

AUTHORIZATION REQUEST FOR FY 21

CBB Budget Category: **Industry Information**

Name of Contractor: **National Cattlemen's Beef Association**

Name of Organization Subcontracting:

Start Date: **10/1/2020**

End Date: **9/30/2022**

AR OVERVIEW

AR Description:

The year 2020 turned out to be a historic one for the country, the beef industry, and the beef consumer. The global pandemic shifted how consumers view, purchase, and consume beef. Consumer beef demand spiked as the supply chain was disrupted and consumers rushed to fill their freezer for fear of severe beef shortages and remains strong today. Consumers embraced food delivery from retailers and foodservice outlets and aggressively sought information about beef preparation. Across all AR's managed by NCBA, a contractor to the Beef Checkoff we positioned your *Beef. It's What's for Dinner.* brand as the trusted source of information to meet the demands of consumers and the supply chain and to maintain consumer trust in beef and beef farmers and ranchers. Our FY2020 AR's were nimble enough to adjust quickly to the changing environment, and we did. For example, we leveraged our vast library of engaging cookery content and advertisements, supported efforts to educate consumers about the beef supply chain and the safety of beef, and aggressively engaged media and influencers with relevant information about beef and beef production.

Key questions are: What behaviors will be permanent and what behaviors will revert to pre-pandemic? These questions require that the *Beef. It's What's for Dinner* brand and other checkoff programming remain nimble as we enter a new consumer marketing and information environment created by the global pandemic.

This AR will continue to develop the successful trust building initiatives launched in 2018 to position beef as the top protein choice. All the tactics in this authorization request work towards two complementary strategies:

- 1) Communicate that "Real Beef's Great Taste & Nutrition Can't be Replicated," and
- 2) Address and correct the myths around beef and beef production among various audiences.

To continue to build a strong beef industry brand in *Beef. It's What's for Dinner.* and build trust in the beef industry among a variety of audiences, we will profile and promote beef farmers and ranchers, showcase beef's powerhouse of nutrients, including protein, and remind people of the unbeatable pleasure that beef brings to meals, while conducting research and outreach to prepare for future beef industry needs.

As a result, all tactics in this AR contribute expertise to other checkoff programs, state partners and/or global industry influencers/stakeholders to position beef as the top protein. These tactics provide ongoing counsel and support for the state and national beef council partnership to strengthen the brand across programs at all levels. Sharing program results with a variety of audiences, from stakeholders (including state beef councils and producers) to influencers to media and to consumers is critical to demonstrate the Beef Checkoff's contributions to the beef industry's success. We will continue to ensure that stakeholders and members of the beef industry see these programs and/or assets first-hand by inviting stakeholders to be part of key events and/or expanding communications and marketing efforts. Given our staff expertise, traveling to/from and attending key influencer/stakeholder/partner meetings may be required to provide or gain more strategic guidance and training, and to engage in briefings and/or educational sessions/events. Besides disseminating knowledge, the funds in this AR may be used to implement current and previously funded ARs. To accomplish this, it may be necessary for the checkoff to fund international travel to/from the U.S. Also note that legal counsel may be sought for routine, day-to-day content development, program planning and contracting to ensure compliance with federal rules or regulations.

Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$1,316,000	\$2,327,900	\$3,643,900

Other Potential Funding	Direct Costs	Implementation	Total
Federation of SBCs Pledges: (Informational Only)	\$500,000	\$0	\$500,000
Other Funding: (Informational Only)	\$0	\$0	\$0

NOTE: The Federation funds are placeholders only and subject to change. The Federation Division of the NCBA Executive Committee will have jurisdiction and approval over how these funds will be applied to checkoff programs in FY2021.

NOTE: For fiscal year 2021, if the threat of legal challenge does not impact State Beef Council investments, approximately \$5 million will be voluntarily invested by SBCs to supplement NCBA's ARs. This assumes the underlying ARs are funded at a sufficient level to execute the core elements of the

program. The supplemental funding will be used consistent with the principles outlined in the AR and deliverables for the industry will increase accordingly.

