



governmentattic.org

"Rummaging in the government's attic"

Description of document: Meeting minutes of the American Lamb Board 2007-2016

Requested date: 05-May-2016

Released date: 23-May-2016

Posted date: 06-June-2016

Source of document: USDA, Agricultural Marketing Service
FOIA/PA Officer
1400 Independence Avenue, SW
South Building, Rm. 3943
Stop 0202
Washington, DC 20250-0273
E-Mail: AMS.FOIA@usda.gov

The governmentattic.org web site ("the site") is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.

May 23, 2016

In reply, please refer to
FOIA 2016-AMS-03777-F

This is the final response to your Freedom of Information Act (FOIA) request dated May 5, 2016, and received by the Agricultural Marketing Service on May 10, 2016. You requested copies of meeting minutes of the American Lamb Board for the years 2005 to the present.

A search was conducted of the American Lamb Board. This board is responsible for developing and expanding the markets for sheep and sheep products. The search of this board resulted in the location of 97 pages of responsive records. No exemptions were applied and they are released to you in full. A portion of the records responsive to your request were destroyed pursuant to the agency's record retention and disposition schedule therefore, we have provided documents for the years 2007 to the present.

This concludes processing of your request. You may appeal this response within 45 days from the date of this letter. Any such appeal should be in writing and addressed to the Administrator, Agricultural Marketing Service, 1400 Independence Avenue SW, Stop 0201, Room 3071, South Building, Washington, D.C. 20250-0201. If you decide to file an appeal, please provide specific reasons why you believe modification of the initial action is warranted. To facilitate processing your appeal, the phrase "FOIA APPEAL" should be placed in capital letters on the front of the envelope.

Sincerely,



Gregory Bridges
FOIA Officer
USDA, Agricultural Marketing Service

MINUTES
Lamb Promotion, Research and Information Board

JANUARY 24-26, 2007
SAN ANTONIO, TEXAS

Board Members Present: Margaret Magruder, Chico Denis, Lorin Moench, Teddie Crippen, Kevin Quam, Bill Brennan, John Oswalt, Joe Harper, Florence Cubiburu, Laurie Hubbard, David Trotter

ALB Staff: Bo Donegan, Megan Wortman, Rae Maestas

USDA Staff: Kenny Payne, Emily Debord

Others Present: Mary Humann, Janet Greenlee, Jeff Gross, Oral Capps, Gary Williams, Julie Shiflett, Scott Pearson, Larry Kincaid

January 25, 2007

Margaret called the meeting to order at 8:00 a.m.

Public Comment: Kenny Payne introduced new USDA personnel Emily Debord

Action: Laurie Hubbard moved that the minutes of the August meeting be approved, Lorin Moench seconded the motion. Unanimous approval.

Lorin suggested that the ALB write a letter to Barry Carpenter thanking him for the service and support he has given the Board.

Finance and Budget-Larry Kincaid

Clear audit by Bondi & Co. No audit adjustments are necessary.

First quarter ending 12/31/06 \$100,000. on CD's at 5%.

It was suggested to place the referendum reserve in 12 month CD's to earn additional interest.

Research & Evaluation-

Marketing Concepts is preparing an evaluation of foodservice programs.

Lamb Demand Index-Julie Shiflett

Increase demand so increase in supply does not lower prices and overall revenue.

Foodservice sector – optimum opportunity for demand increase.

Texas A&M- Dr. Williams, Dr. Capps

Profile of Lamb Consumers-Nielsen based on in-home consumption
10% increase in price equals a 6.8% decrease in consumption

Lamb Attitudes & Usage-Jeff Gross

Marketing Report-Megan Wortman

Retail-looking at establishing a cooperative account for retail with suppliers.
Teddie stated that the marketing committee will continue to research establishing a program.

Currently 3 long-term retail programs:

Big Y- Massachusetts-Rosen	55 stores
Winn Dixie- Florida-Catelli	90 stores
San Francisco (5 retailers)-Superior	60 stores

Foodservice-Mary Humann

Review cooking temperature suggestions in brochure
Add Board members to electronic newsletter distribution
Look at the military as a new foodservice segment

Consumer-Janet Greenlee

New celebrity chef for ALB-Tim Love
Work is going forward on the Nutritional Program with N.Z. and Australia

Compliance-Chico Denis

Chico-still a problem with compliance collections
Scott-NE market segment not paying check-off, estimated \$400,000. a year not being collected.
Chico suggested that an amendment be made to the Act & Order on direct remittance from all auction markets.
Discussion:
Kevin said it could be a problem at slaughter plants reporting lambs purchased at auctions.
Teddie requested that research be done to establish if the \$400,000. was a correct number.
Kenny said the cost of collecting could go up due to more collection points. He also advised that we make sure the paperwork can support an amendment. How it will work, the cost benefits and will it be subject to a referendum provision.
Margaret suggested that the Board think about it and we will address it in the Friday meeting.

Friday, January 26, 2007

The meeting reconvened at 8:30 a.m.

Communications-Rae

Grants-4 grants were approved.
Kaycee Sheepdog Festival-\$5289.

Kansas State Fair-\$5,000.
Pennsylvania Lamb Day-\$750.00
NY Sheep & Wool Festival Cook-Off-\$1,650.

There are 2 grant cycles, Fall and Spring.

Action: Joe moved that the 4 grants be approved; Teddie seconded the motion. The Board passed it.

Lorin asked how many applications were received, there was a total of 5. Lorin also requested a report on website activity.

Margaret asked if there were any issues the Board needed to address. Joe was concerned about the yield grade and quality grading of YG 4's. Laurie expressed a need for more communication to the Board members on what is going on in all areas, grants, marketing, etc. Margaret requested that the staff increase Board communications and send out a recap of all meetings and conference calls to the Board members.

Frank Moore from Mt. States/Rosen reviewed the Mt. States grant. He said the ALB grant policy needs a provision to accommodate for a change in the proposed grant activity. The grant committee will look at making a change to the policy.

Chico revisited the issue of the collection of check-off dollars by the auction yards.

Kenny stated that the USDA process of change would review an amendment for legality and make recommendations. The amendment will then be published in the federal register for public comment, 60 days for comment. It could require a referendum, Kenny was not sure. A vote would then be required. Timeline 6-9 months.

Discussion:

Lorin expressed a concern that this is the first time an order has been changed and proposed that we investigate a directive based on more information from the attorneys. A letter could also be sent to USDA explaining what we want to do and why we want to do it and obtain an opinion from USDA legal council.

Kenny said to send him an e-mail regarding the amendment and he will obtain an unofficial opinion. Kenny also suggested that we look at an outreach program and prepare the check-off information in ethnic languages.

John said we should vote on the issue as presented by Chico and move forward, but we do not want to continue if a referendum is required.

Action: Chico moved that we ask to amend the order. Joe seconded the motion. The order would now read:

A person who is a market agency, i.e. commission merchant, auction market, or livestock market in the business of receiving lambs for sale or commission for or on behalf of a producer, seedstock producer, or feeder shall collect an assessment from the producer, seedstock producer or feeder and shall remit the collected assessment to the Board.

Lorin commented that we ask for a directive instead of an amendment. David agreed that we try a directive prior to identify the ramifications of the process. John stated that Wolverine was in favor of the collection of the assessment at auction level.

A vote was taken and the motion passed 6-4.

Action: Florence made a motion that we allow Mt. States to keep the initial \$5,000. of the grant money and that we send them the \$5,000. balance. David seconded the motion. Motion passed.

Note: They did not perform the requirements of the original grant and 3/6/06 change of grant report was not received.

Teddie, Bill and Kevin recused themselves from the vote.

Action: Lorin made a motion that we make a change of policy to cover the Board's directives for the Executive Director. Chico seconded the motion and it was passed by the Board.

Election of Officers:

Chair-Teddie nominated Margaret, second by Lorin. Chico moved we close nominations, seconded by David. Nomination approved.

V.P. – Joe nominated Chico, second by David. Joe moved we close nominations, seconded by David. Nomination approved.

Treasurer-Chico nominated Lorin, Joe seconded. Joe moved we close nominations,

John seconded. Nomination approved.

Secretary-Teddie nominated Laurie, Lorin seconded. Joe moved we close nominations, John seconded. Nomination approved.

Margaret will work on assigning Board members to the committees.

Executive Director Presentation-Bo Donegan Strategic Plan Presentation

Action: Laurie made a motion to adjourn; Teddie seconded the motion and the motion passed. The meeting was adjourned at 11:30 a.m.

MINUTES
Lamb Promotion, Research and Information Board

JUNE 18-19, 2007
DENVER, COLORADO

Board Attendance: Bill Brennan, Florence Cubiburu, Teddie Crippen, Chico Denis, Joe Harper, Laurie Hubbard, Margaret Magruder, Lorin Moench, John Oswalt, Kevin Quam, Spence Rule, David Trotter

ALB Staff: Bo Donegan, Larry Kincaid, Rae Maestas, Scott Pearson, Megan Wortman

USDA Staff: Amanda Nolts, Kenny Payne

Guests: Peter Orwick

June 18, 2007

Margaret Magruder called the meeting to order at 11:57AM

Correction to the Annual Meeting minutes (January 24-26, 2007 in San Antonio, Texas): Larry Kincaid and Scott Pearson were in attendance.

Action: Florence Cubiburu moved to approve the minutes as corrected, Teddie Crippen seconded the motion, unanimous approval.

Budget & Finance

Larry Kincaid presented the end of May's financials. It was suggested to move the assets into an interest drawing account and convert the referendum reserve into a CD. A FY08 budget proposal was discussed.

Bo Donegan mentioned a possible referendum date of February 2009.

Executive Session

Kevin Quam moved that the Board members go into executive session, seconded by Teddie Crippen, unanimous approval.

End of executive session.

ASI Update: Peter Orwick

- ASI has received positive feedback from the industry for the participation from all segments of the industry in the annual meeting.
- Reviewed the highlights of ASI's work in 2006-2007.
- Suggested that ALB nominations procedure have some lead time and advertising prior to the announcement of nomination period. ASI was left off the nomination mailing list for a second year in a row.

Compliance

- Currently have 891 remitters to date. PA is the “problem” state for collections.
- Chico Denis is concerned that Scott Pearson’s efforts are becoming more of a “collector” than “compliance enforcer.”
- Scott Pearson discussed the costs of compliance versus the actual collections. The “Chico Amendment” and AMCCF form is currently at USDA being developed.
- Discussion of GIPSA and their possible authority to enforce our assessments, Kenny Payne is going to look into their role/jurisdiction and refer back to the board.

Action: Joe Harper moved that the compliance committee, along with Bo Donegan and Scott Pearson, be responsible for contacting Packers & Stockyards (P&S) in assisting with our compliance collections by our fall meeting to give a report to the Board. Lorin Moench seconded the motion, unanimous approval.

Research and Evaluation

- Marketing Concepts has completed their evaluation of our foodservice programs. The research & evaluation and marketing committees have reviewed the evaluation.
- The FY08 AR’s recommended by the committee include:
 - Texas A&M \$5,000.
 - ASI \$40,000.
- The staff is working on a Break-Even Calculator, a tool for the industry, on our web-site.

June 19, 2007

Margaret Magruder called the meeting to order at 8:00 AM

Marketing Committee

- Megan Wortman reviewed the FY07 programs and activities, including the new Supplier Cooperative Funding Program. The first round of the program ends on June 30th and the second round will be late this fall. Also working on a Supplier Directory, to be completed by August.
- Discussed the “lessons learned” in marketing:
 - Emphasize ease of preparation & encourage everyday use
 - One national spokesperson versus several regional spokespersons
 - The media is interested in producers
 - Growing consumer interest in “local”
 - Foodservice distributors need education on the benefits of American Lamb
 - Limited retailers that are committed to American Lamb, retail promotions of any kind are challenging to manage

- Larger trade shows are expensive and difficult to reach our target audience at
- There was discussion on a distributor sales representative incentive program (sales spiff.)
- Fleishman Hillard suggests that we hire a branding agency to review our materials and evaluate our current “brand”. The agency will cost \$20,000. and will provide an evaluation and suggestions. The board supports the idea as it’s soon time to reprint materials.
- The FY08 AR’s recommended by the committee include:
 - Consumer – Fleishman Hillard’s proposal
 - Year round media outreach
 - Explore Cooking Light Supper Clubs
 - Utilize producer and chef Lambassadors (4 Regions/4 Seasons Cook-Off)
 - Foodservice – Mary Humman
 - Media relations
 - Culinary education support
 - Distributor education and support programs
 - Culinary promotional events
 - Supplier Cooperative Funding Program
 - Retail
 - Support for retailers that are committed to American Lamb
 - Newsletter and tool kit
 - Freshlook data and analysis
 - Meat conference
 - Media outreach
 - Industry Outreach
 - Ongoing supplier communications and support
 - Retail and Foodservice Trendsetter award program
 - Nutrition program
- Kevin Quam gave a report of USMEF activities and recommended continuation of ALB as a member.

Communications Committee

- David Trotter reviewed industry meeting and media relations activities for FY07, as well as the current matching grant awards:
 - Lamb in the Classroom, ND
 - Soldier Hollow Classic, UT
 - Iowa Sheep & Wool Festival, IA
 - Lamb Retail Promotion, MT
 - Colorado Proud TV Advertising, CO
 - Sheep in the Foothills, ID
 - Trailing of the Sheep, ID
 - Garden State Sheep Festival, NJ
- The FY08 AR’s recommended by the committee include:

- Industry mailings
- Industry media relations
- Industry outreach – to include a quarterly state representatives conference call.
- Youth ambassador program
- Discussion on the annual report being “too glossy and glamorous” (producer comment) but necessary to be professional (not black and white.)

Additional Comments

- Bo Donegan discussed USDA’s Board Reapportionment opportunity; the board decided that no changes are needed.
- The Executive Board proposed an attendance policy. Discussion followed and the policy was set aside with no action.
- The fall board meeting will be planned for the end of September/early October in Napa, California.
- Bo Donegan discussed ownership of information. Contractor’s contracts will specify that payment is made with check-off dollars; therefore, ALB owns the images, etc. and will be able to readily access the information.
- Joe Harper discussed the board’s charge to work with and or anticipate potential problems, i.e. fuel and corn price changes due to ethanol production. Bo Donegan is going to work on putting together a graph for the industry on production costs.
- Margaret Magruder asked Kenny Payne to explain the ALB Board Member nomination process. Kenny discussed the process with nomination forms being mailed out between April and May with a June response deadline. Kenny is going to check on the nomination mailing list as ASI mentioned they’ve been missed on the mailings for two years.

Action: Teddie Crippen moved to adjourn the meeting, seconded by Chico Denis, motion passed. Meeting adjourned at 12:25 PM.

MINUTES
Lamb Promotion, Research and Information Board

October 8-10, 2007
Napa, CA

Board Attendance: Bill Brennan, Florence Cubiburu, Teddie Crippen, Chico Denis, Joe Harper, Laurie Hubbard, Margaret Magruder, John Oswalt, Kevin Quam, Spence Rule, Sandy Snider, David Trotter

ALB Staff: Bo Donegan, Rae Maestas, Megan Wortman

USDA Staff: Emily DeBord, Jennifer Porter

Guests: Phil Baltz, Chloe Mata, Marilyn Dompi, Richard Drake, Nick Forrest, Angela Gentry, Joe Pozzi, Rob Rutherford, James Teitschied, Scott Pearson

October 8, 2007

Margaret Magruder called the meeting to order at 2:05PM

Corrections to the minutes were noted (typographical errors.)

Action: Teddie Crippen moved to approve the minutes as corrected; David Trotter seconded the motion, unanimous approval.

Margaret Magruder introduced the newly appointed Board members: Richard Drake, Nick Forest, and James Teitschied.

Budget & Finance

Bo Donegan presented the end of August's financials on behalf of Larry Kincaid. There was discussion of our unofficial favorable financial situation at the end of FY07 going into FY08, to be officially brought before the Board in the first quarter of FY08. Upon request from Board Members, Larry inquired with USDA to make sure that our financial allocations were acceptable and they are. Bondi & Co. will be performing our FY07 audit.

Compliance

Chico Denis discussed our lack of enforcement through USDA/AMS on compliance issues. Currently the Board has a Confessed Judgment and Promissory Note with a PA packer that is in default. OGC has advised the Board cease any further use of the Settlement Agreements and Confessed Judgments until further guidance from OGC can be provided. OGC is saying the documents (originally approved by OGC) are not supported for enforcement. The Board requested that USDA/AMS provide guidance to ALB for enforcement of compliance by 12/31/07. Additionally, attorney Amy Jones is

asking, on the Board's behalf, OGC for a written explanation as to why the documents are not enforceable.

The "Chico Amendment" is still at USDA, going to OGC for review. There is no estimate as to when to expect the documents ready for publish/comments in the Federal Register.

Scott Pearson discussed his current compliance cases with the above mentioned packer having resigned a letter with payment details to be in compliance by January 2008.

Emily DeBord explained the Order as it pertains to the collection on exports:

- ALB can request from USDA/AMS that auction markets can get a voluntary agreement to remit to the Board for the Canadian exporter. (Similar to the Texas exporter agreements)
- \$0.005/pound is due by the seller to remit to the Board, the \$.30 is not collectable.

Scott Pearson reported on his prior and current meetings with Extel Halal Corporation in CA. He presented a "deal" from the Corporation that was presented to him this morning at his visit; paying only January 2007 (not previous years) to present and keeping current. Chico Denis later reported that the Compliance Committee met and declines the offer from Extel Halal Corporation.

Scott Pearson discussed his "compliance tools."

- Packers and Stockyards only have authority over an entity that has purchased a minimum of \$500,000. /year, requiring the entity to be bonded.
- Settlement Agreements are currently not useable per OGC. Emily DeBord assured the Board that by January 2008, we will have something that is enforceable from OGC.
- Field visits are useful to develop a relationship rather than one full-blown audit that creates a harsh "collector" environment.

Additional Comments;

Bo Donegan discussed ASI's trademark enforcement bill for \$2500., for FY07 policing of logo trademark. The Board recommends payment for trademark policing.

October 9, 2007

Chico Denis called the meeting to order at 8:05AM.

Bo Donegan presented the Board with a video of clips themed "Past, Present, and Future."

Rob Rutherford from Cal-Poly and the CA Sheep Commission made a thought provoking, inspirational presentation to the Board on his personal views/visions for the industry.

Joe Pozzi presented details on his partnership with Whole Foods. They have focused on a local, seasonal (April-October), grass-fed product. Their producers retain ownership of the lambs as custom slaughter where they sell the fabricated product.

Bo Donegan discussed the industry's Past and Present. He reviewed past slogans in the industry, such as: Lean, Light, Luscious, and Limitless; Always a Change of Taste; Let's Make Dinner Matter; and Meat Lovers Know. Present slogans and industry challenges were noted. Our strategic plan was also discussed for future relevance.

Mutton was discussed as a large contributing sector to the Board. Bo Donegan expressed that the mutton segment of the industry is feeling "slighted" by the Lamb Board. Teddie Crippen expressed her concern for the mixing of terms, mutton and lamb, as in historical times.

John Oswalt expressed his concerns for the industry not increasing overall production. Producers are happy with current market conditions, but overall volume has not increased for the feeders or packers.

Sandy Snider feels that the Board can do a better job of engaging the industry in programs.

Megan Wortman discussed the industry's Future. She presented the branding agency's work on a new "brand" or "logo." The Board decided to continue using the "Fresh American Lamb" logo but to have the agency do some new artwork.

Marketing Committee

Megan Wortman reviewed our FY 07 Foodservice programs. Retail promotion programs were presented with the following results:

- Winn-Dixie's 200 retail stores in Florida increased sales 75,500 pounds when compared to last years data.
- Big Y's 52 retail stores in Massachusetts and Connecticut increased sales 70,394 pounds when compared to last years data.
- The 8 retail stores in the San Francisco Bay Area of California had varying results. PW Markets increased sales +6.88%, Andronicos increased sales +0.027%, Tony's Fine Foods increased sales +32.22%, Draegars decreased sales -12.24%, and SaveMarts/Albertsons decreased sales -0.67%.

Marilyn Dompi from the CA Sheep Commission and Angela Gentry from Superior Farms provided their feedback as partners in the California retail promotions. Both partners gave very positive feedback of the promotions.

The Supplier Cooperative Funding Program will announce the second round of funding in November.

Our Chef spokesperson, Tim Love, did local media outreach in the Dallas/Fort Worth and San Francisco/Sacramento areas. His media tours yielded segments on ABC, NBC, and Sunset Magazine. Chef Love has also done radio and video releases. Chef Michael Symon did a video release in the beginning of FY07 that reached 26 television stations.

Bloggers were targeted in FY 07, with 21 influential food bloggers receiving summer grilling kits of butterfly leg of American Lamb. There were 33 blog postings from this outreach program.

The James Beard Foundation featured American Lamb in 16 of the 20 markets for the Celebrity Dinners. American Lamb was utilized for in-store demonstrations in 12

out of 20 William Sonoma stores. Florence Cubiburu attended the San Francisco, CA event while Megan Wortman attended the Denver, CO event.

USMEF did a presentation for Mexican and Caribbean Chefs in Denver, CO. They also hosted an American Lamb dinner for visiting Hong Kong Chefs. The next USMEF meeting is in November at Washington, DC. Kevin Quam expressed his opinion on our membership in USMEF as an insurance policy for the industry in case of an export issue/problem. Dues for the upcoming year is \$8600. The Board recommends continuing membership in 2008.

