The National Pork Board is the catalyst that unites pork producers with key stakeholders focused on building a bright future for the pork industry through research, promotion and education.

Mission

The National Pork Board will elevate U.S. Pork as the global protein of choice by continuously and collaboratively working to do what’s right for people, pigs and the planet.

Vision
March 5, 2015

Dear Pork Forum Attendee:

Welcome to San Antonio and thank you for joining us!

Your selection as a Delegate to Pork Forum is a great honor, and the 16 producers who serve as members of the National Pork Board appreciate the investment of your time.

As a Pork Act Delegate, you will play an important role this week in helping to shape your Pork Checkoff. While we have a busy few days ahead of us, we hope that you leave San Antonio with an even greater appreciation for our industry and the challenges we face.

I especially hope you can appreciate our theme People. Pigs. Planet. This theme underscores the focus of our year-long strategic planning process and our renewed commitment to continuous improvement through accountability and collaboration. You will learn more about the plan and our new vision and mission to elevate U.S. pork as the global protein of choice.

Each day, America’s pig farmers work hard to produce high quality pork, preserve the environment and provide the best in animal care. And it takes each and every one of us – from across the food chain – working together toward that common goal.

In the long run, your time this week will be well spent as we enhance consumer demand for pork, invest in research and educate America’s pig farmers through training and certification programs.

Today, you represent our nation’s pork producers, and I hope you’re looking forward to the time we spend here – and the good work we accomplish – as much as I am.

Yours truly,

Dale Norton
President, National Pork Board
The following goals were determined to be the main focus for the National Pork Board. Each goal is supported by a series of objectives. Ideally, objectives meet the following criteria:

**SMART**: Specific/single outcome • Measurable • Achievable • Relevant/Realistic • Time bound

**Goal: Build Consumer Trust** - Working collaboratively with food-chain partners, the National Pork Board will enhance consumer trust in modern pork production by promoting producer adoption of on-farm management practices that reflect our ethical principles and by sharing our commitment to continuous improvement with consumers and key stakeholders.

1. By 2020, producers accounting for 50 percent of U.S. pig production will annually report sustainability performance metrics to a National Pork Board-sponsored sustainability measurement and reporting system.
2. By 2020, the region- and production-weighted national average carbon footprint of the U.S. swine herd will be reduced 5 percent from a 2014 baseline of 2.87 lb. CO₂e/lb. live weight of pigs at the farm gate.
3. By 2020, the region- and production-weighted national average water use of the U.S. swine herd will be reduced 5 percent from a 2014 baseline of 18.66 gallons/lb. live weight of pigs at the farm gate.
4. By 2020, the public health risk of prioritized foodborne pathogens in pork will be reduced from 2015 levels, with initial focus on achieving a reduction in the sero-prevalence of Toxoplasma gondii in sows (by 10 percent) and in market hogs (by 5 percent) and a reduction in the prevalence of Salmonella spp. in pork trimmings (by 10 percent).
5. By 2020, the National Pork Board will achieve a 2 percent improvement in overall animal well-being scores as compared with 2015 PQA Plus® Site Assessment data.
6. The National Pork Board will implement an Enterprise Risk Management System (ERMS) to prevent or mitigate the industry’s prioritized threats and capitalize on its opportunities.
7. By 2020, the National Pork Board, in cooperation with food-chain partners, will continue to address public concerns related to animal care and health and will improve the perceptions of engaged consumers toward modern pork production by 10 percent, as measured by an annual tracking study.

**Goal: Secure the Multiple Benefits of Pork** - Working collaboratively with food-chain partners, the National Pork Board will continue to address public concerns related to animal care and health and will improve the perceptions of engaged consumers toward modern pork production by 10 percent, as measured by an annual tracking study.
**Goal: Drive Sustainable Production** - The National Pork Board will invest in research and producer education programs that enhance the productivity and sustainability of pork production and deliver benefits to producers, consumers and the community.

1. By 2020, the National Pork Board will develop, with key stakeholders, the identification and diagnostic tools, surveillance and mitigation strategies for the potential elimination of the top domestic swine diseases.
2. By 2020, the National Pork Board will deploy tools and programs to decrease the annual economic impact of PRRS by 20 percent, as adjusted for inflation and measured against the 2012 PRRS economic impact baseline study.
3. By 2020, the National Pork Board will build the capacity to detect and prepare for foreign, non-regulatory swine production diseases, to rapidly respond to non-regulatory and regulatory foreign animal diseases and to facilitate pork producer business continuity.
4. By 2020, the National Pork Board will expand participation in the worker safety benchmarking database from 27 percent to 50 percent of industry, with a long-term objective of reducing employee animal-handling injury rates by 15 percent.
5. Demonstrating a commitment to improving professionalism (doing the right things for the workforce and the animals workers care for), the National Pork Board will develop and deploy education and training resources that are utilized by 25 percent of the pork production industry and that serve as the basis of employee training and development programs.
6. By 2020, the National Pork Board will provide pork producers with research results, tools and information to improve the productivity of the U.S. swine herd as measured by the following and based on 2015 Industry Productivity Analysis:
   a. 10 percent decrease in pre-weaning and nursery mortality.
   b. 10 percent improvement in caloric efficiency in grow/finish feed efficiency and
   c. Improvement in sow lifetime productivity from 38 pigs per sow lifetime to 42 pigs per sow lifetime.

**Goal: Grow Consumer Demand** - Working in concert with food-chain partners, the National Pork Board will grow domestic and international consumer demand by focusing on pork’s improved nutrition, quality and sustainability.

1. By 2020, increase pork’s US market share of total real per capita meat expenditures 1 percentage point as measured by USDA retail price and disappearance data (2014 baseline data).
2. By 2020, increase pork exports through access to new markets, expand existing markets and increase export volume by 2.7 billion pounds and export value by $3.1 billion, equating to a 9 percent average annual increase in value and quantity compared with 2014 year-end data.
3. By 2020, reduce the percentage of pork loin chops scoring below the National Pork Board color score of 3 by 10 percentage points as compared with the 2012 retail baseline study (55 percent reduced to 45 percent).
4. By 2020, increase the positive perceptions of pork in a healthy diet by registered dietitians by 20 percent as compared with a 2015 baseline study that includes competitive proteins.
NEW STRATEGIC PLAN GOALS & SMART OBJECTIVES

RED TAB: GENERAL PORK INDUSTRY FORUM INFORMATION
A. Forum General Information/Schedule of Events
B. Award Recipients

GREEN TAB: PORK ACT DELEGATES MEETING INFORMATION
A. Strategic Schedule
B. Appointees
C. Pork Act Delegate/Shares
D. Proposed Standing Rules and Meeting Procedures

YELLOW TAB: PORK ACT DELEGATE MEETING MATERIALS
A. 2014 Pork Act Delegate Meeting Minutes
B. 2014 Resolutions/Advisements Update
C. Current National Pork Board Members
D. Industry Committee List
E. Committee Interest/Industry Positions Form
F. Bylaws of Pork Act Delegate Body
G. State Checkoff Funding
H. Pork Act Delegate Expense Report Form

BLUE TAB: NOMINATING, RESOLUTIONS & ADVISEMENTS, and OTHER ACTION ITEMS
A. Nominating Committee Report
B. Pork Act Delegate Voting Results Worksheet
C. 2015 Resolutions & Advisements
D. 2016 Allocation of Delegates by State

PURPLE TAB: OTHER
A. News Release
B. 2015 Plan of Work & Budget
# SCHEDULE OF EVENTS

## Thursday, March 5, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tr>
<td>7:30 am – 6:30 pm</td>
<td>Forum Information Desk/Registration</td>
<td>Hill Country Foyer</td>
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<tr>
<td>12:30 pm – 2:00 pm</td>
<td>PQA Plus® Training</td>
<td>Uvalde AB</td>
</tr>
<tr>
<td>2:00 pm – 3:30 pm</td>
<td>Producer Update Session, Candidate Meet and Greet Sessions</td>
<td>Independence 2-3</td>
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<tr>
<td>3:30 pm – 6:30 pm</td>
<td>State Caucuses for Board Candidates</td>
<td>Check hotel monitors for rooms</td>
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<tr>
<td>6:30 pm – 8:00 pm</td>
<td>Welcome Reception</td>
<td>Independence 4-8</td>
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<tr>
<td>8:00 pm</td>
<td>State Caucuses for Nominating Committee Members</td>
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## Friday, March 6, 2015

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<td>6:30 am – 6:30 pm</td>
<td>Forum Information Desk/Registration</td>
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<td>6:30 am – 7:30 am</td>
<td>Buffet Breakfast</td>
<td>Independence 4-8</td>
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<tr>
<td>7:30 am – 11:15 am</td>
<td>NPPC Delegate Session</td>
<td>Hill Country Ballroom</td>
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<tr>
<td>11:30 am – 1:15 pm</td>
<td>Luncheon with Keynote Speaker;</td>
<td>Independence 4-8</td>
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<td></td>
<td>Kevin Folta, University of Florida</td>
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<tr>
<td>1:30 pm – 5:30 pm</td>
<td>Pork Act Delegate Session</td>
<td>Hill Country Ballroom</td>
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<tr>
<td>6:00 pm – 7:00 pm</td>
<td>Reception</td>
<td>Independence 4-8</td>
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<tr>
<td>7:00 pm</td>
<td>NPPC Auction</td>
<td>Independence 4-8</td>
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## Saturday, March 7, 2015

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<td>Forum Information Desk/Registration</td>
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<td>6:30 am – 7:45 am</td>
<td>NPPC SIP Breakfast</td>
<td>Independence 4-8</td>
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<tr>
<td>8:00 am – 11:30 am</td>
<td>NPPC Delegate Session</td>
<td>Hill Country Ballroom</td>
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<tr>
<td>11:45 am – 1:00 pm</td>
<td>Industry Awards Luncheon</td>
<td>Independence 4-8</td>
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<tr>
<td></td>
<td>Distinguished Service Recipient, James D Meimann</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hall of Fame Recipient, Jon Caspers</td>
<td></td>
</tr>
<tr>
<td>1:15 pm – 5:00 pm</td>
<td>Pork Act Delegate Session</td>
<td>Hill Country Ballroom</td>
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</table>

Start and end times may change slightly on-site.
A Tribute To

DALE NORTON
National Pork Board President, 2014-2015

Committed. Passionate. Genuine. These are important values that best describe Dale Norton and his years of voluntary service to America's pork producers. Farming is his heritage. Dale grew up on his family's farm near Bronson, Mich., and has spent most of his life in business with his dad and brother. His operation was extended to a fifth generation with the addition of his son and nephew.

Dale's service to both agriculture and the pork industry began over 30 years ago when he participated in the Michigan Agricultural Leadership Program. Dale was elected to the Michigan Pork Producers Association board of directors, where he eventually went on to serve as president. At the invitation of the Pork Checkoff, Dale became involved with the Animal Welfare Committee, serving as its chair for four years. The committee's work set the animal care standards, which greatly contributed to our industry's Pork Quality Assurance (PQA) Plus* program.

During the past six years, Dale has served in leadership roles at the National Pork Board. In that time, he witnessed both challenging days and days filled with great opportunity. In his second board term, he served in officer roles and helped the board:

- Shape its five-year strategic plan, blending valuable input from across the food chain;
- Interview and select a new chief executive officer;
- Implement the Common Swine Industry Audit, creating a single, consistent on-farm audit protocol;
- Establish the Swine Health Information Center to help producers prepare for emerging disease; and
- Grow the U.S. Farmers & Ranchers Alliance into the organization it is today.

Through the years – and all of the hard work – Dale never lost sight of serving U.S. pork producers. He understands the realities of farming and raising crops and livestock. And most importantly, how his decisions contribute to the producers who invest in the Pork Checkoff.

Dale Norton, on behalf of America's pork producers, the National Pork Board recognizes you for your leadership, service and dedication to our industry.

National Pork Industry Forum
March 7, 2015
Every famous landmark requires a master builder – someone who has the vision and skill to form the framework around the architect’s plans. Jim Meimann was like a master builder for the Pork Checkoff and the pork industry. He used his skills to create order and organization so that the plans of others could flourish.

Jim’s dedication to the pork industry started at a young age. He grew up on a diversified crop and livestock farm in central Iowa, where he had numerous 4-H and FFA swine projects. After graduating from Iowa State University, Jim worked in a variety of jobs, including the Iowa Department of Agriculture. There he served as the assistant deputy secretary for 13 years.

In 1985, Congress passed the Pork Act, which provided for the national mandatory Checkoff. Jim came to the National Pork Producers Council as the director of policy and administration to organize programs to comply with the Pork Act and Order. With the new mandatory Checkoff, he was instrumental in putting together the accounting, auditing and administrative structures that helped develop and execute programming.

Jim’s greatest challenge came with the hog market crash of 1998 and subsequent referendum vote in 2000. Prices plummeted, producers suffered and some even lost their farms. One of the important jobs that Jim took on during the referendum was to help tell pork producers how their Checkoff dollars were being spent. In 2001, after the announcement and subsequent reversal of the referendum by then USDA Secretary Ann Veneman, Jim was essential in helping to separate the National Pork Board and National Pork Producers Council.

After the referendum, Jim served as the key point of contact with the Agricultural Marketing Service, a branch of the USDA, which provides governmental oversight of the Checkoff. He also played an important role in defending the Pork Checkoff’s intellectual property and trademarks, such as Pork: The Other White Meat®.

Jim Meimann has provided extraordinary leadership to the pork industry. He was always respectful that the dollars that were invested came from producers and that the Pork Checkoff was a producer-led organization. He always made sure that producers decided how the Checkoff was invested. He was deeply committed to the success of the Pork Checkoff.

Jim, for your dedicated and long-standing service to the U.S. pork industry, America’s pork producers honor you as the 2015 Distinguished Service Award winner.

National Pork Industry Forum
March 7, 20145
San Antonio, Texas
2015 Pork Act Delegate Body
Strategic Schedule
March 5-7, 2015 – San Antonio, TX

Thursday, March 5, 2015
12:30 - 2:00 p.m. PQA Plus® Training
2:00 – 3:30 p.m. Producer Update Session, Candidate Meet & Greet Sessions
3:30 – 6:30 p.m. State Caucuses – Board Candidates
6:30 – 8:00 p.m. Welcome Reception
8:00 p.m. State Caucuses – Nominating Committee

Friday, March 6, 2015
6:30 a.m. Buffet Breakfast for All Delegates
7:30 – 11:15 a.m. NPPC Annual Meeting
11:30 a.m. – 1:15 p.m. Buffet Lunch for All Delegates
Guest Speaker: Kevin Folta, University of Florida
1:30 p.m. CONVENE PORK ACT DELEGATE SESSION
• Call to Order – Dale Norton, NPB President
• Quorum Report – Brad Greenway, Recording Secretary
• Swearing in of Pork Act Delegates – Craig Shackelford, USDA-AMS
• Standing Rules and Annual Meeting Procedures – Dale Norton
• Duties of Pork Act Delegates – Dale Norton
2:30 p.m. NPB President’s Report – Dale Norton
2:45 p.m. Nominating Committee Report – Karen Richter
• Floor nominations
2:55 p.m. Pork Board Candidate presentations – Karen Richter
3:20 p.m. Financial Report to Delegates – Derrick Sleezer
3:35 p.m. Nominating Committee Candidate presentations – Karen Richter
3:50 p.m. Resolutions/Advisements Committee Report – Brad Greenway
4:05 p.m. Report back 2014 Resolutions/Advisements – Brad Greenway
Friday, March 6, 2015 continued….

4:15 p.m. Program Updates
- Paul Sundberg – Science & Technology, Swine Health Information Center
- Sherrie Webb – Science & Technology, Common Industry Audit

4:45 p.m. Export Update
- Becca Hendricks – International Trade
- Leann Saunders – U.S. Meat Export Federation

5:00 p.m. Environmental Stewards Awards – Brad Greenway

5:30 p.m. Adjourn Pork Checkoff Delegates for the day

5:30 p.m. Pork Board News Conference

6:00 pm Reception

7:00 pm NPPC’s Auction

Saturday, March 7, 2015

6:30 a.m. NPPC’s SIP Breakfast

8:00 a.m. NPPC Annual Meeting

11:45 a.m. – 1:00 p.m. Industry Awards Luncheon
- Distinguished Service Award
- Hall of Fame Award

1:15 p.m. CONVENE PORK ACT DELEGATE SESSION – Dale Norton

1:15 p.m. Practice Voting – Danita Rodibaugh

1:45 p.m. VOTING for Pork Board Nominating Committee

2:00 p.m. Committee & PLI Recognition – Jan Archer

2:10 p.m. VOTING RESULTS, Nominating Committee – Dale Norton

2:15 p.m. VOTING for National Pork Board: 1st Ballot

2:30 p.m. RESOLUTIONS/ADVISEMENTS Debate – Dale Norton

3:00 p.m. RESULTS of 1st Ballot for National Pork Board – Dale Norton
Saturday, March 7, 2015 continued…..

3:05 p.m.  VOTING for Pork Board – 2nd ballot – Dale Norton

3:15 p.m.  CEO Report – Chris Hodges, CEO

3:45 p.m.  RESULTS of 2nd Ballot for National Pork Board – Dale Norton
            VOTING for Pork Board (if needed) – 3rd ballot - Dale Norton

3:50 p.m.  Vote to confirm final Pork Board nominee slate to Secretary

4:00 p.m.  Program Update
            • Ceci Snyder – Domestic Marketing Update
            • Bill Winkelman – Producer Services Update

4:25 p.m.  Retiring Pork Board Director Recognition – Derrick Sleezer & Chris Hodges
            • Lisa Colby, MA
            • Craig Mensink, MN
            • Brad Greenway, SD
            • Dale Norton, MI
            • Karen Richter, MN
            • Craig Rowles, IA

4:35 p.m.  Retiring President Recognition – Derrick Sleezer

4:45 p.m.  2016 Allocation of Pork Act Delegates by State – Dale Norton

4:50 p.m.  Other Business – Dale Norton

5:00 p.m.  ADJOURN PORK ACT DELEGATE MEETING - Dale Norton

5:00 p.m.  Pork Board Media Availability
PROPOSED APPOINTEES

CREDENTIALS/ELECTIONS COMMITTEE:
Danita Rodibaugh, IN, Chair
Roy Henry, KS
Conley Nelson, IA

Duties of the Credentials/Elections Committee
The Credentials/Elections Committee is composed of pork producers or importers, one of which will be designated Committee Chairman, shall be appointed by the Chair with the approval of the Delegate Body. This Committee shall certify delegates, conduct elections, and authenticate results of the elections and voting under rules adopted by the Delegate Body and consistent with the Pork Act and Order.

TELLERS
Bill Winkelman, VP - Producer & Industry Relations, Head Teller

The Tellers will be identified and approved on site.

Duties of the Tellers
Tellers are responsible to assist the Chair and/or the Credentials/Elections Committee in the voting and other general meeting procedures.

PARLIAMENTARIAN
Jim Slaughter
Rossabi Black Slaughter, Attorneys at Law
Greensboro, NC

Duties of a Parliamentarian
The Parliamentarian will assist the Chair in the correct procedure for handling Pork Act Delegate Body business, using Robert's Rules of Order.

RECORDER
Jack Boenau
Deanna Boenau
AmeriCaption, Sarasota, FL

Duties of the Recorder
The Recorder is responsible to provide a verbatim meeting transcript to the Recording Secretary.

OVER . . . . .
RECORDING SECRETARY - PORK ACT DELEGATE BODY

Brad Greenway, Vice President, National Pork Board

John Johnson, Chief Operating Officer, Assistant to Recording Secretary.

Duties of the Recording Secretary

The duties of the Recording Secretary shall be to: (a) prepare minutes of the Delegate Body Meetings; (b) give a certification report at meetings; (c) retain records of minutes; (d) provide copies of minutes to delegates and the U.S. Secretary of Agriculture; and (e) attest to other documents on behalf of the Delegate Body. The Recording Secretary may delegate such duties as necessary.
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<tr>
<th>STATE</th>
<th>2014 ASSESSMENTS (000)</th>
<th>SHARES</th>
<th>PERCENT OF 2014 ASSESSMENTS</th>
<th>2015 APPOINTED DELEGATES</th>
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NATIONAL PORK PRODUCERS (PORK ACT) DELEGATE BODY
2015 ANNUAL MEETING

PROPOSED STANDING RULES & ANNUAL MEETING PROCEDURES

1. Rules

The rules contained in the current edition of Robert's Rules of Order Newly Revised (11th Edition) shall govern the Delegate Body in all cases to which they are applicable and in which they are not inconsistent with the Act and these Standing Rules.

No delegate shall speak in debate more than twice on the same question on the same day, or longer than two minutes each time, without permission of the assembly Chair.

Voting delegates shall be given preference in debate, but the Chair may also recognize Pork Board members, past national presidents, other producers and other industry participants to participate in discussion.

2. Credentials, Elections, Voting, Elections Committee, Tellers

The Chair of the National Pork Producers Delegate Body shall appoint a Credentials/Elections Committee of pork producers or importers to conduct elections and authenticate results.

Since the committee is actively involved in voting tabulation and validation while the delegate meeting is in session, committee members must be chosen from a list of producers who are neither delegates nor involved in other producer activities during the actual meeting time.

Role and Authority of the Credentials/Elections Committee

a. Oversee all Pork Act Delegate voting activities.
b. Oversee all voting (including voice votes, standing votes, and shares votes).
c. Be responsible for the integrity of the computerized voting system.
d. Be responsible for validating all voting results prior to giving these results to the Delegate Body Chair.
e. Shall disqualify a ballot vote containing over 20% (of votes cast) spoiled or invalid individual ballots, and require a re-vote.
f. May disqualify a ballot vote containing over 10% (of votes cast) spoiled or invalid individual ballots, and require a re-vote.
g. Be responsible for making any 12-State Rule ranking order changes in validating the National Pork Board nominees list.
h. Handle all questions and issues concerning the overall voting process.
i. Validate appointed delegates.
Tellers: The Chair shall appoint Tellers to assist in voting procedures. The Tellers shall serve under the direction of the Chair and the Credentials/Elections Committee. Tellers will also be available to assist individual delegates during any voting process if requested.

3. Delegate Badges

For admission to Pork Act Delegate activities and to facilitate identification and seating, delegates and others shall be required to wear the badge issued by the Credentials/Elections Committee upon registration.

4. Resolutions & Advisements

For proposed resolutions and advisements to be considered by the Resolutions/Advisement Committee, they shall:

a. Be proposed by a state pork producer association, the Pork Board, a Pork Board standing or program committee, or an individual pork producer.

b. Be submitted in writing to the Resolutions/Advisement Committee by a date established by the Committee to allow for review.

c. Resolutions received by this deadline require a majority of shares present and voting to be introduced and a majority of shares present and voting for adoption.

d. Resolutions received after the deadline shall require a 2/3 vote to be placed on the floor and a 3/4 vote of shares present and voting for adoption.

e. For 2015, February 4 is the date established by the Committee for any relevant resolution or advisement to be considered timely.

5. Candidate Nominations

Following the Pork Board Nominating Committee report, the Chair will ask the voting delegates if there are any nominations from the floor. Once the Chair declares the nominations closed, no further nominations will be accepted.

Evidence of a candidate's eligibility, willingness to serve, and a brief biography shall be available to Pork Act Delegates for each candidate nominated from the floor.

Floor nominees shall be listed on the voting form in the order of nomination, following those made by the Nominating Committee.

6. General Voting

On those issues not requiring shares voting, voting may be by voice, standing or shares voting. The method of voting may be determined by the Chair, or by any Pork Act delegate. Any delegate may call for an uncounted standing vote when a voice vote has
been chosen or used. Any delegate may call for a shares vote when either a voice or standing vote has been chosen or used.

A standing or shares vote must be requested by the Chair or any Pork Act delegate either before a vote is taken or immediately following the announcement of the voting results by the Chair.

7. **Election Information**

A. **Definitions**

   **12-State Rule**: (also referred to as the “duplicate state rule”): The Pork Act requires that the list of nominees (submitted to the Secretary each year for appointment to the National Pork Board) plus Pork Board Members not up for election, represent at least 12 states plus importers. For 2015, this slate of candidates does NOT present a concern with violating the 12-State Rule.

   **1½ Rule**: The Pork Act specifies that one and one-half (1½) nominees shall be submitted to the Secretary for each vacant/expiring Pork Board member seat.

   **Top-5 List.** Pork Act Delegate policy is to submit to the Secretary a list of nominees ranked by delegate preference. This list must be structured so that there are no impediments, such as the 12-State Rule, to the Secretary’s ability to appoint the top 5 ranked nominees without altering their ranked order. This year this list will be a Top-6 List due to the number of seats open on the Board.

   **Electronic hand-held device.** The electronic hand-held device system will be used for all elections, except if there is only one candidate a voice vote or standing vote will suffice, although the hand-held system may be used. An improperly executed voting process by any delegate may result in disqualification of their ballot by the Credentials/Elections Committee.

B. **Pork Act Requirements—Nominated Candidate Submission (1½ Rule):**

The Pork Act specifies that one and one-half (1½) nominees shall be submitted to the Secretary for each vacant/expiring Pork Board member seat. In 2015, six (6) seats are open and thus 9 nominees must be submitted to the Secretary for appointment.
C. The 12-State Rule: (also referred to as the “duplicate state rule”)

1. The Pork Act requires that the number of states within the list of nominees submitted to the Secretary, coupled with the number of states represented by Pork Board Members who are not up for election, total at least 12 states plus importers.
   - Under this Rule, there cannot be more than 3 states having 2 Members each on the Pork Board, plus 9 states with 1 Member each.
   - Or, one state with 3 Members on the Pork Board, and one state with 2 Members, plus 10 states with 1 Member each).

2. Pork Act Delegate policy is to submit to the Secretary a list of nominees ranked by delegate preference and structured so that there are no impediments, such as the 12-State Rule, to the Secretary’s ability to appoint the top 6 ranked nominees without altering their ranked order (the “Top-6 List”). While the above is Delegate policy, it is understood that the Secretary has the authority to appoint any 6 of the 9 candidates in any order, from the submitted list of nominees.

8. Election Procedures

Ranking: During voting, ALL candidates on the ballot must be ranked in order of preference. Failure to rank ALL candidates invalidates a delegate's ballot.

A majority vote (more than half) is necessary for each elected nominee. The Chair will announce the candidates who receive a majority and are nominated. The ranking and shares-total of candidates not elected on a ballot will not be announced.

Delegates will vote as many times as necessary to develop a ranked nominee list of 9 to submit to the Secretary to fill the vacant/expiring Pork Board member terms. Nominees will be ranked by shares received within each vote/ballot. Those receiving a majority on the first ballot will be ranked higher than those receiving a majority on a subsequent ballot, assuming the 12-State Rule is met.

When 9 candidates have received a majority shares vote, the 1½ Rule will be satisfied and further voting to gain a majority for all candidates may not be required. At this time the Credentials/Elections Committee will review the final list to ensure that the 9 elected nominees meet the 12-State Rule and the top 6 can be appointed in the order ranked by delegates without change. In 2015, the 12-State Rule does NOT present a challenge to voting or ranking. No combination of candidates will violate this rule.
Validating the National Pork Board Nominees List

Step 1: If the 12-State requirement has not been met within the “Top-6” list of nominees plus National Pork Board members not up for election, then the committee will do the following:

A) Remove the lowest ranking “duplicate state” nominee or importer nominee from the “Top-6” list.
B) Add the next available “new state” nominee (from the previous ballot or current ballot) to the “Top-6” list if that person had a majority vote. If the most current ballot had no “new state” nominee with a majority vote then another ballot would be necessary.
C) Insert the previously removed “duplicate state” nominee in the first available slot where the 12-State Rule is no longer a relevant issue.

Step 2: The Credentials/Elections Committee will give this revised list of nominees to the delegate body chair, and explain all rank order changes to the delegate body. The delegates will then be asked to approve this revised list. Any such adjustment to the list must have final approval by Pork Act Delegates through adoption of the final slate in proper order upon a majority vote. Upon adoption of the final slate by the Delegate Body by a majority vote, all candidates will be submitted as having been elected by a majority vote.

Computer records must be preserved by the Recording Secretary for a period of at least sixty days after the close of the Annual Meeting.

9. Voting Procedures

A. A computing system will be utilized to count and tabulate voting shares.
B. Each delegate will be issued a serialized hand-held device.
C. For each ballot, a slate of candidates will be listed, including the candidate’s name and state (or importer representation).
D. Delegates must rank all candidates presented on each respective ballot in order of that Delegate’s preference.

a. Voting on candidates: The Chair will announce the list of candidates. The vote will be considered invalid and not counted if either of the following occurs:
   - You do NOT rank a candidate.
   - You mark 2 or more candidates with the same numerical ranking.

b. The following steps will be completed for the vote:
   i. First, each delegate will rank all candidates on a separate paper worksheet.
ii. Delegates will not enter any votes on the hand held device at this time.

iii. The Chair will announce when the polls are open for voting on the hand held device.

iv. The Chair will announce the candidates individually, one candidate at a time. Each delegate will rank that candidate by entering into the hand-held device the numerical rank on the delegate’s own worksheet (for example, if a candidate is ranked number 5 on your worksheet, press “5” on the voting device and then press the “Enter” button).

v. When all Delegates have voted, the Chair will declare “Voting Closed” for that candidate. Once voting is closed for that candidate, Delegates cannot go back and change their vote.

vi. The Chair will immediately announce the next candidate.

vii. Each delegate will now rank the next candidate by entering into the hand-held device their rank for that candidate (for example, if the next candidate is ranked number 12 on your worksheet, press the numbers “1” and “2” and then press the “Enter” button).

viii. The Chair will then announce “Voting Closed” for that candidate.

ix. This process will be repeated until all candidates have been announced and ranked.

x. You may not mark more than one candidate with the same numerical ranking, or your entire ballot for all candidates in this category will be invalid.

c. Voting on “issues” using the hand-held electronic device. A question will be presented which will require a YES or NO vote.

i. A YES vote will be made by pressing 1 on the keypad

ii. A NO vote will be made by pressing 2 on the keypad.
Sample Handheld Voting Device

Check Out and Check In Procedures - Forum 2015

At Pork Forum this year we will be utilizing Turning Point voting devices. Each of these devices has a serial number associated with it. This serial number will be used to allocate shares whenever a share vote is necessary and to allocate one vote per device whenever we have a non-shares regular vote.

Therefore, **only utilize** the handheld voting device registered to you!

**Process for receiving/returning your voting devices:**

At registration you will be asked to read a document explaining the voting process along with the device check-out and check-in procedures. **If you lose or damage the device, you will be responsible for a $200 fee to replace this device.**

**A) Individuals who are Pork Act Delegates only:**

At the Pork Act Delegate session there will be no shares voting on Friday, so voting devices will not be distributed. On Saturday, before the Pork Act Delegate session starts, please go to the Teller’s table and receive your voting device. You will utilize this device throughout the session to vote on various issues. After the session is over, please return the device to the location where you picked it up.

**B) Individuals who are dual delegates (NPPC and Pork Act);**

Your device for the Pork Act session has a different serial number than the one utilized during the NPPC session. On Saturday, before the Pork Act session starts go to the Teller’s table to receive your Pork Act voting device. You will utilize the device throughout the Pork Act Delegate session. At the end of the session please return the voting device to the Teller’s table.
CALL TO ORDER

President Karen Richter called the Annual Meeting of the National Pork Producers (Pork Act) Delegate Body to order at 7:40 a.m. on Thursday, March 7, 2014. Following the National Anthem, delegates, importers and friends of the industry were welcomed to Kansas City and board members and staff were introduced.

REPORT OF RECORDING SECRETARY

Dale Norton, Vice President of the National Pork Board, presented the Recording Secretary report. He reported 173 Pork Act Delegates were appointed by the Secretary of Agriculture with 156 of those delegates registered and 141 certified. This constitutes a majority of delegates and thus a quorum of members is present. The Bylaws also require that a quorum of members must represent a majority of the shares. For the 2014 annual meeting, a total of 84,877 shares are possible. Thus far, 79,101.5 shares are registered from 41 states, plus importers. This is more than 50% and thus a majority of shares is also present.

SWEARING-IN

Richter introduced USDA representative Craig Shackelford, Ag Marketing Specialist, to perform the swearing-in procedure on behalf of the Secretary of Agriculture. Delegates promised to carry out their duties and responsibilities as members of the Pork Act Delegate Body and represent all pork producers in an unbiased manner and in accordance with the Act and Order.

STANDING RULES MEETING

President Richter sought the consensus of the delegates to approve the following items:

AGENDA APPROVAL

Agenda: The agenda was included in the delegate manual that was mailed prior to the meeting and handed out at the meeting and contained information about the business items for discussion, delegate appointments, shares, and voting numbers.

Appointments: The list of proposed appointments for the meeting was pointed out in the materials. The appointments include:

- Credentials/Elections Committee
  (Roy Henry, KS - Chair; Danita Rodibaugh, IN, and Everitt Forkner, MO)
- Tellers (Headed by Bill Winkelman)
- Parliamentarian (Jim Slaughter)
- Recorders (Deanna Boenau and Jack Boenau)
- National Pork Board Recording Secretary (Dale Norton)
- Assistant Recording Secretary (John Johnson)

Adoption of Rules: The standing rules and annual meeting procedures are explained in the manual. The standing rules are very comprehensive in that they cover all aspects of business, the elections, and authority of the Elections/Credentials Committee. Delegates were reminded that a two-minute time limit may be imposed during debate and the rules of debate were stated.

President Richter asked for approval of the agenda. Seeing no objections, the agenda, rules, and appointments were approved by consensus of the Delegate Body.
Delegate List: The Delegates were asked to review the list of delegate names, voting numbers and share allocations and reminded that their Pork Act voting number is valid only for this meeting.

Duties of the Delegate Body: President Richter reminded delegates of the three duties imposed on them by the Pork Act, including: to nominate candidates for the National Pork Board; to recommend the Pork Checkoff assessment rate; and, to determine the return to state share of the Pork Checkoff.

Advisements: Vice President, Dale Norton noted that the Pork Act Delegate Body has also served as a forum for delegates and states to share recommendations and concerns regarding the conduct and implementation of checkoff related programs. While not an official duty of the Delegate Body, the Pork Board does consider these advisory “resolutions” to be important to the long-term success of the Checkoff program and any “resolution” that is not directly related to the official duties outlined above, is called an “advisement”. Norton reported we have four advisements this year.

PRESIDENT’S REPORT
Karen Richter gave the President’s Report. Richter went on to thank the National Pork Board staff for the endless hours contributed on behalf of producers. In closing, Karen thanked her family for their continued support and challenged producers to continue working with younger generations.

NOMINATING COMMITTEE REPORT
Conley Nelson, Nominating Committee Chair, was called upon to review the nominating process. He introduced the following members of the Nominating Committee: Jan Archer, NC; Bill Crawford, MN; Mike Haag, IL; David Newman, ND; Jill Kerber Aldous, IA; Everett Forkner, MO. He discussed the qualifications necessary to serve on the National Pork Board. He explained how the Committee solicits, screens, interviews, evaluates, and recommends candidates for the National Pork Board, and also for seats on the Pork Board Nominating Committee. Nelson also noted that the Committee recognized that diversity is an important factor in making sure that all sizes of operations, marketing strategies, gender, ethnicity and other distinguishing factors are represented in our slate of candidates.

FLOOR NOMINATIONS
Richter opened the floor for additional nominations for either Pork Board or Nominating Committee. There were no additional nominations offered from the floor, nominations were closed.

POK BOARD CANDIDATES
Nelson introduced the candidates for Pork Board in alphabetical order: Gary Assay, IL; Brett Kaysen, CO; Ed Keller, NY; Henry Moore, NY; Dave Reinecker, PA; Steve Rommereim, SD; Craig Rowles, IA; Glen Walters, GA. Each candidate provided a two minute introduction of themselves.

FINANCIAL REPORT
Derrick Sleezer, Pork Board Treasurer, provided the Checkoff financial update. Sleezer stated that 2013 was just as volatile as the past few years. Hog prices in 2013 fluctuated, increasing our Checkoff revenue slightly over what was budgets by 1.8% from a budget of $83.4 million to $84.9 million. His report explained how the Board reviews revenue projections and reserve levels to determine its national spending targets. He then reviewed the organization’s budget and financial process and the board’s responsibility to ensure a return on investment with the Checkoff dollars.
Richter asked Delegates if there are any questions, concerns, suggestions regarding the Checkoff rates. No one commented.

**NOMINATING COMMITTEE CANDIDATES**

Nominating Committee Chair, Conley Nelson, introduced the Nominating Committee candidates in alphabetical order: David Dedert, IL; Bill Knapke, OH; Brent Sandidge, MO; Bill Tentinger, IA; and Dawn Williamson, NC. Each provided a two minute introduction. President Richter reminded the Delegates two candidates will serve a two-year term. Richter thanked the candidates for coming forth to serve our industry.

**RESOLUTIONS/ADVISEMENTS REPORT**

Resolutions and Advisements Committee Chair, Dale Norton introduced members of the Committee who were present, including: Gary Asay, IL; Mike Wyant, MO; Craig Mensink, MN; Jan Archer, NC; Dave Reinecker, PA; Brett Kaysen, CO; Steve Rommemeim, SD; Craig Rowles, IA. Norton thanked each member for their service to the committee. The purpose of the committee is to review, evaluate, and make recommendations to the Pork Act delegate body regarding resolutions and advisements submitted by state Pork Associations and others related to the Pork Checkoff. Since none of the issues that came forward addressed the three areas of responsibility for delegates, all are considered advisements.

Dale Norton, introduced the following advisements/resolutions:

- **ST #1:** Animal Handling and Welfare Assurance Programs Advisement
  - **MOTION:** The National Pork Board in cooperation with the National Pork Producers Council shall continue to develop and then introduce a new standardized program for animal handling, welfare assurance and production assurance.

- **ST #2:** Group Identification at the Packing Plant Advisement
  - **MOTION:** The National Pork Board shall work with researchers and packing plant personnel to explore alternative identification practices that limit stress on the animal and streamline the unloading process at the packing plant.

- **ST #3:** Feed Ingredient Handling Advisement
  - **MOTION:** The National Pork Board shall work with researchers and feed ingredient providers to develop practices and management techniques to reduce or eliminate potential contaminates from the feed supply system.

- **COMM #1:** Communication Terms Advisement
  - **MOTION:** The National Pork Board shall continue to research and identify trends in consumer-friendly language, and develop and distribute new and existing resources which communicate universal messaging proven to resonate positively and effectively with consumers throughout the entire pork chain. An emphasis should be placed on animal care practices.

**Floor Advisement**

Richter called for any other Floor Advisements or Resolutions. These require a 2/3 vote to be introduced and a 3/4 vote to pass.
Maurice Herd, Kentucky, proposed the following floor advisement:

- ST #1 Floor: Support Use of Effective Methods to Stimulate Protective Immunity
  - MOTION: NPPC/NPB supports use of all effective methods to stimulate protective immunity against enteric pathogens, including “feedback” which is related to the human medical practice of coprophagy. Most recently these enteric pathogens include PED virus.

Sheila Schmidt, Minnesota, proposed the following floor advisement:

- ST #2 Floor: WE CARE
  - MOTION: The National Pork Producers Council, in cooperation with the National Pork Board, continue measurably improving the awareness and credibility of the WE CARE initiative in an attempt to persuade pork retailers and consumers that pork producers abide by the Ethical Principles of WE CARE and embrace continuous improvement as they strive to earn and maintain the trust of customers and the public.

Dale Norton, National Pork Board of Directors, proposed the following floor advisement:

- ST #4 Floor: Disease Surveillance Data
  - MOTION: The National Pork Producers Council, in cooperation with the National Pork Board, shall draft plans for funding and building the infrastructure needed to collect and manage swine health surveillance data through: An industry-driven and directed program housed with the National Pork Board; or an industry-funded third-party entity housed independently of the National Pork Board; or a state-federal-industry program cooperatively funded and managed.

Norton reminded the delegates an update on the 2013 advisements is provided in the delegate manual for review.

**EXPORT REPORT**

Mark Jagels, USMEF, provided an overview of the Pork Export Outlook along with explaining the assistance USMEF provides. Mark expressed his gratitude towards pork producers for their contribution to USMEF. He went on to discuss the challenges and possible opportunities with markets.

**PROGRAM UPDATES**

Steve Weaver, Domestic Marketing committee and Ceci Snyder, VP DM reported on the progress towards the marketing goals set in the 2009 Strategic Plan. Steve reported that Real Per Capita Expenditures on pork are up 7.6% over the 2009 baseline, in part, because Domestic Marketing is doing more research and defining the right target to drive growth. Ceci explained that in preparing for the future, Domestic Marketing recently hired a bilingual multicultural marketing staff person. She stated they will be ready to deliver messages for a very diverse U.S. population.

**PRODUCER & INDUSTRY RELATIONS UPDATE**

Jan Archer, NC and Bill Winkelman, VP Producer & Industry Services provided a brief update on the tools and programs that have demonstrated the commitment to improving professionalism within the industry. Archer explained a resource kit for producers, the distribution of over 1800 customized farm signs, revisions to both the PQA and TQA programs and the launch of the Certified
Swine Manager (CSM) program. Winkelman reported the launch of the CSM program, a joint partnership between National Pork Board and the US Pork Center of Excellence made available a series of practical pork production courses taught through distance learning at the community college and technical school level. Bill concluded by discussing the launch of the new youth careers website PorkSquare.com. He reported the website is a social media friendly site that is a one-stop shop for young professions interested in a career in the pork industry. Bill reminded the delegates all of the information shared is available at the Pork Store.

OPERATING FREEDOM

Brad Greenway and John Johnson, COO, provided a brief update regarding the efforts of We Care, US Farmers & Ranchers Alliance and Channel Outreach. As part of the We Care effort on the farm, the PorkCares.org website was revamped adding information explaining modern pork production in a compelling and visual way. The website is also meant to support our channel outreach effort as well as answer questions for consumers. Greenway explained the main goal of the US Farmers & Ranchers Alliance (USFRA) is to preserve operating freedom and build public awareness of realities on the farm. He reported they are hosting Food Dialogue events, hosting discussions with farmers and ranchers on social media and launching a documentary by James Moll. Brad told the group the film, Farmland, will roll out this spring and be shown in more than 60 metropolitan areas and on college campuses. He explained the documentary will put a human face on farming and help the public see that we share their values regarding safe and wholesome food.

PED UPDATE

Kelly Graff and Paul Sundberg, VP of Science & Technology provided an update regarding the status of PEDv and progress of managing the disease. Sundberg reported USDA states there are currently 25 states that have or have had PEDv infection. He explained with the lack of premise identifications on veterinary diagnostic lab submissions, there is no data on the precise number of farms that have been infected. Paul explained that as research is conducted and information becomes available they hosting and updating the information for producers on pork.org website every two weeks. Graff commented the Swine Health Committee met in February to review research plans and proposals. He explained each year the committee meets to develop a set of heath research priorities, and PEDv was a major topic at this meeting. Sundberg stated as they continue with their research, they will continue to pursue the entry pathway for PEDv and other viruses that find their way into the US. A producer asked Sundberg to share information regarding PED vaccine and what is the timeline. Sundberg commented there are multiple companies working on vaccines. At this time, there are no commercial available vaccines but he knows there is testing being conducted.

POK LEADERSHIP INSTITUTE

Jan Archer, Board Member, explained the background regarding the Pork Leadership Institute. Archer asked Jason Probst to share further information regarding the 2013 program. Probst introduced this year’s members and discussed the educational learnings the group gleaned from visits to Washington, D.C. and Panama City, Panama.
COMMITTEE CHAIRS
Jan Archer, Board Member, recognized and introduced the Chair and Vice Chair for 12 program committees. She also expressed appreciation for the 180+ producers who serve on these committees. Archer stated these producers are critical to our success and we greatly appreciate their continued assistance.