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"/>

PROGRAM INFORMATION FOR THIS AR

Tactic A

Tactic Name: Issues and Crisis Management and Planning

Tactic Description:

Effective planning for issues and crisis management efforts are critical to maintaining the marketing environment for beef and the industry's reputation with consumers, media and other stakeholders

This tactic delivers the resources it takes to prepare for potential issues and crises and develops the appropriate tools and resources (such as crisis plans, talking points, media outreach and response statements, fact sheets, infographics, videos and other digital content) to deploy when issues or crises arise. Recognizing states beef councils are important partners in managing issues, this tactic also supports states in their issues response preparation and training efforts.

NCBA, a contractor to the Beef Checkoff, has a long history of leading the beef industry and various stakeholders through issues and crisis situations. From the 2003 case of bovine spongiform encephalopathy (BSE or "mad cow disease") to lean finely textured beef (aka "Pink Slime") in 2012 to responding to the EAT-Lancet Commission on Food, Planet and Health report in 2019 to the current COVID-19 pandemic, NCBA has the experience, expertise, passion and plans in place to deploy the right message, to the right audience, at the right time. In these cases, and numerous issues that pop up daily, Beef Checkoff-funded programs have maintained consumer confidence in beef and consumer demand, thanks to monitoring and advance planning and preparation. For example, during the first few months of the COVID-19 crisis, NCBA created and provided state beef council partners with a variety of messaging documents to address the situation and answer common consumer and stakeholder questions. These materials were not only used by state beef councils but also across NCBA checkoff-funded programming and audiences to ensure consistent messaging and reassurance to consumers about beef's safety and availability. Other key issues-related topics addressed by NCBA in FY20 include: the Dietary Guidelines for Americans process, sustainability misinformation, particularly around greenhouse gas emissions, ongoing beef health and production myths and plant-based meat substitutes, among others.

Today, utilizing the beef Digital Command Center which is powered by a variety of

traditional and social media listening systems and software, NCBA works to respond to issues and crises in real time, and to look for trends and other opportunities to tell beef's positive stories and address prevalent myths about beef. The value of these monitoring tools was clear during the first several months of the COVID-19 crisis. Thanks to monitoring, NCBA was able to create and disseminate materials addressing the beef topics most prevalently covered by media and discussed in social media, like questions about the role of animal agriculture in zoonotic diseases. This monitoring also ensured NCBA's response efforts were appropriate given the amount and trajectory of COVID-19 and beef-related media coverage and social content. The NCBA team has 24/7 access to its monitoring systems and has staffing redundancies in place to ensure monitoring can be continuous and robust.

However, effective issues management is not just about responding to issues. It is also about working to mitigate and get ahead of potential issues via trust and reputation-building strategies and tactics, particularly those reaching key opinion leaders in food and agriculture. By engaging in discussions about the future of the food industry at high-profile and influential conferences, media roundtables and other events, NCBA can help shape the national dialogue about the beef industry, and this can have a positive effect on beef's reputation with consumers. In 2021, NCBA will identify opportunities to have a presence at these events in order to get ahead of issues and positively influence beef's reputation.

In the coming fiscal year, NCBA will also continue preparing for a possible FMD outbreak via participation in the FMD Cross-Species Team. This team works together across dairy, sheep and pork to prepare coordinated plans and materials that can be used in the event of an outbreak. This work is in conjunction with ongoing FMD planning on behalf of the beef industry. Working together, this tactic ensures that the entire beef industry is well positioned to respond to a variety of issues and crises and, ultimately, that the beef industry maintains consumer confidence and demand when issues and crises arise.

Measurable Objectives *(List relevant outcome-based objectives for this tactic):*

- Maintain issues and reputation management program as a “trusted counselor” and “go-to resource” for state beef councils, achieving an average agreement score of 8 on a 10-point scale according to annual CBB survey.
- Participate in at least one national food- or sustainability-focused thought leadership event, either in-person or virtually.
- Produce and distribute four Quarterly Issues Newsletters summarizing issues management work and trending issues and develop and distribute Beef Issues FYIs as needed maintaining an open rate of 20% for FYIs.

