



State & National
Partnership
The Federation of State Beef Councils

2021 Investor Report

2021 Federation Division Board of Directors



Burtrum, Clay	Chairman, OK	Larios, Jesse	California Beef Council, CA
Hastings, Brad	Vice-Chairman, TX	Lickley, Bill	Idaho Beef Council, ID
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Cooley, Tim	Arizona Beef Council, AZ	O'Brien, Kyra	Kansas Beef Council, KS
Creighton-Smith, Kathy	Montana Beef Council, MT	Oeschger, Dale	Michigan Beef Industry Commission, MI
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Dailey, Brett	Montana Beef Council, MT	Payne, Gloria	North Dakota Beef Commission, ND
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Daniel, Gary	Tennessee Beef Industry Council, TN	Pruismann, Kent	Iowa Beef Industry Council, IA
Davis-Cook, Jordan	Oklahoma Beef Council, OK	Ramm, Jim	Nebraska Beef Council, NE
Deering, Gary	South Dakota Beef Industry Council, SD	Reed, Becky	Ohio Beef Council, OH
Derting, Will	Washington State Beef Commission, WA	Richards, Brandi	Texas Beef Council, TX
Dinis, Britt	Colorado Beef Council, CO	Robison, Allan	Region I - Federation, OH
Downey, Barb	Kansas Beef Council, KS	Rudolph, Jeff	Nebraska Beef Council, NE
Ellis, Spencer	Wyoming Beef Council, WY	Rush, Ivan	Nebraska Beef Council, NE
Ferguson, Matt	New Mexico Beef Council, NM	Schuetze, Fred	Texas Beef Council, TX
Fountain Jr, Robert Q	Georgia Beef Board, GA	Shields, Pat	Texas Beef Council, TX
Gattis, Dan	Texas Beef Council, TX	Shoemaker, Joanie	Colorado Beef Council, CO
George, Lynn	Wyoming Beef Council, WY	Stickel, Erin	Ohio Beef Council, OH
Hanrahan, Daniel Patrick	Iowa Beef Industry Council, IA	Taylor, Steven	Idaho Beef Council, ID
Harmon, Mark	Missouri Beef Industry Council, MO	Temme, Douglas	Nebraska Beef Council, NE
Helbling, Fred	North Dakota Beef Commission, ND	Terry, Don	Region II - Federation, TN
Hellyer, Timmery	Wyoming Beef Council, WY	Thomas, Tracy	Kansas Beef Council, KS
Horstman, Joe	Indiana Beef Council, IN	Thomas, Veabea	South Dakota Beef Industry Council, SD
Jeffcoat, Chris	Pennsylvania Beef Council, PA	Thompson, John	Louisiana Beef Industry Council, LA
Johns, Flint	Florida Beef Council, FL	Uselton, Russ	Tennessee Beef Industry Council, TN
Johnson, Eric	Wisconsin Beef Council, WI	Voll, Mark J	North Dakota Beef Commission, ND
Johnson, Joe	Mississippi Beef Council, MS	Walth, Becky	South Dakota Beef Industry Council, SD
Jones, Larry	Kansas Beef Council, KS	Weltmer, Philip	Kansas Beef Council, KS
Jordan, Jim	Alabama Beef Council, AL	Weston, Nikki	Utah Beef Council, UT
Kane, Jess Morgan	Region IV - Federation, OK	Wilson, Chloe	Texas Beef Council, TX
Keith, Joel	Kansas Beef Council, KS	Wintch, Mark	Region VI - Federation, UT
Kellom, Andy	Region V - Federation, MT	Winter, Richard	Texas Beef Council, TX
Krebs, Lilah	North Dakota Beef Commission, ND	Yanta, Zachary	Texas Beef Council, TX
Krutz, Ken	New York Beef Council, NY	Yates, Jerry	West Virginia Beef Industry Council, WV

Dear Fellow Producers,

Even after a tumultuous couple of years, we have a lot to be thankful for. The Beef Checkoff commemorated its 35th anniversary, we organized in-person and virtual events without skipping a beat and the consumer demand for beef remains high.