Animal Science – Dr. Steve Pollman, Chair; Dean Boyd, Vice Chair
Animal Welfare – Brent Scholl, Chair; Angela Baysinger, Vice Chair
Domestic Marketing – Dennis Hill, Chair; David Newman, Vice Chair
Environmental – Jamie Burr, Chair; Brian Paulsen, Vice Chair
Environmental Stewards – Lynn Harrison, Chair
Nominating – Conley Nelson, Chair
Pork Safety, Quality and Human Nutrition – Rachelle Bailey, Chair; Lisa Tapper, Vice Chair
Producer and State Services – David Ray, Chair; James Cotes, Vice Chair
Producer and Public Health and Worker Safety – Deb Johnson, Chair; Janice Miller, Vice Chair
Resolutions/Advisement – Dale Norton, Chair
Swine Health – Teena Middleton, Chair; Dr. Russ Nugent, Vice Chair
Trade- Brian Zimmerman, Chair; Conley Nelson, Vice Chair

ENVIRONMENTAL STEWARDS
Brad Greenway, National Pork Board member introduced Lora Berg, editor of the National Hog Farmer Magazine presented four recipients the 2013 Pork Industry Environmental Stewards Award. The award recognizes producers who demonstrate a firm commitment to safeguarding the environment and stewarding natural resources. They were:

- Jason & Sarah Russell, Russell Brothers Farms, Monicella, Iowa
- Jim Webb, Blue Mountain Farms, Melford, Utah
- Danny & Josie Kluthe, Bacon Hill Farm, Nebraska
- Howard & Jane Krikke, Krikke Pork, Ohio

ADJOURNMENT
President Karen Richter adjourned the meeting at 11:15 a.m.

RECONVENE
President Richter called the meeting to order at 8:08 a.m. on Saturday, March 8, 2014.

VOTING
Roy Henry, Elections Chair, explained the electronic voting system to delegates. He reviewed the official voting procedures and conducted test balloting with the delegates to familiarize them with the system.

NOMINATING COMMITTEE ELECTION
Elections were held for Pork Board Nominating Committee.
Two individuals to be elected – each will serve a two year term. The candidates, listed in alphabetical order are:
- David Dedert, IL
- Bill Knapke, OH
- Brent Sandidge, MO
- Bill Tentinger, IA
- Dawn Williamson, NC
Results of the Nominating ballot, with 78,163.40 shares voted and 39,081.71 shares required for a majority were:

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<td>Bill Tentinger</td>
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<td>Brent Sandidge</td>
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**POKED BOARD**

Elections were held for Pork Board. Candidates on the first ballot included:
- Gary Asay, IL
- Brett Kaysen, CO
- Ed Keller, NY
- Henry Moore, NC
- Dave Reinecker, PA
- Steve Rommereim, SD
- Craig Rowles, IA
- Glen Walters, GA

Results of the first Pork Board ballot, with 80,084.50 shares voted and 40,042.26 shares required for a majority.

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<td>Henry Moore</td>
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<td>Craig Rowles</td>
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<td>Glen Walters</td>
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<td>Brent Kaysen</td>
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<td>Steve Rommereim</td>
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<td>Gary Asay</td>
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<td>David Reinecker</td>
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<td>Ed Keller</td>
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**POKED BOARD 2nd BALLOT**

A second ballot was held to rank the remaining 8th candidate for Pork Board candidates. Total of delegate shares present and voted 81,046 with 40,523.01 shares necessary for a majority. Results of the second Pork Board ballot:

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<tr>
<td>David Reinecker</td>
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<td>Ed Keller</td>
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**RESOLUTIONS/ADVISEMENTS DEBATE**

Dale Norton, introduced the following advisements/resolutions:

- **ST#1**: Animal Handling & Welfare Assurance Programs Advisement
  - MOTION: The National Pork Board in cooperation with the National Pork Producers Council shall continue to develop and then introduce a new standardized program for animal handling, welfare assurance, and production assurance.
  - PASSED

- **ST #2**: Group Identification at the Packing Plant Advisement
  - MOTION: The National Pork Board shall work with researchers and packing plant personnel to explore alternative identification
practices that limit stress on the animal and streamline the unloading process at the packing plant.

PASSED

- ST #3: Feed Ingredient Handling Advisement
  o MOTION: The National Pork Board shall work with researchers and feed ingredient providers to develop practices and management techniques to reduce or eliminate potential contaminants from the feed supply system.
  PASSED

- COMM #1: Consumer Friendly Language Advisement Communications 1
  o MOTION: The National Pork Board shall continue to research and identify trends in consumer friendly language and develop and distribute new and existing resources which communicate universal messaging proven to resonate positively and effectively with consumers throughout the entire pork chain. An emphasis should be placed on animal care practices.
  PASSED

- FLOOR#4: Managing Swine Health Surveillance Data
  o MOTION: The National Pork Board, in cooperation with the National Pork Producers Council shall draft plans for funding and building the infrastructure needed to collect and manage swine health surveillance data through: An industry-driven and directed program housed with the National Pork board; or an independently of the National Pork Board; or a state-federal-industry program cooperatively funding and managed. A report on programs shall be made to the 2015 Pork Industry Forum.
  PASSED

- ST#5: Feedback
  o MOTION: NPPC and National Pork Board supports the use of all effective methods to stimulate protective immunity against enteric pathogens, including “feedback” which is related to the human medical practice of coprophagy. Most recently these enteric pathogens included PED virus.
  PASSED

- COMM #2: WE CARE Advisement
  o MOTION: The National Pork Producers Council, in cooperation with the National Pork Board, continue measurably improving the awareness and credibility of the We Care initiative in an attempt to persuade pork retailers and consumers that pork producers abide by the Ethical Principles of We Care and...
embrace continuous imperilment as they strive to earn and maintain the trust of customers and the public.

- Substitute Motion: The National Pork Producers Council, in cooperation with the National Pork Board, shall continue and enhance the efforts to share the story of pork producer’s commitment to socially responsible pork production. These efforts should include the We Care initiative, channel outreach to retailers and food service companies, and participation in the U.S. Farmers and Ranchers Alliance which is working to build consumer trust. Further, NPPC and National Pork Board shall solicit financial support from others in the food chain for these efforts.

COMM#2 was adopted as amended.

CEO REPORT

Chris Novak, CEO National Pork Board, thanked the candidates who ran for the Pork Board and the Nominating Committee as well President Karen Richter for their interest in and passion for the industry. Novak highlighted new staff members, retiring State Executives and individuals assisting with PEDv work. He reminded producers at the end of the day the theme, “The Power of One”, is really the power of them. He reminded them it is the producer’s responsibility to ensure they are doing the right thing and participate in the programs for proper animal handling. He explained we don’t need to hand over any ammunition to our opponents. Novak complimented producers for their willingness to adapt especially as they are facing more visibility and transparency.

RETIRING PORK BOARD MEMBERS

Dale Norton paid tribute to Conley Nelson, Roy Henry and Karen Richter for their work as members on the National Pork Board.

A video was shown recognizing all of the work that Karen Richter has completed as President of the Pork Board.

ALLOCATION OF DELEGATES

A motion for the allocation of 173 delegates was moved and adopted.

ADJOURNMENT

The meeting was adjourned at 10:34 a.m. A motion was made by Rodney Dykstra, IA to adjourn the meeting. Motion was seconded by Pat Fitzsimmons, MN. Motion Carried.
Update on the 2014 Pork Act Delegate Resolutions/Advisements

2014 ST #1: Animal Handling and Welfare Assurance Programs (Iowa)
MOTION: The National Pork Board in cooperation with the National Pork Producers Council shall continue to develop and then introduce a new standardized program for animal handling, welfare assurance and production assurance.

Update:
The Industry Audit Task Force was established to facilitate the development of a consistent, reliable and verifiable system that assures on-farm animal well-being and food safety. This group of producers, packers and customers has been charged with identifying ways to eliminate duplication of audits and/or minimizes the administrative burden placed on producers as well as developing consensus about consistent standards between and among various independent audit programs with PQA Plus used as the foundation. The result of their work, the Common Swine Industry Audit, was released for public use October 2014. Materials can be found on www.pork.org/commonaudit. The Common Swine Industry Audit provides general audit instructions, a comprehensive audit standard, and an audit tool complete with a scoring mechanism. In support of the common audit, the Pork Checkoff has created and compiled resources to help producers implement the audit standards.

2014 ST #2: Group Identification at the Packing Plant (Iowa)
MOTION: The National Pork Board shall work with researchers and packing plant personnel to explore alternative identification practices that limit stress on the animal and streamline the unloading process at the packing plant.

Update:
The Transport Quality Assurance® program was revised with a new version introduced in early 2014. The newly revised content continues to include additional information on basic animal handling skills and specific information on loading and unloading animals at various destinations. The program also provides specific information on facility design, equipment maintenance, and avoiding environmental distractions during the loading and unloading process.

The TQA Task Force is responsible for reviewing and revising the content of this program and has included revisions to the section on tattooing practices at the plant. Specifically, they have provided guidance for how the person performing the tattooing should behave and for creating a blind area to hide the handler performing the tattooing. We will continue to look for identification alternatives in 2015.
2014 ST #3: Feed Ingredient Handling (Iowa)

MOTION: The National Pork Board shall work with researchers and feed ingredient providers to develop practices and management techniques to reduce or eliminate potential contaminites from the feed supply system.

Update:
Porcine Epidemic Diarrhea virus (PEDV) has posed significant challenges for producers and veterinarians to manage the threat of infection and prevent additional spread. Several key steps have been taken to provide key resources to understand the risk of PEDV contamination poses for producers.

A PEDV resource booklet was initially developed to provide guidelines for basic biosecurity procedures for transportation of pigs and feed that producers could follow to prevent infection. Periodic updates have been completed to ensure that the information provided is current as much as possible. This booklet has had wide distribution at multiple in-person meetings as well as being available online at www.pork.org.

In order to focus on specific needs for PEDV and feed risks, Checkoff organized a Feed Consortium meeting on March 19, 2014. Participants included USDA, FDA, U.S. feed production and feed component companies, and Canadian veterinarians and feed companies. The goal of this meeting was to develop a concise list of researchable questions for PEDV risks.

The Checkoff Swine Health Committee used the research priorities from the Feed Consortium meeting to develop a feed-focus call for research. Eight feed specific projects were selected for funding. Research areas included survivability in feed and in feed ingredients and mitigations measures for products and processes throughout feed manufacturing, including delivery transportation. In addition, a comprehensive risk assessment on feeds and feed ingredients for risk of contamination by PEDV was funded.

Research Findings:
1. Feed transportation can pose a risk for contamination of vehicles, equipment and feed therefore following biosecurity protocols is critical.
2. It takes only a very small amount of virus in feed to cause an infection in naive pigs.
3. Virus can survive for differing times in different individual feed ingredients, but not indefinitely.
4. Formaldehyde-based feed additive products can have an impact on amount of PEDV in complete feeds. Other products like essential oils can also have potential to reduce PEDV virus in feed/ingredients.
5. Research is still ongoing trying to discover and validate alternatives to bioassay to determine if PCR positive samples for PEDV are truly infective.
6. Time and temperature in the pelleting process do have an impact on the amount of PEDV present in feeds.

A majority of the projects have been completed and results are available online at www.pork.org/PEDV. Multiple articles have been published in lay journals regarding this work, presentations have been given at key veterinary meetings in 2014 (Leman Swine Conference, Iowa State Swine Disease Conference) and information is still coming out about the risk of
PEDV infection from feed systems. Additional research in 2015 will build from what was learned in 2014.

USDA hosted a Swine Enteric Coronavirus Disease (SECD) meeting mid-2014 that discussed various issues and challenges with PEDV. More than 20 different countries were represented at this meeting and discussed their challenges and current status for PEDV. Feed risks were presented and discussed at length. Canada shared their experience with their outbreak from Jan. 2014. Checkoff has been in communication with Canada and its feed industry since the time of its initial diagnosis and has been working collaboratively with Canadians to address feed risks and other needed research in specific areas.

2014 ST #4: Swine Health Surveillance Data (National Pork Board)

MOTION: The National Pork Board, in cooperation with the National Pork Producers Council, shall draft plans for funding and building the infrastructure needed to collect and manage swine health surveillance data through:

1. an industry-driven and directed program housed with the National Pork Board; or
2. an industry funded third party entity housed independently of the National Pork Board; or
3. a state-federal-industry program cooperatively funded and managed.

Update: Due to the need for a unified and comprehensive approach to protection from and response to the next emerging disease threat to the U.S. pork industry and as a result of the 2014 advisement, Checkoff is in the process of creating the Swine Health Information Center. The creation of the Center and its concepts have been approved by the Board of the National Pork Board and $15 million in supplemental check-off dollars have been committed to fund the organization.

The Center will be a separate, not-for-profit organization that will work in synergy with the National Pork Board, the National Pork Producers Council, and the American Association of Swine Veterinarians. One of the objectives of the Center is to provide the infrastructure for providing animal health analysis of industry driven and controlled disease data. The Center is currently working on building the data aggregation mechanisms needed with Texas A&M’s Institute for Infectious Animal Diseases (IIAD).

Discussion in 2014 that led to the development of the center included producer focus groups (face-to-face, teleconference, and one-on-one telephone interviews) took place in different sections of the U.S. swine production regions. Twenty-five producers and two veterinarians from six different pork producing states participated in these focus groups. These focus groups allowed for discussion of the data management options with producers and veterinarians and enabled the generation of pork producer information on the needed security and best options for the management of this emerging disease surveillance data. The producer input from these focus groups was captured and organized.

An Emerging Disease Surveillance Data Management Working Group, consisting of veterinarians and producers from across the industry, was also formed in 2014. This working
group assimilated the information from the focus groups and from the existing data management options and drafted a recommendation on behalf of the industry. The working group discussed the results of the focus group research, the available options for the management of emerging disease surveillance data, and the data security that would be required. The group recommended:

1. There are multiple sources of emerging disease surveillance data (government surveillance, diagnostic lab data, producer data, etc.).
2. Existing and future data continue to reside with the owner of that data.
3. This surveillance system will likely need to start small but then build the information through the addition of many data sources.
4. The data can be shared as surveillance data through a “clearinghouse” system where the data remains in the original individual databases, but can be aggregated for analysis.
5. The Working Group also said that any such clearinghouse data system would need to be aligned with the State Animal Health Officials so that they have access for any response decisions and it would also need to be available for the use of the Secure Pork Supply (SPS) system.
6. This recommendation then most closely aligns with option number two of the advisement which is, “an industry funded third-party entity housed independently of the National Pork Board.”

2014 ST #5: Support Use of Effective Methods to Stimulate Protective Immunity (Kentucky)

MOTION: NPPC/NPB supports use of all effective methods to stimulate protective immunity against enteric pathogens, including “feedback” which is related to the human medical practice of coprophagy. Most recently these enteric pathogens include PED virus.

Update:
Porcine Epidemic Diarrhea virus (PEDV) has posed significant challenges for producers and veterinarians to manage the health impact post-infection. Several key steps have been taken to assist producers in managing this disease by specifically focusing on understanding and optimizing immunity to PEDV.

A PEDV resource booklet was initially developed to provide guidelines for basic biosecurity procedures that producers can follow for both prevention of the disease as well as how to manage it once a farm has been infected. In the book are basic guidelines for reacting to an infection once it is diagnosed on a farm. One management tool is the use of natural feedback to all animals to develop consistent and comprehensive immunity. The process of feedback should be done in cooperation with the herd veterinarian. Periodic updates have been completed to ensure that the information provided is current.

The Checkoff Swine Health Committee funded two separate projects that focused on learning how immunity is developed, developing diagnostic tests to measure that immunity and finding the correct feedback protocols to provide optimal immunity for sows. In 2014, the Checkoff Swine Health Committee also funded additional work to continue to assess gilt and sow immunity and potential cross-protection against the various strains of PEDV.
All results that are available have been published online at www.pork.org/PEDV. Multiple articles about these results have been published in lay journals and presentations have been given at key veterinary meetings in 2014 (Leman Swine Conference, PRRS Symposium – PED session).

Since mid-year, there have been two conditionally licensed vaccine products now available for producers. The call for proposals that was distributed in the fall of 2014 includes evaluating novel strategies for vaccine development as a priority. In addition, Checkoff has been in close communication with USDA Agricultural Research Services to also coordinate PEDV vaccine research. USDA’s focus is on development of a potential modified live vaccine that may have even better efficacy than the current killed products.

2014 COMM #1: Communication Terms (Minnesota)

**MOTION:** The National Pork Board shall continue to research and identify trends in consumer friendly language, and develop and distribute new and existing resources which communicate universal messaging proven to resonate positively and effectively with consumers throughout the entire pork chain. An emphasis should be placed on animal care practices.

**Update:** Throughout 2014, the National Pork Board continued research and trend identification of issues facing modern pork production. The Checkoff enlisted communications consultant Maslansky and Partners to conduct research with a goal of restoring consumer trust through the development of messages based in consumer-friendly language. Research was centered on:

- Assessing the level of consumer concern and awareness on the issues of sow housing/gestation stalls, antibiotic use and the new FDA guidelines, GMOs (generally and in pig feed), and PEDv;
- Building upon previous research to arm retailers with the right messages to address each issue, should they surface;
- Defining the ideal information source on these issues (i.e. who is most trusted?);
- Mining of public-facing data on Twitter, Facebook, and Forums, collecting digital mentions of the pork industry in these four key areas over a six-month period;
- Language pattern analysis tools to extract key pork industry detractor language and developing affirming messages to best address negative language;
- Hosting four three-hour Qualitative Instant Response Sessions (Chicago, New York, Houston, San Diego) with 21 to 28 participants per session;
- Millennial and Opinion Elite test participant to gain insight into the emotional, gut-level reaction to messages.

Additionally, through the strategic planning process, a newly defined focus on social responsibility emerged with a higher level of priority placed on developing materials, messages and proactive outreach plans to foodservice, retail and national media.
**2014 COMM #2: WE CARE (Minnesota)**

**MOTION:** NPPC and NPB shall continue and enhance the efforts to share the story of pork producers commitment to socially responsible pork production. These efforts should include the WE CARE initiative, Channel Outreach to retailers and food service companies, and participation in the U.S. Farmers and Ranchers Alliance which is working to build consumer trust. Further, NPPC and NPB shall solicit financial support from others in the food chain for these efforts.

**Update:**

We Care: The National Pork Board (NPB) and the National Pork Producers Council (NPPC) spent Q1 of 2014 finalizing the overhaul of the consumer-facing website www.porkcares.org. The redesigned site tells the comprehensive story of modern pig farming, framed in such a way as to appeal to key decision-makers in the food chain as well as engaged consumers, a.k.a. opinion elites. NPB developed Best Pork Ever creative and implemented an advertising campaign in retail food trade publications/digital sites to test its effectiveness in increasing traffic, page views and overall time spent on www.porkcares.org.

- Increase in weekly visitors from 430 to 629, +46%
- Increase in pages viewed per visit from 2.5 to 3.81
- Increase in average visit duration from 2:00 to 2:52

Channel Outreach: NPB and NPPC facilitated the inaugural Communications & PR Summit in June, hosting executives from five leading retail and foodservice companies. Execs toured a pig farm and received results of consumer communication research efforts. September marked the inaugural Pork Sustainability Summit, where representatives from 16 food companies learned of the pork industry’s efforts to increase production while reducing its dependency on natural resources over the last 50 years, as well as tour the Fair Oaks Pig Adventure in Indiana. Channel Outreach transitioned into Social Responsibility for the NPB, and the team continued to enhance and utilize its customer relations management (CRM) database of > 1,000 key food chain personnel by sharing pork’s progress in email updates throughout the year, averaging three per month. Results from the annual survey of the CRM include:

- 90% will contact NPB if an issue regarding pork arises, up from 65%
- 87% value relationship w/NPB compared to other commodities, up from 56%
- 93% value information shared as relevant, up from 58%

USFRA: The National Pork Board and NPPC provided leadership support to the USFRA Communications Committee, guiding outreach, facilitating projects and attending weekly communication update sessions. Staff attended quarterly face-to-face meetings, including full USFRA Board meetings. In 2014, a National Pork Board representative was tapped to co-chair a working group specifically focused on research with a goal of updating and defining new consumer-facing messaging. On Feb. 25, 2015, a research summit comprised of leaders from the food service, retail, commodity groups and other engaged influencers will convene in Dallas to shape consumer messages for 2015 and beyond. In 2014, USFRA efforts were specifically focused on:

- Maximizing the industry investment in *Farmland*, a documentary which was released nationally in 170 theatres in May 2014. Late in 2014, the film was distributed digitally via Hulu and the DVD version is planned for release in spring 2015. A high school and college-based curriculum and tool kit is also in development.
• Expanding the focus of the USFRA Food Dialogues® events nationwide. These sessions held throughout the U.S. serve as USFRA’s leadership platform. In November, a Food Dialogues session was held at the *New York Times Food for Tomorrow* conference, and featured a pork producer.

• Creating the ecosystem to increase farmer and rancher voice in traditional and social earned media. The primary activity was introduction of five new Faces of Farming and Ranching, this year including two pork producers (from Iowa and Illinois).

• Development of consumer-focused resources specific to education programs on GMOs, antibiotics and crop inputs. Additionally, defining opportunities for the media to spend time with farmers, developing a Nutrition/RD outreach program and research training programs.

• Expand and evolve USFRA’s focus on food production research. A “Research Summit” of key channel partners is planned for 2015, and a new perception survey has been completed to define consumer opinions and the ability to benchmark against past research. USFRA has refreshed and tested core messages and has an advanced quantitative analysis to define consumer “trust.”
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2014-15 National Pork Board Standing Committees

**Executive Committee**
Chair: Dale Norton, MI, President
Brad Greenway, SD, Vice President
Derrick Sleezer, IA, Treasurer
Karen Richter, MN, Past President

**Administrative Committee**
Chair: Brad Greenway, SD, Vice President
Brett Kaysen, CO
Carl Link, OH
Craig Mensink, MN
Henry Moore, III, NC
Steve Rommereim, SD
Mike Wyant, MO

**Finance Committee**
Chair: Derrrick Sleezer, IA, Treasurer
Jan Archer, NC
Lisa Dechene Colby, MA
Wathina Luthi, OK
Terry O’Neel, NE
Dr. Craig Rowles, IA
Glen Walters, GA
### Animal Science Committee

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### Environmental Committee

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### Nominating Committee

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### Pork Safety Quality and Human Nutrition

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National Pork Board Committee Interest Form

Please complete the information below to indicate your interest in serving on 1) Pork Checkoff Program Advisory Committee or 2) in running for a seat on the Pork Board or 3) the Pork Checkoff Nominating Committee. Program Advisory Committees are evaluated annually and changes made accordingly. Please see committee list attached.

*National Pork Board Committee Members must have a current PQA Plus® certification and all of their production facilities must maintain PQA Plus® site assessment status

Name: ________________________________________________________________

Address: __________________________________________________________________________

City: __________________________ State: _______ Zip: ________________

Telephone: (H) ____________________ (Cell/Office) ______________________

E-mail Address: _____________________________________________________________

Gender: Male___ Female ___

Ethnicity: Hispanic or Latino ___ Not Hispanic or Latino ___

Race: African American___ American Indian___ Asian___ Caucasian___

Native Hawaiian or Other Pacific Islander___ Other___

*This information is voluntary and data will not be used to grant preferential treatment

PQA Plus ID number: _____________ Site Assessment Contact: ____________

Premises ID Number: ______________

Please indicate which committee(s) you have an interest in serving on:

__________________________________________________________________________________

Please list any special background, education, experience, quality, interest, etc, which you possess which may be of value in committee work.

__________________________________________________________________________________

__________________________________________________________________________________

__________________________________________________________________________________

__________________________________________________________________________________

__________________________________________________________________________________

For more information on the work of these committees please feel free to contact Bill Winkelman at the National Pork Board. Bill Winkelman
P: 515.223.2603  E: BWinkelman@pork.org

Return this form to:
National Pork Board, 1776 NW 114th Street, Clive, IA  50325
National Pork Checkoff Advisory Committees

Time Commitment- 2 Meetings per year
Term: Eligible for 2-3 year terms

Animal Science
To identify opportunities to enhance producer competitiveness and profitability through animal science related and producer directed research and information programs.

Animal Welfare
To maintain and promote the pork industry tradition of responsible animal care through the application of scientifically sound animal care practices. Efforts include: Advance producers' awareness of emerging animal welfare issues; Provide information and education to improve animal care skills; support scientific research to enhance animal well-being; provide information for greater public understanding and awareness about producer's commitment to providing humane care.

Domestic Marketing
To utilize an effective corps of pork producers and industry representatives, with an in-depth knowledge of the objectives and strategies and tactics of NPB's overall Domestic Marketing program, to provide a high-level sounding board; to provide continuous input and direction into DM efforts to improve consumer preference for pork. To evaluate and recommend ways to enhance the domestic expenditures for U.S. pork through programs of promotion, advertising, public relations, consumer information, product marketing, product and marketing research, etc.

Environmental
To develop proactive programs to help producers meet the challenges for responsible pork production and protect the environment, while maintaining the economic competitiveness of the U.S. pork industry.

Pork Safety, Quality & Human Nutrition
Utilize sound science to anticipate and address consumer's needs and expectations of wholesome and nutritious pork products to increase pork consumption.

Producer and State Services
To provide guidance and input to the Producer Services and Communications departments on how to best achieve the goals and objectives established by the Board of Directors in the Strategic Plan.

Public Health and Producer Safety
To utilize sound science to proactively address public health and producer safety issues that may affect human health, the productivity of swine herds and global trade of U.S. pork. To provide producer and public audiences with science-based materials that can be used to protect public health and ensure consumer confidence in the safety of pork production.

Swine Health
To review and act on the strategic health issues which may affect the productivity of swine herds and global trade issues. To make recommendations to allied industry and producers to maintain and improve swine herd health. To collaborate with other animal health related entities and organizations in order to more effectively solve U.S. swine health issues.

Trade
To seek out and pursue, any and all legitimate avenues to market U. S. pork worldwide. In this endeavor, to adhere to the principles of free and fair trade, while utilizing all available tools to enhance U.S. pork's status as a net positive exporter. To collaborate with the USMEF and USDA's FAS to maximize the efficiency and effectiveness of program efforts to market U.S. Pork worldwide.

National Pork Board/Nominating Committee Interest

Pork Board and Nominating Committee Election Process:
Applications for election to either the Pork Board or Nominating Committee are available starting in September and ending November 1 of every year. Applications are followed by a personal interview with the Nominating Committee before being brought before Delegates.
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ARTICLE I
Name and Establishment


ARTICLE II
Purpose

Section 1. The purpose of the Delegate Body shall be to perform the duties specified in Section 1230.39 of the Order.

ARTICLE III
Members

Section 1. The number of members of the Delegate Body shall be as specified in Section 1230.30 of the Order except that at each annual meeting the Delegate Body shall a) review the number of members to which each state and the importers are entitled based on the projected annual assessments for the current calendar year, and b) recommend adjustments in the number of delegates that each state and the importers shall submit as nominees for appointment by the Secretary of Agriculture.

Section 2. The selection, terms and filling of vacancies of members of the Delegate Body shall be as required in Sections 1230.31-.35 of the Order.

ARTICLE IV
Definitions

Section 1. Terms which are defined in the Act, the Order and the rules and regulations issued thereunder, shall be defined in the same manner in these Bylaws.
ARTICLE V
Powers and Duties of the Board

The Delegate Body shall have the Powers and Duties as specified in Section 1230.39 of the Order and any amendments thereto, specifically set forth as follows:

Section 1. Meetings. To meet at least annually beginning fiscal year 1988.

Section 2. Rate of Assessment. The Delegate Body shall recommend to the U.S. Secretary of Agriculture the initial rate of assessment and any increase in such rate pursuant to Section 1230.39(b) of the Order.

Section 3. State Funding. The Delegate Body shall determine the percentage of net assessments attributable to a state that a state association shall receive from swine produced in the state pursuant to Section 1230.39(c) of the Order.

Section 4. National Pork Board Nominations. The Delegate Body shall nominate producers or importers for appointment to the National Pork Board, and not less than one and one-half persons (rounded up to the nearest person) for vacancies on the National Pork Board (as specified in Section 1230.39(d) of the Order). Nominees shall be selected in the following manner:

A. The Pork Board Nominating Committee shall provide a slate of proposed nominees for nomination by the Delegate Body to the U.S. Secretary of Agriculture. The proposed nominees shall be mailed to the delegates no less than 10 days prior to the meeting.

B. Nominations from the floor shall be permitted.

C. Elections shall be conducted according to procedures adopted by the Delegate Body.

D. Nominations to the U.S. Secretary of Agriculture shall be by a majority vote of shares cast by members present and voting in accordance with Section 1230.36 of the Order.

ARTICLE VI
Meetings

Section 1. The Delegate Body shall meet, at least annually, beginning with the 1988 fiscal year at a time and place to be determined by the National Pork Board.
Section 2. Special meetings may be called by the Chairman of the National Pork Producer Delegate Body, and shall be called by the Chairman upon the request of at least 20% of the Delegate Body voting delegates or 30% of the Delegate Body shares, or by a majority vote of the National Pork Board.

Section 3. Notices of all meetings, together with a written agenda stating the purpose if it is a special meeting, shall be mailed or provided to each member of the Delegate Body, at his/her last known address, and to the Secretary of Agriculture, no less than 10 days nor more than 50 days prior to the meeting. Attendance at the Delegate Body meeting will waive such notice.

Section 4. A majority of the members shall constitute a quorum at a properly convened meeting of the Delegate Body but only if that majority is also entitled to cast a majority of the shares (including fractions thereof). (See Section 1230.36 of the Order.)

Section 5. The number of votes that may be cast by a producer member if present at a meeting shall be equal to the number of shares attributable to the State of such member divided by the number of producer members from such State. The number of votes that may be cast by an importer member if present at a meeting shall be equal to the number of shares allocated to importers divided by the number of importer members. (See Section 1230.36(b) of the Order.)

Section 6. Action of the Delegate Body, including any motions to recommend the rate of assessment, to determine the percentage of net assessments for state funding and for nominations to the National Pork Board (as specified in Section 1230.39), shall require a majority of the shares cast by members present and voting. On procedural matters the Chairman or Delegate Body may call for a voice or standing vote to determine a majority. (See Section 1230.36 of the Order.)

ARTICLE VII
Officers and Duties

Section 1. Officers. The Officers of the Delegate Body shall be a Chairman and Recording Secretary. The elected officer of the initial Delegate Body shall be a Chairman. The President of the National Pork Board shall serve as Chairman of the Delegate Body after the first annual meeting.

Section 2. Duties of the Chairman. The duties of the Chairman shall be to: (a) preside at all meetings of the Delegate Body; (b) call meetings of the Delegate Body; (c) appoint Recording Secretary and committees with the
consent of the Delegate Body; and (d) have general supervision of the affairs of
the Delegate Body, and perform all acts and duties incidental to office of
Chairman.

Section 3. Duties of the Recording Secretary. The duties of the
Recording Secretary shall be to: (a) prepare minutes of the Delegate Body
Meetings; (b) give a certification report at meetings; (c) retain records of
minutes; (d) provide copies of minutes to delegates and the U.S. Secretary of
Agriculture; and (e) attest to other documents on behalf of the Delegate Body.
The Recording Secretary may delegate such duties as necessary.

Section 4. Contracts and Agreements. The Chairman and Recording
Secretary shall execute contracts and agreements on behalf of the Delegate
Body.

ARTICLE VIII
Committees

Section 1. Committees shall be the Credentials, Elections and Voting
Committee and any other Committee deemed necessary by the Delegate Body
or Chairman.

Section 2. The Chairman shall appoint Committee members and shall
be an ex-officio member of all Committees.

ARTICLE IX
Compensation and Reimbursement

Section 1. Delegate Body members shall serve without compensation but
may be reimbursed as specified in Section 1230.38.

ARTICLE X
Fiscal Year

Section 1. The fiscal year of the Delegate Body shall be the same as the
National Pork Board, commencing on January 1 and terminate on December
31 of each year.

ARTICLE XI
Rules and Parliamentary Authority
Section 1. The Delegate Body shall have the authority to adopt special or standing rules to govern its proceedings.

Section 2. The rules contained in the current edition of Robert's Rules of Order shall govern the proceedings of the Delegate Body in all cases to which they are applicable and in which they are not inconsistent with these Bylaws, provisions of the Order, and any rules and regulations that may be adopted by the Delegate Body in accordance with the Order.

ARTICLE XII
Amendments

Section 1. These Bylaws may be amended at a properly convened meeting upon majority vote of shares cast by members present and voting, provided at least 30 days notice is given to all members of the Delegate Body and the U.S. Secretary of Agriculture and, the proposed amendments be provided in the meeting notice.

ARTICLE XIII
Compliance with the Law

Section 1. To the extent that any provision of the Bylaws conflicts with the Act, Order, or any amendments, rules or regulations relating thereto, such Act, Order or any amendments, rules or regulations relating thereto, shall control.

Revised March 1, 2002
National Pork Producers (Pork Act) Delegate Body
Denver, CO
CHECKOFF FUNDING OF STATE PORK PRODUCER ASSOCIATIONS

Legislative: The Pork Promotion, Research and Consumer Information Act and Order provide that states shall receive no less than 16.5% of the funds generated from the marketing of swine in their state. In addition, the law requires that states receive no less than they had for the period just previous to the law going into effect.

The Act stipulates that the Pork Act Delegate Body has the authority to set the portion of funds returned to organized state producer associations.

Delegate Policy: In 1991 delegates approved a system that utilizes marketing numbers collected by the National Pork Board to determine return-to-state funds. At that time the formula was switched from the basis of USDA and state Departments of Agriculture or State Veterinarian adjusted marketings to those numbers actually generated by the Board’s own data of marketing from each state.

The system uses the most recent three-year average of a state’s total marketings (market hogs, feeder pigs, and seedstock) and applies it to a chart that was adopted by the delegates in 1991. (See Attachment 1) A part of this chart documents the application by state of the return-to-state percentage for 2015. The application of this chart is made annually from marketings for the three previous calendar years. Adjustments to state’s funding are made annually with the February payments.

Attachment 2 is a report of the current marketing averages for states based on years 2012, 2013 and 2014 for your information.

Finally, listed below are the states and their “per head rate” that qualify for minimal funding. In practice, these were states that had long-time state legislative programs that were in existence prior to the pork legislation. Over the years where the checkoff rate increased, this minimum guarantee basis has been surpassed and most states are paid on the percentage table basis. However, when low hog prices exist or a lower rate is in place, this “per head” method is triggered for more states.

<table>
<thead>
<tr>
<th>State</th>
<th>Rate Per Head</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$0.0868529</td>
</tr>
<tr>
<td>Louisiana</td>
<td>$0.0877588</td>
</tr>
<tr>
<td>Maryland</td>
<td>$0.0816192</td>
</tr>
<tr>
<td>Montana</td>
<td>$0.0918193</td>
</tr>
<tr>
<td>North Carolina</td>
<td>$0.0782579</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>$0.1615456</td>
</tr>
<tr>
<td>South Carolina</td>
<td>$0.0982379</td>
</tr>
<tr>
<td>Texas</td>
<td>$0.1308339</td>
</tr>
<tr>
<td>Virginia</td>
<td>$0.2043501</td>
</tr>
</tbody>
</table>
### 2015 RETURN TO STATES CHART

<table>
<thead>
<tr>
<th>3 YEAR AVERAGE MARKETINGS</th>
<th><em>RTS%</em>*</th>
<th>STATES***</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 600,000</td>
<td>39%</td>
<td>AL, AR, AZ, CA, DE, FL, GA, HI, ID, KY, LA, ME, MD, MS, MT, NV, NH, NY, ND, OR, SC, TN, WA, WI, WY</td>
</tr>
<tr>
<td>600,001 - 700,000</td>
<td>38%</td>
<td>TX, VA</td>
</tr>
<tr>
<td>700,001 - 800,000</td>
<td>37%</td>
<td>UT</td>
</tr>
<tr>
<td>800,001 - 900,000</td>
<td>36%</td>
<td>CO</td>
</tr>
<tr>
<td>900,001 - 1,000,000</td>
<td>35%</td>
<td>MI, PA</td>
</tr>
<tr>
<td>1,000,001 - 1,100,000</td>
<td>34%</td>
<td>SD</td>
</tr>
<tr>
<td>1,100,001 - 1,200,000</td>
<td>33%</td>
<td>KS</td>
</tr>
<tr>
<td>1,200,001 - 1,300,000</td>
<td>32%</td>
<td>OK</td>
</tr>
<tr>
<td>1,300,001 - 1,400,000</td>
<td>31%</td>
<td>MO</td>
</tr>
<tr>
<td>1,400,001 - 1,500,000</td>
<td>30%</td>
<td>OH</td>
</tr>
<tr>
<td>1,500,001 - 1,600,000</td>
<td>29%</td>
<td>NE</td>
</tr>
<tr>
<td>1,600,001 - 1,700,000</td>
<td>28%</td>
<td>IA, MN, NC</td>
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<tr>
<td>1,700,001 - 1,800,000</td>
<td>27%</td>
<td>IL</td>
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<tr>
<td>1,800,001 - 1,900,000</td>
<td>26%</td>
<td>IL</td>
</tr>
<tr>
<td>1,900,001 - 2,000,000</td>
<td>25%</td>
<td>IN</td>
</tr>
<tr>
<td>2,000,001 - 2,100,000</td>
<td>24%</td>
<td>IN</td>
</tr>
<tr>
<td>2,100,001 - 2,200,000</td>
<td>23%</td>
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<td>2,200,001 - 2,300,000</td>
<td>22%</td>
<td>IN</td>
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<td>2,300,001 - 2,400,000</td>
<td>21%</td>
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<tr>
<td>2,400,001 - 2,500,000</td>
<td>20%</td>
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<tr>
<td>2,500,001 - 2,600,000</td>
<td>19%</td>
<td>IN</td>
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<td>2,600,001 - 2,700,000</td>
<td>18%</td>
<td>IN</td>
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<tr>
<td>2,700,001 - 2,800,000</td>
<td>17%</td>
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</tr>
<tr>
<td>2,800,001 - 2,900,000</td>
<td>16%</td>
<td>IN</td>
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*MARKETINGS: Total animals (market hogs, feeder pigs, seedstock) as reported from the NPB checkoff statistical reports.

**RTS %: The percentage of funding from the state’s checkoff receipts which would be returned to the state association under the federal legislative checkoff as established by the National Pork Producers Delegate Body.

Page 3 sent separately
Delegates will be reimbursed by the National Pork Board for actual **TRANSPORTATION EXPENSES ONLY**. This includes airfare or mileage if traveling by auto. (Mileage should not exceed the cost of a coach class airline ticket). Please return (with receipts) to:

Ashley Lowrey, National Pork Board, 1776 NW 114th St., Des Moines, IA 50325

<table>
<thead>
<tr>
<th>Expense Totals (itemize on reverse)</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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<tr>
<td>Plane (Receipt/Itinerary)</td>
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<td>Baggage Fees (1 bag only)</td>
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<td>Taxi/Limo</td>
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<td>Mileage (in miles)</td>
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<tr>
<td>Mileage (in $ at .575/mi)</td>
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<td>Parking</td>
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<td><strong>Totals:</strong></td>
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**Total Trip Expenses:**

**Less Airline Purchased by NPB:**

**Balance Due Non Employee:**

**For Accounting Use Only**

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<tr>
<th>Account #:</th>
<th>Approved by:</th>
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**Travel Policies:** 1. Itemized receipts are required. 2. Expenses held in excess of 60 days will be disallowed.

I certify that items reported on this expense report are accurate, necessary, and comply with National Pork Board Policies.

**Traveler Signature:** ___________________________ **Date:** ___________________________
<table>
<thead>
<tr>
<th>Trip Date</th>
<th>Location</th>
<th>Specific Expense</th>
<th>Event Attended/Purpose of Trip/People Contacted/What was Discussed</th>
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REPORT OF THE NATIONAL PORK CHECKOFF NOMINATING COMMITTEE to the National Pork Producers (Pork Act) Delegate Meeting

NATIONAL PORK INDUSTRY FORUM
San Antonio, Texas • March 5-7, 2015
Dear Pork Act Delegate:

The National Pork Board Nominating Committee is pleased to present the candidates listed in this booklet. These candidates have all undergone an intensive screening and interview process by the Nominating Committee. The Committee would like to extend a special thanks to all candidates willing to commit the time and effort to serve if elected. These high quality candidates assure you the continued opportunity to elect Pork Board leadership reflecting the great vision, talent, diversity and geographical balance offered by our industry.

The Committee considered the Pork Act requirement that no less than 12 states be represented on the Pork Board. Delegate rules require that the Secretary must be able to satisfy this requirement by appointing nominees ranked by Pork Act Delegates in the top six of the nine nominees submitted to the Secretary of Agriculture. There are eight incumbent states on the Pork Board: CO, GA, IA, MO, NC (2), NE, OK, and SD.

As in every year, the Committee carefully followed a comprehensive set of protocols as it conducted its business to ensure an ethical and fair process that affords equal opportunity to every candidate.

Ranking: Whether or not to rank candidates has generated considerable controversy over the years. Rather than giving each candidate only one single overall score, the Board asked the Nominating Committee to evaluate each candidate in the five essential components needed for Pork Board Member success:

a. Industry Knowledge: Big picture
b. Pork Board & Checkoff knowledge, programs, ideas
c. Leadership: Active involvement/experience
d. Communications
e. Attitude: Passion and commitment to the pork industry

Regardless of the Nominating Committee work, you as the Pork Act Delegate Body have an obligation under the Pork Act to thoroughly evaluate each candidate. We trust that this additional breakdown will assist you in making a more informed decision about who to support, based on which of the five essential components you believe is most important for quality service on the Pork Board. You can then present a ranked list of qualified pork producers to the Secretary of Agriculture, ranked in order of who you believe would do the best job in carrying out the Checkoff’s mission.

Because the Pork Act specifies that one and one-half names be submitted to the Secretary for each of the six seats to be appointed, all Pork Board candidates will be submitted. And while the Secretary can appoint any six of the nine candidates submitted, we urge him to respect the wishes of delegates and appoint the top six nominees to the Pork Board in accordance with Delegate ranking. Nevertheless, we are comfortable that the ranked list will contain the names of nine quality pork producers, all of whom can serve our US pork industry well.

Thank you to everyone who submitted an application for the National Pork Board and the National Pork Board Nominating Committee. You provide the kind of leadership to keep this organization focused on its mission of service to all US pork producers into the future.

2014-2015 Pork Board Nominating Committee,

Karen Richter, MN, Chair
Alicia Pedemonti, NH
Mike Haag, IL
Brad Greenway, SD
Jill Aldous, IA
Brent Sandidge, MO
Pork Board Candidates: 2015 Analysis

- The National Pork Board consists of 15 members each serving a maximum of two, three-year terms.
- In 2015 there are vacancies for six (6) members of the National Pork Board: five (5) for a three-year term, and one (1) for a two-year term.
- The Pork Act specifies that one and one-half names be submitted to the Secretary of Agriculture for each vacancy.
- In 2015, nine (9) candidates must be nominated and ranked by Pork Act Delegates.
- The top six (6) nominees must meet the 12-state requirement before being sent to the Secretary.
- In July 2015, six (6) Pork Board members will be appointed by the Secretary of Agriculture from the list of nine nominees elected by Delegates to serve.

Seats to be elected in 2015 are currently held by:

1. Lisa Colby, MA Not eligible for reelection
2. Brad Greenway, SD Not eligible for reelection
3. Carl Link, OH Eligible for reelection to a 3-year term
4. Craig Mensink, MN Not running for second term
5. Dale Norton, MI Not eligible for reelection
6. Craig Rowles, IA Resigning from the Board effective July 1, 2015

12-state Rule: At least 12 states must be represented on the Pork Board. The Secretary must be able to satisfy this requirement by appointing nominees ranked by Pork Act Delegates in the top six (6) of the nine (9) nominees submitted to the Secretary of Agriculture.

- Currently 8 incumbent states on the Pork Board: CO, GA, IA, MO, NC (2), NE, OK, SD
- NC will be duplicate state in 2015, IA will NOT be as Craig Rowles is stepping down
- Two duplicate states can be represented in the top six ranked candidates.
The Candidates for the National Pork Board

The 2014-2015 Pork Board Nominating Committee respectfully submits to Pork Act Delegates the following candidates for National Pork Board in alphabetical order:

   Gary Asay, IL
   Pamela Bartholomew, TN
   Patrick FitzSimmons, MN
   Thomas Goodwin, ID
   Michael Gruber, TX
   Ed Keller, NY
   Carl Link, OH
   David Newman, ND
   Kristine Scheller-Stewart, MO
   Bill Tentinger, IA

Nine (9) candidates to be nominated by Pork Act Delegates from whom the U.S. Secretary of Agriculture will appoint six (6) National Pork Board members; five serving a three-year term, and one serving a two-year term.

