

CERTIFIED ANGUS BEEF PROGRAM SPECIAL REPORT



An Investment in Your Future





Certified Angus Beef Program On the Move

The CAB Program executive office will be relocating to a larger, more efficient facility this month. The facility is being built to CAB Program's specifications for leasing.

At the new office staff will be organized by division for increased communications. A warehouse will also house the CAB Program's expanding material shipping and storage responsibilities.

An open house is tentatively planned for Saturday, Dec. 10. All American Angus Association members and Certified Angus Beef Program enthusiasts are invited to attend. Contact Anne Jones for more information.

Please make note of the following new addresses and phone numbers:

Mailing Address:
Certified Angus Beef
Program Executive Office
P.O. Box 1409

Shipping Address:
206 Riffel Rd.
Wooster, Ohio 44691

Phone & Fax Numbers
Phone: (216) 345-2333
Fax: (216) 345-3500

Above: The Certified Angus Beef Program executive office under construction - August 20, 1994.



Understanding the Certified Angus Beef Chain

From Pasture to Plate

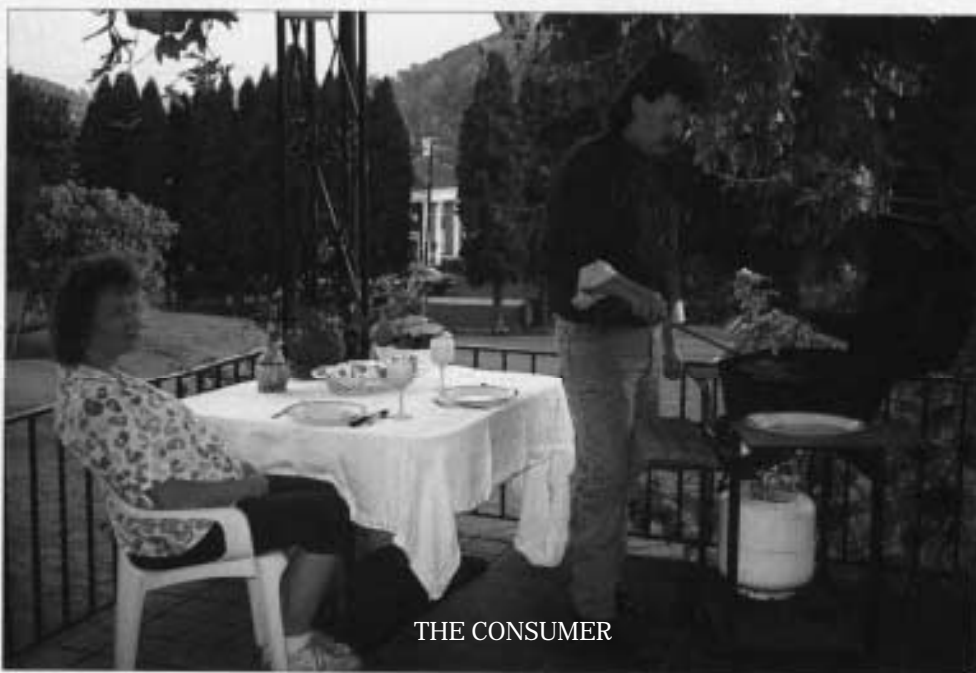
by Janet Mayer

Being a conscientious member of the American Angus Association, I show my support of the Certified Angus Beef (CAB) Program in many ways. I faithfully read the "Certified Angus Beef" monthly column in the *Angus Journal*; wear the Certified Angus Beef logo pin on my lapel and prominently display a Certified Angus Beef key ring attached to my camera bag.

At restaurants, I'm the patron who always asks for Certified Angus Beef™ product; I examine and admire the product in the meat cases at retail stores; I recommend it to anyone who asks and even sometimes to those who don't ask.

Still, I realized I didn't know as much about the CAB Program as I should. Earlier this year, I set a goal to learn and understand the complete process that a steer meeting CAB Program specifications goes through — from seedstock producer to consumer. Jenny Stickley, CAB Program director of marketing, steered me in the right direction with information and sources. I decided it was best to start with the end product and then backtrack—in other words, follow a steer from finish to start.

I chose a Certified Angus Beef customer in Pennsylvania. His favorite cut, Certified Angus Beef porterhouse steak, was traced to BiLo Market, the retail outlet; to Riverside Division, the distributor; to an EXCEL packer; to a Colorado feedlot; all the way



THE CONSUMER

Jacob Maher grills Certified Angus Beef steaks for his wife, Vicky, and himself at their home.

back to LLJ Ranch, a commercial and seedstock Angus operation in Wyoming.

My journey and lessons learned along the way are the focus of this article. Those fellow Angus breeders who would like to satisfy their hunger for knowledge and Certified Angus Beef product can follow along.

THE CONSUMER

I met Jacob Maher, a 38-year-old owner of a successful computer company near Johnstown, Pa., eight years ago when I bought my first computer. Not long ago, when I bought a new computer, Maher told me that he and his wife, Vicky, had

become steady customers at the Certified Angus Beef product service counter of an area BiLo Market.

The Mahers buy various cuts of Certified Angus Beef product once a week. "I guess you could describe me as a true beefeater," Maher says. "I could eat steak every day, but over the last few years, I had become very disillusioned about buying beef."

One time Maher would buy steaks and they would be great. When he would go back a few days later to buy the same brand at the same store, they would be tough and tasteless. Then a customer told the Mahers about Certified Angus Beef product.

"Well, I figured we could only lose the price of a couple of steaks," Maher says. "After the second and third purchase of Certified Angus Beef product, we were sold. We love it."

THE RETAIL OUTLET

The BiLo Market where the Mahers shop is located in Westmont, a suburb of Johnstown. This particular BiLo has been a licensed CAB Program retailer since December 1992. When customers like the Mahers enter the spacious, brightly lighted market, the service case presents an opulent selection of Certified Angus Beef product. It's vast enough to satisfy the demand of

the most discriminating meat lover's needs.

Early on a Sunday morning, I met with head butcher Eric Felix. He feels customers like Certified Angus Beef product because it gives them the ability to control their meat choices.

"Customers can pick meat out of the case or make a selection and have it cut exactly to their specifications," Felix explains. "What I like most about the meat is the consistency of quality, and I know this is another reason our customers like it. It also proves people will pay for quality when it's available."

Initially, Felix didn't think the product would sell well. He reasoned that the upscale community where the store is located is basically health-conscious, which affects the type of products customers buy.

"I first felt they would avoid the product because of the marbling, but so far I have had only one complaint and that customer had to admit the beef tasted excellent. He didn't want his money back; he was just concerned about the product being high in fat. The funny part is, he is still buying Certified Angus Beef product," Felix says.

The store makes available to customers CAB Program pamphlets with nutritional facts about cholesterol and the fat content of beef. "Many of our customers are surprised to find that a lot of the Certified Angus Beef cuts don't have as much fat or cholesterol as chicken," Felix says.

"Actually, there were a lot of facts about Certified Angus Beef product that surprised me when we joined the program. CAB Program representatives came in and met with us, fully explaining



Fritz Hedglin introduced Certified Angus Beef™ product to BiLo Market in 1992. He says the partnership has worked out well.

requirements the beef had to meet to be labeled Certified Angus Beef product, and explaining the program to our people. It was very informative."