Something else we should celebrate is the development of the new Beef Industry Long Range Plan (LRP) which outlines the vision, mission, objectives and initiatives to unite the industry's efforts. At the 2021 Cattle Industry Convention in August, producers gathered to hear from potential contractors and provide feedback on proposed Authorization Requests (ARs). The work that will be funded in the new ARs ties directly back to the LRP. It is our roadmap for guiding work to accomplish our common goal of increasing beef demand through education, research and promotion.

I'm really proud of what the Federation achieved this past year including sponsoring the *Beef. It's What's For Dinner. 300* at Daytona International Speedway in February. Although the pandemic created major disruptions, it also provided opportunities like this race. We could not have made this event possible without state beef council support, and this is one more example how the Federation of State Beef Councils leverages Beef Checkoff dollars to effectively increase beef demand. This project alone resulted in more than 850 media stories reaching a potential audience of 1.9 billion. When we work together, we cross the finish line first.

Sustainability continues to be a topic of conversation for both producers and consumers. Despite what you may hear through the media, remember that our industry is not the cause of climate change, but the solution for a brighter and cleaner future. NCBA, as a contractor to the Beef Checkoff, is sharing our story with the public to showcase how the environment, economy and community work together to support a sustainable food system, and the vital role beef farmers and ranchers play in making sure all three remain healthy.

The stories on the following pages provide an overview of the work NCBA is conducting as a contractor to the Beef Checkoff. With state input and direction, national programs are extended in local communities across the country and our united beef voice is being heard. Results matter and to-date, a total audience of 537 million has been reached through this year's four primary campaigns. From e-commerce and sustainability to nutrition and consumer engagement, I think you will agree that despite recent challenges, the work of driving the demand for beef continues full throttle.

Sincerely,



Clay Burtrum
Stillwater, Oklahoma
Chair, Federation of State Beef Councils



Federation of State Beef Councils Executive Committee

Chair	Clay Burtrum, OK
Vice-Chair	Brad Hastings, TX
Region I	Allan Robison, OH
Region II	Don Terry, TN
Region III	Al Lyman, IL
Region IV	Jess Kane, OK
Region V	Andy Kellom, MT
Region VI	Mark Wintch, UT
Region VII	Travis Maddock, ND
Rev. Seat	Barb Downey, KS
Rev. Seat	Jim Ramm, NE
Rev. Seat	Dan Gattis, TX

Federation Members - Beef Promotion Operating Committee



Front Row, L to R: Katie Brenny, MN; Chris Jeffcoat, PA; Clay Burtrum, OK; Brad Hastings, TX; Stacy McClintock, KS
Back Row, L to R: Gary Deering, SD; Brett Morris, OK; Dan Hanrahan, IA; Jeff Rudolph, NE; Clark Price, ND

S T A T E O F T H E F E D E R A T I O N

As a division of the National Cattlemen's Beef Association, a contractor to the Beef Checkoff, the Federation of State Beef Councils represents the 44 Qualified State Beef Councils (QSBCs). Collectively, these QSBCs include more than 700 state board members representing every segment of the beef industry. The vision of the Federation is to build beef demand by inspiring, unifying and supporting an effective state and national Checkoff partnership.

The Federation's statement of beliefs includes believing in the success of a strong state and national partnership resulting in increased consumer demand for beef and higher consumer confidence; believing in producer control of Checkoff funds through the Qualified State Beef Councils, which are the foundation of the Beef Checkoff; and believing in the industry Long Range Plan as a guidepost for the Beef Checkoff and the principle of "one vision - one plan - one voice."

Federation Budget

The Federation of State Beef Councils builds a larger, more impactful, coordinated plan that can be executed as a partnership between the Federation and individual state beef councils (SBCs). Over 50 percent of the Federation's annual budget supplements tactics within Authorization Requests (ARs) approved by the Beef Promotion Operating Committee (BPOC). Supplementing these tactics helps the national Checkoff program have a larger impact on consumer demand.

In 2021, the Federation contributed \$6 million toward projects that supplement the approximately \$40 million national plan funded by the BPOC for promotion, research, consumer information and industry information. Specific programs made possible by SBC contributions to the Federation include, but are not limited to:

Promotion

\$3,354,000

- Conducted Beef Substitutes 2.0 which worked with celebrity chefs during seasonal moments to rework iconic dishes into beef dishes, such as Beef Parmesan.
- Launched a sustainability campaign highlighting how beef farmers and ranchers around the country are implementing land-conserving, award-winning environmental efforts, as well as an interactive map on *BeefItsWhatsForDinner.com* featuring the sustainability work of producers in each state.
- Kicked-off summer grilling with National Beef Burger Day; hosted a Summer of Giveaways and highlighted grilling recipes from across the country on an interactive map.