---

Gary Asay
Osco, Illinois

Gary Asay owns and manages Asay Farms, a wean-to-finish operation in Illinois. Asay Farms markets 9,500 hogs annually. He also raises corn and soybeans.

Asay most recently served on the Illinois Pork Producers Association board of directors and was a director for the National Pork Producers Council. He is an Operation Main Street and OMS 2.0 speaker. Asay is a member of the Illinois Soybean Association and the Illinois Corn Growers Association.

What do you consider the major issue facing the pork industry today?
I feel the immediate issue is PEDV. We need to learn as much as we can to control the disease. The other major issue I see facing the pork industry is the education of the consumer. I feel that it is very important to tell how we raise our hogs and why we do it that way. That is the main reason I give OMS presentations. A well-educated consumer will be more willing to buy our product and will be less likely to make demands on how we raise pigs.

What do you think should be the main goal of the Checkoff and the National Pork Board?
I feel that the National Pork Board should work to educate the consumer and also help producers with continued improvement in how we raise hogs.

Why are you seeking this position?
I have worked hard for the pork industry, and I feel I can contribute more in the future. I have also met many individuals involved with raising hogs, and I want to do my best to help them...
Pamela Bartholomew
Decaturville, Tennessee

Pamela Bartholomew owns and operates Bartholomew Family Farms in Tennessee. Bartholomew Farms markets 300 hogs annually.

Bartholomew chairs the Taste of Elegance Pick TN Products, serves on the Tennessee state pig show skill-a-thon and serves on the Tennessee Pork promotions committee. She is an Operation Main Street speaker and is a graduate of the Pork Leadership Institute.

What do you consider the major issue facing the pork industry today?
Educating the public about agriculture is extremely important. I see the need to educate the public about where and how their food is grown on a daily basis working with consumers with the Pick TN Products program. Consumers don’t know the seasons in which produce is grown, they don’t know the names of different cuts of pork, they don’t know measurements or how to cook it, let alone that it comes from a farm. They believe everything they see on the Internet and TV. This is a huge cause of concern because people are not getting the education they need to make educated decisions about the food they consume.

What do you think should be the main goal of the Checkoff and the National Pork Board?
The Checkoff and National Pork Board should support the producer and industry to continue to grow and be successful.

Why are you seeking this position?
Influence is Leadership. It is my hope every day that I am a positive influence on others by promoting agriculture. It is my desire to be able to lend my knowledge and skills to an industry that I love by serving on the National Pork Board and representing all pork producers large and small. I have been very fortunate to have gained leadership and communication skills through the National Pork Board by being the Educational and Outreach Intern, participating in the Pork Leadership Institute and Operation Main Street. It would be an honor to give back to this amazing industry. My background and skills may not be typical for the National Pork Board, but my passion for helping the pork industry succeed cannot be challenged.
Patrick FitzSimmons  
Dassel, Minnesota

Patrick FitzSimmons is a partner in Protein Sources Management and Milling. Protein Sources works with numerous swine production facilities of varying sizes, individually owned by a diversity of family partnerships. Alongside his six brothers and two sisters, FitzSimmons grows corn and soybeans and manages the flow of F & H Pork, a farrow-to-finish farm in Minnesota. F & H Pork markets 30,000 market hogs and 12,000 replacement gilts a year. FitzSimmons has been a PQA Plus and TQA advisor.

At the state level, FitzSimmons has been active on the Minnesota Pork Board and the Minnesota Pork Producers Association. He has served as president of both organizations. Nationally, he has served on the producer state services committee. FitzSimmons is also an Operation Main Street speaker. Locally, he is involved with the Wright County Pork Producers and the Cokato Dassel Lions Club.

What do you consider the major issue facing the pork industry today?
Losing the freedom to operate in a way that allows farmers to choose the facilities and methods to create a healthy and safe environment for people and pigs.

What do you think should be the main goal of the Checkoff and National Pork Board?
To provide good stewardship over all Checkoff funds and looking forward to stay in step with producer and industry needs.

Why are you seeking this position?
I have served the Minnesota pork industry for the last ten years and now I feel I could serve the pork industry at the national level to help maintain its competitiveness on a global level.

Thomas Goodwin  
Nampa, Idaho

Thomas Goodwin owns HardBall Farms, LLC in Nampa, Idaho. HardBall Farms is a farrow-to-finish and seedstock farm that markets 500 pigs annually.

Goodwin currently serves as president of the Idaho Pork Producers Association. He also serves on the National Pork Board’s domestic marketing committee.

What do you consider the major issue facing the pork industry today?
Animal welfare continues to be the major issue facing the American pork industry. Groups backed by millions of dollars and false claims continue to better the pork and other animal industries. I believe that we need to continue to showcase our environmental stewards to keep the consumer believing in the industry.

What do you think should be the main goal of the Checkoff and the National Pork Board?
I believe that the main goal of the National Pork Board should be marketing. It is important that we keep in front of potential and current consumers. We need to keep in their mind and remain relevant to them.

Why are you seeking this position?
I am seeking this position to bring my leadership and improvement experience to the National Pork Board. I have a diverse background in agriculture that will help to bring a different perspective to the group.
Michael Gruber  
Dalhart, Texas

Michael Gruber is the general manager of Cargill Pork in Dalhart, Texas. He is responsible for all operation, personnel and business functions including pig production, cattle and crops in Dalhart. Cargill Pork markets 1.625 million hogs annually.

Gruber currently serves on the Texas Pork Producers Association board of directors. He also serves on the TPPA swine health and public policy committees. In addition, Gruber is an Operation Main Street speaker.

What do you consider the major issue facing the pork industry today?
I believe there are a few major issues impacting the pork industry and our livelihoods. These issues go hand-in-hand and are the long-term sustainability of producers, production systems and customers, and maintaining our freedom to operate. There is a current disconnect between our industry and the general public, fueled by certain activists groups, which is hindering both. This lack of knowledge and understanding by consumers has created issues in how they trust our industry. Positively promoting our principles and telling our story is of great importance and vital in preserving our operating freedom and long-term sustainability.

What do you think should be the main goal of the Checkoff and the National Pork Board?
The objective should be to capture the diversity and resources of all pork producers to address challenges, grow opportunities and satisfy all customers as we lead a world-class food industry, with responsibility and sustainability as our driving culture.

Why are you seeking this position?
I would like to serve on the National Pork Board for a number of reasons, but at the root of it all, is my desire to give back to the industry that I have worked in for the last 25 years, and want to see remain strong in the future. I feel that I can bring a passion and drive to strengthen the commercial swine industry. I want to serve the people I most closely associate with and call my friends.
Edward Keller
Corfu, New York

Edward Keller is owner and operator of Keller Family Farms, a farrow-to-finish farm with 15 sows that markets 200 pigs annually. Keller is a New York Producers Cooperative member and currently serves as president. He served as vice president of the organization from 2004-2013. At the national level, he served as a member of the resolutions and advisement committee for Pork Forum in 2012. Keller is a 2014 Pork Leadership Institute graduate.

What do you consider the major issue facing the pork industry today?
As I look at the pork industry today, I see PEDV and the threat of other foreign diseases as the great issues and the biggest opportunity for our industry and its members. Although we have experienced this virus for over two years, it is essential that we continue to strive towards a fix. We need to continue to educate our members and consumers on means of prevention and reduction, and ultimately take our biosecurity practices to the next level.

What do you think should be the main goal of the Checkoff and National Pork Board?
I feel the main goal of the Checkoff and National Pork Board should be to maintain and expand markets for pork production, both in the United States and across the globe. Through research, promotion and continued education, we can help our producers and consumers understand the benefits and opportunities associated with pork as a considerable source of protein for the world’s population.

Why are you seeking this position?
I am seeking this position because as a smaller producer in a consumer and culture-rich area of the country I see the need to educate consumers about the delicious, nutritious and versatile product we have to offer. Showing them how it is raised, and the face behind production, will allow them to relate and know who is raising the pork they are consuming.

Additionally, I have traveled the eastern United States exhibiting hogs with my family. Through this experience, I have interacted with a diverse group of producers. When talking to these producers, I noted that they were not involved in their state associations. In this role, I would like to encourage producers to become more involved in their state associations. Showing these producers and their associations what resources the Pork Checkoff and its partners have to offer is another goal I have to help them find success.
Carl Link  
Ft. Recovery, Ohio

Carl Link is the general production manager for Cooper Farms in Ohio. Cooper Farms is a farrow-to-finish operation that markets 550,000 hogs annually. Cooper Farms also raises turkeys, soybeans and wheat.

Link is running for his second term on the National Pork Board. He serves on the domestic marketing committee and the animal welfare committee. Link is also an Operation Main Street speaker.

What do you consider the major issue facing the pork industry today?
The major issue facing the pork industry is meeting the expectations of our consumers. Our customers have concerns about animal welfare and the use of antibiotics. It is important that we educate the consumer on who we are and what we do.

What do you think should be the main goal of the Checkoff and the National Pork Board?
Promotion, education and research should continue to be the main goals of the Checkoff and the National Pork Board.

Why are you seeking this position?
I have always believed that to make a difference, you need to get involved. I am passionate about the pork industry and want to continue to make a difference.

David Newman  
Fargo, North Dakota

David Newman is an assistant professor of Animal Sciences at North Dakota State University and oversees the management operations of the NDSU swine unit. The NDSU swine unit is used for producing market hogs and is a tool for coordinating research, teaching and extension activities.

Newman serves on the North Dakota Pork Council. Nationally, he chairs the National Pork Board domestic marketing committee and serves on the Retail Advisory Committee. He also participated in the Pork Leadership Academy.

What do you consider the major issue facing the pork industry today?
I consider the major issue facing the pork industry today to be our long-term producer sustainability. Animal health, welfare, and productivity are being challenged on multiple fronts. Environmental and regulatory issues also continue to challenge our business. All of these producer issues coupled with the consumer issues surrounding image and reputation of the pork industry provides our leadership with a lot of strategic direction to manage.

What do you think should be the main goal of the Checkoff and National Pork Board?
To provide leadership and strategic direction for all U.S. pork producers and our products. This includes the responsible management of Checkoff dollars used for research, education and promotion.

Why are you seeking this position?
Being a member of the National Pork Board has been a personal goal of mine for many years. I am very passionate about pork production, and I would like the opportunity to help serve our producers through leadership and service. I hope that my background experience as a pork producer and educator and researcher will help provide assistance in making decisions for the future success of the U.S. pork industry. It would be an honor to serve.
Kristine Scheller-Stewart  
King City, Missouri

Kristine Scheller-Stewart is a territory manager for Lynch Livestock Inc. and GJL Farms LLC a wean-to-finish operation based in Iowa. In her current position, Scheller-Stewart is responsible for new and existing customer development, communications, negotiations, marketing and overseeing buying stations in Missouri.

At the state level, Scheller-Stewart currently serves on the Missouri Pork Board of directors and is the chairman of the Missouri Pork Expo and membership committee. Nationally, she was a delegate to the National Pork Industry Forum in 2013 and 2014 and serves on the secure pork supply packer-processing working group.

**What do you consider the major issue facing the pork industry today?**

I believe that the major issue facing the pork industry is biosecurity and managing emerging disease issues that directly affect profitable pork production and our ability to export pork to other countries. Considering the impact of international trade, we must continue to focus on this as well as MCOOL and other non-tariff trade barriers.

**What do you think should be the main goal of the Checkoff and the National Pork Board?**

The Checkoff should continue researching current and emerging issues affecting the pork industry and providing innovative, cost-effective scientific solutions.

**Why are you seeking this position?**

I would like to be more involved and make a contribution to the pork industry. I believe my unique background would be beneficial in helping to understand the unique issues facing the pork industry.
Bill Tentinger
LeMars, Iowa

Bill Tentinger owns and manages Tentinger Farms located in Iowa. Tentinger Farms is a farrow-to-finish operation that markets 10,000 hogs annually. In addition to raising pigs, Tentinger also raises corn and soybeans on his farm near Le Mars.

At the state level, Tentinger has served on the Iowa Pork Producers Association board of directors, serving as president in 2012. He participated in National Pork Board’s plan of work in 2010 and 2014. He also served as a delegate to Pork Industry Forum from 2005 to 2013. Tentinger is an Operation Main Street and OMS 2.0 speaker.

What do you consider the major issue facing the pork industry today?
I think defending our right to operate is the biggest challenge we face today. Antibiotic use and regulation are of huge concern in the industry. Animal handling, the care of our animals and the facilities we house them in are being scrutinized. How we deal with these issues - and come to grips with them - will dictate whether our customers will allow us to continue to operate. Reports that I have seen of late indicate domestic consumption is increasing. We must as an industry, continue to focus on all of the issues to assure that consumers trust the way we produce our product.

What do you think should be the main goal of the Checkoff and the National Pork Board?
I think the Checkoff and Pork Board’s focus should always be to add to the advantages we have as a producers in the U.S. market. This can be through better market access or knowledge of what it takes to produce our product. The promotion of our product is and has always been important. In today’s fast-paced world with easy access to information, I think that it to be important that our pork organizations keep our producers up to speed on what is happening and how that affects how our product is accepted all over the world.

Why are you seeking this position?
Pork production has been my whole life, and it has been good to me and my family. I have had many experiences and acquired insight and knowledge of the industry that will serve me well in this position. I want to see our industry thrive in the future and at this time in my life, I would like to give back and have a small part in moving this industry forward.
David Dedert
Quincy, Illinois

David Dedert owns a farrow-to-finish operation in Illinois. His farm markets 380 hogs annually. He also raises cattle, sheep, corn, soybeans and oats on his farm.

Dedert has served on the Illinois Pork Producers board of directors. He has also served on the IPPA education youth committee, marketing committee and state fair committee. He currently serves on the National Pork Producers Council SIP marketing committee. He is a graduate of the Pork Leadership Academy. Dedert is also an Operation Main Street speaker.

What do you consider to be the major issue facing the pork industry today?
I feel the major issue facing the pork industry is the Environmental Protection Waters of the U.S. ruling.

What do you think should be the main goal of the Checkoff and the National Pork Board?
The main goal of the Checkoff should be helping producers of all kinds remain profitable.

Why are you seeking this position?
I am seeking this position to make sure top quality people are nominated to run for and take the National Pork Board into the future.

The Nominees for Pork Board Nominating Committee

The 2014-2015 Pork Board Nominating Committee respectfully submits to Pork Act Delegates the following candidates for the Pork Board Nominating Committee alphabetical order:

David Dedert, IL
Aaron Juergens, IA
Bill Knapke, OH
Gene Noem, IA
Lori Stevermer, MN

Three (3) nominees to be elected to serve a two-year term.
Aaron Juergens  
Carroll, Iowa
Aaron Juergens is the director of Iowa operations for GSC Agribusiness, a farrow-to-finish operation that markets 200,000 pigs annually. They also raise cattle, corn, soybeans, peanuts and wheat.
Juergens is an Operation Main Street speaker and a graduate of the Pork Leadership Academy. His farm was honored with the 2010 Environmental Stewards award.

What do you consider the major issue facing the pork industry today?
Today I would consider a major issue to be the potential to max out packing capacity as producers are controlling PEDV better, as well as increasing our production efficiency. Protecting and increasing international trade is also going to be very important as producers become more efficient and America, as a whole, produces more pork.

What do you think should be the main goal of the Checkoff and National Pork Board?
The National Pork Board's main goals should be the production of pork, pork research and producer education.

Why are you seeking this position?
I have been actively involved in Iowa Pork Producers and the National Pork Board and would like the opportunity to do more within the organization. Someday I would be honored to serve on the National Pork Board of Directors and want to take all of the proper steps to earn that position. Being part of the nominating committee will give me insight to do that.

William Knapke  
Ft. Recovery, Ohio
William Knapke is the Environmental Manager for Cooper Farms in Ohio. Cooper Farms is a farrow-to-finish operation that markets 550,000 hogs annually. Cooper Farms also raises turkeys, chickens, corn, beans and wheat.
Knapke has served on the Ohio Pork Producers Board of Directors since 2009 and currently serves as president of the organization. He also serves on the National Pork Producers Council environmental committee and has been a delegate to Pork Industry Forum. Knapke is an Operation Main Street speaker and is a graduate of the Pork Leadership Academy.

What do you consider the major issue facing the pork industry today?
The major issues facing the pork industry today are the perception of antibiotic use, animal welfare, maintaining and growing our exports, and emerging disease threats.

What do you think should be the main goal of the Checkoff and National Pork Board?
The main goal of the National Pork Board should be funding Checkoff research that supports our goals of increasing demand for our products and protecting our producers from potential threats. We need safe, affordable pork.

Why are you seeking this position?
I want to continue to grow with the Ohio Pork Producers. I feel it is very important to be involved at the state and national level. I would like to help shape the future of the National Pork Board and the pork industry. I feel that I can be an asset to the nominating committee.
Gene Noem
Ames, Iowa

Gene Noem serves as the director of swine operations for Reicksview Farms in Iowa. Reicksview Farms is a farrow-to-finish operation that markets 450,000 hogs annually. Noem serves on the Iowa Pork Producers board of directors and on the IPPA swine health and welfare committee. He has served on the National Pork Board producer state services committee.

What do you consider the major issue facing the pork industry today?
The U.S. pork industry has an obvious advantage to other parts of the world as a supplier of pork products. Our challenges come in the ability to grow the industry and be the worlds’ supplier of choice. The U.S. Pork Industry must continue to organize and implement efforts to tell the story of our production practices, employee care and community involvement all while being environmentally and financially sustainable. Our industry story is solid. Our efforts to tell the story effectively, put a face on the industry, and ensure baseless accusations do not take front stage are beginning to gel and be heard.

What do you think should be the main goal of the Pork Checkoff and National Pork Board?
The main goal of the Checkoff and the National Pork Board should not change. Tactics can change, emphasizing different activities, but the goals of promotion, education and research are appropriate.

Why are you seeking this position?
I have a desire to serve the industry that has served me well. I also believe my experience and skills can be used by the National Pork Board to achieve the objectives of the organization.
Lori Stevermer
Easton, Minnesota

Lori Stevermer owns Trails End Farm with her husband, Dale, in Minnesota. Trails End Farm is a farrow-to-finish farm that markets 2,000 pigs annually. The also raise corn and soybeans on their farm. Stevermer is also a marketing specialist with Hubbard Feeds.

Stevermer currently serves as the president of the Minnesota Pork Producers Association. In addition, she serves on the promotion and image and human capital committees for Minnesota Pork. Stevermer is an Operation Main Street speaker.

What do you consider the major issue facing the pork industry today?
I believe the major issue facing our industry today is human capital and the need to find and develop individuals to participate in our industry in a variety of roles. This need occurs at many levels; from finding individuals willing to work and care for our pigs to developing people that will manage and lead others. In the next few years, as farmers look to retire and exit the business, we’ll need people, family members and others willing to take the financial and personal risk to manage those farms. Keeping our industry viable from an economic and business aspect will be important in attracting and keeping these individuals.

What do you think should be the main goal of the Checkoff and National Pork Board?
The Checkoff and National Pork Board should continue to develop markets and demand for pork and work to maintain an environment that allows farmers to farm. I believe the education aspect of the Checkoff is also extremely important as members of the industry, from owners to workers, will need to continue to learn, adapt and innovate to be successful.

Why are you seeking this position?
I enjoy being part of the pork industry. It is a wonderful network of people and working with these individuals to handle challenges and create opportunities is exciting. Being part of the Nominating Committee would help me meet new people and gain a deeper understanding of the National Pork Board. It is a way for me to contribute my time and talents to the pork industry. I enjoy being part of a group of people that work to make things better.

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<th>Nominating Committee Candidate</th>
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MOTION: The National Pork Board in cooperation with the National Pork Producers Council shall fully investigate options to expand Pork specific international trade efforts to compliment, encompass and/or potentially replace such existing activities and programs.

Rationale: Considering the complexity of international trade, options to best address pork’s unique competitive position in the international market place should be considered.

NPB Background – provided by Becca Hendricks, International Marketing
Currently, around 26% of all U.S. pork and pork variety meat production is exported. In 2014, 4.803 billion pounds of pork were exported, which equated to $6.674 billion in value. The value of exports is substantial to U.S. pork producers’ bottom lines, and averages around $60-65 per hog.

The Checkoff’s International Trade activities are overseen by the Board of Directors and a 23-member International Trade Committee from throughout the United States. The committee’s mission is focused on:
- Research: Conducting technical and economic research and market analysis to prove or dispute non-scientific barriers to international trade
- Market Access: Seeking and pursuing all legitimate avenues to market U.S. pork worldwide
- Market Development: Defining key target markets and creating promotion and education outreach opportunities with importers and consumers

NPB has funded international market development activities through the U.S. Meat Export Federation (USMEF) for more than 25 years and is interested in further expanding how U.S. pork is marketed on a worldwide basis. USMEF is a
'cooperator' with USDA and receives additional funds (beyond member contributions such as Checkoff organizations) from the USDA Market Access Program and the Foreign Market Development programs. These leveraged dollars have been extremely important in contributing to total resources devoted to international activities.

In August of 2014, NPB’s Board of Directors announced that, as a part of an ongoing commitment to examine all of Checkoff programs to ensure continuous improvement, an international marketing structure study would be conducted. The Board hired SIAM Professionals to evaluate the effectiveness of current global marketing efforts and identify potential partnerships and marketing tools for promoting U.S. pork. SIAM specializes in evaluating and developing international market opportunities for the food and agribusiness industry.

To date, SIAM has collected organizational data, regional and country-specific metrics, conducted stakeholder interviews, populated and analyzed scorecards for optimal marketing structures as well as market priorities, identified constraints to various options for marketing structures and identified pathways for success. Progress reports have been provided to both the Board of Directors and International Trade Committee. The final report is under review to ensure it met the objectives of the project, and the best path forward will be established and shared with the industry.
2015 Advisement

KEY RESULT AREA: Science & Technology
RESOLUTION NUMBER: 2015 - ST 1
SUBMITTED BY: Iowa Pork Producers Association
SUBJECT MATTER: Premises ID

Motion: The National Pork Board (NPB) encourages all producers and veterinarians to work with their veterinary diagnostic laboratory (VDL) service providers to adapt and use methods that electronically incorporate premises identification numbers into all of their diagnostic lab records to enhance the systems of traceability and animal health information management infrastructure necessary to support the 21st century U.S. pork industry.

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Rationale:
The NPB works with VDLs, producers, and veterinarians to supply educational materials and advertising to assist in industry wide implementation of the premises ID program.

Foreign animal disease is one of the biggest threats to the U.S. pork industry. If and when a foreign animal disease enters the U.S., we must be able to identify infected sites quickly and accurately.

Incorporating accurate premises of origin identification information into VDL records is the cornerstone requirement necessary to enable credible, expedient, scalable and effective disease-control efforts on an area, regional, state or national level.

VDLs are finding that conventional methodologies that require VDL submitters and VDL staff to manually transcribe (handwritten or typed) PINs into VDL records are prone to error and are often incorrect.

Using methods that electronically incorporate PINs into VDL records (e.g., attaching PIN barcode labels onto VDL submission forms and/or using web-based diagnostic submission applications that automatically pull previously loaded and verified PIN information into the VDL record) can eliminate the errors associated with conventional methodologies that required manual transcription (hand written or typed) of PINs.

NPB Background – provided by Dr. Patrick Webb, Science & Technology
U.S. pork producers remain committed to the principle that nationally standardized premises identification, animal identification and recordkeeping is the cornerstone for animal health, disease surveillance and rapid and accurate pre-harvest traceability for animal health. The support has been reflected through various tactics in the Pork Board’s Plan of work since 2005. The cornerstone of the program standards is the nationally standardized premises identification
number (PIN) which is a unique seven-character alphanumeric code allocated by USDA through the state animal health official’s office.

Since 2005, as a part of the outreach for the Swine ID Plan program standards, NPB staff has been promoting the benefits of applying premises identification numbers to animal movement records, bills of lading and diagnostic laboratory submission forms. To make this process easier, in late 2010 NPB worked with USDA to develop a premises verification website on pork.org for producers and veterinarians to verify premises identification numbers and render PIN barcodes that could be printed to labels and applied to any paper documentation including laboratory forms.

Even though this tool has been available for some time, the usage rate prior to PEDV was low. with labs reporting less than 5 percent of submitted forms coming in with premises identification numbers on them. After the outbreak, however, the usage rate increased and labs now report that up to 50 percent to 70 percent of swine submissions have PINs. However, room for improvement remains.

In 2015, the National Pork Board will continue to work with the American Association of Swine Veterinarians to provide education and outreach promoting the use of Pork Board’s premises validation website and encouraging producers and veterinarians to use premises identification numbers on diagnostic laboratory submissions for PEDV. NPB will also work with veterinary diagnostic labs to explore the use of web-based diagnostic submission applications that can pull validated PINs into the VDL’s records.

Adoption of the premises identification numbers as an industry standard is being addressed in the 2015 plan of work as the National Pork Board builds capacity to detect and prepare for foreign, non-regulatory swine production diseases, to rapidly respond to non-regulatory and regulatory foreign animal diseases and to facilitate pork producer business continuity.
Motion: The Minnesota Pork Producers Association (MPPA) recommends that the National Pork Producers Council (NPPC), National Pork Board (NPB) and North American Meat Association form a joint task force to cooperatively address issues around transportation and bio-security.

Items to be addressed are as follows but not limited to:
- Trucking schedules and wait times
- Truck unloading/animal handling
- Bio-security

A joint report and recommendations from the task force to be delivered by Pork Forum 2016.

Rationale:
Pork Producers continue to demonstrate how they care for their animals through participation in PQA/TQA and audited systems. The new common audit is a welcome addition by creating an expectation of consistency. Packers are also audited by customers and the federal government. One area of inconsistency that has been identified by pork producers are issues around wait times at plants and capacity to handle pigs on site in a timely manner. Bio-security is of a high concern for pork producers and having systems in place at packing plants to minimize disease transfer benefits the whole industry. In 2013 the NPPC delegate body passed a resolution regarding unloading of pigs. While that resolution was appreciated we believe the issue is broader than just unloading safety and timing. We also believe that more can and should be considered when looking at who unloads trucks and where truckers can or should be on the packing plant grounds to minimize bio-security risks. A cooperative approach is needed to create best practices and expectations to reduce costs, risk and to enhance the image of the pork industry.

NPB Background – provided by Dr. Lisa Becton, Science & Technology
The entry of PEDV into U.S. swine herds led to the increased use of biosecurity measures to prevent the spread of infection. Spread of PEDV via transportation equipment was of great concern. PEDV spreads by direct exposure to the virus by fecal-oral exposure. Trucks that move pigs can get contaminated easily and then provide a point source of the virus for new infections. Early studies showed that packing plants can be contaminated and provide a source for infection for other farms.

In order to provide guidelines for producers, packers and transportation companies, the National Pork Board put together several different working groups to develop and provide information for best
biosecurity practices. The working groups developed guidelines for biosecurity for transportation, truck washing, packing plants, feed delivery and general guidelines such as developing a “clean crossing” and “line of separation”. All of these fact sheets were compiled into a PEDV Booklet that was available for all producers as a hard copy as well as available online at www.pork.org/PEDV. The guidelines have been the main focus of methods for PEDV control and have been utilized as set guidelines for both US and international producers. The booklet has been sent via mail as well as through online outlets.

Meetings were originally held in 2013 to address the unique biosecurity challenges for the packing sectors (one for sow plants and commingling locations and the other for market hog plants). These two groups were convened to help provide input into the needs for managing PEDV. Subsequent to the original meeting, a packing plant biosecurity working group was developed to assess needs for research and practical protocols in order to reduce the spread of diseases like PEDV and PRRS. From those meetings, several fact sheets for specific plant best practices have been developed.

In addition to basic biosecurity guideline development, research needs for development of best transportation guidelines have been a part of several calls for research. Research on the basics of PEDV survival in recycled water, manure and on trailer surfaces have been completed in 2014. Additional studies on specific disinfectants have been initiated and continued into 2015. These include the effect of disinfectants in both warm and cold weather conditions. For 2015, the focus will be on finding practical solutions for packing plants and the interface between trailers and unloading docks. The goal for all the research is to provide information to reduce the spread of diseases such as PEDV.

The PQA Plus and TQA programs along with the new Common Swine Industry Audit provide information and guidance on best practices for animal care and handling from birth of the pig through transport from the farm. This includes background on basic pig behavior and movement, best practices for loading and unloading pigs, managing the internal environment of the trailer, and expectations of the transporter/animal handler once they arrive at the packing plant. The TQA program also provides guidance to drivers/animal handlers for biosecurity best practices at the farm and at the plant.

The US Department of Agriculture’s Food Safety Inspection Service (USDA-FSIS) has oversight of food safety and animal handling at all federally inspected packing plants. Their jurisdiction is granted from the Humane Methods of Slaughter Act and 9 CFR 313. Once a vehicle carrying pigs enters an official slaughter establishment’s premises, the vehicle is considered to be a part of that establishment’s premises. The animals within that vehicle are to be handled in accordance with federal law. FSIS inspection includes monitoring pigs on the trailer as they wait to unload, animal handling during unloading, facilities and equipment used during unloading and handling of pigs including the transport trailer, animal handling through the plant including the stunning process.

The North American Meat Association has developed animal handling and audit guidelines for the plants. These guidelines outline best practices for animal welfare and complying with federal regulations. The guidelines also provide auditing criteria for evaluating plant procedures for receiving animals and animal handling on plant property. Specific audit criteria include trailer set-up and condition, timeliness of arrival and wait times of trailers, animal handling and electric prod use, condition of animals at arrival, and plant facilities.
AGENDA ITEM: 2016 Allocation of Delegates by State

**X** For Action **__** For Information

**BACKGROUND:** Annually delegates need to adopt an allocation of the number of delegates by state and importers that is to be recommended to the Secretary of Agriculture for appointment for the next annual meeting.

**EXISTING POLICY:** At the 1992 annual meeting, the following policy was unanimously adopted.

*National Pork Producers (Pork Act) Delegate allocation (see attachment #1) shall be applied annually to the estimated assessments to be collected for the next annual meeting. The delegate allocation by state or importers will be reviewed and approved annually by vote of the current delegates for the next National Pork Producers (Pork Act) Delegate Body meeting.*

**DISCUSSION:** The delegate allocation table (attachment #1) maintains the principle of proportional representation that is the foundation of pork producer governance principles and consistent with the Pork Act. The table was based on historic data from previous delegate appointments from states or importers. Also, the principle of no less than two delegates from a state is maintained.

Attachment #2 delineates the allocation of delegates for the 2016 annual meeting. The National Pork Board has adopted an estimated revenue for 2015 to be $90.4 million of checkoff receipts. The percent of total estimated 2015 assessments is based on the actual amount of assessments collected from each state and importers during the 12 months of 2014 and converted to a percent.

OVER...
The most important point at this time is that the number of delegates indicated on Attachment #2 be completely agreed upon by this delegate body and subsequently be communicated to the Secretary of Agriculture.

Prior to the 2016 delegate body meeting, and as was done for this meeting, the actual numbers of shares voted by delegates will be calculated and based on actual dollars collected from a state during 2015.

**RECOMMENDATION:** Based on past delegate body established policy, delegates are asked to adopt and recommend to the Secretary the appointment of delegates as calculated and distributed by state in Attachment #2.
### NATIONAL PORK PRODUCERS (PORK ACT) DELEGATE ALLOCATION

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<th>Delegates Allocated</th>
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<th>2016 Shares</th>
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<td><strong>90,370</strong></td>
<td><strong>174</strong></td>
<td></td>
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</table>
Contact: Cindy Cunningham  
National Pork Board  
CCunningham@pork.org  
515-223-2600  

(Insert City) Pork Producer Provides Input on Checkoff Programs  

CITY, STATE – March 9, 2015 – (Insert name), a pig farmer from (City, State), served as a delegate to the Pork Act Delegate assembly March 5-7 in San Antonio, Texas. (Insert name) was appointed as a delegate by U.S. Secretary of Agriculture Tom Vilsack.  

“It was important to me to represent pork producers from across the United States as a Pork Act delegate,” said (Insert name). “As an industry, we are committed to ‘elevate U.S. pork as the global protein of choice by continuously and collaboratively working to do what’s right for people, pigs and the planet.’ This was reinforced throughout the Pork Act delegate meetings.”  

(Insert name) was one of 154 delegates who traveled from 42 states across the country to represent pork producers and importers who sell pork products in the United States. The duties of a delegate body include nominating members to serve on the National Pork Board, establishing how much of the Pork Checkoff is returned to state pork organizations and providing direction on the pork promotion, research and consumer and producer education priorities funded by the Pork Checkoff.  

To fund programs, America’s pork producers contribute 40 cents of every $100 of sales to the Checkoff. Importers use a sales formula to contribute a similar amount. The role of the Pork Checkoff is to promote and enhance consumer demand for pork on a global basis, as well as invest in research designed to improve production practices and safeguard the pork supply, environment and animal well-being. Building consumer confidence and educating America’s pig farmers on modern livestock production practices through training and certification programs are also key priorities.  

The National Pork Board earlier approved a 2015 budget for national spending of $66 million for promotion, research and education programs. The strategic direction of the Pork Checkoff is centered on building consumer trust, driving sustainable production and growing consumer demand both in the United States and globally.  

“It has never been more critical that we work together as producers, processors and foodservice and retail leaders to make a collective difference to pork’s consumers,” (Insert name).  

The National Pork Board has responsibility for Checkoff-funded research, promotion and consumer information projects and for communicating with pork producers and the public. Through a legislative national Pork Checkoff, pork producers invest $0.40 for each $100 value of hogs sold. Importers of pork products contribute a like amount, based on a formula. The Pork Checkoff funds national and state programs in advertising, consumer information, retail and foodservice marketing, export market promotion, production improvement, science and technology, swine health, pork safety and sustainability and environmental management.  

For information on Checkoff-funded programs, pork producers can call the Pork Checkoff Service Center at (800) 456-7675 or check the Internet at www.pork.org.
The National Pork Board will ELEVATE U.S. PORK as the global protein of choice by continuously and collaboratively WORKING TO DO WHAT’S RIGHT for people, pigs and the planet.
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<th>Page</th>
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<td>VIII. Budget by Goal</td>
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<td>IX. Summary</td>
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**NOTE:** The Pork Checkoff represents all investors, including both pork producers as well as pork importers. This report uses the term “producers” as inclusive of all investors.
I. EXECUTIVE SUMMARY

A. The National Pork Board – The Business

The National Pork Board is the legal entity responsible for the collection and investment of the Pork Checkoff, a legis-
lated program established in 1986. According to law, an assessment is paid by producers on the sale of each live hog, currently at a rate of 40 cents per $100 value. Importers of live hogs and pork products also make Checkoff contri-
butions. These funds are invested on behalf of the U.S. pork industry into generic promotion, research and consumer
information programs, the work of which is carried out by the staff of the National Pork Board.

Oversight of the Pork Checkoff is the responsibility of its 15-member board of directors. A total of 172 Pork Act Delegates
also have the annual responsibility of setting the Checkoff assessment rate, set the return-to-state rate and nominate
the board of directors. The chief executive officer reports to the Board and is responsible for oversight of the National
Pork Board’s program implementation and staff in four working areas: 1) Administration 2) Communications, Outreach
and Producer Education 3) Domestic Marketing, Trade and Social Responsibility, and 4) Science and Technology.

B. A Strategic Plan – Purpose and Objective

This document represents the 2015 operating budget and plan for the National Pork Board. 2015 is a transitional
year as we finish the 2014 strategic plan and begin focusing on the new 2020 strategic plan. The plan was produced
through a process of collaboration of U.S. pork producers, board members, pork industry partners and staff of the
National Pork Board and represents a budgeting methodology that aligns on a real-time basis, the resources of the Pork
Checkoff with the goals facing U.S. pork production.

The strategic planning process begins with the board of directors defining the goals the organization should focus
resources against and determining the objectives required to advance the goals. Staff and committees then build a
business plan and budget for each of the objectives, which when compiled, represents the 2015 strategic operating
plan. That effort is followed by a Plan of Work Task Force representing producers of all locales, all sizes and all produc-
tion types. The Task Force is responsible for determining the tactics required to successfully achieve the objectives.

This is a working plan, meaning that staff will refer to this plan daily to direct its activities. And where possible, SMART
objectives have been defined and included in the plan so that final results can be quantified. Progress is quantified on
a real-time web-based tool called the Pork Checkoff Scorecard. The organization’s key to success is a focused and team
effort.

C. 2015 Budget

The Directors of the National Pork Board and the U.S. Department of Agricultural Marketing Services (AMS) have
approved a spending level of $66.0m; $47.0m allocated to programs for Domestic & International Marketing, Science/
Technology, Social Responsibility, Communication and Producer Outreach, $7.2m to program support, $8.8m to support,
administration and overhead and $3m for The Other White Meat®.
II. ORGANIZATIONAL BACKGROUND

A. Pork Board Beginnings

The National Pork Board is the descendent of a long line of pork associations in the United States, formed by hog producers who faced many challenges to profitability in the swine production sector. They knew that those challenges could best be met by producers working together and finding sources of funding to address those common issues. The organization began in the mid-1950s when a group of producers, concerned about the future growth and profitability of the pork industry, organized the National Swine Growers Council (NSGC). In 1965, the NSGC evolved into the National Pork Producers Council (NPPC).

“Moline 90” - In May 1966, about 90 pork producers from 11-states - Illinois, Indiana, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Carolina, South Dakota, Tennessee and Wisconsin – attended a meeting in Moline, Ill. This group, which came to be known as the “Moline 90,” gathered to discuss establishing a voluntary Checkoff. The group agreed to hire the first full time executive secretary for the Council and to raise, through contributions, a “Get Ready Fund” of $80,000. A bank note was passed around and eight pork producers signed it, obligating each of them to pay up to $10,000 if the “Get Ready Fund” was not raised. The note was never needed.

Early NPPC - The National Pork Producers Council’s first office at 3101 Ingersoll in Des Moines had only a back door entrance. But, optimism and dedication were never higher among pork producers as the “Nickels for Profit” concept was conceived. With some funds and staff, NPPC began moving toward development of the meat-type hog consumers were beginning to demand. Realizing that promotion would create more pork sales, NPPC’s leaders sought congressional action that would permit a market deduction to fund product promotion. They succeeded in getting amendments to the Packers and Stockyards Act that opened the way for a voluntary Checkoff system. This was the first and only membership and voluntary Checkoff program to ever exist.

“Nickels for Profit” - In 1967, after months of organizing at the county and state levels, NPPC started the voluntary “Nickels for Profit” Checkoff in four counties in the Davenport area, two each in Iowa and Illinois. The first check received was for $4.90. By 1968, producer enthusiasm spread, 16 states were organized, and the nickel Checkoff program started nationwide. By 1970, NPPC membership rose to 40,000 with a $1 million operating budget. In response to increasing member needs for promotion and research, the Checkoff increased over the years from a nickel, to a dime, to 20 cents, then to .30% of value.
B. Demise of the Voluntary Checkoff/Pork Act passage

However, the need for additional funds to keep pork competitive with other protein-based commodities and failure of the nationwide voluntary Checkoff participation rate to rise above 55-60 percent led to the decision to move from a voluntary to a legislative Checkoff. A “100% Producer Task Force” organized an effort that led to the successful passage of federal legislation - The Pork Promotion, Research and Consumer Information Act of 1985 (more commonly referred to as the Pork Act), as part of the 1985 Farm Bill. The legislative Checkoff was set in motion under the supervision of the AMS, effectively moving the industry from a voluntary program with 55 percent of the hogs checked-off to 100 percent Checkoff compliance.

C. The Pork Act

Pork Act Purpose - The Pork Act stipulates that Checkoff funds must be used for promotion, research and consumer information programs. These programs are designed to strengthen the position of the pork industry in the marketplace, and to maintain, develop and expand markets for pork and pork products. Checkoff funds cannot be used for influencing government or for lobbying.

Pork Act Value – Among the benefits of the 100 percent mandatory Checkoff attributes are:
Sufficient resources: It provides enough funds to respond to several major industry challenges, such as product image, product quality, domestic and overseas marketing, product safety and research.
Everyone pays, everyone benefits: The benefits, which everyone had been receiving from the partially supported voluntary Checkoff are now several times greater with everyone’s financial support.
Oversight/Focus: The Checkoff had the oversight and support of the USDA to make it work effectively. At the same time, producers, through the producer nominated Pork Board and Pork Act Delegate Body, as well as the industry committee system, play an indispensable role in program development and execution. They bring forth ideas, concerns, programs, issues and more to be developed into programs to address producer challenges.
III. THE NATIONAL PORK CHECKOFF VISION AND MISSION

A. Vision and Mission

The foundation of any organization is its mission, purpose and core values, which at the National Pork Board establish the guiding principles by which the U.S. Pork Checkoff operates. An organization’s mission and purpose are determined by answering the basic question, “why do we exist?”

VISION

The National Pork Board will ELEVATE U.S. PORK
as the global protein of choice
by continuously and collaboratively
WORKING TO DO WHAT’S RIGHT
for people, pigs and the planet.

MISSION

The National Pork Board is the catalyst
that UNITES PORK PRODUCERS
WITH KEY STAKEHOLDERS focused on
building a bright future
for the pork industry through
RESEARCH, PROMOTION AND EDUCATION.
B. Core Values and Beliefs

An organization’s core values direct its everyday work and decision-making. The core values and beliefs at the National Pork Board are:

We value all diversity of opinion and strive for collaboration.

We embrace the industry’s We Care™ principles.

We do what’s right for people, pigs and the planet.

We are proactive in defining solutions for emerging challenges.

We are committed to continuous improvement in all we do.
IV. ORGANIZATIONAL STRUCTURE AND APPROACH

The National Pork Board understands that issues are multi-dimensional and that solutions to issues require an integrated, cross-functional team approach. While the National Pork Board maintains departments in order to provide structure, mentoring and budget oversight, this plan, and the organizational approach is based upon multi-disciplined teams working in a unified manner to overcome challenges and capture opportunities.

For the purpose of defining the organizational expertise, the following is a description for each of the National Pork Board programming departments.

A. Producer Services and Communications

The Producer Services and Communication departments represent the primary connection between the organization and its 65,000 producer investors. Producer communication media include the organization’s web assets, its many print and electronic newsletter properties, the quarterly magazine Pork Checkoff Report, as well as its industry public relations efforts. A variety of external communication strategies and media are also used to help producers understand where their investment is focused and the benefits available to them.

Outreach efforts are designed to expand personal contact with producers in order to build relationships, gain programming input and encourage producers to participate in their organization. Agriculture is a relationship-oriented industry, and a key to the organization’s success is producer involvement in strategy development and issues management. An additional key responsibility of the Outreach department is facilitating state relationships. A variety of national and state synergistic opportunities exist if relationships are cultivated effectively.

Education is the organization’s intellectual property transfer mechanism. It consists of tools that can move new information and leading-edge science directly to producers in a way that they can quickly apply it to their business. Web-based distance-learning programs are a key new strategy that will allow more producers to learn at a greater convenience and lower cost.

B. Science and Technology

The National Pork Board’s Science and Technology department is responsible for much of the industry’s research, issues management and related program development activities. Most research is carried out through universities and/or other third parties. The department, in collaboration with others, determines industry research priorities and manages the administration of grants.

One of the more challenging departmental responsibilities is issue management. Early identification of key issues, weighing the industry's concerns against public responsibility and the subsequent science-based attitude in negotiating solutions to those issues are vitally important. A common resolution has been the development of industry self-regulation programs, which eventually are transferred to the Education department for implementation. Topical areas in which the department is engaged include but is not limited to the environment, pork safety, animal health and well-being, animal science and bio-security issues.
C. Domestic Marketing and International Trade

The key Domestic Marketing (DM) strategy has been to drive pork demand from both the acceptability and availability point of view. Primary responsibilities are divided into five distinct but integrated programming areas. The consumer marketing area and Pork Information Bureau (public relations) are focused on the acceptability challenge. Channel marketing, consisting of both retail and foodservice efforts, are focused on the availability challenge.

The International Trade department strategy works on growing international consumer demand by focusing on pork’s improved nutrition, quality and sustainability. This is accomplished by increasing pork exports through access to new markets, expanding existing markets and increasing export volume in pounds and export value.

