Texas Beef Council

BOARD OF DIRECTORS MEETING

NOVEMBER 2026

BEEF LOVING TEXANS®
TEXAS BEEF COUNCIL

Strengthen demand for beef as the world's most preferred and trusted protein.

TEXAS BEEF COUNCIL
(TBC)
Board of Directors Meeting

Austin, Texas
Thursday, November 19, 2026
11:30 AM

AGENDA

1. **Call to Order and Establish Quorum**

2. **Approval of Minutes**

3. **Officer and Advisory Committee Reports**
   A. Beef Resources Committee
   B. Marketing Committee
   C. Executive Vice President's Report

4. **Action Items**
   Executive Committee Report
   A. Ratification of Executive Committee Action
   Additional Action
   B. Approve Operating Procedures
   Audit and Budget Committee Report
   C. Accept Financial Statements

5. **Discussion Items Not Requiring Action**
   A. Beef Checkoff Litigation Update
   B. USMEF Board Meeting Report
   C. Next Board Meeting – February 11, 2027 (Virtual)

6. **Other Business**

7. **Adjourn**

MINUTES

TEXAS BEEF COUNCIL
Board of Directors
Meeting Report

Chairman's Name: Brandalyn Richards
Meeting Time/Date: 9:42 AM, Thursday, August 20, 2026
Meeting Place: Texas Beef Council, Austin, Texas

Roll Call

Directors:

Amy Kirkland, Brandalyn Richards, Brian Malaer, Dane Elliott, David Baumann, James Uhl, John Connaway, Kara Dudley, Karrie Menz, Kerry Wiggins, Leslie Callahan, Pat Shields, Sarah McKenzie, Shannon Treichel

Guests:

Casey Corley, Angus Lupton, Joe Harris, Cheyenne Pierce

Staff:

Adrian Barajas, Amy Foster, Brooke Kaiser, Caitlyn Warren, Elise Stovall, Jason Bagley, Jennifer Matison, Kaleb McLaurin, Kathleen Pickett, Kaylee Greiner, Kelley Wirtz, Lina Warren, Molly McAdams, Nancy Allender, Rachel Chou

Decisions Made

Chairman called the meeting to order and established a quorum.

Approved the minutes of the June 4, 2026, Board meeting
Motion by David Baumann Second by Sarah McKenzie Motion Passed

Approved Action Item A – Ratify Executive Committee Action
Motion by John Connaway Second by Amy Kirkland Motion Passed

Approved Action Item B – Accept Financial Statements
Motion Kara Dudley Second by Brian Malaer Motion Passed

Approved Action Item C – Approve FY27 Plan & Budget
Motion by Amy Kirkland Second by Sarah McKenzie Motion Passed

Approved Action Item D – Elect Directors
Motion by Karrie Menz Second by Kara Dudley Motion Passed

Approved Action Item E – Elect At-Large Directors
Motion by Brian Malaer Second by Kerry Wiggins Motion Passed

Approved Action Item F – Elect Officers and Executive Committee
Motion by Pat Shields Second by Leslie Callahan Motion Passed

Approved Action Item G – Approve FY27 Audit & Budget Committee
Motion by Kerry Wiggins Second by Shannon Treichel Motion Passed

Approved Action Item H – Nominate Directors to BPRCT
Motion by Dane Elliott Second by Kara Dudley Motion Passed

Approved Action Item I – Approve Memorandum of Agreement with BPRCT for FY27

Motion by Kerry Wiggins Second by David Baumann Motion Passed

Officer and Committee Reports

Joint Advisory Committee Report

The Beef Resources & Marketing Joint Advisory Committee meeting on August 5, 2026, focused on the FY27 Marketing Plan. Committee members reviewed the strategic realignment of program areas into four primary categories—Promotion, Consumer Information, Industry Information, and International Marketing—with staff detailing specific outreach strategies ranging from multi-channel advertising and AI-optimized digital content for consumers, to health professional education, to producer communication initiatives.

Executive Vice President's Report

Molly McAdams shared with the Board how TBC staff are using AI (artificial intelligence) to improve efficiency across the organization. McAdams introduced Larsha Flowers to share the recent KOA x BLT Campground activation. McAdams also shared an update on retail and foodservice education.

Executive Committee Report

The Executive Committee met August 19, 2026 at the Texas Beef Council offices to review Forms 990 and 990-T and perform the annual evaluation of the Executive Vice President, Molly McAdams.

Audit & Budget Committee Report

Shannon Treichel reported that the Committee met August 17, 2026 to review the Texas Beef Council (TBC) FY27 budget. The FY27 program implementation budget was presented at $3.338M, representing an $11,000 decrease from the approved FY26 budget. The Committee approved the FY27 Plan and Budget as presented.
The Committee also reviewed the June 2026 Financial Summary noting the Texas Beef Council maintains solid year-over-year liquidity, with favorable expense management. After this discussion, the Committee agreed to accept the June 2026 financial statements and recommends that the Board of Directors accept the financial statements.

Nominating Committee Report

Pat Shields reported that the Committee (Pat Shields, Amy Kirkland, Sarah McKenzie) met on July 24, 2026. The Nominating Committee recommended that the Board approve Shannon Treichel as Board Chairman and Kara Dudley as Board Vice Chairman. The Committee also recommended the following Directors for Executive Committee: Brandalyn Richards, Shannon Treichel, Brian Malaer, Kara Dudley, and David Baumann.

Discussion Items Not Requiring Action

Cattle Industry Summer Conference - Federation Director Reports

Directors who attended the Cattle Industry Summer Conference provided reports for the committees on which they serve.

Litigation Update
Molly McAdams explained there is no update to the Ranchers Rights Initiative vs North Dakota Beef Commission (NDBC) / Governor of North Dakota. The lawsuit does not affect Texas at this time.

Future Meeting Dates
November 19, 2026 (November 18 – New Director Orientation)
February 11, 2027 (Virtual)
June 3, 2027
August 19, 2027

Adjourn
Meeting adjourned at 11:41 AM

Report Submitted by:

_____
Brandalyn Richards

Date Submitted: November 19, 2026
Distribution: Board of Directors

ACTION ITEMS

TBC ACTION ITEM: A
Ratification of Executive Committee Actions

Action Item:

Ratify the actions taken by the Executive Committee as presented.

Background:

The Executive Committee met to consider year-end budget redirections and amendments, and operating procedures.

Rationale:

Article VI, Section 1. Executive Committee of the TBC Bylaws state that the Executive Committee *"may act for and on behalf of the Board between meetings of the Board; provided that a report of any actions taken shall be reported at the next Board meeting for ratification."*

Article VII, Miscellaneous, Section 4. Operating Procedures of the TBC Bylaws call for the preparation of operating procedures (in the form of a Board Policy Manual and an Employee Policy Manual) for review and approval at the first meeting of the Board in each fiscal year.

Financial Impact: N/A

Staff Impact: N/A

TEXAS BEEF COUNCIL
Year-end Budget Status Report

The Texas Beef Council (TBC) staff prepared budget redirections to move unspent year-end funds from certain tactics and categories to cover expenses that exceeded the budget in others.

TBC programs are supported by both TBC resources and funds provided by BPRCT. BPRCT's budget, including any amendments, must be approved by the Commissioner of the Texas Department of Agriculture (TDA). To simplify TDA's approval process (since TDA uses different expense categories than TBC), we have taken the following steps:

- Minimized BPRCT Impact: We have prioritized moving funds within TDA's own budget categories whenever possible.
- Departmental Efficiency: We first reallocated available funds to balance expenses within the same department before redirecting any funds from a different department.

NATIONAL & STATE PROGRAM INVESTMENTS

An existing board-approved provision allows TBC to redirect up to $60,000 per year from direct program expenses to participate in Federation promotional opportunities, with notice to the executive committee. During FY26, TBC participated in two of these programs, totaling $13,200, to further extend promotions in Texas.