- Sponsored the first *Beef. It's What's For Dinner. 300* at Daytona International Speedway as part of the NASCAR Xfinity Series.

Research

\$775,000

- Safety – Focused on Salmonella contamination in lymph nodes and efforts to reduce food safety concerns in beef.
- Nutrition – Focused on understanding beef preferences during infant complementary feeding.
- Product Quality – Focused on sensory and chemical characterization of ground beef and plant-based alternative proteins, plus understanding the influence of beef x dairy cross on sub-primal yields and muscle shape.

Consumer Information

\$900,000

- Developed the Beef in the Early Years campaign after the American Academy of Pediatrics, the Women Infants and Children's Program (WIC), and for the first time ever, the Dietary Guidelines for Americans recommended beef for infants and toddlers.

Industry Information

\$800,000

- The Beef Quality Assurance (BQA) program developed a Daily Biosecurity Plan for Disease Prevention template which helps cattle producers implement daily biosecurity measures on their operations and began work on the National Beef Quality Audit, which occurs every five years.



STATE OF THE FEDERATION

Promoting Beef Where Consumers Shop

NCBA, a contractor to the Beef Checkoff, worked with major national retailers to support online retail beef sales for the 2021 summer grilling season by exposing them to inspirational beef messaging and imagery at the digital point-of-purchase using the *Beef. It's What's for Dinner.* brand. The goal was to strategically target message placement to those who are already shopping for beef and to those shopping for competitive proteins and complimentary products, like hamburger buns or condiments. Retail partners included:

Walmart - Digital media and messaging buy on Walmart's digital platforms including on-site display on *Walmart.com* and on Walmart's order pickup and delivery platforms, as well as off-site display.

Kroger - Digital media and messaging buy on Kroger's digital platforms with nationwide reach in all Kroger divisions/ banners including King Soopers, Dillon's, etc. The campaign included *Beef. It's What's for Dinner.* creative in targeted on-site display ads and video placement across the Kroger digital ecosystem.

Target - Digital media and messaging buy that included on-site display on *Target.com* and the Target app, search placements to reach intent-based audiences, off-site display and Pinterest social media placements.

Additionally, *Beef. It's What's for Dinner.* was featured through Sam's Club during a 'Kickoff to Tailgating' e-commerce campaign to support beef sales for those stocking up on purchases for tailgating (or homegating) events. This campaign included on-site display and email marketing to club members.

This early tailgating campaign came on the heels of a very successful initial campaign with Sam's Club called 'Kickoff to Summer Grilling' that ran from mid-April through Memorial Day 2021. This initial campaign exceeded all metric benchmarks including sales lift, impressions and new buyers to the beef category. The campaign also had a Return on Ad Spend (ROAS or ROI) of more than \$34, which means every Checkoff dollar spent on this media returned more than \$34 in beef sales.

Beef is King of Summer Grilling

NCBA, a contractor working on behalf of the Beef Checkoff, had all the bases covered with beef grilling messages airing across a variety of advertising platforms. New *Beef. It's What's For Dinner.* ads were viewed on YouTube and across Smart TV channels like HGTV, Fox News, CBS, ESPN and other popular networks. And new audio ads welcomed back consumers to the grill, appearing on Spotify and on a wide range of Sirius XM programming, including College Gameday, The Herd with Colin Cowherd and MLB Roundtrip.

Nativo native advertising appeared on popular websites such as Taste of Home, Saveur and Health.com, and inspired consumers to build delicious and nutritious beef burgers. Google Search was used to drive traffic to the *Beef. It's What's For Dinner.* Summer Grilling website, which included beef grilling favorites and producer stories from across all 50 states.