Tri-Lamb Nutritional project, Lean on Lamb, will be presented to the three countries on Monday at their meeting in Australia. The projects spokesperson is Laura Pensiero, MS, RD. Future projects include the American Dietetic Association's fact sheet, editor briefings, comparison sheet with other proteins, and analysis of future opportunities. Megan Wortman asked if the Board was interested in entertaining possible future programs funded completely by the Board, with a response of interest in seeing a proposal.

Communications Committee

David Trotter reviewed FY07 programs. Twelve matching grant programs were approved, with 9 progressing well. Three of the grants seem to be running into difficulties with their events, to be evaluated upon receipt of their final reports. The next round of matching grants will be announced the end of October.

Research and Evaluation Committee

John Oswalt discussed approved FY08 programs from Texas A&M and ASI. The committee was presented with a letter from the Northcentral Extension Research of Land Grant Institutions asking for money to support their endeavors. Bo Donegan responded by explaining our matching grant opportunities. There has been no response to date.

Bo Donegan explained that the Break-Even Calculator is up and running on the Board's website. Kevin Quam helped to rework the calculations, resulting in a break-even per 100 weight basis. Rae Maestas discussed an email from Peter Orwick, ASI, being concerned with the reality of the break-even calculator on the industry and that it would be more appropriate on ASI's website.

Additional Comments:

John Oswalt inquired about the progress of the Supplier Directory. Rae Maestas reports that it is ready to go to the printers. Our website also features a locator directory.

Joe Harper commented on state associations not requesting Board participation at their annual meetings. Those that do include the Board do not always allocate time for a presentation of our programs. David Trotter suggests that in FY08's quarterly industry calls, we make sure that states know the Board is available to attend their annual meetings.

Emily DeBord commented that we make sure the Board is credited or acknowledged on all programs that Check-off dollars are utilized.

October 10, 2007

Margaret Magruder called the meeting to order at 8:09AM

Megan Wortman introduced Phil Baltz and Chloe from Baltz & Co., NY, to make a presentation on consumer promotions. They are focused on a national media campaign that utilizes our current Chef spokesperson, Tim Love.

Megan has expressed her challenges of working with our current agency, Fleishman Hillard, and feels that as a “niche” product, we may do best working with a “niche” agency. Megan feels very comfortable with Baltz & Co. They would work a little differently than past agencies in that they would have a monthly retainer fee of \$10,000. (covering all hourly fees) and would bill us for additional program/project expenses as they occur. This would allow for a better management of project expenses. If approved by the Board to switch agencies, the new contract would contain a clause to ensure that any change to the agencies team members on our account would be discussed and approved by ALB Staff prior to the change.

Joe Harper is concerned on how to properly address our contributors concerning our turnover of agencies. It is felt by the Board that the decision to switch agencies has and is being made on sound business principals. We want to leverage our dollars to their fullest and therefore are making the necessary business decisions.

Action: Bill Brennan moved for a full board vote on changing our Consumer Promotions agency to Baltz & Co. and terminating services with Fleishman Hillard. Florence Cubiburu seconded the motion and the motion passed with unanimous approval.

Megan Wortman will get back with the Marketing Committee to review ARs regarding the new changes for FY08.

Additional Comments:

Margaret Magruder asked for suggestions from the Board to include in her presentation to Tri-Lamb on Monday in Australia. Margaret also announced that the Board’s annual meeting will be held on January 23-24, 2008 in Las Vegas, NV at the Riviera Resort and Casino.

Rae Maestas will be sending out expense forms to all Board Members following the meeting, as well as an invoice for any tour/meal expenses of guests.

Richard Drake commented that through the utilization of the Sheep and Goat Grant Program, there is a new American Lamb product on the market: Morrison Meat Pies.

Bo Donegan asked for comments from the newly appointed Board Members:

- James Teitschied is excited with the diversity of the Board.
- Richard Drake is impressed with the past programs and successes of the Board.
- Nick Forrest is excited to be returning to the Board as he enjoys the friendship and honest dialog amongst the Members. He feels there are a lot of future opportunities for the Board.

Action: David Trotter moved to adjourn the meeting, seconded by Teddie Crippen, motion passed. Meeting adjourned at 10:19AM.

Minutes
Board Meeting, Las Vegas, Nevada
January 23-24, 2008

Board Attendance: Bill Brennan, Florence Cubiburu, Teddie Crippen, Chico Denis, Joe Harper, Laurie Hubbard, Margaret Magruder, Lorin Moench, John Oswalt, Kevin Quam, Spence Rule, Sandy Snider, David Trotter

ALB Staff: Bo Donegan, Rae Maestas, Megan Wortman

USDA Staff: Amy Jones (via conference call), Randall Jones, Dr. Craig Morris, Kenny Payne

Guests: Reed Balls, Allison Beadle, Dr. Capps, Richard Drake, Nick Forrest, Paul Frischknecht, Angela Gentry, Don Gnos, Junior Goring, Mary Humann, Larry Kincaid, Don Kniffen, Pete Larrondo, Chloe Mata, Maggie Mills, Scott Pearson, Stan Potratz, Russ Robinson, Paul Rodgers, Betty Sampsel, Art Swannack, James Teitschied, Michael Uetz, Dr. Williams

January 23, 2008

Kenny Payne conducted orientation for the new Board Members. Amy Jones (via conference call) reviewed additional orientation materials.

Margaret Magruder called the meeting to order at 2:05PM

The reading of the minutes was delayed until January 24, 2008.

Compliance

Chico Denis discussed our current situation of not being able to utilize our Settlement Agreement or Confessed Judgments with non-compliant cases. Randall Jones explained that he has discussed the issue with OGC and they will work with AMS to develop a Repayment Agreement, beginning next week, which would be legally enforceable. David Trotter reminded USDA that Emily DeBord had promised at our October Board meeting that we would have an enforceable document by January 2008. Randall described the process of legal enforcement or action: possibly 2-3 years to get action within USDA, and then proceed to collection in a local court system.

Chico discussed the status of the "Chico Amendment." Randall Jones and Kenny Payne explained that the "Chico Amendment" would significantly change the Order; therefore, requiring a comment period from the industry on the significant potential burden it would impose. As a result, the Amendment has been stopped due to USDA's concerns of the unnecessary burden to the industry.

Scott Pearson discussed his compliance efforts, with the number of remitters increasing 5%. Scott explained that the ethnic community is still a challenge but he is establishing connections and slowly getting some remitters.

Bo Donegan introduced Maggie Mills from Packers and Stockyards. Bo explained that the Board only has an informative relationship with P&S, no compliance cases are discussed. Randall Jones feels there may be ways for the Board to utilize P&S, but only on specific cases. Maggie discussed P&S requiring entities to be bonded if dealing with over \$500,000 annually in their slaughter species and requiring them to keep records. P&S could potentially look at the collection of funds not being passed on as an unfair trade practice, providing it occurs in interstate commerce (entity not necessarily needing to be bonded.)

Chico Denis asked the Board for guidance in dealing with non-compliant cases that are requesting the late fees and interest be forgiven if willing to pay in arrears and maintain current status. The Board referred the decision to accept/decline/propose offers to the Compliance Committee.

Bill Brennan questioned the Board's collection percentage. Bo Donegan discussed the difference in using NASS data versus FSIS data to calculate percentage. Randall Jones explained that the difference in the numbers is because NASS does not include non-inspected plants. Therefore, USDA feels we are at 89% compliance.

Laurie Hubbard commented on her recent state meeting visits in the Northeast. In speaking with several folks involved in the ethnic trade, translation of ALB materials into Spanish seemed very favorable. The materials suggested for bi-lingual translation were foodservice materials, cut charts, etc. There are large institutions that are incorporating Halal foods into their cafeterias (Penn State University is an example.)

Dr. Craig Morris performed the swearing in ceremony for the three new Board Members; Richard Drake, Nick Forrest, and James Teitschied, and one returning Member, Lorin Moench.

Budget and Finance

Larry Kincaid pointed out that there are new travel reimbursement forms, located in everyone's meeting booklet. The annual audit is complete, with no changes. Lorin Moench recognized Larry's work as exceptional. Larry reviewed the December financials.

Larry Kincaid reported that there is a FY07 carryover of \$570,000. Bo Donegan stated that the staff recommendation would be to split the carryover into FY08 and FY09 budgets. Teddie Crippen questioned if our referendum reserves are adequate or if they need increasing. Bo explained that the reserve is utilized to close out accounts (3 months worth of expenses) in the event that a referendum does not pass. The last referendum was approximately \$235,000. and we've estimated \$250,000 for the February 09 referendum. Joe Harper suggests direct mailings sent out to the industry this spring to get the word out on what we've been doing. Florence Cubiburu expressed that the industry wants to see the Board spending the money, not carrying over funds, as effectively as possible. Sandy Snider asked if the Marketing Committee had funds in reserve in case there was an industry problem to deal with or an upcoming event. Art Swannack (guest) commented that the referendum is only 12-13 months away and suggested adding funds for the referendum.

Kenny Payne commented that the upcoming referendum in Spring 09 (7 years from inception) is the last referendum needed to satisfy the Order. Randall Jones commented that the referendum can also be utilized to make any changes to the Order for the future.

Joe Harper commented on sending Board Members to state meetings that are outside of their geographical region. Art Swannack (guest) commented on the importance of enthusiastic reports and updated developments on Board accomplishments at state meetings.

January 24, 2008

Margaret Magruder called the meeting to order at 8:05AM.

Action: Spence Rule moved to accept the minutes as presented with Teddie Crippen seconding the motion. The motion passed with unanimous approval.

The Board spring meeting date was discussed and will be planned for June 9-10, 2008, in Denver, CO.

Research and Evaluation

Paul Rodgers presented the 4th Quarter Industry Review.

Dr. Williams and Dr. Capps presented their research at Texas A&M on Lamb Promotion and Lamb Consumer Profiles.

- 1978-2002 (pre-ALB)
 - \$26.30 in additional industry sales per \$1. spent on promotion
 - 5.6 pounds of additional product sold per \$1. spent on promotion
- 2002-2007 (ALB)
 - \$41.60 in additional industry sales per \$1. spent on promotion
 - 7.6 pounds in additional product sold per \$1. spent on promotion

Communications

David Trotter reviewed the committee's plans for this year.

- Industry Outreach
- Regional Livestock Expos
- International Meetings (Tri-Lamb)
- Industry Meetings (State, ASI, etc.)
- National Trade Shows (FFA, 4-H)
- Quarterly Conference Calls (State Executives and Officers/Directors)
- Industry Phone Surveys
- Matching Grants

David Trotter reported that the committee received 7 applications for round one of the matching grant program. The committee stresses that this program is not a perpetual funding source for events. The committee would like to award \$25,960. to 5 of the applicants. As such, the committee is asking the Board for an increase in the matching grant budget of \$20,000 for a total of \$60,000.

- Media Relations
 - National Farm Broadcasters, Ag Media Summit, press releases, and articles/advertisements (Sheep Industry News/The Banner/The Shepherd)
- Direct Mailings
 - Newsletters (quarterly and weekly), annual report, mid-year report, and customized mailings (state association, auction markets, first handlers, breed associations, etc.)

Laurie Hubbard suggested that we follow up with the Breed Associations and purebred sales managers as they received program materials and compliance information last year.

Action: David Trotter moved to add \$20,000. from the FY07 carryover to the Communications Grant Program budget for FY08. Kevin Quam seconded the motion. The motion passed unanimously.

Action: Sandy Snider moved that the Board recommends to the Communications Committee that in future grant applications that have previously received funding more than twice, the application must have a significant change or progressive advancement to their application in order to fund. Joe Harper seconded the motion. The motion passed, 10-2.

Rae Maestas reported that the web-site hits have been steady at about 6,000 a month.

Margaret Magruder discussed a letter addressed to the Board from Edward Fett, South Dakota producer. Kevin Quam noted that there are challenges with packers mixing domestic and imported product for retailers that do not specify a preference in their orders; however, this problem may be resolved as Country of Origin Labeling (COOL) goes into effect. Chico Denis stated that the Board can not address COOL, but we are aware of the problem. Randall Jones noted that COOL is only proposed for retail in the upcoming Farm Bill. Dr. Williams (guest) noted that in the currently available data, we can not measure the degree to which ALB is assisting imported sales. There is no data that enables us to discern the difference. Joe Harper commented on lamb packers feeding lambs with our seasonal production aids the industry in maintaining a more constant supply. Margaret will respond to Mr. Fett's letter.

Referendum

Bo Donegan distributed the FY07 annual reports and commented that they were created by a young lady in the industry that works in publications. He also expressed his concerns of getting the referendum completed in a timely manner during an election year. The deadline for the upcoming referendum is July 2009. Randall Jones thought that a February referendum should be okay timing wise, as long as the leg work is completed by this fall. He also suggested conducting the referendum by the end of the December 2008, in case of potential change over of personnel at USDA with the election year. Lorin Moench commented that February is the best time to hold the referendum as it allows the

Board to utilize the industry's National Convention to provide any necessary information to the industry.

Sandy Snider asked USDA to address their previous comments in past correspondence with the Board regarding referendum issues. Kenny Payne explained that their comments were just thought provoking suggestions based on comments they have previously received from the industry. Lorin Moench questioned who had the authority to make changes to the Order. Randall Jones stated that proposed changes would go through USDA, then to OGC to decide if the specific change could be made by the Board or require a referendum. Sandy questioned if any proposed change to the Order would need a referendum. Randall said most likely a referendum would be needed to make a change to the Order. The February 2009 referendum is the last scheduled referendum, unless special circumstances arise, like a proposed change to the Order.

Marketing

Megan Wortman reviewed programs for FY08.

- Consumer Education
 - New web-site design, consumer targeted electronic newsletter, summer grilling features at food shows, and development of Lamb 101 recipe booklet "For the Love of Lamb"
- USMEF
 - Kevin Quam reported on the groups past lamb promotions with Hong Kong Chefs and a promotional/informational day in Denver, CO
- Retail Communications
 - Toolkits and POS materials, annual Meat Conference (March 2008), quarterly retail newsletter, and new retail data: Promo Data subscription (retail advertising activity) and Freshlook Data (Midan Marketing does the analysis)
- Supplier Cooperative Funding Program
 - FY07 had one program funded: Superior Farms reports an increase in sales of 152% from the previous year for their program.
 - FY08 first round applications totaled \$77,100. the review committee recommends funding all five applicants

Action: Chico Denis moved to approve funding all five applicants for a total of \$77,100., moving \$47,100. from the FY07 carryover into the Marketing Committee's Supplier Cooperative Funding program budget. Lorin Moench seconded the motion. Motion carried, 12-1.

Bill Brennan is concerned that other suppliers are not participating in the program and that Megan should follow up with them on the program. Kevin Quam feels there is a need to increase the program budget to have the availability to fund good proposals. Bill commented that the program helps to keep suppliers heavily involved as vested partners with ALB.

Junior Goring from the Utah Wool Growers Association presented details on their current Mutton promotion. He explained their promotional efforts for the mutton segment of the industry, reporting on their efforts for the Board's knowledge. Junior asked the Board for a letter of endorsement for their program, addressed to the Utah Department of Agriculture, to support their funding requests from the Utah Department of Agriculture.

The Board discussed Junior's request for a letter of endorsement. USDA explained that the Board can not participate in this request due to the sought funding being governmental.

Michael Uetz, Midan Marketing, reviewed their approach to analyzing the Freshlook Data for the Board. They will provide monthly, quarterly, and annual top line reports listing the dollar sales, poundage, and average price. They will also provide trending information.

Mary Humann, The Humann Factor, reviewed Food Service programs, reporting that 39% of American Lamb is sold in the food service sector. Seven out of 10 fine dining operators menu lamb, with 21% mentioning Domestic lamb. In the Top Trends, "What's Hot" listing; #4. Small plates, #5. Specialty sandwiches, and #8. Grassfed items.

- Media Relations
 - International Food Service Editorial Council (met with editors and provided a Holiday gift package featuring shanks)
- Marketing Tools
 - Master Chef recipe booklet, cut posters, etc
- Culinary Education Support
 - Step-by-step leg carving chart
 - FENI Master Class and exhibit
 - CAFÉ focus group and exhibit
- Distributor Education and Sales Support
 - Direct mailings
- Chef and Culinary Events
 - Marine Hotel Association
 - Taste of Vail
 - American Culinary Federation (2 regional events and 1 national event)
 - National Restaurant Show Multicultural Event (audit)
 - "Plate Cooks" event
 - Star Chefs Rising Star Gala and International Congress
 - Military Trade Show

Chloe Mata, Baltz & Co., reviewed the Consumer Media programs.

- National TV
 - CBS's morning show, "Chef on a Shoestring" featured Chef Michael White prior to the Holiday season
- News Bureau

- Press releases sent via North American Precis Syndicate entitled, "Get the Skinny on American Lamb: Lean Lamb gives Healthy Chili a Healthy Makeover"
- Fans of Lamb
 - "Kitchen Club How-To" online video segments, partnered with Josh Ozersky as host
 - Top Tier Media (targeted recipe tasters at over 25 major epicurean media outlets, sent out Holiday gift packs)
- Events
 - Sundance Film Festival
 - South Beach Food and Wine Festival ("More Than Just a Great Rack")
- Upcoming activities
 - National TV pitching (Today Show, etc.)
 - Summer Grilling with Chef Tim Love
 - Lean on Lamb coverage in epicurean media
 - Food and Wine Classic in Aspen, CO

Allison Beadle, Fleishman Hillard, reviewed the "Lean on Lamb" nutritional campaign.

- White paper
- Survey of Registered Dietitians (to gauge their perception of lamb)
- Brochure and Press kit
- Web-site, www.leanonlamb.com
- Professional Outreach
 - Recipe contest
 - Attended American Dietetic Association conference
 - Today's Dietitian advertorials (3)
 - Registered Dietitian e-blast
 - American Dietetic Association Nutrition Fact Sheet
 - Food and Culinary Professionals newsletter insert
- Expert Spokesperson
 - New York City desk-side meetings with editors
 - Satellite media tour
- Media Outreach
 - Press kits, news releases
- Issues Management
 - World Cancer Research Fund Report
- Future project ideas

Budget and Finance

The Board re-visited the FY07 carryover of funds discussion. Kenny Payne stated that if the funds are kept in unallocated and a new project is proposed, when USDA reviews and approves the project, they can approve the necessary funding at that time.

Action: Chico Denis moved to place the \$408,000. from FY07 carryover into unallocated funds, seconded by Spence Rule. The motion carried, unanimous approval.

Additional Comments:

Margaret Magruder reminded the Board that the State Executives meeting is Friday morning and the Lamb Council meeting is Friday at 8:30AM.

Don Kniffen (guest) expressed his concerns of having 14 pound legs in the retail stores. Also, he feels that oven-ready products are lacking in the retail sector. Teddie Crippen agreed that the 14 pound legs are not practical to market. James Teitschied commented that a lot of the size of product is dictated by retailers and that it's very rare to sell oven-ready product. Teddie commented that both Catelli Bros. and Mountain States Rosen have developed oven-ready products, but have priced themselves out of their markets. Nick Forrest suggests confronting retail store managers with consumer concerns.

Executive Session: Chairwoman Margaret Magruder called for an Executive Session at 5 PM. Executive session ended at 6:35 PM.

The Board meeting resumed.

Action: Sandy Snider moved to adjourn the meeting, seconded by John Oswalt. The motion carried with unanimous approval.

Minutes

Board Meeting, Las Vegas, Nevada

January 23-24, 2008

Board Attendance: Bill Brennan, Florence Cubiburu, Chico Denis, Richard Drake, Nick Forrest, Joe Harper, Laurie Hubbard, Margaret Magruder, Lorin Moench, John Oswalt, Kevin Quam, James Teitschied, David Trotter

USDA Staff: Randall Jones, Kenny Payne

January 24, 2008

Margaret Magruder called the meeting to order at 6:43 PM

Kenny Payne officially appointed the new board members, Nick Forrest, Richard Drake, James Teitschied, and re-appointed Lorin Moench.

Kenny Payne officiated the election of officers:

Chairperson:

Chico Denis was nominated

Action: David Trotter moved to close nominations and elect Chico, Bill Brennan seconded the motion. Motion carried unanimously.

Vice-Chair:

David Trotter, John Oswalt, and Lorin Moench were nominated.

Action: Richard Drake moved to close nominations, seconded by Joe Harper. Lorin Moench won the election.

Secretary:

Laurie Hubbard was nominated.

Action: Lorin Moench moved to close nominations and elect Laurie, seconded by David Trotter. Motion carried unanimously.

Treasurer:

Nick Forrest was nominated.

Action: Richard Drake moved to close nominations and elect Nick, seconded by Joe Harper. Motion carried unanimously.

Additional Comments:

Margaret Magruder reminded the Board of the State Executives Breakfast with ALB at 7AM, Friday, January 25, 2008.

Margaret Magruder thanked the Board for their hard work and dedication to the industry.

Action: David Trotter moved to adjourn the meeting, seconded by Richard Drake. The motion carried with unanimous approval.