DIRECT PROGRAM EXPENSES

Actual direct program expenses for the year totaled $7,643,188, a $619,612 budget underrun. This equates to approximately 92.50% of the $8.3M budget being spent. Please refer to the attached schedules (National and Direct Program Expenses and National and Direct Program Budget Redirections) for a complete listing of all tactics and the actual results for the year. In the discussion that follows, tactics that finished over budget are listed in one group, and tactics that finished significantly under budget ($40,000 or more) are in a separate group.

Tactics That Are Over Budget

Tactic 2311 – Collection Activities: Actual expenses exceeded the budget of $40,500 by $2,496 (106.16% of the budget spent). Higher-than-expected expenses were due to ongoing maintenance and adjustments to the collections database.

Tactic 4116 – Industry Meetings & Planning: Actual expenses exceeded the budget of $15,000 by $1,211 (108.07% of the budget spent). The variance resulted from sending an additional employee to the HubSpot annual conference to capture critical insights on current marketing strategies.

Tactic 4126 – BLT Content: Actual expenses exceeded the budget of $482,000 by $15,615 (103.24% of the budget spent). The overage resulted from an opportunity to work with three social influencers to promote the Breakfast Challenge.

Tactic 4132 – Brand Partnerships: Actual expenses exceeded the budget of $380,000 by $4,059 (101.07% of the budget spent). The KOA partnership came in slightly over budget.

Tactic 4216 – Industry Meetings & Planning: Actual expenses exceeded the budget of $8,000 by $59 (100.74% of the budget spent). The variance resulted from sending an additional employee to the HubSpot annual conference to capture critical

insights on current marketing strategies. The employee's costs were split between the two Industry Meetings & Planning tactics.

Tactic 5113 – Issues & Reputation Management: Actual expenses exceeded the budget of $2,000 by $4,383 (319.15% of the budget spent). Higher-than-expected expenses were due to monitoring services and printing costs for New World Screwworm materials.

Tactic 6111 – Producer Direct Communications: Actual expenses exceeded the budget of $91,500 by $3,669 (104.01% of the budget spent). Higher-than-expected expenses were related to contractor labor, meeting activations and distribution of the Annual Report.

Tactic 6115 – Industry Meetings & Planning: Actual expenses exceeded the budget of $0 by $438. Funds were removed from this tactic at mid-year; however, a nominal vehicle-use charge was later applied to it.

Tactic 7113 – Industry Meetings & Planning: Actual expenses exceeded the budget of $4,000 by $3,646 (191.15% of the budget spent). Collections and accounting staff attended new staff orientation in Denver, CO.

Tactic 8112 – International Industry Meetings: Actual expenses exceeded the budget of $5,000 by $274 (105.48% of the budget spent). Travel expenses for a director and staff to attend USMEF meetings were higher than expected.

Tactics That Are Significantly Under Budget ($40,000 or more)

Tactic 4112 – BLT Branding & Promotions: Actual expenses for this tactic were $133,677 below the budget of $862,000 (84.49% of the budget was spent). Several marketing automation and personalization projects could not be completed by year-end because of heavy demands on our development team. Request-driven funds reserved for brand support across the organization also came in under budget.

Tactic 4133 – Information Dissemination: Actual expenses for this tactic were $46,536 below the budget of $200,000 (76.73% of the budget was spent). Requests for materials were down this year due to lower educator engagement.

Tactic 4222 – Health Professional Outreach: Actual expenses for this tactic were $59,479 below the budget of $437,000 (86.39% of the budget was spent). Savings were realized by deferring a planned digital outreach agency partnership while we research alternative vendor options for FY27.

Tactic 4224 – Medical Office Outreach: Actual expenses for this tactic were $64,394 below the budget of $1,353,000 (95.24% of the budget was spent). One rep was out of the field for two months, and costs for promotional items, meals, and rep reimbursements also came in under budget. Phase two of the new specialty testing and research was pushed to FY27, allowing staff to spend additional time evaluating phase one results and strategizing for phase two.

Tactic 4234 – Health Educators: Actual expenses for this tactic were $73,121 below the budget of $130,000 (43.75% of the budget was spent). Budget savings were driven by successfully negotiating down the Dave Campbell's Football partnership from $50k to $10k (with only $5k expensed this year due to extended project timelines) and by the cost of a sports dietitian contractor for the Sports Nutrition Game Plan coming in significantly lower than initially projected.

Tactic 7111 – Beef Quality Assurance: Actual expenses for this tactic were $57,920 below the budget of $60,000 (3.47% of the budget was spent). This is due to a reimbursement for the FY25 Beef 706 cattle expenses ($45,745) being received and credited in FY26. In addition, there were no cattle expenses in FY26 for two sessions

of Beef 706 that were conducted in partnership with AgriLife. Together, these factors make the tactic appear significantly underspent.

PROGRAM IMPLEMENTATION EXPENSES

Overall program implementation finished the year $285,573 under the $3,349,000 budget. The primary drivers of savings were as follows:

Salaries: Overall savings of $86k primarily driven by timing differences in filling vacant positions throughout the year.

Employee Insurance: Overall savings of $78k primarily driven by the change in health insurance carriers from UnitedHealthcare to Blue Cross Blue Shield of Texas in the spring, which reduced monthly health premiums from approximately $31k to $17k–$19k.

Federation Director Travel: Overall savings of $14k primarily driven by lower-than-anticipated director travel, with expenses limited to three directors and more than half of the year's costs incurred for the July meeting.

Office Equipment & Software: Overall savings of $12k primarily driven by spending limited mainly to recurring software subscriptions (Intacct, Google, Emburse, Adobe, Grammarly) with no significant equipment purchases during the year.

Professional Services: Overall savings of $10k primarily driven by a Fidelity recordkeeping receipt recognized in October, which offset recordkeeping fees billed during the year.

The following line items exceeded the original budget; each was covered by year-end redirections within the program implementation budget:

Retirement: Over budget by $2k due to contribution corrections, bringing contributions to an average of 5.2% of salaries compared to the 4.9% budgeted; covered by a $2,500 redirection from Employee Insurance.

Vehicle Repair & Maintenance: Over budget by $2k due to unplanned repairs and service; covered by a $2,000 redirection from Professional Services.

Office Expense: Over budget by $3k due to higher purchase volume and increased costs for office and kitchen supplies compared to prior years; covered by a $3,500 redirection from Supplies.

Expense Allocation: Unfavorable by $5k as the credit allocated out of program implementation was $54,620 compared to the $59,700 budgeted, reflecting lower vehicle and trailer use charged to other programs, including a $7.3k year-end adjustment of vehicle use charges to actual, leaving more expense in program implementation than planned; covered by a $5,080 redirection from Meals.

CAPITAL OUTLAY

The original FY26 capital outlay budget was $68,500. In June, the Board approved an additional $180,000 in capital purchases to be funded by projected program implementation savings, without increasing the total approved operating budget: $75,000 for website development costs requiring capitalization and $105,000 (net of projected trade-in values) to replace the F-250 and F-150. This brought the amended capital outlay budget to $248,500. Capital additions for the year totaled $281,840, exceeding the amended budget by $33,340.

Category	Original Budget	Mid-Year Approved	Amended Budget	FY26 Actual	Variance Fav/(Unfav)
Computer Equipment	$10,000	–	$10,000	$15,998	($5,998)
Other Equipment	5,000	–	5,000	5,632	(632)
Office Furniture	7,500	–	7,500	–	7,500
Building Repair and Improvements	46,000	–	46,000	34,566	11,434
Website Development	–	75,000	75,000	84,974	(9,974)
Autos	–	105,000	105,000	140,670	(35,670)
Total	**$68,500**	**$180,000**	**$248,500**	**$281,840**	**($33,340)**

The following categories exceeded the amended budget:

Autos: Over budget by $36k ($140,670 actual vs. $105,000 approved). The approved amount assumed $25,000 in trade-ins would offset the cost of the trucks; however, the trucks are recorded at their full purchase price of $115,478, which accounts for $10,478 of the overage. The remaining $25,192 reflects unbudgeted trailer and golf cart wraps, a trailer roof repair, and auto accessories.

