

AUTHORIZATION REQUEST FOR FY 21

CBB Budget Category: **Producer Communications**

Name of Contractor: **Cattlemen's Beef Board**

Name of Organization Subcontracting:

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

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

AR OVERVIEW

AR Description:

This authorization request (AR) describes ongoing efforts to provide information about the Beef Checkoff to all investors, a requirement of the Beef Promotion and Research Act and Order. The programs defined in this AR align with the Investor Relations Working Group (IRWG) mission to develop strategies that communicate Checkoff-funded program results, educate, and build relationships with Checkoff investors to gain a better understanding of the Beef Checkoff program.

During this time of upheaval through a pandemic, trade disputes and the passionately misinformed or disenfranchised, the rapidly evolving beef industry needs strong, unifying voices. The Beef Checkoff is, and must continue to be, one of those voices for producers by clearly and openly telling the true story about its purpose and successes in a manner that resonates with our investors.

Moving forward, it has become increasingly apparent and necessary for us to not only tell the Beef Checkoff story to producers, but also to our proponents and industry influencers so that they understand and confidently share our powerful message.

Building on a strong foundation

In Year One of the revamped Producer Communications program, we built a new message platform upon the bedrock tenets of listening, clarity, transparency and education. These timeless principles have proven invaluable in connecting with all our investors. We adapted our messaging and evolved from "one-size-fits-all" digital outreach to better accommodate the diverse geographies, demographics, histories, economics and sentiments of producers who invest in the Checkoff.

This evolution was manifested in ***The Drive***, a comprehensive Producer Communications platform that included a new quarterly print newsletter, a monthly digital newsletter, a social media overhaul, a new website, bi-annual highlight pocket cards and much more.

Not only did the trend of slipping producer support cease, but research also confirmed a slight upward swing in our favor. Clearly, we were on the right path.

Reaching the movable middle

In Year Two, we took aim primarily at “Beef Belt” producers, a group representing the majority of producers -- and one that we absolutely had to win over to achieve any true measure of success. The sentiment of these producers ranged from marginally liking the Checkoff to ambivalence. We hit them hard with a vast array of communications designed to promote, educate, and humanize the Checkoff.

To date, the print newsletter has amassed a quarterly distribution of more than 82,000 readers, and 20 QSBCs have taken advantage of custom state inserts. Meanwhile, seventeen states have taken advantage of the e-newsletter’s custom content section with an opt-in distribution of more than 16,000. Social media Engagement has reached 19,221 users for organic and paid media combined, while Reach exceeded 300K. In addition, we saw an increase in website traffic with sessions up 47% YOY and our paid media campaign Your Dollar Does keeps us top-of-mind with more than 3,241,345 impressions.

Impressively, our media relations efforts, which includes print, digital and radio placements surpassed 17M impressions served through Q1 and Q2 of FY20.

Expanding our reach

Having rebuilt the Producer Communications program and reconnected with our base constituency in Years One and Two, we look to Year Three as a time of expansion. However, we remain firmly focused on continuing to engage with the largest demographic of beef producers.

We realize direct communications from the Beef Checkoff to producers can only get us so far. Third-party validation from a variety of sources that our audience respects is also key. We must also educate these sources and increase their awareness of the Checkoff if we are to provide producers with a 360° view of the program and its successes.

We need these secondary audiences -- who can greatly influence producers -- to reflect and amplify our message. They include trade media, QSBCs, Checkoff contractors, trade and youth associations, sale barns and collection points, universities, extension agents and those in the animal health field.

We will continue our three main tactics with our listening program, integrated communications and public/media relations into FY21, concentrating the majority of our efforts directly to producers, but expanding our scope to more comprehensively encompass the universe in which producers live and work each day.

Our continued goal is to build a strong, trusting partnership through listening, transparency and clear communication of the Checkoff’s purpose and successes. We

will accomplish this partnership by developing and executing the following measurable objectives and tactics:

Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$1,439,915	\$250,000	\$1,689,915

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 type="checkbox"/>

PROGRAM INFORMATION FOR THIS AR

Tactic A

Tactic Name: Producer Listening Platform

Tactic Description:

Broad-based, national producer listening provides a meaningful link between all of the strategies and tactics outlined in this AR. In order for listening to provide objective value, it must include all producers and others who influence producers. Each effort under this tactic seeks to engage and learn from our key audience's conversations, opinions and sentiments.