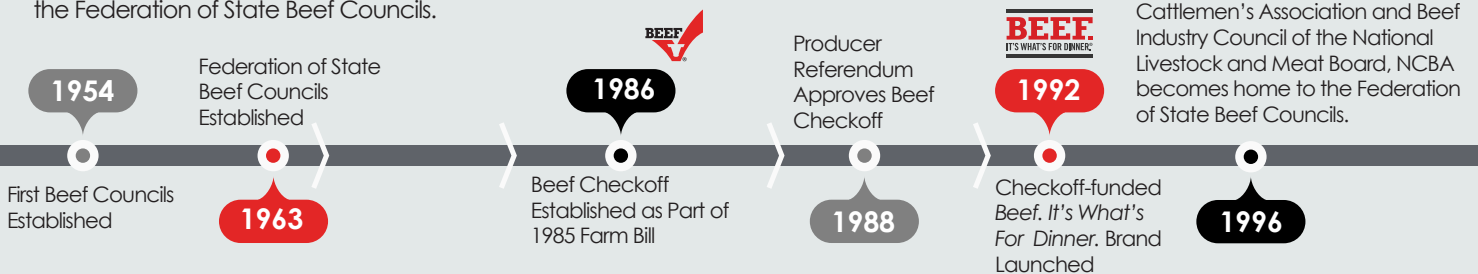
Capping off this effort was a robust Food Network cable TV advertising buy, with over 200 *Beef. It's What's For Dinner.* ad airings, on popular shows such as BBQ Brawl: Flay v. Symon, The Kitchen and the new series, Grill of Victory.

Through additional state beef council funding, four state-funded regional media campaigns also kicked off, working to further ensure that consumers across the U.S. know that beef is, and always will be, King of the Grill!



Federation Timeline

Although not all inclusive, this timeline highlights selected industry and Checkoff events impacting the Federation of State Beef Councils.





Beef Enters Victory Lane at Daytona International Speedway

With the iconic proclamation “Drivers, start your engines!” given by Florida Beef Council Chairman, Flint Johns, the *Beef. It's What's for Dinner. 300* got underway on Feb. 13, 2021, at Daytona International Speedway. When the green flag waved, engines roared, and it was clear that beef was the center of the track on race day. The Federation of State Beef Councils, on behalf of the Beef Checkoff, partnered with Daytona International Speedway to sponsor the 40th season-opening race for the NASCAR Xfinity Series. The race served as a unique opportunity to put beef on television once again. With production support from NCBA, this historic partnership showcased the *Beef. It's What's For Dinner.* brand on broadcast television.

To get people “geared up” for the race, NCBA, a contractor to the Beef Checkoff, hosted a satellite media tour featuring celebrity chef Hugh Acheson. Chef Acheson, a James Beard award winner and former “Top Chef” judge shared beef recipes for tailgating and homegating. In total, there were 1,716 airings with a potential reach of 104.4 million. The multimedia press release, which accompanied the interviews, had a potential reach of 151 million.

Throughout the day, the race was shared broadly on social and traditional media and received significant attention. The *Beef. It's What's For Dinner. 300* was included in more than 850 traditional media stories, reaching a total of 1.9 billion people, via outlets like Yahoo! Finance, ESPN and USA Today. The *Beef. It's What's For Dinner. 300* was also mentioned in more than 12,500 posts on social media, reaching 66.3 million people.

The *Beef. It's What's For Dinner. 300* logo could be seen throughout the race, including on the jumbotron, the track and even the pace cars. State Beef Council staff from across the country also descended on Florida to help promote beef during the race. There were steak grilling demos for fans, giveaways, social media promotions and contests. In addition, a steak lunch was prepared for the U.S. Air Force Thunderbirds flight demonstration squad and members of the media.

When the checkered flag dropped, driver Austin Cindric in the number 22 Team Penske Ford claimed victory and celebrated with the *Beef. It's What's For Dinner. 300* trophy and a cooler full of Tomahawk Steaks.

“Nothing like a beef dinner after a win at Daytona,” Cindric said. “Victory Lane has never tasted better.”

Checkoff-funded muscle profiling research reinvented and added value to the chuck and round, which were previously underutilized and undervalued, giving us the Flat Iron Steak and Petite Tender, thus enhancing overall carcass value.

The U.S. Supreme Court ruled 6-3 in favor of USDA and the Beef Checkoff, ending a years-long legal battle against the Checkoff, brought by those who claimed the forced payment into the program violated their first amendment rights. The Supreme Court ruled the Checkoff government speech, thus not subject to first amendment challenges.

