

## AUTHORIZATION REQUEST FOR FY 2022

CBB Budget Category: **Industry Information**

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

Name of Organization Subcontracting:

Start Date: **10/01/2021**

End Date: **09/30/2022**

### AR OVERVIEW

#### **AR Purpose and Description:**

The new Beef Industry Long Range Plan (LRP) for 2021-2025 provides core strategies and initiatives with a vision for beef to be the protein of choice around the world; trusted and respected for the commitment to quality, safety and sustainability. The Authorization Requests (ARs) brought by the National Cattlemen's Beef Association (NCBA), as a contractor to the Beef Checkoff, utilizes additional insights from consumer market research that shows what areas most directly drive consumer demand for beef: eating experience, nutrition, how food is raised/grown, convenience/versatility and price. The tactics in this AR outline programs and measurable objectives to drive and/or protect demand that ultimately work toward achieving the goals outlined in the LRP. Specifically, the Industry Information AR describes our proposed efforts to manage industry issues, train advocates and producers.

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 extend and leverage previously funded efforts. 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.

<b>Funding</b>	<b>Direct Costs</b>	<b>Implementation</b>	<b>Total</b>
<b>CBB/BPOC Funding Request:</b>	\$663,620	\$1,810,200	\$2,473,820

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

\*The Federation funds are placeholders only and are subject to change. The Federation Division of the NCBA Executive Committee will have jurisdiction and approval over how these funds will apply to Checkoff programs in FY 2022. For FY 2022, if the threat of legal challenges does not impact State Beef Council investments, approximately \$4-5 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.

### **Beef Industry Long Range Plan (LRP) Core Strategies Addressed by this AR**

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### **PROGRAM INFORMATION FOR THIS AR**

#### **Tactic A**

**Tactic Name:** Issues and Crisis Management and Planning

**Tactic Description:**

Effectively preparing for and managing issues and crises as they arise is critical to maintaining the marketing environment for beef. This tactic delivers the resources needed to prepare for potential issues and crises and develops the appropriate tools (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 state beef councils are important partners in managing issues, this tactic also supports states in their issues response preparation and training efforts.

By having plans and resources in place, we are able to communicate effectively with consumers, media, influencers and other stakeholders when an issue or crisis arises. Effective communication is crucial to protecting the beef industry and driving demand.

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 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 for the numerous issues that arise daily, Beef Checkoff-funded programs have maintained consumer confidence in beef and consumer demand. This is thanks to continuous media and pop culture monitoring and planning and preparation. For example, during the COVID-19 crisis, NCBA developed 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 ongoing misinformation about beef sustainability, production and nutrition, the Dietary Guidelines for Americans 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 looks for trends and other opportunities to tell beef’s positive stories and address prevalent myths about beef. Thanks to monitoring, NCBA is able to create and disseminate materials addressing the beef topics most prevalently covered by media and discussed in social media. Specifically, many topics considered demand drivers, including, but not limited to beef prices, how beef is raised and beef’s nutritional value. This monitoring ensures NCBA’s issues response tactics are appropriate for any given issue and informs other teams to help make NCBA programming relevant and effective in relation to current events and conversations. Additionally, the team provides regular monitoring services to state beef councils. 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.

In addition to the general issues monitoring, planning, and resource creation outlined above, in the coming fiscal year, NCBA will continue preparing for a possible Foot and Mouth Disease (FMD) outbreak via coordination with the FMD Cross-Species Team. This team works together across dairy, sheep and pork to prepare coordinated plans and materials for use in the event of an outbreak. In conjunction with ongoing FMD planning on behalf of the beef industry, 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**

*(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):*

- Maintain the issues management program as a “trusted counselor” and “go-to resource” for state beef councils, achieving an average agreement score of eight on a 10-point scale according to the annual CBB survey.
- Lead two beef issues training workshops with state beef councils
- Produce and distribute four Quarterly Issues Newsletters summarizing issues management work and trending issues and develop and distribute Beef Issues Alerts as needed, maintaining an open rate of 30% for Beef Issues Alerts.