Quantitative: The Producer Attitude Survey (PAS)

The annual PAS is a quantitative, random, independent survey of 1,200 producers. The sample size is a statistically valid representation of producers and participants spread across six regions of the U.S. The survey, now in its fifteenth year, provides valuable benchmarks of producer awareness and affinity for the Checkoff, and it highlights the strengths and weaknesses of ongoing Producer Communications efforts. Additionally, each QSBC has the opportunity to further fund expansion of this study within its respective state to gain deeper producer insights there. In the coming year, we will explore the possibility of adding a supplemental survey to collect data beyond the annual effort. This will allow a deeper look into the more narrowly defined sub-demographic of young producers.

Qualitative: One-on-One Producer Listening

Building on the positive outcomes of the individual listening efforts, we will expand our qualitative data collection via in-person interviews, direct polls, recurring surveys and online forums. While the PAS is designed to primarily measure opinion, the 1:1 dimension allows us to reach out on a more personal level. By better understanding how the contextual issues producers face may shape their Checkoff perceptions, we can develop specific content tailored to meet their needs. In FY21 we must continue to incorporate this specific tactical element.

Checkoff Communication Roundtable Discussions

Since our PC program listening efforts began in FY19, we have learned the importance of bringing our QSBC voices together. This past year, collaboration with qualified state beef councils helped us determine in which areas states needed more support from the national PC program, as well as their desire for additional educational Checkoff materials and programs. In the coming year, we will continue these bi-annual QSBC virtual meetings with some additional upfront participant surveys to better understand key topics beforehand, allowing us to tailor the discussion and agenda to their needs.

From this year's QSBC roundtable discussion, we learned that states want greater insight into all contractor efforts, and conversely, Checkoff contractors across the board want more communication with the states to share updates and seek input. In FY21, we will expand the roundtable program to include regular discussions with the contractor groups, and with trade media. We will use these sessions to inform the overall PC content calendar and give contractors the opportunity to present progress on their AR objectives to the states. By bringing the contractors and the state beef councils together more frequently, we hope to amplify the work being done on behalf of the Checkoff.

Current Listening Tools:

Advanced media monitoring software extends our listening beyond the qualitative and quantitative efforts outlined above. These tools provide the Checkoff with access to critical news stories and social media hits impacting our producers via real-time monitoring and cross-channel alerts. Sophisticated monitoring systems and media analytics built into all other channels such as social media, print, digital and website all provide context around a specific message's impact and visibility. These analytics reports provide a 360-degree view of current topics, allowing us to inform our board members and governing body on a quarterly effort.

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

- Conduct one independent, national quantitative study/survey of producers to inform the efforts of the Investor Relations Working Group and the PC program.
- Engage with at least 50 separate producers on current topics to inform content development, and findings will be shared quarterly with internal stakeholders.
- Conduct two roundtable discussions with at least 25 QSBC KOLs in order to seek feedback into the PC program and provide updates.
- Conduct two roundtable discussions with QSBCs and Checkoff contractors.

Performance Efficiency Measures

Producer Reach Goal: 89,600

Producer Engagement Goal: 10,470

KOL Reach Goal: 268

KOL Engagement Goal: 201

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

Tactic B

Tactic Name: Integrated Producer Communications Platform

Tactic Description:

Moving into FY21, we will evolve and enhance our multi-channel publishing strategy to expand the Checkoff's reach and recall with producers and those that impact them most. Program visibility remains high in FY20, and it's clear that producers continue to pay attention. A greater percentage have seen, read or heard something about the Beef Checkoff than in previous years.

The Drive Publishing Platform

The Drive serves as our base for Producer Communications, and we will continue educating producers on the efforts and outcomes of Checkoff-funded projects through this platform. Growing *The Drive* publishing platform's footprint ensures we'll reach more producers with positive messages about Checkoff successes.

Components of this tactic include, but are not limited to, the following:

- **The Drive: Enewsletter:**

Increasing subscriptions for *The Drive* eNewsletter will be top of mind in FY21. Within our QSBC partnerships, we'll encourage and distribute relevant, locally targeted content, as well as solicit additional subscriber lists. To help us expand database subscriptions throughout the states, we will provide QSBCs with list growth plans and tools such as forms, pop-ups and banners for promotion on their websites. We will mine cumulative data collected from past issues to further focus on producer preferences and use that information to further target and customize content.

- **The Drive: Print Newsletter:**

We saw substantial growth in the number of recipients getting *The Drive* printed newsletter this year, with our producer database expanding to include more than 83,000 subscribers, almost double from FY19. Subscription growth remains a critical objective as it is displayed as the primary call to action in all outbound communications.

Sharing a balance of national and more locally-derived news enhances our relevancy to producers. Our partnership with QSBCs to collect and distribute state-specific inserts within the newsletter is paramount. In FY20, 17 states have participated in the insert program.