Performance Efficiency Measures

Consumer Reach Goal: 0

Consumer Engagement Goal: 0

KOL Reach Goal: 50,000

KOL Engagement Goal: 10,000

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 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 checked="" 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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tactic B

Tactic Name: Beef Advocacy Training and Engagement

Tactic Description:

Research funded by the Beef Checkoff repeatedly shows that consumers and influencers/thought leaders trust farmers and ranchers. When they have questions about the beef industry, they respond favorably to answers from the people who produce food. This makes grassroots advocacy a powerful tool in shaping consumer perceptions and addressing common myths and misconceptions about beef.

NCBA, on behalf of the Beef Checkoff, provides training to develop credible advocates and spokespeople within the beef community. NCBA then equips these advocates with information and resources to engage in conversations with consumers about the beef industry, whether that's answering questions or sharing the latest beef research and recipes. These advocates also help to respond to misinformation about beef. An example of the value of this training was clear in late 2019 when several advocates were called on to participate in heated social conversations on beef sustainability-related topics. These advocates defended the beef industry by sharing facts and research communicating beef's sustainability story. In FY21, NCBA will continue to work with advocates to respond to beef industry issues, whether that is as a media spokesperson or addressing misinformation on social media.

As part of the beef advocacy training and engagement program, advocates and spokespeople are trained and equipped to share their beef stories and expertise through completion of the online Masters of Beef Advocacy (MBA) courses and in-person training events. The MBA program consists of five online lessons, continuing education resources and ongoing engagement to equip advocates and spokespeople with knowledge of the beef lifecycle and information to respond to consumer concerns. For example, in FY20 hundreds of advocates participated in continuing education webinars addressing frequently asked consumer questions on important beef topics, like the supply chain and nutrition.

Today, there are more than 18,000 MBA graduates, which is a large grassroots army passionate about advocating on behalf of the beef industry. In FY21, while NCBA will continue to focus on growing this network, additional effort will be spent activating and engaging these advocates more effectively. As part of these efforts, new communications vehicles and tactics will be put in place to ensure advocates are getting the information and support they need to evolve their advocacy work. Additionally, NCBA will work to build deeper relationships with the most engaged advocates to develop and distribute powerful content and find more valuable opportunities for consumer education. Using advocates in the FY20 "Real Facts About Real Beef" videos produced by the Consumer Marketing team is an example of the storytelling power of these top advocates and their value across NCBA programming.

In the coming fiscal year, efforts will also continue to be made to inspire advocates to incorporate information and resources from the Beef Checkoff and *Beef. It's What's For Dinner.* campaigns into their advocacy efforts. NCBA will also continue to find efficiencies with the Beef Quality Assurance program. One ongoing opportunity for this alignment comes from sharing training technology platforms. Cross-promotion between the two groups will also continue.

As part of the beef advocacy training and engagement program, advocates and spokespeople from the beef community receive continuous training to strengthen their communication and advocacy skills. For the past six years, different levels of trainings have been offered, including national Top of the Class (TOTC) and State Top Advocate

Training workshops, These trainings identify and train top-level advocates to become well-rounded communication experts ready to address tough conversations and questions in a variety of settings. In FY21 these trainings will continue to be optimized to offer the greatest value for participants and return on investment for the Beef Checkoff.

Measurable Objectives *(List relevant outcome-based objectives for this tactic):*

- Add 600 new MBA graduates to the nationwide network.
- Produce and distribute at least 12 email campaigns for advocate information, activation, or engagement.
- Conduct at least 25 in-depth training sessions and/or educational sessions for state and national advocates, staff and third-party subject matter experts, and key food and agriculture influencers from across the beef community.

Performance Efficiency Measures *(PEM are not required for research ARs)*

Consumer Reach Goal: 500,000

Consumer Engagement Goal: 5,000

KOL Reach Goal: 2,500

KOL Engagement Goal: 1,000

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 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 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 tech. <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage <input type="checkbox"/> Develop crises management plans <input type="checkbox"/> Attract, develop & enable the next generation <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 & comm. with consumers <input type="checkbox"/> Improve product & production efficiency

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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tactic C

Tactic Name: Beef Quality Assurance (BQA)

Tactic Description:

It is imperative that cattle producers can effectively “walk the walk,” in raising healthy animals. The beef industry’s primary mechanism to do this is through education programs, such as Beef Quality Assurance (BQA). NCBA, on behalf of the Beef Checkoff, provides producers with the education and training needed to help ensure cattle are reared responsibly and enhance consumer trust in how beef is raised.

