

AUTHORIZATION REQUEST FOR FY 2020

CBB Budget Category: **Industry Information**

Name of Contractor: **North American Meat Institute**

Name of Organization Subcontracting:

Start Date: **10/1/2019**

End Date: **9/30/2020**

AR OVERVIEW

AR Description:

This authorization request (AR) sets forth the strategies and tactics supporting the CBB budget category for industry information. Each of the designated tactic's measurable objectives directly supports the "Grow Consumer Trust in Beef and Beef Production" and "Protect and Enhance the Business Climate for Beef" which are core strategies of the Beef Industry Long Range Plan. The strategic initiatives include:

- Certify and Verify Production Practices
- Protect Beef's Image
- Engage Beef Advocates
- Develop Crises Management Plans

A meaningful interrelationship exists between the strategies and tactics outlined in this AR. For example, the initiative to certify and verify production practices provides sound information on the standards and efforts to raise veal calves humanely and sustainably. The quality assurance framework creates content to proactively convey to consumers and influencers, and thus, protect beef's image. Advocates are engaged to further extend the industry's story and dispel misinformation. Furthermore, crises management prepares and protects the industry, when and if issues escalate. These efforts engage the industry and influencers that ultimately reach consumers to grow trust in beef and beef production.

Veal Industry Background

The U.S. veal industry represents a unique production and marketing infrastructure. Veal meat is a part of the beef checkoff in that every time an animal is marketed for beef, a dollar checkoff is collected. That includes dairy calves. Veal calves get their start on dairy farms. There were 9.4 million dairy cows in the United States in 2018 (USDA 2018), which represents approximately 10 percent of all cattle and calves. Dairy cows produce a calf each year. While heifers are raised and returned to the milking herd, there are three primary options for dairy bull calves: 1. Be raised for beef where they are fed up to 12-14-hundred pounds (most of all dairy bull calves are raised for beef);

2. Be sold directly from the dairy within a few days for slaughter and marketed as “Bob” veal; or
3. Be raised for about 22-24 weeks and marketed as milk-fed or formula-fed veal weighing 500 or more pounds.

Most of the veal meat consumed in the U.S. is from milk-fed veal. Total veal slaughter in 2018 recorded by USDA was 571,400 calves. If half of all calves born to dairy cows are bull calves (4.65 million), the veal industry utilizes over a half a million of these calves in veal production, precluding them from being fed and raised for beef.

Milk-fed veal is primarily raised in six states: Wisconsin, Indiana, Ohio, Michigan, Pennsylvania and New York. There are approximately 500 farm families that raise milk-fed veal. Veal production is also closely aligned with cheese production because a by-product of cheese making – whey protein – is utilized in creating the milk formula fed to veal calves. Consequently, milk-fed veal production increases the value of bull calves and demand for whey protein products, which in turn, supports prices paid to dairy farmers for the calves and milk.

The checkoff is also collected on imported veal product. According to USDA, in 2018, 35,436,800 pounds of veal were imported into the U.S. This includes fresh and frozen bone-in and boneless cuts and carcasses.

Where is Veal Consumed?

Consumption of veal is heaviest in major cities in the Northeast. According to an industry assessment survey, conducted in 2019 and funded by the beef checkoff, the top cities for veal sales and consumption include: New York City, Los Angeles, Chicago, Philadelphia, Dallas, Washington DC, Las Vegas, Baltimore, Atlanta, New Orleans and Miami. The survey indicated approximately 40 percent of veal is sold at retail and 60 percent is sold in food service. Veal industry leaders indicated in the survey that it is essential to promote veal to new and younger consumers. Survey input stated two primary reasons for weak consumer demand: Lack of awareness and knowledge of the product and misperceptions about how veal is raised today. The checkoff-funded Veal Made Easy website and promotion efforts are targeted to Millennials inviting them to discover the taste, versatility and nutrition of veal. Additionally, industry information initiatives outlined in this AR help position veal as a humanely raised protein source and address the misinformation about production practices.

Veal Industry has a New Story to Share

At the close of 2017, the U.S. veal industry achieved a ten-year goal set by the American Veal Association to shift raising all milk-fed veal calves to group housing and without tethers. Over a ten-year period, more than \$150 million was invested by veal growers and companies to build new facilities or renovate existing buildings. Today, milk-fed veal calves are raised in group pens from 8-24 weeks. Individual pens are utilized in nursery facilities for calves from birth to around 8 weeks. As newborn calves develop their immunity, these individual pens ensure calves remain healthy as they grow and thrive.