D. Social Responsibility

Social Responsibility creates the relationships of trust that allows decision-makers to discover America’s pig farmers are doing the right things for people, pigs and planet, now and for generations to come. It is the National Pork Board’s bridge to those who make decisions about our product and/or shape the reputation of our industry. Social Responsibility mobilizes the pork community to articulate and improve how we make a product in ways that support people, pigs and planet.
V. 2015 GOALS AND OBJECTIVES

The strategic planning process begins with the Board of directors defining the goals the organization should address. All objectives, tactics and budgeting are driven from the defined goals, which become a foundation for the strategic operating plan. In no priority order, the three goals and their respective objectives the National Pork Checkoff organization will focus resources against in 2015 are as follows:

GOALS & SMART OBJECTIVES

The following goals were determined to be the main focus for the National Pork Board. Each goal is supported by a series of objectives. Ideally, objectives meet the following criteria:

SMART: Specific/single outcome • Measurable • Achievable • Relevant/Realistic • Time bound

Goal: Build Consumer Trust - Working collaboratively with food-chain partners, the National Pork Board will enhance consumer trust in modern pork production by promoting producer adoption of on-farm management practices that reflect our ethical principles and by sharing our commitment to continuous improvement with consumers and key stakeholders.

1. By 2020, producers accounting for 50 percent of U.S. pig production will annually report sustainability performance metrics to a National Pork Board-sponsored sustainability measurement and reporting system.

2. By 2020, the region- and production-weighted national average carbon footprint of the U.S. swine herd will be reduced 5 percent from a 2014 baseline of 2.87 lb. CO₂e/lb. live weight of pigs at the farm gate.

3. By 2020, the region- and production-weighted national average water use of the U.S. swine herd will be reduced 5 percent from a 2014 baseline of 18.66 gallons/lb. live weight of pigs at the farm gate.

4. By 2020, the public health risk of prioritized foodborne pathogens in pork will be reduced from 2015 levels, with initial focus on achieving a reduction in the sero-prevalence of Toxoplasma gondii in sows (by 10 percent) and in market hogs (by 5 percent) and a reduction in the prevalence of Salmonella spp. in pork trimmings (by 10 percent).

5. By 2020, the National Pork Board will achieve a 2 percent improvement in overall animal well-being scores as compared with 2015 PQA Plus® Site Assessment data.

6. The National Pork Board will implement an Enterprise Risk Management System (ERMS) to prevent or mitigate the industry’s prioritized threats and capitalize on its opportunities.

7. By 2020, the National Pork Board, in cooperation with food-chain partners, will continue to address public concerns related to animal care and health and will improve the perceptions of engaged consumers toward modern pork production by 10 percent, as measured by an annual tracking study.
Goal: Drive Sustainable Production - The National Pork Board will invest in research and producer education programs that enhance the productivity and sustainability of pork production and deliver benefits to producers, consumers and the community.

1. By 2020, the National Pork Board will develop, with key stakeholders, the identification and diagnostic tools, surveillance and mitigation strategies for the potential elimination of the top domestic swine diseases.

2. By 2020, the National Pork Board will deploy tools and programs to decrease the annual economic impact of PRRS by 20 percent, as adjusted for inflation and measured against the 2012 PRRS economic impact baseline study.

3. By 2020, the National Pork Board will build the capacity to detect and prepare for foreign, non-regulatory swine production diseases, to rapidly respond to non-regulatory and regulatory foreign animal diseases and to facilitate pork producer business continuity.

4. By 2020, the National Pork Board will expand participation in the worker safety benchmarking database from 27 percent to 50 percent of industry, with a long-term objective of reducing employee animal-handling injury rates by 15 percent.

5. Demonstrating a commitment to improving professionalism (doing the right things for the workforce and the animals workers care for), the National Pork Board will develop and deploy education and training resources that are utilized by 25 percent of the pork production industry and that serve as the basis of employee training and development programs.

6. By 2020, the National Pork Board will provide pork producers with research results, tools and information to improve the productivity of the U.S. swine herd as measured by the following and based on 2015 Industry Productivity Analysis:
   a. 10 percent decrease in pre-weaning and nursery mortality,
   b. 10 percent improvement in caloric efficiency in grow/finish feed efficiency and
   c. Improvement in sow lifetime productivity from 38 pigs per sow lifetime to 42 pigs per sow lifetime.

Goal: Grow Consumer Demand - Working in concert with food-chain partners, the National Pork Board will grow domestic and international consumer demand by focusing on pork’s improved nutrition, quality and sustainability.

1. By 2020, increase pork’s US market share of total real per capita meat expenditures 1 percentage point as measured by USDA retail price and disappearance data (2014 baseline data).

2. By 2020, increase pork exports through access to new markets, expand existing markets and increase export volume by 2.7 billion pounds and export value by $3.1 billion, equating to a 9 percent average annual increase in value and quantity compared with 2014 year-end data.

3. By 2020, reduce the percentage of pork loin chops scoring below the National Pork Board color score of 3 by 10 percentage points as compared with the 2012 retail baseline study (55 percent reduced to 45 percent).

4. By 2020, increase the positive perceptions of pork in a healthy diet by registered dietitians by 20 percent as compared with a 2015 baseline study that includes competitive proteins.
VI. PROGRAMMING RESOURCE AVAILABILITY

Pork Checkoff programming is funded by collections from the sale of live pigs at a rate of 40 cents per $100 value. Two variables affect annual Checkoff revenue, total weight of the national live hog marketing, a function of total pigs marketed throughout the year and average live weights, and the market price. As a result, Checkoff revenue isn’t guaranteed. It is variable and a reflection of the market. Therefore accurate forecasting that takes into account pig numbers, average weights and market prices is needed to ensure programming costs do not outpace available funds.

A. Long-Range Planning is Critical

Consistency in Checkoff program spending on a year-to-year basis is important. Large fluctuations in spending make it difficult to build sustainable programs. Therefore long-range forecasting is used to determine a spending level that can be sustained over a three-year period, utilizing unrestricted reserves as a “shock absorber” to balance market fluctuations. Reserves build during cycles of high market prices and can be used to supplement Checkoff program spending in years of lower market prices.

In 2014, the National Pork Board initiated an aggressive strategic plan that spans a five-year period. The strategic plan was developed by a strategic planning task force with various stakeholders from different segments of the industry. The task force met several times and incorporated producers from around the country in order to understand what was important and critical, what the industry would look like in the future and what the industry needed to focus on for people, pigs and the planet.

The result of the task force was a clearly defined vision statement that describes values that the industry subscribes to and strives to implement on a day-to-day basis. The task force established three goals, consisting of building consumer trust, driving sustainable production and growing consumer demand. There are 17 objectives, which provide a focused and collaborated effort in advancing the vision.

As we begin a new strategic plan, 2015 will be considered a transitional year by wrapping up the old strategic plan and developing a foundation for the new 2020 strategic plan. This transitional year will be a time of reflection and a renewed perspective on the opportunities and challenges within our industry as we plan for the future.

Based on economist revenue forecasts for the next few years, the Pork Board can expect available national spending resources of $64 to $66 million per year through 2016, while maintaining a minimum level of unrestricted cash reserves at two months of operating expenses or $11.6 million.
B. **2015 Target Revenue**

The industry forecast for 2015 suggests that 108 million hogs (compared with 104m in 2014) will be marketed at a live weight average of 289 pounds. Market prices are expected to range from $67 - $70 per cwt. When added to seedstock and imports Checkoff collections would range from $88 million to $93 million in 2015. The Pork Board revenue is based on the mid-point of the economist revenue forecast.

The National Pork Board sets the annual Pork Checkoff revenue target with a goal of establishing a consistent, sustainable national spending level. The revenue target consists of the forecast Checkoff revenue, forecast interest revenue and the use of unrestricted reserves to assist in achieving consistent annual spending levels.

The budgeted Checkoff gross revenue for 2015 as adopted by the board of directors is $90.4 million. Additional income is realized through investments of the Checkoff reserves, with budgeted interest revenue of $500,000. The U.S. government puts strict guidelines on how the reserves are invested, so the rate of return is not substantial. But the dollars are added to the available spending total.

C. **2015 Total Available Funds Calculation**

As explained earlier, Checkoff assessments are collected nationally, and a percentage of the collections are returned to state pork associations to support local programs. A formula is used to determine the allocation for each state, ranging from 16.5 percent of the state collections for larger states to 39 percent of the state collections for smaller states. On average, 20 percent of the national collections are returned to state pork associations. Therefore the funds available for national programming are:

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<thead>
<tr>
<th>Amount</th>
<th>Description</th>
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<tr>
<td>$90.4 m</td>
<td>Gross Checkoff collection revenue</td>
</tr>
<tr>
<td>.5 m</td>
<td>Investment income</td>
</tr>
<tr>
<td>$90.9 m</td>
<td>Total funds available</td>
</tr>
<tr>
<td>(17.5) m</td>
<td>Return to state</td>
</tr>
<tr>
<td>$73.4 m</td>
<td>Net funds available</td>
</tr>
<tr>
<td>66.0 m</td>
<td>Spending limit approved by board of directors</td>
</tr>
<tr>
<td>7.4 m</td>
<td>Surplus</td>
</tr>
</tbody>
</table>
D. **Support Costs**

There are basic costs of doing business that any organization must account for before determining variable dollars that may be used for program spending. These costs include employee compensation, overhead, depreciation of assets and central services for items such as accounting, information technology and USDA oversight. The following is a summary of those costs.

**Compensation**

Compensation includes salaries, bonus, payroll taxes, health and dental benefits that the organization cost shares with employees, retirement fund contributions, life and long-term disability insurance.

**Overhead and Depreciation**

Overhead and depreciation consists of expenses such as building rent, utilities and insurance; building equipment and ground maintenance; telecommunications; depreciation of technology including but not limited to computers, servers and copiers; and the annual payment for Pork, the Other White Meat trademark that was purchased from the National Pork Producers Council in 2006.

**Central Services**

Central services are the costs that support the Pork Act Annual Delegate meeting, board of director meetings, committees of the board, state administrative reviews, legal, intellectual property, economic and market forecasting services, leadership development and anticipatory issues management, IT and finance/accounting/risk management support, meeting and travel coordination and human resources.

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E. **2015 National Programming Availability**

After deducting overhead, central services and compensation from available national funds, the balance represents the $47.0m of that is available to implement 2015 Checkoff programming.

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
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<tbody>
<tr>
<td>$66.0 m</td>
<td>National fund availability</td>
</tr>
<tr>
<td>(7.2)</td>
<td>Program support staff</td>
</tr>
<tr>
<td>(8.8)</td>
<td>Support/Overhead cost</td>
</tr>
<tr>
<td>(3.0)</td>
<td>Pork the Other White Meat</td>
</tr>
<tr>
<td>$47.0 m</td>
<td>2015 Checkoff program funding</td>
</tr>
</tbody>
</table>
VII. STRATEGIC PLAN AND OPERATING BUDGET COURSE OF ACTION

The 2015 Strategic Plan and operating budget follow. The goals are defined as areas of focus that Checkoff resources should be applied against. The goals were determined by the board of directors, and the goals are not presented in any priority order.

Objectives define what the Pork Board wants to have happen with each of the goals. The objectives were established by the board of directors and objectives for each goals are not presented in priority order.

Tactics determine how the Pork Board will successfully implement a strategic intent. The tactics were decided by programming committees, Plan of Work Task Force and staff and are presented in no special order. It is important to note that many tactics are linked and dependent of each other.
### VIII. BUDGET BY GOAL

As stated earlier, the 2015 budget is a transitional year and is based on the prior strategic plan. Please go to p.7 to reference the goals and objectives from the new strategic plan.

<table>
<thead>
<tr>
<th>Goal #1 - Operating Freedom. The National Pork Board will protect the rights and ability of U.S. farmers to produce pork in a socially responsible and cost-competitive manner.</th>
<th>$12,308,300</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective #1 - Evaluate consumer perception, provide timely research, and lead discussions throughout the food chain that result in the adoption of socially responsible best management practices that reflect pork producers’ ethical principles.</td>
<td>$2,710,300</td>
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**Tactics:**

1. **Delivering Checkoff Program Information to Producers**
   
   Create and distribute producer specific information through defined delivery mechanisms. These pieces include, but is not limited to: Pork Leader, Insider, PorkPod, pork.org, StateNet, radio reports, news releases, ebooks, brochures and other materials, annual report, photography/videography, telephone, freelance support, graphic design, professional development of staff, Forum and Expo plus other trade shows, sponsorships of professional conferences and miscellaneous expenses related to information delivery.

   **Rationale:**
   
   Producers need to know how Pork Checkoff resources are being used and about Pork Checkoff programs they can use. Because not all producers receive information the same way, this requires the use of a variety of information tools. This tactic carries the load of the communications department programs, including PR. With advances in delivery methods, we have been able to scale back budget over the years, but this tactic brings many of those together into a single budget item.

   **Specific & Measurable Objectives:**
   
   Based upon the annual pork producer survey, achieve the following objectives:
   
   --Maintain positive producer assessment that the pork industry is headed in the right direction (Target: 75% or above)
   --Maintain support of the Pork Checkoff and its programs (Target: 85% or above)
   --Increase recognition of pork.org as a tool/resource for producer use (Target: 22%)
   --Define a verbatim list of top priorities from producers surveyed and report on these topics of interest (fluctuates yearly)
   --Define a verbatim list of producer top concerns and design communications support of these items (fluctuates yearly)
   --Increase recall of “We Care” (Target: 70%)

2. **PQA Plus**
   
   PQA Plus is a program focused on animal care and producing safe food. In addition, the PQA Plus program highlights the importance of protecting public health, safeguarding natural resources and providing a safe work environment. Individual training results in certification after completing an educational training and then passing a test to verify understanding of the materials. On-farm premises assessments allow sites to achieve site status. The aggregate data demonstrates with Packers and customers the credibility and continuous improvement achieved by the industry through the PQA Plus program.

   **Rationale:**
   
   Packers and customers continue to rely on PQA Plus as a tool to demonstrate to their customers the commitment of the US Pork Industry to the ethical principles expressed through We Care. PQA Plus is the base from which a common
industry audit platform was built during 2014. PQA Plus will synchronize the educational resources and site assessment with the Common Industry Audit tool and database which will be implemented during 2015. A 3rd party anonymous survey of all packers at the end of 2013 asked if they require PQA Plus site assessment of all suppliers. The results gave us a measurement of the level of compliance of the industry with this recognized program and create a baseline.

**Specific & Measurable Objectives:**

We will synchronize the PQA Plus program and site assessment tool with the new Common Industry Audit. We will increase the percentage of Market Hog Packers requiring PQA Plus Site Assessment to 90% of market hogs sold in the U.S.

### 3.) Research Environmental Mitigation Practices & Technologies

**Tactic:** Will fund research on practical, cost effective management practices or technologies to mitigate environmental impacts from swine production.

**Rationale:**

Protecting the environment is a We Care ethical principle. Key to demonstrating commitment to this principle and maintaining freedom to operate without additional restrictions or requirements will be the extent to which producers voluntarily adopt improved environmental practices. This tactic will fund research into improved management practices and technologies to control and mitigate environmental impacts adversely affecting the industry's carbon, water, and air land footprints and develop materials and tools on improved and sustainable environmental management practices. Materials will address operational and economic efficiencies for producers and benefits to external stakeholders and the public.

**Specific & Measurable Objectives:**

Research funded in 2015 will provide producers with:

1. new and improved technologies and practices for improved water use and conservation, and water reuse on the farm;
2. new and improved technologies and management practices to ensure nutrient retention and capture, and full use of the fertilizer value of manure nutrients resulting in reduced commercial fertilizer input use on-farm;
3. best management practices and technologies for removal and management of manure lagoon biosolids; and
4. management practices and technologies for mitigation of manure phosphorous.

Education and outreach materials based on research completed will be incorporated into educational programs and broadly distributed to producers in 2016. Adoption of improved technologies and practices will be tracked by a sustainability measurement and reporting system which will document improved production and reductions in the region and herd weighted carbon, water and land footprints based on animal live weight at the farm gate to realize the objective of 5% reduction in all three areas by 2020.

### 4.) Transport Quality Assurance (TQA)

**Tactic:** The purpose of the Transport Quality Assurance (TQA) program is to make a positive impact on the pork industry's animal movement practices through the education and continued training of animal handlers. Those trained will demonstrate industry-leading techniques that lead to enhanced animal well-being and high-quality pork products. These funds are used for training, printing of materials, database management.

**Rationale:**

Transport Quality Assurance (TQA) program is to make a positive impact on the pork industry's animal movement practices through the education and continued training of animal handlers, which packers and customers continue to rely on as a tool to demonstrate to their customers the commitment of the US Pork Industry.

**Specific & Measurable Objectives:**

We will synchronize the TQA program tool with the new Common Industry Audit, research results as well as best industry practices. We will increase the percentage of Market Hog Packers requiring TQA certification to 90% of market hogs transported to market channels in the US.

### 5.) Youth PQA Plus

**Tactic:** Youth Pork Quality Assurance (YPQA) Plus is an extension of the PQA Plus program focusing on youth ages 8-19. This program will deliver educational quality assurance materials to youth in the pork industry. States with multispecies quality assurance programs will meet minimum national standards to certify youth in YPQA program.
### Rationale:
There are over 23,000 youth reached by the program annually. This is an expanding portion of our industry with a great deal of visibility to the public. Ensuring that youth are educated and committed to the same ethical principles as the rest of the industry is an important objective.

### Specific & Measurable Objectives:
There will be an increase in states utilizing Youth PQA or a recognized state equivalent program. Currently there are 20 states that have direct outreach with Advisors to youth. Identify and add five more states certified in YPQA state equivalent program.

### 6.) PQA Plus Advisor/Trainer Grant Program
Swine educators devote a large amount of time to support certification programs. This grant program will provide monetary support for PQA Plus program delivery and encourage advisors/trainers to help create more PQA Plus learning/certifying opportunities for producers. A grant application process will be developed. A pricing structure based on number of certifications and/or site assessments processed in the previous year will be implemented to determine the amount of the grant. A final report or summary will be required for payment of grant.

#### Rationale:
This is the only funding available to support those individuals who are delivering certifications programs to producers on the farm. This cost share doesn't stay at the state level and supports those state and field extension specialists, helps offset any costs they may have such as mileage, room rental, equipment rental, etc.

#### Specific & Measurable Objectives:
Seven states apply for the assistance for their Extension agents.

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### 7.) National Youth Quality Assurance Multi-Species
Partnering with other protein specie groups to develop a common Youth Livestock Quality Assurance program for youth ages 8-19 to educate them on quality assurance, food safety, public safety and animal well-being.

#### Rationale:
To develop one common national youth livestock quality assurance program by 2017, recognized by all protein species groups as well as a mandatory requirement for all youth to participate at national shows. Currently there are several states that have developed their own state equivalent programs that encompass all species and have been approved by the YouthPQA TaskForce as a comparable program to Youth PQA, as well as other species groups have their own quality assurance program. So by forming a partnership and developing a program to incorporate all the important requirements of the current programs and have youth certified in one industry recognized youth certification program.

#### Specific & Measurable Objectives:
Partnering up with the six other protein species groups, 8 state equivalent programs, junior associations, junior livestock shows, will provide one common industry youth livestock quality assurance program to maintain expectations as well as reduce the general cost of maintaining the Youth PQA Plus cost.

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### 8.) PQA Plus Revision Expenses for 2015
The PQA Plus program is rewritten every 3 years to reflect the most current research and industry expectations as it relates to animal wellbeing and food safety. 2015 is the start of that revision process.

#### Rationale:
Maintaining the recognition of PQA Plus with packers and customers as the basis of the US pork industry commitment to continuous improvement in the areas of animal well being, pork safety, public health, worker safety and environment is foundational.

Interactions with customers has confirmed that the program continues to need to be revised every three years and advancement in our knowledge coming from research and technology advances confirms the need for these revision. 2015 is focused on the rewriting of content and development of educational resource materials.

#### Specific & Measurable Objectives:
By the end of 2015 the content and resources will be completed so that in 2016 the focus on training and delivery of the revised PQA Plus program.

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<tr>
<td><strong>8.) PQA Plus Revision Expenses for 2015</strong></td>
<td>$239,300</td>
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<tr>
<td>The PQA Plus program is rewritten every 3 years to reflect the most current research and industry expectations as it relates to animal wellbeing and food safety. 2015 is the start of that revision process.</td>
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<td><strong>Rationale:</strong></td>
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<tr>
<td>Maintaining the recognition of PQA Plus with packers and customers as the basis of the US pork industry commitment to continuous improvement in the areas of animal well being, pork safety, public health, worker safety and environment is foundational. Interactions with customers has confirmed that the program continues to need to be revised every three years and advancement in our knowledge coming from research and technology advances confirms the need for these revision. 2015 is focused on the rewriting of content and development of educational resource materials.</td>
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<tr>
<td>By the end of 2015 the content and resources will be completed so that in 2016 the focus on training and delivery of the revised PQA Plus program.</td>
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9.) **PQA Plus Site Assessment Database Revision for 2015**

The PQA Plus Site Assessment database is out of date technologically and functionally and needs to be rewritten to make it more functional for PQA Plus Advisors and Staff.

**Rationale:**

The second step to the PQA Plus program is getting a Site Assessment and all the data collected from a site assessment and entered into adatabase. All PQA Advisors (1,287 currently certified) have to enter data into the database, but it’s extremely important for the database to be user friendly. Being able to decrease the cost of database management is also something to consider. Currently the database is running on an outdated web platform that is no longer supported and currently the IT team has implemented “Band-Aids” to the functionality codes in order for it to continue working. But there are some devices/browsers that do not recognize it and cannot read the outdated code. Some examples of updates that have been requested by users for new functionalities:

- Allow producers to login and view their sitedata
- Be able to connect producers with Premises ID’s
- Connect “companies” with Premises ID’s so that companies can login and manage all their site assessments and data
- Allow producers to login and view their sitedata
- Connect producers with Premises ID so that companies can login and manage all their site assessments and data
- Add in more reports for states and allow them to access the reports directly
- Automate reports to states, NPB staff, publish the pork connection, i.e. deliver reports in a more useful manner

Technology has come a long way in the past 5 years that the site has been active, and we need to be proactive in providing functionality on the site that reflects this jump in the use of tablets, mobile phones, and mobile applications. The site needs an overhaul to get it up to date, responsive technology, to allow for more access to aggregate data for states, producers that own their own data, and “company” level users and to build it in such a way that changes in the site assessment process will be easily integrated into the site without having to “band-aid” the site any longer.

This is an extremely important tool of the PQA Plus program and certifications in general, needing to be updated to assist several different groups (Producer, PQA Plus Advisors, PQA Plus Trainers, Packers, Staff and etc.)

**Specific & Measurable Objectives:**

The database will be rewritten and three months after launch a survey will be conducted with PQA Plus Advisors to confirm changes and improvements.

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10.) **We Care - Channel**

We Care for Channel Audiences is focused on providing a one-stop, comprehensive message that tells the story of responsible pig farming by America’s pork producers. The We Care ethical principles are the basis of this pork social responsibility initiative that utilizes the National Pork Board’s consumer messaging research to educate the channel audiences and engaged consumers about modern pork production. The channel audience will be addressed through, but not limited to, a targeted national advertising campaign (digital and/or print), direct marketing, electronic newsletter, and earned media to carry the We Care message to this critical audience. In addition, targeted issue management/monitoring of the top agricultural and food influencers will be started to enhance and support #RealPigFarming on porkcares.org and to enhance communication with channel audiences. Porkcares.org will be further enhanced to continue to be a top resource for this audience and for consumers wanting to know more about how pigs are raised.

**Rationale:**

In today’s food movement, social responsibility (animal welfare, sustainability, environment, sourcing, etc.) is considered a top priority and risk in decision-making at the corporate level of the food chain and as well in food decision-making by engaged consumers. The We Care ethical principles serve as a set of core values that define the pork industry’s social responsibility. It's critical for the pork industry to highlight these values to the food chain and engaged consumers to be a part of the dialogue as food service and retail companies will continue to evaluate on-farm practices and make decisions for their business that ultimately will have an impact on the pork producer. To assist pork with continuing to be a strong commodity partner to the channel audience, enhanced funding is needed to continue to develop and enhance the porkcares.org website, to develop targeted national advertising to connect channel with the website, as well as additional funding to help pork partner with other animal and agricultural organizations to tell the positive story of America’s pig farmers.
Specific & Measurable Objectives:

- Documented 10% increase in average weekly visitors to porkcares.org
- Documented monthly contact with executive leadership (C-Suite, Communications, Sustainability) providing insight into pork industry hot topics stemming from information gathered from the top 1200 agricultural and food influencers, as measured by an increase in customer ratings on the annual channel survey specifically “likelihood to approach NPB as issues arise from 75% to 80%” and “increase value in the information that is relevant to the channel’s consumers from 65% to 70%”.
- Defined and coordinated national trade advertising to channel partners promoting visiting the porkcares.org website; measured by a 10% increase in direct clicks set from the baseline of the 2014 targeted national media campaign for porkcares.org

11.) Animal Welfare Research

Pork Checkoff will fund research that addresses the swine industry’s animal welfare priorities. Priorities will focus on furthering our knowledge about swine welfare and promote continuous improvements in our best management practices that reflect our Ethical Principles.

Rationale:

The animal welfare committee developed a strategic five year plan to guide our research funding efforts by prioritizing areas of swine production that can impact pig welfare. These areas: identify and validate novel humane euthanasia methods, optimize gestation sow housing factors that impact sow well-being, understand finish & wean pig needs during transport, identify ways to mitigate piglet pain during painful procedures, & conduct a literature review on lactation sow housing for future research efforts. These research topics address four of the priorities identified in the NPB Vulnerabilities Assessment: pain management and related topics, euthanasia, transportation of animals, and swine housing. Research results are then used to improve Pork Checkoff programs and resources for producers.

The National Pork Board is looking to us as a primary source of funding for pig research, and especially so for swine welfare research. The U.S. government has a low to nonexistent priority for animal welfare as apparent by their recent request for proposals and funding allocations for their competitive and non-competitive grants. The OIE has drafted general standards for transportation and euthanasia and species-specific standards for beef and broilers. They will continue their efforts with standards for dairy, swine, and egg layers. The scientific data needs to exist as a basis for development of those guidelines.

Specific & Measurable Objectives:

This is year five of a five-year tactic. In year 5, we will put forward a competitive research call to fund proposals that validate humane methods of euthanasia, optimize housing systems for gestating sows, identify and address needs of finishing and weaned pig during transport, identify ways to mitigate pain associated with piglet processing practices, and optimizing housing systems for farrowing sows. The committee will also begin the process of identifying research priorities for the next five years. Completed research results will be used to develop educational materials for producers and will serve as a basis for future versions of the Swine Care Handbook, PQA Plus and TQA.

12.) International Pig Welfare Symposium

We will host an inaugural three-day international symposium dedicated to the welfare of pigs on-farm. The symposium will offer producers, processors, retailers, government officials, NGO’s, animal scientists, veterinarians and students the opportunity to discuss, debate and learn about the current and emerging welfare issues that face the swine industry. Specific objectives of this symposium are to disseminate recent research findings and recommendations, discuss solutions to current issues, refine the swine industry’s welfare research agenda, and network with others in the pork supply chain. A dynamic program will be developed to feature nationally and internationally renowned speakers, multiple brief presentations of research reports, hands-on workshops, poster sessions, an exhibit area, and a networking reception. The agenda will focus around topics of animal care and well-being and emphasize components of the We Care animal-well being ethical principle. This conference will have a planning committee that meets once per year to evaluate and develop the conference agenda.

Rationale:

As the area of animal welfare continues to be a priority for the swine industry, there is a need to bring together producers, veterinarians, packers, researchers, and other stakeholders to communicate advances in research, learn how to apply practices and technologies on the farm, and to discuss attitudes and perspectives on the animal welfare issue. The symposium will provide a forum for sharing ideas, learning from other segments of the industry, and fostering dialogue on animal welfare related issues. The US swine industry plays a significant role in the global marketplace so the symposium should incorporate international viewpoints as well. The beef industry has held four symposiums and the dairy industry held their first symposium in 2012. This swine symposium represents the first of its kind in many different ways. It is the first meeting of its kind and scope to devote its entire program to the translation and transfer of knowledge pertaining specifically to swine welfare. Such information is critical to the swine industry, both locally and abroad, and will no doubt shape the way that swine are housed, managed, handled, and fed in the present and future.
### Specific & Measurable Objectives:

The themes and topics for the symposium agenda will be developed based on industry vulnerabilities identified from results of the common industry audit and Animal Care Benchmarking Survey. Feedback will be gathered from at least 100 attendees through on-site evaluation and a follow-up electronic survey. They will be asked: what they learned; if expectations were met; what they implemented when they returned to their operations; and what changes if any have they made and what other information they may need.

### 13.) Animal Care Benchmarking Survey

An industry-wide survey will be conducted to qualify and quantify the types of animal care practices that are used within the pork industry. The methodology used to conduct this survey will allow for quantification of results based on number of pigs and number of producers.

**Rationale:**

Many animal husbandry practices used within the pork industry are increasingly being scrutinized by consumers and customers. The Pork Checkoff has been actively engaging with customers and consumers to discuss modern pork production and producer commitment to animal care and continuous improvement. We know that throughout the history of the swine industry, many things have changed and adapted as new information and technology has become available. This survey will help benchmark changes in the pork industry over time and better communicate animal care and husbandry practices currently being used by producers. The survey will be conducted biannually.

**Specific & Measurable Objectives:**

Accurate information quantifying the types of animal care practices that are used within the industry, including but not limited to, euthanasia methods, sow housing, piglet processing practices, and animal handling will be collected via producer survey. The survey results will be used to shape future education efforts, communicate the industry’s production practices to customers and other stakeholders, and benchmark industry changes over time.

### 14.) Swine Care Handbook Revision

The Swine Care Handbook revision will be completed in 2015 by hosting a Task Force meeting to write the new content, offer the draft for producer and stakeholder comment, make final edits and publish the new version of the Swine Care Handbook.

**Rationale:**

Due to state ballot initiatives, interest in federal regulation and international standard setting there is a need for the industry to recognize one set of code of practices that provide socially responsible best management practices that reflect the industry’s Ethical Principles. The Swine Care Handbook is often interpreted as the industry’s position on specific animal care practices and is even referenced in state regulations and codes of practice. The OIE will soon begin their process for drafting a swine specific standard for animal welfare and customers are increasingly placing importance on best management practices for the care of swine.

The Swine Care Handbook was last revised in 2003. This revision will allow us to incorporate any new research published in the past ten years and renew the current best management practice recommendations for the swine industry. Revision of the Swine Care Handbook to serve as the industry’s code of practice for animal care and well-being will help meet customer expectations and to shape the development of the OIE swine chapter. This will provide a scientific basis for the industry’s certification programs and education materials, on-farm standard operating procedures, and for industry positions on animal care and well-being.

The Pork Board’s vulnerability assessment identified animal welfare issues beyond gestation stalls as a priority. Revising the Swine Care Handbook will provide science based information for these topics. In 2014, the AWC defined the Swine Care Handbook’s purpose and objectives, the steering committee approved the process and outline, and the literature reviews were completed.

**Specific & Measurable Objectives:**

Revision of the Swine Care Handbook will be completed in 2015. Comments on the handbook draft will be solicited from at least the top 35 food companies before final edits are made and the handbook is published. A plan for marketing and distributing the revised handbook to the top 25 producers, extension and state pork associations will be established and executed with Producer Services Future revisions of the handbook will be completed on a 5 year schedule.

### 15.) Common Industry Audit Platform

NPB will assist with maintenance and leadership of the common industry audit platform that was developed and introduced in 2014 by the Industry Audit Task Force. Money will be used to fund NPB membership to the database. In return, membership will provide access to aggregated audit data.
**Rationale:**

The Industry Audit Task Force developed a Common Industry Audit Platform to be used for verifying on-farm animal welfare. The oversight and management of the common audit standard and database will be done by a non-profit organization of which stakeholders can become members. Membership to this organization will ensure NPB remains engaged with this effort and provide us access to the aggregated audit data. This information will be used to measure the implementation of the PQA Plus program.

**Specific & Measurable Objectives:**

As a member of the non-profit organization that oversees the common industry audit platform, NPB will collect aggregate data annually and identify areas for industry improvements that will be addressed through PQA Plus, TQA, and other NPB educational materials. NPB will encourage all packers to adopt and fully participate in the Common Industry Audit Platform.

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### 16.) Timely Euthanasia

**Building on the research completed in 2014, we will create educational materials to be used by producers and transporters that focus on timely decisions for compromised animals. Requested dollars will be used to fund a consulting author and for printing the final product.**

**Rationale:**

Timely euthanasia is a continuous issue within all phases of production and in all production settings. Timely euthanasia is also a component of the We Care ethical principles and was identified as a priority (animal welfare issues beyond gestation stalls) in the NPB vulnerabilities assessment. To promote timely euthanasia decisions by animal managers or owners, decision making tools are needed that address both animal well-being and the economic effects of euthanasia in all swine production settings. Materials must address all phases of production and would include a decision tree process for implementation of euthanasia and a video/picture array that will provide a host of scenarios and examples for all stages of production. The materials will help producers identify those compromised pigs that should be treated, shipped through special markets, or euthanized on the farm.

**Specific & Measurable Objectives:**

We will create the tools needed to encourage timely euthanasia. The materials will be delivered to producers and transporters through Pork Checkoff based materials, university extension and state associations. Effectiveness of materials will be measured by aggregated data for the audit point that evaluates application of euthanasia in a timely manner (Humane Euthanasia, question #2) from the Common Industry Audit. Implementation of the audit will set the baseline for the tactic to help define future improvements.

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### 17.) Truck Rollover Response

**NPB will facilitate the development of a nationwide network recognized by first responders to be capable of providing a timely and consistent response to transport accidents involving pigs. Once established, this network also could be used for response to other emergencies involving pigs. Dollars will be used for coordinating meetings among stakeholders and development of response SOP materials.**

**Rationale:**

Unfortunately, motor vehicle accidents involving livestock do happen. These accidents are extremely dangerous and stressful for transporters, first responders and the animals. In efforts to provide specialized equipment and trained personnel, several pork producing companies have resources in place to respond to truck accidents; however accidents don’t always happen within reasonable distance of their resources. Some of these companies have approached NPB and asked for us to take a leadership role to facilitate discussions to establish memorandums of understanding, a national network protocol and consistent training. In 2013, NPB worked with those producers who currently have response trailers in place to gain buy-in for establishing the response network. In 2014, NPB worked with SAADRA and MSP to address liability concerns. Once established, this network also could be used for response to other emergencies.

**Specific & Measurable Objectives:**

The NPB will facilitate discussions between producers, state associations, first responder groups, and emergency coordinators to develop national response standard operating procedures and identify gaps in coverage and extend invites to interested parties to become part of the network. In 2015, efforts will focus on 2-3 Midwest states with the intent of achieving complete coverage for 22 million pigs (35% of the US pig population).
18.) **We Care: Creating Barn Culture**

We Care has proven to be an important initiative for the pork industry as it provides the ethical foundation for socially responsible pork production. In 2014 the producer education effort will continue with development of educational materials focused on creating positive barn culture in barns and among barn workers. This money will be utilized for building a resource to assist producers to educate production employees, and identify potential problems and pitfalls in barns. This budget will also provide cost share programs for both state associations and on farm education. Budget for internal producer audience is $300,000.

**Rationale:**

We Care is the largest industry initiative. We must continue to educate we care messages throughout production systems what the ethical principles of We Care mean to their individual jobs. This starts at hiring and training of employees and moves through their career path.

**Specific & Measurable Objectives:**

We Care (producer audiences) will be measured by the annual producer survey in two questions 1) Increase producer knowledge (recognition) of the We Care Initiative moving from the current 68% to 75% and 2) can they name one or more Ethical Principles increase animal well being from 12% to 18% and food Safety from 3% to 10%.

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19.) **Enterprise Risk Management System Planning**

As defined by the strategic planning task force, the National Pork Board will implement an Enterprise Risk Management System (ERMS) to prevent or mitigate the pork industry's prioritized threats and capitalize on its opportunities. The planning will begin in 2015, and a process and system defined by 2016 for full functionality through 2020.

**Rationale:**

In the past, the Pork Checkoff has focused on communication strategies only in terms of managing industry risk. A defined ERMS will build upon this work and include financial drivers that are important to industry viability. In 2014, the Finance team constructed a business recovery model which will also be built into a fully functional ERMS plan. Planning for the project will begin in 2015 as assigned by the strategic planning process and remain in place through 2020, building upon each year’s cumulative success.

**Specific & Measurable Objectives:**

--In 2015, define the ERMS key objectives and path forward to accomplish its defined priorities.

--Align individual functional priorities (Sci-Tech, Communications, DM, channel, trade and Communications) so that each functional area feeds its policies and procedures into a single Pork Checkoff ERMS plan.

--Define Communications and message priorities

--Define Financial and Business Recovery priorities

--Work with allied industries to assure that the new Pork Checkoff ERMS is consistent with industry priorities and delivers value to producers and interested third parties.

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**Objective #2 - Work with NPPC and state pork organizations to increase awareness and understanding, among key target audiences, of the pork industry’s stewardship activities and the value of modern production practices. A benchmark survey will measure progress annually.**

**Tactics:**

1.) **Operation Main Street**

Operation Main Street (OMS) will continue to empower producers to tell pork’s positive stories. We will have more OMS 2.0 speakers out talking to higher-end audiences in larger populations. We will continue to add OMS 1.0 speakers for the local level and to encourage recruitment for 2.0. Included in this tactic is $20,000 for a state cost-share program to provide mileage reimbursement for 1.0 speakers. This provision was recommended by the Producer and State Relations Committee in response to the advisement passed at Forum that the committee evaluate the feasibility of providing financial support to OMS speakers. Cost-share program would be for mileage reimbursement only, not for equipment logistics, per the recommendation of the committee.
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<tr>
<td>2.0 World Pork Expo</td>
<td>$81,000</td>
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<td>Rationale: More and more speakers are wanting to speak to higher</td>
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<td>level audiences and we are trying to help find them to provide</td>
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<td>them with those opportunities. With more 2.0 speeches, we need to</td>
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<td>increase or mileage and assistance for travel which will be about</td>
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<td>$15,000.</td>
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<td>Specific &amp; Measurable Objectives: We will train 3 new OMS 1.0</td>
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<td>classes with 250 presentations and four new 2.0 classes reaching</td>
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<td>550 presentations, with a reach of 82 story placements.</td>
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<td>3.0 Annual Producer Benchmark Survey</td>
<td>$55,000</td>
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<td>Rationale: Understanding producers attitude for Checkoff programs</td>
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<td>and industry issues helps us to understand the position producers</td>
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<td>have on the success of their Checkoff investment. Without this</td>
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<td>research a significant change could have occurred that we are</td>
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<td>unaware of until it may be to late to correct. With this survey we</td>
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<td>can determine how and what we need to communicate to assure</td>
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<td>producers understand their Checkoff investment.</td>
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<td>Specific &amp; Measurable Objectives: The survey is the measurement</td>
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<td>device used to determine of the overall success of Checkoff</td>
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<td>programming, as well as improvements in specific program areas.</td>
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<td>4.0 Ag and Mainstream Media Relations</td>
<td>$95,000</td>
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<td>Rationale: By building relationships with ag and mainstream news</td>
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<td>reporters, we are best able to communicate about the pork industry,</td>
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<td>position our spokespeople and messages in the media and build</td>
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<td>goodwill and fair treatment. Specific programs designed toward</td>
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<td>this end are part of any progressive media relations approach.</td>
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<tr>
<td>Specific &amp; Measurable Objectives: Maintain (Target &gt;85%) positive</td>
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<td>news impressions as measured on the basis of positive / neutral /</td>
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<td>negative tone of coverage.</td>
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--Proactively position NPB staff and BOD leadership in interviews with consumer-facing and ag news media on a monthly basis.

--Attend and sponsor annual Ag Media Summit and National Association of Farm Broadcasters meetings, conducting interviews on site.

--Produce 3 radio news segments/week on Checkoff programs to deliver news of interest to pork producers in a minimum of 15 pork producing states.

--Create and distribute video for state association use.

--Respond to media seeking information about the pork industry within 24 hours or less and reduce negative coverage of the pork industry in the media.

### 5.) Leadership & Spokesperson Training

$15,000

Producer leadership and key Checkoff staff serve as industry spokespersons on a number of subjects. These experts require training to help them define key messages and deliver those messages in support of Checkoff initiatives. Leadership and spokesperson training gives them the skills and confidence to effectively communicate to peers in meetings, to the industry through seminars, and to the media through interviews.

**Rationale:**
Industry leaders, third party technical experts and staff present and are interviewed regularly. Through this training we are able to better prepare them to carry the message more effectively, thus taking full advantage of every opportunity.

**Specific & Measurable Objectives:**

--Annually update Checkoff spokesperson list based on job changes and Board member elections and appointments.

--Provide media and presentation trainings for the three officers of the National Pork Board each fall, and other producer leadership as necessary.

--Hold media and presentation trainings for 15 program staff annually.

--Work with 5 technical experts to coordinate messages and prepare for media interviews on issues relates to pork industry vulnerabilities.

### 6.) National Awards Program

$235,000

The new National Awards Program is designed as the successor program of the Environmental Stewards Awards, but with an outward, consumer-facing audience rather than a farmer-focused one. The new program will consist of three separate categories of awards to recognize the great and diverse work of America’s pork producers: the We Care Award, the Environmental Steward Award and the Community Service Award. For calendar year 2015, the new program will plan for the We Care and Environmental Steward awards, but only execute the We Care Award. The new program will be heavily PR-focused to reach desired audiences such as key consumer influencer groups. NPB’s communications team will work closely with any award recipients to create earned media (including social media) that will help tell the story of modern pork production. In addition, to add to the transparency and credibility of the new program, NPB will seek to partner with groups such as government, NGOs, universities, etc., that will also serve as judges in the selection process.

**Rationale:**

The new National Awards Program, will enable the industry to showcase producers’ commitment to socially responsible farming and all of the We Care ethical principles. Recipients of the awards and their farms will be featured in videos that will serve as an asset to tell their stories to consumer-oriented audiences. Differing from the predecessor program, the new program will focus on using the recipients as industry spokespersons to key audiences, including traditional and social media. By collaborating with government, NGOs, higher education and other groups, the awards program will build in greater transparency and credibility than before, which should broaden the appeal of the program. These partnerships, combined with distinct announcement times and venues should also aid the program’s ability to generate earned media. This new program also fits well within NPB’s current initiatives to create consumer trust in modern pork production.
Specific & Measurable Objectives:

--Recognize the pork producer who embodies and exemplifies all six ethical principles of the We Care initiative.
--Position the We Care national award as the pork industry’s highest award of achievement.
--Present at an East Coast venue to secure a minimum of coverage from 50 media outlets.
--Share recognition among 300 key decision makers and 35 retail and food service leaders via media tour, reporter briefings and direct contact with C-suite leaders.
--Investigate and leverage federal agency partnerships.
--Produce materials for sharing throughout state associations and in NPB 4 key regions.
--Position the Environmental Stewards as the pork industry’s highest level of achievement for sustainable farming practices. The award would likely be presented around Earth Day/Month to help bring a pork voice to the mix of media coverage.

Success would be measured through earned-media recognition including media impressions, social media performance metrics, and production of collateral pieces.

7.) Photo Resources Development

Photo shoots will be conducted during the year to update the Pork Checkoff’s available stock photos, including sow housing photos, families eating and enjoying pork. This tactic will help build available photo resources to address these needs, as well as for use in Checkoff materials and websites.

Rationale:

There is a growing demand for photos of today’s pork production, with photos requested weekly – if not daily – by media, state pork associations, agencies working on Checkoff projects, OMS speakers, students, leadership, staff, book publishers, etc. This tactic will help build available photo resources that show how producers demonstrate the We Care ethical principles daily on their farms, as well as for general shots of sow housing options, families enjoying/eating pork, etc. This tactic is especially important with the change in the Stewards program and the resulting fewer photo shoots for it.

