aims to create a more sustainable and self-sufficient food system for the residents. The expected outcome is to improve economic opportunities for local farmers and ranchers, increase market access and production capacity, and increase the availability of locally sourced beef, buffalo, and produce to the Northern Cheyenne Reservation and surrounding areas. The Northern Cheyenne Food Project hopes to receive funding to support the procurement and distribution of healthy, locally sourced food for the community and to improve overall well-being and economic opportunities in the region.

In addition to improving the food supply chain, the Northern Cheyenne Food Project aims to keep money within the reservation by supporting local farmers and ranchers and creating economic opportunities for the community. The project recognizes that investing in the local economy can help build a sustainable future for the community. By procuring and distributing locally sourced beef, buffalo, and produce, the project hopes to create a more direct "ranch-to-table" connection, which can also promote local businesses and create jobs within the community.

Provide a Listing of Objectives This Project Hopes to Achieve**Objective 1: To Purchase Local Food Sources on the Northern Cheyenne Reservation**

The objective of purchasing local food sources on the Northern Cheyenne Reservation is to support the local economy by providing a market for local farmers and ranchers. By sourcing food locally, the initiative will also reduce transportation costs and carbon emissions associated with transporting food from outside the reservation. This objective will promote sustainable agriculture practices and support the preservation of traditional farming and ranching practices.

Objective 2: To Distribute to the Northern Cheyenne Food Bank, Businesses, and the 5 Districts Located on the Northern Cheyenne Reservation

The objective of distributing locally sourced food to the Northern Cheyenne Food Bank, local businesses, and the 5 districts located on the Northern Cheyenne Reservation is to increase access to healthy food for community members. By providing food to the food bank, and businesses, the initiative will ensure that community members who may not have access to healthy food can still access it. Additionally, by distributing food to the 5 districts, the initiative will promote community engagement and encourage the sharing of resources.

Objective 3: To Educate More Tribal Members on Food Programs

By sharing best practices with the 45 partners in the system, the initiative will promote collaboration and support the development of sustainable food systems beyond the Northern Cheyenne Reservation.

Project Beneficiaries

The primary beneficiaries are the local Northern Cheyenne Farmers, Ranchers, and gardeners. The total inventory according to the 2017 USDA Agriculture Census of beef in the Northern Cheyenne is 8,577 Cow/Calf pairs. That means that on a yearly basis, the Northern Cheyenne Producers are sending 4,288 head to market. If the producers kept $\frac{1}{4}$ of their calves back to value add, there would be a sufficient amount to provide a quality food chain for the Northern Cheyenne Reservation. The Northern Cheyenne Tribe owns approximately 300 head of buffalo and plans to cull 80 head per year over the two-year project period. This will allow us to provide healthy beef and bison to our plates and will also give the ranchers and tribe more control in selling their products. The sales of local food products developed in cooperation with expanded food opportunities and will increase the market share for these producers. Local bulk food purchases developed will also benefit local producers. The direct benefit to all these producers will be increased revenues and healthy food. Additional beneficiaries include food-insecure children and elders, individuals, and families, in our tribal communities, by supporting the development and capacity of self-sustaining and community-led food hubs and businesses while benefiting rural and tribal farmers. With additional farmer/rancher-owned cooperatives alongside a responsive interconnected hub-and-spoke network for food access, healthier fresh food will be available to more families.

PROPOSAL NARRATIVE

Plan and Objectives:

The project assignments below will not be supported by LFPA Plus funding. LFPA Plus funds will only be used for local, minimally process food purchases

The Northern Cheyenne Tribe will work side by side with the five partners mentioned. PPCD will be the primary partner in leading the food initiative. The Northern Cheyenne Tribe will take part in the Northern Cheyenne Buffalo Program.

Project Assignments for Staff	Projects				
	I	II	III	V	VI
PPCD-Sharon Small/Adam Zimmer		x	x	x	x
Northern Cheyenne Food Pantry-Emma Harris	x		x		
Northern Cheyenne Tribe Buffalo Program-Brandon Small		x			
Chief Dull Knife College Extension-Henri Thompson	x				
Northern Cheyenne Livestock Association-Peggy Fredericks					
Northern Cheyenne Gardeners -Ryhal Rowland	x				

Project I- Coordinate making appointments to prepare buffalo components.

