The Results of a Strong State/National Partnership
Montana
Steve Harmon
Montana
Jim Steinbeisser
Nebraska
Ann Bruntz
Nebraska
Myron Danner
Nebraska
Rodney Gray
Nebraska
David Hamilton
Nebraska
Mark Spurgin
Nebraska
Craig Uden
Nebraska
David Wright
Nevada
Lucy Rechel
New Mexico
Jane Frost
New York
Jurian Bertelse
New York
AJ Wormuth
North Carolina
Marcus Harward
North Dakota
Jerry Effertz
North Dakota
Kathy Tokach
Ohio
Bill Sexten
Oklahoma
Richard Gebhart
Oklahoma
Orvis McMahan
Oklahoma
Brett Morris
Oregon
Terry Cowart
Pennsylvania
Erskine Cash
Pennsylvania
Clayton Hamish
South Carolina
Carl Setzler, Jr.
South Dakota
Robert Fortune
South Dakota
Roger Gerdes
South Dakota
Georgia Talsma
Tennessee
Jennifer Houston
Texas
Jason Beyer
Texas
Roger Clift
Texas
Crawford Edwards
Texas
Kenneth Leiber
Texas
Richard Thorpe
Texas
Jerry Spencer
Texas
Linda Joy Stovall
Texas
Albert Thompson
Utah
Gary Hallows
Virginia
Jack Bulls
Washington
Sid Viebrock
Wisconsin
Chuck Adami
Wisconsin
Jerry Groehler
Wisconsin
Hank Handzel
Wisconsin
Chip Lines
Wyoming
Dianne Kirkbride
Wyoming
Jim Rogers
As I look back on 2010, I’m proud of the unity and conviction the Federation demonstrated this year when our longstanding role in the state-national checkoff partnership – as well as our relationship with the National Cattlemen’s Beef Association – was called into question. It may appear to some this intra-industry conversation took our eye off the ball of increasing beef demand, but as you will read within this report, the purpose of the Federation is alive and well, and folks, we’re hitting on all cylinders!

One of the first events Federation Vice Chair David Dick and I had the pleasure of attending as your leadership was the new director and staff orientation. Coordinated by the Federation, this training program helps us all understand the value of pooling resources to assist in growing beef demand. The Federation also saw strong financial support from state beef councils, allowing us to grow nearer our strategic plan goal of cash reserves at 50 percent of operating expenses. Ending the year ahead of target will allow the Federation to allocate additional revenue to demand-building projects in the next fiscal year. We recognize Federation contributions are voluntary and made at the discretion of individual beef councils. Thank you for your confidence.

A pivotal moment for the Federation was during summer conference, when directors passed a resolution (59-3), stating: The Federation should operate in a more independent structure while maintaining the synergies and efficiencies of the current relationship with the National Cattlemen’s Beef Association and strongly opposes any effort to sever the relationship.

Following summer conference, a Federation Structure Working Group was assembled and began working to answer the resolution. The working group met Aug. 30-31, and made good progress on the fundamental principles of this relationship. As we closed the fiscal year, the working group was scheduled to meet in late November 2010 and planned to deliver a report at annual convention.

I would like to extend a heartfelt thanks to David, our Federation directors, our Regional Vice Presidents and Federation members of the Beef Promotion Operating Committee for the time and energy you commit to this industry. Your service is appreciated! And finally, to the state beef council staff who really give life to our checkoff plan of work, you all do our industry proud.

Scott George
A Historical View of the Federation

The roots of the Federation structure and the checkoff as we know it today stretch back to 1922, when the National Live Stock and Meat Board (NLSMB) was organized and began the first checkoff in American agriculture. It was a requested fee of five cents per car load, paid voluntarily by producers associated with the 12 original red meat organizations that comprised the NLSMB.

As red meat promotion evolved into species-specific efforts, the voluntary beef checkoff was administered by the Beef Industry Council (BIC), an entity within the NLSMB. Soon, Congress passed a mandatory beef checkoff in the 1985 Farm Bill. Assessments began Oct. 1, 1986, and in 1988, 79 percent of producers voted in a referendum to retain the $1 per-head checkoff.

The legislation, The Beef Promotion and Research Act and the Beef Promotion Research Order, detail how the beef checkoff will legally be assessed, collected, spent and monitored.