Specific & Measurable Objectives:

• A new Pork Checkoff photo resource DVD or USB drive will be developed for distribution to states at Octoberfest.
• The DVD or USB drive will be shared with media, OMS speakers and others to help consumers learn about today’s pork production.
• The photos will be used new Checkoff communication tools.
• In 2013 and 2014, more than 100 photo DVDs were distributed. In 2015, we will measure how many DVDs or USB drives are distributed and requested by media, OMS speakers, etc.

8.) Sustainability Measurement & Reporting System

Develop and populate with baseline data a “sustainability measurement and reporting system (SMRS)” to track the pork production industries future progress toward achieving their sustainability goals and objectives, and documenting that progress to chain partners, consumer influencers and others.

Rationale:

As the demand for documenting “sustainability” grows among consumer influencers, customers and chain partners a Sustainability Measurement and Reporting System (SMRS) will be essential to maintaining producer freedom to operate and competitive access to domestic and international markets without imposition of external requirements imposed by either the marketplace, chain partners or regulatory requirements. A “sustainability measurement and reporting system (SMRS)” will be needed to track the pork production industries future progress toward achieving their sustainability goals and objectives, and documenting that progress to chain partners, consumer influencers and others.

Specific & Measurable Objectives:

By the end of calendar year 2015:

• a fully functioning Sustainability Measurement and Reporting (SMRS) system will be developed and populated with baseline data for all key performance indicator (KPI) categories and identified metric points.
• benchmarks will be established against which future industry progress will be measured.
• producers accounting for 10% of U.S. pig production will have entered sustainability performance metrics to the data system.
• an initial sustainability report based on the SMRS will be prepared and provided to chain partners and consumer influencers through print and social media outlets.
9.) **State Pork Association Intern Cost-Share**

Through a cost-sharing program with state pork associations, internships will be offered at the state level. $2,000 will be made available to each state on a first-come, first-serve basis to be used for summer intern positions that focus on education programs for producers. In addition to this cost-sharing, a training session for these state interns will be facilitated during the World Pork Expo. These interns will be expected to conduct 250 hours of training and/or programs for producers.

**Rationale:**
This is a way to educate future leaders with hands-on experiences with National Pork Board programs and how Pork Check is actually funded. This allows the youth first-hand experience with national programs as well as state programs and to see how the Pork Check off funds and delivers programming back to the states and their producers.

**Specific & Measurable Objectives:**
At least eight state pork associations will utilize the cost-sharing program in 2015. These interns will each complete at least 250 hours developing and delivering educational materials and programs on behalf of their respective state and the pork check-off. The hours will be completed by December 31, 2015.

10.) **Web Platforms**

Consistently enhance Pork.org to be more user-friendly, update and streamline navigational systems and create a more modern digital experience for user. Utilizing search engine optimization (SEO) to our fullest capabilities to ensure our top presence during all web users search results to build a more prominent online presence. Streamline our e-newsletter systems, making them more time efficient and relevant to staff and more specific to target audiences.

**Pork.org:**
- General pork.org support and maintenance to continually update and improve the industry's go-to website for information. ($20,000)
- Reorganization of content for more logical navigation and ease of use. Also, will enhance site search function for better user search results within the website. ($20,000)
- Search Engine Optimization consulting and implementation with agency support. Monthly SEO monitoring and support. Staff education in SEO will also cross over to usage in supporting other sites, such as porkcares aid.
- Agency support ($25,000 consultation/start-up agency work) ($15,000 for 12 month monitoring and maintenance)

**Newsletters:**
- Upgrading ExactTarget or move to MailChimp system
- Add plug-in that communicates to PowerTrack for more up-to-date mail lists and recordable data.
- Graphic department time to ensure all e-newsletters are effectively designed, with accurate visuals and consistent layouts. ($15,000)

**Rationale:**
Consistently updating and striving to improve our web platforms is becoming more and more important in a web focused world. By focusing on our end-user experiences we can deliver our messages to producers and consumers in an efficient way. By utilizing SEO, we can make the pork industry the most credible source organically in search engines thereby providing an advantage over critics and activists.

**Specific & Measurable Objectives:**

Specific and Measurable:

1) Increase the access and awareness of visits to pork.org by 10% in 2015. This can be achieved by the implementation of a better SEO ranking and monitoring keywords to increase our reach.
2) Using the SEO monitoring subscription to Moz, to define a comprehensive list of keywords, categories and tags that are falling short in SEO ranks. This will also help position Pork.org as the leading website source for production information compared to activist groups and competing commodities in search engine rankings.

3) Based on the 2014 Pork.org User Survey, search and site navigation were the biggest user frustrations on Pork.org. A secondary 2015 user survey will show an improved user attitude towards internal and external site search, as well as, a more user friendly, easy to navigate site map and layout.

11.) Creating Partnerships within Ag Community to Reach Social Media Influencers

By working with groups such as American Farm Bureau, Center for Food Integrity, U.S. Farmers and Ranchers Alliance, Animal Ag Alliance, AgChat Foundation and others, the Checkoff can increase the reach of positive agricultural messages to key social media participants.

Budget dollars are used for sponsorship opportunities (i.e. Ag Chat) and to hold training sessions for defined spokespersons and for the Animal Ag Alliance College Aggies Online sponsorship.

Rationale:
The influence of social media has skyrocketed over the last few years. To be impactful in social media, you must always be in the conversation. This tactic helps assure the message of modern pork production will be carried by others through social media.

The goal is to allow pork producers to participate in training and in agricultural focused events for key social media players. This tactic addresses the reputation of modern agriculture vulnerability. It fills in the gap of resources to reach more people and also allows for the strengthening relations with allied industry.

Specific & Measurable Objectives:
To create positive discussion in the blogosphere on the pork industry sustainability effort as measured by a 10 percent increase in the positive modern pork production over the 2014 social media benchmark.

$15,000

12.) Partnering Key Influential Bloggers with Pork Producers

This tactic provides for telling the story from farm to fork for approximately 10-12 bloggers and to share more personal stories from farmers in addition to pork sustainability story and hands-on experiences.

The focus of blogger outreach will be on NPB programs including promotion of #RealPigFarming, We Care principles, animal care and welfare, modern agriculture production efforts and sustainability.

This blogger tour is held in conjunction with the Animal Ag Alliance and the National Pork Producers Council.

Rationale:
From mommy bloggers to food bloggers to journalists who blog, news is getting shared broadly and rapidly. Blogs provide these authors a way to go in-depth on subjects that they may not otherwise have the opportunity to do in traditional media. The Pork Checkoff has an incredible story to share with pork producers from across the country and can tell this story to many audiences through bloggers.

Specific & Measurable Objectives:
To have each blogger chosen post one blog post on their blog about the blogger tour and what they learned (actual number of blog posts will

Encourage each blogger to post on their Twitter, Instagram and Facebook accounts at least four times during the tour.

To have at least 1 million impression of posts about the tour from the bloggers who participate in the event.

$50,000
13.) Utilizing Social Media to Reach Influencers

This tactic helps us reach the goal of creating and owning the conversation around modern pork production through #RealPigFarming. This tactic will be used for content creation (short videos, blog posts, web page content) for the Pork Checkoff Social media channels. This content will be engaging and easily shareable by social media users.

**Rationale:**

Social media can be used to carry out a positive and accurate message of modern production, but it can also be used to respond to others comments about our industry. Being prepared to do this through videos and social media platforms is important.

Social media is a cost effective way to reach individuals. Information is posted online and shared through social media outlets before major news outlets can break the story. Information on modern pork production will be delivered by presenting the science based answers while appealing to consumers emotions.

**Specific & Measurable Objectives:**

We will create 8 to 10 new, Ask A Pig Farmer videos. These questions come from consumers and are answered by pork producers. Videos distributed via YouTube, pork.org, porkcares.org and other platforms. Success is measured by number of views, with a goal of 100 views/video.

We will train 30 producers in basic social media skills. This training will be done in conjunction with Operation Main Street trainings. We will host one advanced training session for the Social Forces team and provide ongoing support for those producers. Success includes participation in the #realpigfarming conversation by these producers, as measured by completion of milestone program.

We will train 25 university students to post positive information on modern pork production. This training will be conducted two times a year. Success is measured by completion of the milestone program by students.

We will track the conversation around #realpigfarming on social media, this tracking will gauge the conversation and interaction among pork producers and supporters of the industry. Success is measured by number of posts and impressions of the #realpigfarming hashtag, with a goal of 200 posts and 250,000 impressions each month.

We will create easily shareable content that will be housed on the #RealPigFarming blog on Porkcares.org. This content will be shared with trained social media spokespoken, as well as PorkBeInspired.com, and other agriculture content through our social channels and a bi-weekly social idea email. Success is measured by number of page views on the blog section of the site, as well as time spent on site through data from Google Analytics, with a goal of 100 page views per post and doubling the amount of time spent on the site by users (Current avg time spent on the site ~ 1:46 from March 1 – July 23).

14.) Producer Event Truck - New

This tactic is to purchase a new truck that pulls the Pork Producer Event Trailer. This truck averages 30,000 + miles each year.

**Rationale:**

Provides state associations the ability to promote pork in their communities and for their producers to have that one to many consumer connection.

**Specific & Measurable Objectives:**

Provides state associations the ability to promote pork in their communities and for their producers to have that one to many consumer connection. We will track the number of locations, events, lbs of product and consumers reached.

15.) State Association Viability Fund

As a result of the State and National Task Force work in 2010, the National Pork Board of directors established funds available for states to pursue alternative management organizations that would help assure not only long-term viability of the state associations, but also access to professional staff as well as models that allow multiple states to join together in one organization for increased efficiency.

**Rationale:**

Maintaining viable, active, and visable state pork associations in all states where producers have indicated an interest in being represented by an organization that supports the goals and objectives of the U.S. pork industry is an important objective for the organization.
Specific & Measurable Objectives:
We will be successful with this tactic in 2015 if the formation of new Northeast Pork Association regional model is supported by 15% more producers than are present at the initial organizational meeting. We will evaluate the success of the program over a two-year period with the formation anticipated to occur in the Fall of 2014 and report back to the board of directors on the success and value of continuing with the program.

16.) Operation Main Street - New Curriculum for Schools

This is a new tactic for 2015. Operation main street empowers producers to tell pork's positive stories. We would like to extend this training out to reach new audiences. We feel that there is a huge opportunity to offer this training in schools and high school tech centers.

Rationale:
Research shows that the millennial generation (those born from 1980 to 1995) is now the largest generation on earth, and the oldest of that generation have children in school, and the youngest are getting there. This program is a way to reach this generation, whom we know, through research, have a great influence over what their peers, and those in other generations buy.
The millennial generation is more in-tune to information and community than other generations. They are skeptical of "brand" information, and rely on the information from their peers and other trusted community sources more heavily than anything that a company would report.

Specific & Measurable Objectives:
Develop a 3rd generation high school culinary class curriculum, schedule an additional 100 school presentations.

17.) Social Responsibility: Customer Relations Management

The CRM database has been developed to enhance efficiency in proactive communications up and down the supply chain, including but not limited to: retailers, foodservice operators, food distributors, protein companies, allied industry, and others. With support from IT, NPB will maintain the database in-house, and new in 2015 - incorporate media monitoring for timely alerts to CRM contacts. Also new in 2015, NPB will utilize Bader Rutter support and its proprietary list of 1,200 food influencers to monitor for topics relevant to pork. This will insure NPB's timeliness in notifying food chain partners – via CRM – of potential issues, strengthening the relationship between producer, processor and customer, and unifying food chain strategy(s).

Rationale:
CRM systems are customer relationship management platforms. The goal of this system is to track, record, store in database, and then data mine the information in a way that improves stakeholder relations. CRM has special characteristics in our B2B market: critical mass. NPB's network will continue to be extended in 2015. This will lead to more information about targeted stakeholders in the supply chain – and specifically customers – which can be used to make the way of working with the companies easier and more efficient in the future.

Specific & Measurable Objectives:
10% increase in number of companies entered into the CRM database vs YAG
20% increase in number of contacts entered into the CRM database vs YAG

18.) Symbol IV Web Presence

Creating a 3D web presence and ultimate user experience for Symbol IV, that can be used in communicating with all of the industry's different audiences.

Rationale:
Creating a web presence for Symbol for multiple audiences, can bring an image that is traditionally targeted to a producer based audience to a whole new level and user experience. Similar to the efforts that are being taken with creating a new elite Stewards program, a Symbol web 3D presence would be a resource for not only a producer audience, but also for consumers and helping the industry tell its story.

Specific & Measurable Objectives:
Symbol IV site:
- Incorporating a 3D Symbol website that is highly interactive and targeted to a variety of audiences.
- Content and images would be approved by all different departments to ensure correct content is distributed to the right audiences.

- Links from porkbeinspired.com would limit consumer views to only meat cuts and consumer driven information. Whereas, links from porkcares.org and pork.org would be a more scientific view of Symbol.

- Details and content still need to be finalized through cross departmental meetings.

- Agency support ($100,000 for entire site build)

19.) Producer Services Program Management

This tactic funds the Producer Services Department staff travel costs and enables the department to communicate the programs, projects and key messages of the activities provided by the Pork Checkoff to producers, state associations and allied industry. This tactic includes two meetings each year for the Producer Services and Communications Committee meeting.

Rationale:

Staff travel and outreach as well as producer committee meetings are essential to ensure adoption and utilization of key Pork Board programs and initiatives and to ensure prompt and effective communication between the Pork Board and state pork associations. State pork association board leadership and staff will be kept informed on a timely basis of Pork Board programs and activities.

Specific & Measurable Objectives:

Pork Board outreach staff will attend state annual meetings and at least two board meetings/year in key pork states to ensure effective two-way communication on Pork Board programs and initiatives and also will be available to assist states in support of Checkoff-related programs and functions. We will conduct two meetings each year of the Producer Services and Communications Committee: Awareness and adoption of key Pork Board producer education, certification and image programs (We Care, PQA Plus®, TQA™, HR/worker safety programs, OMB, etc.) by pork producers will be increased.

$292,500

20.) State Tradeshow & Partnership Events

The Pork Checkoff will be represented at all state and national events by having a booth and getting our key messages and materials into the hands of the producers that can use them. We are able to make producer connections at trade shows by going to home-state locations. We also are able to support and collaborate with our state partners through this tactic. This tactic provides continuous communication to pork producers about resources available to help them address identified industry vulnerabilities. This addresses the gap of providing resources and information to pork producers created with their Pork Checkoff investment. This tactic contains no staff travel.

Rationale:

Producer Services is often the face of the Pork Checkoff to producers the ability to talk to producers face-to-face at state tradeshows and annual meetings is vital for our organization. Informed producers allow us to be a more cohesive industry and close the inform producers about all of our vulnerabilities.

Specific & Measurable Objectives:

We will have a booth/representation at all state pork events, as well as other national tradeshows and events. Producer counts will be taken by a special giveaways that help convey the selected key messages as well as resources given at state tradeshows.

$60,000

21.) Execution of Outreach Plan

This tactic allows the Producer Outreach team to engage producers and state pork association with Pork Checkoff messages. The focus of this tactic is creating avenues to communicate what the Pork Checkoff is doing on behalf of producers and to assess all these needs. The Producer Outreach team will provide presentations, templates, planning resources, speakers, cost-share money, resources and materials, pilot projects and in-person presence at events. This also will provide for an upstream information flow back to National Pork Board program staff as well as leadership. This includes working to provide an easy-to-use template for websites and state newsletters to producers. This would assist in getting additional messages out to producer.

Rationale:

Producer Outreach will be the conduit for information flow between Checkoff program areas and producers. The focus will be communicating key messages and connecting everything we do to the We Care initiative. Key audiences include producers, state pork associations, production companies, contract growers, employees and allied industry partners. The Producer Outreach team will work with other Pork Checkoff departments to create three key messages per quarter that
will be conveyed to producers in all of our active states throughout 2013. Another area of focus will be getting Pork Checkoff resources and research into producers hands. With our success of this tactic it will help producers engage in their role in responsible pork production, the We Care initiative and continuous improvement. Increase in dollars for 2014 to retain previous years funding allowing for better involvement with State Pork Associations and Producers.

**Specific & Measurable Objectives:**
The measurement for this tactic will be the annual producer survey and overall Checkoff support and maintain at over 85% overall support. This tactic is key to all of our vulnerabilities and will help gain feedback for the strategic plan.

### 22.) Delivery and management of critical swine knowledge

Using people with expertise in swine production, survey tools and learning, conduct thorough assessment of educational needs for people at various levels in the swine industry with what they need to know, how they want to learn, etc. Compare that to the broader learning literature. Use info to design training tools; may, mean developing the same material at different levels and using different delivery tools.

*Phase two is do inventory of swine industry educational resources (e.g. nutrient management tools, videos, etc). Will be used to identify gaps in available materials. Will be a snapshot in time for Extension educators to know what tools are currently available. Also can be used to prioritize development of new training materials.*

**Rationale:**
This tactic was written by the swine extension educators group who are passionate about the industry information and would like the Pork Checkoff to be the vehicle that holds the historical information of the U.S. Pork Industry. Dramatic structural changes in the industry with varying levels of learning needed depending on role at the farm (e.g. production supervisor needs more strategic, unit manager needs HR management, laborer needs practical how-to (with each needing help in levels above)) along with changes in technologies available to educate. Swine Extension educators have volunteered their assistance in collecting and submitting their documents into this library. Costs would be to create an archive system as well as review of these documents.

**Specific & Measurable Objectives:**
Efficiency of Checkoff funds to educate producers will be enhanced. Development of materials will be targeted to meet the needs of the learner in appropriate formats to their learning styles. Targeting of materials can also be done to fill gaps in existing materials in order to have greatest impact, increasing the likelihood of them being incorporated into training programs and having impact.

### 23.) Social Responsibility: Pork Industry Image Strategy

A new, collaborative effort from Communications, Domestic Marketing and Food Chain Outreach to effectively brand the pork industry as the protein category leader in sustainable, intensive farming. Strategy will work to build a halo effect to the pork brand, ensuring all external audiences identify the quality assurance attributes that represent the interconnectedness of National Pork Board programs. Strategy will brand pork through lens of trust & integrity; build trust in how it is produced; build consumer and influencer awareness of social responsibility. Through planned outreach, strategy will increase pork's public recognition as a thoughtful agricultural leader. Strategy will define how pig farmers meet production demands and manage food safety, the environment and animal welfare. Effort will utilize agency support for strategic plan, content development and implementation.

**Rationale:**
The changing food industry offers opportunity to influence consumers’ opinions of modern food production. America’s pig farmers are deeply committed to a path of continuous improvement, and their track record proves it. The times now for pork to elevate its brand as the sustainable protein category leader, and we must manage our reputation and respond in a single, united voice. Our research confirms the need to update our nomenclature. How people think about food and food production is as much about their emotions, context, and perceptions as it is about the objective truth. This strategy will focus on three primary We Care focus areas: People (food safety, public health, and workplace safety), Planet (environment), Pigs (animal care). The messages conveyed in implementation will demonstrate all of the quality assurance attributes of pork, blending the production image with the retail product image: continuous improvement through WE CARE; flavorful, inspired meals that are affordable; confirming pork’s health portfolio; anticipating & protecting pigs from disease; engage & build credibility.

**Specific & Measurable Objectives:**
- Documented increase in contact with influencers and chain partners.
- Implement benchmark survey on consumer attitudes and increase performance year over year.
- Defined and coordinated messaging across the food chain including advertising and PR materials.
- Creation of consumer-facing documents and development of tools for use by consumers, influencers, and media that assist in both sharing information and improving metrics (media impressions, tone of coverage and reaction by audience members).
### 24. National Ag Trust & Image Campaign

We will continue our support for this coalition effort that consists of 80+ farm organizations and allied industry. The effort is focused on building consumer trust in modern agriculture and utilizes a menu of tactics including Food Dialogue events, USFRA Facebook page, Fooddialogues.com, Faces of Farming, and distribution of a major film documentary on modern agriculture. This effort is the only one that has successfully brought together all segments of agriculture for a united effort at building consumer trust.

#### Rationale:

The lack of consumer trust in modern agriculture is the root of many challenges faced by pork producers and farmers in general. This distrust causes retailers and food service companies to enact burdensome procurement requirements and inspires unfriendly regulation and legislation at both the state and federal level. So, while NPB cannot work to influence government, we can address the underlying issue of consumer trust.

#### Specific & Measurable Objectives:

An annual survey of consumer trust in modern agriculture is conducted to gauge the effort in totality and other metrics are applied to individual tactics (this includes number of viewers of documentary, number of unique visitors to fooddialogues.com, engagement levels on facebook, and number of connections made in retail and food service).

### 25. Social Responsibility: Food Industry Engagement

In 2015, NPB will sponsor/facilitateeight (8) food chain meetings and events in order to gain access to key audiences up and down the supply chain: protein companies, distributors, retailers and foodservice operators. NPB will work to leverage each event to maximize pork’s exposure, deliver pork industry messages and strengthen supply chain collaboration. New in 2015, NPB will work jointly with NPPC to facilitate the Food Chain Advisory Group.

#### Rationale:

- $25,000 - Annual Meat Conference – > 1,000 attendees including executives from retail grocery, protein companies and allied industry (AmI, NAMA, Pharma, technology, etc.)
- $20,000 - Restaurant Leadership Conference – > 2,500 executives from the foodservice industry
- $50,000 - National Restaurant Association annual NRA Show and Supply Chain Exec Group (2x) – > 350 foodservice supply chain executives, QA managers and Sustainability personnel
- $25,000 - Menus of Change Conference - Collaboration b/t Culinary Institute of America and Harvard School of Medicine & Public Health; > 400 attending including key decision-makers throughout the foodservice industry, NGO’s, Academia, CPG companies, etc.
- $25,000 - Food Marketing Institute Sustainability Summit - ~250 retail grocery and allied industry sustainability personnel
- $50,000 - NPB PR/Communications Summit – NPB hosts key personnel from 20 foodservice and retail companies to share program updates as proof of commitment to People, Planet, Pigs
- $50,000 - NPB Sustainability Summit – NPB hosts 20 sustainability personnel from target foodservice and retail companies to share progress in sustainable pork production
- $50,000 - NPB Foodservice Procurement Summit – New in 2015, NPB will host procurement personnel from targeted foodservice companies to share program updates as proof of commitment to People, Planet, Pigs, instilling confidence in pork
- $65,000 - Food Chain Advisory Group – select, key industry insiders to meet, discuss, debate and advise NPB/NPPC on food industry issues relevant to pork. Group will meet 3x in 2015: Q1 in-person, Q2 webinar, Q3 in-person, with additional conference calls/webinars as needed. Participants to include 2 grocery retail execs, 2 foodservice execs, 2 protein company execs, 2 allied industry execs (i.e. NRA, FMI), 2 academia (i.e. food safety, economics, animal welfare), 4 pork producers (past BOD members, past presidents), select NPB and NPPC staff.

#### Specific & Measurable Objectives:

Use 2014 channel survey as benchmark:

- Increase customer responses by 10%, from 160 to 176
- Increase customer ratings -Likelihood to approach NPB as issue from 75% to 80%
- Increase in value of relationship in comparison to other commodities from 65% to 70%
- Increase in value in the information that is relevant to the channel’s consumers from 65% to 70%
- Increase contacts with executives in communications from 20% to 30%
- Sustainability from 15% to 25% Number of customers where working relationship is established:
- Move 5 food companies from white to yellow, 5 companies from red to green as measured by NPB proprietary engagement dashboard monitoring (white = 0, red = 1, yellow = 2, green = 3)
### 26.) Social Responsibility: Expanding Outreach

New in 2015, NPB will facilitate collaboration amongst pork industry allied partners, with a focus on pharmaceutical companies. NPB will work with Ketchum to identify target companies, develop strategy and deploy information, all under AMS guidelines and approval.

**Rationale:**
Society’s pressure on food brands to set procurement policies that incorporate changes to on-farm production practices continues to escalate, especially as it relates to technology. As a result, leading pharmaceutical companies are initiating food chain outreach strategies in an attempt to connect with and educate end users – foodservice and retail grocery customers. This tactic will ensure collaboration and consistency – where appropriate – between pharmaceutical companies and pork producers in messaging with pork industry customers.

**Specific & Measurable Objectives:**
By end of 2015, NPB will have met with the top seven (7) pharmaceutical companies in the pork industry, sharing program updates, messaging research and other relevant information. Companies will in-turn incorporate these new learnings into their food chain outreach strategies.

**Cost:** $25,000

### 27.) Social Responsibility: Comprehensive Report

New content development in 2015 designed to illustrate the complexities of the pork industry from farmer to processor to food retailer in an effort to attain better comprehension, participation and support of pork industry programs from top 35 foodservice and retail companies. NPB Food Chain Outreach team will work across all disciplines and utilize agency and consultant support to put the pieces together in a manner that demonstrates the inter-connectivity across the organization and industry – bringing the comprehensive story together from all perspectives. The report will be built in Q1, shared with key audiences the remainder of the year.

**Rationale:**
It is imperative that our customers (and protein companies) understand the complexities of raising pigs for pork and the why behind each and every modern production method. This project will help NPB enhance the effectiveness of its food chain outreach initiative by leveraging solid expertise in the retail grocery, food service and protein processing sectors along with subject matter experts (NPB staff) to develop a concise yet comprehensive report that connects the dots for uninformed food chain partners. The strategy is twofold: Inter-connectivity – bringing the pieces together to tell the comprehensive story; PQA Plus and its unified audit; USFRA; disease management plans; etc. Risk management provides context oriented to customer – their problems, their risks, and our ability to help them navigate through.

**Specific & Measurable Objectives:**
Content will be fully developed by end of Q1 and made available for all staff and state associations to use across various audiences. Food Chain Outreach team will share with top 35 foodservice and retail companies and top ten pork processing companies Q2 thru Q4, with results of effectiveness reflected in the annual channel survey:
- Likelihood to approach NPB as issue from 75% to 80%
- Increase in value of relationship in comparison to other commodities from 65% to 70%
- Increase in value in the information that is relevant to the channel’s consumers from 65% to 70%

**Cost:** $150,000

### 28.) Social Responsibility: Connecting Consumers with Farmers

New in 2015 as the next step in the evolution of transparency at the consumer point of purchase, the Channel Outreach team will work across all disciplines at NPB to produce a consumer-focused, user-friendly template that gives interested consumers immediate access to the story of modern pig farming. The program will utilize the smart-phone application (ap) Ibotta, which communicates directly with consumers via geo-fencing – a virtual perimeter for a real-world geographic area. Template will include professionally produced video of modern pig farming designed collaboratively with the Communications team, a feature pork recipe from Domestic Marketing, and incentive to purchase pork (coupon) with Retail Marketing team.

**Rationale:**
In 2013 NPB tested a quick response (QR) code at the meat case where consumers who scanned the code with their smart-phone were directed to a microsite containing videos patched together from existing NPB footage. During a six month test in 2,100 retail stores across four regions – West, Midwest, Northeast, Southeast – 1,400 consumers accessed the site. In 2014 NPB tested the instant access to pig farming message
Objective #3 - Work with NPPC and state pork organizations to provide pork producers with the tools to assist them in the development of a favorable business climate within their local communities. 

**Tactics:**

1.) Pork Academy

Pork Academy is held in conjunction with World Pork Expo. Educational seminars provide attendees with the most current information, resources and tools that they can take back and apply immediately in their operations.

**Rationale:**

Pork Academy is a series of in-depth seminars on current and hot topic issues facing our industry. Pork Academy is held during World Pork Expo.

**Specific & Measurable Objectives:**

Target at least 500 to 600 attendees capturing demographics to update our producer database.

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29.) Communications Program Management - Travel

This tactic -- Communications Program Management/Travel -- is created to better account for and define specific travel needs against the other Communications department tactics.

**Rationale:**

Communications Program Management - Travel: To be the best stewards of Pork Checkoff funding resources, the department needs to adhere to a defined budget for key program areas including proactive outreach, mainstream and social media, risk communications, national award programs, publications and other tactics which support our producers.

**Specific & Measurable Objectives:**

- Separate expenses by breaking them out of larger pools of budget dollars by defining specific budget amounts for distinct work/tactics.
- Best manage deployment of budget dollars against these defined projects thereby having easier to assess value of producer dollars invested.

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30.) Social Responsibility: Program Management

This tactic -- Food Chain Outreach: Program Management--is created to better account for and define specific travel needs against the other Food Chain Outreach tactics.

**Rationale:**

Food Chain Outreach: Program Management: To be the best stewards of Pork Checkoff funding resources, the department needs to adhere to a defined budget for key program areas including proactive outreach to key food companies through c-suite meetings and key food chain events, as well as other tactics which support our producers.

**Specific & Measurable Objectives:**

- Separate expenses by breaking them out of larger pools of budget dollars by defining specific budget amounts for distinct work/tactics.
- Best manage deployment of budget dollars against these defined projects thereby having easier to assess value of producer dollars invested.
### 2.) Pork Checkoff Report

Produce and mail four issues of the Pork Board's flagship magazine to producers, as well as to key retailers, foodservice operators, allied industry, government representatives and other key industry partners. In 2015, the magazine's online presence will be reformatted to be more shareable and modern. Continue to offer states the opportunity to deliver state-specific information in each issue through four-page inserts (typically eight to 10 states routinely do so). Generate an estimated $60,000 in advertising sales revenue annually. Distribute the Pork Board's annual report to producers by its inclusion in the spring issue.

**Rationale:**
As the Pork Board's flagship publication and the only communications tool sent to all producers, it has high impact and informs producers about Checkoff programs and initiatives (We Care, PQA Plus, etc.) that can help enhance their operations and the business climate they operate in. The magazine also updates producers about how the Checkoff responds to issues (activist organizations, FAD outbreak preparedness, etc.) on their behalf. The magazine plays another key role because the photos/art work/editorial generated for the magazine are routinely used for other Checkoff projects, as well as to meet increasing needs of states, media, etc.

**Specific & Measurable Objectives:**
- Produce four issue by defined deadlines.
- Meet with Producers Services, SciTech and DM programs in each issue, with continuing emphasis on We Care, improving barn culture, etc.
- Review ad revenue, which has grown from $43,335 in 2010 to $85,815 in 2013. Work to maintain this level of ad and evaluate if it would pay add more pages in order to accommodate more ads.
- Work with Producer Services to encourage one or two more states to include an insert in one or more of the four issues. Eight to 10 states now include inserts in each issue.
- Refine the new online version of the magazine on the revamped pork.org website in 2015 and we gather baseline use information.
- Complete work with IT to delete inactive producers from the mailing list.

### 3.) Pork Leadership Institute

Working in conjunction with the National Pork Producers Council, a class up to 18 Pork Leadership Institute will be selected to explore the pork industry through experiential learning while gaining valuable leadership skills that will serve participants both as future industry leaders and leaders in their organizations and communities. The group will meet four times (September, November, April, and June). The group will get to experience Export Markets through a visit to Mexico, as well as receive Media training during World Pork Expo.

**Rationale:**
It continues to be a challenge to identify enough producers at the state and national level for committees and board positions. This is a great way to develop and provide resources to individuals whom will be the future industry leaders.

**Specific & Measurable Objectives:**
Upon completion of the PLI training we will track these participants involvement at both the state and national with a goal of at least 80% of the participants assume a leadership role within their associations in the next 5 years.

### 4.) Pork Checkoff Report Newsletter

A four-page newsletter will be produced and mailed to producers, focusing on Checkoff research results and program "news you can use", providing tools producers need to enhance their operations and to help provide a favorable business climate in their communities. Six issues of the newsletters will be mailed to producers who are active in the Checkoff's PQA Plus(R) program, with topics ranging from what to do if an activist shows up at your farm to managing feed quality issues. The newsletter will be mailed in months producers do not receive Pork Checkoff Report magazine.

**Rationale:**
The newsletter has high impact because it provides practical information to help enhance producer' hog farms. There is no overlap because no other newsletter focuses on overall Checkoff programs and efforts. By providing research results and news they can use, the newsletter provides industry-wide benefits. Checkoff programs and efforts that relate to each newsletter's single-topic issue will be featured, communicating to producers how the Checkoff is helping with their day-to-day business concerns.

**Specific & Measurable Objectives:**
- Produce six issues by defined deadlines
- Deliver to producers, providing Checkoff research results and program "news you can use."
- Meet monthly with experts from Producer Services and SciTech to generate topics, research, write and
ensure that producers know about Checkoff supported requirements and recommendations for their farms.
• Measure the newsletter’s extended reach through distribution at state trade shows and other events, as well as at committee, producer, Extension, educator and other meetings.

5.) Quick Facts

Quick Facts, a comprehensive resource that provides an overview of U.S. pork production, will be updated with new stats and other facts. A big push in 2015 will be to create a web-based responsive and interactive platform for Quick Facts, that will appeal to end users using a variety of technologies and devices.

Rationale:
Quick Facts is widely used by staff, media, students, producers and others to help share pork’s positive story with consumers, participants and other key audiences. Topics include the history of pork, the pork industry timeline, pork stats, frequently asked questions, consumer pork facts and more. The new web-based responsive and interactive platform will appeal to end users using a variety of technologies and devices. Based on similar mobile responsive and interactive websites, such as PorkSquare, a $35,000 budget is requested for 2015 to build the site from ground up, with additional costs for design and layout. Once this is developed, costs will be less in subsequent years.

Specific & Measurable Objectives:
• Complete work begun in 2014 to move Quick Facts to an interactive online version to better meet user needs.
• Track usage in 2015, setting a base level to expand from in future years.
• Share rotating infographics from the new version on an ongoing basis as one of the features on the new pork.org website.
• Measure 2015 views for a baseline to determine future target for engagement.
• Promote Quick Facts to producers through the magazine, pork.org, social media and other tools, as well as through outreach to Extension, states, OMS speakers and other groups via existing publications and news release.

6.) Producer Environmental Education Materials

In coordination with the Checkoff Producer Services Department, develop, produce and deploy an integrated environmental education program based on Checkoff funded research, good environmental livestock production practices and the pork industry’s We Care® ethical principles to provide educational tools for pork producers and others on sustainable and environmentally sound management practices at pork production operations.

Rationale:
Protecting the environment is a We Care ethical principle. Key to demonstrating commitment to this principle and maintaining producer freedom to operate without additional restrictions or requirements will be the extent to which producers voluntarily adopt improved environmental practices. A survey conducted by the Checkoff several years ago found that producers want information on managing environmental issues available in a diversified delivery system. Adhering to sound and sustainable environmental management practices requires much more than merely complying with state and/or federal regulations, many of which do not relate to ensuring protection of natural resources or sustainable production practices. The National Pork Board has committed significant Checkoff funding to research into improved environmental and sustainability practices and technologies, and developing tools to aid producers in selecting and employing the best practices for their specific operations. The National Pork Board Environment Committee is concerned that the results of these research efforts and the tools developed are not generally known to producers. The benefits of new improved practices or technology and the tools developed by the Checkoff cannot be effectively used by producers if they are unaware of their existence, potential benefits to production systems, and how to best use the information and tools developed. Current Checkoff distance learning and educational programs do not address environmental or sustainability topics in any integrated or comprehensive manner. This tactic will begin developing material for producer audiences & support a producer sustainability and environmental education program coordinated with the Producer Services Department.

Specific & Measurable Objectives:
By the end of 2015 an integrated environmental education program will be developed and produced in collaboration with staff from the Producer Services Department. Specific materials that will be addressed in the educational program will include:
• Deployment, use and benefits to producers of using the Checkoff developed Pig Production Environmental Footprint Calculator (PPEFC)
- Water conservation technologies and practices
- Control of air emissions (particulate, ammonia, hydrogen sulfide, greenhouse gas and odor)
- Manure management planning and land application practices

This program will be incorporated to the fullest extent practicable into existing Checkoff distance learning CD’s and PQA+training materials and supported by complimentary fact sheets and on-line resources. In cooperation with state pork associations and production companies, 100 producers will have completed course materials by the end of 2015, with a goal of 500 producers completing course materials for each of the subsequent years.

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<th>Pork Management Conference</th>
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<td><strong>7.) Pork Management Conference</strong></td>
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<td>This conference is suited for anyone in the Pork Industry, whether production or financial. The agenda focuses on current and hot topics within the swine industry. This conference generates over $80,000 in revenue through sponsorships and registrations. Average attendance is 150 with new faces attending each year. This conference also has a planning committee that meets once per year to review, evaluate and develop the conference agenda according to the National Pork Board’s Strategic Plan.</td>
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<td><strong>Rationale:</strong></td>
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<td>The conference focuses on topics of production and financial relevance as well as key checkoff initiatives, such as WeCare and producer education. What they learn will help them protect their rights and increase the ability of their operations to produce pork in a socially responsible and cost-competitive manner.</td>
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<td><strong>Specific &amp; Measurable Objectives:</strong></td>
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<td>Each attendee will complete an on-site evaluation; a follow-up 3-month electronic survey will be sent targeting a 20% response rate. Attendees will be asked: what they learned; if expectations were met; what they implemented when they returned to their operations; and what changes, if any, have they made and what other information they need.</td>
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<th>State Education Cost Share</th>
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<td><strong>8.) State Education Cost Share</strong></td>
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<td>This tactic supports 25 state pork associations with $2,000 for each state to help them deliver educational information to producers. This delivery can be in any avenue where producers are present, including conferences, seminars, annual meetings, trade shows, certification training, pork congress, etc.</td>
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<td><strong>Rationale:</strong></td>
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<td>This tactic is the only “educational” cost share available to the state associations that helps provide them with dollars to deliver hot topics, certification programs or educate future leaders in pork production. Each state must submit an annual request form, detailing its means of delivery and audience. The event must be educational and producers must be present. They must state the goal and objective of the event. Each request must be approved by National Pork Board. Payment will be processed only after the state completes an evaluation. A program of the event also must accompany the invoice. The evaluation/summary must include the goal and its outcome of success.</td>
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<td><strong>Specific &amp; Measurable Objectives:</strong></td>
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<td>We will target 25 states to participate in this cost share program. This cost share program then ensures delivery of pork checkoff information to producers.</td>
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<th>Swine Extension/ Educators In-service &amp; Executive Committee</th>
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<td><strong>9.) Swine Extension/Educators In-service &amp; Executive Committee</strong></td>
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<td>One in-service meeting will be held in the fall of 2015 that will focus on up-to-date information and resources available for producers. This event focus is on the delivery of information, tools and resources. This event includes an educational learning tour. This group contains an 8-member executive committee that meets in person twice each year.</td>
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<td><strong>Rationale:</strong></td>
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<td>National Pork Board is the only commodity that provides our swine extension specialists and ag educators with information, tools and resources they can take back and deliver to the pork producers they serve and/or in their classrooms to the future leaders in pork production. Members of the Producer and State Services Committee are encouraged to attend.</td>
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<td><strong>Specific &amp; Measurable Objectives:</strong></td>
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<td>The fall in-service will be evaluated through an on-site evaluation form and through impact statements received by members of the executive committee to help us determine if what they learned has affected behaviors/culture of producers and students.</td>
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<td>Event Type</td>
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<td>10.) Annual Meal Sponsorship</td>
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<td>Annual meal sponsorship is a cost-share program available to state associations in the amount of $1,000 per state to help with costs of hosting their annual meeting banquet/meal. States must apply for the funds and a National Pork Board representative must attend and speak during the event. A copy of the agenda is provided with the invoice.</td>
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<td>Rationale: This is one way the pork checkoff can provide updates to states and their producers, in some cases this is the only way.</td>
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<td>Specific &amp; Measurable Objectives: We will work with 30 states to show our logo on their programs and to get our messages out to their audiences by having a speaker at each event.</td>
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<td>11.) Pork Producer Event Trailer</td>
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<td>The Pork Producer Event Trailer will support the Pork Checkoff's key messages and involve pork producers in the promotion of the pork industry. The trailer is outfitted to focus on how we raise the product and on &quot;Doing What is Right&quot; through the We Care message. Goals of the program will focus on state association and producer involvement to provide the producer-to-consumer interactions as we work to increase positive images of the pork industry. The trailer also will be used in our marketing efforts to bring the awareness of Checkoff programs and messages to producers. This event trailer has also been used in various crisis situations such as Hurricane and Tornado relief, cooking and promoting pork to victims in time of need.</td>
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<td>Rationale: The pork producer event trailer is the only pork promotional item we have available to state associations to promote pork and programs. The trailer is also available to assist in times of crisis such as hurricanes, floods and tornado’s, to demonstrate pork producers Doing What is Right and showing We Care.</td>
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<td>Specific &amp; Measurable Objectives: The success of the trailer will be measured by involving state and producers in telling our story. Outreach staff will work with at least 15 states to create/execute public relations plans to further the message reach and demonstrate our Ethical Principle of giving back to the community. An event evaluation is conducted at each event, showing number of producers touched, consumers, pounds of pork consumed and messages delivered. Target would be 15 states and 30 total events.</td>
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<td>12.) Collaborative State Staff Meetings</td>
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<td>Scheduled meetings between state associations, their producer leadership, and the National Pork Board. One all-staff meeting in October and four to five specialized group (State Executive, Communicators/Educators, and State Contacts) meetings will be held throughout 2015. The Pork Checkoff will host a collaborative meeting of state communicators and company-level communications directors to network and share information in 2015.</td>
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<td>Rationale: Collaborative state staff meetings will allow for both idea sharing and program information updates. Communication is key to stakeholders when discussing several of the identified vulnerabilities, from foreign animal disease preparedness to feed availability. Pork Checkoff must continue to educate state staff about resources available as well as gain input from the producers in their states. This addresses the gap of providing information to state pork associations and pork producers.</td>
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<td>Specific &amp; Measurable Objectives: Each specialized group (State Executives; State Contacts, Education/Communication Directors) will meet one to two additional times separately in 2015 to further increase idea and information exchange. As part of the state communicator meeting, the Pork Checkoff will invite at least 10 company-level communications directors to attend in 2015. These events will be evaluated by collaborating with state staff to allow them to guide the agendas as well as a follow up survey at each meeting.</td>
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<td>13.) Small Producer Production Knowledge Support</td>
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<td>Working with a team of academic swine educators, we will complete the population of the niche pork domain with existing and new fact sheets and resources that will provide small producers a handbook to assist them in all areas of pork production that will insure that they are positive contributors to the industry’s efforts in herd health, pork safety, animal well-being, and pork quality. We will work to secure state funding to match our national funding to complete this tactic.</td>
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| Rationale: Small producers who do not deliver to major packing plants or market their pork directly to their customers are important members of the U.S. pork industry representing a small % of the total pork produced, but a large number of the producers, particularly in non-midwestern states where they are critical members in their state associations. Working to insure that these producers have the resources to support the national efforts around pork safety, pork quality, herd health and...
monitoring and animal well-being should be an important component of our national efforts.

Specific & Measurable Objectives:

In 2015, completion of the Niche Producer domain and creation of a handbook that can be distributed to at least 100 small producers around the country to support their efforts at profitable, safe, and quality pork production.

Objective #4 - Manage issues to minimize current and emerging threats that endanger consumer demand and/or producer/productivity. $2,767,500

Tactics:

1.) Delivery of Swine Health Research Information to Producers $90,000

The tactic will provide producers and veterinarians information developed from NPB research and topic specific meetings. It will cover the following components: items:

1. Communications and informational support for PRRS Elimination:
   a.) Provide support of the US PRRS-specific meeting, the North American I-PRRS Symposium,
   b.) Work with Communications to provide the results of the 2014 PRRS Literature Review to stakeholders through various formats.
2. Support of the transfer of swine health research information at key producer/veterinary meetings
   a.) Swine Extension Educators meetings; Leman Swine Conference; AASV Annual meeting; ISU Swine Disease Conference; Oktoberfest and the World Pork Expo.
3. To continue to develop and support the PADRAP risk assessment for biosecurity:
   a.) Provide producers an objective way to benchmark and compare their biosecurity effectiveness on-farm.

Rationale:

The development and delivery of resources to producers created from 2015 research results and other information will assist in reducing the cost of production associated with swine health challenges. Producer education and resources are important to continue to transfer the knowledge gained from research to the field for key herd health management strategies. Information will be gathered from research projects, veterinary and producer meetings and from other sources. Resources will be developed and delivered in collaboration with Communications and Producer Services. Working in collaboration with Communications and Producer Services staff will ensure that materials and resources will be developed and distributed to the appropriate audiences and in the necessary venues (Pork Congress, Forum, veterinary meetings, State Association meeting etc.).

