

National Cattlemen's Beef Association

AR# 2433-II

AR Title: Issues & Crisis Management, Beef Advocacy
Training & Engagement, Beef Quality Assurance

AR Purpose and Description:

The National Cattlemen's Beef Association (NCBA), working in conjunction with Qualified State Beef Councils, is executing the second year of a three-year strategy to ensure the work done in each Authorization Request (AR) effectively and efficiently supports the Beef Industry Long Range Plan and meets the national needs of the industry. By maximizing NCBA's ability to extend the reach and impact of Checkoff-funded work at the national, regional, state, and local levels, it also allows Beef Checkoff-funded research, marketing, promotion, and educational efforts to be extended in ways that exceed industry expectations.

NCBA has outlined Fiscal Year 2024 AR tactics in accordance with this strategy. The proposed programs will continue to build on beef's position as the top protein. Each tactic supports one or more of the Consumer Beef Demand Drivers (eating experience, nutrition, raised and grown, price and convenience/versatility), which research shows, directly impacts consumers' decision to purchase beef.

The partnership with Qualified State Beef Councils, the focus on demand drivers, and the alignment across ARs has enabled NCBA to make strategic requests that are broad and multi-channel. These efforts will result in meaningful national programs to serve the Beef Industry and make beef the top protein.

Through these programs, and to accomplish the stated deliverables and outcomes, traveling to/from and attending key influencer/stakeholder/partner meetings may be required. This will enable staff to gain or provide more strategic guidance and training, engage in briefings and/or educational sessions/events and disseminate knowledge. To accomplish this, it may be necessary for the Checkoff to fund international travel to/from the U.S. AR funds may be used to communicate results to stakeholders, including producers, and to implement current and previously funded ARs. 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.

CBB Budget Category: Industry Information

Start Date: 10/1/2023

End Date: 9/30/2024

FY24 CBB/BPOC Funding Request		
Direct Costs	Implementation	Total
\$457,150.00	\$2,247,300.00	\$2,704,450.00

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

- Grow Consumer Trust in Beef Production,
- Promote and Capitalize on the Multiple Advantages of Beef
- Improve the Business and Political Climate of Beef, Safeguard and Cultivate

AR Tactic(s)

Tactic A | 2433-II
Issues and Crisis Management and Planning
National Cattlemen's Beef Association

Tactic Description:

Effectively preparing for and managing issues and crises is critical to combatting detractors and misinformation and maintaining the marketing environment for beef. NCBA, a contractor to the Beef Checkoff, has a long history of leading the beef industry through issues and crisis situations, and through the funding in this tactic, continues to prepare for future crises. This tactic is responsible for developing tools (such as crisis plans, talking points, fact sheets, infographics, videos, and various digital assets) to leverage when issues or crises arise. Recognizing state beef councils and other contractors to the Beef Checkoff are important partners in managing issues, this tactic also supports states and various industry partners in their issues monitoring, response preparation and training efforts.

Today, utilizing the Beef Digital Command Center, which allows for around-the-clock monitoring of traditional media and social media platforms, NCBA has the ability to anticipate, evaluate and respond to issues and crises in real time, and address the topics most prevalently covered by media and discussed by consumers. The team has 24/7 access to its monitoring systems and has staffing redundancies in place to ensure monitoring can be continuous and robust. Thanks to the advanced monitoring capabilities funded by this AR, and the expert analysis done by the issues management team, NCBA looks for trends and opportunities to tell beef's positive stories and address prevalent misinformation about beef. The team is also able to quickly identify conversations around topics that are known to drive beef demand and use the insights to create content that not only addresses the topics but will respond to or compliment the real-time conversation. 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.

Using the learnings from media monitoring, trend analysis and event tracking, the team continuously develops and updates foundational resources, like talking points and infographics, for routine media and issues response. Additionally, the team develops more specific resources and materials for events like Earth Day and Climate Week NYC. These materials are used across NCBA Checkoff-funded programming and made available to State Beef Council partners to ensure consistent messaging and availability of the resources and information that consumers are looking for.

