

AUTHORIZATION REQUEST FOR FY 2023

CBB Budget Category: Industry Information

Name of Contractor: National Institute for Animal Agriculture

Name of Organization Subcontracting:

Start Date: 10/1/2022

End Date: 9/30/2023

AR OVERVIEW**AR Purpose and Description**

Farmers and ranchers continue to face an ever-changing landscape in the arena of responsible antibiotic use. The National Institute for Animal Agriculture (NIAA) – like many animal agriculture leaders, sees the future of responsible antibiotic use will be shaped by consistent, effective communication of scientific collaboration, and a commitment on the part of the broad animal agriculture sector and its allies to combat antimicrobial resistance (AMR).

Today, farmers and ranchers are required to address competing priorities between maintaining the health and welfare of their animals and increasing demands from consumers looking for “free from” labels. According to the most recent International Food Information Council (IFIC) Food & Health Survey, 25 percent of U.S. consumers regularly purchase products labeled “raised without antibiotics.” Yet, the same survey shows 48 percent of U.S. consumers consider animal welfare when purchasing foods and approximately 40 percent of eaters factor in environmental sustainability when purchasing foods. Furthermore, the IFIC study indicates protein is the number one nutrient consumers seek.¹

Farmers, ranchers and beef value chain agribusinesses have quite the task - providing the protein eaters are seeking while engaging in meaningful conversations about how responsible antibiotic use positively affects sustainable, safe beef production while ensuring the highest standards of animal care.

Unfortunately, the responsible use of antibiotics in beef production is one of the most misunderstood topics amongst influencers and consumers and one that causes the most severe reactions. Farmers and ranchers must be engaged in the conversations that are framing future initiatives that impact antibiotic use and the tactics within this AR are an opportunity for farmers and ranchers (beef producers) to be empowered with the knowledge, skills, and resources that will allow their voices, and, most importantly, their values and experiences to be heard amongst the “noise” of less-informed voices.

At the 12th Annual NIAA Antibiotic Symposium, farmers and ranchers, veterinarians, animal health professionals and allied industry leaders within animal agriculture will hone their ability to engage with influencers in meaningful ways. The knowledge and skills garnered and honed at Symposium will then allow beef producers to engage with influential leaders at The Centers for Disease Control who affect consumer attitudes regarding beef purchasing/consumption.

Citations:

¹International Food Information Council 2022 Food & Health Survey - [Research - International Food Information Council \(ific.org\)](https://www.ific.org).

FY23 CBB/BPOC Funding Request		
Direct Costs	Implementation	Total
\$44,000	\$26,000	\$70,000

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

(Check all that apply)

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

PROGRAM INFORMATION FOR THIS AR

Tactic A

Tactic Name: 12th Annual NIAA Antibiotic Symposium

Tactic Description

The 12th Annual NIAA Antibiotic Symposium will continue the work and collaborations established in prior symposia, funded in part by the Beef Checkoff. The Symposium will focus on continued knowledge and insights about responsible antibiotic use and the primary efforts aimed at combating antimicrobial resistance (AMR). All components of the Symposium impact the beef value chain:

1. **Science:** understanding causal links, resistance mechanisms, bacterial genomics, the microbiome, current/future research, and more.
2. **Alternatives:** preventative and intervention strategies, ensuring antibiotic stewardship, needs and challenges, innovation, and technology.
3. **Communication:** How to effectively engage beef producers with reliable and information, which can be shared when beef producers are engaging with influencers and consumers.
4. **Education:** How are colleges and universities preparing the next generation of animal agriculture leaders to utilize antibiotics responsibly while engaging in AMR conversations and solutions?

Researchers who explore the consumer decision-making process continually find that shared values are what drive human decision-making (The Center for Food Integrity, 2009).¹ Upon establishment of shared values, messengers (beef producers) can then share scientific and economic facts that will also be used within the decision-making process. The 2022 Symposium will ensure beef producers and their fellow attendees are prepared to engage with influencers and consumers through shared values while also having the knowledge and insights about the science behind responsible antibiotic use and measures to address antimicrobial resistance (AMR) by animal agriculture leaders. Each of these areas will be addressed in the content that will drive improvements in how animal agriculture communicates and engages, leading with common values and science.

The Symposium is unique in its design as it follows the **One Health**² approach. **One Health** recognizes the health of people is connected to the health of animals and the environment. Building upon the 2020 Symposium and current societal drivers, the Symposium will more significantly explore and connect the responsible use of antibiotics to environmental stewardship.