THE DISTRIBUTOR

The next step in retracing the route of the Mahers' Certified Angus Beef steaks was a trip north to DuBois, Pa. Penn Traffic Company, parent company of both BiLo Markets and its distributor, Riverside Division, is one of the leading food retailers in the eastern United States.

Here I met with Fritz Hedglin,

vice president of perishable merchandising for Riverside. He supplies shipments of perishable items to 130 BiLo and Riverside Markets.

Prior to joining the Penn Traffic Company 32 years ago as a meat cutter, Hedglin worked at an independent meat processor, learning all facets of the meat industry from slaughter to retail.

He attributes his strong industry background to making him instrumental in introducing Certified Angus Beef product into the BiLo chain in April 1992.

At various times over a period

of two or three years prior to entering the CAB Program, Hedglin met with CAB Program personnel to discuss the possibility of putting Certified Angus Beef product into the company's supermarkets. "We had been looking for a way to set the service department apart from the self-serve department by presenting a special product, so we finally agreed to give it a try," Hedglin says. "CAB Program met that need and has worked out well. We find the quality to be consistent, which is important to US."

Shipments of Certified Angus Beef product are received at the Riverside warehouse once a week from beef packing companies such as EXCEL and IBP. Carl Zwick, meat buyer for Riverside, places orders with various packers, usually combining shipments of Certified Angus Beef product with other meats.

As a CAB Program licensed distributor, the warehouse ships product to 16 BiLo and Insalaco supermarkets. Ten of these markets have service departments and six are self-serve. Licensing is required of all packers, fabricators, distributors, exporters, retailers and restaurants to ensure integrity in the use and promotion of the Certified Angus Beef trademark.

THE PACKER

The next step in retracing the Mahers' Certified Angus Beef steaks was to EXCEL. This major beef packer has plants located in Kansas, Colorado and Nebraska. Two men knowledgeable in the role of the packer and Certified Angus Beef production are James Sims, EXCEL product manager for the CAB Program, and Kevin



BiLo Market meatcase stocked full of Certified Angus Beef™ product.



Kline, spokesperson for Cargill, the parent company of EXCEL. Because Sims is located at EXCEL corporate headquarters in Wichita, Kan., and Kline is located in Minneapolis, a conference call nicely solved the problem of speaking to both at the same time.

All Certified Angus Beef product orders from buyers, such as Zwick at Riverside Division in Pennsylvania, come through Sims, a 16-year veteran employee at EXCEL. "Before the buyers place an order with me, they call around for the best prices, just as consumers do," he explains. "If Zwick would place an order with our company on a Tuesday, the shipment would leave one of EXCEL's plants by Friday and reach DuBois by Monday or Tuesday."

Kline says all CAB Program cattle must be processed in a licensed plant approved by the American Angus Association and monitored by the U.S. Department of Agriculture (USDA). EXCEL is one of 30 packers licensed by the CAB Program to use the federally registered Certified Angus Beef trademark. It joined the program in 1987.

"We encourage our buyers to look for cattle that could potentially qualify as Certified Angus Beef product," Kline says. The live specifications set down by CAB Program include a high muscle-to-fat ratio; predominantly black coloration, (at least 51 percent of the hair coat must be black); and beef-type conformation without a hump or large, floppy ears.

When cattle meeting these specifications arrive at an EXCEL plant, they are identified by plant employees who have been trained by CAB Program personnel. They check to see that specifications have been met and as soon as the hide is removed, the carcass is stamped with an

"A" to maintain identity.

The following day a USDA grader, who is an impartial third-party, will evaluate the carcass based upon the following criteria: zero modest or better marbling score, "A" maturity (youngest maturity classification for beef), a USDA yield Grade 3.9 or leaner, medium-to-fine marbling texture, beef muscling characteristics of moderately thick or thicker, no evidence in the ribeye muscle of internal hemorrhages, and free of dark cutting characteristics.

Only one out of six cattle identified as eligible for CAB Program meets the rigid grading specifications, Sims says. Once a carcass has met the specifications, it's labeled and cooled down for 48 hours.

Approximately 38 percent of the total number of cattle processed at the EXCEL plants meet the live specifications; of that number, only about 17 percent meet the carcass specifications.

In an effort to increase these numbers, information on cattle meeting live and carcass specifications for CAB Program is fed back to the buyers. This makes them aware of cattle from a particular breeder that had a high percentage of CAB Program qualified cattle. In that event, the

buyer would look to buy pens from that breeder or feedlot again.

National figures from the CAB Program show more than 4.6 million head of Angus-type cattle were identified for the CAB Program during the 1994 fiscal year, with only 805,000 or 17.5 percent meeting all program specifications to be processed and marketed as Certified Angus Beef product.

THE FEEDLOT

The steers which produced the Mahers' Certified Angus Beef steaks were shipped from Stuehm Feedlot, Ault, Colo. The pen of steers were under a retained ownership contract by LU Ranch in Wyoming.

The steers were fed a hot ration of corn and cornsilage, plus hay and protein supplement. They were finished to a live weight of about 1,075 pounds over a period from late May through the middle of July.

Buyers from EXCEL and from other packing plants came through the lot two or three times a week, usually on Mondays and Tuesdays. After a price was agreed on, this pen of steers was shipped to EXCEL plant within 7 to 10 days.

"We have been almost

exclusively selling our cattle to EXCEL for the past six or seven years," says Mike Healy, president of LU Ranch. "We do pretty good on our percentages of Certified Angus Beef carcasses. Some of our pens rated at 17 percent, and last May one of the pens we sold had 18 percent that qualified. A little later on, we had a pen that was 40 percent."

Healy says the main focus at LU Ranch is on meeting the needs of the packers and striving to produce a quality carcass. In order to monitor the quality of the cattle he sells to EXCEL, he will often notify the CAB Program staff that he wants a certain pen of cattle checked. Through the National Cattlemen's Association (NCA), CAB staff will arrange to collect data on one of the truckloads from a pen of LU Ranch steers Healy designates.

"This costs us about \$3 a head, but it lets us know what quality of cattle we are selling to EXCEL," Healy explains.

THE SEEDSTOCK PRODUCER

The last and one of the most important steps in retracing the Mahers' Certified Angus Beef steaks led me to LU Ranch's cattle breeding operation. On a recent Monday afternoon, Healy took time from his busy schedule to share his thoughts.

LU Ranch Company is located in the big sky country of northeast Wyoming, near Meeteetse, just south of Cody. The ranch has been owned by the Healy family for more than 90 years.

Its cow-calf operation include 1,300 commercial cows and 200 purebred cows. The ranch breeds Angus cattle that have produced a relatively high percentage of market cattle qualifying as Certified Angus Beef carcasses.

Artificial insemination (AI) is

Continued on next page



"I believe cattle breeding in the future will rely more strongly on carcass data," says Mike Healey of LU Ranch in Wyoming.



used in the purebred herd, with genetic emphasis placed on moderate birth weight, high yearling growth and positive marbling expected progeny differences (EPDs). Herd bulls, which are bred at the ranch, are chosen by paying strict attention to, again, moderate birth weight, rapid feedlot growth up to yearling age, testicle size and pelvic dimension.

Calving season at LU Ranch begins about March 1, starting with the heifers which are AI bred once and turned out with clean-up bulls. Cows bred by natural service calve about April 1. Calves are weaned at 6 to 6 1/2 months of age and then taken to a nearby backgrounding facility in Worland, Wyo., where they receive a ration of hay, corn silage and beet pulp until they reach a weight of about 750 pounds. Healy says this gives them about a 2 to 2.25-pound average daily rate of gain.

