Cattlemen's Beef Board

AR# 2650-PC
AR Title: Producer Communications of Beef Checkoff Programs

Amount Requested: $1,800,000.00

Organization Information

Name of Contractor:	Cattlemen's Beef Board
Primary Contact:	Sarah Metzler
Primary Signatory:	Greg Hanes

Full Application

AR Purpose and Description:

The programs outlined in this Authorization Request align with the purpose of the Stakeholder Engagement Program Committee: to *engage beef community stakeholders in programs that enhance understanding of the Beef Checkoff and advance the beef industry.*

A lack of awareness—and the spread of misinformation—about Beef Checkoff-funded programs can hinder participation and erode trust in the program. However, when comparing results from the annual Producer Awareness Survey and Producer Content Survey, the data consistently shows that the more informed beef producers and importers are about the programs they help fund, the more likely they are to support and engage with the Checkoff's efforts to drive demand for beef.

The Producer Communications (PC) program plays a critical role in ensuring producers and importers understand how their Checkoff investment is working for them, how it supports the industry, and how it positions beef in a competitive protein market. As the primary channel for communicating with nearly 880,000 producers and importers, PC provides a trusted, consistent platform for sharing information about both national and state-level Beef Checkoff initiatives.

At the heart of this program is *The Drive*, the cornerstone publishing platform that continues to expand its reach through print, email, video, digital, social channels, external publications, and data insights platforms. A renewed focus on external stakeholder relationships will extend these communications to broader audiences seeking clarity on the program's structure and impact. Providing timely updates and actively addressing misinformation remain top priorities

CBB Budget Category: Producer Communications

Start Date: 10/1/2025

End Date: 12/31/2026 ~~9/30/2026~~

FY26 National Beef Checkoff Funding Request		
Direct Costs	**Implementation**	**Total**
$1,490,000.00	$310,000.00	$1,800,000.00

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

- Safeguard and Cultivate Investment in Beef Industry Research, Marketing and Innovation

Tactic A | 2650-PIC
Key Audience Insights and Action Platform

TACTIC DESCRIPTION:

Effective communication begins with understanding the audience. Tactic A focuses on identifying the values, motivations, communication preferences, and demographic traits of beef producers and importers to better tailor messaging across both national and state Beef Checkoff programs. By listening first—through surveys, focus groups, social listening, and stakeholder feedback—this tactic seeks to establish a comprehensive view of the Checkoff-paying audience.

The goal is to move beyond generic, one-size-fits-all messaging toward more personalized, relevant communication that resonates with producers across diverse operation types, geographies, and generational perspectives. Insights gathered through this tactic will inform the tone, content, and delivery methods used in future messaging, increasing engagement, trust, and understanding of the Beef Checkoff.

This work will also allow national and state teams to align communication strategies more effectively, ensuring consistent messaging while allowing for regional customization. Ultimately, this tactic supports stronger relationships with producers by demonstrating that their voices are not only heard—but also shape the way the Beef Checkoff communicates and delivers value.

Data-Driven Producer Listening

National, Third-Party Producer Survey – This program continues with an annual third-party, nationally representative, producer survey administered independently to ensure objectivity. It offers critical data and insights on producers' understanding—or misunderstanding—of Beef Checkoff programs and serves as a foundation for much of the PC program's outreach strategy. The survey includes a statistically valid sample from across the U.S. and provides important benchmarks on Checkoff awareness, trust, topical relevance, and the evolving ways producers access information.

The Drive **Producer Content Survey –** This survey is designed to gather direct feedback on content shared through *The Drive* platform and the DrivingDemandForBeef.com website. Subscribers to *The Drive*—as well as broader cattle and beef producer audiences—are invited to weigh in on the effectiveness of messaging and to express preferences regarding how Beef Checkoff dollars are invested. In FY26, the PC program will encourage greater collaboration with QSBCs and other industry organizations to expand outreach and invite more producers to participate in these surveys. These efforts will not only enhance the program's listening capacity, but also help grow *The Drive* subscriber base for continued engagement.

Data Insights Platforms – PC will continue to expand a gated, proprietary platform for producer communications, complete with real-time producer and importer persona archetypes, to develop direct messaging and language that resonates with each appropriate audience. This closed system will only be accessible to those directly managing the national PC program for security. However, learning will be shared with stakeholders through the Key Insights Reports listed below.