**Performance Efficiency Measures**

**Producer Reach Goal: 0**

**Producer Engagement Goal: 0**

**Key Opinion Leader Reach Goal: 57,000**

**Key Opinion Leader Engagement Goal: 5,500**

**LRP Initiatives Addressed by this Tactic**

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <li><input type="checkbox"/> Drive adoption of traceability</li> <li><input type="checkbox"/> Identify &amp; address export customer needs and values</li> <li><input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets</li> <li><input type="checkbox"/> Invest in research, marketing &amp; education programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Measure, document, improve &amp; communicate the net environment impact of beef production</li> <li><input type="checkbox"/> Educate medical, diet &amp; health professionals about beef &amp; beef production</li> <li><input type="checkbox"/> Align and collaborate with traditional &amp; nontraditional partners to tell the positive story of beef production</li> <li><input type="checkbox"/> Engage positively in the sustainable nutrition conversation</li> <li><input type="checkbox"/> Expand efforts in education the general public about BQA program &amp; it's impact on animal well-being</li> <li><input type="checkbox"/> Expand BQA program to include verification</li> <li><input type="checkbox"/> Develop a direct-to-consumer beef safety campaign</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use innovative methods &amp; technologies to value carcasses based on eating satisfaction &amp; red meat yield</li> </ul>	<ul style="list-style-type: none"> <li>■ Promote the role of beef in a health &amp; sustainable diet</li> <li><input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins</li> <li><input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments</li> <li><input type="checkbox"/> Cultivate collaborative promotion partnerships</li> <li><input type="checkbox"/> Promote innovative online marketing, packaging &amp; shipping solutions to enable the direct marketing of beef</li> <li><input type="checkbox"/> Engage consumers in a memorable beef eating experience</li> <li><input type="checkbox"/> Develop a more interactive &amp; exciting beef purchasing experience</li> <li><input type="checkbox"/> Promote underutilized beef cuts &amp; new variety meat product</li> </ul>	<ul style="list-style-type: none"> <li>■ Demonstrate beef's positive sustainability message &amp; key role in regenerative agriculture</li> <li><input type="checkbox"/> Defend beef's product identity</li> <li><input type="checkbox"/> Ensure beef's inclusion in dietary recommendations</li> <li><input type="checkbox"/> Drive continuous improvement in food safety</li> <li>■ Develop crisis management plans</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Attract innovative &amp; intellectual capital into the beef industry</li> <li><input type="checkbox"/> Encourage the cooperation &amp; collaboration of existing industry advisory committees to identify &amp; prioritize research efforts</li> </ul>

**Committee(s) to Score this Tactic**

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	<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 trust farmers and ranchers. When they have questions about farming and ranching practices, consumers favorably respond to answers from the people who produce the food. NCBA, on behalf of the Beef Checkoff, provides training to develop credible advocates and spokespeople within the beef community, ranging from pasture to plate, and then equips them with information and resources to engage readily in conversations and address consumer concerns about beef and how cattle are raised.

These advocates and spokespeople reach consumers through many avenues, including conversations with consumers online and in-person and, participation in written, online, and media opportunities. Through these communications, they help to educate consumers and influencers about the role of beef in a healthy diet for strength and fitness and how beef farmers and ranchers raise beef responsibly. These advocates also help to respond when there is misinformation in the public about beef production and other beef-related issues.

As part of the beef advocacy training and engagement (BATE) program, advocates and spokespeople are equipped to share their beef stories and expertise through the completion of the online Masters of Beef Advocacy (MBA) courses and in-person training events. The MBA program comprises five online courses to equip advocates and spokespeople with knowledge of the beef lifecycle and information to respond to consumer concerns. In FY 2021, we completed the extensive process of updating the MBA modules, MBA teacher toolkit, and moving the modules to a new, more user-friendly learning management platform. We plan to continue to improve the MBA modules in FY 2022 by making updates to include the latest information about beef sustainability.

Upon completion of the MBA courses advocates and spokespeople (more than 19,000 to date) are continuously provided resources and information, as well as called on to engage on specific platforms or topics in response to consumer concerns, through monthly emails and a private MBA alumni Facebook group. A portion of the success of these activations and beef advocacy training and engagement programs is through the

collaboration with teams from other tactics. BATE takes an integrated approach with content and programs to leverage other tactics' research and information, including campaigns from the Beef Checkoff and *Beef. It's What's For Dinner.* to help extend information to a larger audience and better equip and inform advocates.