Through the funding of this tactic, the issues team supports State Beef Councils in a variety of ways. In addition to the messaging and resources developed, the team provides regular custom monitoring services and reports to help State Beef Councils monitor local news coverage and identify local trends in relation to beef. The team also leads state issues workshops and provides specific resources and counsel in the event of a local issue.

In addition to the day-to-day issues monitoring, planning and resource creation outlined above, this tactic funds preparation for a possible Foot and Mouth Disease (FMD) outbreak. The NCBA Checkoff-funded issues management team is responsible for developing and maintaining beef-specific FMD resources, including crisis plans at national and state levels, talking points, market research insights and fact sheets and social media resources. Additionally, the team plans and facilitates FMD drills and planning sessions both nationally and at the state level. The team also participates in the FMD Cross-Species Team and is responsible for housing and managing the FMDInfo.org website on behalf of the group. The Cross-Species Team is comprised of associations representing beef, dairy, pork and sheep, as well as the Livestock Marketing Association, and works to prepare coordinated plans and materials for use in the event of an outbreak.

The work done through this tactic builds the foundation for quick and effective communication with consumers, media, influencers and other stakeholders to protect the beef industry. Ultimately, this tactic ensures that the entire beef industry has access to the resources and information needed to maintain consumer confidence and demand when issues and crises arise.

Measurable Objectives

Measurable Objective #1

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.

Measurable Objective #2

Lead five beef issues training workshops with State Beef Councils. This training equips state beef councils to respond to local issues and provides them with the resources they need to tell beef’s positive story and/or address misinformation about beef.

Measurable Objective #3

Maintain the digital command center and its monitoring software and monitor at least 200 topics related to the beef industry to identify trending topics, inform messaging and ensure the issues team can quickly identify and respond to issues.

Performance Efficiency Measures

Key Opinion Leaders:

Producer Advocates & Leaders Reach Goal: 48,000
Producer Advocates & Leaders Engagement Goal: 4,500

LRP Initiatives Addressed by this Tactic

Grow Consumer Trust in Beef Production

- Measure, document, improve, and communicate the net climate and environmental impact of beef production

Promote & Capitalize on the Multiple Advantages of Beef

- Promote the role of beef in a healthy and sustainable diet.

Improve the Business & Political Climate of Beef

- Demonstrate beef’s positive sustainability message and key role in regenerative agriculture
- Develop crisis management plans

Checkoff Program Committee(s) to Score This Tactic

Committee(s) to Score This Tactic:

Consumer Trust

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, and 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 they participate in traditional and digital media opportunities. Through these communication efforts, advocates and spokespeople help educate consumers and influencers about the role of beef in a healthy diet, and how beef farmers and ranchers raise beef responsibly and sustainably. 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) course, the advanced spokesperson development program, Trailblazers, and in-person training events. The MBA program comprises five online courses to equip advocates with knowledge of the beef lifecycle and information to respond to consumer concerns. In FY23, multiple MBA modules were updated to include the latest beef facts and the MBA teacher toolkit was adapted to create more flexibility for classroom delivery which increased classroom toolkit adoption by teachers. NCBA plans to continue to innovate and improve user experience in FY24, including making more updates to the MBA Classroom Toolkit and encourage it to be more widely used by educators, State Beef Councils and stakeholders.

Upon completion of the MBA courses, advocates and spokespeople (more than 2,000 to date) are continuously provided resources and information and called on to engage on specific platforms or topics in response to consumer concerns, through monthly emails, continuing education opportunities and a private MBA alumni Facebook group. In FY24, NCBA plans to streamline communication, house resources and virtual educational opportunities, improve the advocate user experience, and better determine engagement with a platform that brings the full advocacy experience together in one place.

A portion of the success of the BATE program 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 FY23 MBA extended the *Beef. It's What's for Dinner.* Brand Anthem campaign and used multiple consumer holidays, such as Earth Day, to extend relevant Beef Checkoff resources including content from *Beef. It's What's For Dinner.* to advocates. This content 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 continuing education webinars instructing advocates about the topic and inspiring advocates to share their story with their audiences.