As referenced in the Beef Promotion and Research Order, the Federation means the Beef Industry Council of the National Live Stock and Meat Board, or any successor organization to the Beef Industry Council, which includes as its State affiliates the qualified State beef councils.*

*(Definition 1260.112, Federation, Subpart A, Beef Promotion and Research Order, Source: 51 FR 26138, July 18, 1986)

The 1985 legislation created a structure – unique among federal commodity programs – which built on existing industry organizations and, most importantly, allowed each Qualified State Beef Council (QSBC) to retain up to 50 cents of the dollar checkoff to be spent at the direction of QSBC producer boards, so long as the expenditures were consistent with the guidelines set forth in the Act & Order. The new legislation called for a national board – the Cattlemen’s Beef Board (CBB) – appointed by the Secretary of Agriculture, which was to oversee collection of a mandatory dollar assessment and administer the law.

The new law, while retaining USDA oversight, assigned to existing state and national organizations the task of executing programs funded by the checkoff.

The new law allowed producers to deduct from the dollar an assessment up to 50 cents to fund activities directed by producers who sit on QSBC boards. This was a significant change from the 1976 legislation which required all collections to be sent to a national oversight board.

The new law created a 20-member Beef Promotion Operating Committee (BPOC). The BPOC was charged with specific decision making on (1) how to spend the 50 cents collected by the QSBCs and sent to the CBB and (2) to contract with established national, non-profit, industry-governed organizations to carry out those programs. Ten of the 20 members of the BPOC were to be CBB members.

To assure that BPOC decisions could be coordinated with state spending decisions, the new law provided that the other 10 members of the BPOC be chosen by the BIC of the NLSMB or BIC’s successor. The BIC, called the “Federation” by the new law, was an existing alliance of State Beef Councils which, since 1963, had been pooling checkoff funds to conduct programs on a national scale. Notably, Congress was aware and accepted that the BIC was not a stand-alone or separate organizational entity but rather one of several other unincorporated divisions within the NLSMB, all subject to the overall management of the corporation’s full board of directors.

In 1996, the Federation of State Beef Councils Division of the National Cattlemen’s Beef Association (NCBA), one of NCBA’s two unincorporated divisions, became the successor of the BIC. USDA reviewed and approved the succession plan, including NCBA bylaws which permit the directors of the two divisions, acting as a whole, to override individual division decisions, including those relating to the budgeting and expenditure of resources. The Act permits QSBCs to voluntarily invest a portion of the 50 cents they retain at the state level in other programs and entities. Producers on QSBC boards make the decision whether to invest in the Federation annually. This investment is used to support programs, executed at the state and national levels, that build and protect beef demand.

Under this law, recipients of checkoff funds are subject to audit by the CBB. Accordingly, both the NLSMB and NCBA established within their operations, and continuously strengthened, a financial “firewall.” This is a system of accounting and record keeping, assuring and demonstrating checkoff funds invested with them have been used only as legally permitted.
Federation Independence

Through the years, the Federation has demonstrated its cohesive nature by bringing together state input and resources to create a strong beef demand-building plan. It has also demonstrated its independence as a decision-making body, as documented by actions taken during the Federation Forum at various national meetings.

In April 2008, a Federation Working Group was assembled to address recommendations of the industry-wide Beef Checkoff Task Force, which called for "enhancing the understanding of the Federation of State Beef Councils."

Resulting action was the July 2008 adoption of the Federation Vision

To build beef demand by inspiring, unifying and supporting an effective state and national checkoff partnership.

Building upon this vision, in July 2009, the Federation adopted the following beliefs

We believe in the success of a strong state and national partnership resulting in increased consumer demand for beef and higher consumer confidence.

We believe in producer control of checkoff funds through Qualified State Beef Councils which are the foundation of the beef checkoff.

We believe in the Industry Long Range Plan as a guidepost for the beef checkoff and the fundamental principle of "one vision-one plan-one voice."

The Federation demonstrated its further commitment to defining its industry role by adopting the following resolution in July 2010

THEREFORE, BE IT RESOLVED, the Federation should operate in a more independent structure while maintaining the synergies and efficiencies of the current relationship with the National Cattlemen's Beef Association and strongly opposes any effort to sever the relationship.

Passage of this resolution resulted in the formation of the Federation Structure Working Group, comprised of Federation directors and state beef council staff, who began work in August 2010. As the fiscal year concluded (Sept. 30) and this report was assembled, the working group was nearing completion, with a final meeting scheduled for Nov. 22-23.