Minutes
Board Meeting, Denver, Colorado
June 10-11, 2008

Board Attendance: Bill Brennan, Florence Cubiburu, Chico Denis, Richard Drake, Nick Forrest, Joe Harper, Laurie Hubbard, Margaret Magruder, Lorin Moench, John Oswalt, Kevin Quam, James Teitschied, David Trotter

ALB Staff: Nina Greenwood, Rae Maestas, Megan Wortman

USDA Staff: Emily DeBord

Guests: Larry Kincaid, Peter Orwick, Scott Pearson

June 10, 2008

Chico Denis called the meeting to order at 12:25PM

Action: Florence Cubiburu moved to approve the minutes, with Nick Forrest seconding the motion. Motion passed with unanimous approval.

Executive Session: Lorin Moench moved to go into Executive Session, seconded by Kevin Quam. Executive Session began at 12:40 PM. Executive session ended at 12:55 PM.

Action: David Trotter moved to solidify the Executive Committee's recommendation to hire Megan Wortman as the Executive Director. Florence Cubiburu seconded the motion, motion carried with unanimous approval.

Megan Wortman introduced staff member Nina Greenwood.

Planning and Evaluations

The Board members broke into groups for discussion exercises. Megan Wortman discussed the need to restructure the committee. The committee's new direction will be to review the strategic plan annually and conduct annual evaluations of programs.

Industry Communications

David Trotter reviewed the committees activities:

- Industry Media Relations
- Direct Mailings
- Industry Outreach
 - Industry Media – new advertisements in industry publications with the directive to visit ALB web site
 - Direct Mailings – electronic and hard copy newsletters

Laurie Hubbard commented that most of the Breed associations have email. Laurie will work up an email list and get it to staff for future mailings.

- Matching Grants - Five grants on the first-round
- Conference Calls
- Quarterly State Executive calls
- Phone surveys of State Executives
 - States are looking for information to include in their mailings
 - Willing to cost share to send out materials
 - Like ALB promotional tools
 - Recommendations:
 - Sponsor coffee breaks at their meetings
 - Youth programs
 - Materials for new producers
 - Sponsor tours / ram sales
 - Keep communication simple
- Contributor surveys
 - Random samples of all regions (not large producers or first handlers)
 - Not aware of the Referendum
 - Obtain ALB info at state meetings and in industry publications
 - Strengths of ALB:
 - Increase consumer awareness
 - Partnership with states
 - Promotional tools
 - Work with Chefs
 - Weaknesses of ALB:
 - Lack of programs for Direct Marketers
 - Not addressing the ethnic markets
 - Perception of promoting imported Lamb
 - Many didn't know enough to comment

Florence Cubiburu expressed that she feels it would be beneficial to survey larger producers as well.

- Industry Meetings
 - Tools – power point presentations, video, handouts, booth/banners

Marketing

Megan Wortman discussed the new logo and reviewed activities.

Food Service

- American Culinary Federation
 - Attending the North East, Central, and National conventions
- Military Food Show – audited and not the right audience
- Marine Hotel Show – audited and not a good fit for American Lamb

- National Restaurant Association
- Star Chefs
- Tools
- New Master Chef recipe booklet
- Wolds of Flavor recipe booklet
- Foodservice Education
- Foodservice educator conferences
- New carving sheet – Leg of lamb with left-over recipes

Consumer Promotions

- Fans of Lamb
 - Newsletter – video grilling recipe contest
- Placements
 - Online – AOL “How to Cook Lamb”
 - Print
 - Newsweek
 - Grilling MAT release
 - Color food page
 - Broadcast placements
 - CBS Early Morning Show with Marcus Samuelson
 - Chef on a Shoestring with Chef Lachlan
 - CBS Early Show with Chef Tim Love
 - Summer satellite media tour with Chef Love – Gourmet on the Go
 - Martha Stewart
 - Consumer Events – “More than just a great rack” and “Show me some leg” campaigns
 - South Beach
 - Taste of Vail
 - Paso Robles
 - Washington Wine Highway
 - Carneros Heritage Festival
 - Aspen Food & Wine Festival

Laurie Hubbard suggested creating a poster of a lamb dish plated. ASI and the Lamb Council had done some years ago, but they are still in use for state organizations and food service. A new poster would be well received. Florence Cubiburu commented that the Retail Directories went over really well at events.

- Consumer Marketing Tools
 - Recipes
 - Thermometers
 - T-shirts
 - Spice rubs
 - Tattoos
 - Nutritional Educational Campaign (Phase 2)
- \$110,000 ALB portion

- Recipe and communication materials
- Supermarket Dietician outreach
- Advertising and media outreach
- Newsletters and emails
- Retail Programs
- Point of sale materials
- Annual Meat Conference
- Quarterly newsletter – expand distribution
- Market Intelligence
- Fresh Look Data – retail sales, proposal to separate domestic data
- Promo data Ad Activity
- ASI Market Analysis
- Establish a task force to review all data on a quarterly basis
- Supplier Cooperative Funding (1st round)
- Harris Teeter
- Colorado Proud
- Hyvee markets
- Acme and Winn Dixie
- Blue Mountain Meats

Budget and Finance

Larry Kincaid discussed the FY 07 budget carryover of \$570,000. Richard Drake questioned the increase in USDA's oversight budget. Emily DeBord commented that in the future, AMS staff will be doing their own billing so they'll be better able to answer those questions in the future. Laurie Hubbard questioned our 10% administration budget and Larry Kincaid stated he expects it to fall in the range of 9% to 9.5%.

Action: David Trotter moved to approve \$297,000 incremental budget request to be appropriated and leave \$273,000 unallocated, seconded by Nick Forrest. Unanimous approval.

Compliance

Scott Pearson discussed the 08 compliance activity.

- AMS and OGC have approved a new Settlement / Repayment Agreement
- Extel Corp. has executed the "new agreement" in the amount of \$13,210.
- Worked with Packers and Stockyards to have New Mexico and Texas dealers bonded
- Jamison Farms has satisfied their Settlement agreement in December 2007
- Audited New Holland Sales Stables, PA, collecting data for 25 buyers (10 new buyers) revealing \$25,650. in unpaid collections
- Met with a large dealer/buyer in the PA/NJ/NY ethnic market to discuss ethnic concerns/issues
- Audited United Producers, OH, collecting data on Royal Halal Meats (\$1200.) and three other entities owing \$9000.
- Audited Producers Livestock Auction, TX, collecting data on 10-12 dealers, feeders, and exporters

- Met with several large dealers to determine where livestock is being shipped. Estimated \$50,000./year in unpaid collections
- Actual collections through April 2008, \$1,361,583.

June 11, 2008

Chico Denis called the meeting to order at 8:11 AM.

Budget and Finance

Larry Kincaid reviewed the FY 09 Budget proposal. The proposal reflected a 6.5% decrease in collections.

Compliance

Scott Pearson discussed his goals for FY 09:

- 6-8 field audits
- Coordinate field activity with referendum efforts
- Ability to use administrative subpoenas and settlement agreements
- Conversion of no less than 6 non-compliant entities to comply with monthly remittances
- Identify compliance issues
- Continue to focus compliance efforts in the north east
- Provide monthly update reports to the compliance committee

Nick Forrest commented that the face-to-face interaction builds relationships and also compliance. Joe Harper commented that the possibility of having an ethnic first handler on the Board may help with compliance.

Planning and Evaluations

Megan Wortman reviewed the group discussion exercises from the previous day.

FY 09 Plans:

- Texas A&M study
- 1 program evaluation

Richard Drake discussed concerns of Market Analysis for \$40,000. in the budget with decrease in collections.

Marketing

Megan Wortman discussed the shortfall of \$1,205,000 proposed programs and only \$1,115,000. proposed budget for FY 09. Megan suggested \$100,000. of the unallocated carryover into FY 09 go into Marketing and leave the remaining \$173,000. unallocated.

Chico Denis expressed concerns of the Tri-Lamb Nutritional Educational Campaign going into promotion rather than education mode. Megan Wortman explained that she reviews all materials to ensure there aren't any problems.

Discussion followed concerning Tri-Lamb. The next Tri-Lamb meeting is in October 2008, New Zealand.

Action: Florence Cubiburu moved to allocate \$100,000. of carryover to FY 09 Marketing budget, seconded by Richard Drake. Motion carried, unanimously.

Communication

David Trotter reviewed FY 09 planned programs.

- Industry Media Relations
- Ag Media Conference – staff professional development
- Ideas that are not budgeted
- Lamb Quality Assurance with ASI
- Sustainable agriculture with Grazing Land Conservation Initiative
- Industry Outreach
- Post-referendum, send states materials and rotate state meeting visits
- Industry recipe contest – preparation period, announcing January 2009 for January 2010 contest
- Annual reports – scaling back as industry perception is “too glossy”
- Referendum mailings

Lorin Moench suggests a magnet of when/where/how to remind industry rather than a three page document. Megan Wortman discussed the possibility of putting the sample ballot information in industry advertisement. Peter Orwick suggests focusing efforts on active participants with information in industry publications and to state groups. Also, Peter suggests announcing the referendum date early so that there is time for publications to include material. Richard Drake suggests a poster being created and posted in auction markets. Margaret Magruder asked USDA to emphasize to FSA offices when conducting the referendum to scrutinize so that production numbers are accurate.

Additional Comments

Emily DeBord commented that USDA communication with ALB staff/Board has been much better and is appreciated.

Executive Session: Laurie Hubbard moved to go into Executive Session, seconded by Chico Denis. Executive Session began at 1:15 PM. Executive session ended at 1:40 PM.

Action: Lorin Moench moved to adjourn the meeting, seconded by David Trotter. The motion carried with unanimous approval.

Minutes

Board Meeting, Denver, Colorado

October 1-2, 2008

Board Attendance: Bill Brennan, Florence Cubiburu, Chico Denis, Richard Drake, Nick Forrest, Joe Harper, Laurie Hubbard, Margaret Magruder, John Oswalt, Kevin Quam, James Teitschied, David Trotter

ALB Staff: Rae Maestas, Megan Wortman

USDA Staff: Kenny Payne

Guests: Greg Ahart, Paul Clayton, Angela Gentry, Mary Humann, Burdell Johnson, Larry Kincaid, Trevor Nunes, Peter Orwick, Scott Pearson, Susan Schoenian (via conference call), Dave Shepard, Dr. Gary Williams

October 1, 2008

Chairman Chico Denis called the meeting to order at 1:08 PM

Action: Margaret Magruder moved to approve the minutes, with David Trotter seconding the motion. Motion passed with unanimous approval.

Industry Communications

Rae Maestas reviewed the current programs:

- New ad campaigns featuring 3 families
- National Farm Broadcasters (Nov. 12)
- Press Releases
- Newsletters (quarterly)
 - Friday mailings (monthly – 7,000 distribution list)
- Referendum mailings
 - Tri-fold highlighting ALB's activities (end of October)
 - Sample ballot
- Industry Meetings
 - South Dakota, Washington, North Dakota – Megan Wortman
 - Montana – Richard Drake
 - Missouri – Bill Brennan
 - Tennessee, Ohio – Laurie Hubbard
 - Pennsylvania – Nick Forrest
 - New York – Joe Harper
 - Maryland, National FFA – David Trotter

Board discussed concerns with high traveling costs to attend state meetings (usually held in remote towns) and will give future consideration to rotational attendance and conference call attendance.

Peter Orwick suggested ALB attend NAILE. The Board will explore opportunities to have an educational presence at NAILE.

- New Tools

- Sticker sheets
- Reusable, environmentally friendly grocery bags
- Knife sets
- Lamb jerky
- Shirts/vests
- Matching Grant program
- Quarterly state executive call – October 28

Megan Wortman proposed moving the entire industry section of the web-site to an individual site; www.lambcheckoff.com, where industry members can find straight forward information easily. Cost for design and development would be approximately \$2000.

Action: Joe Harper moved to approve the creation of a new industry check-off web-site up to \$2000., seconded by Florence Cubiburu. Motion passed unanimously.

Marketing

Megan Wortman reviewed the current programs:

Foodservice:

- American Culinary Federation – ALB's booth was next to Australia's, overlap/duplication of efforts to be discussed at upcoming Tri-Lamb meeting
- NAMP
 - Center of the Plate conference
 - Working to update the Meat Buyers Guide, requesting Board input
- Plate Cooks
- Star Chefs
- CIA Worlds of Flavor conference – creation of recipe booklet
- CAFÉ conference
- DVD – creating a DVD on fabrication of a whole carcass
 - Will include a step-by-step brochure

There was discussion to give the DVD a “butcher” feel rather than a “chef”. Nick Forrest commented that Kroger retail stores are working on “homegrown” and “custom cut” carcasses; currently with goats and planning to expand to include lambs.

- Fans of Lamb
 - Video series
 - Video grilling contest - May
 - Newsletter
 - Fall Family Recipe contest

Consumer Media Outreach – FY 2008

- Print placements (color food page, 622 placements)
 - Translated to Spanish and was used in placements
 - Saveur Magazine – asking for lamb lead information
 - O Magazine and Wall Street Journal – discussed Country of Origin Labeling
- Broadcast placements (20 live TV and radio shows)

Consumer Media Outreach – FY 2009

- October - MAT release (Cooking Lamb on a Budget)
- Oct/Nov – Martha Stewart
- Jan/Feb – Easter press mailings
- Dec/Jan – desk side visits (cut education, pasture to plate kits)
- February – Satellite Media Tour “For the Love of Lamb” and color food page
- July – MAT release (Grilling)
- Aug/Sept – Satellite Media Tour
- Network of high profile Chefs in each market, partnered with producer/supplier for culinary seminar and dinner
 - Focus – cut education and versatility
 - Jan/Feb – New York City
 - May/June – San Francisco
 - Aug/Sept – Chicago (possible Trail Drive)

Eating Well Sponsorship

- 60 recipes and images for one year
- Full page in magazine
- 16 page recipe booklet

Consumer Marketing

- Easy Elegance recipe booklet
- Cut education brochure
- Pasture to Plate kit – overview production, producer profile, fact sheets

Nutrition Education Campaign – Phase II

- Recipes and communication materials
- Supermarket Dietician outreach
- Advertising and media outreach – color food page (Nov – with potatoes), satellite media tour, and advertorial
- E-newsletter and web-site

Retail Programs

- Point of Sale material - new labels
- Annual Meat Conference – March in Denver
- Quarterly newsletter

Market Intelligence

- Task Force to look at Freshlook Data and Promo Data

Supplier Cooperative Funding Program

- Iowa Lamb and Hy-Vee Markets – 30% increase in sales
- Catelli Brothers and Acme Markets -8.2% increase in sales
- Catelli Brothers and Winn Dixie – 7.2% increase in sales

Tri-Lamb

- October meeting in New Zealand – Megan Wortman will provide a Nutritional Education and ALB report via conference call

Paul Clayton with USMEF in Denver, reported that the Caribbean (\$6.19 million), Mexico (\$1.7 million), and Canada (\$1.97 million) are their strongest lamb markets. They monitor lamb markets, statistics are available, and market access: 126 countries

have USDA and FSIS agreements, 69 countries are without restrictions, 36 countries require import permits, and 21 countries have various restrictions.

Mary Humann gave a presentation on the Challenging Economy and Lamb Foodservice Programs.

- Foodservice industry sales are decreasing or are flat
- Lamb menu mentions are remaining stable
- Foodservice industry is significant to American Lamb (~40%)
- Strong support for local foods – sustainable, organic, grass-fed
- Fine dining Chefs appreciate quality
- Growing consumer interest in ethnic foods
- Small plates are “hot”

October 2, 2008

Chairman Chico Denis called the meeting to order at 8:00AM.

Dr. Gary Williams, Texas A&M, gave a report, “Is Lamb Promotion Still Working...and what about imports?”

- ALB has more than doubled the responsiveness of lamb consumption and promotion
- ALB programs are responsible for an increase of 8.1 pounds in sales for every \$1.00 spent on promotion

The board expressed their desire to have Dr. Williams give his presentation to the industry at the upcoming ASI Annual Meeting in San Diego, CA.

Dave Shepard, Meat Solutions, Inc. reported on their work with Midan Marketing to give us our top-line sales data. The data will be posted to our web-site.

Trevor Nunes from Colorado State University gave a brief presentation on a research proposal for \$20,000. to determine the palatability and tenderness of American Lamb. ASI is funding the main research project, to be conducted in Superior's Denver plant.

Megan Wortman would like to see the project funded out of the Marketing budget (would need to request carryover funding.) James Teitschied commented that he is overseeing the entire research project. The project is to develop a marketing claim. The Board expressed concerns with bringing live lambs from all over the US to slaughter in Denver and how the animal's stress will affect the results.

Action: Margaret Magruder moves to support the research program with Colorado State University at \$20,000. The motion is seconded by Florence Cubiburu. Motion passes with 11 in favor and 1 opposed.

Nick Forrest gave a presentation on Ethnic Marketing.

Susan Schoenian with MD Sheep & Goat Extension gave comments via conference call on Selling Lamb and Goat thru Ethnic Markets.

- Commented on the elusiveness of slaughter/consumption numbers and data
- Suggest ALB might provide support/education on niche marketing (halal kills, grass-fed, etc.)
- Created www.sheepgoatmarketing.info a few years ago, grant funded, to connect producers with processors and consumers and vice-versa

Kenny Payne announced the ALB appointments:

- Re-elected: David Trotter, producer; Laurie Hubbard, seedstock
- Leo Tammi, producer; Patricia Tivell, feeder; Edward Allaway, first-handler

Kenny commented that OGC has the final notice of the February 2009 referendum, and when approved it will be officially announced. The referendum will be conducted under the same rules and procedures as last time.

COOL is in effect and Kenny cautioned the Board to work with USDA for approval in promotions dealing with COOL.

Kenny also explained that the National Sheep Improvement Center has been moved to AMS to administer, with plans to operate similar to commodity boards.

Margaret Magruder requested an update on ALB communication with USDA. Kenny reported that communication is wonderful.

Burdell Johnson, ASI President, gave a brief report.

- ASI is conducting a Vote Yes campaign – 14 states and the Lamb Feeders planning a November letter and conference call
- COOL - has a working avideavid in place
- Tri-Lamb - feels America has the respect of Australia and New Zealand and will be meeting to discuss marketing systems in the US
- US producers have commented on the promotion of the nutritional value of lamb

Peter Orwick, ASI, recommends focus of referendum campaign going to active participants. Also suggests ALB putting additional efforts in TX, SD, and PA with state meetings. USDA's meat purchase program had a successful first round paying \$3.31-\$4.17/pound. ASI has been awarded a Sheep Center grant to cover the travel expense for ALB representative to attend the Tri-Lamb meeting in New Zealand on October 13-14, 2008.

Compliance

Scott Pearson reported on his recent visit to the NY/NJ area. Scott shared a Trade Fair retail market flyer selling whole/half lambs, whole legs, and halal kill. He has been getting an increase in requests from first-handlers to collect check-off assessment at the auction barns with a signature authorization. Kenny Payne commented that the Order would need to be amended before it would be possible to collect check-off assessment at the auction barns.

Scott would like to try filing a bond claim through Packers and Stockyards to collect the live portion of assessment, noting 60 day time period. He commented that the live markets in NY are a huge loss of collections.

Joe Harper suggests Scott hand out Supplier Cooperative Funding Applications when he is in the field. Kevin Quam encourages the Compliance Committee to encourage filing P&S bond claims.

Scott would like to reprint the brochure on how the check-off works. There was discussion on doing so in other languages as a "good will gesture." Kenny Payne suggested an educational meeting with buyers, first handlers, etc. to promote the program and educate them on the assessment process.

Budget and Finance

Larry Kincaid reviewed the Q4 FY 08 activity. The FY09 budget has been approved by USDA. Larry requests that Board travel expenses for this meeting be submitted ASAP so that he may close Q4 FY08 financials and submit FY08 to the auditors.

Additional Comments

Megan Wortman asked the Board to review the language on the proposed tri-fold referendum mailing. Megan also commented on a proposed schedule for the Annual Meeting in San Diego, CA: Thursday, Jan. 22 – ½ day meeting with welcome reception and Friday, Jan. 23 – full day meeting with regional caucus meetings.

Kenny Payne recommended that the Board conduct program evaluations. Megan Wortman commented that Communications programs will be evaluated in FY09.

Kenny Payne cautioned the Board that grant money needs to be used for "American" Lamb, not brand specific product (example: Colorado Lamb.) Rae Maestas commented that the recent Soldier Hollow Classic matching grant used "local grown American Lamb" rather than Utah Lamb in their promotions.

Laurie Hubbard suggested that an Ethnic Marketing Task Force be created. Volunteers for the task force were Laurie, Nick Forrest, and David Trotter. A conference call will be arranged in the next couple weeks for a planning session.

Action: Margaret Magruder moved to adjourn the meeting, seconded by Florence Cubiburu. The motion carried with unanimous approval.

Minutes

Board Meeting, San Diego, CA

January 21-22, 2009

Board Attendance: Bill Brennan, Florence Cubiburu, Chico Denis, Richard Drake, Nick Forrest, Joe Harper, Laurie Hubbard, Margaret Magruder, Lorin Moench, John Oswalt, Kevin Quam, James Teitschied, David Trotter

ALB Staff: Rae Maestas, Megan Wortman

USDA Staff: Emily DeBord, Dr. Craig Morris

Guests: Greg Ahart, Ray Broadbend, Barry Carpenter, Chloe Crane, Dennis Difler, Kathryn Harris, Cody Hiemke, Roger High, Ed Jenks, Larry Kincaid, Tom Kourlis, Pete Larrondo, Frank Moore, Joe Mattos, Val Mattos, Peter Orwick, Linda Oswalt, Scott Pearson (via conference call), Stan Potratz, Stephanie Sexton, Marsha Spykerman, Leo Tammi, Patricia Tirrell, Dr. Gary Williams

January 21, 2009

Chairman Chico Denis called the meeting to order at 5:44PM

Action: Margaret Magruder moved to accept the minutes as presented and Kevin Quam seconded the motion. Motion carried unanimously.