Website Development: Over budget by $10k, with actual costs of $84,974 compared to the $75,000 approved, driven by BLT chatbot development ($23,132), the SMS chatbot ($20,907), RD Connect page development ($15,887), the RD conference landing page ($6,728), the recipe pages redesign ($6,521), and the Consumer Breakfast Challenge landing page and SMS bot ($11,799).

Computer Equipment: Over budget by $6k, with actual costs of $15,998 compared to the $10,000 budgeted, primarily due to the purchase of six computers for our Medical Office Outreach (MOO) representatives.

Other Equipment: Over budget by $1k, with actual costs of $5,632 compared to the $5,000 budgeted, for purchases made for the State Fair booth.

The following categories finished under budget:

Building Repair and Improvements: Under budget by $11k, with actual costs of $34,566 compared to the $46,000 budgeted. Land improvements included resurfacing the parking lot ($14,208), septic tank repairs ($7,300), and a parking lot light repair ($1,061). Building improvements included a water softener ($4,437), lighting and a ceiling fan ($4,069), acoustic panels ($1,783), and an AC blower motor ($1,708).

Office Furniture: Under budget by $7.5k, with no office furniture purchases during the year.

Capital spending above the original $68,500 budget totaled $213,340, which remains within the $285,573 in program implementation savings realized for the year, compared to the $181,935 projected in June.

TEXAS BEEF COUNCIL

NATIONAL AND DIRECT PROGRAM BUDGET VARIANCES

Tactic	Description	FY26 Actual Expenses	FY26 Annual Budget	Budget Variance	% Budget Spent
NATIONAL PROGRAM INVESTMENTS					
	Federation of State Beef Councils	**$ 1,108,200**	**$ 1,095,000**	**$ (13,200)**	101.21%
DIRECT PROGRAM EXPENSES					
2311	Collection Activities	42,996	40,500	**(2,496)**	106.16%
2312	Compliance Activities	190	7,000	6,810	2.71%
2313	Field Staff Activities	34,600	55,500	20,900	62.34%
2314	Texas Checkoff Refunds	1,898	2,000	102	94.90%
	Collections	**79,684**	**105,000**	**25,316**	**75.89%**
3111	Retail Engagement	26,641	50,000	23,359	53.28%
3112	Industry Meetings & Planning	10,523	11,000	477	95.66%
	Retail	**37,164**	**61,000**	**23,836**	**60.92%**
3211	Foodservice Education	68,840	90,000	21,160	76.49%
	Foodservice	**68,840**	**90,000**	**21,160**	**76.49%**
4111	Beef Loving Texans Store	9,917	33,000	23,083	30.05%
4112	BLT Branding & Promotions	728,323	862,000	**133,677**	84.49%
4113	BLT Paid Advertising	2,597,850	2,628,000	30,150	98.85%
4116	Industry Meetings & Planning	16,211	15,000	**(1,211)**	108.07%
4121	BLT Earned Media	147,427	152,000	4,573	96.99%
4126	BLT Content	497,615	482,000	**(15,615)**	103.24%
4131	BLT Brand Activation	627,063	655,000	27,937	95.73%
4132	Brand Partnerships	384,059	380,000	**(4,059)**	101.07%
4133	Information Dissemination	153,464	200,000	**46,536**	76.73%
	Consumer Marketing	**5,161,929**	**5,407,000**	**245,071**	**95.47%**
4216	Industry Meetings & Planning	8,059	8,000	**(59)**	100.74%
4222	Health Professional Outreach	377,521	437,000	**59,479**	86.39%
4224	Medical Office Outreach	1,288,606	1,353,000	**64,394**	95.24%
4225	Nutrition Content	3,199	9,000	5,801	35.54%
4234	Health Educators	56,879	130,000	**73,121**	43.75%
	Nutrition & Health	**1,734,264**	**1,937,000**	**202,736**	**89.53%**
5111	Crisis Communications	42	1,000	958	4.20%
5112	Industry Advocacy	32,307	34,000	1,693	95.02%
5113	Issues & Reputation Management	6,383	2,000	**(4,383)**	319.15%
5115	Production Content	-	2,000	2,000	0.00%
5116	AgriLife Extension Engagement	13,864	15,000	1,136	92.43%
	Issues & Reputation Mgmt	**52,596**	**54,000**	**1,404**	**97.40%**
6111	Producer Direct Communications	95,169	91,500	**(3,669)**	104.01%
6112	Producer Assets	21,600	35,000	13,400	61.71%
6113	Producer Influencer Communications	31,558	36,000	4,442	87.66%
6115	Industry Meetings & Planning	438	-	**(438)**	0.00%
6116	Producer Earned Media	5,020	17,000	11,980	29.53%
6117	Producer Paid Media	92,260	113,000	20,740	81.65%
6118	Producer Strategy	64,716	72,500	7,784	89.26%
	Producer Communications	**310,761**	**365,000**	**54,239**	**85.14%**
7111	Beef Quality Assurance	2,080	60,000	**57,920**	3.47%
7112	AgriLife BQA Travel	10,000	10,000	-	100.00%
7113	Industry Meetings & Planning	7,646	4,000	**(3,646)**	191.15%
7131	Beef Quality & Safety Research	1,417	3,000	1,583	47.23%
	Beef Quality/Safety	**21,143**	**77,000**	**55,857**	**27.46%**
8111	USMEF Programs	171,533	175,000	3,467	98.02%
8112	International Industry Meetings	5,274	5,000	**(274)**	105.48%
	Export Mkt Development	**176,807**	**180,000**	**3,193**	**98.23%**
TOTAL DIRECT PROGRAM EXPENSES		**7,643,188**	**8,276,000**	**632,812**	**92.35%**
TOTAL NAT'L AND DIRECT PROGRAM EXPENSES		**$ 8,751,388**	**$ 9,371,000**	**$ 619,612**	**93.39%**