Federation Structure Working Group

Facilitator, John Huston, Vice President Emeritus, NCBA

Participants

• Scott George, Federation Chairman
• David Dick, Federation Vice Chairman
• Keith Burgett, DVM, Region I Federation VP
• Larry Jefcoat, Region II Federation VP
• Terry Carstensen, Region III Federation VP
• Don Smith, Region IV Federation VP
• Irvin Petsch, Region V Federation VP
• Bill Jackson, Region VI Federation VP
• Becky Walth, Region VII Federation VP
• Frank Harper, Kansas, Federation Director
• David Hamilton, Nebraska, Federation Director
• Richard Thorpe, Texas, Federation Director
• Chuck Adami, Wisconsin, Federation Director
• Richard Gebhart, Oklahoma, Federation Director
• Nancy Jo Bateman, Executive Director, North Dakota Beef Commission
• Ann Marie Bosshamer, Executive Director, Nebraska Beef Council
• Patti Brumbach, Executive Director, Washington State Beef Commission
• Heather Buckmaster, Executive Director, Oklahoma Beef Council
• Nancy Degner, Executive Director, Iowa Beef Industry Council
• Carol Gillis, Executive Director, New York Beef Industry Council
• Maralee Johnson, Executive Director, Illinois Beef Association
• Billy Powell, Executive Vice President, Alabama Cattlemen's Association
• Dina Reitzel, Executive Director, New Mexico Beef Council
• Richard Wortham, Executive Director, Texas Beef Council

NCBA Staff

• Forrest Roberts
• Kendal Frazier
• Doug Evans
• Todd Johnson
The Federation helps support state and national checkoff initiatives – including some of the materials and manpower behind beef research, education and promotional efforts. Here are several services, 100-percent funded by the Federation, created to help meet those goals.

The daily work schedule of the State Services team is as varied as the hundreds of state requests received in FY2010 for promotional materials, brochures, annual reports, photos, media materials, trade show displays, custom feature articles, advertisements and more.

These custom services and group-order efficiencies give state partners the opportunity to obtain high quality materials at an economical price to complement and extend national checkoff programs. This cooperative opportunity is a prime example of how state contributions to the Federation work for an effective state-national partnership to increase beef demand.

State Services produced 25 state annual reports; the Federation Annual Report; 46 issues of Monday Memo, a weekly newsletter providing services and extension opportunities for state beef councils; and 21 group orders for items such as I Heart Beef and holiday roast materials, Ground Beef and Explore Beef brochures, resulting in more than 4.7 million pieces of printed materials. State Services also re-launched the monthly Federation e-newsletter, distributed to Federation directors and beef council executives.

Additionally, State Services completed two new major offerings for state partners: a redesigned Extranet and the online beef store, plus hosted State Kickoff and orientation.

**The All-New Extranet**

Based on state beef council staff input, the Extranet, an internal-use website, underwent an “extreme home makeover.” The redesigned site provides new key features including an improved search engine, newly designed menu navigation, image galleries, improved calendars and an executive management system. The site is used daily by state and national staff to obtain resources needed to extend beef research, education and promotion efforts. From this site, staff can obtain fact sheets, talking points, campaign ad copy, PowerPoint presentations, high quality beef/industry photos and more.

**State Kickoff**

The Federation staff hosts an annual Kickoff meeting, when national checkoff programs for the upcoming fiscal year are rolled out to state staff. It is a prime opportunity for state and national staff to identify new partnerships and extension opportunities.

The 2011 Kickoff, Sept. 21-23, was attended by 80 state partners, representing 35 beef councils. State staff were asked to identify specific deliverables they needed in the next fiscal year. That list is being monitored and fulfilled by program staff as materials become available. For example, the Beef Innovations Group and the culinary team developed new photos, recipes and cutting information for new cuts. The Research, Education and Innovation team is preparing research summaries written in consumer-friendly fashion for states to use with staff, boards and other stakeholder audiences.

**The Beef Store**

This online store opened for business on April 26, giving customers the opportunity to order checkoff-funded program materials at 12 noon or 12 midnight. Primary customers are state beef councils, retailers, foodservice professionals, teachers and health educators. The store offers more than 225 items, available for immediate shipment through a variety of shipping options.

**New Director/Staff Orientation**

Annually, Federation staff host a two-day orientation for new state beef council directors and staff. For many, this is their first visit to the national office, where they can interact with national checkoff program staff.

Orientation offers sessions on checkoff history, strategic planning, national checkoff programs and an overview of volunteer board member responsibilities. The overall benefit is the opportunity to network with national and state staff, plus other volunteer leaders. The 2010 orientation, Feb. 24-26, drew board members from 14 states and staff from 10 state beef councils.
Since 2006, the Federation Initiative Fund has existed as a conduit for large checkoff collecting states with small consumer populations to share checkoff dollars with small collecting states. Here are a few examples of how SBCs reached consumers in high-population areas of the country.