To offset the increase in print and postage expenses, we have been actively pursuing several avenues for sponsorship and/or cost-sharing for *The Drive*. We hope to secure these opportunities in early FY21.

Incorporating regular, brief surveys within the print and email version of *The Drive* will help us further refine producer preferences for frequency and types of content.

- *The Drive: LIVE!*:
We will grow our digital communications platform with *The Drive: LIVE!* to foster engagement with audiences who use online platforms as a resource for industry news. This online resource will be more specifically geared to producers who are aged 35 and under. We can repurpose some of the content that has been generated for our print and email platforms and use it to drive discussions and engagement online. We see this being carried out in informational webinars, podcasts, via Facebook Live and other social platforms. We will leverage the expertise of the CBB board and committee members to drive positive dialogue and thought leadership.
- Website: BeefBoard.org/DrivingDemandForBeef.com:
Over the last year, the PC program has made several website enhancements to BeefBoard.org / DrivingDemandForBeef.com in an effort to improve the user experience. Monitoring user experience in the coming year will be key. We will focus on making the website experience more interactive for users and make social sharing easier. Web visits will be a more personalized experience, and we allow the gathering of user preferences with online polls where they can rate content. This will allow us to re-engage visitors with relevant stories based on previous reactions. We will continue to leverage our partnerships with state beef councils and bridge the gap between the national and individual state websites. Geo-filtering will allow us to serve local news to visitors based on their locations.
- Social Media:
In FY21, we will continue to reach producers through Facebook and Twitter, and - establish a presence on LinkedIn as an avenue to reach Key Opinion Leaders throughout the beef industry. We will look at creating new audiences using data gained from consumer insight tools.

In addition, we'll use "dark posts" as a way to geo-target followers with relevant stories and create more video and infographics to engage producers.

Your Dollar Does Producer Campaign

In FY21, we'll push the strong messaging and powerful visuals of this campaign through print, digital and radio platforms. A landing page under the vanity URL of YourDollarDoes.com will be regularly optimized, using it as a bridge between paid media advertisements and the work of the individual Checkoff contractors. We see Your Dollar Does paid media continuing to both drive visits to the website and encourage producers to engage with *The Drive*.

We will keep this campaign fresh by scheduling additional Your Dollar Does photo shoots to represent more diverse producers and geographies. More QSBC's will be

encouraged to take advantage of the produced media and customize it for their states. For those QSBCs that would like to take advantage of state-specific photography, we will explore the possibility of cost-sharing.

Paid Media

Producer Attitude Surveys indicate the more informed a producer is about the Checkoff, the more supportive they are of the program overall. Continuing a consistent media plan in FY21 is key to getting producers to engage with the Checkoff and *The Drive* publishing platform.

We will carry forward our national media mix of print, digital and radio. We will launch a localized marketing push in regional markets to improve producer sentiment in states where it's less positive. This will be a timely effort in the months leading up to the Producer Attitude Survey, after which we can test the impact of the marketing heavy ups.

Content Development

Our strategy for content development in FY20 is based on a three-pronged approach:

- **Promote** - Sharing the successes of Checkoff-funded programs and activities is at the heart of Producer Communications. It is here that we will highlight the progress and wins from each of the Checkoff's program areas. Examples of promotional materials include contractor highlights and semi-annual pocket cards. We will work with contractors proactively to learn more about their various programs and events before they happen and provide more content that presents the results of these initiatives.
- **Educate** - Knowledge of the Checkoff and producer sentiment toward it have a direct correlation: as producers better understand Checkoff operations, their approval of the program increases. By developing materials that increase Checkoff familiarity and trust, we can improve producer sentiment. These materials include information about Checkoff structure, details of the Long-Range Plan, ROI study logistics and the flow of the Checkoff dollar. This area will work in tandem with the Checkoff Education program, approved by the Beef Promotion Operating Committee in July 2020.
- **Humanize** - Our ability to humanize the administration of the Checkoff and become more relatable to producers in the "moveable middle" of sentiment is key to correcting misinformation. Our ability to empathize with the producers we serve is also a critical component of this content effort. Through our listening efforts, we hear and see what is most important to our core audience and through our content, we can express that we are listening.

The proven content strategy will continue in FY21, consistently creating quality, educational and relevant stories.

Producer Database Development and Management

To fully maximize our listening platform, we must be able to accurately identify and communicate with all producers. In FY20, we identified the need for a nationwide, all-encompassing producer database. Through our communication efforts with *The Drive* publishing platform, social/paid media and list sharing with QSBCs, we have nearly doubled the size of our producer database in the past 12 months.