TEXAS BEEF COUNCIL

NATIONAL AND DIRECT PROGRAM EXPENSE REDIRECTIONS

Tactic	Description	FY26 Actual Expenses	FY26 Annual Budget	FY26 Year-End Redirections	FY26 Amended Budget	Budget Variance	% Budget Spent
NATIONAL PROGRAM INVESTMENTS							
	Federation of State Beef Councils	**$ 1,108,200**	**$ 1,095,000**	**$ 13,200**	**$ 1,108,200**	**$ -**	100.00%
DIRECT PROGRAM EXPENSES							
2311	Collection Activities	42,996	40,500	3,000	43,500	504	98.84%
2312	Compliance Activities	190	7,000	(3,000)	4,000	3,810	4.75%
2313	Field Staff Activities	34,600	55,500		55,500	20,900	62.34%
2314	Texas Checkoff Refunds	1,898	2,000		2,000	102	94.90%
	Collections	**79,684**	**105,000**	**-**	**105,000**	**25,316**	**75.89%**
3111	Retail Engagement	26,641	50,000	(12,000)	38,000	11,359	70.11%
3112	Industry Meetings & Planning	10,523	11,000		11,000	477	95.66%
	Retail	**37,164**	**61,000**	**(12,000)**	**49,000**	**11,836**	**75.84%**
3211	Foodservice Education	68,840	90,000		90,000	21,160	76.49%
	Foodservice	**68,840**	**90,000**	**-**	**90,000**	**21,160**	**76.49%**
4111	Beef Loving Texans Store	9,917	33,000		33,000	23,083	30.05%
4112	BLT Branding & Promotions	728,323	862,000	(22,000)	840,000	111,677	86.71%
4113	BLT Paid Advertising	2,597,850	2,628,000		2,628,000	30,150	98.85%
4116	Industry Meetings & Planning	16,211	15,000	1,500	16,500	289	98.25%
4121	BLT Earned Media	147,427	152,000		152,000	4,573	96.99%
4126	BLT Content	497,615	482,000	16,000	498,000	385	99.92%
4131	BLT Brand Activation	627,063	655,000	(1,200)	653,800	26,737	95.91%
4132	Brand Partnerships	384,059	380,000	4,500	384,500	441	99.89%
4133	Information Dissemination	153,464	200,000		200,000	46,536	76.73%
	Consumer Marketing	**5,161,929**	**5,407,000**	**(1,200)**	**5,405,800**	**243,871**	**95.49%**
4216	Industry Meetings & Planning	8,059	8,000	100	8,100	41	99.49%
4222	Health Professional Outreach	377,521	437,000		437,000	59,479	86.39%
4224	Medical Office Outreach	1,288,606	1,353,000		1,353,000	64,394	95.24%
4225	Nutrition Content	3,199	9,000		9,000	5,801	35.54%
4234	Health Educators	56,879	130,000	(100)	129,900	73,021	43.79%
	Nutrition & Health	**1,734,264**	**1,937,000**	**-**	**1,937,000**	**202,736**	**89.53%**
5111	Crisis Communications	42	1,000		1,000	958	4.20%
5112	Industry Advocacy	32,307	34,000	(1,400)	32,600	293	99.10%
5113	Issues & Reputation Management	6,383	2,000	4,400	6,400	17	99.73%
5115	Production Content	-	2,000	(2,000)	-	-	0.00%
5116	AgriLife Extension Engagement	13,864	15,000	(1,000)	14,000	136	99.03%
	Issues & Reputation Mgmt	**52,596**	**54,000**	**-**	**54,000**	**1,404**	**97.40%**
6111	Producer Direct Communications	95,169	91,500	4,000	95,500	331	99.65%
6112	Producer Assets	21,600	35,000	(4,500)	30,500	8,900	70.82%
6113	Producer Influencer Communications	31,558	36,000		36,000	4,442	87.66%
6115	Industry Meetings & Planning	438	-	500	500	62	87.60%
6116	Producer Earned Media	5,020	17,000		17,000	11,980	29.53%
6117	Producer Paid Media	92,260	113,000		113,000	20,740	81.65%
6118	Producer Strategy	64,716	72,500		72,500	7,784	89.26%
	Producer Communications	**310,761**	**365,000**	**-**	**365,000**	**54,239**	**85.14%**
7111	Beef Quality Assurance	2,080	60,000	(4,000)	56,000	53,920	3.71%
7112	AgriLife BQA Travel	10,000	10,000		10,000	-	100.00%
7113	Industry Meetings & Planning	7,646	4,000	4,000	8,000	354	95.58%
7131	Beef Quality & Safety Research	1,417	3,000		3,000	1,583	47.23%
	Beef Quality/Safety	**21,143**	**77,000**	**-**	**77,000**	**55,857**	**27.46%**
8111	USMEF Programs	171,533	175,000	(300)	174,700	3,167	98.19%
8112	International Industry Meetings	5,274	5,000	300	5,300	26	99.51%
	Export Mkt Development	**176,807**	**180,000**	**-**	**180,000**	**3,193**	**98.23%**
TOTAL DIRECT PROGRAM EXPENSES		**7,643,188**	**8,276,000**	**(13,200)**	**8,262,800**	**619,612**	**92.50%**
TOTAL NAT'L AND DIRECT PROGRAM EXPENSES		**$ 8,751,388**	**$ 9,371,000**	**$ -**	**$ 9,371,000**	**$ 619,612**	**93.39%**

TEXAS BEEF COUNCIL

PROGRAM IMPLEMENTATION EXPENSES

Description	FY26 Actual Expenses	FY26 Annual Budget	Variance Favorable (Unfavorable)	% of Total	% Budget Spent
Salaries	$ 1,964,428	$ 2,050,000	$ 85,572	64.13%	95.8%
Payroll Taxes	142,216	155,800	13,584	4.64%	91.3%
Workers' Compensation	3,241	3,500	259	0.11%	92.6%
Employee Insurance	290,896	368,700	77,804	9.50%	78.9%
Retirement	102,006	99,900	(2,106)	3.33%	102.1%
Dues & Subscriptions	1,691	5,500	3,809	0.06%	30.7%
Seminars & Conventions	3,000	7,500	4,500	0.10%	40.0%
Travel - Lodging	9,060	12,000	2,940	0.30%	75.5%
Travel - Air Fare	5,520	6,500	980	0.18%	84.9%
Travel - Auto	16,943	18,000	1,057	0.55%	94.1%
Meals	9,863	18,000	8,137	0.32%	54.8%
Travel Miscellaneous	2,811	3,500	689	0.09%	80.3%
Federation Director Travel	10,912	25,000	14,088	0.36%	43.6%
Contract Services	25,948	35,000	9,052	0.85%	74.1%
Facility or Booth Rental	-	1,000	1,000	0.00%	0.0%
Postage & Freight	1,951	6,000	4,049	0.06%	32.5%
Printing & Printed Materials	3,204	6,500	3,296	0.10%	49.3%
Supplies	11,591	19,000	7,409	0.38%	61.0%
Utilities	24,019	29,000	4,981	0.78%	82.8%
Building Maintenance	53,285	55,522	2,237	1.74%	96.0%
Telecommunications	20,743	26,900	6,157	0.68%	77.1%
Depreciation & Amortization	99,622	108,178	8,556	3.25%	92.1%
General Insurance	59,698	60,000	302	1.95%	99.5%
General Taxes	70,469	74,000	3,531	2.30%	95.2%
Office Equipment Rental	5,201	7,100	1,899	0.17%	73.3%
Office Equip & Software	54,947	66,500	11,553	1.79%	82.6%
Vehicle Repair & Maint.	7,877	6,100	(1,777)	0.26%	129.1%
Office Expense	22,265	19,000	(3,265)	0.73%	117.2%
Professional Services	86,563	97,000	10,437	2.83%	89.2%
USDA Oversight	8,077	18,000	9,923	0.26%	44.9%
Expense Allocation	(54,620)	(59,700)	(5,080)	-1.78%	
	3,063,427	**3,349,000**	**285,573**	**100.00%**	**91.5%**