In FY24, NCBA plans to continue this work with other teams and state partners to leverage their content to trained advocates and spokespeople for their campaign activations and executions to integrate all Checkoff-funded activities more fully. They will also continue to find efficiencies with the Beef Quality Assurance program, nutrition outreach, public relations and media opportunities, and supply chain outreach. One way they do this is by sharing technology platforms for their respective online training programs. NCBA will also continue to cross-promote programs between teams.

The BATE program also readies members of the beef community interested in becoming top advocates with advanced communication and spokesperson training. Top advocates trained in media relations and digital media trends along with advanced communication techniques are vital to the beef industry's ability to share its story, correct misinformation, and amplify the good work of the beef industry to consumers through producer voices. The Trailblazers program was launched as a complement to the Masters of Beef Advocacy program to train top advocates as well rounded, communication experts and establish a grassroots cadre of well-trained agriculturalists who can competently and confidently approach beef-related

issues in all social environments. In FY23, ten Trailblazers completed several advanced advocacy sessions and media training, were featured in news stories focused on beef industry sustainability, and used their own social media platforms to share facts about beef and their personal ranching stories. In FY24, NCBA plans to continue developing top advocates through the Trailblazers program and finding opportunities for them to engage with media and consumers.

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.

Citations:

*Consumer Beef Tracker, 2023.

Measurable Objectives

Measurable Objective #1

Add 800 new MBA graduates to the nationwide network.

Measurable Objective #2

Produce and distribute at least 12 email campaigns for advocate information, activation, or engagement, providing advocates with the data and resources they need to respond to questions about beef production and share beef's positive story, maintaining an open rate of at least 17%.

Measurable Objective #3

Conduct at least 25 in-depth training sessions and/or educational sessions for state and national advocates, staff and third-party subject matter experts, and key food and agriculture influencers from across the beef community to provide them with the content and skills to respond to misinformation and address concerns about the beef industry and conduct a pre-and post-survey to gauge participant confidence in advocating for the beef industry.

Measurable Objective #4:

Select and employ the 2024 cohort of 10 Trailblazers to participate in a yearlong training as national spokespeople for the beef community, equipping them with the tools and resources to participate in top-tier media interviews, higher-profile national opportunities and social media activity, and survey Trailblazers to help determine advocacy engagement efforts.

Measurable Objective #5:

Realign communication and advocacy training resources to a central platform/hub to effectively meet the needs of state partners and top advocates.

Performance Efficiency Measures

General Target Audience:

Producer Reach Goal: 117,000
Producer Engagement Goal: 49,000

Key Opinion Leaders:

Producer Reach Goal: 2,000
Producer Engagement Goal: 1,000

LRP Initiatives Addressed by this Tactic

Grow Consumer Trust in Beef Production

- Align and collaborate with traditional and nontraditional partners to tell the positive story of beef cattle production
- Engage positively in the sustainable nutrition conversation

Promote & Capitalize on the Multiple Advantages of Beef

- Promote the role of beef in a healthy and sustainable diet

Improve the Business & Political Climate of Beef

- Demonstrate beef's positive sustainability message and key role in regenerative agriculture

Checkoff Program Committee(s) to Score This Tactic

Committee(s) to Score This Tactic:

Consumer Trust, Stakeholder Engagement

Tactic Description:

Beef Quality Assurance is a program that provides systematic information to U.S. beef producers of how good husbandry techniques can be coupled with accepted scientific knowledge to raise cattle under optimum management conditions. BQA certification is the leading way cattle producers can effectively “walk the walk,” in raising healthy, thriving cattle that meet consumer expectations. 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 programing 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 FY24, BQA programing will provide updated content, including revisions of BQA national manual, additional online training module development, and other training and education tools. These tools are being developed for producers in each sector, and in partnership with sector specific partners (seedstock; cow-calf; stocker/backgrounder; feeders; 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). These efforts support cattle owners, managers, and workers to be certified and/or adopt current cattle rearing techniques and methods (i.g., 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. Development of improved resources for Spanish language speakers will be a renewed focus. Programing will continue to enhance collaboration between the beef and dairy sectors of the cattle production industry.