Chico Denis reviewed a request from a supplier submitting an application to the Supplier Co-operative Matching Grant program. The Executive Committee recommends that Supplier Co-operative Matching Grant applications not be reviewed by any of the first-handler Board Members. They recommend the reviewing committee consist of the Executive and Marketing Committees minus all first-handlers. There was much discussion. Kevin Quam understands the request, but feels Board Members operate under confidentiality and a code of ethics. Nick Forrest agrees and that the information presented to the Board through the grant process is proprietary.

Megan Wortman explained that the auditors along with USDA have questions concerning a gift giving/accepting policy for the Board. Staff will put together a draft document for the Board to review. Discussion followed with the language suggestion of "nominal."

Ethnic Marketing Task Force

Megan Wortman reviewed the Ethnic Marketing Task Force meeting from January in Harrisburg, PA. Task Force members met with industry experts and the following is a summary of the meeting:

- Target Hispanic and Muslim populations
- Target major markets like Detroit, New York, DC, Baltimore
- Producers need access to custom slaughter facilities
- Need to connect buyers and sellers

- Producer/Packer education needed
- Foodservice promotions should also target white table cloth ethnic restaurants
- New product development

Next Steps:

- Identify marketing experts/consultants
- Conduct focus groups/surveys to better understand attitudes and usage in target markets
- Develop and distribute an ethnic marketing toolkit
- Industry Halal Certification standards
- Conduct a pilot program in a key market (i.e. Detroit, New York, DC)

Kathryn Harris (guest) discussed her custom slaughter operation twenty minutes outside of downtown Columbus, OH. Since December 2004, she has been selling lambs and goats 4 days/week custom slaughter and 1 day/week inspected for restaurants. Markets approximately 100 lambs and goats/week and has a need for more animals.

Megan Wortman expressed that religious leaders are telling their followers that big suppliers are not reliable for their Halal needs. The Task Force committee suggests \$40,000-50,000 in order to move forward, contract a consultant, and create a proposal. The committee would also recommend targeting the Muslim community.

Budget and Finance

Larry Kincaid reported that the FY08 financials have a clean audit. However, the auditors suggested that there be a conflict of interest policy put in place and that the Executive Director conduct a monthly review of journal entries and account statements. Lorin Moench questioned if Larry feels that Bondi & Co. are doing a good job for the money. Larry feels that the current auditors are doing a good job and then reviewed FY09 Q1 financials.

Lorin Moench asked USDA for a forecasted referendum expense. Emily DeBord replied that they are expecting the \$250,000.00 as estimated.

Action: David Trotter moved to recess until tomorrow, Margaret Magruder seconded. Motion carried.

January 22, 2009

Chairman Chico Denis called the meeting to order at 8:23AM

Megan Wortman and Emily DeBord provided orientation for new Board Members.

Emily DeBord provided a referendum update. FSA has posted the referendum rules and procedure on their web-site. USDA will be having a conference call with FSA next week to finalize things. Referendum forms will be available at www.ams.usda.gov/lsmarketingprograms on February 2nd.

Lorin Moench asked USDA to clarify to FSA ALB's definition of a lamb as an ovine animal of any age and either sex.

Emily DeBord stated that USDA does review all FSA State bills to ensure there are no discrepancies with the amount and the number of voters. Also, USDA handles all communication with FSA, not the Board.

Compliance

Joe Harper reported on his conversations with Wayne Watkinson and USDA on the creation of an appointment of agreement (legal document between auction markets and their buyers.) Scott Pearson clarified that the agency agreement is the buyer authorizing the auction market to hold and remit their check-off assessment.

Scott Pearson reported on the compliance cases submitted to P&S in early December. One agency looks like they're going to comply, but have yet to hear from the other agency. Scott is planning to conduct a field audit in the mid-west next week. Joe Harper expressed that the Board feels it best to delay the field audit until after February.

Scott Pearson had an inquiry from an auction market about the availability of funds to help defray costs of software changes to implement an agency agreement form.

Communication

Rae Maestas reviewed current FY 09 communication programs. Industry communication includes:

- Newsletters (monthly and quarterly)
- Print and radio advertising (referendum based)
- Referendum mailing (postcard)
- Annual report

David Trotter discussed the matching grant program. The communications committee is recommending funding for the first round of matching grants totaling \$15,843.00.

Marsha Spykerman reported on Iowa's matching grant from FY08 entitled, "American Lamb on Your Plate in 2008."

Roger High reported on Ohio's matching grant from FY08 with the "Fabulous Food Show" from TV Food Network. Roger received \$5000. through the grant and is requesting an additional \$1057.61 to help cover additional costs.

Action: David Trotter moved to approve funding for round 1 matching grants as recommended by the communications committee, totaling \$15,843.00. Motion seconded by Florence Cubiburu. Motion carried unanimously.

Margaret Magruder cautioned the Board of setting precedents with Ohio's additional monetary request. Laurie Hubbard and Bill Brennan agree that the Board needs to be careful and should revisit the contract to specify if there are funding changes, there needs to be communication prior to the conclusion of the event. Chico Denis asked the Communications Committee to come up with a recommendation on the language for the matching grant contracts.

The Communications Committee recommends adding to the matching grant application: How do you plan to utilize the resources of ALB in the conduct of your project? (For costs of these resources to include in your budget, please contact the ALB office.) And adding "does not include cost overrun of budget."

Action: Florence Cubiburu moved to adopt both recommendations of the communications committee. Lorin Moench seconded the motion. Motion passed unanimously.

Planning and Evaluation

Megan Wortman gave the Planning and Evaluation Committee update from their December meeting in Denver, CO.

- Strategic Plan is still relevant, but only long term
 - Goals are not prioritized
- Suggest short term strategies
 - Moving middle meats (loins and racks)
 - Focus of limited resources (strong markets and target lamb eaters)
- Final reports of expenditures were reviewed by committee
 - Recommendations
 - Obtain comparisons about programs and strategies from similar products (Alaska Seafood Marketing Board, etc.)
 - Need more details with the matching grant programs

Richard Drake assured the Board that the committee reviewed things to ensure ALB is getting the best bang for the buck. James Teitschied asked if industry PR is really where we need to spend our limited dollars (matching grants, specifically.) James requests that a template be made for matching grant final reports.

The new CEO of Superior Farms, Ed Jenks addressed the Board. Megan Wortman asked Ed to explain their \$200,000. grant application. Ed responded that they are looking to create an identity that would be applicable across the country.

The new CEO of Mountain States Rosen, Dennis Difler was introduced to the Board.

Marketing

Megan Wortman reviewed FY09 marketing programs.

- Foodservice
 - Culinary Institute of America Worlds of Flavor
 - CaterSource – Feb. 09
 - American Culinary Federation National and Regional Conferences – National – July 09
 - Value Cuts Summit
 - National Restaurant Association
- Foodservice Marketing Tools
 - Worlds of Flavor Recipe Booklet
 - Foodservice Guide and Sales Sheet reprints
 - Fabrication of whole carcass DVD
 - DVD for sales promotion – American Lamb Story (not budgeted)
- Foodservice Media Relations
 - Holiday mailing (24 editors)

- International Foodservice Editorial Council
- Foodservice Research
 - Moving loins in foodservice
 - American Culinary Federation focus group
 - Restaurant Business Research (100 interviews -= 65 fine dining, 25 hotel)
 - Food Beat service discontinued
- Retail Programs
 - Sales and Feature Data (posted on www.lambcheckoff.com)
 - Point of Sale material (increase in label requests)
 - Annual meat conference
 - Quarterly newsletter
 - Trade media outreach

Megan Wortman discussed the committee's recommendations for the first round of the Supplier Cooperative Matching Grant program. The committee recommends funding 3 grants; CA Association partnering with Superior, Iowa Distributor Incentive program, and Iowa partnering with HyVee; that total \$20,750.00.

Action: Florence Cubiburu moved to accept the Marketing Committee's recommendation and fund the three grants, totaling \$20,750. Motion seconded by Margaret Magruder. Motion carried unanimously.

Florence Cubiburu asked the Marketing Committee for their feelings on the Superior Farms Supplier Cooperative Grant application. Margaret Magruder explained that due to the requested amount of funds, the application was tabled for full board discussion and a chance to hear Superiors' thoughts. Megan Wortman explained that the committee discussed the funding of a "generic" American Lamb campaign that could be customizable to all suppliers for all markets. Ed Jenks (guest) commented that Superior puts a ton of money into the check-off program and would like to see a return of similar size, proposing a benefit to the whole industry. Ed stated that they are willing to work with ALB to investigate options, but would like a good-faith effort. Margaret feels that it could be explored as a potential marketing program. Kevin Quam would like to hear from other suppliers on the idea. Kevin recommends Megan facilitating a discussion with the industry in a timely fashion. Lorin Moench feels we put half of unallocated carryover monies towards furthering discussion/exploration with the industry. Ray Broadbend (guest) commented that we've been piddling around with funds and looking for a big program; he is encouraging the Board to act and move forward with Superior's application. Ed stated that he is looking for a level of commitment towards the project, but willing to do an exploratory piece. Frank Moore (guest) suggested an industry summit with ALB do discuss the potential program.

Action: Lorin Moench moved to commit up to \$250,000.00 towards a new marketing campaign, subject to Board approval with the Board meeting in a timely fashion to discuss campaign. Motion was seconded by Margaret Magruder. Motion carried with unanimous approval.

Discussion followed concerning unallocated funds and potential needs. Nick Forrest wanted to revisit the Ethnic Task Forces' request for \$40,000.00 to look for a consultant, targeting the Muslim trade and begin an educational toolkit.

Action: Lorin Moench moved to amend his previous motion to commit \$200,000.00 towards a new marketing campaign. Nick Forrest seconded the motion. Motion carried with 12 in favor and 1 opposed.

Action: Nick Forrest moved to allocate \$40,000.00 to the Ethnic Task Force program, seconded by John Oswalt. Motion carried unanimously.

Consumer Promotion

Chloe Crane, Baltz & Co., discussed the FY08 highlights:

- TV Segments
- Country's top publications
- Tried and true tactics
 - Comfort food favorites
 - Get Your Grill On
 - America's Best Family Recipe contest
 - Budget-friendly cuts
- Satellite media tours (18 TV segments)
- Over 320,000,000 impressions with TV and print media
- Chef Lambassador online videos
- Facebook presence, "Fans of Lamb"
- Food & Wine Classic
 - Aspen, CO
 - South Beach, FL
- Food trends
 - Value
 - At home cooking surges
 - Re-emergence of comfort food and "affordable"

FY09 Programs

- February – Lamb Lovers Month
 - "Recipes for Romance" weekly contest
 - Satellite Media Tours
- Spring (March – April)
 - Online "headquarters"
 - Focus on cut diversity and value, across cultures
- Summer
 - Trail drive with Chef Tim Love
 - 6 states in 6 days (CO, OR, WA so far)
 - Ingredients from within a 100 mile radius
- Winter
 - "Best Family Recipe" contest

Joe Harper commented that his work on the Board has been extremely rewarding and he's thoroughly enjoyed his experience. Joe feels he is a better man for serving on the Board.

John Oswalt expressed that it's been a pleasure serving with fellow Board members and thanks the industry for his opportunity to serve.

Bill Brennan commented that he's enjoyed the dedication of fellow Board members.

Emily DeBord performed the swearing in and seating of the new Board Members; Cody Hiemke, Leo Tammi, and Patricia Tirrell, and re-appointed Board Members, Laurie Hubbard and David Trotter.

Emily DeBord conducted officer elections.

Action: Margaret Magruder nominated Chico Denis as Chairman. Nick Forrest seconded the nomination. David Trotter moved to close nominations. James Teitschied seconded the motion. Motion carried unanimously.

Chairman: Chico Denis

Action: Chico Denis nominated Lorin Moench as Vice-Chairman. Nick Forrest seconded the motion. Cody Hiemke moved to close nominations. Florence Cubiburu seconded the motion. Motion carried unanimously.

Vice-Chairman: Lorin Moench

Action: Margaret Magruder nominated Nick Forrest as Treasurer. Lorin Moench seconded the motion. David Trotter moved to close nominations, seconded by Pat Tirrell. Motion carried unanimously.

Treasurer: Nick Forrest

Action: Margaret Magruder nominated David Trotter as Secretary. Nick Forrest seconded the motion. Cody Hiemke moved to close nominations, seconded by Lorin Moench. Motion carried unanimously.

Secretary: David Trotter

Staff commented that the June Board meeting will be in Denver and they'll send out date options via email.

Margaret Magruder thanked the three retiring Board members for their service from the start of ALB.

Larry Kincaid commented that the mileage rate as of January 2009 is \$0.55/mile and to adjust on the travel forms.

Action: Richard Drake moved to adjourn the meeting, seconded by Margaret Magruder. Motion carried unanimously.

American Lamb Board

Summer Board Meeting / June 10, 2009

Spring Hill Suites / Denver, CO

Board Members in attendance: Chico Denis, Lorin Moench, Jr., Nick Forrest, Margaret Magruder, Florence Cubiburu, Richard Drake, Cody Hiemke, Laurie Hubbard, Leo Tammi, James Teitschied, Patricia Tirrell, Kevin Quam, and David Trotter

USDA Representatives: Emily DeBord and Leticia Verelas, summer intern

ALB Staff: Megan Wortman and Rae Maestas

Contractors: Larry Kincaid and Scott Pearson

Guest: Peter Orwick, ASI Executive Director

The meeting was called to order by Chairperson, Chico Denis, at approximately 1:00 pm.

The agenda was approved by consensus as proposed.

Emily DeBord gave the USDA Update. She reported that the recent referendum vote did garner an 85% approval for American Lamb promotion based on producer numbers and 93% approval based on production volume. The final cost from USDA for the referendum was \$180,000; ALB had set aside \$250,000 to cover this expense. Emily further reported that the Secretary of Agriculture has stated that he wants to see more diversity in the membership of the various boards and councils under USDA's appointment jurisdiction. Emily further reported that nominations for the Board appointments have been received and are in fair numbers. She stated that we are still a few months out before appointment announcements will be made.

Larry Kincaid gave the Budget and Finance report. Larry stated that through April, collections were down by about 15% however, there was some improvement in May and the year to date figures through the end of May reflect a 14% reduction in collections for the current year as compared to last year. The FY'09 budget addendum request was sent to USDA and approved in just a matter of a couple of weeks. Larry then distributed an FY'10 Budget Proposal (*see attached*). There was considerable Board member discussion regarding the proposal. One point of discussion was that there is an indication that breeding stock numbers may be down by as much as 5% so collection projections may need to be reduced by 5%. It was also noted that the Executive Committee had made a recommendation to Larry and Megan to reduce Board member travel expenses in the FY'10 budget.

Scott Pearson gave the Compliance Update (*see attached*). Scott reported on the implementation of the Auction Market Agency Agreement at the New Holland Sale Barn and plans for implementation at other auction markets. Scott and the Compliance Committee members discussed proposed plans for FY'10.

Peter Orwick gave an ASI update. First he brought congratulations from ASI to the new Board members on their appointments and to ALB for passing the referendum in an overwhelming fashion. He then discussed several issues that are within ASI's "radar screen"; those issues include:

*Import retail prices for lamb (the issue of Lamb as cheap as chicken)

- *Food safety and inspection
- *Wildlife Services
- *The U.S. Humane Society
- *Climate change and ruminant livestock
- *The recent \$2 million lamb purchase authorization by AMS

Peter commented that he had had the opportunity to be at the recent Supplier Summit and he commended ALB for initiating this discussion and opening communications and he further identified the Supplier Summit as “new and different” and “impactful”. Peter discussed Tri-Lamb and stated that communications is ongoing and continuing regularly. He stated that both Australia and New Zealand will be putting new representatives in place in their respective agencies in the U.S. Peter also stated that ASI has committed some one-time funds toward investigating ethnic markets via their Lamb Council. He suggested that ALB work closely with the Lamb Council regarding this so efforts are not duplicated.

The Ethnic Marketing Task Force gave an update of activities since the Board last met. There have been a couple of proposals received to look at quantifying the U.S. Ethnic Market.

Action: A motion was made by Nick Forrest, seconded by Florence Cubiburu to accept the Juniper Economic Consulting’s proposal and to seek cost sharing with the Lamb Council to fund this project up to \$20,000 from ALB. The motion carried unanimously.

Kevin Quam gave the USMEF update. Kevin reported on several issues that were discussed at the recent UFMEF meeting:

- *A 20-month limit on beef into Japan
- *The mis-naming of the H1N1 influenza and that impact on pork
- *The inspection of trucks entering Mexico and the impact on lamb

It was noted that ALB’s annual fee to be a part of USMEF is \$8,600.

The meeting then turned to an update and discussion regarding the recent meeting with suppliers, referred to earlier in these minutes as the Supplier Summit. Those from ALB who attended reported on the various segments of the meeting. It was noted that those in attendance were given an update on current ALB programs, resources and identified gaps. Attendees were asked to help identify what really is going on in the marketplace; they also helped identify opportunities to work together on consumer promotions. Several segments of the industry were discussed (food service, retail and consumer). An advance survey had been tabulated and was then discussed in planning for the future. Items identified in this process were: resource needs, short-term and long-term strategies, threats to the industry and opportunities. The group also discussed what is known regarding lamb marketing (media questions, registered dietitians, and consumer perceptions) and what is unknown (this is where a proposal on a market tracking study was suggested).

The J Stokes proposal, “Working Together to Bring America Back to Lamb” was then discussed. This proposal has 3 target markets: Consumers who already love lamb, Consumers in-limbo with lamb, and Consumers who say “No Lamb for Me”. The J Stokes proposal would strategically target the “in-limbo” segment. The Supplier Summit concluded with the following summary and agreement from participants:

- *ALB is under-funded and needs to pool resources

- *ALB can't afford to implement a full-blown advertising campaign alone, nor can it abandon all other programs
- *Getting financial commitments from suppliers will take time
- *Buy Lamb versus But American Lamb needs to be investigated
- * There is great potential for growth but if something isn't done soon there will not be a domestic lamb industry

The Board then had open discussion that centered primarily around the idea of American versus generic lamb promotions. Several perceptions and precautions were discussed.

Megan Wortman then reported on two events she had recently attended; the Consumer Trends Forum and the International Meat Secretariat Meeting.

Chairperson Chico Denis then recessed the meeting to 8:00 AM, June 11, 2009.

June 11, 2009

Contractor joining the meeting: Mary Humann

Chairperson Chico Denis called the recessed meeting back to order at approximately 8:00 AM.

Action: Motion by Richard Drake, seconded by Margaret Magruder to accept and approve the packet of minutes as presented (Board Meeting January 21-22, 2009 / Ethnic Marketing Committee Conference Call May 6, 2009 / Executive Committee Conference Call May 5, 2009 / Board Conference Call May 4, 2009 / Board Conference Call April 20, 2009 / Board Conference Call April 8, 2009 / Board Conference Call March 3, 2009). Motion carried unanimously.

The Communications Program was reported on next. It was reported that shipping costs are running about \$20,000 annually. Larry and Nina Greenwood are developing a mechanism that will allow them to track the shipping costs that differentiates retail requests, consumer requests, etc. The industry outreach segment of communications was discussed. This segment of their activity includes quarterly conference calls of state executives, the grant program, and proposed seminars on marketing aimed primarily at niche marketers. ALB member attendance at state meetings was also discussed. The Communications Committee has been in discussion about the possibility of putting board/staff attendance at state meetings on a rotating basis. A proposal to this effect will be developed by the staff and sent for review to Board members.

The Supplier Coop Program was discussed next. It was mentioned that there were 3 projects approved in the first round of applications this year and a final report on one of these projects has already been submitted. In the second round of this program for this fiscal year, there are 5 applications for funding. These five applications are:

- *Catelli Bothers for point of sale material printing
- *Mountain States Rosen LLC for point of sale material development
- *Mountain States Rosen LLC for Marine Hotel Association Show
- *Mountain States Rosen LLC for H.E. Butt Demo Program
- *Superior Farms for newspaper advertising program

Action: A motion was made by Patricia Tirrell, seconded by Lorin Moench, Jr. to approve the Mountain States Rosen LLC-H.E. Butt Demo Program and the Superior Farms-newspaper advertising program. The Motion carried unanimously.

Action: A motion was made by Margaret Magruder, seconded by Florence Cubiburu to deny the Mountain States Rosen LLC-Marine Hotel Association Show proposal. Motion carried unanimously.

Action: A motion was made by Margaret Magruder, seconded by Laurie Hubbard to have staff seek additional information on the Catelli Brothers-point of sale materials printing and the Mountain States Rosen LLC point of sale materials development proposals and then for the Board to discuss those findings for a possible decision during an entire Board conference call on 6/17/09 (12:00 noon Central Time). Motion carried unanimously.

Under new collateral materials/promotional tools, Megan distributed a value cuts consumer brochure that the staff had developed along with the approval review letter from Craig Morris at USDA. Mr. Morris' letter stated that USDA was rejecting this document and found that the slogans used in the document were inappropriate for a government entity. After much discussion by the Board, it was decided by consensus to direct Megan to visit with the new administrator at USDA regarding this document.