Veal Industry Contributes

It should be noted that all veal promotion and industry information activities authorized by the Beef Board are funded by veal farmers, importers and dairy producers through their checkoff dollars. The veal formula is a tool that the Cattlemen's Beef Board uses to estimate the assessments contributed to the Board by the veal industry. The Operating Committee considers the information provided by the Veal Formula when they make funding decisions.

The veal industry relies on checkoff dollars to manage the Veal Quality Assurance, industry image, and promotion programs to protect and promote the veal industry, and to keep veal top of mind with consumers and channel marketer decision makers, creating a more favorable and sustainable marketplace for veal.

This AR recommends program elements to showcase the industry efforts and high standards veal farmers employ to produce safe, high quality, humanely treated and sustainable veal that meets or exceeds consumer expectations. It also incorporates the feedback received directly from state beef councils and veal industry leaders to help enhance the veal industry's product positioning for the future.

A healthy and thriving veal industry, while significantly smaller in stature to the beef industry, compliments and protects the entire industry through programs outlined here to certify and verify production practices, engage advocates, develop and manage crises, and connect and communicate directly with consumers. Additionally, every pound of veal raised and sold, is less beef in the market, and offers consumers an alternative protein that does not directly compete with beef.

Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$137,000	\$20,716	\$157,716

Other Potential Funding	Direct Costs	Implementation	Total
Federation of SBCs Pledges: (Informational Only)	\$0	\$0	\$0
Other Funding: (Informational Only)	\$0	\$0	\$0

Long Range Plan Core Strategies Addressed by this AR *(Check all that apply)*

Grow Beef Exports	Consumer Trust	Protect & Enhance	Beef's Value Proposition
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Digital properties and target audience(s) addressed by this AR:

The primary digital property is www.vealfarm.com. Additional content will be integrated and promoted through www.vealmadeeasy.com and their social media plan. This includes:

- VealMadeEasy on Facebook
- @vealmadeeasy on Twitter
- @vealmadeeasy on Instagram
- Veal Farm on You Tube
- E-newsletters outreach

The target audiences include:

- veal farmers, family members and employees
- veterinarians who primarily serve the veal industry
- veal feed company representatives & nutritionists
- veal packer/processors
- state beef council and BQA staff primarily in veal producing states
- channel partners such as veal customers in retail and food service
- dairy and trade publications
- food writers/bloggers interested in veal and the consumer audiences they reach and engage

PROGRAM INFORMATION FOR THIS AR**Tactic A**

Tactic Name: Veal Quality Assurance

Tactic Description:

Veal Quality Assurance (VQA) is the program that certifies and verifies production practices. Protecting beef's (veal) image is an important initiative addressed by this tactic. VQA was revised by a technical advisory group and released in 2018. Re-certification is required every three years. This tactic is primarily directed to the veal growers, their dairy partners and the packer-processors they supply. The focus of the FY20 AR will be continued program management to confirm all independent and company-owned milk-fed veal calves are raised on farms that are VQA certified. This includes communication outreach to veal farmers, veterinarians, calf procurement managers and veal packer/processors engaged in veal production. This AR ensures activities to support, verify and record certification initiatives and updates which are necessary for the integrity of the program. Program management will include

collaboration with industry animal well-being experts including veal veterinarians, representatives of BQA and National Dairy FARM to review and provide recommendations for advancing calf health and handling with specific consideration to space and facilities, animal wellbeing and food safety. The findings from the 2019 Industry Assessment will also be taken into consideration. This meeting and follow-up recommendations will be incorporated into the VQA certification and promoted to all veal farmers and industry professionals. Further collaboration will help support and extend Best Management Practices to farms raising calves for beef which has been identified as an industry need. This AR will enable up to two educational fliers/posters to be created on key animal handling topics identified by industry experts and extended to veal farmers and farm managers.

Measurable Objectives *(List at least three outcome-based objectives for this tactic):*

- Provide ongoing program management to ensure 95% of all U.S milk-fed veal are from VQA-certified farms.
- Convene a group (3-4) animal well-being experts to review current protocols and create recommendations to strengthen VQA certification efforts.
- Once developed, communicate the updates through the Veal Farm website, veal newsletter and industry publications to reach a minimum of 60,000 farmers and industry leaders.
- Create two educational handouts/posters on key VQA topics for distribution to veal farmers, employees and anyone handling veal calves. In concert with this, distribute a news release to dairy and farm publications on the content and availability of the new materials.
- Provide monthly program updates to 350 industry stakeholders through the Veal Industry e-newsletter and achieve a 25 percent open rate.
- Present a VQA program update and solicit input from a minimum of 15 stakeholders at the 2020 Veal Summit.