2012

2001

2005

The Checkoff-funded Beef in an Optimal Lean Diet (BOLD) study provided evidence that the inclusion of lean beef as part of a heart-healthy diet is as effective in lowering heart disease risk as the Dietary Approaches to Stop Hypertension Diet (DASH).



STATE OF THE FEDERATION

Beef's Role in a Resilient Food System

We often think of the end consumer as the ultimate beef customer, but we may tend to forget about the supply chain partners such as food manufacturers, foodservice operators, retailers and distributors who are necessary to get the product from gate to plate. These partners have questions about beef's sustainability profile, and NCBA, a contractor to the Beef Checkoff, is working hard to answer those questions and to promote beef as the top protein choice.

Food companies are making commitments regarding sustainability that can be difficult to tackle given the complexity of the supply chain, leaving customers with questions about how beef's sustainability is defined and benchmarked. And, as operators are setting, or considering setting, product sourcing policies, they are looking for information and research related to beef's impact on the environment.

In January 2021, NCBA hosted a two-part webinar series for supply chain partners about beef's role in a resilient food system. The goal of the webinar was to help partners understand beef's sustainability story, so they are better equipped to answer questions from their customers, investors and other stakeholders.

Part 1 of the series featured basic information regarding key components of beef's sustainability and how it is measured. Part 2 looked deeper into ongoing research on beef sustainability. Speakers also discussed ways to leverage beef's sustainability story to make customers feel even more confident about buying beef. Nearly 400 people participated in the sessions including retail and foodservice operators, processors and distributors, along with educators and producers.

The path to sustainability is never complete. Rather, it is a continuous journey being carried out by the farmers and ranchers responsible for raising and supplying beef to the U.S. and across the world. To the beef community, sustainability comprises much more than environmental considerations. Today, a sustainable food supply balances efficient production with environmental, social and economic impacts.

New Tool Available to Develop Customized Biosecurity Plans

Cattle producers across the country are dedicated to preventing disease, improving animal welfare and reducing production losses. The Checkoff-funded Beef Quality Assurance (BQA) Program developed a Daily Biosecurity Plan for Disease Prevention template to help cattle producers implement biosecurity measures on their operations.

"We hope this tool helps producers understand what practices they already have in place to protect their herds, and set continuous improvement goals each time the plan is revisited," said Kim Brackett, an Idaho cattle producer and chair of the BQA Advisory Group. "Developing a written plan now is much easier than developing one during an active disease outbreak." The goal is for everyone on the care team - farmers, ranchers, employees, owners, managers, family members, neighbors, and anyone who has a responsibility in the cattle operation - to have this information and understand why biosecurity is so important. Simple preventive measures and documentation can reduce germs entering the farm and have a great impact on disease transmission.

Funded by the Checkoff, *Beef. It's What's For Dinner.* returns to broadcast television for holiday campaign.

2020

2020

For the first time ever, the Dietary Guidelines for Americans recommend introducing solid foods, like beef, to infants and toddlers, in order to pack in every bite with protein, iron, zinc and choline. Checkoff-funded research provided the foundational research to support beef's nutritional role in various life stages.

Beef Checkoff Celebrates 35th Anniversary

2021

The U.S. Ninth District Court of Appeals ruled in favor of USDA and the Checkoff, closing a five-year legal challenge arguing state beef councils, organized as "private entities" and not government structured organizations, violates first amendment rights by turning over federal Checkoff funds to a private entity. The Court of Appeals ruled USDA oversight of the Checkoff extends to Qualified State Beef Councils, and thus are not subject to first amendment challenges.

Pediatrician Outreach Extends Beef in the Early Years Content

The American Academy of Pediatrics, the Women Infants and Children's Program and now for the first time ever, the Dietary Guidelines for Americans recommend introducing solid foods, like beef, to infants and toddlers, in order to pack in every bite with protein, iron, zinc and choline. Yet, many physicians lack awareness of the latest science, and many parents still need practical tips for how to introduce beef safely and nutritiously into their young child's diet.