The Symposium creates a synergistic environment where stakeholders from the Centers for Disease Control & Prevention (CDC), the U.S. Food & Drug Administration (FDA), United States Department of Agriculture (USDA), American Veterinary Medical Association (AVMA), National Institute for Antimicrobial Resistance Research and Education (NIAMRRE), state public health offices, and experts from all points along the beef (animal agriculture) supply chain (producers, packers, retailers, etc.), industry associations, and other animal agriculture leaders can come together to celebrate the progress and diligent efforts of industry and veterinary medicine and the work that has broadened the **One Health** collaboration with human medicine and environmental activities. In addition, the Symposium fosters shared learning, networking, and collaboration as, together, food and agriculture system leaders continuously improve the responsible use of antibiotics in animal agriculture while ensuring animal agriculture is doing its part to combat antimicrobial resistance (AMR).

Through keynote addresses, panel conversations and breakout sessions that allow for further exploration and application of knowledge, beef producers will leave the 2022 Symposium and follow-up conversations with skills, knowledge, and insights to more effectively engage with key opinion leaders as they preserve and enhance trust in beef production, safety, and products.

Citations:

¹The Center for Food Integrity - [Trust Model - The Center for Food Integrity](#)

²[One Health | CDC](#)

Measurable Objectives

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Stakeholders from all segments will attend the 2021 Symposium: Animal agriculture leaders (including beef producers), processors, retailers, research scientists, academia, environmental NGOs, human health professionals, and government. Success is:
 - At least 80 percent of attendees sharing that the Symposium improves their knowledge and understanding of responsible antibiotic use and measure to combat AMR.
 - A successful Symposium will have 80 percent of attendees reporting increased knowledge and skills about communicating with influencers and consumers.

2. Engage at least two state beef councils in pre- and post-Symposium media interviews, such as commercial radio, podcasts, farm news, etc. that reach a minimum of 65,000 beef producers with key take-aways advanced by the Symposium agenda.

Performance Efficiency Measures

A tactic can have up to three identified target audiences for the “General Target Audience” and “Key opinion Leaders” categories.

General Target Audience:

- Beef Producers Reach Goal: 65,000
- Beef Producers Engagement Goal: 1,750

Key Opinion Leaders:

- CDC, USDA, FDA Scientists and Leaders Reach Goal: 600
- CDC, USDA, FDA Scientists and Leaders Engagement Goal: 125

- Processors, Retail, and Restaurant Leaders Reach Goal: 500
- Processors, Retail, and Restaurant Leaders Engagement Goal: 50

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"> <input type="checkbox"/> Drive the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> ■ Measure, document, improve & communicate the net climate and environmental impact of beef production ■ Educate medical, diet & health professionals about beef & beef production ■ Align & collaborate with traditional & nontraditional partners to tell the positive story of beef production ■ Engage positively in the sustainable nutrition conversation ■ Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat products 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> ■ Attract innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research

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

Tactic B

Tactic Name: Beef Producer Engagement with the Centers for Disease Control and Prevention (CDC)

Tactic Description

Previously, the Beef Checkoff has provided specific funding for beef producers to engage in antibiotic symposia events and a subsequent meeting with the Centers for Disease Control and Prevention (CDC) and related stakeholder groups. Building on the positive outcomes of previous producer engagement with the CDC, a group (approx. 15 to 20) of state beef council producer-leaders will attend and participate in the Antibiotic Symposium and after the Symposium at least 5 to 10 beef producers will attend meetings at the CDC in Atlanta, GA.

Beef producers will be empowered to use face-to-face presentations to share information on both scientific developments learned at the Symposium and at the CDC meeting specifically within the beef industry to influence their peers' commitment toward continuous improvement, related to responsible antibiotic use. In addition, they will share the results of communication strategies and effectively communicating the safety and wholesomeness of beef.

This tactic includes support for working with Qualified State Beef Councils (QSBCs) to identify targeted in-person and online tools and events that can be leveraged to engage beef producers in important antibiotics-related conversations, that can be conducted via online webinars, state and regional cattle association meeting presentations, unique social media events, sponsored producer influencer events, etc.

Measurable Objectives

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Between 5 to 10 beef producers will participate in a tour, presentations, demonstrations, and discussions with officials from the Centers for Disease Control, engaging in open dialogue, questions on next steps in communication and collaboration opportunities.
 - A minimum of five (5) beef producer participants will further engage with CDC leaders to serve as trusted resources on information related to farm/ranch practices. This will be measured via three-month, six-month and twelve-month surveys.
 - At least two (2) CDC professionals will visit/tour a beef farm/ranch.