As an example, in FY 2021 MBA extended the *Beef. It's What's for Dinner.* Every Bite Counts Campaign, focused on sharing information about incorporating beef through the various life stages, including for infants and toddlers. This campaign was delivered to MBA graduates through a monthly newsletter, private MBA Alumni Facebook group, and by leveraging NCBA's in-house experts to co-host a continuing education webinar instructing advocates about the topic and strategies for sharing with their audiences.

In FY 2022, we will continue this work with other teams and state partners to leverage their content to the MBA audience and to utilize our MBA-trained advocates and spokespeople for their campaign activations and executions to integrate all Checkoff-funded activities more fully. We will also continue to find efficiencies with the Beef Quality Assurance program, nutrition outreach, and supply chain outreach. One way we do this is by sharing technology platforms for our respective online training programs. We will also continue to cross-promote programs between our teams.

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 to be influential advocates and spokespeople at the local, state, and national levels. Training programs include in-person training for media, communication, and advocacy skills for members of the beef community; including producers, service providers, food influencers, athletes fueled by beef, among others, through training workshops, convention keynotes, online webinars, and other events.

Since 2014, we have offered different levels of training, including advanced instruction through national and state Top of the Class (TOTC) programs to identify and equip top level advocates in becoming well-rounded communication experts to address tough conversations and questions in a variety of settings. Beginning Fall 2021, an advanced beef advocacy training program titled, Trailblazers, will complement the Masters of Beef Advocacy (MBA) program by cohesively working in unison to establish a grassroots cadre of well-trained agriculturalists who can competently and confidently approach beef-related issues in all social environments.

The training efforts established by the MBA and Trailblazers programs, respectively, provide support to beef community spokespeople in preparing for proactive and reactive communication strategies. Training efforts by the BATE team allow for the continuation of an enhanced database of go-to spokespeople that continue to build trust in the individuals who raise beef. Furthermore, the continuation of adding new MBA graduates and conducting advanced training programs will assist in creating empowered, well-informed and prepared community members of grassroots advocates who can be mobilized and called upon to act within their respective communities, further exposing the benefit of the Beef Checkoff to uniformed audiences.

**Measurable Objectives:**

*(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):*

- Add 800 new MBA graduates to the nationwide network.
- Produce and distribute at least 12 email campaigns for advocate information, activation, or engagement.
- Establish a grassroots advocacy pilot program to increase advanced spokesperson training and dissemination of sound information into local communities by actively informing new audiences about the beef industry.
- Conduct at least 10 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**

**Producer Reach Goal:** 117,000

**Producer Engagement Goal:** 49,000

**Key Opinion Leader Reach Goal:** 2,000

**Key Opinion Leader Engagement Goal:** 1,000



**LRP Initiatives Addressed by this Tactic**

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
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**Committee(s) to Score this Tactic**

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

**Tactic C**

**Tactic Name:** Beef Quality Assurance (BQA)

**Tactic Description:**

Cattle producers must effectively “walk the walk,” in raising healthy, thriving cattle that meet consumer expectations. The beef industry’s primary mechanism to aid producers in successfully accomplishing this expectation 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 raised responsibly and enhance consumer trust in how beef is raised. The BQA program not only targets producers with its programming but also engages and collaborates with stakeholders across the supply chain to develop and implement the necessary tools, resources 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 FY 2017, 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 2022, BQA programming will provide updated content, including revisions of BQA self-assessments, additional online training modules, and other tools for training so producers (seedstock; cow-calf; stocker/backgrounders; 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); calf ranches through the Calf Care & Quality Assurance (CCQA) program, auction markets and transporters) can 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. Programming 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 BQA training and certification efforts with our state coordinator network is a hallmark of the program. We will continue to collaborate, offer training resources and data management support, as well as looking for ways to create more consistency across programs. All state programs are now aligned with the national requirement of re-certification every three years. This keeps producers aware of the latest scientific advancements, regulatory changes and drives continuous improvement. We will also collaborate on research, often with state BQA program coordinators, which strengthens BQA guidance and/or content. 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 national 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 Checkoff-funded online training programs at NCBA. We cross-promote our programs between these groups as well. 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 2022 as we finalize the research phases of the next National Beef Quality Audit and move toward strategy and outreach planning.

**Measurable Objectives**

*(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):*

- Increase the number of producers that are BQA certified (or equivalent) by 10% over 2021 certification numbers.
- Engage over half of the nation's state BQA coordinators (coordinators from at least twenty-three states) in continuing education and collaboration with by conducting a minimum of three "in person" or virtual meetings each year.
- Establish unified training and certification framework for state BQA programs.