One-on-One Producer Input

Checkoff Discussions - Ongoing discussions with Checkoff partners and other agricultural groups remain a vital source of qualitative insight. The PC team will continue facilitating quarterly touchpoints with QSBCs, national Checkoff contractors, and allied organizations to identify knowledge gaps, align messaging, and refine programming priorities. These discussions also serve as valuable opportunities to share updates and strengthen collaboration across the broader Beef Checkoff network.

Direct Producer Feedback - Meaningful communication requires two-way engagement. The PC team is committed to creating multiple pathways for producers to share opinions, ask questions, and provide feedback. In FY26, the program will explore additional digital feedback channels on the Beef Checkoff website, launch targeted micro-surveys, track and analyze producer calls, explore local outreach opportunities, and attend in-person events to connect directly with producers.

Key Insights Reporting To turn data into action, the PC program will continue to compile, analyze, and share producer feedback across Checkoff-funded efforts. Regular reports, digital dashboards, and real-time updates will provide national and state-level teams with the actionable insights needed to refine communication strategies and deliver more targeted, effective messaging to the producer community.

Measurable Objectives:

Measurable Objective #1

Include feedback and insight gained from producers and influencers into more targeted, purposeful Beef Checkoff messaging that is shared and leveraged across national and state programs.

Measurable Objective #2

Conduct one independent, national study/survey of producers to gather input and gauge sentiment of the Beef Checkoff and the PC program.

Measurable Objective #3

Plan, develop, and share insights with the QSBCs and Stakeholder Engagement Committee members about how to engage with producers and key beef audiences to encourage greater consistency in PC programming across the national and state levels.

Performance Efficiency Measures:

General Target Audience

Producer Reach Goal: 168,000
Producer Engagement Goal: 5,000

Key Opinion Leaders

Key Opinion Leaders Reach Goal: 386
Key Opinion Leaders Engagement Goal: 145

LRP Initiatives Addressed by this Tactic:

Safeguard and Cultivate Investment in Beef Industry Research, Marketing and Innovation

- Educate producers, lawmakers and industry stakeholders on the benefits and impact of the Beef Checkoff

Checkoff Program Committee(s): Stakeholder Engagement

Tactic B | 2650-PC
Producer Publishing

TACTIC DESCRIPTION:

The Drive serves as the cornerstone communication platform for the PC program, delivering timely Beef Checkoff updates and results to producers and stakeholders nationwide. Distributed as a monthly email and a quarterly printed publication, *The Drive* offers consistent, accessible content designed to keep Checkoff payers informed and engaged.

To expand reach and engagement, a revamped video series will complement the publication by providing quick, digestible formats that explore key topics featured in *The Drive*. These videos will bring Checkoff-funded work to life and are especially effective for producers who prefer visual or on-the-go content. With viewership remaining consistent, these updated videos will be distributed broadly across social media.

The platform's messaging is further amplified through coordinated efforts across digital and traditional media. Social media channels, the *DrivingDemandForBeef.com* website, and targeted campaigns featured on agricultural media outlets work in tandem to ensure a wide, consistent presence. These combined efforts help ensure Beef Checkoff communications reach as many producers and importers as possible, reinforcing transparency and value across the entire supply chain.

Tactic B: *The Drive* Publishing Platform
At the heart of the PC program is *The Drive*, a comprehensive, award-winning publishing platform designed to inform, engage, and build trust with Beef Checkoff investors across the country. With approximately 880,000 beef producers and importers nationwide, *The Drive* serves as the primary conduit for delivering timely, relevant updates on Checkoff-funded efforts at both the national and state level.

The flagship piece is *The Drive* quarterly print newsletter, which earned national first place honors two years in a row for Best Agricultural Newsletter from the National Agri-Marketing Association in 2024 and 2025. This print publication will be complemented by a suite of digital and multimedia tools, including:

- ***The Drive* eNewsletter** – distributed regularly via email to subscribers
- **A newly revamped** video series diving deeper into featured topics, plus offering short, relevant videos more often on all frequented digital platforms.
- **DrivingDemandForBeef.com** – the official website housing all *The Drive* content and other Checkoff program resources
- **Social Media Channels** – including Facebook, Instagram, YouTube, and LinkedIn, each tailored to producer-facing messaging and tone. From videos on YouTube to professional, credible content on LinkedIn, and peer engagement opportunities on Facebook and Instagram, these platforms collectively drive awareness, producer trust, and transparency in the Beef Checkoff through a diverse mix of educational, promotional, and conversational communication developed for the respective channel.