Performance Efficiency Measures

Consumer Reach Goal: 61,500

Consumer Engagement Goal: 450

Voice/KOL Reach Goal: 1200

Voice/KOL Engagement Goal: 650

LRP Strategic Initiatives Addressed by this Tactic *(Check all that apply)*

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
<input type="checkbox"/> Adopt animal I.D. traceability systems	<input type="checkbox"/> Ensure antibiotic stewardship	<input type="checkbox"/> Research & innovate new production technologies	<input type="checkbox"/> Revolutionize beef marketing & merchandising
<input type="checkbox"/> Increase market access	<input checked="" type="checkbox"/> Certify & verify production practices	<input type="checkbox"/> Ensure beef's inclusion in dietary recommendations	<input type="checkbox"/> Measure & improve sustainability
<input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure beef safety	<input type="checkbox"/> Motivate producers & stakeholders to engage in issues	<input type="checkbox"/> Research & communicate beef's nutritional benefits
	<input checked="" type="checkbox"/> Protect beef's image	<input type="checkbox"/> Develop crises management plans	<input type="checkbox"/> Connect & communicate directly with consumers
	<input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Defend beef's product identity	<input type="checkbox"/> Improve our product

Committee(s) to Score this Tactic *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

Tactic B**Tactic Name:** Crises Management Plan**Tactic Description:**

The veal industry has experienced success in their outreach efforts to promote the significant changes that have occurred in raising veal today. This also makes them a target for animal activism. The undercover video released by an organization in June 2019 is one such example. It demonstrated the need for a veal specific crisis plan and media training for veal industry leaders to protect and enhance the business climate, and ultimately, protect beef's (veal's) image. The crisis plan will serve as a foundation and template for veal farmers, industry leaders and businesses to take preventative measures and enhance their abilities to manage issues that escalate. Specific content of this plan includes: Definition and Assessment of Crises Situations that could impact the veal industry; Crisis Management and Response Protocols; Industry Team/Roles/Contact Information; and Crisis Communications Tools and Templates. Media training including social media will be provided to industry leaders. To further support this initiative, media monitoring of key topics will be established, when needed, to ensure the industry is aware of potential issues. The elements of this tactic are new for the veal checkoff and have not been funded in at least the last seven years.

Measurable Objectives *(List at least three outcome-based objectives for this tactic):*

- Create a comprehensive crisis plan based upon industry input and collaboration from stakeholders.
- Conduct a Crisis Training Webinar attended by a minimum of 10 industry leaders. Assess the value of the drill with pre and post event surveys, increasing by 50% the response "I am somewhat prepared to manage a crisis" to "I am better prepared to manage a crisis."
- Through media training held in conjunction with the Crisis Training, prepare a minimum of three industry spokespeople who can confidently deliver on-camera key messages about veal and animal care. For cost effectiveness, on-camera media training can be held in conjunction with the Veal Summit.
- Implement news monitoring when issues arise to assess activities affecting the veal industry.

Performance Efficiency Measures

Consumer Reach Goal: N/A

Consumer Engagement Goal: N/A

Voice/KOL Reach Goal: 100

Voice/KOL Engagement Goal: 20

LRP Strategic Initiatives Addressed by this Tactic *(Check all that apply)*

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
<input type="checkbox"/> Adopt animal I.D. traceability systems <input type="checkbox"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input checked="" type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input checked="" type="checkbox"/> Protect beef's image <input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input checked="" type="checkbox"/> Develop crises management plans <input type="checkbox"/> Defend beef's product identity	<input type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve sustainability <input type="checkbox"/> Research & communicate beef's nutritional benefits <input type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

Committee(s) to Score this Tactic *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

Tactic C

Tactic Name: Veal Farm Website and Social Media Outreach

Tactic Description:

The www.VealFarm.com website was refreshed this past year with updated copy, images, videos and social media graphics. Additionally, paid and earned media advertising attracted viewers to the updated website. The goal of the 2020 tactic is to continue to enhance industry information content and build awareness for how veal are raised today. Monthly content posts will be developed for the website and, in collaboration with the website www.VealMadeEasy.com, additional unique content will be integrated into the social media calendar and promoted online to consumers through Veal Made Easy social media platforms. To further build awareness, online influencers will be utilized to develop and promote monthly content related to how veal are raised today. The online influencers could include, but not be limited to, those who participated in the Influencer Farm Tour in June 2019. Ongoing industry information content directed at consumers and influencers is a new element this year. Paid online digital campaigns will further drive views to veal industry content on the Veal Farm website.