TEXAS BEEF COUNCIL

PROGRAM IMPLEMENTATION EXPENSES REDIRECTIONS

Description	FY26 Actual Expenses	FY26 Annual Budget	FY26 Year End Redirections	FY26 Amended Budget	Variance Favorable (Unfavorable)	% of Total	% Budget Spent
Salaries	$ 1,964,428	$ 2,050,000		$ 2,050,000	$ 85,572	64.13%	95.8%
Payroll Taxes	142,216	155,800		155,800	13,584	4.64%	91.3%
Workers' Compensation	3,241	3,500		3,500	259	0.11%	92.6%
Employee Insurance	290,896	368,700	(2,500)	366,200	75,304	9.50%	79.4%
Retirement	102,006	99,900	2,500	102,400	394	3.33%	99.6%
Dues & Subscriptions	1,691	5,500		5,500	3,809	0.06%	30.7%
Seminars & Conventions	3,000	7,500		7,500	4,500	0.10%	40.0%
Travel - Lodging	9,060	12,000		12,000	2,940	0.30%	75.5%
Travel - Air Fare	5,520	6,500		6,500	980	0.18%	84.9%
Travel - Auto	16,943	18,000		18,000	1,057	0.55%	94.1%
Meals	9,863	18,000	(5,080)	12,920	3,057	0.32%	76.3%
Travel Miscellaneous	2,811	3,500		3,500	689	0.09%	80.3%
Federation Director Travel	10,912	25,000		25,000	14,088	0.36%	43.6%
Contract Services	25,948	35,000		35,000	9,052	0.85%	74.1%
Facility or Booth Rental	-	1,000		1,000	1,000	0.00%	0.0%
Postage & Freight	1,951	6,000		6,000	4,049	0.06%	32.5%
Printing & Printed Materials	3,204	6,500		6,500	3,296	0.10%	49.3%
Supplies	11,591	19,000	(3,500)	15,500	3,909	0.38%	74.8%
Utilities	24,019	29,000		29,000	4,981	0.78%	82.8%
Building Maintenance	53,285	55,522		55,522	2,237	1.74%	96.0%
Telecommunications	20,743	26,900		26,900	6,157	0.68%	77.1%
Depreciation & Amortization	99,622	108,178		108,178	8,556	3.25%	92.1%
General Insurance	59,698	60,000		60,000	302	1.95%	99.5%
General Taxes	70,469	74,000		74,000	3,531	2.30%	95.2%
Office Equipment Rental	5,201	7,100		7,100	1,899	0.17%	73.3%
Office Equip & Software	54,947	66,500		66,500	11,553	1.79%	82.6%
Vehicle Repair & Maint.	7,877	6,100	2,000	8,100	223	0.26%	97.2%
Office Expense	22,265	19,000	3,500	22,500	235	0.73%	99.0%
Professional Services	86,563	97,000	(2,000)	95,000	8,437	2.83%	91.1%
USDA Oversight	8,077	18,000		18,000	9,923	0.26%	44.9%
Expense Allocation	(54,620)	(59,700)	5,080	(54,620)	-	-1.78%	
	3,063,427	**3,349,000**	**-**	**3,349,000**	**285,573**	**100.00%**	**91.5%**

TBC ACTION ITEM: B
Approval of Operating Procedures

Action Item:

Approval of TBC Operating Procedures.

Background:

The TBC Operating Procedures, including the Board Policy Manual and Employee Policies and Practices, are due for review and approval annually at the first meeting of the Board in each fiscal year. These include persons authorized to sign checks and contracts, insurance carried by TBC, contracts or outstanding obligations, and past policies that bind or impact the Board.

Rationale:

The TBC Bylaws, *Article VII, Miscellaneous, Section 4. Operating Procedures*, call for review and approval of TBC's operating procedures at the first meeting of the Board in each fiscal year.

Financial Impact:

No change from current procedures.

Staff Impact:

No significant change from current procedures.

Persons Authorized to Sign Contracts and Commit Funds

Texas Beef Council (TBC) staff members are authorized to commit TBC to pay for goods and services obtained from a third party, subject to contract guidelines, in accordance with the TBC budget and the schedule below. **All contracts require two signatures; one signer must be a Vice President.**

Position	Authorized to Commit	Staff
Executive Vice President	No limit, except budget	Molly McAdams
Vice President	Up to $50,000	Jason Bagley; Jennifer Matison; Nancy Allender
Director	Up to $30,000	Rachel Chou; Kaleb McLaurin
Senior Manager	Up to $15,000	N/A
Manager	Up to $5,000	Amy Foster; Brooke Kaiser; Kaylee Greiner; Larsha Flowers; Lauren Black; Jerry McPherson; Kathleen Pickett
Coordinator	Up to $1,000	Adrian Barajas; Elise Stovall; Caitlyn Warren

Persons Authorized to Sign Checks

Every Frost National Bank account requires two signatures from the authorized signers below.

Bank / Account	Signatures Required
Frost National Bank — Operating Account	2
Frost National Bank — Disbursements	2
Frost National Bank — Money Market Account	2

Authorized signers on all accounts: Molly McAdams, Executive Vice President; Jason Bagley, Vice President; Jennifer Matison, Vice President; Nancy Allender, Vice President.

Contracts, Outstanding Obligations and Binding Policies

As of September 30, 2026, TBC has no contracts or outstanding obligations other than those entered into in the normal course of business within the approved budget, and no past policies that bind the current TBC Directors.

Item (as of September 30, 2026)	Status
Contracts or outstanding obligations	None
Past policies that bind or impact the current TBC Directors	None

Insurance Coverages

TBC's 2026–27 insurance policies total $64,660 in annual premium.

Carrier	Policy / Property Covered	Total Insurance	Deductible	Annual Premium
The Hanover Casualty Co.	Business Owners Policy — Buildings 1–4, 8708 N. FM 620	$2,940,950	$2,500 (wind/hail 1% on Building 1)	$19,745 (full policy)
The Hanover Casualty Co.	Business Owners Policy — Personal Property, Buildings 1–4	$916,430	$2,500	Included above
The Hanover Casualty Co.	Business Income with Extra Expense	Included	24 hours	Included above
The Hanover Casualty Co.	Employee Dishonesty	$500,000	$1,000	Included above
The Hanover Casualty Co.	General Liability	$1,000,000 per occurrence; $2,000,000 aggregate	—	Included above
The Hanover Casualty Co.	Employee Benefits Liability	$1,000,000 per occurrence; $3,000,000 aggregate	$1,000	Included above
The Hanover Casualty Co.	Privacy & Security Liability; Cyber Media Liability	$100,000 each	$5,000	Included above
The Hanover Insurance Group	Commercial Umbrella	$5,000,000	—	$2,902
The Hanover Insurance Group	Business Auto — combined single limit; uninsured motorists	$1,000,000 each	$1,000 comprehensive and collision	$29,241
The Hanover American Ins. Co.	Workers' Compensation — employers liability	$1,000,000	—	$3,057
Travelers Excess and Surplus Lines	Cyber Privacy & Data Breach	$1,000,000 most coverages; $250,000 cyber crime, computer fraud and court costs	$5,000	$2,002
Berkley Regional Insurance Company	Directors & Officers Liability	$3,000,000	$5,000	$6,713 (D&O and EPL)
Berkley Regional Insurance Company	Employment Practices Liability	$2,000,000	$5,000	Included above
The Hanover Insurance Company	Inland Marine — Contractor's Equipment (golf cart)	$21,707 (scheduled equipment)	$1,000	$1,000
Total annual premium				**$64,660**

TBC ACTION ITEM: C
Accept Financial Statements

Action Item:

Accept the financial statements for September 2026 as presented by the Audit & Budget Committee.

Background:

The September financial statements are presented using the modified cash basis of accounting for revenue and the accrual basis of accounting for expenses. The financial reports present direct program and implementation expenses for the current fiscal year.

Rationale:

Directors must routinely review, understand, and approve the financial reports of TBC.

Financial Impact:

None

Staff Impact:

Approximately 40 hours to prepare the year-end financial statements and management reports.

TEXAS BEEF COUNCIL

To: **Board of Directors**
From: **Nancy Allender**
Re: **September 2026 Financial Statements**

The Texas Beef Council (TBC) financial statements and related schedules for the year ended September 30, 2026, are included in this packet. The expenses in the September financial statements are now on the accrual basis rather than the modified cash basis TBC uses for internal reporting throughout the year. All known liabilities, including payables for national investments, payroll, unused vacation, and property taxes, are accrued to provide a more accurate comparison of actual expenses to the annual budget. Receivables for Beef Checkoff revenue are not accrued in these statements because final revenue figures are not available until early December. They will be accrued in the audited financial statements.

The financial statements and schedules in this packet reflect a revised budget that incorporates year-end budget redirections. The Executive Committee will meet in November to consider these redirection requests. The redirections move unspent funds between tactics and line items without changing the total approved budget.

STATEMENT OF FINANCIAL POSITION

Unrestricted net assets are roughly $4.9 million at 9/30/26, an increase of $212,456 from 9/30/25.