Project II- Host meetings for 62 producers, and coordinate schedules for the preparation of beef component

Project III- Check Mail, Clean offices, Answer Phones, Pay the bills, Data Entry

Project V- Grant Management- Reports, Representation for community meetings, Oversight of all program areas.

Project VI- Accounting Services, Taxes, Reports, Monthly Financials

Resources:

LFPA Plus funds will not be used to support fundraising, community outreach, or capacity building activities. LFPA Plus funds will only be used to purchase local and minimally processed food products that are within the scope of the program

Human resources: The project will involve the Executive Director of The Peoples Partners for Community Development, Sharon Small, who will oversee all operations for the Northern Cheyenne Food Project. Adam L. Zimmer, who has over 25 years of business experience, will provide project management support to plan, organize, schedule, and complete the project on time and within budget. Ryhal Rowland, who has created, planned, implemented, evaluated, administered, and facilitated Northern Cheyenne Tribal Extension programs in agriculture, family consumer science, community and youth development, will provide support in areas such as livestock production, farm and ranch financial management, and youth development programs.

Financial resources: The project will leverage federal, private, and state grants and fundraising efforts led by Sharon Small to fund the project. Montana Health Care Foundation and Community for Vitality will assist with salaries, supplies and material.

In terms of managing the procurement process, the Northern Cheyenne Food Project will follow established procurement policies and procedures to ensure transparency and fairness in the procurement process. This will include identifying procurement needs, issuing requests for proposals or bids, evaluating proposals or bids, selecting vendors, negotiating contracts, and monitoring vendor performance.

The key personnel involved in the Northern Cheyenne Food Project include the Executive Director, Sharon Small, who will oversee all operations and fundraising efforts, and Adam L. Zimmer, who will provide project management support. Yvonneda Fisher Thompson and Ryhal Rowland will

provide additional support in areas such as community and economic development outreach, capacity building, and youth development programs.

Partner organizations and collaborators may include local small businesses, tribal government, tribal programs, local organizations, and other community stakeholders. Their roles in the program may involve providing support in areas such as fundraising, community outreach, and capacity building.

Within the first year, our goal is to establish LFPA partnerships with 62 socially disadvantaged producers. This includes local and regional farmers/producers, resulting in at least 50% of new marketing opportunities. We aim to establish partnerships with a total of 186 socially disadvantaged farmers/producers, resulting in at least 30% of new marketing opportunities. The 62 socially disadvantaged local producers are Northern Cheyenne Enrolled members that we currently provide technical assistance to in other programs. Peggy Fredericks is a native owned rancher, Justin Whiteman is a native male, enrolled Northern Cheyenne lives on the Northern Cheyenne Reservation. Lastly, we plan to distribute at least 100% of our food purchases beyond current food distribution networks, reaching underserved communities. We anticipate that at least 75% of partnerships established with local and regional farmers/producers and at least 100% of those established with socially disadvantaged farmers/producers will continue after the program concludes. Furthermore, we anticipate that at least 75% of food distributions will continue after the program concludes.

To accomplish these objectives, we will begin by identifying potential partners and establishing relationships with them.

We will track progress toward these outcomes through quarterly progress reports and make any necessary adjustments to ensure that we are on target to achieve our goals. We will work closely with sub-recipients to ensure that they have the necessary resources and controls in place to manage procurements and risks associated with the program. By executing this timeline, we will ensure that funding is used for the intended purpose and that adequate financial controls are in place to monitor financial awards and sub-recipients.

Financial Controls:

To ensure adequate financial controls are in place, the Northern Cheyenne Food Project will implement several systems and methods. First, a dedicated financial management system will be established to track all financial transactions, including grants and sub-awards, and ensure that the funding is being used for its intended purpose. The financial management system will be overseen by the project director and the finance manager, who will be responsible for maintaining accurate records of all financial transactions.

To verify that funding is being used for the stated objective, the project team will establish a set of clear financial reporting requirements for all sub-recipients. These requirements will include regular financial reports that detail how funds were spent and what progress has been made toward project objectives. Sub-recipients will be required to submit these reports on a regular basis, and the finance manager will review them to ensure that all expenses are reasonable, allowable, and allocable.

The Northern Cheyenne Food Project will also conduct regular site visits to monitor sub-recipients and ensure that funding is being used appropriately. During site visits, the project team will review financial records, observe program activities, and speak with program staff and participants to ensure that the project is meeting its objectives and that funding is being used effectively.