**Indiana Beef Council**

**Project** Moving Middle Meat  
**Grant Amount** $10,000  
**Targeted Audience** Consumers at retail  
**Partners** 145 stores in Kroger’s central division; Jay-C food stores  
**Tactics** Kroger featured Select Boneless Sirloin Strip steaks and reported a significant sales increase over pre-promotion week. Jay-C stores promoted and held in-store samplings for USDA Choice Boneless Ribeye steaks and reported a jump in sales compared to a previous ribeye featuring.  
**National Program Extension** This project supported the (1) middle meats initiative to promote higher-quality cuts through the economic slump and (2) own protein in consumers’ minds.

**Nevada/California Beef Council**

**Project** Food4Less Promotion  
**Grant Amount** $55,000  
**Targeted Audience** English and Spanish-speaking consumers who tend to buy family value packs of food that offer warehouse pricing  
**Partners** 15 Food4Less Nevada stores and 117 California stores  
**Tactics** Radio spots on English/Hispanic stations; increased beef featuring; radio remotes and beef-related giveaways  
**National Program Extension** This promotion helped capitalize on (1) the Beef Alternative Marketing program and (2) the appeal and options for the Hispanic market, who are traditionally heavy beef users.

**Ohio Beef Council**

**Project** Celebrate the Steak Day at the Ohio State Fair  
**Grant Amount** $10,000  
**Targeted Audience** Consumers of all ages  
**Partners** Kroger, Texas Roadhouse, local radio station  
**Tactics** Radio spots; expert meat cutting demos; high-profile grilling cookoff; serving 2,000 tenderloin filet and strip samples; distribution of 1,000 consumer beef brochures; and extensive couponing by partners, including 2,500 coupons handed out by Kroger.  
**National Program Extension** Exposure to some 800,000 fairgoers through this project helped enhance several national priorities: (1) creating growth through consumer markets; (2) keeping beef, especially middle meats, in front of consumers during peak grilling season; (3) making beef an easy choice by capitalizing on the healthy, affordable protein message.

**New York Beef Industry Council**

**Project** Discover the Power of Protein at the Utica Boilermaker 15K  
**Grant Amount** $15,000  
**Targeted Audience** A high number of food and health-involved consumers (17,000 runners and 55,000 spectators) with more than 45,000 attending the pre-race expo, where NYBIC hosted a “Beef Up Your Health” tent.  
**Partners** American Heart Association, NY Dairy Producers, Race Committee  
**Tactics** NYBIC’s dietician served on the Nutrition Expert Forum for race attendees; celebrity beef cookoff; distribution of brochures, recipes and 4,000 beef wrap samples; physical fitness challenge; presence on the official Boilermaker website; free public relations stories on TV, radio and local newspapers.  
**National Program Extension** This project supported two national priorities: (1) directly associate beef with a healthy lifestyle and (2) own protein in consumers’ minds.
Federation Initiative Fund FY 2010

Funding Partners
- California/Nevada Beef Council
  - Food4Less / Foods Co. Promotion .............................................. $55,000
- Florida Beef Council
  - Publix & Beef’s New Year, New You Promotion .......................... $8,000
  - Publix & Winn Dixie Holiday Beef Promotion with Gallo Wine ...... $25,000
  - Veal Pilot Program for Olive Garden Restaurants ....................... $42,000
  - Beef and Publix Holiday Promotion (Round Two) ....................... $38,000
- Georgia Beef Council
  - Georgia Hospitality & Career Expo – Beef 101 for Culinary Students $10,000
  - Beef 101 for Culinary Students (Round Two) ............................ $12,000
- Indiana Beef Council
  - Moving Product – Middle Meats .................................................. $10,000
  - Casa Restaurants Veal Promotion 2010 ....................................... $3,500
  - Beef Up the Troops ...................................................................... $5,820
- Michigan Beef Industry Commission
  - Chuck Roll Promotion Project ..................................................... $15,000
- New York Beef Industry Council
  - Discover the Power of Protein at the Utica Boilermaker 15K ........ $15,000
  - Consumer Ed Promotion – Beef from Farm to Fork @ NY State Fair $12,000
  - Beef Up Your Game Plan Retail Promotion ................................. $24,000
- Ohio Beef Council
  - Explore Beef Influencer Bus Tour ............................................... $3,500
  - Ohio State Fair Celebrate the Steak Day ..................................... $10,000
- Pennsylvania Beef Council
  - This Year, Go Lean with Protein ................................................ $15,000
  - American Culinary Federation Regional Conference .................. $4,500
  - Middle Meat Mania with SYSCO Philadelphia/Pittsburgh .......... $8,500
  - Back to School with Beef ............................................................ $10,000
- Vermont Beef Industry Council
  - Back to Basics with Beef with Continued Focus on Middle Meats $17,000