The receivable from BPRCT is much larger than usual at the end of September for every year presented. At year-end it reflects BPRCT's share of expenses paid during September plus its share of expenses accrued. The receivable is $1,696,591 at 9/30/26, compared with $2,319,382 at 9/30/25, consistent with lower September program spending this year.

Total assets are $7,730,301, down 4.8% from $8,120,926 at 9/30/25, driven primarily by the lower BPRCT receivable. Cash and investments together total $4,263,984, up from $4,013,661 a year ago.

Website Development increased $84,974 for capitalized development of the BLT and SMS chatbots, RD Connect and RD conference pages, the recipe pages redesign, and the Consumer Breakfast Challenge landing page and SMS bot. Automobiles reflect the replacement of the F-250 and F-150. Capital outlay is discussed further below.

STATEMENT OF ACTIVITIES – COMPARATIVE

- Beef Checkoff revenues for September 2026 are roughly $35,000 and $52,000 less than in September 2025 and 2024, respectively.
- Year-to-date Beef Checkoff revenues for FY26 are roughly $342,000 and $537,000 less than in FY25 and FY24, respectively.
- Expenses in FY26 are roughly $336,000 and $499,000 less than in FY25 and FY24, respectively.

BPRCT's share of program costs totaled $8,505,026 in FY26. For internal financial statements, TBC records this amount as contract revenue equal to the actual expenses allocated to BPRCT. In the audited financial statements, the BPRCT reimbursement will not be reflected as revenue. It will be offset directly against expenses, so BPRCT's share of expenses will not appear in TBC's financials.

STATEMENT OF ACTIVITIES – ACTUAL VS BUDGET

We concluded the year with an increase in net assets of $212,456, compared with a budgeted decrease of $(275,000), a favorable variance of $487,456.

- Beef Checkoff revenues exceeded budget by $195,841 (4.6%).
- Interest revenues of $175,412 exceeded the $153,000 budget.
- Other revenues totaled $35,754 against a $2,000 budget. This consisted primarily of a $16,000 net gain on the F-250 and F-150 trade-ins and about $19,000 in revenue from Beef Loving Texans classes such as Smoke Lab and Grill Camp.
- BPRCT contract revenues were $686,974 below budget, due to lower overall program spending.
- In total, revenues were $430,563 below budget, while expenses came in $918,021 below budget, with 93% of the annual budget spent.

Direct program expenses totaled $7,643,188, or 92.5% of the $8,262,800 amended budget, leaving $619,612 unspent. After year-end redirections, every tactic finished within its amended budget. The largest unspent balances were:

- **BLT Branding & Promotions ($111,677):** Several marketing automation and personalization projects could not be completed by year-end due to heavy demands on our development team. Request-driven funds for brand support across the organization also came in under budget.
- **Health Educators ($73,021):** The Dave Campbell's Football partnership was negotiated down from $50,000 to $10,000, with only $5,000 expensed this year due to extended project timelines. The sports dietitian contractor for the Sports Nutrition Game Plan also cost significantly less than projected.
- **Medical Office Outreach ($64,394):** One rep was out of the field for two months, and promotional items, meals, and rep reimbursements came in under budget. Phase two of the new specialty testing and research moved to FY27 so staff could evaluate phase one results.
- **Health Professional Outreach ($59,479):** A planned digital outreach agency partnership was deferred while we research alternative vendors for FY27.
- **Beef Quality Assurance ($53,920):** A $45,745 reimbursement of FY25 Beef 706 cattle expenses was credited in FY26, and the two FY26 Beef 706 sessions held with AgriLife had no cattle expenses. Together, these make the tactic appear significantly underspent.
- **Information Dissemination ($46,536):** Requests for materials were down due to lower educator engagement.

PROGRAM IMPLEMENTATION AND CAPITAL OUTLAY

Program implementation finished the year $285,573 under its $3,349,000 budget. The main drivers were:

- **Salaries ($86k):** Timing differences in filling vacant positions.
- **Employee Insurance ($78k):** The spring change in health carriers from UnitedHealthcare to Blue Cross Blue Shield of Texas reduced monthly premiums from about $31k to $17k–$19k.
- **Federation Director Travel ($14k):** Travel was limited to three directors, with more than half the year's cost from the July meeting.
- **Office Equipment & Software ($12k):** Spending was limited mainly to recurring software subscriptions, with no significant equipment purchases.
- **Professional Services ($10k):** A Fidelity recordkeeping receipt offset recordkeeping fees billed during the year.

Retirement, Vehicle Repair & Maintenance, Office Expense, and Expense Allocation exceeded their original budgets by $2k–$5k each. Each was covered by a year-end redirection within the program implementation budget.

Capital additions totaled $281,840 against an amended capital budget of $248,500. In June, the Board approved $180,000 in additional capital purchases funded by projected program implementation savings: $75,000 for website development and $105,000 to replace the F-250 and F-150. The $33,340 overage came mainly from autos and website development:

- **Autos:** Over budget by $36k ($140,670 actual vs. $105,000 approved). The approved amount assumed $25,000 in trade-ins would offset the cost of the trucks; however, the trucks are recorded at their full purchase price of $115,478, which accounts for $10,478 of the overage. The remaining $25,192 reflects unbudgeted trailer and golf cart wraps, a trailer roof repair, and auto accessories.
- **Website Development:** Actual costs of $84,974 exceeded the approved $75,000.

Capital spending above the original $68,500 budget totaled $213,340. That remains within the $285,573 in program implementation savings realized for the year.

MONTHLY COLLECTION SUMMARY

Beef Checkoff revenues for September 2026 were $17,158 more than budgeted for the month. Year-to-date Beef Checkoff revenues are $195,841, or 4.6%, greater than the amount budgeted for the year.

Total collections for Texas declined 7.2% from FY25. The declines came mainly from Packers (−13.2%), Dealers (−11.7%), and Individuals (−37.6%), while auction markets were essentially flat (+0.7%). TBC collections were 14.3% below the 5-year average.

INVESTMENTS

The investment portfolio totaled $3,007,134 at September 30. During September, a $244,000 CD matured and we purchased a $300,000 U.S. Treasury. The portfolio holds $1,200,000 in CDs (plus $26,082 of interest receivable) and $1,781,052 in U.S. Treasuries, net of discount. FY26 interest income was $175,412, with an average yield of 3.765%.

As always, if you have any questions about the financial statements or would like to see additional information, please call me at 512-799-4838 or send an email to nancy@txbeef.org.

TEXAS BEEF COUNCIL
Statement of Financial Position
(Modified Cash Basis – Expenses Accrued)

	9/30/26	9/30/25	9/30/24
ASSETS			
Current Assets			
Cash and Cash Equivalents	$ 1,256,850	$ 1,109,095	$ 1,306,921
Investments	3,007,134	2,904,566	2,625,406
Accounts Receivable			
Beef Promotion & Research Council of Texas	1,696,591	2,319,382	1,674,492
Other	5,906	1,920	39,740
Prepaid Expenses	482,997	479,371	98,834
Inventory	182,301	202,624	286,888
Total Current Assets	6,631,779	7,016,958	6,032,281
Fixed Assets			
Furniture & Fixtures	208,078	219,591	221,357
Equipment & Supplies	406,686	446,087	428,544
Automobiles	461,941	435,933	422,030
Website Development	730,594	645,620	645,620
Building, Land, & Improvements	2,121,320	2,090,128	2,075,451
	3,928,619	3,837,359	3,793,002
Less Accumulated Depreciation	(2,830,097)	(2,733,391)	(2,495,764)
	1,098,522	1,103,969	1,297,238
	$ 7,730,301	$ 8,120,926	$ 7,329,519
LIABILITIES & NET ASSETS			
Current Liabilities			
Accounts Payable			
Trade	$ 1,116,304	$ 1,547,505	$ 1,254,554
Beef Promotion & Research Council of Texas	732,508	801,687	858,753
Other States	70,886	82,364	56,993
Cattlemen's Beef Board	369,619	413,502	433,434
National Program Investments	547,500	589,250	607,500
Deferred Revenue	3,216	8,807	12,055
Total Current Liabilities	2,840,033	3,443,115	3,223,289
Net Assets			
Unrestricted net assets	4,890,268	4,677,811	4,106,230
	$ 7,730,301	$ 8,120,926	$ 7,329,519