The BQA programs not only target producers with its programing but also engage and collaborate with stakeholders across the supply chain to develop and implement the necessary tools and programs to ensure responsible cattle care.

The BQA program has a long-standing history of delivering educational programs to producers focused on issues that impact consumer trust and consumer demand in beef, ranging from cattle well-being to quality assurance and certification. In FY2017, the latest benchmark study of the National Beef Quality Audit (NBQA) was completed and the BQA team will continue to leverage these outcomes to collaborate with other teams and contractors.

In FY 2021, BQA programing will provide updated content, including revisions of BQA self-assessments, online training modules, and other audit tools for training so producers (seedstock; cow-calf; stocker/backgrounder; calf raisers; feeder; youth, through support of the Youth for the Quality Care of Animals (YQCA); dairy, through support of the National Dairy Farmers Assuring Responsible Management (FARM); auction markets and transporters) become certified and/or adopt current techniques/methods (i.e., cattle care and handling in multiple languages). External review of the BQA program, tools and materials will be considered as a strategy to increase program credibility and standing with key stakeholders. Programing will continue to enhance collaboration between the beef and dairy sectors of the cattle production industry and will place additional focus on creating training content which is relevant and easily accessible for dairy-beef producers. Collaborating on research, often with state BQA program coordinators, which strengthens BQA guidance and/or content will continue to be a pillar of the program. Extending BQA promotion resources, content and tools through state beef councils, state cattlemen’s and breed associations, state extension programs, veterinary organizations and other livestock organizations willing to partner in promoting BQA will continue to be a focus through traditional and social

media, demonstrations, seminars/webinars, speakers for panels and other engagement opportunities. The program will continue efforts to promote training and certification through relevant award recognition, public relations, advertisement, sponsorships, face-to-face and virtual opportunities. We will also continue to find efficiencies with the Masters of Beef Advocacy program. One way we do this is by sharing technology platforms for the training programs. We cross-promote our programs between these two groups. Promoting the understanding of the BQA program and the positive outcomes it provides for the cattle industry will be leveraged to the supply chain. This will be even more important in 2021 as we begin the process of planning and data collection for the next National Beef Quality Audit.

Measurable Objectives *(List relevant outcome-based objectives for this tactic):*

- Increase the number of producers that are BQA certified (or equivalent) by 10% over 2020 certification numbers.
- Engage over half of the nation's BQA coordinators in continuing education and collaboration with state BQA coordinators by conducting a minimum of three "in person" or virtual meetings each year.
- Launch collaborative calf raiser quality assurance training and certification program.

Performance Efficiency Measures *(PEM are not required for research ARs)*

Producer Reach Goal: 7,000,000 (this counts multiple touch points within the beef community and does not include consumers)

Producer Engagement Goal: 250,000

KOL Reach Goal: 8,500

KOL Engagement Goal: 6,000

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 traceability systems <input type="checkbox"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input checked="" type="checkbox"/> Ensure antibiotic stewardship <input checked="" type="checkbox"/> Certify & verify production practices <input checked="" type="checkbox"/> Ensure beef safety <input checked="" type="checkbox"/> Protect beef's image <input type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production tech. <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage <input type="checkbox"/> Develop crises management plans <input type="checkbox"/> Attract, develop & enable the next generation <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 & comm. with consumers <input type="checkbox"/> Improve product & production efficiency

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"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SUPPLEMENTAL INFORMATION FOR THIS AR

- 1. Please explain changes from FY 2020 approved AR:**
 There will be no changes in direction in FY2021. The focused strategy established in FY2020 will be maintained (people, pleasure, and protein).
- 2. List any proposed subcontractor/agencies that will be used to complete the work in this AR.**
 FoodMinds, VML, CattleFax, Fleishman-Hillard Public Relations, Swanson Russell, Grant Communications, Baxter Communications, Vivayic, NCBA's Cattlemen to Cattlemen, National Milk Producers Federation, Youth for the Quality Care of Animals, Sprinklr, Nuvi, Brand Watch, Meltwater, and other subcontractors as needed.
- 3. Will all work with subcontractors be competitively bid?**
 No
If not, why not?