Mary Humann then gave a report on Menu Trends. Some of the findings are:

- *Food Service – consumers are cutting out the “extras” when they eat out. Mary reviewed a study from 2005 that discussed lamb in fine dining food service. A new study from 2008 on food service shows that 70% of restaurants have lamb on their menu, but lamb is only about 3.5% of the offering on those menus. Domestic lamb was “called-out” twice as often as imported lamb however, the majority of the menus didn’t identify source. Food service sales, especially fine dining sales are down, this is the main home of American Lamb.

- *Lamb Food Service – media relations: FY’07 – 47 placements for a value of \$229,456; FY’08 – 42 placements for a value of \$280,433; FY’09 (to date) – 27 placements for a value of \$177,794. With regard to marketing tools, the following were developed: America Lamb – World Flavors (new recipe cards and new photography), Culinary Team USA Recipe Book, Culinary Education (Café Leadership Conference, Full Carcass Video), Events (CIA Worlds of Flavor, Catersource, Taste of Vail, IACP, ACF regional and national, Value Cuts Summit, NRA events).

- *Authorization Request for FY’10 Foodservice Promotions (*see attached*). Within this category, 3 areas were highlighted: Trade Media Relations – continue with publicity efforts, add an editors tour and online advertising; Marketing and Communications Tools – continue with chef e-newsletter, re-print fund, add a new cut and recipe CD and cooking preparations video; Culinary Education – funding proposed to be reduced here in the areas of chef and culinary events and add product development.

Continuing with the FY’10 Marketing Program Proposals, Megan Wortman lead a discussion regarding Consumer Public Relations, Retail Communications, and Nutrition Campaign.

- *Consumer Public Relations – Megan gave an update on recent activities and events. She reminded Board members that Baltz & Company is the contractor in this program area. Upcoming activities were also discussed. Media outreach (print and TV) recent efforts were also discussed. Desk-side visits with editors have continued. Now these editors are asking for meat processing demonstrations and the agency is working with a butcher to make these demonstrations possible. Fans of Lamb is now on Facebook and Twitter which is allowing for some two-way communications. The various recipe contests have been popular and beneficial as ALB is not only getting recipes but we are also getting some very interesting comments and useable quotes. *See attached report and proposal.*

*Retail Communications – Megan gave an update on recent activities and the proposal by Midan Marketing, the contractor. This category includes the retail newsletter, point of sale materials requests, and the meat conference in Denver where ALB was a recent participant. *See attached report and proposal.*

*Nutrition Campaign – Megan distributed a report and a funding proposal (*see attached*) both from Fleishman-Hillard, the contractor for this category. This category functions around the findings of the Tri-Lamb Nutrition Working Group. Megan drew the attention of the Board to the Registered Dietitian Survey that begins on page 6 of the “2008-2009 Program Results to Date” report.

At this point of the meeting, Mary Humann left and the Board had a lengthy discussion regarding the funding proposals of the various contractors within the Marketing Program. No final decisions were made.

The question raised during the Supplier Summit as to ALB’s desire progress with the investigation of a generic lamb promotion was asked. After much discussion, it was decided by consensus of the Board to send the Nutrition AR to USDA to get a determination regarding the Board doing this with regard to the limitations and intent of the order. Also by Board consensus, it was decided to put the J Stokes proposal on hold at this time.

Megan gave the Executive Director report with the following items covered:

- *Hired Lacy Hoffman as a summer intern

- *Working to keep the summer and fall Board meetings arranged to be bare-bones in regard to expenses

- *Stated that USDA has determined that ALB cannot pay for Board member registrations at the Annual ASI/NLFA Meeting

- *She is investigating the possibility of coordinating the next Tri-Lamb meeting and an industry reception at the North American International Livestock Exposition in Louisville, KY in November, 2009

The Executive Committee gave a report to the entire Board regarding Megan’s performance review and a recommendation to raise her salary to \$110,000 at the start of the new fiscal year.

Action: Kevin Quam made a motion, seconded by Patricia Tirrell, to accept the report of the Executive Committee and to raise the salary of the Executive Director to \$110,000 at the start of the new fiscal year. Motion carried unanimously.

Nick Forrest reported on the recent Ohio Lamb Chef’s Day 2009. This is one of the approved grant projects of the Communications Committee. Nick reported that this was a very successful event, the setting was great, the help from ALB staff was excellent. He and staff felt that this was a good use of the grant funds (\$3,000).

The next face-to-face meeting of the Board was set for the week of October 26, 2009. The staff was directed to check on facility availability and select the specific dates within this selected week.

With no other business, the meeting was adjourned at approximately 1:30 PM by Chairperson Chico Denis.

Respectfully submitted,

David Trotter

Secretary

**American Lamb Board
Annual Meeting
January 21-22, 2010
Nashville, TN**

Thursday, January 21, 2010

Those in attendance at the opening of meeting were: Nick Forrest, Margaret Magruder, Leo Tammi, James Teitschied, Chico Denis, Lorin Moench, Florence Cubiburu, Cody Hiemke, Laurie Hubbard, Pat Tirrell, David Trotter, Megan Wortman, Rae Maestas, Larry Kincaid, and Emily DeBord. Others in the audience were: Joe Harper, Roger High, Stan Potratz, Allison Biddle, and Marsha Spykerman.

Chairperson Chico Denis called the meeting to order. Minutes of meetings on October 27-28, 2009 and December 2, 2009 were distributed.

Motion: Motion by Cody Hiemke, seconded by Lorin Moench, to approve these two sets of minutes as presented. Motion passed unanimously.

Larry Kincaid led a discussion regarding the annual audit, budget and financial update. Larry reported that collections are at just over \$2 million and that the costs for the recent Referendum Vote have been fully paid. Margaret Magruder asked how much lead time there would be should a Referendum Vote be called for so we could re-build the reserves to pay that cost? Emily DeBord answered that she would check on this situation and report an answer back to the Board.

Motion: Motion by Lorin Moench, seconded by Margaret Magruder, to accept the audit report. Motion passed unanimously.

Larry then discussed the Q1 financials that closed on 12/31/09 including the FY10 budget by quarter and funds carried over into FY10.

Rae Maestas then gave the report for the Communications Committee. Rae distributed materials on Lambtastic News and Lambtastic Gear Today. A packet of state meeting rotation schedules was circulated among the Board members. The Annual Report was distributed and also the highlights video was shown. Oral reports were given by staff and Board members regarding recent state meetings they had attended.

Rae also led a discussion concerning the Communications Committee's Matching Grant program. She reported that in the first round of applications for this program for 2010, the committee was recommending that the Board approve four applications totaling \$20,000. Those four applications are:

- *Rutland Area Lamb and Wool Producers – VT
- *First Annual Kentucky Sheep and Fiber Festival – KY
- *Waynesburg Sheep and Fiber Festival – PA
- *Morrison Meat Pies—sales and marketing of Aussie Lamb Pies by a major distributor

Motion: Motion by David Trotter, seconded by Laurie Hubbard, to approve the Communications Committee's recommendation and fund the four identified grant requests for a total of \$20,000. Motion was approved unanimously.

The National Lamb Feeders Association (NLFA) have made a request for funding assistance with their annual Howard Wyman Leadership School to be held in Ohio in 2010. Roger High provided some information regarding the planned programming for the School. It was the consensus of the Board that a formal funding request needs to be presented before any action on this request can be taken.

Roger High presented information on the Ohio Farmers Feed US Campaign. He reported that this has been a joint program between the Ohio Ag Commodity groups and the Center for Food Integrity. Roger stated that their work with the Center for Food Integrity has yielded information that consumers have a higher trust for the phrase "Farmers" as

opposed to “Producers”. Ohio is serving as one of the pilot states for the “Farmers Feed US” campaign. Four more states have begun this campaign in recent months (MI, IN, MO, and IA). The Center for Food Integrity is setting up all these programs. Initially, ALB had matched \$5,000 to a \$5,000 contribution by the Ohio Sheep Improvement Association.

Rae finished with an update of the Communications Committee’s other activities:

- *Press releases and ads in industry publications
- *Quarterly newsletter to over 5,000 email addresses
- *FY09 Annual Report, “Recipe for Success”

Scott Pearson gave the Compliance update via conference call. Two handouts (update and collections) were distributed to Board members. Scott reported that the Auction Market Agency Agreement with Producers Livestock in San Angelo, TX has been implemented and collections began on 1/1/10.

Gene and Susan Tafoya of Morrison LLC from Utah made a presentation on their company’s products and then hosted the Board’s lunch which featured their meat pies. Morrison LLC has applied for funding from ALB through both the Industry Grant and the Coop Grant programs.

Megan Wortman gave the report/update regarding the Foodservice Programs. The report from the Humann Factor contractor consisted of an overview, with expenditures, for their activities and information regarding on-line advertising and live events (Bocuse D’Or, Cater Source, and ACF). There was also a discussion regarding a holiday rack push/promotion.

Megan continued her report with other elements of a Marketing Update as follows:

*Supplier Coop Program – The following requests were received for this round of the program: Spring Prom with Rosen, Coupon Book BJ/Rosen, Picnic/Chef Tour NR, Strauss American Lamb POS, Catelli Billboard, Morrison LLC Road Shows, and Superior Farms. Total funds requested by applicants - \$141,000. The Marketing Committee is recommending that a total of \$68,100 be approved.

Motion: Motion was made by Leo Tammi, seconded by Margaret Magruder, to direct \$38,100 of unallocated funds to be used for the Supplier Coop Program for this round of requests. The motion was approved unanimously.

Motion: Motion was made by Leo Tammi, seconded by Margaret Magruder, to approve the Marketing Committee’s recommendation to fund the Supplier Coop Program for this round of requests at a total expense of \$68,100. The motion was approved unanimously.

At this point in the meeting, Pierce Miller, Frank Moore and Dominique Etcheverry joined the audience.

Still under the Marketing and Promotions report, Dominique Etcheverry gave a presentation on new promotional materials; a cut education brochure and interactive sheep. Other items discussed regarding promotional materials were: gear on the Fans of Lamb site, a series of seasonal campaign logos and labels, retail toolkit that captures February as “Lamb Lovers Month” and includes a retailers’ guide to selling American Lamb and a comprehensive notebook and CD.

Megan then discussed the recent outcomes and successes with the Seattle Promotion (Sept.-Nov., 2009). This promotion included: a local food writers and bloggers dinner, consumer recipe contest, local advertising (print, radio and e-blasts), local publicity with celebrity chef, national and local press releases, retail promotions, Lamb Jam and Dine Around. Megan further discussed the activities that were involved with Lamb Jam and Dine Around. The plan is now to continue to build awareness in Seattle throughout the year and to measure the effectiveness of this promotion via sales numbers, web hits, Fans of Lamb and media coverage. Using the Seattle model, similar efforts are planned for Boston (Jan.-Mar., 2010) and San Francisco or L.A. (June – Aug., 2010).

Megan then discussed two retail studies: Market Basket Study and Price Optimization Study. She then concluded with information on the Fresh Look Sales data.

Next, the plan for utilizing and allocating the carryover funds with regard to marketing and promotions was presented by Megan.

- *It is being proposed that \$200,000 be used to fund Local Market Promotions and \$100,000 be used to fund the On-line Campaign.

- *Local Market Promotions would focus on four major markets (Seattle, Boston, New York and San Francisco) using the success of the recent Seattle Campaign to build these efforts. The Seattle Campaign has resulted in a 15,000 pound increase in sales of American Lamb. Some activities being suggested at these 4 major markets are: Lamb Lovers Month promotions, Get Your Grill On – wine partnering, Fall In Love with Lamb, online and print advertising, Amateur Chef Takedown, restaurant week, TV Diner segments with Billy Costa, and Taste of Tribeca. Some initial goals for these promotions are: increase traffic on our web sites, increase the number of Fans of Lamb, increase participation in our contests, etc, increase awareness during campaigns.

Phil Baltz then introduced the topic of Consumer PR and Social Marketing for discussion. Phil started off with a video recap of the Food Service Programs of FY09. He then gave a preview of plans for 2010 and began a discussion on media trends and social media and web integration. Phil stated that in FY 09 the total media reach that ALB had was a circulation of 506,673,812. As for the plan for 2010, the strategy will be to conduct quarterly campaigns by season of the year. Some of the key messaging that will be emphasized will be: Pasture-to-Plate, Cut Education, Wallet Friendly Cuts, Year-Round Availability, Full-on-Flavor without the Fuss, Meat of Choice by Chefs. Some of the tactics that will be used in 2010 are: Media Relations (satellite media tour, Lamb 101 Desk-side Briefings, Events, Targeted Media Relations), Social Media (facebook, twitter).

Phil then continued his presentation regarding the 2010 Consumer PR review. The plans include to continue with the quarterly campaign focus, now adding select target markets to concentrate media and event activities. Also, a new segment called American Lamb 2.0 will be developed focusing on the Fans of Lamb on-line; this segment will include a video series called “Ask the Butcher”, plus seasonal campaigns where visitors can ask specific questions of chefs, and a timely social media drive called 140 Lamb Love Letters as a twitter campaign that asks followers to share why they love lamb in 140 characters or less. Phil concluded his report with comments about the 2009 food trends (chef competitions, gourmet on the go, cost-concerned consumers, rock star butchers, local and sustainable foods, and eating on the go).

Megan distributed a letter from Craig Morris regarding the use of social media websites by checkoff boards. The USDA is requesting that checkoff boards develop a policy on the use and management of social networking media and forward it to AMS for review and approval. ALB staff will develop a proposed policy regarding this issue and bring it back to the Board for review and discussion at a future full Board meeting.

At this point in the meeting, Burdell Johnson and Russ Robinson joined the audience of the meeting.

The next item discussed was the update on the Tri-Lamb program. The Nutrition Education Campaign for 2008/2009 was reviewed and the plans for 2010 were discussed. Allison Beddle reviewed the nutrition education campaign, covering the major emphasis of each of the past 2 years as well as the initial plans for 2010: Building the Foundation in 2008 at a cost of \$495,000, Building the House in 2009 at a cost of \$330,000, and Putting Lamb on the Consumer’s Table in 2010 at an initial cost of \$495,000 as submitted by the working group but now reduced to \$150,000 because of funding issues in New Zealand. Scott Hansen with Meat and Livestock Australia presented the Australian Model for the Australian Market Place which is an effort to maintain year-round awareness of lamb with consumers.

Outcomes from the recent Tri-Lamb meeting held in November, 2009 in Louisville, KY were highlighted:

- *Nutrition program budget was cut significantly

- *ASI suggested that US and Australia consider doing something collaboratively with the additional funds (\$120,000)

- *Resolution passed directing US, Australia, and New Zealand to develop a 3 year plan for collaborative promotions in the US

- *ALB directed staff to work through the Working Group to present recommendations on how to spend the \$120,000

The Tri-Lamb Working Group recommendation was then presented.

*\$120,000 pilot program to test collaborative generic promotions in one or two key lamb markets during the summer grilling season with a nutrition focused message (lean on lamb identity)

*Before consideration of the Tri-Lamb 3 year plan of collaborative promotions in the US, promotional activities be developed that will increase the demand for lamb in the US (test tactics and measure results, test collaborative process/program management including selection of markets, resource sharing, review and approval of materials, USDA oversight, etc.)

These Working Group recommendations were discussed by the Board following comments from Burdell Johnson encouraging the Board to adopt these recommendations.

The meeting was recessed at approximately 5:00 pm to re-convene on 1/22/10 at an approximately scheduled time of 10:45 am.

Friday, January 22, 2010

Chairman Chico Denis called the meeting to order at approximately 10:45 am. Prior to re-convening the Board meeting, members had met with the State Association Executives and with the Lamb Council. Those present were: Chico Denis, Florence Cubiburu, James Teitschied, Leo Tammi, Margaret Magruder, Nick Forrest, Pat Tirrell, Laurie Hubbard, Richard Drake, Lorin Moench, Cody Hiemke, David Trotter, Emily DeBord, Larry Kincaid, Megan Wortman, and Rae Maestas.

Emily DeBord conducted the election of officers for 2010.

Lorin Moench was nominated by Nick Forrest for the office of Chairman. No other nominations were made. Laurie Hubbard moved to close the nominations for this office, seconded by David Trotter. The motion passed unanimously and Lorin Moench was elected Chairman.

Nick Forrest was nominated by Margaret Magruder for the office of Vice-Chairman. No other nominations were made. Laurie Hubbard moved to close the nominations for this office, seconded by David Trotter. The motion passed unanimously and Nick Forrest was elected Vice-Chairman.

David Trotter was nominated by Margaret Magruder for the office of Secretary. No other nominations were made. Laurie Hubbard moved to close the nominations for this office, seconded by Leo Tammi. The motion passed unanimously and David Trotter was elected Secretary.

James Teitschied was nominated by Margaret Magruder for the office of Treasurer. Laurie Hubbard was nominated by Nick Forrest for the office of Treasurer. Motion was made by Chico Denis to close the nominations for this office, seconded by Richard Drake. Each Board member cast a written ballot and Laurie Hubbard was elected Treasurer.

The meeting then turned back to the discussion concerning the Tri-Lamb Project and the recommendations from the Working Group and the direction as to what the Board wished to do with the remaining budgeted \$60,000 for this program in FY10.

Motion: Margaret Magruder made a motion to approve allocating the \$60,000 remaining in the nutrition program budget to fund a joint pilot program with Australia to test a generic consumer promotion in an east coast market in the US. It was further qualified that ALB staff would be required to present a detailed plan with measurable objectives for full Board approval in advance of the promotion. Motion was seconded by Richard Drake. Discussion followed as Chairman Lorin Moench called on each Board member for an opportunity to share their thoughts on this motion. A question was asked of Megan as to when the "plan" would be available for Board review and action; Megan responded that she would have the "plan" the Board's hands within 30 days. A written ballot on this motion was called for; results of that ballot showed the motion being defeated.

Motion: Chico Denis made a motion, seconded by Florence Cubiburu, to put the \$60,000 remaining in the nutrition program into the Marketing budget. The motion was approved unanimously.

With no other business before the Board, Chairman Moench declared the meeting adjourned.

Respectfully submitted,

David J. Trotter
Secretary

American Lamb Board
Summer Meeting – Denver, CO
June 28 – 29, 2010

Those in attendance: Lorin Moench, Nick Forrest, Laurie Hubbard, David Trotter, Leo Tammi, Cody Hiemke, Richard Drake, James Teitschied, Pat Tirrell, Reed Anderson, Dan Lippert, Alicia Dredge, Megan Wortman, Rae Maestas, Emily DeBord, Larry Kincaid, Mary Humann, Phil Baltz and Steve Dolinsky.

The meeting opened with “Lunch with Larry”; a budget and financial report and discussion. Larry highlighted the May financials, he reported that collections were 3% ahead of this time last year with a bottom line of \$170,000 in surplus. The ALB FY2011 proposed budget was then reviewed.

Following lunch and the financial discussions, Chairman Moench called the meeting to order and declared that a quorum of members were present. Chairman Moench then asked all Board members to introduce themselves and give some personal background information.

Minutes of the following meetings were received: January 21-22, February 17, March 10, and April 26, all in 2010.

A motion by Richard Drake, seconded by Pat Tirrell, to approve these minutes as received was made. The motion passed unanimously.

Megan Wortman then gave an overview of the Teambuilding and Trends session that the Board was about to participate in during this 2-day meeting.

Phil Baltz discussed the consumer side of trends that he referred to as “Trend Bend” and gave an overview of what **Baltz & Company** does for the ALB as a contractor.

Phil Baltz then introduced Steve Dolinsky, Food Reporter for ABC 7 – Chicago to cover “Current Food Trends and How to Attract Media Attention for American Lamb Products”. In his discussion, Mr. Dolinsky discussed the following:

What’s Hot Now

- *All things fat (lardo, belly, excess) fueled by “Man vs. Food”, Emeril, Paula Deen, “Food Wars”, and Top Chefs
- *Down-shift for high-end chefs, partly a result of the current economy
- *Green and eco-friendly (food miles); locavores, LEED-certified spaces, carbon footprint (filtered water, recycled materials)
- *CSA’s, artisanal producers (not just protein, also jam, honey, etc.)
- *Seasonal menus, farm-to-table philosophies and source-tracking; transparency (especially seafood) but also single-source beef

Current Trends

- *“Nose to Tail” via Fergus Henderson, alternative cuts/offal – not just primal cuts (in-house butchering)
- *Salomi/Salumi, cured meats, charcuterie
- *Heirloom produce
- *Esoteric beers from obscure microbrewers
- *Sustainable seafood

Social Media

- *Twitter
- *Facebook
- *Four Square
- *You Tube / Vimeo

What makes a story newsworthy?

- *Has it been done before?
- *Is it currently a technique or ingredient that was previously only used elsewhere?
- *Is the subject compelling beyond the NYC Market?
- *Two instances of something is a coincidence, 3 is a trend

Pitching the media: Know Your Target

- *Magazine/paper—what are the various sections?
- *Do some research first – who reads the publication?
- *If it is radio, how can you use sound to your advantage?
- *If station is out of town, listen to broadcast or view it on-line
- *Keep pitches quick; boil down your story idea to just a couple of sentences; don't call just for the sake of calling
- *Understand deadlines; keep record of lead-time of each publication; don't pitch upcoming events unless you have video they can use 2 weeks before
- *Get to know editors/producers and stay connected
- *Be ready with information

You're Booked! Now what?