We understand the need for a “Plan of Use” for this database as it continues to grow. We will utilize an external list management system to house and secure the database. Ownership of this database will be maintained by the CBB Producer Communications team, and we will outline what that means for usership, legalities, and formalities of that responsibility.

It is also our intent to use the new list management system to generate new producer “leads”, a way of targeting advanced communications to our current producers as we flesh out their personas and grow in our understanding of producer communication needs.

The Hub

In FY21, we will further build out and enhance the use of USDA-approved, ready-made and customizable PC marketing materials on The Hub. In Q2 of FY20, 806 total assets were currently housed on The Hub. New materials will be added every month, and we anticipate a jump in producer photography as we add new photoshoots to the Your Dollar Does campaign.

In addition to viewing and downloading materials, users can also print-on-demand. We also see The Hub being utilized as an online commerce system where QSBCs and contractors can order printed collateral from a stocked fulfillment center at our print house. This should streamline requests for printed pieces and put the states more in control of their collateral needs. We will look at setting a per-piece pricing structure for these orders.

Improving The Hub experience will be a top priority, and we will look for enhanced analytics to help us better understand how producers and stakeholders use the site and the types of content with which they engage.

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

Producer Communications Publishing Platform

- Maintain a base distribution of 14,000 for the Drive’s eNewsletter and focus on growth across the print and email database by 10%, based on the FY20 Q3 benchmark.

Producer Awareness and Engagement Campaign

- Maintain or increase recall levels of the Beef Checkoff by 3 points -- an increase, from 48% in FY20 to 51%.

- Continue upward awareness trend for The Drive, increasing from 22% in FY20 to 27% in FY21.

The Drive Live!

Plan and launch a new platform for The Drive to further engage producer audiences and those in the beef industry who seek to better understand Checkoff topics and programs. Executing at minimum 2 events in the first year, with 100 participants in each session.

Performance Efficiency Measures

Producer Reach Goal: 2,642,544

Producer Engagement Goal: 5,198

KOL Reach Goal: N/A

KOL Engagement Goal: N/A

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

Tactic C

Tactic Name: Producer Communications Public Relations

Tactic Description:

The goal of this programming is to communicate the Checkoff's efforts in driving beef demand by connecting key Checkoff voices with those who can amplify the message -- especially trade media. We will provide factual, educational content to counteract misinformation and change misperceptions. Through this tactic, we provide data to support the positive efforts of Checkoff contractors, develop and disseminate content to ensure ongoing positive media positioning for the Beef Checkoff, build credibility with industry media and producers, and ensure that the Checkoff owns its narrative. We will accomplish this goal by implementing the following areas of focus:

Thought Leadership

Connecting our thought leaders with the media has never been more important. There remains a subset of producers who have strong opinions about the Checkoff that are built upon misinformation or a lack of understanding about how the Checkoff operates.

By positioning CBB and Checkoff leadership and officers for speaking opportunities and as resources for print, online and radio interviews, as well as on social media, we can educate beef industry stakeholders and present the Checkoff in the most positive manner. As we approach FY21, we will expand our thought leadership efforts to more fully capture the opportunities that are available by partnering with the states to speak at events and association gatherings. We'll also focus resources and efforts in areas around the country where producer sentiment is lower.

Checkoff Reputation Management and Response Activation

When an issue arises that has the potential to compromise the Beef Checkoff's integrity and/or reputation, we must respond quickly. In situations like these, misinformation is prevalent, and it can rapidly spiral out of control. To effectively support all of the other tactics in this plan, reputation management and response counsel is a necessary element of our strategic communications efforts. In FY20 we established a protocol that details the pathway for issue identification and ownership within the industry. We review this living document annually and update it with the most current information. If the Beef Checkoff "owns" an issue, we will provide step-by-step guidance to help assess the situation; immediately inform all stakeholders; develop appropriate messaging/responses for internal audiences, external audiences and the media; and determine any needed follow-up actions.

Monitoring industry conversations and sentiment is critical for a strong reputation management program. Supported largely by the listening tools outlined in Tactic A, we are able to view in near-real time how certain issues or stories are evolving, as well as view the context surrounding those topics, such as the size of the audience receiving the message and other demographic data.

This area will work in tandem with the Checkoff Education program, approved by the Beef Promotion Operating Committee in July 2020.