Specific & Measurable Objectives:

For the year 2015, information gained throughout the year from research and from topic-specific meeting will be converted into usable and immediately applicable resources (e-newsletter; PEDV update; Fact sheets/recommendations) and delivered to producers and veterinarians for herd health management strategies. A year-end survey will be completed to determine the scope of delivery and utilization of materials developed for use in herd health management targeting >60% of producer recognition for www.pork.org as a main source of available information.

2.) Reach Producers Through Paid Media $0

Publicize Checkoff supported education through ag and industry-facing media. Ad which could be developed include training and certification programs to increase awareness of and participation in those programs, including PQA, Safe Pig Handling, OMS, and education offerings in swing management.

Rationale:

Paid media, such as print and broadcast advertising and direct mail, help us deliver vitally important information to producers to manage perceptions and share information. In 2014, this tactic was cut to "0" -- and was again eliminated in Strawman for 2015.
Longer term, the Checkoff will use advertising only to create awareness of Checkoff programs in an effort to increase participation.

**Specific & Measurable Objectives:**

One measurement, although not precise, is in the overall success of the product or programming being featured in the paid communication. We also look at the Checkoff support question in the annual survey of pork producers to determine if producers are seeing value in their investment. A support number above 67 percent indicates that more than two-thirds of producers have received enough information or value to support the Checkoff. The 2013 support figure was 87%, however, we did not invest in advertising in 2014.

### 3.) Promote Pork Industry Reputation (Proactive communications)

Proactive communications programs will be implemented to defend and preserve reputation of the industry and introduce the 2015-2020 strategic plan. This tactic will be accomplished through building and leveraging media relationships, pitching and placing news coverage in national media. Secondarily, we will leverage PR success to C-state leaders in food service and retail pork customers. The budget will be used to support video production, social media implementation (outside of those tactics defined elsewhere in communications), hire consulting services (PR and ad development), conduct research on specific issues that arise, pay fees for key conferences and special events.

**Rationale:**

The pork industry is under attack by social activists that lack attention to detail or, worse yet, choose to incorrectly manipulate industry data to set their agenda. These groups are attack-oriented and unprofessional but can be successful at gaining media attention. Pork Checkoff needs to develop programs and tools from dedicated funding to shape consumer perception, prepare spokespersons and create our own PR and paid media tools to set the record straight and defend our practices.

**Specific & Measurable Objectives:**

--Define a list of 10 top-tier and high-profile consumer media and reporter contacts
--Secure a minimum of 6 national reporter briefings in 2015, thereby establishing reporter relationships through 1:1 desk-side briefings
--Secure 25 million social media impressions by yearend (12/31/15)
--Consistently achieve 85% positive tone of media coverage (scale of positive/neutral/negative).
--Increase balanced news coverage and share results with channel partners through at least quarterly e-mail outreach.

### 4.) Risk Communications/Crisis Preparedness & Management

Identify issues and prepare appropriate response plans for each situation. Risk and Crisis Communications supports response coordination across the industry through producers, state associations and related organizations. Participation in the Cross-species team, completion of the annual Vulnerabilities Assessment, drilling of response plans as well as assisting state associations and producers, forms a strong foundation to pork issue/crisis response. The majority of this budget is allocated to agency support of our crisis response, meeting coordination and implementation of drills, spokesperson identification and training.

**Rationale:**

Crisis preparedness and planning is designed to help us identify issues and prepare to deal with them, or move around them. We also must be prepared to respond to issues that are disrupting the normal business of the industry or potentially harming the reputation of pork or pork producers. These tactics were created as the backbone of that planning and response.

**Specific & Measurable Objectives:**

--Through Vulnerabilities Assessment process, identify and prepare for key issues to assure we are prepared to respond and can help prevent their occurrence, where possible, with spokesperson, talking points and response plans.
--Develop and update a strategic plan to serve as a the guiding principles of crisis communications preparedness.
--Implement an Issues Assessment protocol and convene an issue management team at least 5 times in 2015 to address leading issues.
-- Stage an in-person crisis drill including staff, industry partners, and government officials to test/revise industry crisis plan.

-- Work directly with packers and processors, through ongoing crisis meetings, to build awareness of the industry crisis plan.

-- Fully participate in a cross-species FMD team supporting/participating in research, drills, quarterly in-person meetings and monthly calls.

5.) Nutrition Materials/Manuscripts

This tactic provides participation in coalitions, membership fees for American Heart Association Heart Check Mark for pork tenderloin, literature reviews, manuscripts and materials to communicate pork quality, pork safety and human nutrition research. Distribution of this published research has been coordinated with Domestic Marketing.

Rationale:

Priorities include participation in nutrition related food coalitions and memberships to advisory nutrition panels, publication of new pork and health fact sheets, new health professional materials, new school curriculum materials and recipes to communicate pork's positive role in a healthy diet and any other materials related to nutrition, food safety and pork quality.

Fact sheets will be created and/or updated based on new or updated Checkoff-funded research for specific dietitian audience but not excluding other health professionals. Materials, including recipes and consumer friendly handouts, will be distributed to help disseminate pork’s healthy nutrition profile to health participants to allow a better understanding of how pork fits into a healthy diet. Materials will be delivered to the health professional audience via mass mailing, electronically and throughout the year at various expo and conferences that National Pork Board attends. In addition, materials will be distributed per their request from the targeted audience throughout the year.

Material dispersion will be measured based on inventory status that is monitored monthly by support staff. Depending on timeliness of peer review and acceptance of submitted nutrition research to nutrition journals manuscript publication and communication of final reports will be communicated to media and health professionals of the importance of pork as a high quality protein in a healthful diet.

Specific & Measurable Objectives:

The goal of the materials and recipe brochures is to educate the influencer health professional audience on the benefits and leanness of pork and pork products and how they can fit into a healthy lifestyle. This educational effort to an influential audience can be measured by the increase of positive perceptions of pork in a healthy diet by registered dietitians from a baseline survey of this audience to be conducted in 2015.

6.) Nutrition Issues

Protect pork’s reputation as it relates to key nutrition issues in the media and emerging production and sustainability issues in agriculture within the health professional field. Preserve a presence and educate health professionals on nutritional benefits of pork at the annual Academy of Nutrition and Dietetics Food and Nutrition Conference Expo; education and communication on importance of protein’s role in a balanced diet throughout the Dietary Guidelines 2015 process.

Rationale:

Protects pork’s reputation as it relates to the following key nutrition issues (but not limited to): obesity, Type 2 Diabetes, cancer, saturated fat, sodium, cardiovascular disease, nitrite/nitrates, Dietary Guidelines 2015 (Dietary Guideline process currently underway) and any other key nutrition issues that could potentially damage pork’s character. This includes, but not limited to, media releases, or media pickup from published research or other confounding studies implicating red meat as a liability to an healthy diet or contributing factor to a specific disease state. Most dietitians and health professionals work with their clients on nutrition challenges. However, we are seeing a vocal minority engaging online in the conversation about modern agriculture without having a sufficient background on the issues.

Specific & Measurable Objectives:

Evaluation based on media analysis for both the quality and quantity of positive vs. negative coverage of lean meat’s role in a healthful diet. Daily media monitoring is achieved by observing all major media outlets and google alerts for coverage on pork and human health. Goal will be to minimize negative meat coverage and encourage media and health professionals to use messages about lean pork as a nutrient-rich, high-quality protein that is important to good health.
7.) **Media Monitoring**

Media monitoring is used to guide issues management and crisis management response based on the "triggers" plan. The majority of this monitoring will be on issues as they arise, but it will be part of the baseline measurement to understand the overall impact we have in media coverage related to pork industry and thus how to improve that coverage. This monitoring serves as the critical foundation to the Crisis Response program. This monitoring would focus on traditional media as well as the rapidly changing social media. This monitoring would also serve as a tool to daily issues response and crisis response.

**Rationale:**

Closely monitoring and evaluating the coverage of the pork industry and issues related to the industry provides the guidance to respond to the issues before they reach the crisis stage. Through media monitoring we are able to track the actual coverage and tone of an issue, thus assisting in determining the response. Triggers have been developed that help us to respond based on true coverage. We are also able to go back and collectively look at this data to determine long-time attitude and tone of media coverage and what areas need the most attention.

**Specific & Measurable Objectives:**

--- We will monitor quantity, sentiment and spokespeople in topics of interest to measure their coverage in the media—both traditional and social media.

--- The amount of issues monitored depends on the amount of issues impacting us, but in a normal year we expect to do specialized monitoring on at least 10 issues.

8.) **Environment Program Management & Committee Support**

Support for the Environment Committee, working groups meetings, web conferences and travel as well as staff travel.

**Rationale:**

Ensure Checkoff paying producers have direct involvement in tracking and understanding emerging issues and directing environmental programs to educate producers on practices and technologies to avoid or mitigate environmental issues, and address issues that may endanger pork producer's freedom to operate due to additional restrictions and requirements imposed from outside and inside the pork chain.

**Specific & Measurable Objectives:**

Checkoff paying producers will track and understand emerging issues and direct environmental programs to avoid or mitigate potential environmental issues that may endanger pork producer's freedom to operate at 3 face-to-face meetings plus 4-6 web-based conference calls. Travel support for committee members and staff to attend external meetings and participate in task forces/working groups. Topics will include:

- Refinement of Pig Production Environmental Footprint Calculator (PPEFC) to ensure producer functionality.
- Craft outreach/educational program for producers for delivery in cooperation with state pork associations and pilot testing with 4 state associations.
- Craft proposed tactics and budget request for FY’16

9.) **Comprehensive & Integrated Swine Surveillance**

The purpose of this tactic is to provide support for a rapid alert system of disease detection on-farm and to provide needed disease surveillance infrastructure and tools for reporting of abnormal or unusual presentations of diseases. The Pork Board is the main liaison between vets/producers and the Institute of Infectious Animal Disease group that is developing the Enhanced Passive Surveillance program. NPB is responsible for coordinating and communication to the Enhance Passive Surveillance participants and organizing webinars, calls or other meetings as needed in order to finalize the implementation and continued use of the pilot program.
Rationale:
Swine disease surveillance has been identified in the Vulnerabilities Assessment as a gap for maintaining swine health and profitability in the United States. The Swine Health Committee continues to support ongoing surveillance for swine diseases in a variety of formats to best cover the issues that producers face. The key goal is to be able to monitor and proactively react to a potential new disease or to a change in an existing disease, like influenza A virus of swine, and be better able mitigate issues that can endanger herd productivity and/or consumer demand. The development of the i-pad based Enhanced Passive Surveillance system (EPS) will allow for as close to real-time reporting of swine surveillance to allow for an early alert system of unusual swine health events. The diagnosis of PEDV has highlighted the need to have a rapid, accurate and comprehensive surveillance mechanism to identify and share key information to diagnose, manage and report on health status for emerging production diseases. A rapid mechanism of alert for an unusual presentation of a disease can reduce the time to reach a full diagnosis and react to that disease. This rapid response is critical to reduce potential losses in the event of a new or emerging disease.

The focus for 2015 will be centered on the continued collaboration with Institute for Infectious Animal Diseases and industry stakeholders to continue to develop the infrastructure needed to coordinate the data collection, perform data analysis and reporting/dissemination of results to key stakeholders, including public health partners. Funds will be utilized to coordinate at least one in-person meeting with participants and organizers as well as providing support through webinars and other calls in order to continue to develop and mature the pilot project for eventual wide-spread implementation. Surveillance activities can provide informational support for state organizations for updates on emerging and endemic disease issues and to promote the health of US pork for trading partners. The format for the EPS is underway and the focus for 2015 will be the incorporation of the surveillance platform to additional veterinary clinics for use. The EPS system can also be incorporated with the Ag-Connect infrastructure that IIAD has developed to coordinate diagnostic lab data, farm premise id, production data and epidemiology assessments to monitor and identify issues on a real-time basis. Activities will include providing support through periodic in-person meetings with participants, webinars on project status and communication needs, and to work with other stakeholders like AASV to deliver information for use and review.

Work with USDA and the Swine Influenza Working Group to review & analyze data collected from the current program (potentially during the Neglected Influenza conference), including an assessment of how the viruses are genetically changing and how they match current commercial vaccines will help to make effective vaccines available to all producers. Funds will be utilized to host and support at least one in-person working group meeting and for additional follow-up webinar/calls as needed. Funds will also be allocated towards the development and dissemination of results of the working group. This will be guided by Communications to develop these potential materials. Work with staff to integrate endemic disease surveillance into the Emerging Disease Surveillance infrastructure for a Comprehensive integrated Surveillance plan.

Specific & Measurable Objectives:
For 2015, implement and provide support for the Enhanced Passive Surveillance (EPS) project, including a minimum of 15 participants, and report surveillance results bi-annually to the Swine Health Committee. Convene once yearly the Swine Influenza Working Group to assess surveillance data and report key findings back to the Committee and other key stakeholders. Influenza information will specifically be used to revising existing biosecurity resources and materials, update diagnostic tests and create the opportunity for new swine influenza vaccines.

10.) Pork Safety, Quality and Human Nutrition Program Management $110,000
The Pork Safety, Quality and Human Nutrition Committee and technical advisory groups will meet to determine strategic monitoring and programming and responses to pork safety, quality and human nutrition concerns. Issues will be managed through advisory group meetings, evaluating research on emerging issues, producer and expert attendance at external forums that may impact the pork industry.

Rationale:
The pork industry can have challenges with the wide quality variation in products and emerging food
safety threats such as pathogens, residues, contaminated feed ingredients, fat-quality issues and human nutritional issues.

Technical information is needed to support consumer confidence in the quality, safety and nutrition of pork. At least two PorkSafety, Quality and Human Nutrition Committee meetings will be held in 2015. Producers will be encouraged to attend various scientific meetings such as the United States Animal Health Association (USHAHA), SafePork, Reciprocal Meats Conference (RMC), American Dietetic Association (ADA), Institute of Food Technology (IFT) etc.

Staff will travel as needed, coordinate with partners to disseminate information and create a positive image of pork and represent the U.S. Pork Industry. Staff will actively foster communication channels with research agencies. Staff will monitor and respond to issues in the pork industry relative to pork safety, quality and human nutrition in a science-based manner. Staff and Committee members will address the items from the 2014 vulnerabilities assessment and GAP analysis.

Specific & Measurable Objectives:
The Committee will meet during the year and by the end of the year, develop a 5 year plan to address the objectives for reduction in *Salmonella* spp. and *Toxoplasma gondii*, improve the color of pork chops and increase positive perceptions with dieters.

11.) **Producer/Public Health & Workplace Safety Program Management**

This tactic will support the travel and activities of the Producer, Public Health and Workplace Safety Committee (PPHWS) and supporting staff.

**Rationale:**

This tactic will address the 2013 prioritized vulnerabilities: Priority #4: Human Health and Nutrition (Consumer misinformation – MRSA, Influenza, Zoonotic diseases & Antibiotic use: antimicrobial resistance and public health) and Priority #5: Reputation of Modern Ag.

Perceived and real risks to public health associated with swine production practices can have a considerable impact on the industry. Public and regulatory misconceptions on issues including antibiotic use and resistance, environmental/community health and workplace safety can have considerable negative impacts on the industry.

In 2014, Checkoff supported producer attendance at various meetings with the FDA about the potential producer impacts of the newly implemented Guidance 209 and the proposed Veterinary Feed Directive. A workplace health and safety subcommittee has been formed to identify related research and educational needs of producers and their employees to protect producer and employee health and safety.

Scientifically sound research and programming prioritized by the PPHWS Committee producers and subject matter experts is necessary to better understand and communicate the theoretical versus real risks associated with these public health issues.

**Specific & Measurable Objectives:**
The committee will identify industry priorities, review research proposals and monitor and respond to issues in the pork industry relative to public health and workplace safety in a science-based manner and in accordance with pork producers’ ethical principles to prevent and mitigate the industry’s prioritized public health threats.

12.) **Antibiotic Use & Resistance Practices, Data Collection Strategy and Research**

This tactic will support funding research in antimicrobial use and resistance and will build upon the 2012 and 2013 efforts to develop an industry strategy on on-farm antimicrobial use and data collection.

**Rationale:**

This tactic addresses the 2013 prioritized vulnerabilities: Priority #4: Human Health and Nutrition (Antibiotic use: antimicrobial resistance and public health) and Priority #5: Reputation of Modern Ag.

Perceived and potential real risks to public health associated with swine production antibiotic use practices can have a considerable impact on the industry. Public and regulatory misconceptions surrounding these issues as well as the introduction of FDA Guidance 209, restricting the use of antibiotics for growth promotion uses, and Guidance 213 and the Veterinary Feed Directive Rule can also have potential negative impacts on the industry. Recently, the USDA has announced that they will be releasing a USDA Strategy Plan on Antimicrobial Resistance that can have potential impacts on the industry with respect to on-farm data collection, surveillance of antimicrobial resistance and antimicrobial use and resistance research.
Increasingly, a major focus of discussions has been the various estimates of quantities of antibiotics used in food animals. A lack of data and the application of scientifically valid models to estimate the quantities of antibiotics used in food animal production has allowed for gross misstatements by opposing groups about the amounts of antibiotics used in food animals versus humans. A European Union Directive mandating antibiotic data collection in food animals and the initiation of national antibiotic data collection programs in individual EU countries are stimulating increasing discussion in this area in the US. Strategic planning on collecting antibiotic use and resistance data using scientifically valid models is necessary to support the pork industry as leaders in informing regulatory action and demonstrating continual commitment to good production practices for responsible antibiotic use.

Third party expert consultants and authors provide staff and the industry with a level of expertise that allows for strategic management of antibiotic use and resistance issues. The input from these experts will counteract public misperceptions and will assist in identifying industry programming to address emerging antibiotic use and resistance issues. The credibility of these experts and groups allow for the industry to position itself as a key player to proactively address emerging issues and protect public and producer health. Research findings will be used to inform a variety of audiences about the animal health and welfare and public health advantages of therapeutic uses of antimicrobials. As an example, targeted research will define the therapeutic role of antibiotics with prevention labels.

Specific & Measurable Objectives:
The 2015 antibiotic tactic will assess and provide programming (PQA Plus, factsheets, newsletter) to support producers in understanding and complying with recent and impending changes to antibiotic use production practices, including the loss of growth promotion uses (FDA Guidance 209), implementation of the FDA Veterinary Feed Directive (VFD) Rule and on-farm antimicrobial data collection.

Antimicrobial use and resistance data collection models applicable to the U.S. pork industry (cost, feasibility and consequences and/or value to industry) will be assessed to develop producer guidelines to comply with potential FDA’s intent to collect more on-farm data.

Technical working groups will meet to identify research priorities, to manage claims from public interest groups and, through credible experts, to disseminate scientific material to producer and the public to support consumer confidence in the safety of pork production.

13.) Emerging Disease Surveillance Data Security and Management

The industry is developing emerging disease surveillance and response plans. The surveillance data generated will need to be stored and analyzed within a secure database. The overarching goal for this database and for emerging disease surveillance overall is to be able to recognize and respond to emerging swine health issues and then provide the industry with solid but secure data to enable decisions on disease response options.

Rationale:
A healthy national swine herd and the veterinary activities to protect that health status is important to maintaining and expanding international trade and commerce. The high health status of the U.S. national herd has allowed the pork industry to expand trade which provides a significant value back to all U.S. Pork Producers. Even so, the frequency in which trade and commerce occur, whether it be finished product or live animals, combined with realities of the global market that provides feed inputs and biologics into the United States places the U.S. Pork industry at risk to emerging and foreign animal diseases. Prevention of emerging diseases is key, however a well-defined emerging diseases detection and response strategy is important to improving efforts to identify and address emerging diseases that could affect the health swine in the United States.

Swine disease surveillance has been identified in the Vulnerabilities Assessment as a gap for maintaining swine health and profitability in the United States. The response to the detection of PED virus in April of 2013 and many years before the response to the emergence of PRRS and Porcine Circovirus highlights the need to be able to detect and react quickly once emerging diseases have entered the U.S. A strategy for detecting and dealing with emerging diseases is being developed by the industry and this includes a surveillance component for early detection of the next disease(s) that emerge in the U.S. pork industry. The data from this surveillance will need to be stored in a database that allows the producers to be confident that any confidential data in the database is secure and will not be divulged. This question of the confidentiality of producer data has thwarted surveillance efforts for many years and is one of the factors that has led to a relative lack of surveillance information on emerging diseases in the U.S. pork industry.

The entire U.S. Pork industry will benefit from a standardized secure process to identify and report incidences of emerging swine production diseases (foreign or domestic) for shared analysis, quicker decision making and response actions. With implementation of this plan, in 2016 the database will be developed and industry emerging disease surveillance data storage and analysis will begin.
### 14. Technical Support to Manage Producer/Public Health and Workplace Safety Challenges

**Specific & Measurable Objectives:**

In 2015 the working group will develop the IT requirements for the database and then request bids for the construction of the system. By the end of 2015 the working group will have accepted and contracted with the company that submits the top bid for this work.

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<th>Rationale:</th>
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This tactic will identify key relations (contacts/subject matter experts) and support ongoing collaboration with strategic partners and provide technical background resources to prevent or mitigate the industry’s prioritized producer and public health threats and improve perceptions of engaged consumers towards modern pork production. Funds will support travel and meeting of working group participants, consultant fees for third party experts to conduct literature reviews and white papers, memberships with strategic partner organizations (e.g. One Health Commission, NIAA Antibiotics Symposium), and travel and meetings with strategic partners (e.g. CDC, USDA One Health Office).

### 15. Business Continuity Planning & Implementation of the Secure Pork Supply Plan

**Specific & Measurable Objectives:**

In 2015 the working group will develop the IT requirements for the database and then request bids for the construction of the system. By the end of 2015 the working group will have accepted and contracted with the company that submits the top bid for this work.

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<th>Rationale:</th>
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This tactic will result in broader piloting in 2015 of the industry FAD response plan, the Secure Pork Supply plan, through voluntary implementation of the producer components (biosecurity, traceability, surveillance, and data sharing) by interested swine production systems.
Four production systems are currently piloting the data sharing components of the secure pork supply plan which is being paid for, coordinated, and carried out by the Institute of Infectious Animal Diseases (formerly FAZD) a Homeland Security Center of Excellence at Texas A&M. A SPS pilot project is underway with an Iowa-based production system to implement the remaining producer components of the plan related to observational surveillance, and biosecurity. The results of expanding the pilot will help the industry further develop a workable and creditable program to support business continuity for pork producers in the event of a Foreign Animal Disease outbreak in U.S. swine.

To move the secure pork supply plan forward in 2015 a SPS Implementation Taskforce is needed to manage and monitor an implementation strategy for the SPS Plan and address outstanding issues. The Swine Health Committee considers the development of the secure pork supply plan a high priority and at their 2013 summer meeting unanimously passed a resolution directing staff to continue to support the development process towards a workable and credible Secure Pork Supply plan. The Committee also directed staff to convene the Secure Pork Supply Implementation Taskforce which was done in 2014 to develop, manage and monitor an implementation strategy for the SPS Plan and address outstanding issues that may limit implementation. A credible and workable business continuity plan, like what is being developed in the Secure Pork Supply plan (SPS), will provide producers a tool to limit the negative impacts of an FAD event on the industry and help protect swine health, ensure animal welfare and support emergency response.

This tactic is also necessary for keeping previously developed Checkoff documents outlining needs, response strategies and research objectives for FAD’s up to date and will allow the development of plans that address vaccination for FMD and preventing the introduction of FAD’s from outside the U.S.

Specific & Measurable Objectives:

The Secure Pork Supply taskforce will have one face to face meeting and 3 teleconferences/webinars. Outcomes from the taskforce will be used to expand the pilot for full implementation of the producer components of the SPS plan from 1 (in 2014) to 3 production systems in 2015. Producer data connections needed for participation in the SPS will be expanded by the Institute for Infectious Animal Diseases from 5 (in 2014) to 10 production systems in 2015. The swine health committee will get one SPS Taskforce report.

16. **Advance Producer Preparedness for Threats that Disrupt Trade & Commerce**

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<thead>
<tr>
<th>Rationale:</th>
<th>$100,000</th>
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<tbody>
<tr>
<td>Checkoff’s Vulnerability Assessment prioritized foreign animal/highly contagious diseases and market disruptions as the number 2 and 3 strategic issues that would interrupt commerce and exports of pork, pork products and variety meats. A Checkoff funded study done by the Center for Agricultural and Rural Development Food and Agricultural Policy Research Institute (CARD FAPRI) estimated revenue losses to the pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year. Preventing the accidental introduction of FAD’s from foreign countries due to international travel is important for preventing severe economic damage to the industry. Early detection and reporting of suspect FAD’s by producers and veterinarians can help limit the economic effects of an outbreak because it can lead to faster containment which can shorten the interruptions of commerce and trade. Participation in the Secure Pork Supply Plan can help producers limit disruptions in commerce and trade during an outbreak directly affected by disease control measures that will disrupt business.</td>
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19.) *NEW* FAD Oral Fluids Consortium
Rationale:
Currently, limited international repository of paired oral fluids and serum/nasal swab samples to support robust diagnostic capabilities. The pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year. In 2015 Checkoff’s foreign animal disease needs assessment will be updated in a face to face meeting by Checkoff’s Vulnerability Assessment prioritized foreign animal/highly contagious diseases and market disruptions as the number 2 and 3 strategic issues that would interrupt commerce and exports of pork, pork products and variety meats. A Checkoff funded study done by the Center for Agricultural and Rural Development Food and Agricultural Policy Research Institute (CARD FAPRI) estimated revenue losses to the pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year.
Planning prior to an outbreak is essential to responding in a manner that can quickly contain, control and eradicate a disease.
This tactic addresses the planning functions need for the industry to support an FAD response. Over the last five years this tactic has been used to develop multiple strategy documents white papers and gap analysis that have aided the Checkoff Swine Health Committee in preparing the industry for foreign and emerging animal disease outbreaks. Documents include a foreign animal disease needs assessment, foreign animal disease response strategy, Packer processor FAD response strategy, FMD vaccine strategy, FMD vaccine surge capacity, foreign animal disease research gap analysis, border protection gap analysis, secure pork supply plan and an emerging diseases response strategy. These documents need to be kept current and expanded to meet industry needs.
Specific & Measurable Objectives:
In 2015 Checkoff’s foreign animal disease needs assessment will be updated in a face to face meeting by NPB, AASF and NPB Staff. The updated assessment will be provided to the Swine Health Committee to be used for development of tactics to address needs. The needs assessment will also be provided to USDAAPHIS VS and Homeland Security to raise awareness of industry FAD priorities.
A packer / processor response strategy document will be finalized, reviewed by the Swine Health Committee and delivered to AMI and USDA’s emergency programs for adoption. Staff will work with outside contractor to coordinate face to face meetings and webinars to update the packer plan, revise the content and deliver the plans to staff.
The emerging swine production diseases response plan will be finalized by staff and provided to USDA APHIS VS and industry leadership for adoption and implementation.

17.) Emergency Planning for Foreign and Emerging Animal Diseases
This tactic will result in the review, update and development of industry plans for responding to foreign and emerging animal disease outbreaks in the US pork industry.
Rationale:
Checkoff’s Vulnerability Assessment prioritized foreign animal/highly contagious diseases and market disruptions as the number 2 and 3 strategic issues that would interrupt commerce and exports of pork, pork products and variety meats. A Checkoff funded study done by the Center for Agricultural and Rural Development Food and Agricultural Policy Research Institute (CARD FAPRI) estimated revenue losses to the pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year.
Planning prior to an outbreak is essential to responding in a manner that can quickly contain, control and eradicate a disease.
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Specific & Measurable Objectives:
In 2015 Checkoff’s foreign animal disease needs assessment will be updated in a face to face meeting by NPB, AASF and NPB Staff. The updated assessment will be provided to the Swine Health Committee to be used for development of tactics to address needs. The needs assessment will also be provided to USDA APHIS VS and Homeland Security to raise awareness of industry FAD priorities.
A packer / processor response strategy document will be finalized, reviewed by the Swine Health Committee and delivered to AMI and USDA’s emergency programs for adoption. Staff will work with outside contractor to coordinate face to face meetings and webinars to update the packer plan, revise the content and deliver the plans to staff.
The emerging swine production diseases response plan will be finalized by staff and provided to USDA APHIS VS and industry leadership for adoption and implementation.

18.) Strategic Planning & Management of FAD Research
This tactic will update the strategic plan for future FAD research calls and result in the scientific review of 2015 FAD research proposals. It will cover contractor expenses for the meetings, travel, webinars, writing and editing needed to update the strategic plan for future FAD research calls and scientific review of 2015 FAD research proposals.
Rationale:
Checkoff’s Vulnerability Assessment prioritized foreign animal/highly contagious diseases and market disruptions as the number 2 and 3 strategic issues that would interrupt commerce and exports of pork, pork products and variety meats. A Checkoff funded study done by the Center for Agricultural and Rural Development Food and Agricultural Policy Research Institute (CARD FAPRI) estimated revenue losses to the pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year.

Foreign Animal Disease research is the cornerstone to developing better tools that can be used to limit the duration of an FAD outbreak and get producers back in business sooner. Research is funded by multiple entities in multiple countries which means there are opportunities for redundancy.

This tactic is necessary to look at what FAD research is being funded nationally and internationally, cross referencing that with the Checkoff’s FAD research Gap Analysis and current Checkoff research priorities so priorities can be removed or added so the Swine Health Committee can re-prioritize research using the most current and up to date information available.

This tactic is also necessary to improve the scientific review process for FAD research using a broader group of national and international experts to review and discuss the scientific merits of proposals submitted to Checkoff resulting in better information being communicated to the Committee for decision making.

Specific & Measurable Objectives:

One meeting will be held with all of the Federal Agencies (USDA ARS, USDA VS, and DHS) and Homeland Security Centers of Excellence that fund FAD research to update the strategic plan for FAD research and coordinate research missions to leverage Checkoff dollars and prevent research overlap. The revised strategic plan will be provided to the swine health committee to develop research priorities for 2016. One webinar will be held for the scientific review of FAD proposals received in 2015 as part of the general call.

19.) *NEW* FAD Oral Fluids Consortium

This tactic is one year of a multiple year effort that will result in the development of validated oral fluid diagnostics that are deployable to the National Animal Health Laboratory Network for foot and mouth disease, classical swine fever, African swine fever and swine vesicular disease.

Rationale:
Checkoff’s Vulnerability Assessment prioritized foreign animal/highly contagious diseases and market disruptions as the number 2 and 3 strategic issues that would interrupt commerce and exports of pork, pork products and variety meats. A Checkoff funded study done by the Center for Agricultural and Rural Development Food and Agricultural Policy Research Institute (CARD FAPRI) estimated revenue losses to the pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year.

An easy, rapidly deployable, non-invasive and cost effective means for sample collection from live swine is oral fluid sampling. This technology could be used to easily and rapidly detect and monitor herds for foreign animal diseases prior to and during an outbreak provided there are validated tests deployed in the National Animal Health Laboratory Network (NAHLN). Rapid detection monitoring can shorten the duration of an outbreak which will help limit disruptions to trade and commerce. This tactic addresses the development and validation of oral fluid diagnostics for FAD for deployment to the NAHLN.

The Swine Health Committee considers the development of validated oral fluid diagnostic tests (FMD, SVD, CSF and ASF) that can be deployed in the National Animal Health Laboratory Network (NAHLN) for routine foreign animal disease surveillance to be a high priority for the pork industry. To that end the Committee directed staff to explore the development of a FAD Oral Fluids Consortium to meet this goal.

In May of 2014 National Pork Board in conjunction with the Institute for Infectious Animal Diseases (formerly FAZID) convened a FAD oral fluids consortium which completed a detailed research analysis to determine the gaps and estimated research costs for the development of validated oral fluid diagnostics for foreign animal diseases that could be deployed to the national animal health laboratory network.

A draft report was delivered in June and makes the following research recommendations: 1) Develop an international repository of paired oral fluids and serum/nasal swab samples to support robust diagnostic assay development and validation; 2) Define, publish and make available optimal procedures for extracting nucleic acid from oral fluids for downstream testing to facilitate uniformity across standard operating procedures (SOPs) and facilitate more efficient assay development; 3) Analysis to ensure the correct
number, allocation, frequency and frequency of oral fluids sampling to ensure confidence in movement decisions based on premises status; 4) standardize the validation packages for oral fluid assays to facilitate assay transition to the NAHLN; 5) Validation and deployment of singleplex and multiplex assays 6) Develop standardized methodology for observational surveillance and collection of oral fluids to facilitate sample collection during an outbreak; 7) and identify oral fluid testing processes to be implemented in the event of FAD introduction.

The report was used to develop a 2014 request for proposals that was sent to the research consortium to address the highest priorities in the gap analysis. Proposals were funded using supplemental dollars provided by the board in 2014 combined with the remaining FAD research dollars allocated in the 2014 plan work.

**Specific & Measurable Objectives:**

In 2015 four research priorities will be funded that address:

1. Evaluating impact of diet and/or age on ability to use oral fluids as a diagnostic sample for CSF, ASF, and FMD
2. Analysis of data from existing or planned pathogenesis studies to determine the appropriate periods where oral fluids might be used as a serological sample type, especially for low virulence strains of CSF and ASF
3. Expansion of extraction process/chemistry studies to optimize for oral fluids
4. Performing additional feasibility development studies for antibody detection in oral fluids, based on outcomes from FY2014

Research objectives not funded in 2014 will be included in 2015 research proposals. These could include:

1. Establishing an international repository of paired oral fluids and serum/nasal swab samples to support robust diagnostic assay development and validation
2. Performing additional validation on transport/collection media to support to support uses a transport mechanism for samples used in molecular- and based assays
3. Performing additional validation/methods comparison studies on existing singleplex and multiplex PCR for detection of ASF, CSF, and FMD in oral fluids
4. Performing a feasibility evaluation of whether MTM/FTA-based transport mechanisms will support antibody recovery for downstream serological testing
5. Developing standardized training modules for observational surveillance as well as oral fluids collection (internationally and at producer level)

Progress will be measured against completing each recommendation related to each listed diseases until the research area is completed which will result in removal of that recommendation from the tactic. The goal is to get this work funded as quickly as possible with a target of completion in less than 3 years.

**Swine Health Program Management**

This tactic will address swine health issues that affect profitability, production, commerce, trade and the reputation of the industry through producer committee meetings, attendance of producers and staff at key industry meetings and subgroups/focus group meetings that have industry impact.

**Rationale:**

This tactic is necessary to identify, address and communicate scientific issues to support and defend the reputation of modern agriculture, which has been identified as the top priority in Checkoff’s Vulnerability Assessment.

This tactic will allow swine health issues affecting profitability, production, commerce, trade and the reputation of the industry to be strategically addressed through producer committee meetings, attendance of producers at key industry meetings and subgroups/focus group meetings that have industry impact.

The tactic is increased by 10% to take into account the addition of an Assistant VP who along with 3 other staff will be using this budget item for related meeting expenses and travel to represent producers at critical industry and veterinary meetings, as well as at targeted meetings and on committees as issues arise.

The increase is also needed to support meetings and travel for staff and producers, over and above what this tactic normally supports, to manage issues related to USDA’s Federal Order for Swine Enteric Coronavirus Diseases and the industry’s PEDV response activities.

The focus will be to continuously identify opportunities to anticipate, monitor and respond to specific issues of swine health interest with the goal of protecting the rights and ability of producers to produce pork in a socially responsible and cost-competitive manner.
Specific & Measurable Objectives:
In 2015 staff will participate in industry meetings/teleconferences and/or subgroups/focus group meetings that will gather and provide intelligence for use by the industry and stakeholders to address research, profitability, commerce, trade and help address issues that could cause negative impacts to the industry.

Swine Health Committee will meet in person twice and will have 6 teleconference calls. Three members of the Swine Health Committee will attend the United States Animal Health Association annual meeting. Three members of the Swine Health Committee will attend the National Institutes of Animal Agriculture annual meeting.

21.) Animal Welfare Program Management

Domestic & international issues will be identified & strategically managed through producer committee meetings, working group meetings, & dialogue with external parties to stay current on happenings, both inside & outside of the pork industry, as they relate to animal welfare. Allow for attendance of staff, producers & experts to represent the interests of the pork industry’s external forums that may impact our freedom to operate.

Rationale:
In order to protect the operating freedom of producers and manage long-term consequences of domestic and international animal welfare issues, it is important to identify these issues early to anticipate, monitor and rapidly respond to them by partnering with producers, allied industry, and other experts. Audience appropriate messages must be developed and delivered to communicate how producers follow the Ethical Principles as it relates the care and well-being of their pigs.

Specific & Measurable Objectives:
The animal welfare committee will meet at least twice to provide direction to staff and discuss topics such as research funding, plan of work, PQA Plus, and other emerging animal welfare issues in the swine industry.

22.) Animal Welfare Information & Stakeholder Coordination

Collaborate with other non-governmental organizations to identify and manage domestic and international animal welfare issues that are relevant to livestock production including swine. This includes membership to the Animal Agriculture Alliance and funding of the Center for Food Integrity’s Animal Care Review Panel.

Rationale:
Early identification and rapid response is important to mitigate long-term consequences of emerging issues. Animal welfare issues often impact the entire pork chain making it essential to have a unified response to them. Interaction with welfare experts, producers, and other industry stakeholders is necessary to address issues and allow for development of unified responses to animal welfare issues. Through partnerships with other non-governmental organizations, the swine industry is better able to address issues than we would be alone. These types of partnerships, such as the Animal Ag Alliance, allow us the opportunity to coordinate with other species groups who have similar objectives and are facing many of the same animal welfare challenges. Other partnerships, like the Center for Food Integrity (CFI), allow us to utilize other’s areas of expertise and provide external credibility to the swine industry.

Pork Checkoff educational materials related to animal care are offered to producers free of charge, including free shipping. Funds in this tactic will cover printing, reprinting, and shipping of these materials for producers and other industry stakeholders.

Specific & Measurable Objectives:
Checkoff will work with other NGO’s, such as Animal Ag Alliance (AAA), to identify and address emerging animal welfare-related issues and to provide support for objective analysis and assessment through our membership. We will collaborate with AAA to submit comments on proposed OIE animal welfare standards and participate in their issues management committee and retailer sub-committee. The tactic also covers costs associated with animal welfare related materials inventory management. In addition, we support the work of the Center for Food Integrity (CFI) Animal Care Review Panel that provides an expert, objective and timely analysis of videos that may be used to challenge production practices.

23.) Managing Increasing Market Pig Weights

NPPC will provide information to producers, load crews, and transporters for how to manage stocking densities and loading densities for larger finishing pigs.

Rationale:
Finishing pig slaughter weights have been increasing over the past 12-18 months. Animal care practices during the finishing
stage and during transportation must be adjusted to provide for the well-being of these larger pigs. Understanding space allowance needs, growth curves, and how to manage the interaction will help producers minimize mortality, morbidity, and transport losses and optimize profitability.

### Specific & Measurable Objectives:

Recommendations for managing finishing pigs to heavier slaughter weights will be developed and delivered to producers, load crews, and transporters via Pork Checkoff based materials, university extension and state associations. Usefulness of the materials will be measured by no increase in transport losses over a 12 month average from January to December 2015.

<table>
<thead>
<tr>
<th>Goal #2 - Enhanced Demand. The National Pork Board will refresh and reposition pork’s image to increase domestic and international consumer demand.</th>
<th>$29,957,672</th>
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<tbody>
<tr>
<td>Objective #1 - A 10 percent increase in real per capita domestic consumer expenditures for pork, using a 2009 baseline, by the end of 2014.</td>
<td>$20,711,386</td>
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### Tactics:

1. **State Matching Funds and Inventory Program**

   This tactic includes three programs – State Matching Funds, State Inventory Program and State Marketing Opportunities Program. The Matching Funds Program will extend brand advertising materials to state pork associations, assist them in the purchase of media and make the process as convenient as possible. We will be offering a tiered program that will allow states with less Checkoff funding to have a higher match from NPB. The Inventory Program will provide states with marketing materials, and the State Marketing Opportunity Program will allow us to educate and provide incentives to extend public relations, retail and foodservice at the state level. We will also provide marketing investment opportunities to states.

   **Rationale:**

   Participation leads to more consistent consumer communications across industry pork associations, a key component in changing consumer attitudes.

   State Associations strive to be aligned with our brand advertising as much as possible. These programs give them the assets necessary to market pork and extend our brand creative to more consumers and producers. With cooperation from the states our marketing is more cohesive and we have greater coverage throughout the U.S.

   **Specific & Measurable Objectives:**

   To involve at least 20 states in cooperative programs.

2. **Food Service Marketing: Integrate Brand Through Foodservice Channel Advertising, Newsletter & Web**

   Continue generating brand awareness and intent to purchase through advertising, website, and high-value content creation.

   1. FoodServiceChannel Market Advertising – 4 new print ads; 5 new banner ads; Print and online media buy including custom content, capture new high impact food, photography for advertising, public relations and editorial content.
   2. PorkFoodservice.org – maintain website, create video content, and execute updates including copy adjustment for mobile responsive design.
   3. The 400 Newsletter – develop nine newsletters with the following sections: trends report, did you know, a conversation with, recipes, menuing reports, and what’s happening.
   4. Photography and video of key foodservice events (Pork Summit and Pork Crawl) for use on the website, newsletter and channel public relations.

   **Rationale:**

   Rationale for Foodservice tactics within the long term and 2015 strategic plan: There are three integral tactics within the plan and they all work together to achieve our long term goals of increasing real per capita expenditures of pork. The plan begins with foodservice channel brand marketing and integration under the tactic Integrate, with the purpose of: Continuing and generating brand awareness and through print, digital and custom content channel advertising, maintain and improving our www.porkfoodservice.org website, producing our monthly newsletter, the 400, and creating and capturing high value content for trade editorial needs and opportunities. This is the push marketing side of our plan.

   The second part of the plan is to be an advocate for pork through events, activities and associations where restaurant and menu decision makers gather to learn about trends, industry issues and to get inspiration for their operations. The goal is to Advocate by: Promoting brand awareness and pork menuing ideas to foodservice decision makers through channel PR, chef community programs, events, and association sponsorships that provide us access to the right people.
The third part of the plan is the face to face, grass roots efforts working directly with commercial restaurant chains, non-commercial foodserviceoperators, broad line distributors and convenience store foodserviceoperations. This is where we Activate the direct contact that the national foodservice marketing managers have with key accounts in each segment within the channel and work directly to get more pork on more menus as both limited-time offers and core menu items. These three tactics mesh together in order to create a successful strategy that has helped to allow pork to grow faster than the foodservice industry itself and all other proteins over the past four years.

**Specific & Measurable Objectives:**

2. www.porkfoodservice.org – 10 percent increase in visitors vs. 2014.
3. 400 - 10 percent increase in subscribers vs. 2014 (2,402 current subscribers). ‘

3.) **American Imported & Exported Meat Products Group**

We will implement co-marketing efforts using Checkoff funds for fresh and processed pork products produced by this group of 15 tariff-paying pork product importers to increase domestic pork expenditures through the retail and foodservice channels.

**Rationale:**

Similar to the return to state program, the NPB returns a percentage of checkoff paid by these importers by way of tariff, each year to promote premium, imported pork as a category in both retail and foodservice.

**Specific & Measurable Objectives:**

- 3 million real incremental pounds of unique imported pork products at a Checkoff cost of $0.06/lb. Although a flat budget for many years, this goal has remained the same.

4.) **Food Service Marketing: Advocate Brand to Industry, Editors & Bloggers Through Channel PR Events**

This supports brand promotion to foodservice industry decision makers, editors, and bloggers through channelpublic relations, chef programs, events, association sponsorships, and social media. Specifically:

1. Channel Public Relations – Culinary Institute of America events including Flavor Summit, Flavor Quality and American Menus, Latin Flavors American Kitchens, ReThink Foodand World of Flavors, Nantucket Wine Festival; The Food and Wine Classic at Aspen; Feast PDX; MenuDirections; CAFE, Women’s Foodservice Forum (WFF) annual conference; Marketing Executives Group (MEG).
2. Foodservice Media Outreach – develop and maintain relationships and communication with foodservice media editors with the goal of a minimum of six pork features and placements in key foodservice media publications where we are advertising;
3. PorkCrawl 2015;
4. International Foodservice Editorial Council (IFEC).
5. Pork Summit for state and regional Taste of Elegance winners.