- *Be conversational; work while you talk; goal is to feed lamb to the show's anchor
- *Get out your message; after a brief 7-10 second introduction, jump right into the reason you are there, take over and move right into the demonstration, TAKE CONTROL
- *At end of segment, make sure you've got some food left over to feed the host because you then have his mouth full and you take over again

Other items covered

- *On-air mechanics
- *Dealing with writers

The Board then participated in a Team Activity, "Trend Bend" that featured cost conscience quick tips.

Chef Mark DeNittis, Johnson and Wales, then hosted a break featuring a new product he has developed, Salambi, a nitrite/nitrate free, dry cured with sea salt product.

Mary Humann then lead a discussion regarding Foodservice trends and lamb. Following are some portions of that discussion:

- *In tough economic times, lamb shoulder is something we can all lean-on. Become familiar with the cut; variety of cooking methods but the basics work too; Cuts include – sliced for steaks, ground, braise and crock pot, tacos, ethnic possibilities. Must show/illustrate all possibilities by using a butcher.
- *It is important that we promote anti-anxiety cuts, lamb for dummies and entry level foods. These all can be used to promote family meal preparations.

Betty Sampsel, Board Member, arrived for the meeting following airplane travel delays.

Mary Humann continued her presentation regarding Food Service and trends and lamb.

- *What's hot in 2010? The NRA/ACF survey of October 2009 was used as a reference. The top 5 are: Locally grown produce, Locally sourced meats/seafood, Sustainability, Bite-size desserts, Locally produced wine and beer.
- *Lamb in fine dining: 78% menu lamb (66% of that is imported), largest proportions are in the west and in the east; reported that fine dining use domestic lamb because of taste and flavor and they use imported lamb because of price. A 2005 study revealed that 70% of diners thought that restaurants prepared lamb better than they could at home, thus lamb has an intimidation factor. Lamb on the menu analysis (a new study by Datassential) shows fine dining (Innovators) a slight reduced trend, perhaps due to the economy, while chains/independents show a stable to slight increase.
- *Foodservice is significant to the American Lamb industry. Lamb is a popular protein in fine dining. Food Service trends: Local Foods, Ethnic Flavors, Comfort Foods, Stronger Flavors, Smaller Portions, Nutrition and Health, Social Marketing.

Mary Humann then lead the Board members in a team challenge activity: "Lamb on the Menu". Teams were challenged to create lamb menu items with specific themes.

The meeting then recessed for the day.

6/29/10

All Board members were present as were Rae Maestas, Megan Wortman, Emily DeBord, Scott Pearson, Emily DeBord, and Mary Humann.

The meeting opened with a discussion of Administrative Issues lead by Megan Wortman and Emily DeBord. They presented a newly proposed set of oversight guidelines from USDA. They asked Board members to review these and submit comments. A few new operational items were pointed out: new annual management review and financial limitations on administrative expenses hidden in other budgets. During this portion of the meeting, the board policies were discussed; one possible change to the current Board Policy is in regard to contracts and the possibility of a set dollar amount before there is a need for a formal contract.

A motion was made by Richard Drake, seconded by Reed Anderson, that any project under \$5,000 shall not require a formal contract. Motion was approved unanimously.

There was additional discussion regarding the use of ALB funds to purchase alcohol. The intent is regarding alcohol purchased not for consumption but used as a prop for photo shoots, etc.

A motion was made by Cody Hiemke, seconded by Richard Drake, that a new Board policy be adopted where by alcohol products can be purchased for photo shoots and other legitimate promotions at the approval of the Executive Board. Motion was approved unanimously.

Megan Wortman encouraged Board members to review the other Board Policies and make comments back to her.

Scott Pearson gave the Compliance report. Scott was in Texas last week and visited with 4 auction facilities, all 4 plan to become compliant very soon. Scott was in California in April, he took advantage of a sheep social event to make several contacts with producers, packers, etc. A payment plan was proposed for a packer who had stopped remitting previously.

A motion by Cody Hiemke was made for all ALB activities, promotions, etc. a participant must be compliant with the checkoff. Motion died for a lack of a second.

The issue of identifying compliant participants was questioned. Emily DeBord said she would check on this issue and report back to the Board.

There was discussion regarding organic vs. natural products. It was reported that Organic Lamb is exempt from checkoff according to the Order but Natural is not exempt. However, producers/packers with Natural lamb feel that they don't have to comply with the order.

The remainder of Scott's report was submitted in written form and distributed to all people present.

The next agenda item discussed was scenarios for increasing checkoff revenue. It was stated that USDA figures for Sheep and Lamb slaughters are used as a potential for collections. A potential revenue analysis, if weight assessments were increased by various amounts, was presented. It was stated that the Order says we can increase the weight assessment amount by 0.002 cents. A question was asked of Emily about how long this process of increasing the rate would take. Her comment was that she would estimate that it would take about 1 year to put into place and action. There was also a question about increasing the first handler rate. Emily will check on timeline and a potential for increasing the first handler rate. Projections on Import collections are also in the Compliance report.

The Industry Communications Report was given by Megan Wortman. The first round of grants were reviewed:

*Waynesboro, PA—Laurie Hubbard attended the event and commented. A retail promotion was tied into the event.

*Rutland Area Lamb and Wool—Website was updated

*Morrison Meat Pie—road show booth

*Kentucky Sheep and Fiber Festival—new event

Another program that was not part of the grant programs was a \$1 coupon at the Maryland Sheep and Wool Festival.

Cody Hiemke presented the Communication Committee's proposed plan and budget for FY 2011. The plan calls for \$15,000 in Annual Report and Newsletters, \$30,000 in Industry Media Relations, and \$40,000 in Industry Outreach. The report was also distributed in written form to all present.

Further, it was announced that the second round of grants is coming. The application deadline is June 30. This includes the Communications Grants and the Industry Co-Op Grants.

Megan Wortman discussed several administrative issues. These include the following: Board members were encouraged to submit annual executive director goals for the coming year to Chairman Moench via email by August 1. A budget vote via fax will be coming soon. There was discussion about a fall Board meeting, it was decided not to have a face-to-face meeting but instead try a meeting via electronic communications.

The Marketing report was given verbally by Megan and a handout document was distributed to all present. Megan reviewed the following:

Quarterly Promotions

First Quarter – Seattle – Fall In Love With Lamb (several activities and promotions plus Lamb Jam and Dine Around Seattle). Continuing to build awareness in Seattle throughout the year. Measuring effectiveness of Seattle promotion. Sales up 20,000 lbs during September thru November 2009. Seattle is the second highest market going to our website. We will continue to monitor sales there.

Second Quarter – Boston – Boston Lamb Lovers, similar to the promotion in Seattle. Several activities including Lamb Jam and Lamb Take Down featuring amateur chefs. Results include: increase in lamb sales of 17.4% during promotion period (an 87,341 lb. increase). Media outreach and advertising resulted in more than 8 million consumer impressions. Boston is 3rd largest market going to our website.

Third Quarter – San Francisco – partnership with CA Sheep Commission. Summer activities including San Francisco Giants baseball promotion; Lamb Jam on July 18; San Francisco Food and Wine Festival in August; Sonoma Wine Weekend in September; Savor the Coast in September.

Consumer Media Highlights include:

- *Spring Holidays Articles

- *Lamb Racks up Fans with new cuts and hip new attitude (Associated Press story in April)

- *TV Placements (Martha Stewart Show, CBS's The Early Show in April with Tim Love inspired by NCAA Coaches cook-off in Indianapolis)

- *Seasonal PR Campaigns (Lamb Lovers Month, Get Your Grill On or perhaps Grills Gone Wild)

- *Consumer Events (Taste of Tribeca, Aspen Food and Wine Festival)

- *Retail Programs (quarterly retail sales reports, new retail toolkit, cross promotions, seasonal labels and recipes)

- *Nutrition Program (blogger outreach, grilling video, food fete, dietician outreach)

- *Supplier Co-Op Program (final report has been received from 1 grantee-Niman Ranch)

- *Food Service (Online trade media advertising, Chef-Culinary events – Bocuse d'Or, Catersource, NRA Show, Taste of Vail, NAMP Center of the Plate)

- *Marketing and Communications Tools (cooking technique videos, video for ACF chapters)

- *Coming Up – Editorial Tour (Foodservice and consumer media tour – Sonoma in Sept. 2010, includes producer visits, fabrication, food, etc.)

FY 2011 Marketing Program (starts Oct. 1) proposal; total budget is \$1,152,735. This is an 18% reduction from FY2010. There is potential to add carryover. Proposals totaled \$1,325,000. FY 2010 budget was \$1,397,000 which includes \$383,000 added from carryover, \$243,000 still remains in carryover.

Here is the breakdown for the budget proposal.

ITEM	FY2011	FY2010
Consumer PR	\$347,000	\$375,000
Local Promotions	\$250,000	\$255,855
OnLine	\$75,000	\$100,000
Nutrition	\$95,000	\$50,000
Retail Support	\$60,000	\$113,000
Food Service	\$265,000	\$270,000
Supplier Co-Op	\$60,000	\$60,000

The focus for FY 2011 will be on buying local trends and Pasture to Plate messages utilizing regional producers as key spokespersons.

James Teitscheid gave a report on the US Meat Export Federation (USMEF). He recently attended a meeting of this group in St. Louis. James stated that we will get what we put into this group. He stated that he felt lamb will only get noticed if we raise some issues. Dues for this group are \$8,000 annually. USMEF deals with export opportunities. We need to be specific as to our wants and needs with regard to exports.

Filo Alves de Carvalho Neto was present to give the status of CSU Tenderness Study. He reported on testing 3 commercial lamb carcass evaluation instruments using video imaging analysis systems. Currently, they are conducting consumer preference and acceptance tests to compare American, Australian, and New Zealand lamb. Also, they are in the process of establishing baseline tenderness of American Lamb meat and develop prediction equations for instrument predicted tenderness.

The Non-Traditional Markets Study- Phase II presented by Dr. Gary Williams (Texas A&M) via conference call. The idea behind this study is in regard to ethnic marketing of American Lamb. This study is to determine/learn what these consumers think and want in lamb. Six locations are being targeted: New York, New Jersey, Chicago, Detroit, San Diego, Houston and Los Angeles. Teams of 2 people (professors) are doing these surveys. In the process of identifying who to talk to and where and intercept interviews using a survey instrument.

The current research and evaluation budget is currently \$15,000. The effectiveness of the overall checkoff is looked at through the Return On Investment (ROI) Study. We have been participating in this study through Texas A&M annually at a cost of \$7,500. The Order requires this study to be done a minimum of every 5 years. This study only looks at retail sales and not at Food Service sales.

An idea for 2011 is to fund some Usage and Attitude (U and A) studies. In 2005 a U and A study was done for Food Service and in 2006 a U and A study was done for consumers. These involve a 3rd party specific in-depth program area evaluation. Perceptions regarding a generic lamb promotion and its effectiveness are measured.

A motion by Cody Hiemke, seconded by James Teitscheid, to investigate doing a study to look at the possibility of doing a generic lamb promotion and its impact. Motion was approved unanimously.

The Tri-Lamb meeting to be held in October, 2010 was discussed. It was decided by consensus to send a Board member representative to the meeting. Chairman Moench appointed Vice-chairman Forrest to be this representative.

Richard Drake suggested that financial statements be sent to Board members by electronic means in the future.

With no other business, Chairman Moench adjourned the official meeting and Board members departed for Johnson and Wales Culinary School to participate in a team activity on developing menu items.

Respectfully submitted,

David J. Trotter
Secretary

**American Lamb Board
Annual Meeting / Reno, NV
January 19 & 20, 2011**

Those in attendance were: Lorin Moench, Nick Forrest, Reed Anderson, Alicia Dredge, Leo Tammi, Richard Drake, Betty Sampsel, Dan Lippert, Cody Hiemke, Patricia Tirrell, David Trotter, Dennis Stiffler, Stan Potratz, Megan Wortman, Rae Maestas, Larry Kincaid, Emily DeBord, and Kenny Payne.

Following a brief "New Board Member Orientation" led by Megan Wortman and Emily DeBord, the American Lamb Board convened and the meeting was called to order by Chairman Lorin Moench. Minutes of the December 1, 2010 webinar/conference call were reviewed.

Motion: Motion was made by Betty Sampsel, seconded by Leo Tammi, to approve the minutes of the December 1, 2010 webinar/conference call as distributed. On a voice vote, the motion was approved unanimously.

The proposed agenda for the meeting was next reviewed. Lorin Moench stated that he would like to have the addition of an executive session to the agenda for Thursday, Jan. 20.

Megan Wortman distributed an updated Compliance Report as prepared by Scott P. Megan also gave the Board an update concerning the First Handler compliance issue that was initially discussed in the December 1, 2010 minutes; a letter from the ALB lawyer was sent to this first handler and has gotten the first handler's attention and progress is being made. Furthermore, Megan encouraged Board members to feel comfortable contacting Scott P. (ALB's Compliance Contractor) with any concerns, questions and issues. To further emphasize this, Megan provided Board members with Scott's cell phone number and e-mail address.

Larry Kincaid presented the Budget and Finance Update. Larry first reported on the recent audit; he stated that we had undergone a "clean" audit with no audit adjustments (so same as reported at the December 1 meeting). Larry stated that according to the Act and Order, an independent CPA audit annually is required and this audit found no procedural problems.

Motion: Motion was made by Nick Forrest, seconded by David Trotter, to accept the audit. On voice vote, the motion was approved unanimously.

Larry then reviewed the First Quarter (Q1) Financials for the current year. Reed Anderson asked if USDA had a policy on maximum carryover amounts. Kenny Payne replied that USDA did not have a policy on maximum carryover amounts. Stan Potratz asked if in the future a monthly graph showing collections and expenses could be prepared? Larry replied that this would be possible. Larry then reviewed the FY11 Budget and comparison with the Q1 Actuals. Larry then reviewed the FY11 Carryover Funds and the current carryover funds available.

The next item on the agenda for discussion was the Review of USDA Management Review Report & Proposed new ALB Policies. Megan Wortman reported on the recently completed review for 2008, 2009, and 2010. Kenny Payne stated that the Review was conducted because AMS has a procedure calling for these reviews and not to indicate any perceived problems. The Review did identify ways to improve operations. The Review did discover that ALB is not doing anything wrong, but instead is doing some things that we don't have policy in place to direct. Following are those areas discovered:

Travel Policies, Recognition for Funding Support, Personnel Information, Program Evaluation Cycle, Product (lamb) Purchases, Alcohol Purchases for Legitimate Business Purposes (photo shoots, special functions, etc.), Employee Handbook Additions, and New USDA Review & Approval Process.

Instructions for the meeting on Thursday (January 20) were given by Megan, Lorin and Kenny.

The meeting was then recessed for the day by the Chairman; to be re-convened on Thursday, Jan. 20, at 7:30 AM.

Thursday, January 20, 2011

The meeting was re-convened by Chairman Lorin Moench. The Chairman asked the Secretary to conduct a roll call. The roll call revealed the following Board members and new in-coming Board members were present: Lorin Moench, Nick Forrest, Laurie Hubbard, David Trotter, Reed Ahnderson, Alicia Dredge, Leo Tammi, James Teitscheid, Dan Lippert, Cody Hiemke, Betty Sampsel, Patricia Tirrell, Stan Potratz, and Dennis Stiffler. Also in attendance were: Rae Maestas, Megan Wortman, Larry Kincaid, and Emily DeBord.

Lorin Moench opened the meeting with a discussion about ALB appointments, member terms, and officer positions.

The next item of discussion was the Industry Communications Update. Items discussed included the following: 2010 Annual Report, Industry Media Relations (Sheep Industry News – monthly, Banner Publications – 2 months, The Shepherd – 2 months, Sheep! – 1 ad, Ranch and Rural Living – 1 ad; Board members were encouraged to share with staff and Committee members ideas for ads in other media forms), Matching Grant Program (in the first round there were requests for over \$60,000 with a budget of just \$20,000; the Committee is recommending 9 projects at a total of \$20,500; another funding request was for the National Lamb Feeders Association's (NLFA) Howard Wyman Leadership School – the Committee is recommending that ALB budget \$2,500 annually for this activity separate from the Communication Grant Funds).

Motion: Cody Hiemke made a motion, seconded by Alicia Dredge, to approve the Communication Committee's recommendation of funding the 9 requests as reviewed at a cost of \$20,500. On voice vote, the motion was approved unanimously.

Motion: Cody Hiemke made a motion, seconded by Alicia Dredge, to adjust the ALB Budget for 2011 and furthermore, appropriate in the annual budget in the future, an amount of \$2,500 to help fund the NLFA Howard Wyman Leadership School. There was considerable discussion by Board members regarding this motion. The motion, and accompanying second, were withdrawn.

USDA Under-Secretary, Edward Avalos, accompanied by Dr. Craig Morris of AMS, then spoke to the Board and those in the audience. The Under-Secretary related his personal connections to the sheep industry and agriculture in general and how privileged he felt to be in his current position. He discussed the Sheep Improvement Center (the first meeting of this group was yesterday, Glenn Fischer of TX was elected chairman), USDA Lamb Purchases (this program is very important as high quality product is being offered to children and families in an effort to improve nutrition, this program is also hopefully building consumers and it helps producers by stabilizing markets), Livestock Mandatory Price Reporting (while this program has some new limitations it is still very important), Lamb Check-off (very important to the industry). The Under-Secretary commented on some of the Board's recent promotion campaigns (Get Your Grill On and Lamb Jam), he also gave an example of what he had done while working in New Mexico in the area of lamb promotion with no money. The Under-Secretary discussed Board appointments; he stated that it was very important that these people must represent their constituents as well as the interests of the whole industry; he also discussed the importance of diversity on all the commodity boards. The Under-Secretary then concluded with opening up to questions from those in the room. Following are some of those questions and the responses:

Cody Hiemke asked about the government purchase program and if there would be a way to follow-up on where the product ended up with particular consumers. Reed Anderson added to that request by stating that it would be good if the ALB could inform those end-recipients on preparation of lamb. Dr. Morris responded and suggested that ALB work with vendors who provide the product for these purchases to get the nutrition/preparation information out to the end recipients.

Julie Shifflet asked a question from the audience regarding reporting of wholesale cut prices. Dr. Morris responded. Stan Potratz asked a question regarding the AMS Budget forecast. The Under-Secretary responded that he didn't anticipate a budget cut to AMS.

Following a brief break, the Board resumed their meeting.

The Marketing Report was then covered. The following items were discussed:

- *Retail Programs – Cross promotions with wine partners, seasonal merchandizing (Lamb Lovers Month, Get Your Grill On, etc.), Education for retailers (newsletter, new retail kit and fabrication videos).
 - *Foodservice Programs – Trade media relations (on-line), Marketing and Communications Tools (e-newsletter, re-print & distribution of toolbox materials, new DVDs, customizable presentations for suppliers with fact sheets).
 - *Culinary Education – Conversion of educational materials to Spanish, Culinary Education Meetings.
 - *Chef and Culinary Events – Chefs' Collaborative, Protein Summit, Catersource, Harvard Presentation and Cook-off, Club Chefs, NAMP Center of Plate, NRA, and American Culinary Conferences.
 - *Consumer Programs – National media relations/outreach is ongoing and year round, Holiday editor outreach, New York City event with editors, Spring media kit, NAPS holiday release, NAPS radio release for Lamb Lovers, Family Features spring page, NAPS summer grilling.
 - *Consumer Media Strategy – Local approach, Shepherd to Chef Program (telling our story pasture to plate, showcasing diversity in the industry, buy local, supporting promotions in local markets, new print piece, on-line campaign, new video series). New York media kick-off for the Shepherd to Chef Program will be Feb. 7; meet the 4 shepherds and the 4 chefs; regional events will be in San Francisco, Boston, Seattle, and Washington, D.C.
 - *Local Media – local market outreach; pitching lambassadors for local publicity opportunities, Lamb Jam judging, media events for San Francisco and Washington, D.C.
 - *Consumer Programs – seasonal campaigns to keep lamb top-of-mind year round and even out purchasing. One example discussed in detail was the Lamb Lovers Month Campaign outline.
 - *Lamb Jam Tour Dates – Boston-2/20, Washington,D.C.-5/22, San Francisco-7/17, Seattle-10/23; final large event will also be held. The Marketing Committee feels that it is important to stay in a market for 2-3 years but remain in regions when moving out of a particular market. The concept of Lamb Jam was reviewed by Megan.
 - *Supplier Coop Program – There are 2 cycles per year with \$30,000 available in each cycle. The Marketing Committee is requesting approval of funding for 5 programs: Blystone Website--\$2,500, MS Rosen POS--\$5,000, MS Rosen/Lava Lakes in-store promotions--\$5,000, Strauss rebrand of Chiappetti--\$7,500, and Superior Farms TV Advertising--\$10,000.
- Motion:** A motion was made by Nick Forrest, seconded by Reed Anderson, to approve the Marketing Committee's recommendation regarding the Supplier Coop Program as outlined above. After some Board discussion, on voice vote the motion was approved unanimously.
- New programs from the December Board conference call/webinar meeting:
- *Consumer Usage and Attitude Study
 - *8 Consumer Tech. Videos (roasting a rack, roasting a bone in leg, roasting a boneless leg, grilling burgers & sliders, grilling chops, grilling butterflied leg, braising shoulder, braising shanks); timeline – shoot in February and have ready by Easter; distribution plan – online and DVDs available to consumers.
 - *New Program Request – The Committee is requesting funds from the carryover funds for promotional tools (\$40,000); these tools to include seasonal POS as being requested by national chain stores, reprints of brochures, promotional tools, and shepherd to chef printed piece.
- Motion:** A motion was made by Nick Forrest, seconded by Reed Anderson, to approve \$40,000 from carryover funds for the proposal as outlined above. On voice vote, the motion was approved unanimously.
- *New Program Request –The Committee is requesting \$60,000 from carryover funds for Online/Digital Programs. This program will include online advertising going against very tight consumer PR program budget, Google optimization during campaign periods, Viral campaign, Website re-design and improvements, American Lamb Recipe application (to include: where to buy American Lamb, Recipes, Cooking Tips, Nutrition information by cut).
 - *New Program Request – Marketing Task Force; this is to formalize a supplier advisory group; funding request is \$5,000. The proposal is that this group would meet once a year to help with planning programs and budgets, quarterly webinars to present data and ALB programs and activities, feedback on what is going on in the marketplace and resource needs.
- Motion:** A motion was made by Reed Anderson, seconded by Nick Forrest, to approve \$5,000 from carryover funds to fund the Marketing Task Force (as outlined above). There was considerable discussion and input from the audience, primarily regarding how candid would suppliers be in these discussions. On voice vote, the motion was approved unanimously.