This multi-channel strategy enables consistent delivery of Checkoff content through a variety of formats and platforms, maximizing reach and engagement. *The Drive* team also collaborates with cattle organizations, breed associations, and other allied groups to increase distribution, including embedding or printing *The Drive* content within their own publications. External support and efficiencies for *The Drive* platform will continue with sponsorship opportunities; updated U.S. postage rates; and finalized trademarks for *The Drive* and *The Drive in Five*.

Expanding Access and Engagement

Growth of *The Drive* subscriber base and continued content accessibility remain top priorities. Producers consistently express a desire for timely, educational content that reflects their operations and investment. In FY25, the program introduced mobile phone text alerts to notify subscribers of new content and updates—further strengthening real-time access and engagement.

Collaboration with Qualified State Beef Councils (QSBCs)

The Drive provides an important partnership opportunity for QSBCs. National distribution channels carry state-specific content through both printed inserts and dedicated sections in the enewsletter. This allows QSBCs to share localized stories and Checkoff-funded activities with Beef Checkoff stakeholders who may not be included in their direct distribution lists, while also aligning with the national message—resulting in cost-effective, customized outreach to producers within each state.

Podcast Repository Page on DrivingDemandforBeef.com

In response to the growing popularity of podcasts and on-demand audio, the team will launch a podcast page--a repository of all Checkoff podcast appearances from Cattlemen's Beef Board members, Federation Directors, Checkoff contractor staff, and program participants. This new focused space will provide an easy to navigate list of recorded podcasts about all aspects of the Checkoff and further provide educational content, program updates, and producer-driven stories in a convenient, mobile-friendly format.

Social Media Strategy

Producer-focused social media platforms carrying the Beef Checkoff brand—Facebook, Instagram, LinkedIn, and YouTube—continue to play a critical role in digital outreach. These channels use a distinct messaging tone tailored to producers, and content often serves as a model for QSBCs developing their own state-level strategies. Messaging on these platforms highlights key program efforts, producer benefits, and links back to *The Drive* platform for further engagement.

Producer Awareness and Engagement Campaign

Limited paid media will supplement ongoing producer and industry outreach by strategically placing Beef Checkoff information in agricultural publications, on digital platforms, and on broadcast outlets not currently covered by standard Checkoff channels. A new producer outreach effort will roll out in FY26, refocusing Checkoff messaging with producer-to-producer testimonials and raw footage and interviews, encouraging more open conversation.

Measurable Objectives:

Measurable Objective #1

Continue to strengthen the distribution platforms for *The Drive* print and email newsletters*, The Drive in Five*, social media properties, *DrivingDemandForBeef.com*, multimedia campaigns, and other outreach efforts to ensure Beef Checkoff program updates and results reach as many producers and importers as possible, leading to a deeper understanding of the Beef Checkoff program.

Measurable Objective #2

Develop and distribute timely content for *The Drive* platforms, including enewsletters, printed newsletters, a video series, social posts, and Beef Checkoff website articles.

Measurable Objective #3

Continue the repository of recorded podcasts for use on *DrivingDemandForBeef.com* and across other channels, with at least 12 new files being created and posted, and extended for external use.

Performance Efficiency Measures:

General Target Audience

Producers Reach Goal: 1,723,074
Producers Engagement Goal: 96,206

Key Opinion Leaders

Key Opinion Leaders Reach Goal: 9,609
Key Opinion Leaders Engagement Goal: 8,516

LRP Initiatives Addressed by this Tactic:

Safeguard and Cultivate Investment in Beef Industry Research, Marketing and Innovation

- Educate producers, lawmakers and industry stakeholders on the benefits and impact of the Beef Checkoff

Checkoff Program Committee(s): Stakeholder Engagement

Tactic C | 2650-PC
Industry and Media Collaboration

TACTIC DESCRIPTION:

The Beef Checkoff plays a vital role in driving demand for beef in an increasingly competitive protein marketplace—both domestically and globally. Yet, since the program's inception in 1986, a new generation of producers has entered the industry, many of whom are unfamiliar with the Checkoff's purpose, scope, and value.