**Rationale:**

Rationale for Foodservice tactics within the long term and 2015 strategic plan: There are three integral tactics within the plan and they all work together to achieve our long term goals of increasing real per capita expenditures of pork. The plan begins with foodservice channel brand marketing and integration under the tactic Integrate, with the purpose of: Continuing and generating brand awareness and through print, digital and custom content channel advertising, maintain and improving our www.porkfoodservice.org website, producing our monthly newsletter, the 400, and creating and capturing high value content for trade editorial needs and opportunities. This is the push marketing side of our plan.

These second part of the plan is to be an advocate for pork through events, activities and associations where restaurant and menu decision makers gather to learn about trends, industry issues and to get inspiration for their operations. The goal is to Advocate by: Promoting brand awareness and pork menuing ideas to foodservice decision makers through channel PR, chef community programs, events, and association sponsorships that provide us access to thought people.

The third part of the plan is the face to face, grass roots efforts working directly with commercial restaurant chains, non-commercial foodserviceoperators, broad line distributors and convenience store foodserviceoperations. This is where we Activate the direct contact that the national foodservice marketing managers have with key accounts in each segment within the channel and work directly to get more pork on more menus as both limited-time offers and core menu items. These three tactics mesh together in order to create a successful strategy that has helped to allow pork to grow faster than the foodservice industry itself and all other proteins over the past four years.

**Specific & Measurable Objectives:**

1. PR – 5 percent increase in earned media vs. 2014 (with this growth we will be close to hitting critical mass).
2. Foodservice Media Outreach – six pork features and placements in key foodservice mediapublications where we are advertising.
5.) Food Service Marketing: Activate Brand & Product Marketing Through Direct Account Work

This tactic allows us to plan and execute channel strategies and tactics with key foodservice accounts, packers, processors and broad line distributors. It also accounts for time to keep internal consumer, retail team and producers informed. The tactic includes:

1. Development and ideation by foodservice team with top 200 chain account target list with the goal of more pork on more menus. This covers the national marketing manager’s budgets for 2015.
2. Foodservice TaskForce Meeting – bringing together key operators, producers and partners for one meeting to discuss 2015 brand plan and future planning.
3. Agency support – research and tracking study, Why Pork deck development, marketing manager key customer presentations, and 2016 planning.

Rationale:

Rationale for Foodservice tactics within the long term and 2015 strategic plan: There are three integral tactics within the plan and they all work together to achieve our long term goals of increasing real per capita expenditures of pork.

The plan begins with foodservice channel brand marketing and integration under the tactic Integrate, with the purpose of: Continuing and generating brand awareness and through print, digital and custom content channel advertising, maintain and improving our www.porkfoodservice.org website, producing our monthly newsletter, the 400, and creating and capturing high value content for trade editorial needs and opportunities. This is the push marketing side of our plan.

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These three tactics mesh together in order to create a successful strategy that has helped to allow pork to grow faster than the food service industry itself and all other proteins over the past four years.

Specific & Measurable Objectives:

1. Increased pork availability to consumers (foodservice – more pork on more menus - tied to department goal) of 10 percent increase real per capita expenditures in 2015. Goal of $.05 checkoff investment per incremental pound sold through foodservice promotions.
2. Foodservice TaskForce Meeting – 80 percent approval rating on brand plan.

6.) Domestic Marketing Seasonal Period One: "Share the Love"

Domestic marketing will execute a national integrated plan that includes advertising, public relations and online marketing for the first seasonal period, from January to mid-April. The plan will build upon the measurable success of Pork Be inspired® and extend marketing with messages of pork’s versatility for meals at home and away-from-home. We will kick off 2015 by celebrating and sharing our target’s love of pork. The messages will center on the trends of simple flavors and pork use as an ingredient. The New Year is a time when consumers are open to new ideas and we will show our target creative ideas with pork that fit within the winter to spring season. The time of year also provides opportunities to show shareable plates for foodget-togethers.

Rationale:

Ongoing domestic marketing is critical to selling a perishable product.

Specific & Measurable Objectives:

A real per capita consumer expenditure increase of 1 percent for pork by year-end and 5 percent year over year retail partner sales growth.
7.) **Domestic Marketing Seasonal Period Two: "Bring On The Heat"**

Grilling season is finally here across the entire country so it's time to break out the gas or charcoal and use pork as your basis for meal inspiration! Pork offers creative, everyday meal ideas – and it does not get any easier than pork chops on the grill. The plan will build upon the measurable success of Pork Be inspired® and extend marketing with national advertising, retail marketing, public relations and online marketing for the second period to reach our targeted pork consumer. Period two will involve two top 10 retailers and extend from mid-April to Labor Day. We will continue the long-term plan to reposition pork chops with new cut names and encourage a range of cooking doneness (medium-rare to medium) for the grilling season. Advertising will include TV, print and online. During 2015 the domestic marketing plan will again concentrate the budget based on the historical dip in consumer expenditures for April and May.

**Rationale:**

Ongoing domestic marketing is critical to selling a perishable product. The second quarter plan is key to maintaining real per capita consumer expenditures.

**Specific & Measurable Objectives:**

A real per capita consumer expenditure increase of 1 percent for pork by year-end and 5 percent year over year retail partner sales growth in Q2.

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8.) **Domestic Marketing Seasonal Period Three: “Score at Meal Time”**

The domestic marketing plan will build upon the measurable success of Pork Be inspired® and extend marketing with a national integrated plan that includes advertising, retail marketing, public relations and online marketing for the third period. Summer is over and family routines change, but the interest in quick and creative meals and fun food gatherings continues for our target. September and October mean cooler days and fall sports, bringing a need for slow-cookers for convenience and continued grilling in many areas. Fall food events include tailgating, which can include grilling, or at a minimum an occasion to share a favorite, inspiring recipe. We can push the food fun by tying the friendly competition of fall sports and challenge consumers to compete against each other for bragging rights on their favorite pork recipe. Advertising will cover TV, print, and online. Retail marketing will be in collaboration with a top 10 retailer.

**Rationale:**

Ongoing domestic marketing is critical to selling a perishable product.

**Specific & Measurable Objectives:**

A real per capita consumer expenditure increase of 1 percent for pork by year-end and 5 percent year over year retail partner sales growth in Q3.

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9.) **Domestic Marketing Seasonal Period Four: “Satisfy the Season”**

Domestic marketing will execute a national integrated plan that includes advertising, retail marketing, public relations and online marketing for the fourth seasonal period. The plan will build upon the measurable success of Pork Be inspired®. At this special time of the year, pork can satisfy both special occasions and busy weeknight meals. Celebrate the season with savory pork roasts, creative side dishes that complement pork, quick one-pot dishes that get dinner on the table, plus potluck and appetizers for gatherings. For the 2015 holidays, the pork ribeye roast (“rack of pork”) will wow consumers based on its flavor and surprisingly easy elegance for special meals. The period will include an integrated promotion with one top 10 retailer.

**Rationale:**

Ongoing domestic marketing is critical to selling a perishable product.

**Specific & Measurable Objectives:**

A real per capita consumer expenditure increase of 1 percent for pork by year-end and 5 percent year over year retail partner sales growth in Q4.

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10.) **Advertising Production & Management**

A national advertising brand agency will develop and implement the 2015 consumer advertising campaign. This tactic includes all agency production and strategic planning, including development of all advertising creative and media planning and buying services.

**Rationale:**

Agency expertise is needed to produce engaging and competitive advertising and brand marketing, in addition to securing media at efficient pricing. These activities would be difficult to attain with limited on-staff resources and personnel.

**Specific & Measurable Objectives:**

A real per capita consumer expenditure increase of 1 percent for pork by year-end and 5 percent year over year retail partner sales growth.
### 11.) Retail Marketing: Information-Driven Business Solutions

$1,192,600

This tactic, year 1 of the retail marketing team's 5-year plan to fundamentally change the way retailers think about fresh pork and its competitive positioning in the meat case. NPB will provide the dataintelligence and progressive leadership necessary to make measurable improvements in fresh pork sales through the retail channel. The strategy includes continuation of the Retail Advisory Committee (RAC); challenging members to commit resources to achieve the board’s goals, including education/understanding of the pork industry's top 10 vulnerabilities with assistance in combating where/when appropriate; shopper research to keep fresh and fresh information about how to sell more pork in front of retailers; maintaining PorkRetail.org as a one stop repository of all retail information.

**Rationale:**

Strengthening pork’s position using consumer, product and marketing insights helps us provide research resources and an online foundation for the broader retail community to competitively position fresh pork. Through this strategy, we conduct consumer research and provide research, marketing and promotional information to the retail industry in a cost-effective method. This also includes the Retail Advisory Committee meetings, 3 meetings a year, and two standard meetings with a joint meeting with the NPPC. The standard meetings include a retailer educational portion, which teaches retailers about some aspect of the pork industry (PQA, farm tours, what goes in a pig are past topics). In 2015, the 3rd RAC meeting is a tour of Iowa production, feed mill, farm tour, additional educational opportunity and tour of WPX. Custom and state point of sale (POS) materials, refined by research for effectiveness is also included. State POS kits support the quarterly marketing programs and give states the tools to drive sales at local retailers. The Adopt-a-Retailer gives key retailers a pork producer contact to ask question and provide information. Sales data from Freshlook and VM Meat are included in the information as a resource for retailer and internal NPB. VM Meat also maintains the URMIS system for pork.

**Specific & Measurable Objectives:**

- **Adopt-A-Retailer** - Communication engagement and attendance at annual retailer meetings. Turkey State Point Of Sale - 100 percent of materials produced for state-specific activities will be utilized (1,500 kits per seasonal program). Custom Point Of Sale - Print-on-demand materials will be ordered for every quarterly program. RAC Meetings - Meetings will involve over 60 percent All Commodity Volume of the retail industry and 85 percent approval rating as measured by survey of members 2 times in 2015 and an annual summer farm tour.
- **Agency Support** - Costs will not exceed budget.
- **PQ Newsletter** - Maintain open and click-through rates at 2014 levels of 32.99 percent open rate and a 15.81 percent click-through rate (which represents 1.7 times and 5.8 times the industry average).
- **Point Of Sale** - Print-on-demand materials will be ordered for every quarterly program. Custom POS kits support the quarterly marketing programs and give states the tools to drive sales at local retailers. The Adopt-a-Retailer gives key retailers a pork producer contact to ask question and provide information. Sales data from Freshlook and VM Meat are included in the information as a resource for retailer and internal NPB. VM Meat also maintains the URMIS system for pork.

### 12.) Retail Marketing: Influencing Retailers through Effective Communications

$179,900

This tactic, year 1 of the retail marketing team's 5-year plan to fundamentally change the way retailers think about fresh pork and its competitive positioning in the meat case. Retail trade focused communications and public relations will continue to establish National Pork Board as the premier retail pork expert and speed up adoption of recommendations to the retail community. A quarterly newsletter with information for retailers and packers, the weekly price summary and weekly headlines are the tools that will be used in 2015. Trade public relations imprint and online industry publications will support brand marketing efforts and carry key messages throughout the year.

**Rationale:**

Effective communications with influencers provides the path for us to continue to expand the National Pork Board’s sphere of influence as the retail industry’s foremost resource on any issue affecting fresh pork at the retail level. We continue to build our relationship with the retail trade media in order to ensure that the National Pork Board is the first point of contact for the wide variety of issues that could surface. As part of this strategy, we also track and measure the effectiveness of these communications.

**Specific & Measurable Objectives:**

- **Retail Trade Public Relations** - 40 articles placements in both print and online formats will be secured, generating more than 4 million media impressions. Weekly newsletter will have an open rate of 25 percent or higher and a click-through rate of 50 percent or higher. PQ Newsletter - Maintain open and click-through rates at 2014 levels of 32.99 percent open rate and a 15.81 percent click-through rate (which represents 1.7 times and 5.8 times the industry average).

### 13.) Consumer Marketing Research

$260,000

This tactic supports a biannual tracking study to measure consumer awareness levels and attitudinal shifts resulting from Pork Board Domestic Marketing activities. As part of the June study a booster sample for African American and Hispanics will be added to track the progress with these groups more specifically. The research is the only department-wide measure of marketing effectiveness. The tactic also covers annual subscription to MRI database, a comprehensive information resource that supports advertising, retail, and foodservice decisions.
### 14. Foodservice Trends & Research Data to Support Foodservice Marketing

- **Rationale:**
  This Tactic provides the basic support for measuring the marketing efforts of the Domestic Marketing Department.

- **Specific & Measurable Objectives:**
  The tracking study will measure the awareness levels of the consumer marketing campaign, with the goal of specific improvement in consumer behavior and attitudes. Two waves of the study will be conducted, in June and November, with results available in July of 2015 and February 2016. The MRI subscription will make the advertising buy more effective. It also supports the promotional and marketing efforts with retail partners, and provide greater insights and support to bolster the “Case for Pork” at foodservice. The work we do with MRI provides and additional benefit to packers and processors that subscribe to MRIs as they have access to the Pork Champion segment within the MRI database.

**Cost:** $348,000

### 15. Market Segmentation Study Refresh

- **Rationale:**
  In 2010 the segmentation study identified, sized, and prioritized pork consumer based on their ability to generate growth in pork consumption. That work lead to the current target market, Pork Champions. Our current target has experienced significant growth since 2010. The past 5 years have seen changes in the marketplace that may have shifted some consumer behaviors and attitudes towards meat and pork specifically. This study will evaluate if the current segmentation continues to be accurate, and seeks to provide greater depth of understanding of our best consumers.

- **Specific & Measurable Objectives:**
  This study will identify pork’s best customers both at retail and foodservice, as characterized by our refreshed pork target. It will provide greater insights into behaviors and attitudes of pork consumers allowing for more targeted communications.

**Cost:** $175,000

### 16. Multicultural Marketing

- **Rationale:**
  The U.S. population is projected to be increasingly diverse and pork’s marketing must easily align with the shifting population.

- **Specific & Measurable Objectives:**
  In 2015, the domestic marketing program will further embrace the opportunities of the diverse marketplace with culturally appropriate messages. This tactic covers further integration of the successful Pork Be Inspired® campaign with a long-term multicultural strategy to mainly reach Hispanic and African-American consumers. As part of this multicultural strategy, we fully intend to engage these consumers by delivering pork’s story about inspiration, versatility and creativity, address consumer concerns with pork and convey these messages in a culturally relevant way. And as recent research proved, pork is enjoyed by multicultural consumers, but specific myths and barriers are present within these groups and will need to be addressed to increase current consumption. Ultimately all pork marketing should work in tandem no matter the audience. Tactics include an enhanced digital/social media presence, and effective public relations programs to educate and engage these audiences.

**Cost:** $1,000,000
### Objective #2 - Increase consumer awareness of how to cook pork in a way that results in a juicy, tender and flavorful eating experience as measured by a 10 percent improvement in a national market survey between 2009 and 2014.

#### Tactics:

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
<th>Budget</th>
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<tbody>
<tr>
<td>1.)</td>
<td><strong>Facebook</strong>&lt;br&gt; To reach and engage our target market online, we will strategically and efficiently push pork through the Facebook community via Facebook brand advertisements and promoted Pork Be inspired content posts. We will build on the success of our existing community to teach and showcase proper pork cooking techniques and pork meal ideas.&lt;br&gt; <strong>Rationale:</strong>&lt;br&gt; Ongoing domestic marketing is critical to selling a perishable product. Creating, maintaining, protecting, enhancing and delivering our online and social network pork presence and position is key to maintaining and growing real per capita expenditures.&lt;br&gt; <strong>Specific &amp; Measurable Objectives:</strong>&lt;br&gt; We will measure the engagement of our consumers by increases in conversations, shares and post likes on Facebook (increase by 30 percent). We will measure the reach of our Facebook content and advertisements by increases in number of likes on the Pork Be inspired page (increase by 35 percent).</td>
<td>$203,000</td>
</tr>
<tr>
<td>2.)</td>
<td><strong>Strategic Retail Partnerships</strong>&lt;br&gt; This is tactic 1, year 1 of the retailmarketing team’s 5-year plan to fundamentally change the way retailers think about fresh pork and its competitive positioning in the meat case. Primary focus will be to engage the top six retailers as defined by all-commodity volume (Walmart/Sam’s, Kroger, Costco, Albertsons/Safeway, Delhaize and Ahold) with customer focus teams (CFT). The CFTs will help all disciplines inside NPBto address the issues and opportunities retailers are facing selling more pork at a higher price. Custom marketing programs, in conjunction with integrated seasonal strategies with key retailers (Walmart, Kroger, Costco, and Albertsons/Safeway), will be executed to drive sustainable increases in retail pork sales. The next focus will be on strong regional accounts that will be part of the corporate accounts (HEB, Public, Bi-Lo, B&amp;J)’s. CFT retailers plus the top six retailers comprise 80% of pork sales at retail. There will be a secondary focus for regional market leaders with regional plans and programs.&lt;br&gt; <strong>Rationale:</strong>&lt;br&gt; Building long-term strategic partnerships allows us to target resources toward becoming long-term business partners with the top six largest US retailers. This strategy positions the NPB to be more than a promotional partner, it ensures that the NPB is seen as the entity to contact with questions, concerns, and opportunities involving fresh pork and its role in the fresh meat case. This strategy positions us as a true partner in business decisions affecting producer profitability long-term. It also includes the retail promotional programs that constantly drive pork sales and moves us closer to the domestic expenditure increase goal.&lt;br&gt; <strong>Specific &amp; Measurable Objectives:</strong>&lt;br&gt; Sales goals (volume and/or dollar sales) will be developed for each program prior to implementation, with review of goals at the conclusion of each. Goal of $.10 Checkoff investment for each incremental pound of pork sold.</td>
<td>$1,739,000</td>
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### 3.) Connecting and Engaging Consumers Online

Through continuous improvements in design, functionality and content to the website and social media channels we can remain the destination for all things pork and increase average monthly unique visitors to PorkBeinspired.com to 400,000. We will build on the success of our existing social media communities (Pinterest, Instagram, Twitter, YouTube) to teach and showcase proper pork cooking techniques and meal ideas. Integrated program support and e-marketing efforts will provide ongoing, consistent pork messaging and education.

**Rationale:**

Ongoing domestic marketing is critical to selling a perishable product. Creating, maintaining, protecting, enhancing and delivering our online and social network pork presence and position is key to maintaining and growing real per capita expenditures.

**Specific & Measurable Objectives:**

We will leverage the newly redesigned responsive PorkBeinspired.com to increase website traffic across all devices (increase to 400,000 average monthly unique visitors) as well as a real per capita consumer expenditure increase of 1 percent for pork by year-end. We will measure the engagement of our consumers by increases in conversations and likes/follows on Pinterest (increase by 30 percent), Twitter (increase by 20 percent) and Instagram (increase by 10 percent).

**Tactics:**

**1.) Program Management: Marketing Committee, Meetings and Staff Travel**

This tactic covers Domestic Marketing Committee meetings (typically two) for oversight of the domestic marketing budget, one state promotion director meeting to share yearly plans and provide state promotion directors with a program sharing opportunity, marketing staff meetings for staff training and program updates, and travel budget for all domestic marketing staff.

**Rationale:**

The Marketing Committee meetings provide an update to our producer investors to gain their feedback and input. The state promotion director meeting provides an opportunity to share marketing plans and discuss collaboration. The marketing department meetings provide staff with strategic direction and review of team progress. The tactic is essential to plan and evaluate marketing plans. Travel is necessary for marketing plan execution.

**Specific & Measurable Objectives:**

The committee and state meetings are evaluated based on surveys of participants. The staff meetings are evaluated based on department goals.

### 4.) Pork Information Bureau consumer and media outreach

In addition to integrated marketing efforts focused on targeted consumer segments, Pork Information Bureau public relations will leverage key food seasons and trends to highlight pork’s versatility and its fit into consumers’ lives. Food/pork champion opinion leaders will be engaged to secure positive coverage in broadcast, print, online and in social media, keep pork a part of consumer culinary conversations and provide real-time solutions. Presence at media and social elite events will reflect, educate and demonstrate the brand and core consumer groups and strategic partners will be enlisted to gain insight, reach and advocacy as well as maximize emerging trends and opportunities.

**Rationale:**

Ongoing domestic marketing is critical to selling a perishable product. Public relations efforts are key to driving pork consumers through their path to purchase and maintaining real per capita consumer expenditures.

**Specific & Measurable Objectives:**

In addition to the results for public relations within our integrated marketing efforts and the goal of a 1 percent increase in real per capita expenditures for pork, our public relations foundational program goals include achieving a total CPM (cost per thousand consumer impression) of $6-$7.

**Tactics:**

**1.) $0**

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**Objective #3 - U.S. annual eatings per capita of fresh pork will be 10 percent higher in 2014 than in 2009 as measured by the NPD Group’s National Eating Trends data.**

**$631,400**

**Tactics:**

**1.) Program Management: Marketing Committee, Meetings and Staff Travel**

This tactic covers Domestic Marketing Committee meetings (typically two) for oversight of the domestic marketing budget, one state promotion director meeting to share yearly plans and provide state promotion directors with a program sharing opportunity, marketing staff meetings for staff training and program updates, and travel budget for all domestic marketing staff.

**Rationale:**

The Marketing Committee meetings provide an update to our producer investors to gain their feedback and input. The state promotion director meeting provides an opportunity to share marketing plans and discuss collaboration. The marketing department meetings provide staff with strategic direction and review of team progress. The tactic is essential to plan and evaluate marketing plans. Travel is necessary for marketing plan execution.

**Specific & Measurable Objectives:**

The committee and state meetings are evaluated based on surveys of participants. The staff meetings are evaluated based on department goals.
Objective #4 - Increase US Pork exports by $1 billion and 0.5 million metric tons (1.103 billion pounds) by the end of 2014 as compared to 2011 year-end data. $6,082,886

Tactics:

1.) Program Management - U.S. Pork International Trade/Export Media Tour

Support a trip of key ag journalists on a tour of Mexico and Panama to illustrate first hand the role of the Pork Checkoff in the global export market and educate reporters on the challenges faced. The end result will be an increase in perspective by the media and an increase in balanced news coverage.

Rationale:

This tactic will be a trip of at least 5 ag media-- print, broadcast and wire service reporters to two countries--Mexico and Panama. Over the last 15 years, we have hosted two international trade trips specifically for the ag media. The reporters on those trips gained knowledge they were able to use in their reports for years to come. By taking these reporters to Panama and Mexico, they will be able to help producers understand the opportunities and challenges of exporting U.S. Pork to these markets.

Specific & Measurable Objectives:

--Educate and inform ag media to increase perspective and secure long-term export focused news coverage.
--Build relationships and through reporting, communicate the value of our focused commitment around exports.
--With exported pork representing 25% of all pork production, demonstrate to producers the importance of this endeavor and the important role the media plays in shaping dialogue.
--Position AVP of International Trade as an expert spokesperson with the media.

2.) International Trade Market Access Research and Analysis $1,600,000

NPB will oversee efforts to gather in-country intelligence and conduct analyses that generate valuable information concerning foreign market barriers and unfair trade practices, both in the U.S. and abroad, that are undermining U.S. pork export levels. NPB will work closely with other industry organizations and industry with trade-related interests.

Rationale:

The NPB Trade Committee set a goal of: Compared to 2011 year-end data, by the end of 2014, U.S. pork exports will increase by $1 billion and 0.5 million metric tons. A regression analysis showed that when the value per hog exported increases by one dollar then the live hog price/CWT goes up by $0.70. Maintaining access and opening markets is crucial to achieving this goal, allowing for future pork export growth and increasing the value and profitability of producers. U.S. trade agreements have resulted in a rapid increase in exports that are directly attributable to the agreements.

Specific & Measurable Objectives:

- Safeguard and expand international markets.
- Maintain current export markets and generate future export growth and access.
- Prepare for market disruption.
- Conduct market research.
- Gather in-country market intelligence.

3.) International Market Promotion, Development and Research $4,482,886

NPB will provide oversight and management strategy for efforts to increase the value and profitability of the industry by leveraging U.S. pork’s competitive advantage and enhancing demand in targeted export markets though market development and promotion, education and issue management. The target audiences in-country will include importers, distributors, processors, hotels, restaurants, retail chains and producers.

Rationale:

The NPB Trade Committee set a goal of: Compared to 2011 year-end data, by the end of 2014, US pork exports will increase by $1 billion and 0.5 million metric tons. A regression analysis showed that when the value per hog exported increases by one dollar then the live hog price/CWT goes up by $0.70. It is essential that the industry develop plans and conduct research to prepare for advancements as well as potential disruptions, in order to meet this goal and increase the value and profitability of producers.
Specific & Measurable Objectives:

- Implement marketing strategies for individual target markets.
- Create relationships among exporters and importers.
- Educate consumers.
- Provide trade servicing and facilitating.
- Collect in-country market intelligence.
- Prepare for crisis or market closure.
- Identify alternative markets.
- Identify new product markets.
- Enhance relationships with producer groups, where appropriate.
- Determine successes and failures on international programs implemented.

Successes of this tactic are defined by individual country strategies, such as increased exports, number of consumer or customer reaches, increased menuing or featuring and number of aligned importers. Goals and objectives will be detailed by country or target market.

Objective #5 - Over the next five years, the board will continuously evaluate and prioritize domestic and international market opportunities based on their potential for enhancing pork producer profitability and mitigating market risk. $160,000

Tactics:

1.) International Trade Committee Management and Support for Export Market Enhancement $160,000

The NPB International Trade Committee will oversee Checkoff investment in facilitating trade of U.S. pork by creating a strategic export plan, determining how the industry is working towards export goals and review research and plan for international market access and marketing opportunities. Producer travel and support is also necessary to enable pork industry representation during international trade standard setting meetings (i.e., Codex, OIE, FAO), marketing and strategic planning meetings. Staff will attend various meetings to represent producer interests and prepare and disperse relevant documents and tools, including newsletters and research results.

Rationale:
Producer oversight and staff management will help coordinate and advance pork export plans.

Specific & Measurable Objectives:

- Identify market opportunities and create strategic alignment.
- Prepare and review budgets.
- Provide management of trade activities.
- Attend industry and international meetings to represent U.S. pork producers and discuss marketing opportunities and barriers.

Awareness and adoption of key NPB export activities by pork producers will be increased.

Goal #3 - Competitive Global Advantage. The National Pork Board will pursue strategies to enable U.S. pork producers to remain highly competitive, long-term, on a global basis. $4,741,000

Objective #1 - Facilitate and fund research that can be used to address technical barriers in expanding domestic and foreign markets. $4,099,000

Tactics:

1.) Research Review Newsletter $9,000

This newsletter is produced six times per year with the purpose of making Checkoff-funded research even more accessible. This is accomplished by emailing the newsletter to all producers that we have addresses for (about 34,000) and summarizing the research into small, usable paragraphs with direct links to the full reports on pork.org. This ability eliminates the need for users to actively search for information. They simply click and go to it. The format is smart-phone friendly and editions are archived on pork.org. This method also helps to drive traffic to pork.org's research area and to pork.org overall. The newsletter also features a different Checkoff researcher each issue who explains why they think Checkoff research is important.

Rationale:
To disseminate Checkoff-funded research to all producers directly via email (about 34,000 addresses) every 60 days in a...
user-friendly way that offers a direct link to pork.org for them to learn more about the latest on vital industry-specific research that affects production or other parts of the pork chain. This tactic addresses all top vulnerabilities due to the comprehensive scope of Checkoff research. It addresses the gaps by providing the latest scientific findings about these areas directly to producers that is easy for them to access via all electronic/phone platforms.

Specific & Measurable Objectives:
The measurable is increasing the number of click-throughs to Checkoff research on pork.org by 15 percent during 2015 from 2011’s benchmark level of 2.2% (this is the 2013 U.S. median click-through rate, 3.3% is U.S. mean rate). This tactic addresses all top 10 vulnerabilities due to the comprehensive scope of Checkoff research. It addresses the gaps by providing the latest scientific findings about these areas directly to producers.

2.) **Human Nutrition Research and Dietary Pork**

Fund nutrition research to support pork’s role in a healthy diet. Top 3 research priorities include: protein in a healthy diet and dietary pork, cardiometabolic well-being and dietary pork (including cardiovascular disease and diabetes) and dietary nutrients and functions and dietary pork (including intestinal health throughout the life cycle).

Rationale:
Research of pork’s nutritional role in a healthy diet improves consumer confidence in pork products. This research will build on previous nutritional profile information that has improved consumer and health professionals’ confidence in the nutritional utility of pork. It is imperative we generate scientific evidence that supports increased domestic and international demand for pork and helps to give an objective response to support or refute perceptions about the health and wellness of pork and pork products. Answering nutritional concerns, with published peer reviewed nutrition research, about pork helps to remove national and international barriers to consumption and expands these markets. Nutrition issues ranked among the top 10 priorities during the Vulnerabilities Assessment.

Specific & Measurable Objectives:
The general Human Nutrition Research call will specifically request proposal’s in fresh, lean pork’s role in diet quality and health outcomes, cardiovascular disease, diabetes and intestinal health throughout the lifecycle. The measurable goal is to generate published, scientific information in top tier scientific journals about the health and wellness of pork and pork products with at least one manuscript submitted from previous year research related to nutrition issues found in GapVulnerabilities Analysis. The goal for this published research is to demonstrate how lean, fresh pork can be incorporated into the Dietary Guidelines for Americans and be able to communicate the benefits and importance of protein, in particular pork, on a balanced plate to dieters and health professionals alike. Distribution of this published research has been coordinated with Domestic Marketing.

3.) **Human Nutrition Research and Type II Diabetes**

Nutrition research on diabetes and dietary pork is needed to support and protects pork’s role in a healthy diet. A next step, in this multi-step process, is to organize a more focused pilot study with fresh, lean pork in a defined population group i.e.: diabetic, pre-diabetic, race, etc.

Rationale:
According to the 2010 Dietary Guidelines for Americans, scientific evidence suggests that eating patterns low in calorie density that support weight loss and weight maintenance may also help lower the risk of type 2 diabetes in adults. Globally, the incidence of type 2 diabetes has increased. Diabetes affects 25.8 million people, 8.3% of the U.S. population and Diabetes is the leading cause of kidney failure, non-traumatic lower-limb amputations, and new cases of blindness among adults in the United States. Diabetes is a major cause of heart disease and stroke. Diabetes is the seventh leading cause of death in the United States. Type 2 diabetes is associated with older age, obesity, family history of diabetes, history of gestational diabetes, impaired glucose metabolism, physical inactivity, and race/ethnicity. African Americans, Hispanic/Latino Americans, American Indians, and some Asian Americans and Native Hawaiians or other Pacific Islanders are at particularly high risk for type 2 diabetes and its complications.

The National Pork Board conducted a literature review in 2012 to identify where research stands and where there are gaps in the current literature relevant to pork consumption and diabetes. In 2012 (published in 2013) a systematic review of studies related to pork intake and metabolic syndrome or its components was conducted by Dr. Stettler at Exponent, funded by NPB. The objective of this research was to perform a systematic review of the scientific literature related to pork intake and type 2 diabetes, insulin-resistance syndrome (metabolic syndrome) or its components. Using scientific literature search tools, studies that could be relevant to the topic were identified and reviewed for appropriateness in meeting the inclusion and exclusion criteria. Dr. Stettler’s paper provided some limited and mixed results regarding pork intake (fresh and/or processed) and metabolic syndrome or components parameters.
Our goal from Dr. Stettler’s systematic review was to assess experimental human studies of the impact of pork intake compared with other protein sources on early markers for the development of diabetes, ie, insulin resistance, glucose intolerance and the components of metabolic syndrome. Most of the findings are weak and there is a lack of solid evidence. The literature on the topic is limited and important research gaps are identified. Considering recent trends and projections for diabetes and pork intake, this is an important global public health question that requires more attention in order to provide improved evidence-based dietary recommendations. This research will build on previous nutritional profile information that has improved consumer and health professionals’ confidence in the nutritional utility of pork. Committee priorities identified diabetes as one of the top areas of research that can be communicated to media and health professionals and the resulting human health benefits. Research of pork’s nutritional role in a healthy diet improves consumer confidence in pork products. Nutrition issues ranked among the top 10 priorities during the Vulnerabilities Assessment.

Specific & Measurable Objectives:

The aim is to generate scientific information to communicate to health professionals about the health and wellness of pork and pork products. The goal for this published research is to show lean, fresh pork can be incorporated into the Dietary Guidelines for Americans and be able to communicate the benefits and importance of protein, in particular pork, on a balanced plate to dietitians and health professionals alike.

4.) PRRS Virus Control Issues

Based on the 2014 Literature Review results, the tactic focuses on a research-based approach to better understand and focus on the impact PRRS has on the immune system. This targeted approach will focus resources on seeking answers to key immunology gaps identified in the Literature Review and will drive the formation of the call for proposals. This approach will yield the needed information to identify and incorporate additional tools for the draft PRRS elimination plan. The delivery of research results and outcomes will be accomplished in the tactic “Delivery of Swine Health Research Information to Producers”.

Other activities will include:

1. Development of a paper that outlines the needs, gaps, tools for a national PRRS elimination plan (Led by AASV with input/participation from NPB):
   a.) Define the different Phases of a PRRS Elimination Plan
   b.) Support of the PRRS incidence monitoring;

2. Develop specific research priorities to address the development of a PRRS elimination plan by 2020:
   a.) Focus will be placed on understanding of the specific immune response to PRRS and to assess if that mechanism can be altered (cellular and humoral immune response)

Rationale:

PRRS is a highly contagious disease that has been identified as one of the most costly swine health challenges producers face. PRRS research is essential in order to continue to manage and potentially eliminate the virus. Within the industry, there are limited sources of funding for PRRS-specific research. Checkoff funds for research are one of the few remaining, consistent resources available to focus on both basic sciences and applied PRRS projects. Without those funds, PRRS research would be severely limited.
Short-term goals:

1. Start the development of a paper that outlines the needs, gaps, tools for a national PRRS elimination plan (Led by AASV with input/participation from NPB)
   a. Define what the different phases of potential elimination would be;
   b. Support of PRRS incidence monitoring;
2. Develop specific research priorities to address the outcome of PRRS elimination;
   a. Focus will be placed on understanding of the specific immune response to PRRS and to assess if that mechanism can be altered (cellular and humoral immune response)
3. Long-term goals: By 2020, have in place, a PRRS elimination plan that has been developed, reviewed and approved by all key stakeholders.
   1. Vaccine development as a tool for PRRS elimination with accompanying DIVA diagnostic tests;
   2. Implementation of an elimination plan.
   Additional steps to achieve this goal include but are not limited to:
   1. The development of diagnostic tools and management techniques that support elimination;
   2. Focus on identifying the basic immunologic properties of PRRS that can make a more suitable vaccine.
   Research priorities will be developed by the Swine Health Committee based off of the 2015 literature review and with input from key stakeholders from AASV, NPPC, USDA and industry. Checkoff funds will be leveraged with other organizations to include USDA NIFA, industry corporate partners, and the Canadian Swine Health Board.

Specific & Measurable Objectives:

In order to reduce the production losses associated with virus infection by 5% in 2015, a yearly targeted research-based approach, based on the 2014 PRRS Literature Review, will focus on requesting and funding PRRS projects that directly address the identified gaps for the immune function of PRRS leading to improved vaccine strategies. Incorporate the PRRS classification system and genetic sequencing information into the Swine Health Monitoring Project surveillance in 2015 to be better able to assess new vs. resident viral infections and reduce the incidence of PRRS compared to previous year.

5.) Emerging & Endemic Disease Research $400,000

To reduce the economic impact for producers, are search-based approach will be utilized to focus on producer needs for investigation, vaccine development, detection and epidemiology of spread for swine enteric coronaviruses (SECV) and swine influenza viruses (SIV). For SECV, focus will be centered on risk pathway assessments, sow immunity, feed and feed system biosecurity and elimination of the virus. At least once yearly, a targeted call for research will be done to address SECV and influenza. The delivery of research results and outcomes will be accomplished through the tactic entitled “Delivery of Swine Health Research Information to Producers”. Additional funds can be utilized as needed in order to assess current and emerging diseases and threats as they are detected and the development of additional tools for disease detection.

Rationale:

The detection of PED and PDCo viruses in 2013 highlights the need to be able to have the ability to provide producers and their veterinarians tools to manage Swine Enteric Coronaviruses (SECV).

Specific focus on the ability to investigate the risk pathways, biosecurity procedures, feed and feed systems impacts and other key areas of needs will allow for rapid response to control and eliminate that pathogen wherever possible. Additional PED/PDCoV researchable questions will come into focus as the industry continues to deal with the management and control aspects of the viruses and earlier funded research results become available.

Checkoff provides a critically needed source of funds for emerging and endemic diseases as other sources are limited. Research is actively leveraged with other organizations and industries (USDA, Genome Alberta and Genome Canada, industry and State Pork Associations) to avoid duplication of effort.
In addition to emerging diseases, other endemic diseases of swine still have a significant financial impact on production and have been included within the research priorities. Specifically, swine influenza virus remains to be a significant challenge to the industry as well to public health. The continued surveillance and research for improved vaccine platforms and for updates of diagnostic tests are needed to make sure that a procedure is in place for the early detection of emerging influenza viruses.

The research priorities will be shared and developed with allied organizations (AASV Swine Health Committee, NPPC and USDA). Research priorities will be finalized by the Swine Health Committee to focus the research specifically on the key emerging and endemic diseases of swine that are most impacting producers. Calls for research typically occur once yearly, but may be expanded depending upon swine health needs through the year. Additional disease threats will be addressed as they are identified.

**Specific & Measurable Objectives:**

For 2015, a research-based approach will be used to provide critical knowledge and tools in order to decrease the overall prevalence of SECV by 20% as compared to the previous year. Prevalence data will be compared utilizing nationally recognized monitoring tools for SECV. In 2015, the Influenza Working Group will meet at least one time to review current monitoring data and assess current influenza strains to be able to update influenza diagnostics tests and understand strain distribution in the US. A yearly research-based approach will be focused on funding proposals that support the development of new vaccines and within 2015, incorporate SIV monitoring into the Swine Health Monitoring Project.

6.) **Industry Productivity Analysis**

This tactic will provide producers with benchmarking data for key productivity indicators from a representative sample of the pork industry. This data will be presented as industry averages as well as the top 25% and bottom 25% performance over the previous 6 years so that the current status and trends over time can be benchmarked. Additionally, monthly data will be analyzed for changes in key productivity indicators due to seasonal variation.

**Rationale:**

Benchmarking allows producers to determine where their operations fit within the overall industry as well as to measure the progress they are making over time. Additionally, investigators can use the information to target specific areas of production which require research.

The 2014 Industry Productivity Analysis project is a continuation of a project which was initiated in 2011 in cooperation with a swine data management company that collects data on approximately 53% of the entire U.S. swine herd. Access to a large amount of that data was obtained and an initial analysis of the data was completed in 2012. One outcome of this initial analysis was to draw attention to the impact seasonal variation has on productivity and profitability of swine operations. This resulted in development of a research tactic specifically designed at creation of management tools that can be used to decrease the impact of seasonality.

Additionally, the 2014 analysis included trend line analysis for producers in the top 25% industry average and the bottom 25%. This revealed that in several key productivity indicators, the bottom 25% of the industry is making greater improvement than the top 25% or industry average. The 2014 analysis will investigate correlations and relationships of key productivity indicators. This is important so that factors that play a primary role in profitability can be identified for each phase of production.

Investigation of the amount of variation surrounding an average may provide clues where rapid improvement can be made. The information mined from analysis of this data will benefit all producers through improved productivity at the farm level and will serve to inform the checkoff programs, academics and other funding agencies about areas of research which are likely to have the greatest impact.
this information publicly available will help all producers because it will allow them to determine areas where they may be able to make improvements in their management to rapidly affect profitability. The analysis of this data is released each year at the World Pork Expo during a Pork Academy session. The full and summarized reports are available on line at pork.org, presented in Checkoff publications, and used in the Quick Facts book.

Specific & Measurable Objectives:
This tactic will focus on documenting specific benchmarks of productivity in the swine industry. Improvement can only be made in areas that can be measured. The Industry Productivity Analysis will do the following:

- Data from 2014 will be acquired from a data management company and added to the current data base that extends back to 2005.
- Data from 2009 – 2014 will be statistically analyzed to provide annual bench marks for specific areas of production including sow productivity, nursery, wean-to-finish and finishing.
- An Annual Report will be developed and published electronically and a Summary Report will be developed and published in electronic and printed form.
- A Pork Academy session will be given during the 2015 World Pork Expo to publically release the results of the analysis.
- Results from this analysis will be used to update the 2015 Quick Facts book.

7.) Animal Science Program Management

The Animal Science Program Management will provide funding for research planning, strategic management of issues through producer committee meetings, research for emerging issues, subgroup, expert and focus group meetings, expert and producer attendance at external forums that may have an impact on the pork production industry. Additionally, this fund is used to support staff travel for the purpose of dialogue with external experts to stay current with emerging issues in order to anticipate, monitor, and respond through providing information or research and to assure research priorities alignment with other funding agencies.

Rationale:
The programs which the Director of Animal Science manages are varied and include swine nutrition, reproduction, pork quality pre-harvest, and genetics. These are areas which are not addressed by other programs within Science and Technology. Successful management of these issues is critical to maintaining focus on emerging issues and the capability of the NPB to respond to them through dissemination of information, recommended changes in management practices, and strategic development of research programs.

Specific & Measurable Objectives:

- There will be a minimum of three producer, industry or continuing education meetings for the purpose of planning for responding to emerging issues.
- Staff and producer travel to a minimum of 6 professional meetings for the purpose of keeping informed about emerging issues which may be addressed through programs or research and to align other funding agencies research priorities with those of pork producers for the purpose of leveraging research dollars.
- This tactic will provide sponsorship for at least four meetings for the purpose of dissemination of information which may affect the swine industry on issues including swine science, swine nutrition, reproduction, management practices, pork quality, biotechnology and genomics.

8.) Mitigation of the Impact of Seasonality

This is the continuation of a research tactic that began in 2013 with an expected 5 year lifespan. The research funded through this tactic is aimed at investigating the underlying, biologic cause of the loss of animal productivity and reproductive efficiency due to seasonality. Additionally, research will expand on results of previous, completed research projects and conducted in field scale sized projects to validate the results.
**Rationale:**

The research funded through this tactic is aimed at investigating the underlying, biologic mechanism of seasonal variation. Seasonal variation in temperature leads to seasonal variation in productivity (average daily gain, feed efficiency and days on feed) and reproductive efficiency (farrowing rate, litter size and sperm production). Seasonal variation affects all producers and all phases of production however producers have few tools with which to mitigate this loss in productivity.

Conducting research in this area is time consuming, requires a large number of animals and, in certain situations, requires very specialized monitoring equipment; for these reasons this area is understudied. Additionally, the USDA does support research in this area; however, the majority of their support is on the impact of seasonality on dairy production. The initial analysis conducted as part of the Industry Productivity Analysis tactic discovered that seasonality significantly affects a number of key productivity indicators. However, three areas of production were identified as being the most affected by seasonal variation during the summer; 1) reduced weight gain and impaired feed efficiency leading to higher input costs, increased days on feed and lighter market weights, 2) reduced pork quality as evidenced by reduced marbling, belly firmness and elevated iodine values, 3) reduced breeding herd efficiency through impaired reproduction as evidenced by prolonged return to estrus, reduced conception rate, higher fall out rate and reduced sperm number and quality.

Since solutions have to address abatement of heat stress and possibly day length, the research can only be conducted during part of the year so the Animal Science Committee has identified this as a five year tactic so enough replications can take place to give statistically valid and reliable results. With this information in hand, producers can develop comprehensive plans which employee best management practices to reduce the magnitude of seasonal variation on productivity and profitability.

**Specific & Measurable Objectives:**

Through the request for proposals process, recruit, select and fund research projects that focus in the areas of the effect of seasonal variation on animal productivity and reproductive efficiency. The specific goals are as follows:

- Improve sow productivity as measured by increasing pigs/sow/year from 23.3 to 24.4 and litters/sow/year from 2.30 to 2.41 during those months of the year when these measures are the lowest.
- Improve growth performance in finishing pigs by improving average daily gain from 1.71 to 1.80 during those months of the year when these measures are the lowest.

**9.) Sow Lifetime Productivity**

This is a continuation of the Sow Lifetime Productivity research tactic started in 2011. The research focus for 2015 will be to enhance piglet growth and viability prior to weaning and to develop methodologies for improving gilt socialization to mature boars during the gilt development phase.