Media Relations -

Through our listening efforts in FY20, we brought together several voices within the ag media circle to participate in a virtual roundtable. During this roundtable, members of the media told us what their audiences want to hear from the Beef Checkoff and what types of content are most in demand for their channels. Their feedback was positive about our past and current efforts, but the media also pointed out some areas of improvement, like providing more authentic producer voices for interviews and other opportunities. Our media outlets are hungry for news about the Beef Checkoff, and they know what content will truly resonate with their audiences.

In FY 2021, we will continue to focus on obtaining interviews and written coverage from the media. In FY20, we made great strides in providing regular content to key outlets via interviews (print, radio and broadcast), op-ed pieces from Greg Hanes and regular editorial columns. We will continue to stretch these efforts with even more content. All participants in FY20's media roundtable agreed that informative, data-based content in video and bite-sized graphics would go a long way toward filling their content needs and matching audience preferences. We will focus our editorial on a variety of content formats from written pieces (press releases and opinion/editorials) to videos to podcasts to radio interviews. We'll also round out the Thought Leadership initiative above by providing access to all our board members as a part of our media relations efforts. This access may include the opportunity to interview board members and state executives to demonstrate their commitment to the programming of the Checkoff and the beef industry at large.

Developing and maintaining strong media relationships is key to gaining favorable coverage from these print, broadcast and online outlets. We will continue to provide the media with data and valuable access to Checkoff insiders to ensure that they are able to present their producer audiences with the most transparent and accurate program information.

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

Thought Leadership Objectives

- Obtain twenty (20) speaking opportunities or media interviews with KOLs on the value of the beef checkoff.

Checkoff Reputation Management and Response Activation

- Conduct in-person media-training for the new CBB officers, CBB executive committee members and new Cattlemen's Beef Board members.

Media Relations Objectives

- Provide top and regional ag media as well as adjacent industries quarterly content on behalf of the Checkoff, resulting in at least 4 regular placements.

Performance Efficiency Measures

Producer Reach Goal: 576,996

Producer Engagement Goal: 54,060

KOL Reach Goal: 123

KOL Engagement Goal: 98

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

SUPPLEMENTAL INFORMATION FOR THIS AR

1. Please explain changes from FY 2020 approved AR:

The work described in the tactics above build heavily on past PC ARs with enhancements and new additions. Specifically, we are developing a new platform called *The Drive: Live!* to ensure that our publication powerhouse is able to reach as many producers as possible in their communication channel of preference. Additionally, we're building in avenues for greater collaboration with the QSBCs and Checkoff contractors via enhanced listening efforts and content support.

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

- Swanson Russell – agency support and strategic council
- Luce Research – annual Producer Attitude Survey
- Flywheel - Website hosting
- Dot Digital- Email Service Provider
- Regal- The Hub hosting service

3. Will all work with vendors be competitively bid?

Yes

If not, why not?

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

The Producer Communications program began with the Beef Checkoff program. The authorizing legislation, the Beef Promotion and Research Act of 1985, calls out the importance of informing producers about their investment in the checkoff. The Producer Communications program is the only program designed to deliver this critical information to producers and meet this requirement of the Act. While the strategy in FY21 is a continuing effort to remain relevant to the beef industry and our Checkoff-paying producers, the function of informing producers about their checkoff investment remains the core of this program.

DETAILED BUDGET SUMMARY:

AR #: 2150-PC

CBB/BPOC Funding Request:

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Investor Relations Working Group</i>	A	Producer Listening Platform	BPOC	\$ 185,000	\$ 70,000	\$ 255,000
<i>Investor Relations Working Group</i>	B	Integrated Producer Communications Platform	BPOC	\$ 1,064,915	\$ 95,000	\$ 1,159,915
<i>Investor Relations Working Group</i>	C	Producer Communications Public Relations	BPOC	\$ 190,000	\$ 85,000	\$ 275,000
AR Totals				\$ 1,439,915	\$ 250,000	\$ 1,689,915

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

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Investor Relations Working Group</i>	A	Producer Listening Platform	Federation			\$ -
<i>Investor Relations Working Group</i>	B	Integrated Producer Communications Platform	Federation			\$ -
<i>Investor Relations Working Group</i>	C	Producer Communications Public Relations	Federation			\$ -
AR Totals				\$ -	\$ -	\$ -

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	\$ 1,645,993	\$ -	\$ -	\$ 1,645,993	\$ 1,415,993	\$ 230,000	\$ 1,645,993

FY 2020 Actual Expenses (through June 30, 2020)	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
	AR Totals	\$ 1,197,061	\$ -	\$ -	\$ 1,197,061	\$ 1,081,710	\$ 115,351

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	\$ 1,700,000	\$ 1,100,000	\$ 1,500,000	\$ 1,699,485	\$ 1,099,405	\$ 1,496,814