Finally, the Northern Cheyenne Food Project will establish an internal audit process to ensure that all financial transactions are properly documented and recorded. The finance manager will conduct regular audits of financial records to ensure that all expenses are adequately supported and comply with grant requirements.

Overall, the Northern Cheyenne Food Project will implement a range of financial controls and reporting requirements to ensure that funding is being used for its intended purpose. By establishing clear financial reporting requirements, conducting regular site visits, and

implementing an internal audit process, the project team will be able to monitor financial awards and sub-recipients and ensure that funding is being used effectively.

Reporting (progress and financial) and Evaluation

To effectively measure and evaluate the progress and success of the proposed Northern Cheyenne Food Project objectives, the project team will collect both qualitative and quantitative data.

Qualitative information will be conveyed through the use of photographs and a summary of the progress made in achieving the project objectives. The photographs will serve as visual evidence of the activities carried out, such as the purchase of local food sources and their distribution to intended recipients. These photographs will be collected on a monthly basis, providing an ongoing record of the project's progress.

Quantitative impact data, on the other hand, will be based on both outputs and outcomes. Outputs refer to the direct results of the project activities, such as the amount of local food purchased and distributed, as well as the technical assistance provided to farmers, ranchers, and gardeners. Outcomes, on the other hand, refer to the longer-term effects of the project. This impact data will be included in all project reports and will be used to measure the effectiveness and success of the project.

Collecting both qualitative and quantitative data will provide the project team with a comprehensive understanding of the progress made in achieving the project objectives and the impact the project has had on the intended beneficiaries. This information will be vital in making informed decisions about the future direction of the project, ensuring that the Northern Cheyenne Food Project's goals are being met, and also identifying areas that require improvement. Ultimately, this will help to ensure that the project meets its objectives and has a positive impact on the local Northern Cheyenne farmers, ranchers, gardeners, and intended beneficiaries.

The Internal controls that are in place to prevent fraud in the financial accounts include standards and guidelines for the internal management of Northern Cheyenne Tribal assets, financial accounts, and procedures. These policies are written to protect Northern Cheyenne Tribe's assets, ensure compliance with current tax laws and regulations, and maintain financial systems and procedures that are ethically sound and above reproach. Northern Cheyenne Tribe segregates its funds into several different bank accounts at one or more Federally insured deposit institutions. Northern Cheyenne Tribe's account balances at any one institution will not exceed the Federal insurance level unless the institution covers excess account balances and provides additionally secured pledges. The Northern Cheyenne Administration is responsible for selecting the tribe's depositories.

The bookkeeper or accountant reconciles all bank statements monthly. The Northern Cheyenne Tribe Treasurer and accounting staff review each reconciliation and initial and date it. At a minimum, The Northern Cheyenne Tribe maintains the following separate accounts: The General Operating Account holds all unrestricted operating funds. Monies in this account are used to pay for all general operating expenses, including payroll. Monies used to secure the product are also generally disbursed from this account.

The Northern Cheyenne Tribe must write multiple checks in the normal course of business in any given week. Checks are typically written by the bookkeeper with appropriate backup as described below. The Northern Cheyenne Tribe are authorized to sign checks after reviewing and approving the supporting documentation. Two signatures are required on every check.. Any check made payable to an authorized signatory must be signed by signatories other than the payee. Financial institutions must be notified immediately when an authorized check signer leaves the employment of the organization.

Risk and Fraud Mitigation Plan

Checks are prepared and processed by the bookkeeper in the following manner: Reviews the documentation for compliance with procurement and financial policies, appropriate signatures, and ensures the bill has not previously been paid; Determines that there are sufficient funds in the account by viewing the account activity online and reconciling the outstanding checks with the account balance; Transfers funds as needed; Writes the check and obtains the necessary signature(s). After writing each check, the bookkeeper attaches the check stub or duplicate to the invoice and check request, which is then filed in the current month's financial records. The bookkeeper records each check in the accounting software if it has not already been entered.