TEXAS BEEF COUNCIL
Statement of Activities – Comparative
(Modified Cash Basis – Expenses Accrued)

	One Month Period Ended			Year-to-Date Through		
	9/30/2026	9/30/2025	9/30/2024	9/30/2026	9/30/2025	9/30/2024
REVENUES						
Checkoff Revenues						
Texas Checkoff Revenues	$ 327,518	$ 359,697	$ 366,155	$ 3,757,865	$ 4,050,672	$ 4,181,773
Out-of-State Checkoff Revenues	45,157	48,461	59,080	670,743	717,493	781,323
Late Fee Income	580	109	172	2,233	4,274	4,394
	373,255	408,267	425,407	4,430,841	4,772,439	4,967,490
BPRCT Contract Revenues						
BPRCT Contract Revenues	1,696,591	2,319,381	1,663,294	8,505,026	8,858,748	9,187,915
Other Revenues						
Interest Revenues	14,155	15,337	15,634	175,412	195,319	192,200
Other Revenues	18,114	(617)	-	35,754	13,770	3,309
	32,269	14,720	15,634	211,166	209,089	195,509
BLT Store						
Sales, Net of Discounts & Cost of Sale	13,163	6,485	8,844	(17,596)	(15,670)	(16,696)
	2,115,278	2,748,853	2,113,179	13,129,437	13,824,606	14,334,218
EXPENSES						
National & State Program Investments						
Federation of State Beef Councils	273,750	275,000	283,500	1,108,200	1,110,000	1,134,000
U.S. Meat Export Federation	273,750	314,250	324,000	1,095,000	1,257,000	1,296,000
Texas CattleWomen	5,368	4,512	5,477	7,166	6,251	7,397
National Support	10,045	6,289	-	99,222	47,148	-
	562,913	600,051	612,977	2,309,588	2,420,399	2,437,397
Marketing						
Consumer Marketing	1,172,488	1,776,222	739,346	5,161,930	4,680,564	4,199,359
Nutrition & Health	350,346	233,080	326,959	1,734,263	1,526,282	1,750,708
Program Implementation	146,115	140,480	159,418	1,207,185	1,160,218	1,173,291
	1,668,949	2,149,782	1,225,723	8,103,378	7,367,064	7,123,358
Beef Resources						
Channel Marketing						
Retail	1,555	1,585	7,229	37,164	90,598	62,656
Foodservice	18,601	7,509	58,317	68,840	67,371	253,985
Issues & Reputation Management	815	4,813	50,976	52,596	101,973	111,713
Producer Communications	18,975	84,418	104,149	310,760	449,113	490,966
Beef Quality & Beef Safety	18,282	28,141	48,473	21,144	69,863	75,844
Export Market Development	165,230	245,477	176,131	176,806	442,831	432,921
Program Implementation	73,271	103,779	193,637	819,827	996,668	1,058,676
	296,729	475,722	638,912	1,487,137	2,218,417	2,486,761
Collections & Compliance						
Collection & Compliance Activities	16,046	9,585	16,183	79,683	58,501	82,976
Program Implementation	24,517	11,637	(13,537)	214,961	186,842	212,975
	40,563	21,222	2,646	294,644	245,343	295,951
Administration						
Administration	68,460	102,712	98,249	722,233	1,001,802	1,072,185
	2,637,614	3,349,488	2,578,508	12,916,981	13,253,025	13,415,652
TOTAL INCREASE IN NET ASSETS	**$ (522,336)**	**$ (600,635)**	**$ (465,329)**	**$ 212,456**	**$ 571,582**	**$ 918,566**

TEXAS BEEF COUNCIL
Statement of Activities – Actual vs Budget
(Modified Cash Basis – Expenses Accrued)

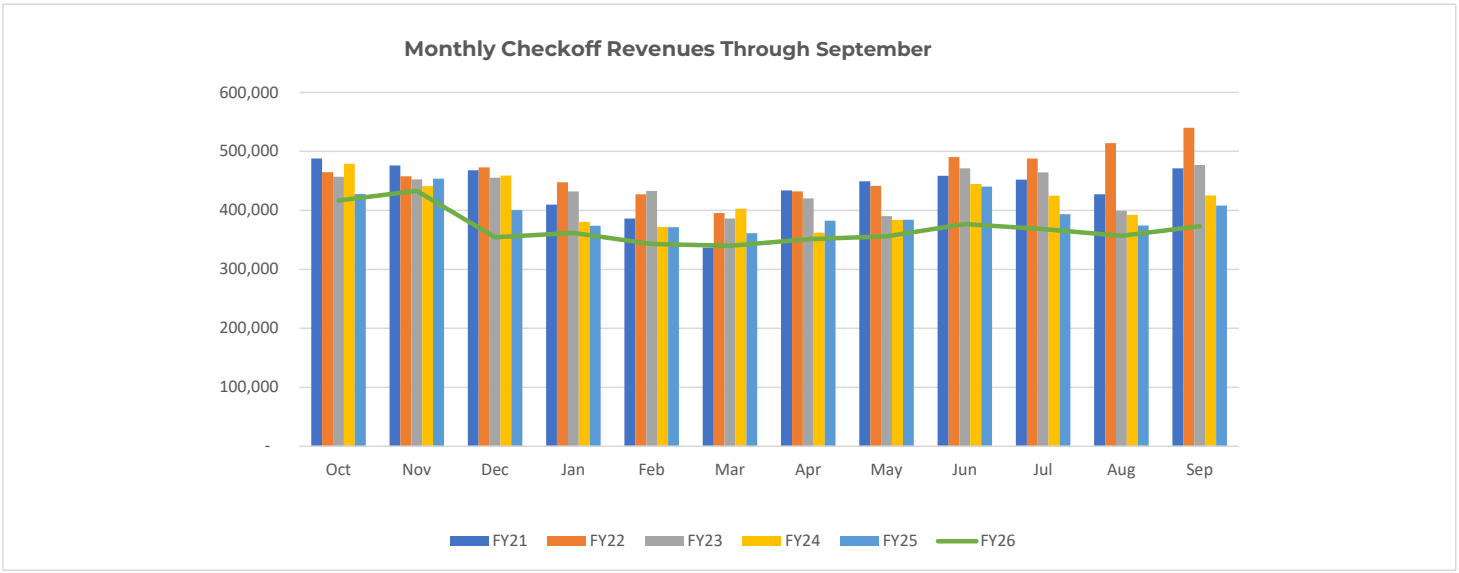
	% Rev	Year-to-Date 9/30/26	Annual Budget	% Budget
Percent of year expired				100%
REVENUES				
Checkoff Revenues				
Texas Checkoff Revenues	28.62%	$ 3,757,865	$ 3,615,126	
Out-of-State Checkoff Revenues	5.11%	670,743	619,874	
Late Fee Income	0.02%	2,233		
	33.75%	4,430,841	$ 4,235,000	105%
BPRCT Contract Revenues				
BPRCT Contract Revenues	64.78%	8,505,026	9,192,000	93%
Other Revenues				
Interest Revenues	1.34%	175,412	153,000	115%
Other Revenues	0.27%	35,754	2,000	1788%
	1.61%	211,166	155,000	136%
BLT Store				
Sales, Net of Discounts & Cost of Sales	-0.13%	(17,596)	(22,000)	80%
	100.00%	13,129,437	13,560,000	97%
EXPENSES				
National & State Program Investments				
Federation of State Beef Councils	8.44%	1,108,200	1,108,200	100%
U.S. Meat Export Federation	8.34%	1,095,000	1,095,000	100%
Texas CattleWomen	0.05%	7,166	20,000	36%
National Support	0.76%	99,222	100,000	99%
	17.59%	2,309,588	2,323,200	99%
Direct Program Expenses				
Marketing				
Consumer Marketing	39.32%	5,161,930	5,405,800	95%
Nutrition & Health	13.21%	1,734,263	1,937,000	90%
	52.52%	6,896,193	7,342,800	94%
Beef Resources				
Channel Marketing				
Retail	0.28%	37,164	49,000	76%
Foodservice	0.52%	68,840	90,000	76%
Issues & Reputation Management	0.40%	52,596	54,000	97%
Producer Communications	2.37%	310,760	365,000	85%
Beef Quality & Beef Safety	0.16%	21,144	77,000	27%
Export Market Development	1.35%	176,806	180,000	98%
	5.08%	667,310	815,000	82%
Collection & Compliance Activities	0.61%	79,683	105,000	76%
	58.21%	7,643,185	8,262,800	93%
Program Implementation	22.58%	2,964,206	3,249,000	91%
	98.38%	12,916,979	13,835,000	93%
TOTAL INCREASE IN NET ASSETS	**1.62%**	**$ 212,456**	**$ (275,000)**	