Retaining ownership of cattle to the packer stage gives a purpose to Healy's breeding program "I believe breeding in the future will rely more strongly on carcass data. We strive to breed cattle that not only gain, but hang a superior carcass. In the past we didn't base our breeding decisions on carcass EPDs, but this year they have started to play a big role. I realize most of the packers haven't been paying a premium on quality carcasses, but I feel this is something in the pipeline."

In the future Healy feels that testing and using carcass EPDs will become especially important to commercial cattle breeders who are in crossbreeding programs. "I think a big part of the future for the Angus breed will be in breeding yearling Angus bulls with predictability of a positive marbling characteristic that can be used in

crossbreeding programs."

Healy cites cooperation between the CAB Program, American Angus Association Sire Evaluation program, retained ownership and herd testing like his for laying the groundwork for a value-based marketing system and an improved beef industry.

MORE CHALLENGES AHEAD

Since the first pound of Certified Angus Beef product was sold at a retail store in Columbus, Ohio, on Oct. 19, 1978, sales figures have shown a steady increase. Sales of 3 million pounds in 1983 have grown to 173 million pounds in 1994.

At a recent meeting of the Pennsylvania Angus Association, Mick Colvin, executive director of CAB Program, told his attentive audience that after 15 years of growth and success, the 25,000 Angus breeders who own the Certified Angus Beef trademark can feel proud.

He cautioned, however, that 15 more prosperous years are going to require aggressive breeder involvement to meet supply with a steadily increasing demand for the product.

"With the size of our current packer base, coupled with the need for increased supply, there will be unlimited opportunities for serious Angus breeders who have done their homework by using sire evaluation and carcass data collection," Colvin says. "These are the breeders who know where their breeding programs are in terms of end product value. I personally feel these breeders will respond to the opportunities the program offers to further strengthen their position as quality leaders in the beef industry."

What? You Lost My Data!

As the Certified Angus Beef (CAB) Program's busy season for carcass data collection comes to a close, it's time to reflect on the service's accomplishments and future challenges.

One of the most significant accomplishments is the increase in the number of head on which data has been collected. While the CAB Program projected it would collect data on 8,000 head during 1994, almost 11,500 head will actually be evaluated this year. This is an increase of 7,317 head over last year.

CAB Program's goal is to provide a reliable carcass data collection service for producers who use registered Angus bulls. Currently, carcass data reports are sent to all segments involved when data is collected on cattle. CAB Program staff hope to expand the information producers receive to include:

1. Progress reports for producers who have collected data for more than one year;
2. Special reports on request from the producer;
3. More thorough analysis of the data.

Providing a reliable service for the increasing number of enrolled cattle is CAB Program's biggest challenge. While the goal is to

collect reliable data on every request received, due to uncontrollable conditions, the data is sometimes lost. The CAB Program understands the time and effort producers put forth in establishing test herds so carcass data can be collected. Hopefully, producers also understand the time and effort put forth by the CAB Program in collecting this data.

This year, data on 350 head was not collected due to different situations. While this is a small percentage of the total, it still severely affects some producers.

The carcass data collection team (shown in the flow chart) illustrates the communication points that must be made for data collection to be successful. It doesn't matter if data is being collected on 40 or 400 head, the steps are the same and all of them must be completed. If there is a break anywhere in the chain, the data is usually lost. In many cases, lost data is blamed on the packer or the person collecting the data. However, in most cases it is the lack of communication and understanding of the process that causes data to be lost.

Following is the general procedure used to collect data. Helpful hints for producers to ensure greater chances of data being collected accurately are printed on page 170.

INDUSTRY GLOSSARY

Grade Date—Usually 24 or 48 hours after the processing date, This is when the cattle are quality and yield graded by a USDA official.

Marbling Scores—Scores used to indicate the quality grade of the carcass.

Sequence Tags—Tags numbered for each head in a lot, Put in carcass to correspond sequence number to plant identification number and ear tag number.

Hot Scale — Hot carcass weight and plant identification number is attached to carcass.

Hot Box—Chill cooler where carcasses are placed to chill before pulling them to grade.

Rail-Out — Carcass within the lot is pulled due to certain circumstances

Rail-in — Carcass not in lot is put into lot.



Carcass Data Collection Procedure

FEEDLOT LEVEL

Contact by a CAB Program representative is made with the feeder to record the number of head on feed, determine projected out date and re-emphasize the contact needed with the CAB Program when the cattle go on the showlist and then again when the cattle are sold to a specific packer.

Due to the increasing number of head being collected, a third party, National Cattlemen's Carcass Data Service, is contracted to help with the data collection. Time is needed to organize the carcass data collection teams at the various plants, so feedyard managers are asked to call the CAB Program when cattle are put on the showlist. This allows time to make the necessary arrangements before the cattle are actually sold.

At this point, records from the American Angus Association are obtained and carcass data collection teams are made aware that cattle could be going within the next two weeks. During the busy season, NCA will collect data on 2,000 head or more per week; therefore, it is vital that adequate time be given to schedule data collection.

The feedyard manager is asked to call again when the cattle are sold. This confirms the specific plant, number of head and any other details pertaining to data collection. Most of the time, data will be lost when CAB Program office is called and notified that the cattle are loaded and on their way to the packing plant, with no prior notice.

PACKING PLANT LEVEL

After the cattle are sold to the packer and an established date has been set for processing, the following is completed:

If CAB Program representatives are unable to be present for data collection, a NCA representative is called to collect the data. Data is collected by NCA according to instructions given by CAB Program representatives and submitted within five business days of the grade date.

Once the request to collect data is received, the following steps are taken by CAB Program representatives:

Prior to processing day

– Cattle scheduling supervisor at the packing plant is contacted for day and time of processing for that specific set of cattle. Date and time is reconfirmed next day.

– Appropriate USDA office is contacted so graders will be available to call marbling scores and preliminary yield grades.

– Sequence tags and carcass data collection sheets are prepared for processing day.

Processing day

– One person records tag numbers and checks hide color. (Usual chain speed = 4

head per minute.) One person places sequence tags on the carcass. Another person, positioned at the hot scale, watches for sequence number (put in earlier), plant identification number, hot carcass weight, rail-outs and rail-ins.

– Carcasses are then followed to locate specific hot box where the cattle are placed.

– Sales cooler manager is contacted for an estimated time on the grade of the cattle.

– USDA graders are contacted in person to be certain the regional office contacted them about grading the cattle.

Grade Day

– Time of grade is reconfirmed with the sales cooler manager. Representatives arrive at the plant at least 1-2 hours early to allow for time adjustments.

– Cattle are located in hot box. Hot carcass weight is checked, and kidney, pelvic and heart fat measurement is called.

– One to two people

(depending on number of head) are positioned by the ribbing stand to get a ribeye imprint, check sequence tags and pull them. Tags must be pulled for fabrication. (Usual chain speed = 5 head per minute.)