2. Create a short video featuring beef producers, and professionals from CDC, FDA or USDA to share the responsible use of antibiotics across the beef value chain. Share the video with a minimum of two influencer-based organizations such as the Food Marketing Institute, Grocery Manufacturers Association, National Restaurant Association, American Academy of Pediatrics, etc.

Performance Efficiency Measures

A tactic can have up to three identified target audiences for the “General Target Audience” and “Key opinion Leaders” categories.

General Target Audience:

- Beef Producers Reach Goal: 2,000
- Beef Producers Engagement Goal: 325

Key Opinion Leaders:

- CDC, USDA, FDA Scientists and Leaders Reach Goal: 325
- CDC, USDA, FDA Scientists and Leaders Engagement Goal: 100

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"> <input type="checkbox"/> Drive the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net climate and environmental impact of beef production <ul style="list-style-type: none"> ■ Educate medical, diet & health professionals about beef & beef production ■ Align & collaborate with traditional & nontraditional partners to tell the positive story of beef production ■ Engage positively in the sustainable nutrition conversation ■ Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield <ul style="list-style-type: none"> <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat products 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research <ul style="list-style-type: none"> ■ This LRP strategy does not list an initiative that address this AR. However, a focus of the LRP is to educate producers on how the industry is responding to opportunities and challenges to include the Beef Checkoff programs

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"/>	■	■

SUPPLEMENTAL INFORMATION FOR THIS AR**1. Please explain changes from the FY 2022 approved AR:**

To more fully align this ARs work with the mission of NIAA, Tactic C has been added to provide greater insight into what the beef industry can do to meaningfully engage with key audiences on the perceived and actual issues of antimicrobial stewardship and resistance within the beef sector of today's food system.

Tactics A and B will continue to build upon previous years' successes while continuing to offer updated information and expanded opportunities for engagement with leaders from influential organizations such as the Centers for Disease Control and Prevention.

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

N/A

3. Will all work with vendors/agencies be competitively bid?

N/A

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

The AR continues NIAA's work on behalf of the Beef Checkoff to ensure informed decision-making as stakeholders and key opinion leaders more fully explore antimicrobial stewardship and resistance within today's food system.

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

Tactic A within this AR is open to all state beef councils and fellow Beef Checkoff contractors. All are welcome to participate, engage, and apply the knowledge and insights garnered during Symposium.

State beef councils are key partners for Tactic B to be effective. Additionally, knowledge and insights garnered during Tactic B can be accessed and applied by fellow Beef Checkoff contractors.

POTENTIAL PARTNERSHIP LIST

Partners/collaborators does NOT include subcontractors.

The National Institute for Animal Agriculture will continue to partner with the American Farm Bureau Foundation for Agriculture as the Symposium (Tactic A) and related activities supports their work in curriculum development and fostering teacher educators through their fellowship program.

DETAILED BUDGET SUMMARY

In the following three sections, use the tables to report program budget information from the following funding sources:

- Cattlemen's Beef Board/Beef Promotion Operating Committee (CBB/BPOC)
- "Other Funding" sources such as:
 - Federation of State Beef Councils (FSBC)
 - Individual Qualified State Beef Council (QSBC) Funds
 - Government Funds (e.g., Market Access Program, Foreign Market Development)
 - Grain/Oilseed Funds (e.g., National Corn Growers Association, American Soybean Association)
 - Corporate Funds (e.g., tech and pharma companies)
 - Etc.

Section 1 – FY23 Funding Requested by Tactic**CBB/BPOC Funding Requested by Tactic**

The following table outlines the amount of CBB/BPOC funding that is being requested for each tactic within this AR, and the committee(s) that has been selected to score each tactic.

CBB/BPOC Funding Requested by Tactic					
Committee Name	Tactic	Tactic Name	Direct Costs	Implementation	Total
Safety & Product Innovation, Stakeholder Engagement	A	12th Annual NIAA Antibiotic Symposium	\$40,000	\$20,000	\$60,000
Safety & Product Innovation, Stakeholder Engagement	B	Beef Producer Engagement with the Centers for Disease Control and Prevention (CDC)	\$4,000	\$6,000	\$10,000
TOTAL			\$44,000	\$26,000	\$70,000

Other Funding Sources Requested by Tactic

The following table reports the amount of proposed and/or anticipated "Other Funding" sources that would be applied to this AR's tactics. The funding information in this table is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

Other Funding Sources Requested by Tactic <i>(Informational Only)</i>			
Funding Source	Tactic	Tactic Name	Total
NIAA Members & Partners	A	12th Annual NIAA Antibiotic Symposium	\$102,000
NIAA Members & Partners	B	Beef Producer Engagement with the Centers for Disease Control and Prevention (CDC)	\$32,500
NIAA Members & Partners	C	Strategic Training Exercise - Antibiotic Use in Livestock	\$70,000
TOTAL			\$204,500

Use the space to below if you wish to provide additional comments/information on the FY23 CBB/BPOC or Other Funding amount that are being requested for this AR's tactics.