"Parents rely on their pediatricians for nutrition guidance for infants and toddlers," said Executive Director of Nutrition Science, Health and Wellness at the National Cattlemen's Beef Association, Shalene McNeill, PhD, RDN. "When we provide health professionals with science-based information about beef as an early complementary food, physicians then share that information with parents."

The Beef in the Early Years campaign focused on educating physicians and other health professionals on the importance of feeding beef to babies as an early complementary food and providing them with tools to support parents with the introduction of beef. With support from the Federation of State Beef Councils and several individual state beef councils, NCBA, a contractor to the Beef Checkoff, provided an educational toolkit and parent resources to a nationwide network of pediatrician offices and childbirth centers.

The toolkits included the Beef in the Early Years research brief, detailing beef as an important complementary first food, and a new consumer brochure that highlights the beneficial role of beef's nutrients during the early years. These toolkits also offered simple infant and toddler feeding tips, providing practical takeaways for parents and caregivers. The toolkits were delivered to 2,300 pediatrician offices and childbirth centers in more than 20 states across the country.

To further extend educational information to health professionals, an advertorial entitled "Make Every Bite Count with Nutrient-Dense Foods" was also placed in leading physician magazines, including the American Academy of Pediatrics and the American Academy of Family Physicians.

Sustainability Continues to Be Top of Mind for Consumers and Producers

NCBA, a contractor to the Beef Checkoff, continued its efforts to educate consumers that cattle are part of the climate change solution, and not the problem. The goal of the sustainability campaign was to help consumers feel good about how beef is raised by highlighting the commitment of farmers and ranchers to raising beef safely, humanely and sustainably.

To defend against Epicurious' decision to no longer include beef recipes in the magazine's properties, NCBA, on behalf of the Beef Checkoff, partnered with *Food & Wine* magazine to tell beef's sustainability story. In a full-page advertorial, sustainability, nutrition and beef's incomparable taste were highlighted, defending beef's rightful place at the center of the plate. Print and digital versions of a beef-centric advertorial were featured in the June 2021 issue and reached more than 913,000 people.

Additionally, NCBA partnered with celebrity chef Lamar Moore and Dr. Tryon Wickersham, associate professor of animal nutrition at Texas A&M University, to pen opinion editorials (op-eds). Moore's op-ed, which defended beef's rightful place in cooking and dining, was featured in LA Weekly. Dr. Wickersham's op-ed explored the science behind and benefits of cattle's upcycling ability and was published in the Fort Worth Star-Telegram and in Yahoo! News Canada. Both op-eds reached more than 2 million people each.

With financial support from the Federation of State Beef Councils, a comprehensive public awareness campaign on sustainability was also launched for both consumers and producers. A special edition of the television show "Cattlemen to Cattlemen" was filmed at Feddes Red Angus in Manhattan, Mont., and featured a panel discussion about sustainability.

Panelists included Chaley Harney, executive director of the Montana Beef Council; Dr. Tryon Wickersham; Clay Burtrum, producer and 2021 NCBA Federation Division chair; and Jake Feddes with Feddes Red Angus. Panelists discussed why sustainable practices and sharing your sustainability story are vital to the industry. The conversation also focused on how the beef community is already – and has been for decades – implementing sustainable practices and why it matters. Perhaps most importantly, panelists talked about how sustainability is profitable. The television show, which has an average monthly viewership of 1.58 million, aired on RFD-TV in September.

Producer outreach was also the focus of an effort promoting sustainability through a full-page ad and editorial from Federation Chair Clay Burtrum. The two-page spread was placed in more than 30 publications including *Successful Farming*, *Drovers* and state affiliate and breed association magazines. This effort continued through the end of September and reached a potential audience of nearly 3 million.

The Federation-funded consumer component included digital, audio and print advertisements in the *New York Times*, *The Washington Post* and the *Wall Street Journal*, reaching a potential audience of nearly 12 million.

Another key component of the reputation management work has been engaging consumers in major metropolitan areas throughout the country to increase awareness of beef sustainability. Stories were written by local journalists and highlighted sustainability through the perspective of a local producer. These sustainability articles were published in Denver, Minneapolis, Seattle, Houston, Los Angeles, Philadelphia and New York City.

As part of its work on behalf of the Beef Checkoff, the communications team at NCBA interviewed producers across the country about their stewardship and conservation efforts then drafted Letters to the Editor (LTE) to submit to local and regional publications. The core message of these letters was that farmers and ranchers practice sustainability because they care about the well-being of their land for both current and future generations.