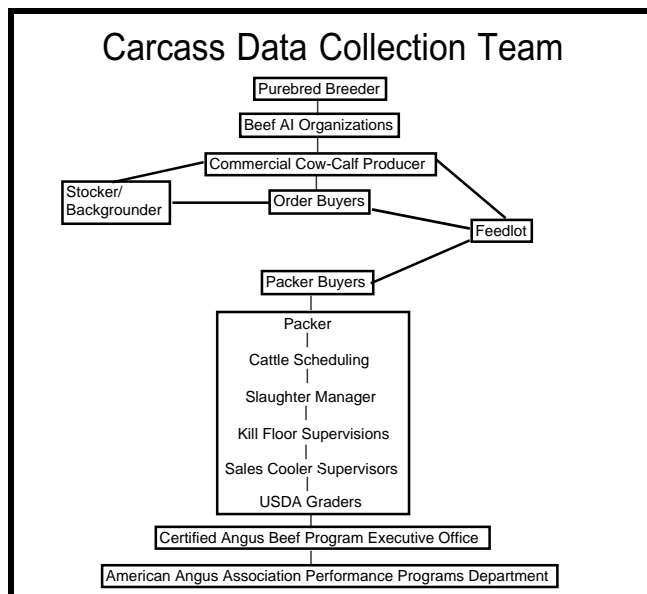
– A person positioned by the grade stand records data as called by a USDA grader.

The data is then returned to the office, AHIR records are matched to it and entered into the computer. The carcass data report is sorted by sires and shows averages for each sire and the entire lot. Finally, the report is distributed to all involved parties.

While the process seems simple, each step must be carefully executed in the very hectic packing plant environment. If any of this process is disrupted, the data is lost.

The process is long and involved; however, it is the only way to obtain the information needed to create production alliances. The alliances must start with cooperation from the time data collection is requested and remain strong until all parties receive the final information. Without cooperation, the information exchange cannot occur.

Carcass data collection, under the conditions in which it is now being obtained, will probably never allow for carcass data to be 100 percent guaranteed. Both the packers and carcass data collection teams try to do everything possible to collect data. Still, uncontrollable situations do occur just as they do at any segment of the production chain. The CAB Program realizes the importance of data collection to producers and is striving to do its absolute best to obtain the data.





Demand Outpacing Supply

The Certified Angus Beef (CAB) Program has experienced tremendous growth especially during the past five years. Stringent quality specifications, unparalleled standards of integrity and aggressive marketing strategies have proven to be a winning mix. Demand for Certified Angus Beef™ product is strong in food service, retail and export segments.

During 1994, the CAB Program will market 173 million pounds of product, an increase of more than 25 percent from last year. The CAB Program now faces its most exciting challenge — supplying product to meet the growing demand.

Until now, the CAB Program has expanded product supply primarily by licensing additional packing plants. A majority of the U.S. packer base is now producing Certified Angus Beef product, and these licensed plants are nearing optimum production. While the feasibility of licensing some of the remaining packers is being investigated, additional supply options must be sought.

SUPPLY OPTIONS

One option to increase Certified Angus Beef product supply is to increase the percentage of the nation's fed cattle that meet the CAB Program's live animal specification, having a predominantly (at least 51 percent) black hair coat. Just more than 30 percent of the cattle entering licensed packing plants meet this requirement. During 1991, 31.7 percent of these cattle met the live animal specification, and in 1994, this number increased to 34.3 percent. This is good news, indicative that more cattle producers are making their cattle black, but this number still must increase to help the CAB Program

It is interesting to note that the concentration of live cattle qualifying for CAB Program carcass evaluation is with four major packers — IBP, EXCEL, BeefAmerica and National Beef. During 1993, these packers identified nearly 90 percent of CAB Program cattle. This leaves little doubt where black cattle could be directed.

At this point, the cattle industry is growing at a rate of two percent per year, and cattle supplies are increasing. Industry analysts project, however, the top of the growth curve will be reached during 1997 and the number of available black cattle may decrease after this period.

Beyond simply identifying more cattle to meet the live animal specification lies the most important and challenging supply option. Improving CAB Program's acceptance rate is the most significant way to increase product supply. Long-term, this is where the biggest opportunity exists.

Alan Waggoner, CAB Program assistant executive director, production, projects 4.6 million head of cattle will be identified to meet CAB Program's live cattle specification during 1994. Of those, he estimates that 805,000 will then meet the carcass specifications and be marketed as Certified Angus Beef product. The resulting acceptance rate will only be 17.5 percent, with more than 81 percent of Angus-type cattle not reaching CAB Program standards.

IMPROVING THE ACCEPTANCE RATE

The CAB Program's supply development division was established to help lay the groundwork for Angus breeders to focus on improved carcass

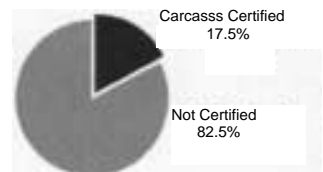
performance, thus increasing the acceptance rate.

Since the main reason cattle do not meet the carcass specifications is the lack of marbling, genetic advances in this area will have the greatest effect on the acceptance rate. Unfortunately genetic change takes time. With Certified Angus Beef product demand already outpacing supply, Angus breeders must move as quickly as they can.

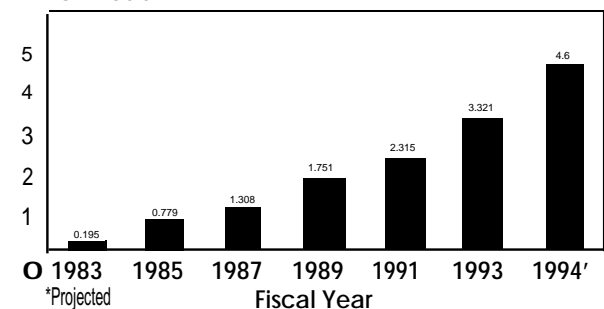
It is important to remember, however, that you cannot change what you do not measure. While many producers think they have an idea how the progeny of their sires are performing, the only way to be sure is through sire evaluation for progeny carcass merit.

Larry Dorsey, CAB Program supply development director, says Angus breeders are moving in the right direction. "Eighty-

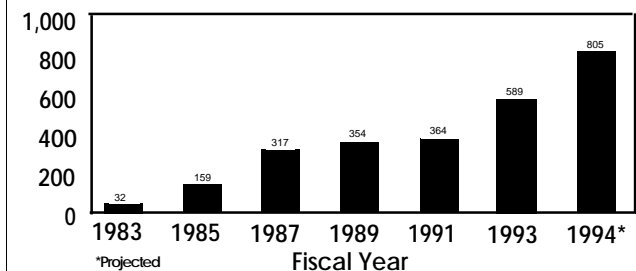
Projected 1994 Acceptance Rate for the Certified Angus Beef Program



Cattle Identified for the Certified Angus Beef Program
Million Head



Carcasses Certified for the Certified Angus Beef Program
Thousand Carcasses





Program Specification Procedures Modified

three new bulls were added to the Sire Evaluation Program during fall 1994," explains Dorsey. A total of 853 sires now have recorded carcass EPDs, an increase of 329 in just four years. Dorsey also projects that at least 40 to 50 more bulls will be added to the list shortly.

Many cattle producers are discouraged about the lack of premiums for Angus-type cattle being sent to licensed CAB Program packing plants. "Why should I go to the extra effort of collecting carcass data when I'm not being financially rewarded?" many ask. First, those who question the incentive need to evaluate the current, strong Angus bull market. Secondly, they should ask any feeder or packer buyer which pen of cattle sell first—the Angus-type or others?