At this point in the meeting, an Executive Session was called.

After lunch, the Board meeting resumed. Richard Drake joined the meeting.

First on the remainder of the agenda was a report by Jeff Gross on the American Lamb Consumer Attitude and Usage (A & U) Study of 2011. The last A & U was conducted in 2006. It was stated that the A & U is a “snapshot” of consumers impressions or views of American Lamb. Mr. Gross shared the preliminary report with the Board. The A & U conducted in 2011 was done between Jan. 11 and Jan. 17, 2011; this was an on-line study; 470 households (males and females between the ages of 21 and 74 years) were interviewed using on-line web-based interviews. Some preliminary findings are:

- *About 10% fewer people have ever eaten lamb than in 2006 (65% in 2006 vs. 54% in 2011).

- *Fewer people reported ever eating lamb but, a higher percentage did say they plan to try/purchase lamb.

A full analysis and report is to be available by the end of February 2011.

The Board then met jointly with the ASI Genetic Stakeholders Committee to participate in a presentation by Dr. Jim Morgan on “NSIP-New Advances for the Practical Application of Genetic Improvements in Wool, Carcass and Production Traits”.

The Board then went on with the remainder of their agenda.

Consumer Trends and Opportunities was presented by Phil Baltz of Baltz and Co. The following are some highlights of Mr. Baltz’s discussion.

- *Food Trends – 2011 Food Trends to Watch – New Nutritional Guidelines from USDA, The New Customer Service – food Apps, Instant Messages, etc., Seafood from the Gulf is the New Bacon, The New Food Store – big box supermarkets fold and smaller shops emerge, The New Local is Regional

- *Top 10 of Everything 2010 – The New Naturalism, Locavores Gone Wild!, Lardcore (all things Southern), Fast-Food Dada (KFC’s Double Down, etc.), Pop-up Restaurants, The Culinary Hive Mind, Dude Food, Third-Wave Coffee, It’s in the Bag (cooking in plastic bags), and Black Market, White Milk

- *Food Trend Predictions for 2011 – Food Halls, Korean Cuisine, Macaroons, Meatless Mondays & Tofu Thursdays, Foraging, Tiki Bar Cocktails, Pop-up Cafes, Sweet Potatoes, Urban Wineries, Pimenton de LaVern

- *Top 10 Food Trends for 2011 – The canning comeback, Men in aprons, Local, Don’t ask – Don’t tell, Appetite for Food Apps, Small is the new big business, Fresh everyday, Chefs in schools, Discomfort food, Eating for sex and other things

- *Food Trends – What do consumer trends in 2010 and predictions for 2011 mean for American Lamb?

- Desire for local lamb (Shepherd to Chef promotion)
- Bring on the Lamb Jam! (food-centric events appeal to consumers)
- Health and Hedonism (healthy eatings and simultaneously being adventurous eaters)
- Lamb 2.0 (social media, smart phones, tech-savvy)

- *Social Media and Ewe

- Facebook has more than 500 million active users
- Facebook has more traffic than Google
- More than 200 million active users currently access Facebook through mobile devices
- One in four adults in the U.S. now use mobile apps
- Of the 82% of U.S. adults who are now active cellphone users, 43% of them have mobile apps on their phones

- *Eight easy ways to get involved in Social media

- Join Facebook &/or Twitter
- “Like” or follow ALB on Facebook or at FanofLamb on Twitter
- Make 1 post per week about life with lambs, tidbits about daily life chores, milestones or seasonal topics
- Start reading Facebook posts, a Twitter stream or blog to see what others are talking about
- Get inspired to comment or link to what you are reading
- Take pictures and post them
- Ask open-ended questions to people who like or follow you to figure out what they are interested in (questions like---“When was the last time you had lamb for dinner?” “What is your favorite way to cook lamb?”)
- Baaa (by) the way, you don’t have to stick to just lamb. Share personal anecdotes, what’s new with your family or favorite sports team.

- *Viral Videos – On-line videos that spread virally, from established brands looking for new ways to connect w/ consumers to “underdogs” looking to make a big splash with a relatively small budget.

*Key Messaging --- Your Story – Journalists and consumers want to know more about what they are eating and they are asking some really pointed questions.

Megan and Phil then led a discussion of some key questions being asked by these folks.

Allison Beadle with Fleishman-Hillard, Inc. discussed the Nutrition Program, which has been the “Lean on Lamb” program with the Tri-Lamb Group. Allison gave a history of the past 4 years of this program. She stated that this is a nutrition education based program. Following is the past history in brief:

2007-2008 \$495,000 Funding. “Building the Foundation”. Lean on Lamb Campaign launched with website, nutrition influencer outreach efforts and media outreach. Audience: Registered Dietitians, Activities: Survey, Recipe Contest, Participation in dietitian national convention.

2008-2009 \$330,000 Funding. “Building the House”. Consumer materials were developed, dietitian outreach, dietitian survey, media outreach.

2009-2010 \$150,000 Funding. “Lamb on the Consumer Table”. Media outreach, food bloggers, supermarket and media dietitians, website update.

2010-2011 \$300,000 Funding. “Share the Love”. The plan is to turn more toward the consumer audience. The guiding principles for the 2010-2011 program effort are:

*Many Americans enjoy lamb, they just aren’t regular buyers. The plan is to give these consumers a reason to confidently enjoy the nutrient rich flavor of lamb.

*Consumers trust friends and family first. Word of mouth marketing is highly credible and drives sustained conversations.

*A modest budget demands focus and creativity.

One idea is the Supper Club Experience. This concept is ideal for education, drives by word of mouth, a platform for media outreach, and drives product trial. The plan is to launch a Supper Club Series. There would be 3 markets and 3 seasons. Specific criteria for supper club hosts would be a strong “foodie” community. Supper Club hosts are fully immersed in lamb education. Supper Club materials would provide step-by-step instructions and resources for attendees. Pre/Post supper club surveys would be used to provide feedback and measurement. A second idea is a virtual supper club using digital education outreach; media would be invited to participate via the “Virtual Supper Club”; national and in-market media receive Supper Club kit three times per year. Also, educational videos will be placed on www.leanonlamb.com. This would be a cost effective approach to intensive media education. The “lean on lamb” website would also be updated with fresh content, the addition of the virtual supper club information and Google Ad words and Facebook Ad Campaigns. The effort would be evaluated by media impressions, ad equivalency, message pull-throughs, social media monitoring with supper club series, pre/post surveys, and website activity.

Return On Investment (ROI) was discussed for the Nutrition Program. Allison gave a summary of lamb promotion impacts:

*During the historical period of 1978/79 to 2001/02 there was roughly 5.1 to 5.4 additional pounds of total lamb consumption per dollar spent on promotions. This translates to about \$24.30 to \$25.72 in additional lamb sales per dollar spent in promotions.

*With the creation of ALB, the historical period of 2002/03 to 2009/10, roughly 7.1 to 7.5 additional pounds of total lamb consumption per dollar spent on promotions. This translates to about \$37.16 to \$39.34 in additional lamb sales per dollar spent in promotions.

*How much of the additional retail sales dollars go to producers? USDA estimates the share of retail dollars earned by livestock producers in 2004 to 2009 to be as follows: Beef – 45.8%, Pork – 29.2%, Lamb – not estimated by USDA

*Conclusions: Past promotion efforts successfully stimulated demand for lamb. Current efforts of ALB have been successful.

Dr. Gary Williams then presented the “Ethnic Market Consumer Survey” results. This survey involved face-to-face interviews of 5 target ethnic groups (Muslim, Jewish, Asians, Hispanics, and Greeks) in 6 target geographic locations. The survey tool consisted of 3 sections of questions (demographics, lamb purchasing behavior, and lamb consumption/preparation behavior). Dr. Williams stated that the researchers were able to interview an excellent demographic profile of respondents (consistent with other studies, consistent with US Census data, and thus implies believability of results). The survey revealed some significant information regarding implications for promotion:

*Segmented Muslim lamb consumers into 4 groups based on quality driven vs. price driven consumers

*Not all ethnic groups should be considered as primary targets

The results also indicate some special considerations about promotions to ethnic consumers:

- *Ads on local Arabic and Russian TV and radio stations
- *Standard media advertising is not sufficient
- *Consumers wish to develop relationships with local suppliers
- *Education materials need to be written in English, Arabic and Russian
- *Halal slaughter and Halal labels can be misleading

Dr. Williams then introduced a guest presenter, Tom, who is an Islamic slaughter house operator/owner in the Dearborn, MI area. His was the first Islamic slaughter house in the U.S. They sell nationally and sell primarily to the "Quality Driven" sector of Middle Easterners. His consumers are asking for information on how to tell the difference between American and imported lamb. Tom stated that a certificate of origin needs to be created by USDA to be given to the end consumer of meat products. He stated that his customers relate younger lambs (25-40 lbs. dressed carcasses) to tenderness. He also stated that a Halal authority is needed to certify slaughter/butcher facilities.

In other business, the Board discussed the current cap on administrative costs in the ALB budget.

Motion: David Trotter made a motion, seconded by Nick Forrest, to request that USDA undertake the rule-making and comment process to adjust the maximum for administrative costs from the current 10% to a new maximum of 15% of the overall budget. On a voice vote, the motion was approved unanimously.

Under-Secretary Avalos rejoined the Board to induct the newly appointed ALB members. He relayed a message from USDA Secretary Vilsak in his charge to the new and current Board members. He also thanked all of the Board members for their services. He then swore in new Board members Stan Potratz and Dennis Stiffler and re-appointed Board members Richard Drake and Nick Forrest.

Emily Debord then conducted the election of officers of the Board for 2011.

President: Nick Forrest was nominated by David Trotter, seconded by Laurie Hubbard.

Vice President: David Trotter was nominated by Leo Tammi, seconded by Nick Forrest.

Secretary: Betty Sampsel was nominated by Nick Forrest, seconded by Laurie Hubbard.

Treasurer: Laurie Hubbard was nominated by David Trotter, seconded by Patricia Tirrell.

There were no other nominations for any of these offices, and on a voice vote the slate was elected unanimously.

Nick Forrest then thanked both Lorin Moench and James Teitscheid for their service and insight to the ALB. Both Lorin and James offered a few comments.

Megan Wortman then covered a few housekeeping details.

Motion: A motion was made by Cody Hiemke, seconded by Richard Drake, to close the meeting. On voice vote the motion was approved unanimously.

Respectfully submitted,

David Trotter, Secretary

Minutes
Board Meeting, Denver, Colorado
August 8-9, 2011

Board attendees: Richard Drake, Laurie Hubbard, Dan Lippert, Alicia Dredge, David Trotter, Nick Forrest, Cody Hiemke, Betty Sampsel, Leo Tammi, Stan Potraz, Dennis Stiffler,

Staff attendees: Megan Wortman and Rae Maestas

Guest attendees: Mary Humann, Peter Orwick, Erica Rosa Sanko, and Emily Debord via teleconference.

August 8, 2011 Meeting Convened Review Agenda

Erica Rosa Sanko of LMIC provided an update on Lamb Market Trends

Peter Orwick from ASI provided an update

Action: Richard Drake made a motion to have ALB pay the trade mark renewal fee of the older ALB logo, due to continue use in Mexico. Seconded by Dennis Stiffler. Motion unanimously passed.

Emily DeBord provided an update on behalf of USDA

Dennis Stiffler provide a report on USMEF

Mary Human provided a report on ALB Foodservice program

Marketing Report Continued, Megan Wortman

- Nutrition
- Retail
- Consumer
-

Rae Maestas provided a report on Industry Outreach program.

Meeting Adjourned

August 9, 2011 Meeting Convenes

Megan Wortman Compliance Program Discussion

Action: David Trotter made a motion to continue to contract with Scott Person to oversee ALB's Compliance program for one more year. Also ALB is to formalize the Compliance job description. Seconded by Laurie Hubbard. Motion unanimously passed

Summary of Proposed FY 2012 Plans and Budgets

Larry Kincaid provided Budget and Finance Report

- Approve FY 2012 Budget

Megan Wortman facilitated a Strategic Planning workshop with the Board

Summary of Board Strategic Planning Worksheets

- Critical Issues
- Strengths, weaknesses, opportunities, threats
- Organizational Structure
- Vision
- Mission Statement
- Goals and Strategies

Megan Wortman discussed other Business

- Approval of Minutes
- Next steps -- FY 2011 final reports, FY 2012 contracts, AR's, program plan approval process etc.
- Social Media Policies – review, discuss, and get approval
- 2012 convention dates and location
- Tri Lamb Meeting

Action: Cody Hiemke made a motion to approve the minutes. Dan Lippert seconded. Motion unanimously passed.

Action: David Trotter made a motion to nominate Stan Potraz to attend the Tri-lamb meeting on behalf of ALB. Seconded by Denis Stiffler . Motion unanimously passed.

Dan Lippert reported on his participation/presentation at the NLFA Howard Wyman Leadership School.

Action: Dan Lippert made a motion to support the Leadership School at a \$5,000 donation per year. David Trotter seconded. Motion unanimously passed.

Meeting Adjourns

**American Lamb Board
Annual Meeting/ Scottsdale, AZ
January 26 & 27, 2012**

Board Members in Attendance: Nick Forrest, Reed Anderson, Alicia Dredge, Leo Tammi, Richard Drake, Dan Lippert, Cody Hiemke, Patricia Tirrell, David Trotter, Stan Potratz, Laurie Hubbard, Dennis Stiffler, and Betty Sampsel.

New board members: Antonio Manzanares, Wesley Patton, Joanne Nissen, and Ben Lehfeldt

ALB Staff: Megan Wortman and Rae Maestas. Jim Brow, USDA.
The meeting was called to order by Chair, Nick Forrest. Introductions were made by all present.

Motion: Leo Tammi moved to approve the agenda. Second by Dennis Stiffler. Motion was unanimously passed.

Minutes of the board meeting January 19 & 20, 2011, August 8& 9, 2011 and Webinar October 5, 2012 were reviewed.

Motion: Leo Tammi moved we accept the minutes. Second by Dennis Stiffler. Motion was unanimously approved.

Budget and Finance Report

Larry Kincaid presented the Budget and Finance Report, October 1, 2010-September 30, 2011. Larry reported on the audit. Laurie Hubbard and Megan Wortman were on the conference call with the auditor, Rubin Brown and reported a clean report.

Larry reported that collections were \$1,984,527. USDA expenses were slightly up to \$84,924. Travel was down due to cutting out the fallboard meeting. The board maintains a cash reserve of \$225,000. On our financials, the collections are due on the 15th of the next month, so we need to look at the quarterly reports. Our collection income is down 12% from last year and down 1 million since the inception of the check-off. Larry will provide the 5-year comparison for the board here or will email it out.

* Our budget will be \$1,850,000 for the fiscal year 2012.

*Jim Brow, USDA, commented on the USDA's expenses to ALB comes from travel and board meetings. A question was brought up to look at the expenses, since we had one less board meeting. Jim reported that the USDA administrative office does the calculations and it should be looked at. The ALB can work thru Jim Brow, to lower costs. Larry Kincaid reported that they break the expenses down, but it is not too specific. Jim Brow, will put the time down allocated to ALB weekly. He will take this on and look for more details. Larry Kincaid reported the carry-over of \$537,000.

*The next item Larry Kincaid reviewed was the FY12 Budget of \$1,858,000, by quarters. Stan Potratz asked if \$45,000 is sufficient on research. Due to out total income we allowed \$40,000 for market analysis and \$5000 for TA&M study.

Our carry-over funds are used for incremental programs and revenues misses. This does not take into account the \$225,000 for reserves. The carryover needs board approval before spending. Larry will email the Revenue Trend to the board.

Motion: David Trotter moved we approve the financial report. Second by Dan Lippert. Motion was unanimously approved.

Industry Outreach Report

Megan Wortman reported on Compliance. Scott Pearson conducted two field audits this fiscal year so far. The first was in Oregon and Scott Pearson visited auction markets and custom slaughter facilities to identify non-compliant facilities and identify ethnic markets. The other was New Jersey and New York to visit delinquent first handlers and visit ethnic markets. \$20,000 was collected. He also verified auction markets. All the audits are confidential with only Megan Wortman and Scott Pearson viewing them. Three audits were discussed.

*At the auction markets participation is voluntary on sending in the check-off. ALB has work out an agreement with eleven auctions. ALB did a direct mailing to 200 auction markets, explaining the check-off process, remittance form, brochures and annual report. The auction market remittance is on weight base. We have 100 markets that sell sheep. Scott finds many contacts while visiting auction markets. Leo Tammi requested we put a list on our web site of the auction yards.

The USDA has requests ALB provide a quarterly aging report for compliance. The initial bid for the data base update was \$1000, but with additional information needed, the bid came back in at \$3000.

The committee made the recommendation to revise Scott's Pearson's contract. Scott will be given a 30-day notice in the change to his contract. The new contract would reflect reduced fees and time for office work. Five audits will be conducted the rest of this fiscal year at a flat rate and travel included. Our five audit visits will include Detroit, California, Texas, Pennsylvania/Ohio and one more where needed. Current budget is \$48,000. \$42,000 for Scott, travel \$5000, and database is \$1200. Revised budget is Scott \$37,000, travel \$7,200 and data base \$3,000. Reed Anderson feels we need to increase the time on audits after going with Scott in Oregon. David Trotter also added that Scott Person has to do a follow-up report for the board for March thru September.

Motion: David Trotter moved to adjust the budget for the following year for revision. Second by Stan Potratz. Motion carried unanimously.

Cody Heimke suggested sending out a brochure to the breed associations for the check-off.

Megan reported on direct marketer outreach. 250 direct marketers were reached in an annual mailing. Feedback came back to have on our web site a Chef Connections/ Lamb Locator site, the online remittance form interactive, help is needed with animal humane certificate, and customize education and promotional materials. Megan Wortman made a recommendation to create an interactive online payment system online. Staff was directed to explore the cost to do so.

David Trotter reported on the meeting held yesterday with the State Executives on activities and promotions going on at the ALB. Some of the feedback that he received was to forward ahead of events on what is coming up, access to videos, set up invoice reminders on compliance, address ethnic needs, and educating new producers.

An update on industry mailings was given: a postcard was sent out for tracking check-off, website highlights and annual report (23,000). Cody Heimke would like the board members to receive a copy on all mailings.

Annual Report/Strategic Plan were printed and distributed, they are also available on ALB's industry website, lambcheckoff.com

Stan Potratz discussed ALB opportunities in Premier's Newsletter.

Ray Kronas of Strauss Brands provided a presentation on Strauss's company.

Evaluation of Programs

Megan Wortman reported that an evaluation is required every five years, but ALB does it every year. Every 3 years or over \$40,000, we do a RFP or independent evaluation. \$5000 for a ROI study every year or every other year. Dan spoke about how the American Soybean Board brings industry partners to different events. He thought we could franchise the Lamb Jams and bring partners in. Nick and Reed also commented on promoting our product and helping with expenses. Megan reported that by selling tickets to the Lamb Jam it helps to offset costs. Staff was directed to work with Dan to set-up a task force to evaluate a program, where the money would come out of research.

Directive: To explore any opportunities to do in evaluation programs.

Tri-Lamb

Stan Potratz attended the Tri-Lamb meetings and reported to the group.

*Andrew Burt gave a New Zealand update. They have a referendum every 5 years. NZ has offices in NZ, US, UK, Belgium, China and Japan. New Zealand exports 90% of their lamb. The levy rate of sheep in NZ is from \$.45 to \$.60. The NZ budget is \$18.9 M. with a breakdown into the following categories: farm-\$8.7M, markets \$60M, people-.5M, info \$1.3M, other \$2.4M.

*Stephen Edwards next gave an Australia update and showed the new advertisement they produced.

After the lunch break the meeting continued.

Marketing Report.

Retail Update-

Domestic lamb retail accounts grew with Kroger and Wal-Mart carrying only American Lamb. Kroger is doing a private brand and packaging, Private Select. A new flash drive for retail has been developed. The no-growth hormone issue: growth hormones are not used in the US, but are not illegal. In food service, we continued with Beyond the Rack, whole carcass breakdown with chefs, and our focus is still on the Shepherd to Chef.