TEXAS BEEF COUNCIL

Monthly Federal Checkoff Summary by Producer Type

(Modified Cash Basis)

Item Description	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	FY26 Total	Pct.
Dealers	52,525	62,520	46,633	45,074	36,660	26,002	60,573	49,882	70,186	30,357	36,173	43,290	559,875	6.3%
Feedyards	35,226	38,271	31,206	39,600	38,924	40,590	43,830	36,364	34,201	35,491	33,199	32,063	438,965	5.0%
Individuals	5,439	5,576	3,423	3,407	4,030	3,896	5,713	5,537	3,571	563	531	3,520	45,206	0.5%
Markets	361,631	356,519	278,718	202,891	227,967	262,063	261,046	247,543	245,063	249,269	253,925	261,065	3,207,700	36.2%
Packers	274,822	288,328	280,138	279,148	257,159	255,512	233,761	248,849	277,416	280,515	269,330	307,826	3,252,804	36.8%
	729,643	751,214	640,118	570,120	564,740	588,063	604,923	588,175	630,437	596,195	593,158	647,764	7,504,550	84.8%
Late Fees	74	29	581	904	394	310	378	468	(16)	111	72	1,159	4,464	0.1%
State of Origin In	109,787	121,382	105,434	106,160	105,175	96,606	100,790	114,580	125,760	142,173	123,326	90,315	1,341,488	15.2%
Collections for Texas	**839,504**	**872,625**	**746,133**	**677,184**	**670,309**	**684,979**	**706,091**	**703,223**	**756,181**	**738,479**	**716,556**	**739,238**	**8,850,502**	**100%**
Less Payable to CBB	(419,752)	(436,313)	(373,067)	(338,592)	(335,155)	(342,490)	(353,046)	(351,612)	(378,091)	(369,240)	(358,278)	(369,619)	(4,425,255)	50.0%
TBC Collections	**419,752**	**436,312**	**373,066**	**338,592**	**335,154**	**342,489**	**353,045**	**351,611**	**378,090**	**369,239**	**358,278**	**369,619**	**4,425,253**	
Deferred Revenue Adjustment	(2,886)	(3,136)	(18,615)	23,094	7,690	(2,573)	(1,924)	4,377	(1,369)	(1,078)	(1,627)	3,636	5,589	
Revenue Recognized	**416,866**	**433,176**	**354,451**	**361,686**	**342,844**	**339,916**	**351,121**	**355,988**	**376,721**	**368,161**	**356,651**	**373,255**	**4,430,841**	
Budget	**418,062**	**411,778**	**407,250**	**352,193**	**310,141**	**309,003**	**316,667**	**319,369**	**359,386**	**346,529**	**328,525**	**356,097**	**4,235,000**	
Budget Variance	**(1,196)**	**21,398**	**(52,799)**	**9,493**	**32,703**	**30,913**	**34,454**	**36,619**	**17,335**	**21,632**	**28,126**	**17,158**	**195,841**	**4.6%**
State of Origin Out	83,711	85,931	81,909	75,495	149,481	92,113	84,579	79,362	82,135	55,266	61,005	70,886	1,001,873	11%



TEXAS BEEF COUNCIL
Federal Checkoff Collection Comparison by Prod Type
(Modified Cash Basis)
Year-to-date collections through September

FY26 vs FY25

Item Description	Amount FY26	Amount FY25	Amount Difference	Percentage FY26	Percentage FY25	Percentage Difference	Percent Increase (Decrease)
Dealers	559,875	634,315	(74,440)	6.33%	6.65%	-0.3%	-11.74%
Feedyards	438,965	452,122	(13,157)	4.96%	4.74%	0.2%	-2.91%
Individuals	45,206	72,465	(27,259)	0.51%	0.76%	-0.2%	-37.62%
Markets	3,207,700	3,187,031	20,669	36.24%	33.41%	2.8%	0.65%
Packers	3,252,804	3,748,913	(496,109)	36.75%	39.30%	-2.6%	-13.23%
	7,504,550	8,094,846	(590,296)	84.79%	84.87%	-0.1%	-7.29%
Late Payment Fees	4,464	8,547	(4,083)	0.05%	0.09%	0.0%	-47.77%
State of Origin In	1,341,488	1,434,986	(93,498)	15.16%	15.04%	0.1%	-6.52%
Collections for Texas	8,850,502	9,538,379	(687,877)	100.00%	100.00%	0.0%	-7.21%
Less Payable to CBB	(4,425,255)	(4,769,190)	343,939				
TBC Collections	4,425,253	4,769,189	(343,939)				
Deferred Revenue Adjustment	5,589	3,249					
Revenue Recognized	**4,430,842**	**4,772,438**					
Budgeted Amount	**4,235,000**	**4,701,000**					
Budget Variance	**195,842**	**71,438**					
State of Origin Out	1,001,873	862,502					

FY26 vs 5 Year Average

Item Description	Amount FY26	Amount 5 Yr Avg	Amount Difference	Percentage FY26	Percentage 5 Yr Avg	Percentage Difference	Percent Increase (Decrease)
Dealers	559,875	712,958	(153,083)	6.33%	6.91%	-0.6%	-21.47%
Feedyards	438,965	590,098	(151,133)	4.96%	5.72%	-0.8%	-25.61%
Individuals	45,206	66,067	(20,861)	0.51%	0.64%	-0.1%	-31.58%
Markets	3,207,700	3,482,856	(275,156)	36.24%	33.74%	2.5%	-7.90%
Packers	3,252,804	3,947,261	(694,457)	36.75%	38.24%	-1.5%	-17.59%
	7,504,550	8,799,240	(1,294,690)	84.79%	85.24%	-0.5%	-14.71%
Late Payment Fees	4,464	12,414	(7,950)	0.05%	0.12%	-0.1%	-64.04%
State of Origin In	1,341,488	1,510,907	(169,419)	15.16%	14.64%	0.5%	-11.21%
Collections for Texas	8,850,502	10,322,561	(1,472,059)	100.00%	100.00%	0.0%	-14.26%
Less Payable to CBB	(4,425,255)	(5,161,281)	736,030				
TBC Collections	4,425,253	5,161,283	(736,030)				
Deferred Revenue Adjustment	5,589	296					
Revenue Recognized	**4,430,842**	**5,161,579**					
Budgeted Amount	**4,235,000**	**4,980,200**					
Budget Variance	**195,842**	**181,379**					
State of Origin Out	1,001,873	853,881					

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