Timeline:

Activity/Milestone	Timing	Procurement and Delivery Periods
Identify potential partners	Month 1	N/A
Reach out to potential partners to establish relationships	Month 1-3	N/A

Establish partnerships with 186 local and regional farmers/producers	Month 6-9	Procurements: Month 6-9, Delivery: Month 9-12
Establish partnerships with 186 socially disadvantaged farmers/producers	Month 6-9	Procurements: Month 6-9, Delivery: Month 9-12
Develop marketing and distribution strategies	Month 9-12	N/A
Distribute at least 85% of food purchases beyond current food distribution networks, reaching underserved communities	Month 9-12	Procurements: Month 9-12, Delivery: Month 9-12
Quarterly progress reports	Month 3, 6, 9, 12	N/A

The procurement and delivery periods for the partnerships with local and regional farmers/producers and socially disadvantaged farmers/producers may vary depending on the specific circumstances of each partnership. The anticipated percentages of partnerships and food distributions continuing after the program concludes are included as a measure of program success.

ACHIEVABILITY

Outcome 1: Provide an opportunity for States and Tribal organizations to strengthen their local and regional food system and to support local and socially disadvantaged farmers/producers through building and expanding economic opportunities.

Indicator	Description	Estimated Number
1.a.	Total number of local producers/vendors that are expected participate in the program	186
1.b.	Of the number in 1.a., the number of producers/vendors that are socially disadvantaged	186
1.c.	Total dollars expected to be expended to purchase local and regional food through this program	1,386,000
1.d.	Of the number in 1.c, how many dollars will be expended to purchase food from socially disadvantaged producers/vendors	1,386,000

Outcome 2: Establish and broaden partnerships with farmers/producers and the food distribution community to ensure distribution of fresh and nutritious foods to underserved communities

Indicator	Description	Estimated dollars	Estimated number
2.a.	Provide an estimate of total number of dollars expected to be expended.	1,386,000	
2.b.	Of the numbers in 2.a., Provide an estimate of total number of dollars expected to be expended and to underserved communities.	1,386,000	
2.c.	Provide an estimate of the number of locations expected to distribute food		5
2.d.	Of the locations in 2.c., how many do you expect to be to underserved communities		5

Outcome 3: Final Report – Program Outcomes

Program Outcome 1: By the end of the first year, our goal is to establish partnerships with 186 local and regional farmers/producers, resulting in at least 50% of new marketing opportunities. We anticipate that at least 75% of these partnerships will continue after the program concludes.

Program Outcome 2: By the end of the first year, our goal is to establish partnerships with 186 socially disadvantaged farmers/producers, resulting in at least 30% of new marketing opportunities. We anticipate that at least 50% of these partnerships will continue after the program concludes.

Program Outcome 3: By the end of the first year, our goal is to distribute at least 100% of our food purchases beyond current food distribution networks, reaching underserved communities. We anticipate that at least 75% of these food distributions will continue after the program concludes.

To achieve these outcomes, we will start by identifying potential partners and reaching out to them to establish relationships. We will also work to develop strong marketing and distribution strategies to ensure that the products are accessible to the intended audiences.

We will monitor progress towards these outcomes through quarterly progress reports and will make adjustments as necessary to ensure that we are on track to achieve our goals. We will also work closely with our sub-recipients to ensure that they have the necessary resources and controls in place to carry out the procurements and manage the risks associated with the program.

Timeline and Milestones:

Year 1

Month 1: Identify potential partners

Month 1-3: Reach out to potential partners to establish relationships

Month 6-9: Establish partnerships with 186 local and regional farmers/producers.

Month 6-9: Establish partnerships with 186 socially disadvantaged farmers/producers.

Month 9-12: Develop marketing and distribution strategies

Month 9-12: Distribute at least 10% of food purchases beyond current food distribution networks, reaching underserved communities

Quarterly progress reports: Month 3, 6, 9, 12

Year 2:

Month 1-12: Continue to build and strengthen partnerships

Month 1-12: Improve marketing and distribution strategies

Month 1-12: Monitor progress toward outcomes

Quarterly progress reports: Month 3, 6, 9, 12

Outcome Indicator Measurement Plan

Outcome and Indicator # <i>I.e., 3.i., 6.a., 6.b.</i>	How did you derive the estimated numbers? <i>I.e., documented background or baseline information, recent research and data, etc.</i>	How and when do you intend to evaluate? <i>I.e., surveys, 3rd party assessment</i>	Anticipated key factors predicted to contribute to and restrict outcome <i>Including action steps for addressing identified restricting factors</i>
1a # of producers	The estimated #'s was derived from our Northern Cheyenne Livestock Program, data gathered from the CDFI and our local buffalo program.	Surveys will be assessed of our local producers in 12 months.	<u>Potential challenges:</u> Difficulty in establishing effective marketing strategies. <u>Action step:</u> Conducting market research and analyzing consumer trends.
1b # of Socially Disadvantaged Producers	We live on the Northern Cheyenne Reservation where our people are considered socially disadvantaged, from the numbers gathered they will all be considered socially disadvantaged.	When producers are signed up for the program, we can request this on the application.	<u>Potential challenges:</u> Difficulty in establishing effective marketing strategies. <u>Action step:</u> Conducting market research and analyzing consumer trends.
1c \$ expended on purchase	\$1,386,000	QuickBooks will be utilized to keep track of \$expended on purchase.	<u>Potential challenges:</u> Lack of resources for partners to continue participation. <u>Action step:</u> Providing resources and support for partners.
1d \$ going to SDA producers/vendors	\$1,386,000	Surveys will be assessed of our local producers every 12 months.	<u>Potential challenges:</u> Lack of resources for partners to continue participation. <u>Action step:</u> Providing resources and support for partners
2a Total \$	\$1,386,000	Surveys will be assessed of our local producers every 12 months.	<u>Potential challenges:</u> Lack of resources for partners to continue participation. <u>Action step:</u> Providing

			resources and support for partners
2b \$ towards SDA individuals	\$1,386,000	Surveys will be assessed of our local producers every 12 months	<u>Potential challenges:</u> Difficulty in establishing effective marketing strategies. <u>Action step:</u> Conducting market research and analyzing consumer trends.
2c #locations	5 districts on the Northern Cheyenne Reservation	The district location will be part of the applicant/sign up process.	The local food distribution could be utilized if restricted outcomes occur.
2d # locations serving SDA	5 districts on the Northern Cheyenne Reservation	During distribution at the district halls surveys can be distributed	Utilize the main hub in Lame Deer and partner with transportation for delivery.
3.1 # of new marketing opportunities	Potential 186 socially disadvantaged farmers and ranchers	This will be part of the 12 months	<u>Potential challenges:</u> Difficulty in establishing effective marketing strategies. <u>Action step:</u> Conducting market research and analyzing consumer trends.
3.2 # marketing opportunities for SDA markets	Potential 186 socially disadvantaged farmers and ranchers	This will be part of the 6-month surveys and again at 12 months	<u>Potential challenges:</u> Lack of resources for partners to continue participation. <u>Action step:</u> Providing resources and support for partners.
3.3 % of purchases distributed beyond already existing food distribution (new markets). % that will be sustained after funding is expended	We anticipate that at least 50% of these partnerships will continue after the program concludes.	This will be part of the 6-month survey and again at 12 months	One-on-One site visits and technical support could be provided.

Distribution of Project Results

To distribute the Northern Cheyenne Food Project results to similar organizations, stakeholders, and others who may be interested in the project's results or implementing a similar project, we will take the following steps:

1. Develop a comprehensive report detailing the project's positive and negative results, lessons learned, and best practices. The report will be written in a clear and concise manner that is easily understandable by a wide audience.
2. Disseminate the report to a targeted list of stakeholders and organizations, including those who participated in the project and those who expressed interest in the project during its implementation. The report will be made available on our organization's website and other relevant platforms.
3. Provide technical assistance and consultation to organizations and individuals who are interested in implementing a similar project. We will make ourselves available to answer questions, provide guidance, and share our experiences with others who are interested in replicating the project.

4. Engage in outreach activities, such as presenting at conferences, participating in webinars, and publishing articles in relevant publications, to reach a wider audience and share the project's results with those who may not be on our targeted stakeholder list.

By taking these steps, we can ensure that the Northern Cheyenne Food Project results are widely disseminated and that others can benefit from our experiences, both positive and negative. This will help to build a community of practice around sustainable food systems and promote the adoption of best practices in the field.

EXPERTISE AND PARTNERS

Key Staff (Applicant Personnel and External Partner/Collaborators)

Kristi Harris, Treasurer of the Northern Cheyenne tribe will be the lead person in this project. Ms Harris will be responsible of administration and oversight of this agreement. Kristi is enrolled Northern Cheyenne and is a third generation rancher.

Terrance Limpy, Director of Finance, Northern Cheyenne Tribe will be a SO. Terrance Limpy is an enrolled Northern Cheyenne Member, he is currently the director of finance and resides on the Northern Cheyenne Reservation. Terrance has his bachelor's degree in business management from Montana State University Bozeman, MT. Mr Limpy supervises 22 employees with the Northern Cheyenne Central Finance Department.