Collaborating on BQA training and certification efforts with the state BQA coordinator network is a hallmark of the program. Support of states will continue with in-person training resource development and data management support, as well as continued efforts to maintain consistency across programs. National BQA 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, livestock marketing organizations, 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 BQA program will continue efforts to promote training and certification through relevant award recognition, public relations, advertisement, sponsorships, face-to-face and virtual training opportunities. NCBA will also continue to find efficiencies between BQA and the Masters of Beef Advocacy program. One way they continue to do this is by sharing technology platforms and customer service resources for Checkoff-funded online training programs at NCBA.

Promoting the understanding of the BQA program and the positive outcomes it provides for the cattle industry will be leveraged to the supply chain. The 2022 National Beef Quality Audit results will continue to be leveraged to both producers and supply chain audiences in 2024.

Measurable Objectives

Measurable Objective #1

Maintain the number of producers that are BQA certified (or equivalent) with 2023 certification numbers to maintain the industry's commitment to effectively "walk the walk" in raising healthy, thriving cattle that meet consumer expectations.

Measurable Objective #2

Update and re-publish the national Beef Quality Assurance manual to ensure content accounts for the latest scientific advances, technological innovation, and regulatory changes.

Measurable Objective #3

Engage over half of the nation's state BQA coordinators (coordinators from at least twenty-three states) by conducting a minimum of three "in-person" and/or virtual meetings which focus on continuing education and collaboration toward compelling and aligned BQA programs.

Measurable Objective #4:

Develop a benchmark survey of state BQA coordinators to evaluate national program support, services, and resources so that successes (or challenges) in these areas can be tracked over time.

Performance Efficiency Measures

General Target Audience:

Producer Reach Goal: 200,000
Producer Engagement Goal: 65,000

Key Opinion Leaders:

Producer Reach Goal: 15,000
Producer Engagement Goal: 10,000

LRP Initiatives Addressed by this Tactic

Grow Consumer Trust in Beef Production

- Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA and their impacts on animal well-being

Improve the Business & Political Climate of Beef

- Demonstrate beef's positive sustainability message and key role in regenerative agriculture
- Drive continuous improvement in food safe

Checkoff Program Committee(s) to Score This Tactic

Committee(s) to Score This Tactic:

Consumer Trust, Stakeholder Engagement

Supplemental Information for This AR

1. Please explain changes from the FY23 approved AR:

In FY23 the program will update and build new issues response resources and talking points, continue to monitor media and look for new trends and issues to respond to and continue preparing for a major crisis or FMD outbreak with resources both internally and in coordination with the cross species working group.

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, Angus Media, 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?

Vivayic has been contracted to assist with BQA and BATE online learning platforms, 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.

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 management program, which began in the 1980s. This AR is also a continuation of the industry's quality assurance initiative 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 rollout of 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 or other contractors.

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 monitoring, and support is provided when needed

Potential Partnerships

Please list all potential partners/collaborators for this AR, and include any partnership and/or collaborations with a third party by identifying the third party, the nature of the collaboration, and extent of the collaboration.

Potential Partnership List:

1. The Beef Quality Assurance (Tactic C – BQA) program collaborates with the following organizations to lead the Youth for the Quality Care of Animals program: National Milk Producers Federation, National Pork Board, American Sheep Industry Association, and state youth livestock extension programs.
2. The BQA program is the title sponsor for award programs that receive additional support from Cargill.
3. The BQA program is a collaborating partner in the Stockmanship & Stewardship educational program which receives additional funding from Merck Animal Health.
4. The BQA program's annual meeting of state coordinators has received support from Neogen.