This comprehensive campaign successfully educated consumers about the commitment beef farmers and ranchers have to conserving natural resources and protecting the environment. Farming and ranching families continue to improve the land for future generations, and the goal of these efforts was to highlight that positive work. 🐮

2021 Federation Expenses

For the year ending 09/30/2021

	BPOC/CBB	Federation	Total	Federation Percentage
Revenue				
BPOC/Federation	\$25,933,379	\$9,460,508	\$35,393,887	27%
Customer Service	—	\$77,458	\$77,458	100%
Cares Act	\$504,414	\$85,006	\$589,420	14%
Other	—	\$556	\$556	100%
Total Revenue	\$26,437,793	\$9,623,528	\$36,061,321	27%
BPOC Program Expenses				
Promotion	\$8,184,050	\$4,999,786	\$13,183,836	38%
Research	\$7,891,672	\$972,074	\$8,863,746	11%
Consumer Information	\$6,987,683	\$1,979,840	\$8,967,523	22%
Industry Information	\$3,269,336	\$839,109	\$4,108,445	20%
Total BPOC program expenses	\$26,332,741	\$8,790,809	\$35,123,550	25%
Non-BPOC Program Expenses				
Federation Relations (a)	—	\$1,749,103	\$1,749,103	100%
Customer Service	—	\$159,159	\$159,159	100%
Governance (b)	—	\$589,432	\$589,432	100%
Other	\$105,052	—	\$105,052	0%
Total Non-BPOC program expenses	\$105,052	\$2,497,694	\$2,602,746	96%
Total expenses	\$26,437,793	\$11,288,503	\$37,726,296	30%
Net use of Strategic Reserves (c)	—	\$(1,664,975)	\$(1,664,975)	100%

(a) Federation Relations includes expenses associated with services and materials provided to State Beef Councils.

(b) Governance includes expenses associated with meetings and travel for NCBA's Officers, Board, Executive Committee and other committee members charged with governing the association. Governance costs are allocated to Federation and Policy divisions accordingly.

(c) Net use of strategic reserves required to complete multi-year programs and State Beef Council support.



Summary of State Beef Council Investments

For the year ending 09/30/2021

State Beef Council	Overall Programs & Services	Earmarked for Specific Projects	SBC Investments
Alabama	25,000	-	25,000
Arizona	17,000	30,000	47,000
Arkansas	31,000	4,550	35,550
California	27,000	26,500	53,500
Colorado	68,000	-	68,000
Florida	77,000	16,500	93,500
Georgia	21,500	7,250	28,750
Hawaii	902	-	902
Idaho	116,000	46,016	162,016
Illinois	14,000	-	14,000
Indiana	17,000	-	17,000
Iowa	742,000	22,600	764,600
Kansas	2,311,641	44,150	2,355,791
Kentucky	29,000	35,041	64,041
Louisiana	8,000	20,000	28,000
Michigan	38,000	-	38,000
Minnesota	91,500	5,000	96,500
Mississippi	26,000	20,000	46,000
Missouri	280,000	5,000	285,000
Montana	106,000	7,280	113,280
Nebraska	1,590,000	56,100	1,646,100
Nevada	12,000	-	12,000
New Mexico	29,000	-	29,000
New York	16,999	9,100	26,099
North Carolina	18,000	-	18,000
North Dakota	475,303	181,525	656,828
Ohio	20,000	-	20,000
Oklahoma	365,000	89,100	454,100
Oregon	23,000	-	23,000
Pennsylvania	17,000	2,000	19,000
South Carolina	6,734	-	6,734
South Dakota	216,000	-	216,000
Tennessee	59,000	16,600	75,600
Texas	1,400,000	-	1,400,000
Utah	23,000	85,000	108,000
Virginia	20,000	28,000	48,000
Washington	20,000	21,500	41,500
West Virginia	28,360	-	28,360
Wisconsin	26,000	41,100	67,100
Wyoming	160,000	20,000	180,000
Total Investments	8,571,939	839,912	9,411,851
Deferred Investments Adjustment	64,145	(15,488)	48,657
Totals	8,636,084	824,424	9,460,508