Sharon Small, (Netsema'aestsehe'e, Red Eagle Woman) Executive Director of The Peoples Partners for Community Development, has served as the Executive Director for PPCD since 2010. In her role, Sharon oversees all operations for PPCD and Courtesy Cash, Inc., including fundraising where she has been instrumental in earning over \$4 million in federal, private, and state grants. Sharon has assisted local small businesses throughout her time, helping in a variety of ways from business plans to applying for grant funding. She previously worked for the Northern Cheyenne Tribe's Economic Development Committee where she was responsible for grant management and reporting, overseeing the budget and external communications with partners and the public. Sharon earned her bachelor's degree in communications from Montana State

University. Sharon owns multiple small businesses, including a cattle operation where she is a third-generation cattle rancher. Ms. Small, the mother of three children, is an enrolled member of the Northern Cheyenne Tribe.

Adam L Zimmer With over 25 years of business experience, primarily at the management level Mr. Zimmer is a seasoned leader. Accepting challenges and finding solutions is the foundation of his work and something he does with confidence. Mr. Zimmer thrives in the fast-paced environment of ongoing change and is equally comfortable working independently or as part of a team. He is highly motivated, and his project management skills enable him to plan, organize, schedule, and complete projects safely, on time, and on budget. Educational Background Associate

of Applied Science. 1995. Montana State University - Billings. Major: Engineering - Drafting Technology

Ryhal Rowland, Created, planned, implemented, evaluated, administered, and facilitated Northern Cheyenne Tribal Extension programs in agriculture, family consumer science, and community and youth development; including livestock production, farm and ranch financial management, noxious weed management, range management, pest management, pesticide education training and certification, ServSafe Food Handlers training and certification, Food Preservation education, Seeds of Change Gardening Program, Montana State Master Gardener Program, Montana State Tribal Healthy Homes Program, Branching Out Tree Program, Three Sisters Farmers Market, Blazing Trails Summer Youth Camp, and SWATT (Science With Attitude) Head start Science Program. Recruited and provided support, including leadership, planning, and innovating to the 4-H youth development program.

FISCAL PLAN AND RESOURCES

Please complete the Budget and Justification below.

BUDGET AND JUSTIFICATION

The budget must show the total cost for the project and describe how category costs listed in the budget are determined. The budget justification must provide enough detail for AMS staff to easily understand how costs were determined and how they relate to the Project Objectives and Expected Outcomes.

Refer to **RFA Section 4.6** for more information on allowable and unallowable expenses.

The individual subaward budgets are not expected at the submission of this application; however, initiatives will be expected to provide a comprehensive plan detailing each project, associated outcomes, and applicable expenses in order to draw down on the funds associated with this line item.

Budget Summary

Expense Category	Federal Funds
Funds used for Procurements	Purchase Buffalo, Beef and Fresh Produce Each Year
Total Budget (direct costs)	1,386,000

Contractual

The Contractual section includes direct procurements and contractual and subaward agreements resulting in procurements. A subaward is an award provided by the non-federal entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the non-federal entity. Procurement/Contractual/Subaward costs are expenses associated with purchasing

food, storage, and/or distribution. If there is more than one contractor or subaward, each must be described separately. (List each contract/subaward separately.)

Type	Name/Organization and Funds Justification	Hourly/Flat Rate	Funds Requested
Contract ☐ Subaward ☒	The Peoples Partners for Community Development to purchase food only.		\$1,336,000
Contract ☐ Subaward ☒	The Northern Cheyenne Food Pantry to purchase food only		\$50,000

Contractual Subtotal

☒ By checking this box, I affirm that my organization followed the same policies and procedures used for procurements from non-federal sources, which reflect applicable State and local laws and regulations and conform to the Federal laws and standards identified in [2 CFR §200.317 through §200.327](#), as applicable. If the contractor(s)/consultant(s) is/are not already selected, I affirm that my organization will follow the same requirements.

USDA'S EQUAL OPPORTUNITY STATEMENT

USDA is an equal opportunity provider, employer, and lender.

PAPERWORK BURDEN STATEMENT

According to the Paperwork Reduction Act of 1995 ([44 U.S.C. 3501](#)), an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0330. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