Detailed Budget Summary

The tables in the following three sections report program budget information from the following funding sources:

1. Cattlemen's Beef Board/Beef Promotion Operating Committee (CBB/BPOC) Funding
2. "Other Funding" sources such as:
 - Federation of State Beef Councils (FSBC) Funds
 - 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)
 - Other

Section 1 - 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
Consumer Trust	Tactic A	Issues and Crisis Management and Planning	\$125,000.00	\$439,900.00	\$564,900.00
Consumer Trust, Stakeholder Engagement	Tactic B	Beef Advocacy Training & Engagement	\$90,000.00	\$527,200.00	\$617,200.00
Consumer Trust, Stakeholder Engagement	Tactic C	Beef Quality Assurance (BQA)	\$242,150.00	\$1,280,200.00	\$1,522,350.00
		Total	\$457,150.00	\$2,247,300.00	\$2,704,450.00

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 (Informational Only)			
Funding Source	Tactic	Tactic Name	Total
Other: N/A	Tactic A	Issues and Crisis Management and Planning	
Other: N/A	Tactic B	Beef Advocacy Training & Engagement	
Other: N/A	Tactic C	Beef Quality Assurance (BQA)	
Other Funding Total			

Use the space below if you wish to provide additional comments/information on the FY24 CBB/BPOC or Other Funding amounts that are being requested for this AR's tactic(s).

N/A

Section 2 - Summary of FY23 AR Budgets and Expenses

Classification:

This AR is a continuation of, or builds upon, program work from last year. CBB will report information in the "FY23 CBB/BPOC Funding" table and we will provide information for the "FY23 Other Funding Sources" table.

FY23 CBB/BPOC Funding

This table reports the amount of awarded and expended CBB/BPOC funding for this Authorization Request in FY23.

FY23 CBB/BPOC Funding			
<i>Note: The Cattlemen's Beef Board will complete the fields in this table.</i>			
	AR# 2333-II		
	Direct Costs	Implementation	Total
Funds Awarded	\$361,100.00	\$2,138,900.00	\$2,500,000.00
Actual Expenses <i>(October 1, 2022 - June 30, 2023)</i>	\$272,267.00	\$940,491.00	\$1,212,758.00

FY23 Other Funding Sources

The following table reports the amount of committed and expended "Other Funding" sources for this AR in FY23. 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.

FY23 Other Funding Sources (Informational Only)			
	Other Funding Source	AR# 2333-II	
		Funds Committed	Funds Expended <i>(October 1, 2022 – June 30, 2023)</i>
A	FSBC Funds	\$484,000.00	\$200,477.29

Use the space below if you wish to provide additional comments/information on the FY23 CBB/BPOC or Other Funding budget and expense summaries.

N/A

Section 3 - Historical Summary of AR Budgets and Expenses

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 FY20, FY21, and FY22.

CBB/BPOC Funding - Historical Summary				
<i>Note: The Cattlemen's Beef Board will complete the fields in this table.</i>				
		FY22 AR# 2233-II	FY21 AR# 2132-II	FY20 AR# 2033-II
AR Period¹	<i>Start Date:</i>	Oct. 1, 2021	Oct. 1, 2020	Oct. 1, 2019
	<i>End Date:</i>	9/30/2022	9/30/2023	9/30/2021
Funds Awarded		\$2,473,820.00	\$3,081,611.00	\$3,192,230.00
Actual Expenses²		\$2,472,111.00	\$3,063,013.00	\$3,189,865.00

¹For multiyear ARs, the "End Date" reflects the date that the AR is scheduled 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, 2023

Other Funding - Historical Summary

The following table reports the amount of "Other Funding" source expenditures for this AR in FY20, FY21, and 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.

Other Funding Sources – Historical Summary (Informational Only)						
	FY22 AR# 2233-II		FY21 AR# 2132-II		FY20 AR# 2033-II	
	Other Funding Source	Total Expenditures	Other Funding Source	Total Expenditures	Other Funding Source	Total Expenditures
A	FSBC Funds	\$295,877.00	FSBC Funds	\$962,154.35	FSBC Funds	\$202,603.00

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

N/A