From there, the answer to the question comes back to the acceptance rate. When the percent of Angus-type cattle qualifying for the CAB Program is only 18 percent, how can the packer afford to pay a premium on an entire pen of black cattle? Producers who have targeted carcass quality and collected data to prove their cattle can predictably produce high quality, consistent beef have an opportunity to negotiate. Those who are still guessing don't.

A terrific market for Certified Angus Beef product has been established and continues to grow. Now, it's time to meet the demand. If we don't, the competition will.

The CAB Program supply development division is helping to create alliances so Angus breeders can work with commercial producers, feeders and packers to produce a consistent, high quality product. The route to improving the CAB Program acceptance rate has been charted; it simply requires traffic.

Since the Certified Angus Beef (CAB) Program began in January 1978, its cattle and carcass specifications have remained the symbol of quality. They have not, did not and will not change. However, it became apparent that the procedures for identifying the live animal specifications for Angus-type cattle at licensed plants was difficult for certified plant employees

At the point in the process where live animal characteristics were evaluated, the hides were partially removed, and the cattle were upside down. This made clear evaluation difficult. In addition, equipment or less than adequate lighting at some plants prevented ideal evaluation environments.

On Dec. 15, 1993, the CAB Program executive office began working with the USDA Standardization Branch and Meat Grading and Certification to address this concern. It was determined that shifting the evaluation of two live animal specifications from the processing floor to the cooler is more efficient and accurate. Since May 30, 1994, USDA Graders have been evaluating two of the previous live animal specifications in the cooler.

By changing the beef-type conformation specification to the "moderately thick or thicker muscling" cooler evaluation, the USDA Graders have specific points for muscle-type identification. They can see the size and shape of the overall carcass and ribeye. The cooler specification eliminates all lightly muscled cattle, including lightly muscled black cattle that would have qualified under the prior evaluation procedure.

Also, the hump/floppy ear

evaluation now states carcasses in the cooler "must not have a hump exceeding two inches in height." It still eliminates cattle with significant Brahman influence and bulls, and only steers and heifers are accepted into CAB Program. Now, it's evaluated in the cooler instead of on the processing floor.

The USDA Meat Grading and Certification Branch and the CAB Program executive office have carefully reviewed these changes. The CAB Program has not gained any product supply as a result of these evaluation changes. It has simply increased the accuracy and efficiency of the certification process.

The following outline of the modified evaluation process includes a description of the cooler evaluations for moderately thick or thicker and no hump exceeding two inches in height. This outline indicates the correct method for explaining specifications for Certified Angus Beef™ product.

For a copy of this evaluation procedure as approved by the USDA Agricultural Marketing Service, call the CAB Program executive office at (216)263-7500. Also, any questions should be addressed to Alan Waggoner, CAB Program assistant executive director, production, at (303) 980-6393.

THE CERTIFICATION PROCESS

The certification process begins at licensed CAB Program packing plants when incoming cattle are scrutinized by plant employees. These employees are approved by the American Angus Association and monitored by USDA to identify

cattle that are predominantly black (at least 51 percent of the hair coat is black).

This means purebred Angus cattle, as well as cattle with Angus-type characteristics, are eligible for the CAB Program. Typically, 33 percent of cattle entering a packing plant meet the above specification and are eligible for further evaluation.

When the Angus-type cattle are identified, carcasses are marked with an "A" stamp to maintain identity. Carcasses are then presented to the USDA Grading Service, an impartial third-party, for evaluation based on characteristics including marbling, maturity and yield grade.

1. Certified Angus Beef™ carcasses must have a Modest or higher degree of marbling.
2. Certified Angus Beef carcasses must be in the "A" (youngest) maturity range.
3. Certified Angus Beef carcasses must be Yield Grade 3.9 or leaner.
4. Certified Angus Beef carcasses must have medium or fine marbling texture.
5. Certified Angus Beef carcasses must have beef muscling characteristics of moderately thick or thicker. This specification eliminates thinly muscled, narrow carcasses. Superior muscle thickness implies a higher proportion of meat to bone.
6. Certified Angus Beef carcasses may not have a hump on the neck exceeding two inches in height. Disregarding carcasses with excessive hump eliminates cattle with significant Brahman (*Bos Indicus*) influence.
7. Certified Angus Beef carcasses must have no evidence in the (ribeye muscle) of Internal hemorrhages.
8. Certified Angus Beef carcasses must be free of dark cutting characteristics.



CAB Program Annual Conference Salutes "The Mark of Integrity"

A record 250 certified Angus Beef (CAB) Program participants attended the 1994 Annual Conference held in Phoenix during September. This event brings together all segments of the CAB Program including producers, processors, distributors, retailers, exporters and restaurateurs.

Themed "The Mark of Integrity," the conference focused on the CAB Program's drive to maintain trademark integrity. The Certified Angus Beef marks are its sole possessions and are protected with reverence. During the event, conference participants were reminded that from product, to policies, to people, CAB Program strives to instill integrity in every phase of its business.

Highlights of the conference included sessions about CAB Program marketing resources, competitive products, beef exports, legal issues, selling strategies, and industry issue management. Participants were also given an analysis of the current product supply and demand situation.

A tour of City Meats and Provisions, a licensed food service distributor, also gave attendees insight to the CAB Program's Phoenix food service business. In addition, each of the divisions — retail, export and food service — provided updates about policies and marketing services and activities.

One of the most significant aspects of this annual event is the networking opportunities. Unique to the beef industry,

the CAB Program provides a rare forum for all segments to come together and work to provide consumers with a consistent, high quality product. All of the CAB Program board of directors, as well as American Angus Association president, Butch Meier, attended the conference and met one-on-one with CAB Program participants.

The 1994 CAB Program Conference is yet another way Angus producers are taking charge of their future and creating the alliances beef's future demands.

OUTSMARTING THE OPPOSITION

Negative publicity about the beef industry affects everyone involved in the production and distribution chain — from purebred producer to retailer.

As individuals whose livelihoods depend on the beef industry, we must be able to spot these issues and address them head on.

Sheri Spader, chairperson of the National Cattlemen's Association (NCA) food policy and labeling committee, shared facts about the industry's key issues and provided resources for positive beef promotion during a CAB Program Conference session. Her role as a presenter was important as it provided a link between the production and distribution segments of the industry.

Spader explained to session participants that issues begin with a single idea or individual known as an activist. These activists take



CAB conference attendees tour City Meats & Provisions in Phoenix,



Wine auction bidders enthusiastically support the CAB Program | NJAA Scholarship Program. A total of \$2,500 was raised for the scholarship fund,

their idea, expand it, and form an activist group. Over time, this group works to gain the attention of credible media and thought leaders who reach the consumers.

Food has become a real target for activist groups because it's an issue that easily gains the attention of consumers. Activists rally to develop new consumer attitudes which lead to changes in consumer behavior.

"As leaders in the beef industry, we must spot these ideas at the activist level," warns Spader.

At that point, a critical time evolves within which we must have the research and facts available to dispute the myths that are developed.

"Information given out must be factual," she adds.

When approaching an activist or an activist issue, Spader says it's important not to be defensive or reactive. "Take the facts about the good things we do to care for the land, cattle, and meat and tell about it," she says.

She also reconfirmed to the retailers and restaurateurs that quality is a personal commitment for American beef producers. "Our own families live in the same environment and eat the same beef that we produce for the market. Therefore, maintaining high quality and providing consumers with wholesome, nutritious food is important to cattlemen," she adds.