**Performance Efficiency Measures**

**Producer Reach Goal:** 1,075,000

**Producer Engagement Goal:** 175,000

**Key Opinion Leader Reach Goal:** 6,000

**Key Opinion Leader Engagement Goal:** 4,500

**LRP Initiatives Addressed by this Tactic**

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**Committee(s) to Score this Tactic**

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**SUPPLEMENTAL INFORMATION FOR THIS AR****1. Please explain changes from FY 2021 approved AR:**

The reputation management programming, and the affiliated budget, traditionally in Tactic A of this AR was moved to the Consumer Information AR. This was done to be more effective in targeting consumers with information that will protect the reputation of the beef industry. For example, when a hot topic, misinformation or potential issue is identified, we can go directly to consumers to address it.

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

FoodMinds, CattleFax, Swanson Russell, Linhart PR, Ready Inc, Grant Communications, Baxter Communications, Vivayic, NCBA's Cattlemen to Cattlemen, National Milk Producers Federation, Youth for the Quality Care of Animals, Calf Care & Quality Assurance, Sprinklr, Nuvi, Brand Watch, Meltwater, and other subcontractors as needed.

**3. Will all work with vendors/agencies be competitively bid?*****If not, why not?***

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.

Linhart PR is the public relations agency of record for NCBA and was selected in 2019 after a competitive bid process. They were selected based on their experience, media relationships and ability to secure positive media coverage on behalf of the Beef Checkoff. They have been retained due to their performance. The relationship is ongoing and contractual.

**4. Please list any relationships between this AR and projects previously funded by the Beef Promotion Operating Committee (BPOC):**

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.

**5. If applicable, explain how this AR can be extended by State Beef Councils.**

Both the BATE and BQA programs are extended by most states through in-person and locally focused training and/or activation events.

Issues and Crisis trainings and materials are provided to state beef councils. Additionally, state-specific issues support is provided when needed.

**DETAILED BUDGET SUMMARY**

**AR# 2233-II**

**CBB/BPOC Funding Request:**

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Impl.	Total
<i>Consumer Trust</i>	A	Issues and Crisis Management and Planning	BPOC	\$ 105,000	\$ 400,400	\$ 505,400
<i>Consumer Trust</i>	B	Beef Advocacy Training and Engagement	BPOC	\$ 70,020	\$ 431,200	\$ 501,220
<i>Consumer Trust</i>	C	Beef Quality Assurance (BQA)	BPOC	\$ 488,600	\$ 978,600	\$ 1,467,200
<b>AR Totals</b>				\$ 663,620	\$ 1,810,200	\$ 2,473,820

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

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Impl.	Total
<i>Consumer Trust</i>	A	Issues and Crisis Management and Planning	Federation/ Other Funding			\$ -
<i>Consumer Trust</i>	B	Beef Advocacy Training and Engagement	Federation/ Other Funding			\$ -
<i>Consumer Trust</i>	C	Beef Quality Assurance (BQA)	Federation/ Other Funding			\$ -
<b>AR Totals</b>				\$ -	\$ -	\$ -

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**Summary of Prior Year AR Budgets and Expenses:**

FY 2021 Approved Budgets	FY 2021 Approved Budgets						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 3,081,611	\$ 500,000		\$ 3,581,611	\$ 1,186,711	\$ 2,394,900	\$ 3,581,611

FY 2021 Actual Expenses (through June 30, 2021)	FY 2021 Actual Expenses (through June 30, 2021)						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 1,520,810			\$ 1,520,810	\$ 201,475	\$ 1,319,335	\$ 1,520,810
AR Totals - Federation of SBCs	\$ 5,996			\$ 5,996	\$ 5,996		\$ 5,996

\*NOTE: Financials are through Jun 30, 2021 are not yet available and the above are the most current financials available in advance of the BPOC Meeting in Sept

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

	Total Approved Budgets			Total Actual Expenses		
	FY 2020	FY 2019	FY 2018	FY 2020	FY 2019	FY 2018
AR Totals - BPOC	\$ 3,392,230	\$ 2,900,000	\$ 3,590,700	\$ 3,164,805	\$ 2,877,228	\$ 3,584,850
AR Totals - Federation of SBCs	\$ -	\$ -	\$ -	\$ 108,445	\$ 50,122	\$ 538,757