This tactic focuses on bridging that knowledge gap by effectively communicating the Beef Checkoff's impact on beef demand through trusted voices and strategic amplifiers. By connecting producer perspectives, Checkoff-funded success stories, and key program outcomes with influential media and industry communicators—including agricultural trade publications and respected industry influencers—this approach aims to broaden awareness and deepen producer trust.

The goal is to ensure the Beef Checkoff's contributions to beef demand are not only understood but championed by those who shape conversations across the cattle industry.

Checkoff Thought Leadership & Spokesperson Development
Key thought leaders—including officer teams from the Cattlemen's Beef Board (CBB) and Federation of State Beef Councils, Checkoff Program and Administrative Committee leaders, select board members, and CBB staff—are recognized as trusted, credible voices within the beef community. These individuals will continue to be developed and positioned as visible spokespersons who can effectively represent and explain the Beef Checkoff's role and value. Ongoing investment in advanced media training and spokesperson development will equip them to confidently engage in a variety of communications platforms, including print, online media, radio, podcasts, and social media. This strategy ensures that accurate, consistent messaging is shared with producers and stakeholders nationwide.

Media Relations
Strong media relationships remain essential to expanding the reach and transparency of the Beef Checkoff story. By building and nurturing connections with ag editors, reporters, and broadcasters, this tactic will secure opportunities for Checkoff leaders to be included as sources in stories impacting the beef industry. Ag trade media will be equipped with timely data, insights, and access to regional and national Checkoff representatives to ensure they can accurately inform their audiences. These relationships help reinforce the Beef Checkoff's visibility and credibility across the industry.

Issues Management and Crisis Communication Planning
A comprehensive review and overhaul of producer-facing crisis and issues management plans will be undertaken to ensure readiness and effectiveness across a range of scenarios. This includes evaluating and updating existing communication protocols, action plans, and escalation charts to enhance clarity and responsiveness. Examples necessitating program enactment include negative media coverage, public criticism, online attacks, beef safety issues, organizational misconduct and security breaches. The

program will also strengthen the producer communications team's support role in coordination with broader consumer-facing issues teams, ensuring unified messaging across all audiences. In addition, tailored communication strategies will be developed for specific platforms—including traditional media, digital channels, and social media—to address the unique dynamics and demands of each medium in times of heightened concern or misinformation.

Industry Outreach

Collaboration across the beef industry is key to reaching more producers and importers with clear, consistent messages. Working closely with Qualified State Beef Councils (QSBCs) and other beef sector organizations, the PC team will continue to develop and distribute customizable outreach tools—including talking points, videos, best practices, and printed materials—that support shared communication efforts. In-person engagement opportunities will also be prioritized. Feedback from QSBCs and partners will guide content adaptation to meet the specific needs of regional and local stakeholders, strengthening the unified voice of the Beef Checkoff across all touchpoints.

Measurable Objectives:

Measurable Objective #1

Broadly communicate the program's efforts in driving beef demand by connecting educated and media-trained Beef Checkoff voices with those who can amplify their message -- especially trade media and industry influencers – which will illicit earned trust and credibility among producer and importer peers.

Measurable Objective #2

Conduct three media training and/or Checkoff spokesperson development sessions, reaching new CBB board members and officers, Checkoff Program Committee Co-Chairs, QSBC staff and boards, and Checkoff stakeholders.

Measurable Objective #3

Maintain a consistent total number of Checkoff media pickups and placements across ag-industry print and broadcast publications including grassroots letters to the editor / op-ed pieces sent to local media.

Measurable Objective #4

Grow industry relationships through attendance and participation of CBB board members and staff at various national and regional cattle industry events and meetings.