Top Program Participants Recognized

During the 1994 Annual Conference, CAB Program participants were recognized for outstanding achievements. Following are highlights of awards presented:

Two Angus cattle producers and a feedlot were presented with Commitment to Excellence awards during the Annual Conference. These awards recognize the recipients for striving to produce a consistent end product and spending extra time and effort to make the Sire Evaluation Program a success. In addition, they work to increase communication with the CAB Program and American Angus Association as well as between production segments.

CAB Program staff appreciate the award recipients' commitment to increasing communication between all production segments in an effort to provide consumers with consistent, high quality beef.

SEEDSTOCK PRODUCER

Venture Farms, Ellensburg, Wash.
Harland "Ske" and Jody Radomske

Venture Farms has a long-term commitment to sire testing. During Spring 1994, the farm demonstrated this commitment when it employed DNA testing to maintain identity of 77 steers at the feedlot. This 200 head purebred herd also has a 400 head commercial test herd. To date, data has been collected for more than 300 steers. The farm uses carcass data as the road map to producing purebred bulls for commercial producers and increase predictability of cattle performance in the feedlot and on the rail.

COMMERCIAL PRODUCER

LU Ranch Company, Worland, Wyo.
Mike and Jean Healy

LU Ranch Company works with purebred producers to evaluate bulls for carcass merit, maintains comprehensive records for sire testing programs and timely communicates cattle feeding dates and locations to CAB Program staff. In addition, this 90-year-old corporation retains ownership of test cattle to ensure identity from conception to processing. The ranch has 200 purebred cows and 1,300 commercial cows. All phases of this ranching operation focus on quality assurance, including employee input in management decisions.

COOPERATING FEEDLOT

T-Bone Feeders, Goodland, Kan.
Gary and Charlene Wickwar

A 6,000 head capacity family-owned operation, T-Bone Feeders keeps identified cattle in contemporary groups and maintains proper identification of the cattle. Currently, about 90 percent of the cattle are customer cattle through retained ownership. The feedlot maintains communication with supply development division staff regarding processing dates and packing plant locations. Also, the feedlot keeps accurate records of feed data and close-out information to share with producers.

Harland and Jody Radomske of Venture Farms, Ellensburg, Wash., receive the Seedstock Producer Commitment to Excellence award from Mick Colvin, CAB Program executive director.



Mike and Jean Healy of LU Ranch Co., Worland, Wyo., receive the Commercial Producer Commitment to Excellence award from Colvin.



TOP SALES VOLUME FABRICATOR

IBP Inc. — Joslin, Geneseo, Ill.

Awarded to licensed fabricating plant marketing greatest volume of Certified Angus Beef™ product during the year.

FABRICATOR PROFICIENCY AWARD

Beef America, Omaha, Neb.

Awarded to the licensed fabricator marketing the highest percentage of each Certified Angus Beef carcass during the year.

PROCUREMENT PROFICIENCY AWARD

Dawson-Baker Packing, Louisville, Ky.

Awarded to the licensed packer obtaining the highest Certified Angus Beef certification rate during the year based on total production.

TOP SALES VOLUME AWARDS

Awarded to licensed CAB Program participants marketing the greatest volume of Certified Angus Beef product during the year.

Exporter — IBP International, Dakota City, Neb.

Retailer — Farm Fresh Inc., Norfolk, Va.

Food Service Distributor — Newport Meat Co., Irvine, Calif.



Horse Butte Ranch Rides Herd on Genetics

"As a producer of both commercial and registered Angus cattle, it's imperative I know where my herd sires and foundation cows are in terms of measurable carcass traits."

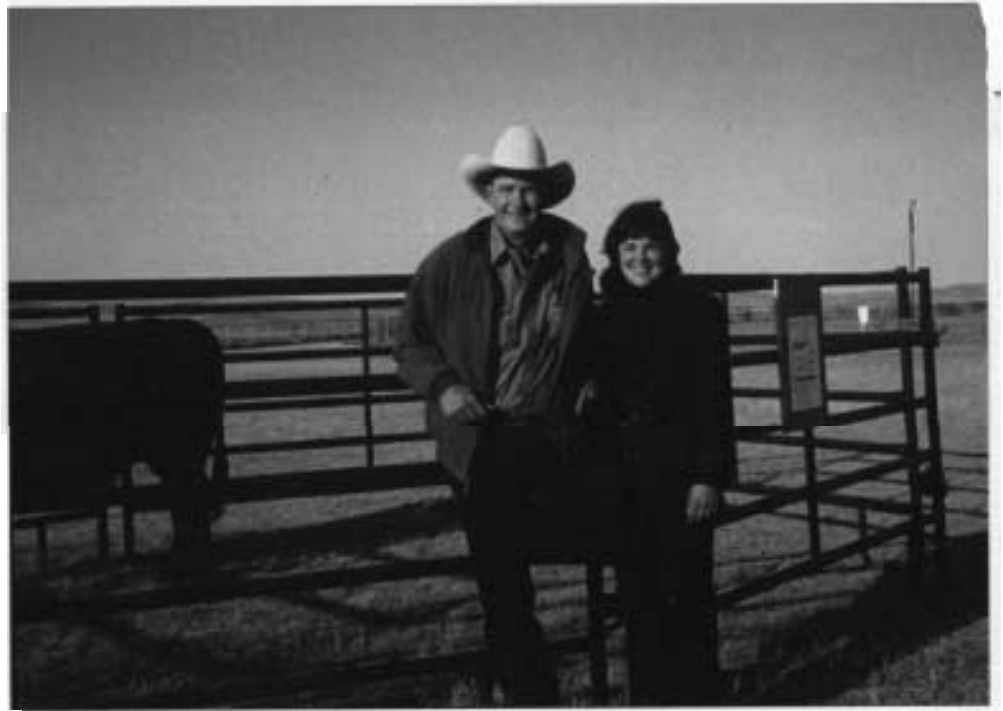
This quote defines the goal of Dennis Voss, owner of Horse Butte Ranch, Two Dot, Mont., and explains why he is involved with the American Angus Association and Certified Angus Beef (CAB) Program Sire Evaluation Program.

The bottom line in the Horse Butte breeding program is beef. How beef is produced and how the profit margin is maintained is Voss's daily challenge.

Voss grew up on a ranch which is still a viable commercial Angus operation in northwest Nebraska. For the past eight years, Dennis, and his wife Erica, have owned the 17,000-acre Horse Butte Ranch. The ranch offers grazing diversity as it ranges from 4,200 to 6,400 feet in elevation. This diversity provides Horse Butte cattle the capability to survive and flourish in many places, from a lush vegetation region to a more arid region.

Pasture management involve the use of a flock of approximately 1,000 sheep. Their purpose is to eat the leafy spurge and broadleaf plants which sheep find more palatable, thus enhancing growth of the grass to be grazed by the cattle. All winter feed, which includes 3,000 tons of hay per year, is produced on the ranch.

Voss strives to measure and incorporate positive carcass traits into his already high



Dennis and Erica Voss of Horse Butte Ranch, Two Dot, Mont. feel the best way to increase the value of their cow herd is using bulls whose progeny are tested for carcass traits.

maternal and moderate framed cow base. "I cannot do this without testing a high percentage of my herd sires and the foundation cows they come from," he says. To him, the mother cow is the bottom line and the maternal base he has developed is very important.