Program Participants
- Federation Initiative Fund Continues to Make a Difference
  - For the fifth year, the Federation Initiative Fund sustained the basic principle of the Federation by states with higher cattle populations and checkoff collections sharing with states that have higher people populations and lower checkoff collections. State contributions were $240,000 in FY2010.
By law, the Operating Committee reviews and recommends approval of checkoff programs and must contract with national industry-governed organizations to carry them out. Some of the primary contractors are the National Cattlemen’s Beef Association (NCBA), American National CattleWomen (ANCW), the National Livestock Producers Association (NLPA), the United States Meat Export Federation (USMEF), and the Meat Importers Council of America (MICA). All programs and budgets must be approved by the United States Department of Agriculture (USDA).

*1 States may invest a portion of their 50 cents in national programs.

*2 The Beef Promotion Operating Committee has 10 members from Cattlemen’s Beef Board and 10 members from NCBA’s Federation of State Beef Councils.

*3 National programs and materials are used by states to extend national priorities.

*4 Cattlemen’s Beef Board approves Beef Board Budget.

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**Federation Expenses**

For the year ending September 30, 2010

<table>
<thead>
<tr>
<th></th>
<th>BPOC</th>
<th>Federation</th>
<th>Total</th>
<th>Percent Federation</th>
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<tr>
<td>Other</td>
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<td>$173,184</td>
<td>$173,184</td>
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<td><strong>Total Revenue</strong></td>
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<td>$10,858,848</td>
<td>$47,859,463</td>
<td>23%</td>
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</table>

| **Expenses**      |            |            |             |                    |
| Strategy Program Costs |          |            |             |                    |
| Beef Safety       | $940,524   | $119,964   | $1,060,488  | 11%                |
| Foreign Marketing | $5,422,053 | $1,642,260 | $7,064,313  | 23%                |
| Industry Resource | $1,611,167 | $176,229   | $1,787,396  | 10%                |
| Nutrition         | $3,000,353 | $441,371   | $3,441,724  | 13%                |
| Product           | $8,432,655 | $879,836   | $9,312,491  | 9%                 |
| Promotion         | $8,496,860 | $817,260   | $9,314,120  | 9%                 |
| Safety            | $126,596   | $12,185    | $138,781    | 9%                 |
| Veal              | $476,380   | $88,474    | $565,227    | 16%                |
| **Total Strategy Program Costs** | $28,506,588 | $4,177,952 | $32,684,540 | 13%                |

| Strategy Implementation Costs | $8,239,761 | $734,549 | $8,974,310 | 8%                |
| **Total Strategy Costs**      | $36,746,349 | $4,912,501 | $41,658,850 | 12%                |

| Non-Strategy Expenses      |            |            |             |                    |
| Other                        | $254,266   | $ -        | $ -         | 0%                 |
| Other Federation Funded Projects | $ -    | $198,068   | $198,068    | 100%               |
| Federation Relations         | $ -        | $528,668   | $528,668    | 100%               |
| Customer Service             | $ -        | $139,113   | $139,113    | 100%               |
| Governance                   | $ -        | $528,122   | $528,122    | 100%               |
| Implementation Costs         | $ -        | $1,829,676 | $1,829,676  | 100%               |
| **Total Non-Strategy Expenses** | $254,266 | $3,223,647 | $3,223,647 | 100%               |
| **Total Expenses**           | $37,000,615| $8,136,148 | $45,136,763 | 18%                |
| **Net Increase in Reserves** | $(0)       | $2,722,700 |             |                    |
Summary of SBC Investments

For the year ending September 30, 2010

<table>
<thead>
<tr>
<th>State Beef Council</th>
<th>Beef Prioritized</th>
<th>Veal</th>
<th>Federation Initiative</th>
<th>USMEF Earmarked</th>
<th>NCBA Earmarked</th>
<th>Total</th>
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Federation Vision
Build beef demand by inspiring, unifying and supporting an effective State and National Checkoff partnership.