Measurable Objectives *(List at least three outcome-based objectives for this tactic):*

- Implement monthly social media content posts for publication beginning in November 2019 to increase monthly total Veal Farm website page views by 25% from previous year levels.
- Engage with up to five online influencers to create and promote content on how veal calves are raised today, with links back to the Veal Farm website.
- Provide VealMadeEasy a social media plan with 12 new industry posts, one each month, suitable for use by SBCs and other industry partners to further extend to their target audiences for veal.

Performance Efficiency Measures

Consumer Reach Goal: 1,000,000

Consumer Engagement Goal: 12,000

Voice/KOL Reach Goal: 1,500

Voice/KOL Engagement Goal: 200

LRP Strategic Initiatives Addressed by this Tactic *(Check all that apply)*

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
<input type="checkbox"/> Adopt animal I.D. traceability systems	<input type="checkbox"/> Ensure antibiotic stewardship	<input type="checkbox"/> Research & innovate new production technologies	<input type="checkbox"/> Revolutionize beef marketing & merchandising
<input type="checkbox"/> Increase market access	<input checked="" type="checkbox"/> Certify & verify production practices	<input type="checkbox"/> Ensure beef's inclusion in dietary recommendations	<input type="checkbox"/> Measure & improve sustainability
<input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure beef safety	<input type="checkbox"/> Motivate producers & stakeholders to engage in issues	<input type="checkbox"/> Research & communicate beef's nutritional benefits
	<input checked="" type="checkbox"/> Protect beef's image	<input type="checkbox"/> Develop crises management plans	<input checked="" type="checkbox"/> Connect & communicate directly with consumers
	<input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Defend beef's product identity	<input type="checkbox"/> Improve our product

Committee(s) to Score this Tactic *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

Tactic D

Tactic Name: Veal Educational Materials

Tactic Description:

State Beef Councils play a key role in extending the veal industry's message to influencers. In collaboration with state beef councils, this tactic, new this year, will identify and develop educational materials which may include a Power-Point-Presentation, video and updated "Facts About Veal" that can be utilized to extend the message about veal's versatility, nutrition and taste coupled with the on-farm story about how veal are raised today. The materials will be suitable for sharing with students, culinary professionals, retailers and other influencers as well as consumers. Developed materials will be made available online for further distribution. A follow-up survey would assess how the materials have been used and quantify the audiences reached. In addition, the materials will be promoted to collegiate meat and dairy science departments and 4-H and FFA state organizations in leading veal producing states.

Measurable Objectives *(List at least three outcome-based objectives for this tactic):*

- Create up to 2 veal educational materials and promote online availability to reach a total of 20,000 consumers and KOLs .
- Conduct a follow-up survey to assess audience impact of the developed materials by September 2020.
- Promote the developed materials to at least six college meat and dairy science departments, and six state 4-H and FFA state organizations.

Performance Efficiency Measures

Consumer Reach Goal: 20,000

Consumer Engagement Goal: 500

Voice/KOL Reach Goal: 1500

Voice/KOL Engagement Goal: 150

LRP Strategic Initiatives Addressed by this Tactic (Check all that apply)

Drive Export Growth	Grow Consumer Trust	Protect & Enhance Business Climate	Beef's Value Proposition
<input type="checkbox"/> Adopt animal I.D. traceability systems <input type="checkbox"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input checked="" type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input checked="" type="checkbox"/> Protect beef's image <input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input type="checkbox"/> Develop crises management plans <input type="checkbox"/> Defend beef's product identity	<input type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve sustainability <input type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

Committee(s) to Score this Tactic (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

SUPPLEMENTAL INFORMATION FOR THIS AR

1. Will all work detailed in this AR be completed by the end of the fiscal year?
 Yes

If not, please provide an explanation.

2. Please explain changes from FY 2019 approved AR:

There are several significant additions to this the initiatives outlined in this AR. The first is to convene a group of (3-4) of animal well-being experts to review and create additional recommendations to strengthen VQA certification efforts and dairy calf care. The objective is to have this group meet in person to strategically assess the program, especially in light of the undercover video released in June, and provide recommendations for the industry to enhance the integrity of the program, image of the industry, and wellbeing of veal calves. The second is to develop and implement a crisis plan and provide training to veal industry leaders. As part of this, media monitoring for veal issues will be implemented as needed when issues arise. A third area is to create proactive social media content that is integrated with the Veal Made Easy social media efforts to reach new consumers and drive demand for veal. The final area is to develop education materials that state beef councils can utilize in their outreach efforts with culinary students, state fairs, culinary and retail professionals and classroom visits.