The Horse Butte herd is divided into three management systems. First, the embryo transfer program includes donor cows which have gone out, competed with other females in the herd, and have earned an honest living. This group includes females carrying exceptional weaning weight ratios on their progeny, bringing ideal genetics into the registered herd.

The registered herd, in turn, provides seedstock for his

commercial herd. He uses the commercial herd as his own test herd to see if his objectives are being met. In addition, Voss markets to other commercial producers and tests, through the Sire Evaluation Program, how the seedstock he produces works in other environments.

He began his commercial cow operation eight years ago when the market was at a low point. Eventually, he added the registered herd to have the opportunity to see the dams and learn the pedigrees of the bulls he used.

"I have great respect for the commercial producer, especially in terms of their vigorous search for the right genetics and the performance data that they are bringing into their herds," says Voss.

"Purebred breeders must get involved with carcass testing to keep up with the commercial producers," he adds. He notes that commercial Angus producers in South Dakota, Nebraska and Montana are aggressive and have taken the lead to remain competitive.

It's important for cattle producers to underline economic concerns by fine tuning and looking at more intricate details. Voss feels the greatest way to increase the value of his cow herd is using bulls whose progeny are tested for carcass traits.

"It does not cost any more to use a bull with carcass data than to use one without it," he says.



While he has renewed confidence in his product and his ability to improve it, Voss isn't interested in achieving or correcting carcass problems overnight. He cautions, "Anyone interested in taking giant leaps on marbling and ribeye area needs to stop and strive to keep a balance of all traits throughout the breeding program."

"We are just peeking in the door," Voss says. "As time goes on, we will see everything come together with higher accuracies being the biggest issue."

The Horse Butte Ranch is just one entity of the beef industry and Voss realizes the importance of his team players. "The agriculture

industry is competitive but sharing," he says.

An important aspect of Voss's testing program is his relationship with T.J. Martin, a feedlot owner/operator. "T.J. offers personal attention to feeding the calves and has a genuine interest in carcass testing," explains Voss. "It takes the cooperation from all segments to enable us to get the data."

Voss is keenly interested in value-based marketing. "It's a train we hear about often and it's not going to stop," predicts Voss. He feels value-based marketing is pressuring cattlemen to produce a consistent, quality product. "The registered breeder must take the responsibility of carcass

testing their bulls and producing cattle for their customers that will meet the demands of the marketplace."

"Imagine, if you will, using a bull that seems to be outwardly doing a good job on most traits, but when you carcass test him, his steers come in with below average size ribeye poor marbling and excessive backfat. What good is this bull to the beef industry?" asks Voss.

"I'm willing to do my part as a producer through carcass testing, a sound health program and so forth, but my frustration lies outside my control in areas which the beef industry must address, particularly quality and the consumer's perception of our

product," says Voss.

This Angus breeder is finding out where he's at and has plans for where he wants to go. It's a good chance, Horse Butte Ranch will find itself in the lead.

A Feedlot Aiming for Acceptability

The beef industry needs to produce an acceptable product. Gary Wickwar, manager of T-Bone Feeders, Goodland, Kan., doesn't believe the industry is accomplishing this and is doing something about it.

"Right now, research tells us that only one in four steaks is acceptable," says Wickwar. "That's not good enough."

Wickwar's interest in cooperating with other segments of the beef industry to produce a more acceptable product is the reason he and T-Bone Feeders was presented with the Certified Angus Beef (CAB) Program's 1994 Feedlot Commitment to Excellence Award.

T-Bone Feeders is owned by H.B. and H.D. House. Wickwar began managing the feed yard in 1987 and has since doubled the facility by adding



Gary Wickwar, manager of a Kansas feedlot, believes it's critical to share information about cattle's end product value.

two alleys for a total capacity of 6,000 head. Eight employees carry out the feedlot's daily responsibilities.

To keep abreast of industry happenings, the feedlot belongs to several organizations including the

National Cattlemen's Association, Kansas Livestock Association, CattleFax and Professional Cattle Consultants.

Three years ago, Wickwar started feeding cattle for a customer who was involved

in the American Angus Association's Sire Evaluation Program. During 1994 he fed approximately 250 cattle enrolled in sire evaluation. This involves cooperation with both the commercial producer placing the cattle and the CAB Program staff. Wickwar worked with commercial cattlemen Delane Nixon of South Dakota, and Gary Johnson of Kansas.

Once these identified cattle enter the feedlot, communication is vital to the testing program. Wickwar puts forth the extra effort of keeping track of these cattle because he wants to produce a product consumers want. With genetics playing a key role in this equation, he realizes how critical it is to share information about the cattle's end product value.

Continued on next page



Wickwar has found carcass data is not only important to the purebred and commercial producers, but also alerts him to certain details with sets of cattle. "Getting the reports back make you question certain things such as your implant program," says Wickwar. The data has helped him evaluate which cattle he implants and when.

"Days on feed are another point we tend to pay attention to after we get the report back," adds Wickwar. "If the cattle were too fat, we know we held them too long." While the information has not drastically changed Wickwar's management practices, it has given him an indication of what he is producing and made him aware of areas to improve.

Wickwar believes purebred and commercial producers are becoming more interested in getting information back about how their cattle perform, not only on the rail but in the feedlot as well. "In the past, this information hasn't been provided unless the producers retained ownership," he explains. "A lot of people just didn't have any interest in getting that information back. Now, the



Gary and Charlene Wickwar of T-Bone Feeders, Goodland, Kan., receive the Feedlot Commitment to Excellence award from Mick Colvin, of the American Angus Association in Phoenix.

interest is increasing and the information is being distributed more freely."

T-Bone Feeders has also seen increased interest in black cattle. "The lot is 90 percent custom, and you'll find most of the pens filled with black, black baldie and English cross cattle," Wickwar says. Four major packers knock at Wickwar's door when cattle are placed on the show list which usually includes 60-70 percent black cattle. "The black cattle are easy to sell," he adds.

Wickwar also recognizes

the feedlot's attention to health, quality feeds and feed management as important components of its success. "Health is extremely important. Projects like the Ranch to Rail program have proven a sick calf, even if it stays alive, costs a lot of money," says Wickwar.

T-Bone Feeders encourages its customers to precondition calves. "The feedlot personnel pride themselves on their health program. We don't like to lose cattle," he says.

In regard to producing an acceptable product, Wickwar

sees an optimistic future. "When numbers were short, packers had to buy what was out there. Now that the supply is increasing, packers are leaving behind cattle that don't make them money. In the future, cattle must meet the demands of consumers," he explains.

What is the ideal target for a value-based marketing system? Wickwar believes the ideal steer would be finished at 1,250 pounds and be moderate in frame size. "Right now, steers coming into the feedlot weighing 750-800 pounds must have at least 130 days on feed before packers will accept them. If value-based marketing comes into play, these days would be reduced," he predicts.

Wickwar and T-Bone Feeders know they are producing quality beef and want it to be an acceptable product. By cooperating with other industry segments and the CAB Program, they are gathering the information necessary to reach this goal.

HELPFUL HINTS FOR DATA COLLECTION

— Make sure cattle are identified with readable ear tags. Use a good ear tag pen, Weather affects these tags and makes them hard to read at the packing plant. For instance, do not use black tags with a white pen. These seem to fade the worst.

— If you use a specific color of tag to denote sire groups, be careful of the color choices. Some tags fade giving them a different appearance of color.