N/A

Section 2 – Summary of FY22 AR Budgets and Expenses

AR Classification

This section reports budget information on ARs that are continuing program work from last year. The below description outlines the classification category that describes this AR.

Classification: This AR is a continuation of, or builds up, program work from last year. CBB will report information in the "FY22 CBB/BPOC Funding" table and the contractor will provide information for the "FY22 Other Funding Sources" table.

FY22 CBB/BPOC Funding

The following table reports the amount of awarded and expended CBB/BPOC funding for this AR in FY22.

FY22 CBB/BPOC Funding			
<i>Note: The Cattlemen's Beef Board completed the fields in this table.</i>			
AR# 2231-II			
	Direct Costs	Implementation	Total
Funds Awarded	\$52,500	\$26,660	\$79,160
Actual Expenses <i>(October 1, 2021 – June 30, 2022)</i>	\$36,991	\$20,674	\$57,665

FY22 Other Funding Sources

The following table reports the amount of committed and expended "Other Funding" sources for this AR in FY22. The funding information in this table is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

FY22 Other Funding Sources <i>(Informational Only)</i>			
AR# 2231-II			
	Funding Source	Funds Committed	Funds Expended <i>(October 1, 2021 – June 30, 2022)</i>
A	QSBC Funds	\$5,000	\$5,000
B	NIAA Members' Investment	\$65,000	\$44,611

Use the space to below if you wish to provide additional comments/information on the FY22 CBB/BPOC or Other Funding budget and expense summaries.

Additional investments for FY '22 programming are less than expected due to a smaller Symposium. NIAA determined the effects of COVID still affected the 11th Annual NIAA Antibiotics Symposium attendance and participation.

Section 3 – Historical Summary of AR Budgets and Expenses

AR Classification

This section reports budget information on ARs that are continuing program work from last two years (or longer). The below description outlines the classification category the describes this AR.

Classification: This AR is a continuation of, or builds upon, program work from the last two years (or longer). CBB will report information in the "CBB/BPOC Historical" table, and we will provide information for the "Other Funding Sources Historical" table.

CBB/BPOC Funding – Historical Summary

The following table reports the amount of awarded and expended CBB/BPOC funding for this AR in FY19, FY20, and FY21.

CBB/BPOC Funding				
<i>Note: The Cattlemen's Beef Board completed the fields in this table.</i>				
		FY21 AR# 2231-II	FY20 AR#	FY19 AR#
AR Period ¹	<i>Start Date:</i>	<i>October 1, 2020</i>	<i>October 1, 2019</i>	<i>October 1, 2018</i>
	<i>End Date:</i>	<i>September 30, 2021</i>	<i>September 30, 2020</i>	<i>September 30, 2019</i>
Funds Awarded		\$89,466	\$	\$
Actual Expenses ²		\$89,466	\$	\$

¹For multiyear ARs, the "End Date" reflects the date that the AR is schedule to be completed.

²If the AR "End Date" has not year occurred, actual expenses will be reflective of the following time period:
AR Start Date - June 30, 2022.

Other Funding – Historical Summary

The following table reports the amount of "Other Funding" source expenditures for this AR in FY19, FY20, and FY21. The funding information in this table is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

Other Funding Sources <i>(Informational Only)</i>						
	FY21 AR# 2131-II		FY20 AR#		FY19 AR#	
	Funding Source	Total Expenditures	Funding Source	Total Expenditures	Funding Source	Total Expenditures
A	NIAA Members' Investment	\$85,000	N/A	\$	N/A	\$

Use the space to below if you wish to provide additional comments/information on the historical CBB/BPOC or Other Funding budget and expense summaries.

FY '19 and '20 programming for this AR was managed by the National Livestock Producers Association (NLPA) with NIAA as a subcontractor. NIAA only has access to full financials for FY' 21 and later. NIAA has relied on CBB to provide historical data for all years prior to FY '21.