Performance Efficiency Measures:

General Target Audience

Producers Reach Goal: 8,137
Producers Engagement Goal: 5,245

Key Opinion Leaders

Key Opinion Leaders Reach Goal: 1,450
Key Opinion Leaders Engagement Goal: 725

LRP Initiatives Addressed by this Tactic:

Safeguard and Cultivate Investment in Beef Industry Research, Marketing and Innovation

- Educate producers, lawmakers and industry stakeholders on the benefits and impact of the Beef Checkoff

Checkoff Program Committee(s): Stakeholder Engagement

Supplemental Information for This AR

1. **Please explain significant changes from the FY25 approved AR.**
   FY26 will be a continuation of successful producer communications efforts, with expansion in the following areas:

   Tactic A: Continued expansion of a gated, proprietary data repository platform for producer communications, complete with real-time producer and importer personas, to develop direct messaging and language that resonates with each appropriate audience;

   Tactic B: Development of an archive of all Checkoff podcasts – a one-stop shop – where the cattle industry may go to find podcast recordings from CBB members and Federation Directors, QSBCs, Checkoff contractors and their programs, and others, showcased all over the U.S. on different platforms;

   Tactic C: Examine and overhaul producer communications crisis and issues management plans, including reviewing communication charts, action plans, strengthening our support role for other consumer-facing issues teams, and developing separate plans for different mediums (traditional media, social media, digital, etc.).

2. **List any proposed vendors/agencies that will be used to complete the work in this AR.**
   - Swanson Russell, ad agency, Lincoln/Omaha, Nebraska
   - Baxter Communications, video production, Indianapolis, Indiana
   - Made of Design, graphic design, Denver, Colorado
   - Luce Research, producer research, Colorado Springs, Colorado
   - Golin, producer research, Dallas, Texas
3. **Will all work with vendors/agencies be competitively bid? If no, please provide a brief description as to why.**
   The Cattlemen's Beef Board regularly goes out for RFP for vendors. Agencies of record have been vetted through this process, and are used for their highly specialized knowledge in their respective fields, particularly in producer communications.

4. **Has this AR built upon past work or projects that have been previously funded by the BPOC? If yes, please provide a detailed list and background information on the project and contractor(s) involved.**
   The AR is a continuation of CBB's Producer Communications program, ongoing in its current format since FY19.

5. **If applicable, explain how this AR can be extended by state beef councils or other contractors.**
   Noted throughout this AR, QSBCs are vital partners in successful producer communications. Each tactic explains how state beef councils will be able to expand, replicate, reuse, personalize, and learn from our program. Specialized training and support is also noted.

Detailed Budget Summary

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

1. National Beef Checkoff Funding
2. Other Funding 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

Definitions

National Beef Checkoff Funding is divided into:

- **Direct Costs:** These are expenses directly associated with executing program activities, including advertising, promotional materials, consulting fees, travel, and other project-specific costs.
- **Implementation:** These are the expenses that provide the process and infrastructure needed to put program activities into action, including overhead allocations and staff compensation (i.e. salaries and benefits).

Section 1 – FY26 Funding Requested by Tactic

FY26 National Beef Checkoff Funding Requested by Tactic

The following table outlines the requested amount of National Beef Checkoff funding for each tactic and the committee(s) that has been selected to score it/them.

National Beef Checkoff Funding by Tactic					
Committee Name	**Tactic**	**Tactic Name**	**Direct Costs**	**Implementation**	**Total**
Stakeholder Engagement	Tactic A	Key Audience Insights and Action Platform	$205,000.00	$70,000.00	**$275,000.00**
Stakeholder Engagement	Tactic B	Producer Publishing	$1,215,000.00	$178,000.00	**$1,393,000.00**
Stakeholder Engagement	Tactic C	Industry and Media Collaboration	$70,000.00	$62,000.00	**$132,000.00**
		Total	**$1,490,000.00**	**$310,000.00**	**$1,800,000.00**

FY26 Other Funding Requested by Tactic

The following table reports the amount of anticipated Other Funding that would be applied to each tactic. This information is for reference only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

Funding Sources Requested by Tactic *(Informational Only)*			
Funding Source	**Tactic**	**Tactic Name**	**Total**
N/A	Tactic A	Key Audience Insights and Action Platform	**$0.00**
Corporate Funds	Tactic B	Producer Publishing	**$30,000.00**
N/A	Tactic C	Industry and Media Collaboration	**$0.00**
		Other Funding Total	**$30,000.00**

Section 1 - Additional Funding Comments:

Use the space below to provide any additional details about the FY26 National Beef Checkoff or Other Funding amounts requested, along with any anticipated third-party contributions* for this AR.