3. List any proposed subcontractor/agencies that will be used to complete the work in this AR.

Look East

4. Will all work with subcontractors be competitively bid?

No

If not, why not?

Look East has knowledge and experience (multiple years) in managing the VQA program and collaborating with industry stakeholders. Knowledge and experience with the milk-fed veal industry is not something easily found with other agencies. Their expertise and experience will deliver impactful results and positive outcomes for the beef industry.

5. Please list any relationships between this AR and projects previously funded by the Operating Committee:

The BPOC has funded Industry Information ARs supporting VQA in past fiscal years.

DETAILED BUDGET SUMMARY:

AR #: 2030-II

Source of Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$137,000	\$20,716	\$157,716

Other Potential Funding	Direct Costs	Implementation	Total
Federation of SBCs Pledges: (Informational Only)	\$0	\$0	\$0
Other Funding: (Informational Only)	\$0	\$0	\$0

CBB/BPOC Funding Request:

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
Consumer Trust	A	Veal Quality Assurance	BPOC	\$ 42,000	\$ 6,400	\$ 48,400
Consumer Trust	B	Crises Management Plan	BPOC	\$ 55,000	\$ 8,316	\$ 63,316
Consumer Trust	C	Veal Farm Website and Social Media Outreach	BPOC	\$ 25,000	\$ 4,000	\$ 29,000
Consumer Trust	D	Veal Educational Materials	BPOC	\$ 15,000	\$ 2,000	\$ 17,000
AR Totals				\$ 137,000	\$ 20,716	\$ 157,716

Total Cost Summary for All Funding Sources: (Informational only)

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
Consumer Trust	A	Veal Quality Assurance	All	\$ 42,000	\$ 6,400	\$ 48,400
Consumer Trust	B	Crises Management Plan	All	\$ 55,000	\$ 8,316	\$ 63,316
Consumer Trust	C	Veal Farm Website and Social Media Outreach	All	\$ 25,000	\$ 4,000	\$ 29,000
Consumer Trust	D	Veal Educational Materials	All	\$ 15,000	\$ 2,000	\$ 17,000
AR Totals				\$ 137,000	\$ 20,716	\$ 157,716

Summary of Prior Year Budget:	FY 2019 Approved Budget						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 120,000			\$ 120,000	\$ 100,000	\$ 20,000	\$ 120,000

FY 2019 Actual Expenses (through June 30, 2019)	FY 2019 Actual Expenses						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 51,766			\$ 51,766	\$ 40,775	\$ 10,991	\$ 51,766

Historical Summary of Budgets and Expense:	Total Approved Budgets			Total Actual Expenses		
	FY 2018	FY 2017	FY 2016	FY 2018	FY 2017	FY 2016
AR Totals	\$ 50,000	\$ 60,000	NA	\$ 48,416	\$ 57,408	NA

POTENTIAL PARTNERSHIP LIST
FY 2020
AR Number: 2030-II

Please list all potential partners/collaborators* for the related AR and details including the nature and extent of collaboration: *(include any partnership and/or collaborations with a third party by identifying the third party, the nature of the collaboration and extent of the collaboration.)*

1. American Association of Bovine Practitioners for technical expertise to enhance animal care and handling efforts as part of the Veal Quality Assurance Program
2. National Dairy FARM program staff for technical expertise to enhance animal care and handling efforts as part of the Veal Quality Assurance Program
3. Beef Quality Assurance staff for technical expertise to enhance animal care and handling efforts as part of the Veal Quality Assurance Program
4. Streetmarc, subcontractor who manages veal promotion and www.VealMadeEasy.com for integrating Veal Farm content and monthly industry e-newsletters and quarterly distribution to veal farmers
5. State Beef Councils including, but not limited to, PA, NY, Ohio, IN, MI and WI for in-state implementation of educational materials, social media support and promotion, and Crisis Plan, and Training
6. American Veal Association members and other veal industry stakeholders for their commitment to implementing VQA and their engagement in the Crisis Plan and Training
7. Veterinarian Dr. Marissa Hake, for technical expertise on calf health and handling
8. Online digital influencers who will be identified, vetted and approved to provide contracted posts about how veal is raised today

*Partners/collaborators does NOT include subcontractors listed in AR section V.C. Subcontractor Info.

Required per USDA Letter dated June 19, 2013