**Rationale:**

Sow Lifetime Productivity is a science and technology program area integrated project, as recommended by the 2010 Checkoff Research Task Force that examined the Checkoff role in industry research. The program areas cooperating on the project are Animal Science, Swine Health, Animal Welfare, Pork Safety Quality and Nutrition and Environment.

Sow lifetime productivity is a major component of the cost and efficiency of pig production and in profitability of the industry. However, research in sow lifetime productivity is expensive, time consuming and requires a large number of animals to be relevant to the industry. Therefore, there is little publically available research currently being conducted in this area. Sow lifetime productivity can be defined as the total of the quality pigs a sow weans from the time she becomes breeding eligible until she is culled. This can be accomplished by a combination of increasing the duration a sow is productive in the sow herd and by increasing the viability and productivity of nursing pigs to result in a quality weaned pig. The goal of the sow lifetime productivity research and educational program is to increase the productivity of the breeding herd by 30% within 7 years.

The first project conducted under this tactic was designed to test the hypothesis that diet affects the deposition of fat and lean during gilt development. A total of six diets that varied in energy and protein content where fed to gilts beginning at 100 days of age and continuing through 260 days of age. Gilts fed the low energy diets consumed more feed than gilts fed high energy diets. This resulted in total daily protein consumption that exceeded the daily requirement so there was no difference in body composition
due to dietary treatment. Those diets were refined and the research to be conducted in 2015 will use these
new diets to determine the effect of diet on body composition, structural soundness and age at puberty.
The results of this study will then be used in mid-2015 in study to determine the impact of gilt developer
diets on number of quality weaned pigs during sow lifetime and sow longevity in the herd by following
females from birth through their third parity.

Another study was initiated in 2014 to collect and analyze data on the impact of sow liter of origin (parity
dam, litter size, ratio of boars to gilts, colostrum consumption, litter weaning weight) on the number and
size of pigs weaned during sow productive lifetime. This project will be completed in 2015.

In 2015 research will continue in the areas of enhanced piglet growth and viability prior to weaning and development of
methodologies for improving gilt socialization to mature boars during the gilt development phase.

Specific & Measurable Objectives:
The research and educational goal of this tactic is to return to the industry an estimated $250 million
annually through a 30% improvement in sow lifetime productivity over 7 years, resulting in average herd
longevity of 4.6 parities and an increase of 10-15 quality pigs weaned per sow lifetime. It is estimated that
the current industry average is 36 pigs per productive sow lifetime. For 2015:

- Research will focus on the effect of gilt developer diets on gilt body composition, structural
  soundness and age at puberty with the idea that the diets with the largest impact will subsequently be
  used in a study that will follow females from birth through their third parity.
- Research will focus on the impact of gilt developer diets on number of quality weaned pigs during
  sow lifetime and sow longevity in the herd by following females from birth through their third parity.
- Research will collect and analyze data on the impact of sow liter of origin (parity of dam, litter size,
  ratio of boars to gilts; colostrum consumption, litter weaning weight) on the number and size of pigs
  weaned during sow productive lifetime.
- Research will collect data on the impact of socialization and boar exposure on age at puberty, estrus
  behavior, conception rate, litter size at birth and litter size at weaning.

10.) Feed Efficiency Research

The research funded through this tactic is aimed at improved grow-finish and whole herd feed efficiency. For 2015 the
research focus will be on the interaction between nutrition and health and the utilization or enzymes in swine diets.
Additionally, research will expand on results of previous, completed research projects and conducted in field scale sized
projects to validate that results observed under laboratory conditions are also observed at the level of the farm.

Rationale:
This is a continuation of the High Feed Cost Mitigation Research tactic which began in 2012 with a planned
duration of 7 years and extends a body of knowledge that was developed in this area beginning in 2007.
Much of that early work focused on use of alternative feed ingredients in swine diets. Pork producers and
swine nutritionists now have a better understanding of how these ingredients can be utilized in swine diets
so that reduce the overall diet cost with minimal impact on pig performance. Many of the projects funded
in this area for 2014 focused on improving feeding technologies and better understanding of nutrient
availability and utilization. The Animal Science Committee ranks this tactic very highly because, even when
corn and soybean meal are relatively cheap, feed costs still make up approximately 65 to 70% of the cost of
production. Anything that improves feed efficiency will reduce feed costs and therefore have a large
impact on profitability.

While the largest impact in improving feed efficiency can be realized in the grow-finish period, it is also
important to conduct work that leads to an improvement in whole herd feed efficiency. Whole herd feed
efficiency is arguably a better measure of overall efficiency because it takes into account a wider range of
factors that are not accounted for when measuring only measuring feed efficiency during the growing and
finishing period. Whole herd feed efficiency accounts for feed usage during gilt development, at boar
studs, during gestation and during lactation as well as during nursery and grow-finish periods and spreads
that feed over the number of pigs that a female produces.

Regardless, the information which is obtained through this research tactic will allow producers to
immediately make changes to their management practices such that production costs can be reduced. For
example, research conducted in nutritional efficiency has resulted in a better, more comprehensive
understanding of how alternative feed ingredients, specifically DDGS, can be used in swine diets to reduce
the cost of the diet and overall cost of production with minimal impact on productivity. Applied research in
this field is not currently a priority of other funding sources such as the USDA. Implementation of specific
strategies to improve feed efficiency will improve profitability and allow U.S. pork producers to remain
competitive in the global market.

Specific & Measurable Objectives:
Research funded through this tactic will focus on improving grow-finish and whole herd feed efficiency.
- Improve grow-finish feed efficiency from 2.66 to 2.53 and whole herd feed efficiency from 3.80 to 3.73 pounds of feed per pound of gain by 2018.
- To support reaching the goal, develop comprehensive plans with Communications and Producer Services that employee best management practices to improve grow-finish and whole herd feed efficiency.

11.) International Trade Scientific and Technical Research
International trade efforts are supported from Science and Technology, which will work cooperatively with industry to confirm or disprove international standards and open up and reinforce existing export markets. The short-term plan will be to maintain markets that are already open to U.S. pork to maintain exports. The longer-term plan is to identify markets where U.S. pork has the potential to export more product and determine what scientific barriers exist.

Rationale:
Research and scientific data is crucial in defending US's pork global position.

Specific & Measurable Objectives:
- Develop scientific and technical research priorities.
- Conduct research and share project results with industry partners, trading partners and standard-setting bodies, as needed.

Success of tactic will be measured by the extent of use of research outcomes.

12.) Pork Safety – Research
The Committee is addressing the pork safety Objective: reduce the sero-prevalence of Toxoplasma gondii in sows by 10% and market hogs by 5%, and reduce the prevalence of Salmonella spp. in pork trimmings by 10%. For each Objective, a baseline needs to be established.

Rationale:
Salmonella spp. and Toxoplasma gondii are the two pathogens that have been identified by the Committee to address for the strategic plan. As a result, the Committee is focused on their reduction in the pork industry. The Committee will focus its efforts to reduce those pathogens to the levels established in the strategic plan. Food safety research is a major factor to reduce those levels. Pork Checkoff is the only funding source for food safety topics in the pork industry. If the baseline is not established, then the Committee will not be able to measure the success of the strategic plan towards the food safety Objectives.

Specific & Measurable Objectives:
The Committee will fund research to establish the sero-prevalence baseline of Toxoplasma gondii in sows and market hogs and the baseline prevalence of Salmonella spp. in pork trim.

13.) Enhance Pork Quality – Research
The Committee is addressing the pork quality Objective: reduce the percent of pork loin chops scoring below an NPB color score of 3 by 10%. For the Objective, a baseline has been established. The next step is for the Committee to focus on research to achieve a reduction of chops scoring below a NPB color score of 3 within the strategic plan.

Rationale:
Meat science research has shown that a darker color pork chop is more tender, juicy and flavorful. This can be explained with the relationship of pH and meat quality. The darker the chop, the higher the pH (less acidic). A higher pH product will have more moisture within the meat tissue, causing a darker color and a tenderer product. As a result of increasing darker chops, consumers will have a more consistent, enjoyable eating experience, which will increase repeat purchases of pork. Given concerted efforts by genetic suppliers to satisfy consumer demand for leanness and producer demand for efficient conversion of feed to lean gain, the situation of not focusing on quality is widespread across the majority of major contemporary genetic lines. A genetic focus on improving carcass lean quality/functionality/consumer acceptance, while present in some terminal genetic lines, has been limited.
due to: 1) lack of efficient, on-line measuring technology and associated value-based marketing, 2) progeny testing required to tie information to the breeding population and selection objectives, and 3) often negative relationships between efficiency and pork quality. Sources of genes associated with meat quality traits need to be identified and facilitated by studying populations with desirable alleles at higher frequencies. As the decline in lean quality is associated with the rapid increases in lean gain efficiency and rate of growth, logical study populations are pigs from populations not impacted by recent industry-wide improvements. Two suggested populations are older genetic populations (e.g. heritage breeds) and existing samples in the National Pork Board’s possession (tissues from previous Terminal Sire Evaluation, Maternal Line Genetic and Genetics of Lean Efficiency studies from early 1990’s).

**Specific & Measurable Objectives:**
The Committee will fund research to decrease the percentage of pork loin chops scoring below an NPB color score of 3 by 10%, from 55% to 45%. The research will focus on genetics, measuring color at line speed and working with packers/processors/retailers to maintain a consistent color in chops.

### 14.) Pork Quality Assessment

This tactic will investigate the current pork quality meat science research through a thorough literature review, convene an expert panel to author fact sheets and papers to address the gaps in the research. This review will help the Committee identify the path to move forward aligning with our pork quality objective to reduce the percent of pork loin chops scoring below an NPB color score of 3 by 10%.

**Rationale:**
Information is needed to support changing the quality of our pork. This tactic will investigate the current science through a thorough literature review, convene an expert panel to author fact sheets and papers on the issue and work to develop a plan to increase the quality of our pork. The quality parameters were identified because they are indicators of high quality pork and are known to affect consumer’s preference for pork.

**Specific & Measurable Objectives:**
A review of the current pork quality literature for pH, color and tenderness will be conducted, including Checkoff funded research. Once the literature review is completed, a report will developed indicating gaps in research that need to be completed that align with our strategic plan and objectives. Once the report is available, an expert panel will meet. The panel will consist of 10–12 experts from the area pork quality. The literature review report will be the basis for the discussion of the expert panel. An outcome of the expert panel will be a report on the state of the industry/product and its recommendations for a research program to move forward for the next 5 years aligning with our strategic plan. The literature review and expert panel reports will be presented at various public symposiums and producer events throughout 2016.

### 15.) Enhance Pork Quality – Market and Consumer

The Committee is addressing the pork quality Objective: reduce the percent of pork loin chops scoring below an NPB color score of 3 by 10%. A food service survey needs to be conducted to gather their input into our quality plan.

**Rationale:**
We have not gathered any input from the food service industry. We have gathered information from packers (packers sort on quality parameters, mostly for export markets), retailers (most retailers want a more consistent quality of pork) and consumers (consumers understand the impact of color for pork chops). As we move forward to increase the quality of pork, we want to avoid any potential unattended consequences in other parts of our industry. A food service survey needs to be conducted to understand how and why/how they purchase pork based on quality attributes: pH, color, marbling and tenderness on their business. The food service industry might be the place to capitalize on specific pork quality attributes. We also do not know if consumers are willing to pay more for higher quality pork. A consumer willingness to pay study needs to be conducted to determine consumer thoughts and purchasing decisions for high quality/value pork. The outcome of this study will help guide efforts towards consumers. For example, if consumers are not willing to pay more for higher pork quality, then we need to educate consumers on the benefits of increased pork quality. If they are willing to pay more, then we can help supply our food chain partners’ consistent, high quality pork.

**Specific & Measurable Objectives:**
The Committee will fund research to gather pork quality input from the food service industry to understand what quality attributes they desire. The Committee will also fund a study to determine if a consumer purchasing pork is willing to pay more for higher quality pork.
16.) **Producer/Public Health & Workplace Safety Research**

This tactic will support funding research in topical areas such as zoonoses and public health, workplace health and safety, and environmental and community health related to pork production. The outcomes of this tactic will be used to identify new or enhanced cost effective interventions in pork production and evaluate their implementation to mitigate risks of interspecies transmission of zoonotic diseases and reduce the frequency and severity of occupational and public health incidents related to pork production.

**Rationale:**

This tactic will address the 2013 prioritized vulnerabilities: Priority #4: Human Health and Nutrition (Consumer misinformation – MRSA, Influenza, Zoonotic diseases) and Priority #5: Reputation of Modern Ag.

Perceived and real risks to public health associated with swine production practices can have a considerable impact on the industry. Zoonotic diseases, such as influenza, MRSA, Clostridium difficile, Toxoplasmosis, and Hepatitis E, may present potential risks to the health of the public, producers and swine workers. Also, the possible movement of diseases from humans to swine, such as influenza, presents a risk to the health of the swine herd. Scientifically sound information is needed to better understand the epidemiology of these diseases in swine and humans, the potential for movement between species and any possible risks. An example may include studies to determine interspecies transfer of zoonotic diseases pathogens (e.g. influenza) (e.g. ecology, risk factors associated with influenza infection) to assess the impact of current interventions and/or identify new interventions to minimize interspecies transfer in pork production.

Employee health and safety and environmental/community health (e.g. asthma and other respiratory diseases) areas in which there are considerable gaps in information and the need for objective scientific studies.

Producer/public health and workplace safety research is the basis on which accurate technical information and programming can be developed to correct misconceptions, protect animal health and public health address technical barriers in expanding domestic and foreign markets, and support consumer confidence in the safety of pork production.

**Specific & Measurable Objectives:**

Fund research to identify the risk factors associated with interspecies transmission of zoonotic diseases (e.g. influenza, MRSA) between pigs and producers/swine workers/public and assess potential workplace health and safety and environmental/community health effects (e.g. respiratory disease) related to swine production. Cost-effective interventions and mitigations will be developed as the risk factors are identified.

**Estimated Cost:** $200,000

17.) **General Foreign Animal Disease Research**

This tactic is one year of a multiple year effort that will result in the development of better vaccines and diagnostics for foreign animal disease detection and control. This tactic will also result in development of validated protocols for cleaning and disinfecting packing plants and protocols for exporting pork and pork products during a foreign animal disease outbreak.

**Rationale:**

Checkoff’s Vulnerability Assessment prioritized foreign animal/highly contagious diseases and market disruptions as the number 2 and 3 strategic issues that would interrupt commerce and exports of pork, pork products and variety meats. A Checkoff funded study done by the Center for Agricultural and Rural Development Food and Agricultural Policy Research Institute (CARD FAPRI)estimated revenue losses to the pork and beef industries resulting from the introduction of FMD in the U.S. would average $12.9 billion per year.

The speed in which the industry can recover from a foreign animal disease outbreak and open up trade and commerce will be tied directly to better diagnostics for faster disease detection in affected areas and the ability to demonstrate proof of disease freedom in unaffected areas. Marker vaccines will also speed recovery by protecting pigs’ quicker and providing stronger and longer immunity which is necessary to protect pigs and stop FAD’s from spreading.

To aid in moving pork and pork products domestically and internationally as quickly as possible methods to decontaminate FAD’s in packing plants must be validated so plants can get back into business and the survival and/or inactivation of FAD’s in pork and pork products under modern processing methods must be scientifically validated to be able to move product. This tactic focuses research on developing the needed diagnostics and vaccines to speed recovery on the live side and validating processes to move product post-harvest producers and allied industry can get back into business to limit revenue losses.

Research needs for foreign animal diseases far exceed the federal dollars available. Access to the federal
dollars is competitive across multiple species and funding priorities, while communicated annually by NPB
one not always addressed in a timely manner. Laboratory space approved for foreign animal disease
research is limited and in high demand.
Checkoff funding for foreign animal disease research results in timely projects that are aligned with
industry needs and prioritizes laboratory space for pork specific projects.
Efforts by staff to ensure that the research that is funded is high impact with no overlap and provides
industry wide benefit has resulted an updated (2014) FAD research gap analysis that is being used to
develop industry research priorities for 2015. The list of gaps is long and will take multiple years to
address due to the limited number of research facilities that can work with foreign animal diseases and the
cost of the research.

Specific & Measurable Objectives:
Five research proposals will be funded in 2015 to: 1) evaluate, develop and validate meat juice tests to be
used for detection, prevalence and proof of freedom for CSF, ASF, FMD and SVD 2) further the
development of an ASF vaccine beginning with proof of principle studies on current ASF vaccine
prototypes already developed and characterized 3) evaluate efficacy, safety and onset of immunity of a
previously developed live attenuated CSF marker vaccine 4) further the development of better FMD
evaccines starting with testing the efficacy of previously developed marker vaccine candidates 5) continue
previously funded disinfection studies that are validating commonly used disinfectants on common
surfaces in packing plant environments for FMD, CSF ASF and SVD.

19.) Identification of Genes Responsible for Improved Pork Quality

This tactic seeks to evaluate, compare, and characterize genes responsible for better pork quality without sacrificing
production characteristics. Additionally, this tactic will identify unique genetic markers to improve production and pork
quality for both “niche” and conventional pork producers.

Rationale:
This is a new tactic for 2015 with an expected lifespan of five years and is a joint research tactic that
involves both the Animal Science Committee and Pork Safety, Pork Quality and Human Nutrition
Committee. While this is a shared tactic, the Animal Science Committee will be responsible for identifying
proposals that address the genetic/genomic aspect while the PSQHN committee will address the post-
harvest and consumer acceptance aspects of these proposals.

National Pork Board consumer and retail research studies have verified significant variation in pork
quality. Given concerted efforts by genetic suppliers to satisfy consumer demand for leanness and producer demand for efficient conversion of feed to lean gain, this situation is widespread across the
majority of major contemporary genetic lines. A tactic focusing on genes that improve pork quality and consumer acceptance is needed because of lack of 1) ability to assess pork quality at line speeds in packing plants, 2) test offspring in order to tie production information to breeding populations and selection objectives of genetic suppliers, 3) the negative relationship that often exist between efficient production and pork quality. For these reasons it is important that the National Pork Board facilitate research in this area.

The decline in pork quality is associated with the rapid increase in rate of growth so it is logical to study
swine populations not impacted by recent industry-wide improvements. Many non-traditional breeds
(‘heritage breeds’) are marketed at premiums above commercial market value due, in part, to preferred
eating quality and functionality characteristics when compared with commercial pork supplies. Limited
production data and associated genetic data is available to explain or identify and target genes for future
genetic improvement in commercial production. In addition, past NPB genetic assessment programs using
conventional breeds has accumulated what is likely the most extensive set of pork samples with both
genotypic and phenotypic data in the world. The application of modern genetic technologies to these
samples offers tremendous opportunity to provide the entire swine industry with insight into the genetic
variation and major genetic factors influencing variation in pork quality attributes along with their
associations to other measures of production efficiency. By comparing the genetic composition of heritage
breeds with the existing pork samples, genetic markers for pork quality can be identified.

Specific & Measurable Objectives:
Research funded through this tactic will identify genes responsible for better pork quality without sacrificing production characteristics.

• The Animal Science committee will request proposals for projects that will evaluate, compare, and
characterize genes responsible for better pork quality from new data bases as well as already
existing pork samples collected and stored during previous NPB-funded research projects using new
genetic tools.
• The National Pork Board’s Pork Quality, Safety, and Human Nutrition committees, as part of the Pork
Quality Project, will request proposals to complete a comprehensive performance, pork quality,
consumer acceptance study.
20.) **Industry Profile Benchmarking**

This new tactic proposes to not only revisit the benchmarks and standards of production characteristics of the prototypical commercial market hog but also to develop benchmarks and standards of the prototypical replacement female. This information will be available electronically and therefore fully interactive and can be used as a platform for education and discussions important to many of the departments within the NPB including, Science and Technology, Domestic Marketing, Channel Outreach, Communications and Producer Services.

**Rationale:**
Establishing benchmarks are important for not only measuring progress and continual improvement of the industry but determining what management practices need to be in place to improve productivity, animal care and environmental stewardship. While this effort is similar to the Symbol program of the past, this new platform will be dynamic in that it can be easily updated as new information becomes available. Additionally, it will serve as a road map for where the industry is expected to be in the future.

Historically, the Symbol program represented the prototypical market hog and as such it reflected what was considered the most desirable characteristics and qualities for the U.S. swine industry. Symbol was first created in the mid 1980’s and has been updated approximately every 10 years since inception; Symbol II was adopted in 1995 and Symbol III was adopted in 2005. But the previous Symbol program was a simple snapshot of the characteristics of the prototypical market hog and was quickly outdated.

The current tactic seeks to expand that effort to include documentation of management practices, housing conditions and producer’s commitment to their animals and the environment into one, easy to use, interactive tool. Much of the information gained through the Industry Productivity Analysis tactic and the 50 Year Environmental Study will be used to develop this information used in the Industry Profile Benchmarking effort is technical in nature and each only address one aspect of pork production. The new platform will serve as a representative profile of many different aspects of the industry as currently stands and will be a yardstick against which continued industry improvement can be measured.

Finally, this tactic goes beyond simply documenting the statistics of the prototypical male market hog. It will also develop standards and benchmarks of the pork industry’s prototypical female representing both productivity and longevity. This fits well with the historical and current efforts of the NPB to conduct research in sow longevity and sow lifetime productivity and will serve to highlight key findings from that research. As a whole, the Industry Profile Benchmarking effort represent a platform that can be used to a variety of purposes within the National Pork Board. Many of the departments within the NPB including, Science and Technology, Domestic Marketing, Channel Outreach, Communications and Producer Services can use this platform for education of various stakeholder groups such as producers, consumers and channel partners.

**Specific & Measurable Objectives:**
This tactic will focus on documenting specific benchmarks of market animal and replacement gilt productivity as well as the producer’s commitment to their animals and the environment.

- Develop the language and statistics which define the current industry productivity benchmarks for the prototypical market pig and compile that information into one common, easily accessed location.
- Commission an artist’s rendition of what that pig looks like to use as a touch point as part of the interactive web-based platform and produce literature which will be available to producers and the public alike.
- Develop a web-based platform that producers, educators, extension specialists, consumers and channel partners can visit for information regarding pigs, pork, pork production and management practices.

21.) **Pork Safety Assessment**

This tactic will focus on a thorough literature review of pork safety research, convene an expert panel to author fact sheets and papers to address the gaps in the research. This tactic will help the Committee to develop the road map to achieve the *Toxoplasma gondii* reduction in sows by 10% and market hogs by 5%, and reduce the prevalence of *Salmonella* spp. in our strategic plan.

**Rationale:**
The pork industry is continually challenged with the safety, quality and nutritional claims against our products. Consumers are becoming more interested in local, niche products that might include production...
practices where biosecurity has led to food safety issues to become more top of mind. Opportunities will be developed to position the industry as proactively addressing food safety concerns with international audiences and consumers. Technical information is needed to support consumer confidence in the safety of pork based on two specific pathogens, *Salmonella* spp. and *Toxoplasma gondii*. This tactic will investigate the current science through a thorough literature review, convene an expert panel to author fact sheets and papers on the issue and work to develop best management practices for low biosecurity production that will result in improving pork safety and maintain its safe reputation with consumers. The review will address the #2 item from the 2014 vulnerabilities assessment and GAP analysis – pork safety.

**Specific & Measurable Objectives:**

A review of the current pork safety literature for *Salmonella* spp. and *Toxoplasma gondii* will be conduct, including Checkoff funded research. Once the literature review is completed, a report will developed indicating gaps in research that need to be completed that align with our strategic plan and objectives. Once the report is available, an expert panel will meet. The panel will consist of 10–12 experts from the area of pork safety. The literature review report will be the basis for the discussion of the expert panel. An outcome of the expert panel will be a report on the state of the industry/product and its recommendations for a research program to move forward for the next 5 years aligning with our strategic plan. The literature review and expert panel reports will be presented at various public symposiums and producer events throughout 2016.

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<tr>
<th>Objective #3 - Help develop the current and next generation of swine employees, managers and scientists.</th>
<th>$642,000</th>
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<td><strong>Tactics:</strong></td>
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<td>1.) Safe Pig Handling 1.1</td>
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<td>Version 2 of “Safe Pig Handling” will be developed and delivered to US producers. When completed “Safe Pig Handling” will be comprehensive set of employee training resources designed to develop an understanding of animal handling resulting in reduced accidents and injuries. Version 2 will contain 6 additional safe pig handling topics. Additional topics in version 2 will provide a total of 12 training topics that address the major concerns resulting in accidents related to animal handling. Pilot project group of pork producers will be established to track and correlate key workplace safety indicators to utilization of Safe Pig Handling 2.0.</td>
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<td><strong>Rationale:</strong></td>
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<td>Initial funds allocated to develop “Safe Pig Handling” were insufficient to address the number of key topics required to develop a comprehensive training resource. Additional topics in version 2 will address all the basic topics of safety while handling animals. Safe animal handling of pigs is the number one concern of pork producers that limits improvements in workplace safety and reductions in safety-related costs. A survey and focus-group sessions with pork producers representing 2.97 million sows in production, identified animal handling resulting in human injury as the primary employee safety concern among pork producers. Reasons for high rates of accidents and injuries while handling animals were identified as: lack of information on best practices required in the areas that cause the most injury or difficulty; new employees not having a basic understanding of pig behavior and basic stockmanship knowledge; current resources to teach the level of detail required to make improvements in safe animal handling are not available. Bureau of Labor statistics show accident and injury incidence rates for hog production are higher than average of all industries. The amount of time lost on a pig farm due to accidents and injuries is higher than average of all industries. US Pork Production is coming under additional scrutiny from OSHA due to the increase in the number and size of farm systems. US Pork Producers are committed to providing work environment that is safe.</td>
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<td><strong>Specific &amp; Measurable Objectives:</strong></td>
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<td>In 2016 operations representing 25% of US Pork Production will receive and utilize Safe Pig Handling 1.1. Pilot project group of pork producers will be established 3rd quarter 2015 to track and correlate key workplace safety indicators to utilization of Safe Pig Handling 1.1.</td>
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<td>2.) Industry Leadership and Human Capital Development</td>
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<td>This tactic is focused on enhancing the talent stream of individuals who are committed to being the next generation of swine industry professionals. It seeks to support the activities of the American Meat Science Association and the American Society of Animal Scientists in their efforts to identify, recruit and train individuals which have a high probability of making significant contributions to the swine industry in the future. Additionally, the NPB’s scholarship programs actively identify and provide financial assistance to college students that have a high probability of making significant contributions to the swine industry in the future.</td>
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Rationale:
The Animal Science Committee of the NPB requested that the Pork Industry Scholarship Program and the Industry Leadership and Human Capitol Development tactics be combined since they both pertain to leadership and human capitol development. Additionally the Animal Welfare Committee is seeking to initiate a scholarship program and, while they will administer it, that program will be included in this tactic rather than as a stand-alone tactic.

Development of the next generation of pork industry leaders is critical to continued improvement in productivity and profitability in the swine industry. Continued, long-term sponsorship of industry-based leadership development and academic programs for youth, stakeholders, producers and members of the pork value-chain is critical to the continued support and perception of pork and pork products. These programs are administered through the American Meat Science Association (AMSA) and the American Society of Animal Scientists (ASAS) with the support provided by this tactic.

AMSA: The intercollegiate meat judging contest annually trains approximately 100 college students to critically evaluate carcass, pork and pork product quality. Pork 100 and 101 are avenues through which members of the pork value chain such as grocers, retailers and allied industry are informed about how pigs are raised and processed into pork and pork products. These programs are unique in the industry and provide pork producers an opportunity to participate in and support training future industry leaders and educating pork value-chain partners. The NPB has been a charter sustaining contributor to AMSA because the AMSA completes a critical connection between pork producers, packers, retailers and consumers. Many of the programs organized by the AMSA align directly to support the goals and objectives of the National Pork Board. Finally, the NPB will sponsor the Reciprocal Meat Conference which serves as the meat science technical and scientific meeting.

ASAS: Sponsorship and support of ASAS meetings and programs. This includes identification and support of the Innovation in Swine Research Award which is presented to a researcher who conducts innovative research in swine nutrition, genetics, physiology or animal behavior and wellbeing.

Pork Industry Scholarship ($50,000): Data from a survey of 2006 to 2010 Pork Industry Scholarship recipients show that 66% of students that received NPB scholarships have completed or are currently enrolled in an advanced degree program. The purpose of the NPB Scholarship program is to provide assistance to individuals who have made a commitment to the swine industry and who intend to advance their education through an advanced degree either through enrollment in a graduate program or a school of veterinary medicine.

Specific & Measurable Objectives:
This tactic will focus on providing financial support of three specific activities of the American Meat Science Association and the American Society of Animal Scientists and college students that have a high probability of making significant contributions to the swine industry.

- Support of the AMSA through a sustaining membership. This support will continue AMSA’s ability to administer programs such as PORK 100 and PORK 101 that serve to educate members of the pork value-chain.
- Sponsorship of the intercollegiate meats judging program which provides training to approximately 100 students annually.
- Sponsorship of the Reciprocal Meat Conference which brings together approximately 650 participants for technical networking and review of research results.
- Sponsorship and support of ASAS meetings and programs. This includes identification and support of the Innovation in Swine Research Award which is presented to a researcher who conducts innovative research in swine nutrition, genetics, physiology or animal behavior and wellbeing.
- Recruitment, evaluation and selection of swine-oriented college students with a demonstrated commitment to enrolling in graduate programs or schools of veterinary medicine for $2,000 scholarships.

4.) U.S. Pork Center of Excellence $75,000

Partnership fee with U.S. Pork Center of Excellence.

Rationale:
The mission of the U.S. Pork Center of Excellence (USPCE) is to add value to the pork industry by facilitating research and learning for U.S. pork producers through national collaboration. Program efforts focus on coordination and delivery of swine specific curriculums atbachelors and associate level; a comprehensive core body of production knowledge delivered
in fact sheet format that is utilized in swine education programs at bachelor's and associate level programs; and development of resource guides on key subject areas such as swine nutrition and sow productivity. USPCE outreach efforts are supported by 46 universities, state pork producer associations, National Pork Producers Council and the National Pork Board through an annual partner fee.

**Specific & Measurable Objectives:**

USPCE will continue collaboration with National Pork Board to develop and deliver Swine Science On line and Professional Swine Manager curriculums, with a goal of increasing production company employee participation from 12 companies to 25. Lead efforts to bring key individuals and institutions together to propose and seek funding for research, teaching and Extension proposals. Market the National Swine Reproduction Guide and National Swine Nutrition Guide.

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**Benchmark Safety Incidents & Associated Costs**

This tactic provides technician support and pork producer oversight to continue operation and maintenance of a data management system completed in 2013 that allows pork producers to evaluate the impact of actions taken to reduce accidents and safety-related costs.

Currently, participating producers are comparing occurrence of safety incidents and costs at the whole farm system level. Comparisons at the whole farm system level are less valuable as whole farm systems differ in makeup. Some whole farm systems data included feed mills and trucking while other whole farm systems do not.

As farm systems move up at the production phase level (Sow Farm Farrow to Wean, Wean to Finish, Feed Mill, etc.) areas similar across the industry, comparison of key safety indicators at the production phase level will provide more concrete comparisons across and between farm systems.

Modifications in data entry developed in 2014 will improve ability to input and compare key safety indicators at the production phase level plus at the individual farm level. Financial and production metrics at the production phase and farm sites will express safety costs on a per-pig or per-worker basis.

**Rationale:**

Producers have not been able to compare themselves with credible data regarding workplace safety on farms. There is no credible baseline for the industry other than OSHA statistics which are difficult to use due to inconsistency of data provided. Pork Producers have no way to identify where the biggest risks/losses occur to concentrate training/resources. Developing a process and database to benchmark workplace safety was the #1 Priority from Safety Summit January 2012 participants representing 60% of the US sow herd.

**Specific & Measurable Objectives:**

By December 31, 2015, pork producers contributing whole farm system data into the Safety Benchmarking Database will represent 30% of U.S. Sow Inventory (approximately 1.75 million sows). Of these contributing producers, 15% will contribute safety data at the production phase level creating a baseline that can be used for future improvements in on-farm safety.

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**Swine Research and Education Experience**

This tactic was initiated in 2014. Applications far exceeded funds available.

This tactic provides for undergraduate students to be recruited to seek careers in research and teaching swine science and veterinary medicine in the U.S. pork industry. Through projects (educational activities, research projects, or professional programs) this tactic will provide students with pork science and industry exposure, gaining personal experiences in swine research and problem solving projects. Undergraduate students will be matched with projects that connect them to swine industry problems with practical significance. Advisors will guide students in developing projects relevant to the future of the US pork industry.

**Rationale:**

Leaders in research and teaching swine science and veterinary medicine are retiring, while the number of students pursuing careers in swine science and veterinary medicine is declining. The pool of appropriately educated students is declining to a level where open positions are difficult to fill. A gap exists in career path development between academic scholarships and large-scale research and professional training. This tactic will help close this gap by offering students with potential as a swine scientist or veterinarian hands on experiences in each field.

**Specific & Measurable Objectives:**

Annually 5 undergraduate and professional level students will participate. Program will initially be evaluated on number of students, producers and institutions participating along with compiled abstracts of project reports submitted. Long term impact will determined by tracking the percentage of students who enter into swine research careers.
7.) **PorkSquare Youth Career Website**

   **$10,000**

This tactic supports the maintenance of a youth career website to attract more young people (ages 15-25) to consider careers in the pork industry. National Pork Board will maintain content and market the site with assistance from contributors who will sponsor the site.

**Rationale:**

Producers continue to look for new ways to attract talent to the industry. We enroll in excess of 15,000 youth annually in the Youth PQA program. This website will give us an additional way to connect to the youth while training them and sponsoring their shows throughout the year, encouraging them to consider a career in the pork industry.

**Specific & Measurable Objectives:**

With the site launched in September 2013, we established the baseline usage by the target audience. We will be continuing to encourage our industry partners to post internships at this site. We will target at least 20 companies to post. We will solicit 6 organizations at $5,000 for sponsorship of the site.

8.) **Employee Safety Training 2.0**

   **$132,000**

Improve and update employee safety training resources for barn workers. Create highly visual and task-oriented training lessons via an interface that is easy to use, engaging and reflects the realities of the in-barn experience. Training resources will be developed, tested and released to pork producers in 2015. Impact on barn worker learning will be compiled from safety exam results in 2nd quarter 2016. Reduction in accidents and injuries will be measured in 4th quarter 2016.

**Rationale:**

Bureau of Labor and Statistics accident and injury incidence rates for hog production is 9.5 which is 2.8 times higher than average of all industries; 2.5 times higher than construction and 1.8 times higher than crop production. Senior managers from 15 of the largest swine production systems recommend the worksite training materials provided by National Pork Board be revised to better address the hands on, highly visual learning styles of barn workers. Subject matter content and the supporting educational materials in the current National Pork Board Employee Safety Toolkit were developed 10 years ago. Many of the target audience of first-level workers on pig farms have limited education and marginal reading skills, plus they do poorly on standard tests. Current materials do not address the learning style for front line workers. Current content does not focus on “need to know” information. Portions of current content are over the heads of first-level workers.

**Specific & Measurable Objectives:**

Revamped training resources will be delivered by December 31, 2015 to pork producers representing 50% of US pork production. Pork producers representing 15% of US pork production will include revised NPB workplace safety training resources in their employee training programs by December 31, 2015.

9.) **Youth Activity Sponsorship & Partnership Events**

   **$90,000**

The Pork Checkoff will reach out to a very targeted producer audience (those with under 1,000 hogs marketed yearly, show pig, specialty producers and seedstock producers). The Pork Checkoff will support youth activities as a means to communicate defined messages with non-traditional audiences. We will help young producers see opportunities for careers in the swine industry. The Pork Checkoff will invest in high school and college-age student development through several leadership and career-development programs, creating a stronger relationship between the pork industry and those students.

**Rationale:**

As youth are the most visible point in our industry, they can have a loud voice for us as advocates educating through PQA Plus and equipping them with messages to use in face-to-face conversations and social media. Many pork producers do not get face-to-face contact with consumers but youth exhibitors feed on this. Through sponsorship of our youth programs we get the ability to educate and train young people with key messages and information they can use in their consumer interactions as well as push them to engage in conversations with their peers. A Pork Checkoff person speaks at each event about the important role they have in the swine industry and to use what they have learned through PQA Plus to spread the We Care messages. As Pork Production increases we need not only the next generations of Pork Industry professionals but we also need advocates who have a farming background to continue to discuss modern agriculture in a positive light. As Millennial research suggests that this generation believes their peers more than other suggested groups. This is an opportunity to continue a positive conversation. This tactic specifically addresses the reputation of modern agriculture vulnerability. This tactic includes support of the National Junior Swine Association and Team Purebred organizations. Additional programs will include a cooperative efforts with the National FFA Association Ambassador programs. This fits in the gap of continuous communication of the We Care initiative, focusing on a smaller but very visible section of our industry.
Specific & Measurable Objectives:
We will benchmark our awareness by PQA Pius and Youth PQA Pius participation with youth exhibitors and their parents at shows and events. Through sponsorship in these organizations, the Pork Checkoff will conduct survey the awareness levels for the non-traditional producer, parents and students looking to enter the workforce in the next to three to five years.

10.) Advertising Duplication & Distribution $85,000

This allows us to print, package, duplicate and effectively market all Pork Checkoff educational, scientific and production resources to U.S. pork producers. Use of an inventory-management-system based on producer and end-user demand for education and information resources. This also allows us to update our materials with the latest research, information, photos and guidelines. This tactic includes science and technology education pieces as research is completed, Pork Checkoff can efficiently package and distribute applicable information to educate producers and positively impact their operation.

Rationale:
This tactic plays a key role in communication to stakeholders in all of the identified vulnerabilities. As research is completed, Pork Checkoff can efficiently package and distribute applicable information to educate producers and positively impact their operation. This addresses the gap of providing resources to pork producers created with their Pork Checkoff investment. Increase budget due increasing the amount of quality educational resources specifically in the science and technology research and We Care focus areas as well as increased ability to market to specific producers with increased demographic information. We will duplicate and distribute resources through the Producer Outreach team, Porkstore.pork.org, Producer Services Center, Swine Educators and PQA Pius advisors. Over 25,000 resources have been given to producers through National Pork Board and State Pork Associations at events, meetings, and the Porkstore website.

Specific & Measurable Objectives:
We will use a “just-in-time” inventory management system based on producer and end-user demand for selected education and information resources. Each year we will reevaluate current resources and make continuous improvements to current resources available.

11.) “Introduction to Swine Production” course and internship program $25,000

Conduct betacollege level course “Introduction to Swine Production” and internship program offered to high school juniors or seniors. Course will be offered as dualcredit allowing high schools students to earn college credit while in highschool. Course will provide high school students an understanding of career opportunities in pork production plus an introduction to modern pork production systems. Pork Producers will provide internships that allow for practicalapplication of classroom concepts designed to provide “real world” experiences develop skills in swine production, plus earn money for work done. Coursecontent will be delivered online.Internships will be facilitated by local agriculture studies instructor. Via structured internship programs, production companies will be linked to local high school agriculture programs and instructors.

Rationale:
High school agriculture programs are moving away from traditional production agriculture courses on swine production into subject matter that attracts a broader base of students with little production agriculture experiences. High school agriculture students are not receiving adequate exposure to swine production for career considerations. Highschool counselors and agriculture instructors are not aware of career potential within swine production. Courses delivered on line can bring students who are widely distributed across a large region together in sufficient numbers to justify a course offering. Swine Producers desire to recruit future employees from local high schools. Many states support and provide high school students access to college level courses. High school students taking college level courses can bridge the gap between high school and college; earn college credit while in high school; and reduce their totalization cost.

Specific & Measurable Objectives:
Goals to have 10 high schools participating with 2 students each for a total of 20 students beginning in August of 2015. In addition to course work 20 students will participate in a structured internship program with local pork producers beginning in the first quarter of 2016.
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<th>12.) Certified Swine Manager Certification Program</th>
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<td>Develop a “SelfStudy Guide” to prepare employees seeking Certified Swine Manager (CSM) status who do not wish to participate in Professional Swine Manager community college courses. Provide IT support for website and examination, maintenance and modifications. Certified Swine Manager Certification is currently open to US Pork Producers. Objectives are to maintain a system that recognizes competencies, knowledge, and skills required in pork production; verifies that individuals have acquired knowledge to master production management competencies; documents an individual has applied training and education in a production setting.</td>
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**Rationale:**
Public trust in pork production is challenged. Recognition and engagement of employees is critical to successful swine operations. CSM provides a formal avenue to achieve recognition and engage employees; a technical career development program that links US Pork Producers’ ethical principles with pork production practices; and proof of knowledge gained and applied. CSM is a credible certification program that combines principals with practices and proof, providing a clear career path for individuals to achieve status as professional pork producers. **Specific & Measurable Objectives:**
10 new pork production systems will endorse the program and incorporate it into their career development program by Dec 31, 2015.

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<th>13.) Professional Development “Train the Trainer” Program</th>
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<td>Design, develop content and conduct a “Train the Trainer” pilot project. Project is designed to provide production leaders the skill set to more effectively train farm and department managers and to drive professional culture down to the barn employees. The pilot project target audiences are people responsible to guide management of multiple site production facilities such as regional managers, service/field staff and/or territory managers, or owner operators involved in sow and wean-to-finish production.</td>
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**Rationale:**
Leaders in the pork industry desire to demonstrate the industry’s We Care philosophy by acting in a professional and competent manner at every level of the industry from top executives to workers in the hog barns across America. Programs to develop uniform training of on-farm/within system trainers that can subsequently deliver high-quality, consistent, targeted training to employees do not exist. In 2014a working group of mid-level production managers was formed to define professional development status and needs to instill and raise the level of “professionalism” among production managers and improve “barn culture.” Working group’s highest priority action is to conduct a pilot project to provide production leaders the skill set to more effectively train farm and department managers and to drive professional culture down to the barn employees. The programming will also provide the second layer to develop a network of production companies across production companies of those in similar positions to share learnings and to support one another in their training efforts. Project will include in-person and web-based training sessions; case studies and periodic group discussions. Three case studies identifying cultural change within a production system and the impact on business and production metrics will be conducted and incorporated into training and publicity of professional barn culture. “Train and Trainer” pilot project involving 20 managers will be developed and implemented over a 6 month period. Educational content will be developed and delivered. Qualitative surveys of the trainers and trainees conducted in the 3rd quarter 2015 will identify training components used, effect of training on changing employee behavior; additional improvements suggested and the impact if those improvements were made. **Specific & Measurable Objectives:**
Establishing a baseline, twenty pilot project participants will provide training to 5 production managers, totaling 100 managers receiving training over a 2 year period. Employee retention rates in the barns/systems overseen by managers who have been trained will increase by 20% over a three year period.
IX. SUMMARY

A. Team Effort

A Team effort (board of directors, producers and staff) was employed throughout the process and was essential in reaching the ultimate goal. The quality of the plan is a testimony that producers representing a broad range of interests can achieve focused results when they work together. This plan represents a four-month effort by hundreds of producers and staff. A genuine industry thank you is due to all.

B. 2014-2015 National Pork Board Leadership

The Board of directors and management team at the National Pork Board are as follows:

Board of Directors

Dale Norton, President  Michigan
Brad Greenway, Vice President  South Dakota
Derrick Sleezer, Treasurer  Iowa
Karen Richter, Past-President  Minnesota
Lisa Colby  Massachusetts
Wathina Luthi  Oklahoma
Henry Moore  North Carolina
Glen Walters  Georgia
Mike Wyant  Missouri
Terry O’Neel  Nebraska
Jan Archer  North Carolina
Craig Mensink  Minnesota
Carl Link  Ohio
Brett Kaysen  Colorado
Craig Rowles  Iowa

Senior Staff Leaders

Becca Hendricks  VP of International Trade
Bill Winkelman  VP of Producer Services
Calvin VandeKrol  VP of Finance
Ceci Snyder  VP of Domestic Marketing
Chris Hodges  Chief Executive Officer
Jarrod Sutton  VP of Social Responsibility
Jill Criss  VP of Operations and Human Resources
John Johnson  Chief Operating Officer
Kevin Waetke  VP of Strategic Communications
Dr. Paul Sundberg  VP of Science & Technology