** Specify the type of third-party contributions, such as support from external organizations or in-kind goods and services (e.g., equipment, supplies, volunteer time, consulting), and their estimated value (individual or cumulative).*

These additional funds are through outside sponsorships of *The Drive* publishing platform.

Section 2 – Summary of FY25 AR Budgets and Expenses

Classification: This AR expands upon previously funded program work from last year. While CBB will enter information into the FY25 National Beef Checkoff Funding table, we (the contractor) will report corresponding details in the FY25 Other Funding table.

FY25 National Beef Checkoff Funding

This table reports the amount of awarded and expended National Beef Checkoff funding for this Authorization Request in FY25.

FY25 National Beef Checkoff Funding *Note: The Cattlemen's Beef Board completed the fields in this table.*			
	AR# 2550-PC		
	Direct Costs	**Implementation**	**Total**
Funds Awarded	$1,602,000.00	$198,000.00	$1,800,000.00
Actual Expenses *(October 1, 2024 - June 30, 2025)*	$917,412.05	$149,283.74	$1,066,695.79

FY25 Other Funding

The following table reports the amount of committed and expended Other Funding for the FY25 AR. This funding information is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

FY25 Other Funding *(Informational Only)*			
	AR# 2550-PC		
	Other Funding Source	**Funds Committed**	**Funds Expended** *(October 1, 2024 –June 30, 2025)*
A	Corporate Funds	$15,000.00	$15,000.00

Section 2 – Additional Funding Comments:

Use the space below if you wish to provide additional comments/information on the historical National Beef Checkoff or Other Funding budget and expense summaries, as well as details on third-party contributions* that supported these ARs.

** Specify the type of third-party contributions, such as support from external organizations or in-kind goods and services (e.g., equipment, supplies, volunteer time, consulting), and their estimated value (individual or cumulative).*

In FY25, the PC program secured a paid sponsorship from Farmer Credit Services of America for *The Drive* newsletter, enewsletter, and website. This sponsorship was highly successful for the sponsor, and negotiations are ongoing to continue this into FY26.

Section 3 – Historical Summary of AR Budgets and Expenses

Classification:	This AR expands upon previously funded program work from the past two years or more. While CBB will enter information into the National Beef Checkoff Funding Summary table, we (the contractor) will report information in the Other Funding Summary table.

National Beef Checkoff Funding – Historical Summary

The following table reports the amount of awarded and expended National Beef Checkoff funding for the FY22, FY23, and FY24 ARs.

National Beef Checkoff Funding - Historical Summary *Note: The Cattlemen's Beef Board completed the fields in this table.*				
		FY24 AR# 2450-PC	**FY23 AR# 2350-PC**	**FY22 AR# 2250-PC**
AR Period[1]	*Start Date:*	*Oct. 1, 2023*	*Oct. 1, 2022*	*Oct. 1, 2021*
	End Date:	*Sep. 30, 2024*	*Sep. 30, 2023*	*Sep. 30, 2022*
Funds Awarded		$1,800,000.00	$1,850,000.00	$1,850,000.00
Actual Expenses[2]		$1,790,163.92	$1,845,699.20	$1,827,194.17

[1]For multiyear ARs, the "End Date" reflects the date that the AR is scheduled to be completed.
[2]If the AR "End Date" has not occurred, actual expenses will be reflective of the following time period: AR Start Date - June 30, 2025.

Other Funding - Historical Summary

The following table reports the amount of Other Funding expenditures for the FY22, FY23, and FY24 ARs. 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 – Historical Summary *(Informational Only)*						
	FY24 AR# 2450-PC		**FY23 AR# 2350-PC**		**FY22 AR# 2250-PC**	
	Other Funding Source	**Total Expenditures**	**Other Funding Source**	**Total Expenditures**	**Other Funding Source**	**Total Expenditures**
A	N/A	$0.00	N/A	$0.00	N/A	$0.00

Section 3 - Additional Funding Comments:

Use the space below if you wish to provide additional comments/information on the historical National Beef Checkoff or Other Funding budget and expense summaries, as well as details on third-party contributions* that supported these ARs.

** Specify the type of third-party contributions, such as support from external organizations or in-kind goods and services (e.g., equipment, supplies, volunteer time, consulting), and their estimated value (individual or cumulative).*

N/A