— If you are not retaining ownership, make sure the CAB Program's supply development division knows where your cattle are being fed.

— Make sure feedlot management knows your intentions of

having data collected on these cattle. TELL THEM TO LEAVE EAR TAGS IN WHEN PROCESSING.

— Make sure your AHIR records are complete and submitted to the American Angus Association. If possible, indicate what calves are enrolled in the Sire Evaluation Program. IF YOUR RECORDS ARE NOT AT THE ASSOCIATION AND YOUR CATTLE ARE IDENTIFIED BY SIRE, YOUR CARCASS DATA REPORT WILL BE DELAYED.

— Make sure the CAB Program knows anything special about identifying your cattle, such as color of tags or special numbers on tag. BRANDS/EAR NOTCHES WILL NOT BE READ AT THE PACKING PLANT AS A MEANS OF IDENTIFICATION.



CAB Program Gains International Market

Traveling to Moscow soon? Visit the Sadko shopping arcade and dine on Certified Angus Beef™ steaks. How about Lima, Peru, where the Lima Golf Club proudly serves the world's finest beef? In Tokyo's famous Ginza district, the New Tokyo restaurant is in its eighth year of serving Certified Angus Beef product.

Closer to home, in Nassau, Bahamas, you can visit numerous quality-minded establishments extolling the quality of Certified Angus Beef product.

During the past year, international consumers enjoyed 17 million pounds of Certified Angus Beef product, accounting for 9.8 percent of overall Certified Angus Beef product sales. While the majority of the product is destined for Japan, Certified Angus Beef product can be found in 19 international markets including the Bahamas, Bermuda, Canada, Mexico, the Caribbean Islands, Japan, Taiwan, Bahrain, Moscow, the Philippines, Indonesia, Singapore, South Korea, Hong Kong, Thailand, Peru, Austria and the British West Indies.

Unfortunately you will not find any Certified Angus Beef product in Europe. While European companies have expressed a desire to purchase Certified Angus Beef product, the current European Economic Union growth promotant ban precludes any shipments to this part of the world.

Tracey Erickson, Certified Angus Beef (CAB) Program's export division director, says they are hopeful this non-tariff barrier is eliminated in the very near future so CAB Program can access this market, which is



Co-hosting a booth at the Canadian Food & Beverage Show last February were (l to r) Tim Chapchuk of JJ Derma Meats, Toronto, Canada; Tracey Erickson of CAB Program; and Graham Newton of Macgregor's Meat & Seafood, Toronto, Canada.

literally waiting for Certified Angus Beef product.

International potential for Certified Angus Beef product will continue to increase with the assistance of two significant trade agreements approved in the past year. Passage of the NAFTA

eliminated tariffs on U.S. beef products destined for the Mexican marketplace making Certified Angus Beef product more affordable to Mexican consumers. Sales of product to Mexico increased more than 400 percent in the past year.



George Piruinski and Elliott Reyes of Provimentos, Vega Baja, Puerto Rico, stand in front of the corporate jet used to deliver Certified Angus Beef™ product to their customers.

"We have just scratched the surface," Erickson says. "There are many quality conscious consumers in Mexico who are willing to pay for high quality beef so we plan to continue to develop this market."

Implementation of the Uruguay Round of the General Agreement on Trade and Tariffs (scheduled for January 1995) still must be approved by the U.S. Congress. The tariff and nontariff barriers reduced by this agreement will serve to assist all U.S. beef exports over the long term. Significant to the CAB Program is the decrease in the Japanese tariff rate from 50 percent to 38.5 percent over a six-year period.

"Increased access and fewer trade distorting practice by both importing and exporting countries will help ensure the winners in international trade are determined by product attributes and marketing savvy," says Phil Seng, U.S. Meat Export Federation president and CEO. Erickson believes CAB Program is well positioned to expand its international presence in the face of changing trade environments.

It's projected that during 1995 20 million pounds of Certified Angus Beef product will leave the United States destined for various international markets. If you're planning an international trip, be sure to call the CAB Program executive office and find out where in the world you can enjoy Certified Angus Beef product.



CAB Program Staff Updates

The recent growth of the Certified Angus Beef (CAB) Program has dictated some staff restructuring and the addition of several new members.

At the administrative level, Mick Colvin, CAB Program executive director, announces the appointment of three assistant executive directors. The purpose of these appointments is to diversify the administrative responsibilities, focus direction at specific CAB Program segments and encourage input for CAB Program's long-term vision.

BRENT EICHAR now serves as assistant executive director, administration, overseeing all administrative services, policy development, legal issues, finances and product monitoring. Eichar has been a member of the staff since 1987.

ALAN WAGGONER, located in CAB Program's Denver office, has been appointed as assistant executive director, production. In this capacity, he will guide the program's processing sector, continually monitoring identification numbers, overall certification rate as well as general supply and demand information.

JENNY STICKLEY will serve as CAB Program's assistant executive director, marketing. She

will oversee marketing efforts reaching the entire spectrum of CAB Program, from producer to consumer. In addition, she will be responsible for the overall marketing direction and focus.

LARRY DORSEY has been promoted to director of the supply development division. He will be responsible for all activities associated with increasing the supply of cattle to meet CAB Program specifications. This position will be responsible for CAB Program's efforts involving sires in the sire evaluation program in addition to the carcass data collection service and Value Discovery Project.

A new position has been created to increase the percent utilization of each Certified Angus Beef carcass. JIM STICKLEY recently returned to CAB Program as director of the value-added products division. He will focus efforts on the development, licensing, distribution and marketing of further processed Certified Angus Beef™ product items. This includes cooked, marinated and cured items.

When Jim was with CAB Program two years ago, he served as assistant director of the food service division. He has recently been working with the Ohio Beef

Council/Ohio Cattlemen's Association.

ANNE JONES joined CAB Program in August as special projects manager in the marketing division. Her responsibilities include staff communications, marketing plan development, planning and implementing program-wide special events and projects, and providing support to supply development division staff in resource development and producer recognition.

Anne has been working with Ankony INA Farm Corporation in Waterford, Va., as the sales and marketing manager. As a member of the American Angus Association, Anne has been active in National Junior Angus Association activities, including serving on its board of directors.

MIKE O'CONNOR has joined CAB Program as assistant in the packing division. His responsibilities include assisting the director of packing in maintaining communications with licensed packers and fabricators, monitoring supply/demand issues and individual account product needs, and coordinating new plant starts.

Prior to joining CAB Program, Mike worked for the USDA Agricultural Marketing Service as

an international market reporter and a livestock and grain market reporter.

SARAH DONOHOE is also a new addition to the staff as retail marketing manager. She will spearhead marketing service requests from licensed retailers, coordinate promotional activities with retail industry associations and facilitate development and execution of retail point-of-sale, training and education resources.

Sarah's experience includes serving as the staff home economist for Buehler Food Markets, Wooster, Ohio, and as director of consumer affairs for the Ohio Beef Council.

SUSAN SANDERS joined CAB Program as market analysis manager in the monitoring division. Her responsibilities focus on evaluating CAB Program penetration into various market areas.

Susan's previous experience includes serving as a meat laboratory manager at Colorado State University where she managed retail sales and supervised student research assistants. In addition, she has worked in research at toxicology laboratories.



Larry Dorsey



Jim Stickley



Anne Jones



Mike O'Conner



Sarah Donohoe



Susan Sanders