VML, the checkoff's consumer advertising agency of record, will also support programs in this area that will integrate into work being done within the Promotion AR.

Fleishman Hillard was chosen to support the FMD Cross-Species Team several years ago and is a core part of the FMD Cross Species preparedness efforts, maintaining in-depth knowledge about this complex subject.

Vivayic has been contracted to assist with BQA and MBA online learning module development, which is a multi-year process.

Swanson-Russell has been contracted to assist BQA with cattle producer focused marketing and public relations, this is ongoing work that is subject to competitive bid approximately every five years.

Contracts and fees are also reviewed every year. Agencies are reviewed annually and must meet or exceed expectations to continue work.

Universities, government agencies, communication/multi-media and other contractors and vendors to be determined as appropriate will complete the program outlined here. Subcontractors will be chosen via a request for proposals process and/or through the development of targeted projects that are based on previous expertise, industry need, budget rationale and committee priorities.

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

This AR is a continuation of the industry's issues and reputation management programs, which began in the 1980s. This AR is also a continuation of the industry's quality assurance initiative (Beef Quality Assurance and Dairy/Beef Quality Assurance) and further builds upon and expands previous efforts and programs developed and implemented by the industry's quality assurance initiative. The beef industry's quality assurance commitment and initiative began in 1987. This AR also includes the next in a series of National Beef Quality Audits, first completed in 1990 and repeated approximately every five years. The programs, projects and educational materials to be developed as outlined in this fiscal year AR will further support and advance the producer's commitment to addressing consumers' concerns about production practices that influence the safety, wholesomeness and quality of beef and beef products.

CBB/BPOC Funding Request:

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
Consumer Trust	A	Issues and Crisis Management and Planning	BPOC	\$ 323,500	\$ 661,800	\$ 985,300
Consumer Trust	B	Beef Advocacy Training and Engagement	BPOC	\$ 262,500	\$ 692,400	\$ 954,900
Consumer Trust	C	Beef Quality Assurance (BQA)	BPOC	\$ 730,000	\$ 973,700	\$ 1,703,700
AR Totals				\$ 1,316,000	\$ 2,327,900	\$ 3,643,900

Federation of SBCs Pledges/Other Funding Source(s): (Informational Only)

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
Consumer Trust	A	Issues and Crisis Management and Planning	Federation			\$ -
Consumer Trust	B	Beef Advocacy Training and Engagement	Federation			\$ -
Consumer Trust	C	Beef Quality Assurance (BQA)	Federation			\$ -
AR Totals				\$ 500,000	\$ -	\$ 500,000

NOTE: The Federation funds are placeholders only and subject to change. The Federation Division of the NCBA Executive Committee will have jurisdiction and approval over how these funds will be applied to checkoff programs in FY2021.

NOTE: For fiscal year 2021, if the threat of legal challenge does not impact State Beef Council investments, approximately \$5 million will be voluntarily invested by SBCs to supplement NCBA's ARs. This assumes the underlying ARs are funded at a sufficient level to execute the core elements of the program. The supplemental funding will be used consistent with the principles outlined in the AR and deliverables for the industry will increase accordingly.

Summary of Prior Year AR Budgets and Expenses:

Summary of Prior Year Budget:	FY 2020 Approved Budget						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 3,192,230	\$ 200,000		\$ 3,392,230	\$ 1,039,330	\$ 2,352,900	\$3,392,230

FY 2020 Actual Expenses (through June 30, 2020)	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
	AR Totals	\$ 2,000,988	\$ -		\$ 2,000,988	\$ 514,600	\$ 1,486,388

Historical Summary of Budgets and Expenses: (includes all funding sources listed in original AR)

	Total Approved Budgets			Total Actual Expenses		
	FY 2019	FY 2018	FY 2017	FY 2019	FY 2018	FY 2017
AR Totals	\$ 2,900,000	\$ 3,590,700	\$ 4,496,400	\$ 2,877,228	\$ 3,584,850	\$ 4,432,973