Consumer Programs-.

*ALB will focus on Lamb Jams, local groups, local publicity and continue target advertising. We will continue in our five markets with the following technology: websites, twitter parties, face book, twitter, recipes apps, and focus on blogger networks in each market for grass roots media approach.

*Rae Maestas reported on new mobile App, that will include, recipe database, Lamb 101 and our How to-Cooking videos.

*The FY 2012 Consumer Program budget will have \$168,000 less this year in discretionary funds. See attached budget details.

* 2012 Program highlights will include media outreach, online advertising, culinary education, and a new shoulder fabrication guide. We will continue with our seasonal campaigns, utilize our Shepherds and Chefs. We will continue with Sur La Table Partnership, Shepherd to Chef Cooking Demonstration in LA, DC, NYC, Boston, SF, and Seattle. Lamb Jam tour will include the new Pro Am in each market, and add 4-6 small events in each market. We will add Portland in 2012 to the Lamb Jam and in 2013 Los Angeles and Atlanta. A new Lamb Jam Finale will be Sunset Magazine's Savor the Central Coast (California).

Our face book advertising has included 3500 new face book fans and 1000 new email contacts.

*New trends being reported for 2012 by Phil Lempert, Supermarket Guru, include Farm to Fork, ethnic food revolution, male shopper role, never eat alone-group eating, increase in food prices will increase coupon shopping, sustainable seafood, and QR codes. Food trends will include a international invasion-Scandinavian cuisine, fast foods get fresh, pizza for the people, food halls, bloody good food, diminishing proportions, commercial farmers, smart phone foodies, food fights.

*New program and budget request were as follows: 1).California Sheep Commission (CSC) and 2). Nutrition Program Budget. The CSC has used check-off funds for promotion with the San Francisco Giants Promotion and wants help to keep promoting lamb during their games- covering strategies, target audience, advertising, and to ultimately pull lamb into the concessions. The promotion also includes radio, Giants magazine, on-line campaign, fan-fest, Bridge to Bridge Run and, AT&T lamb tasting. The actual cost of a sponsorship is \$115,000. The CSC is asking the lamb board for \$20,000.

Motion: Cody Hiemke moved to take \$20,000 out of carry-over for one year for this program in 2012 for the California Sheep Commission, Giants Program. Second by Richard Drake. Motion carried unanimously.

The next item request was for \$100,000 annually for 3 years to Lean on Lamb.

Motion: Dennis Stiffler moved to give \$100,000 for the nutrition program (Lean on Lamb). Motion passed unanimously.

Update on Ethnic Promotions

In our 2011 Ethnic Research project, retailers want feedback on Halal marketing and the industry continues to want us to address ethnic opportunities. In marketing to the American Muslim population Megan discussed the My Halal Kitchen site of a blogger and the American Muslim Consumer Conference, Nov. 12, 2012 to see if we want to explore this and put together ideas. The board agreed this is important to pursue. *Saffron Roads is a NZ company that carried lean products, emphasizes humane care, has health certification and Halal certification. Megan also said there is an Islamic Food and Nutrition Council and will explore this more. It was the group's concession to move forward with Muslim and Hispanic concerns and keep it on the agenda for the next meeting.

* Fresh Look Retail Sales and Data/Market Trends were covered next. This information is supportive to retailers. They reported the average price per pound increased 18.2%; total sales decreased -1.6% and total lbs. sold decreased 16.7%. The Boston market increased +1.4%, SF +2.3, and DC decreased -1.5%.

*Lamb exports set new records. 16,958 metric tons (37.4 million pounds). We are 79% ahead of the 11 months of 2010. \$27.8 million in export value and is a 49% increase in 2010. Mexico -56% (12.2M), Canada +48% (3.85M), Caribbean +36% (5.15M). Dennis added that Cambodia and Viet Nam received American Lamb.

*Dan Lippert brought up that lambs were backing up in feedlots and if the ALB has any tools to support retailers and 1st handlers during these times besides our programs. Reed Anderson commented that he has collaborated with retailers during the holidays. Dennis Stiffler reported that legs did not move this Christmas as well due to a \$2.00/lb increase in price compared to last Easter. We will need to pull the consumer into purchasing lamb for Easter.

*Nick Forrest said that Kroger's holiday sales were up, tonnage down. The first two weeks of the month sales are up and the 3rd and 4th week they mark down as money is tight for the consumer. Dennis Stiffler commented that price and differentiation drive the consumer. We are backing up in product at these price levels. Reed Anderson felt Easter would be a good time to move these products.

*Nick Forest discussed Kroger's Training Program. They have trained 150-200 associates in tips for preparing and cooking lamb and have recipes available. The results are very positive and the consumer is looking at the product.

*LeoTammi asked how the ALB could help when the meat supply backs up. Dennis Stiffler commented that this backup has happened over the year and that we need to create excitement about eating lamb and the ALB role is long-term. Megan Wortman reply was do we stay on course or do we pull something out somewhere to help. Dennis Stiffler commented on the loss of place on the menu or in the meat case and that, the ALB is keeper of demand and integrity with consumer. In addition, the hay shortage in California, Imperial Valley drought and Texas drought all brought lambs to the Colorado feedlots at the same time. Guest and past board member Kevin Quam, of JBS Swift discussed supply and demand. Richard Drake thought we needed to continue to promote American Lamb.

Sustainability Report.

Janet Greenley from Fleishman Hilliard went over their proposal and strategy. Kenton Hammer of Common Fields discussed the activities, budget and proposal they have planned. He will have either that emailed or a hand out to the ALB. The first year budget would be \$134,800.

*Dennis Stiffler, Reed Anderson, Cody Hiemke, Nick Forest and Richard Drake were appointed to be on the sustainability committee along with Clint Krebs, Peter Orwick and others to be appointed later. Discussion followed on sustainability issues. The consumer wants it, the competition is doing it. USDA can approve it. We can prevent issues by being productive. Megan said she is looking for directions to take this. Richard Drake suggested using the carry-over funds.

Motion: Cody Hiemke moved to use \$134,800 of carry-over funds for year one of the sustainability project. Motion was second by Reed Anderson. Discussion followed on social, animal welfare, are you making money and what

do you do with it. What is the risk to the industry---establish a baseline. In this first phase, we will not be looking at the packer, only lamb production systems. Motion passed on a hand vote of 12 to 1 with Stan Potratz voting against the motion.

Dr. James Morgan from NSIP visited with us on the \$10,000 ALB gave to NSIP. It will help to improve performance and carcasses, identify genetic components, carcass ebv's, as visual components are not accurate, help in the transfer of data, more frequently run data, certify sheep rib eye scanners (22 to date), develop carcass traits for all breeds, except hair breeds. He explained that loin eye is linear; it is adjusted for age and weight.

Chair, Nick Forrest thanked the past board members Patricia Tirrell, David Trotter, and Lori Hubbard for their service to the ALB. Jim Brown, USDA swore in new members Antonio Manzanares, Ben Lehfeldt, Wesley Patton and JoAnne Nissen and reappointed members Leo Tammi and Cody Heimke to carry out the responsibilities of the whole industry.

Elections of Officers of the ALB were held for 2012.

Richard Drake nominated Nick Forrest as Chair. Dennis Stiffler second.

Betty Sampsel nominated Dan Lippert as Vice Chair. Stan Potratz second.

Dan Lippert nominated Betty Sampsel as Secretary, Dennis Stiffler second.

Reed Anderson nominated Leo Tammi as Treasurer. Antonio Manzanares second.

There were no other nominations for these offices, and on a voice vote, the slate was elected unanimously.

Nick Forrest asked for any committee interest and committee chairs before he makes the appointments.

Stan Potratz moved to adjourn the meeting. Richard Drake second. Meeting adjourned.

Respectfully submitted,

Betty Sampsel, Secretary

.

American Lamb Board
Denver, CO
Summer Meeting
June 21-22, 2012

Board attendees: Nick Forest, Alicia Dredge, Leo Tammi, Reed Anderson, Richard Drake, Cody Hiemke, Stan Potratz, Dennis Stiffler, Antonio Manzanares, Joanne Nissen, Dan Lippert, Ben Lehfeltdt, Wes Patton and Betty Sampsel.

Staff attendees: Megan Wortman and Rae Maestas
Larry Kincaid and Scott Person

USDA attendee: Kenny Payne

Guests: Burdell Johnson, FaFRM; Peter Orwick, ASI; Greg Ahart, Superior and Ed Jenks, Superior.

Nick Forest called the meeting to order at 8 A.M.

Action: Richard Drake moved to approve the agenda. Alicia Dredge second. Passed unanimously.

Action: Richard Drake moved to approve the minutes. Cody Hiemke second. Passed unanimously.

USDA: Kenny Payne, USDA gave an update on the board appointment process, new oversight procedure and guidelines and the assessment rate increase process. Kenny recommended we submit comments as a board on the assessment rate increase. Kenny also informed us that he will be filling in for Marty O'Connor and Sue Sauceville will be filling in for his position.

Budget and Finance Report: Larry Kincaid updated us on the budget by quarter. May was significantly down. We currently have added \$10,000 for the assessment postcard. USDA has informed us that we will have a 20% increase for next year budget from \$84,924 (that we paid in 2012) to \$100,000 for 2013.

Research and Evaluation Committee Report: Megan reported that Dan Lippert, Stan Potratz, Leo Tammi and Antonio Manzanares are on the committee.

The proposed programs for 2013 are the following:

\$40,000 to ASI for the Market Analysis Report.

\$2000 to LMIC to do the Annual Analysis.

\$10,000 ROI study and solicit proposal.

\$10,000 Consumer Program Evaluation (to have the industry evaluate the Lamb Jams)

The board felt we needed to give Paul Rodgers some direct feedback on the market analysis and LMIC reports.

The past budget has been \$45,000 and they would like to increase it by \$17,000 to \$72,000.

Industry Outreach and Compliance Report

The ALB updated our database and new policies. The new online payment system is up and running.

Scott Pierson gave us a compliance handout and talked about the Compliance Operating Procedures, tickler file and monthly remittance report.

Megan handed out the new compliance policy for us to read.

Scott has traveled to New Jersey, Central California and New Mexico the last 9 months.

\$27,000 has been collected out of the \$100,000 potential that by USDA figures is out there.

Future sites to visit include Pennsylvania /Ohio, Texas, Mid Atlantic and the Southeast.

Summer meetings ALB will attend are the NLFA, Texas, Colorado, Iowa, and Tri-Lamb in Idaho.

Communications to the industry on the Assessment Rate Increase has included a letter from the Chairman, a postcard to 20,000 industry partners, press release with a media interview and key messages and FAQ to industry leaders. Nick Forrest passed out comments that he had received.

A proposal from the American Meat Science Association were handed out, for ALB to support AMS Intercollegiate Meat Judging Program for \$10,000, as there is a risk that lambs will be eliminated from the judging.

Action: Dennis Stiffler moved that ALB fund the American Meat Science Association Intercollegiate Meat Judging Program at \$5000 and solicited the industry to donate \$5000 and build this into the industry outreach budget for 2013. Joanne second. Passed on a vote of 12 yes, 2 no.

Rae handed out the 2012-second Round Matching Grant approved projects.

Nine industry-matching grants were approved in committee totaling \$22,025. In the Suppliers-Coop, four projects were approved totaling \$30,000.

FY 2013 Proposed Plan and Budget

Megan presented a power point with expenditures of \$145,000. An increase of \$10,000.

Direct mailing \$15,000, media outreach \$35,000 and industry outreach \$95,000

The committee would like to eliminate matching grant and take the \$40,000 to 1) establish industry sponsorships and 2) promotional kits.

Directive: To have the staff put together a plan to establish sponsorships and promotional lamb jam kits.

Megan welcomed Greg Ahart and Ed Jenks both from Superior to address the ALB.

Mary Humann presented a PowerPoint talk on the Foodservice program.

Erica Rosa Sanko, LMIC gave a report on the market analysis and outlook.

Susan Dockett, Clemson University gave a report on research on Lamb Meat Quality.

Cody Hiemke gave a Niman Ranch Program update.

The meeting was recessed for the day by the Chairman, to be continued on, June 22, 2012.

June 22, 2012

Board attendees: Nick Forest, Alicia Dredge, Leo Tammi, Reed Anderson, Richard Drake, Cody Hiemke, Stan Potratz, Dennis Stiffler, Antonio Manzanares, Joanne Nissen, Dan Lippert, Ben Lehfeldt, Wes Patton and Betty Sampsel.

Staff attendees: Megan Wortman, Rae Maestas and Courtney Quinn

USDA attendee: Kenny Payne

Chairman Nick Forest called the meeting to order.

Richard Drake asked to address the board regarding the current lamb market.

Sustainability Project Report. Kenton Harmer and Janet Greenlee updated the ALB on the progress of the report.

ASI Update. Peter Orwick updated us on ASI's activities.

Marketing Program

Tri-Lamb Nutrition Program. Allison Beadle presented the past and future projects of the program.

Action: Leo Tammi moved we contribute \$100,000 to Tri-Lamb. Dan Lippert second. Passed 13-1.

Courtney Quinn, ALB, gave a Lamb Jam Tour Update. The final will be Savor the Central Coast with Sunset Magazine. The Seattle Lamb Jam will be moved to Portland in 2012. Boston's Lamb Jam will remain there for this year. Washington DC Lamb Jam will move to Atlanta in 2014. San Francisco Lamb Jam will move to Los Angeles in 2014.

Dennis Stiffler reported on the USMEF and the Trans Pacific Partnership.

Megan Wortman reported on the 4th quarter activities including the nutrition program, Lamb Jam/ProAm, Q4 consumer report, 2013 consumer program and 2013 proposed budget.

The 2013 Consumer Program will include: Go Lamb Once a Month and Shepherd to Chef/Pasture to Plate.

Local Market Approach will include FOL and Pan Am

Retail: Expand the use of Butchers, QR codes, DIY Food/ Lamb Kits and production messages.

FY 2013 Budget Proposal was handed out.

Action: Cody moved to accept the budget as presented. Joanne second. Vote: 12 yes with one abstain.

Things we need to consider in January at our next meeting: Sustainability Phase 2, SF Giants Promotion, and Crisis Communication Plan/Issue Management for lamb and our Muslim/American Promotion

Summit: California has sent a letter to request an Industry Lamb Summit.

Action: Cody moved to allow the Chairman to appoint a committee to facilitate a sheep industry summit in response to California's request. Dennis Stiffler second. Passed unanimously.

Action: Stan moved we adjourn the meeting. Second by Dan. Meeting adjourned.

Respectfully submitted,

Betty Sampsel

American Lamb Board
January 24-25, 2013
San Antonio, TX

Board attendees: Nick Forrest, Dan Lippert, Betty Sampsel, Leo Tammi, Alicia Dredge, Reed Anderson, Richard Drake, Cody Hiemke, Stan Potratz, Dennis Stiffler, Antonio Manzanares, Joanne Nissen, and Wes Patton. Butch Angelo Theos.
Ben Lefeldt absent.

Staff attendees: Megan Wortman and Rae Maestas
Larry Kincaid and Jim Brow, USDA

Chairman Nick Forrest called the meeting to order.

Action: Cody Hiemke moved to approve the minutes. Joanne Nissen, second. Passed unanimously.

Budget and Finance Report: Larry Kincaid handed out the financial statements for the year ending September 30, 2012. He updated the board on the audit from Rubin Brown. There were no audit adjustments. Leo Tammi, Megan Wortman and Jim Brow were on the audit call. Handout: Report to Governance, recommendation was that the bank reconciliations be reviewed by the Executive Director or the Board Treasurer each month. The reviewer should indicate evidence of their review on the reconciliation. This is being done.

Action: Antonio Manzanares moved to approve the financial report given by Larry Kincaid. Dennis Stiffler second. Motion passed.

Handouts:
December Financials
FY13 Budget by Quarter (\$1,959,000)
FY 13 Carryover Funds (\$422,000)

Potential Incremental Projects for FY13 Q2-Q4, which included:
Sustainability Phase II
California Sheep Commission-S.F. Giants
US Farm and Ranch Alliance
Issues Management and Crisis Communications
Sponsorship Program
FY 13 Carryover Funds and the above will be voted on in a conference call.

US Farm and Ranch Alliance: Hugh Whaley gave an update on membership opportunities, visions and goals. They would like to have the ALB as an affiliate for \$5000.00 annually.

Industry Outreach and Marketing: Rae Maestas handed out and went over the FY 2012 Annual Report.

Sponsorship Program applications: The committee received 56 applications totaling \$200,000 and narrowed that down to 23 applicants and approximately \$20,000.

Lamb Jam Kits: \$20,000 had been used to make Lamb Jam Kits. Included in the kits are tablecloths, tents, banners etc... These are available from ALB.

Co-op with Suppliers: Angela Gentry with Superior told what Superior was doing with point of sales, retail and foodservices, and social media.

Compliance: Rae Maestas updated us on the hiring of a person Josseline Van Nuffel Tuesday's to enter data and pay her by the hour. Scott Pearson will be visiting Detroit, New Jersey and Texas this quarter.

Marketing Report:

Consumer Media: Chloe Crane of Baltz and Co. gave the Consumer Media Outreach update with a power point.

Lamb Jam Tours: Megan Wortman reported on Lamb Jam Tours and Local Market updates. Boston Lamb Jam is expanding to including Portland and Providence markets; Washington DC will include Maryland and Virginia markets; San Francisco will include Oakland and the Wine Country; and the Portland/Seattle area will alternate each year. Changes will include a new category: Best of Breast; tickets will go up to \$60 a ticket; a VIP early access; and an after party for the Chefs. Our Local Market Promotions include local food festivals, Pro Am, chef demonstrations and samplings at farmer markets, and small branded education events. Branding Events: New letterhead and folders for ALB and our website will be refreshed. New Marketing Tools: A cut chart update and reprinted, Fresh Home Grown Flavors and Raw and Cooked recipe cards.

Foodservice: Mary Humman is contracted by ALB to handle foodservice. Megan reported that locally sourced meat and seafood is #1 hot item for 2013. Some of things that Mary attends is the Star-Chef-Chef Collaborative, Women Chef and Restaurant Tours, NAMP Center of the Plate, ACF, and Taste of Vail. Local restaurant promotions included Lark Creek/ Kimpon. Online services and media out-reach to foodservice.

Retail-Fresh Look Data/Meat Conference: Uniform Retail Meat Industry Standards (URMIS) request for funding: URMIS is maintained on Meatracks.com by Meat Solutions Inc. They would like funding of \$20,000 (one time cost) to switch to Uniform Label Term, Review and Application (ULTRA) so lamb's common names are handled in a transparent manner.

Directive: Cody will coordinate with NAMA for the ALB.

Assessment Rate Increase: Dr Morris, USDA, reported the final rule is on hold with the Secretary of Agriculture.

Directive: Dennis Stiffler and Antonio Manzanares will meet on behalf of the ALB with the Under Secretary of Marketing and Regulatory Programs, Mr. Edward Avalos.

Sustainability Study: Janet Greenlee and Kenton Hammer of Milepost Consulting talked about the study and recommendations for the next set of steps that can be taken with the Sustainability Study. Those include:

Public Facing Report based on the sustainability study results

Processor Sustainability report

Industry Best Practice Tool-Kit

Quantify Targeted Grazing Benefits

Carbon Emission Best Practices Comparisons between Australia, New Zealand and US.

Issue Management and Crisis Communications Plan: Janet Greenlee of Milepost Consulting presented a PowerPoint of a Strategic Plan. Judy Malone, from ASI reported on ASI's plan.

Lamb Industry Grading: Dr. Lawrence Yates, AMS reported on finalizing the instrument standard/field evaluation study. Opportunities to help offset the cost of the equipment were discussed. The American Sheep and Goat Fund would be worth looking into to help with costs.

Dennis Stiffler will head up a task force to look into this.

San Francisco Giants Promotion: Marilyn Dompe, CA Sheep Commission presented a Powerpoint. They would like the ALB to help with the cost of this promotion. They are asking for \$20,000 for the year.

Industry Assessment Study: Bob Ludwig of the Hale Group shared with us the project tactics and timing: our strengths and challenges in what needs to be done to turn the industry around; economic analysis of the lamb industry; feedback from the industry through a task force, advisory group, industry webinar, and interviews with industry people; a road map for the industry of what we agree that needs to be done and a follow thru for the industry to implement. This will be done by the end of August.

Swearing in of board members: Jim Brow, USDA performed the ceremony of swearing in Butch Theo's, new board member and reappointed members Dan Lippert, Reed Anderson and Betty Sampsel.

Chairman Nick Forrest also thanked Alicia Dredge for serving on the ALB.

Other Business:

Election of Officers: Dan Lippert nominated Betty Sampsel for Chair. Second by Stan Potratz. Betty nominated Dan Lippert for Chair, Second by Reed. Dan is the new Chair. Reed Anderson nominated Betty Sampsel for Vice Chair. Dennis Stiffler second. A unanimous ballot was cast for Betty as Vice Chairman.

Betty Sampsel nominated Cody Hiemke for Secretary. Joanne Nissen second. A unanimous ballot was cast for Cody as the new Secretary.

Dennis Stiffler nominated Leo Tammi to serve as Treasurer. Cody Hiemke second. A unanimous ballot was cast for Leo as our Treasurer.

Conference Call: A conference call will be scheduled Friday, February 1 to go over budget request that were presented at this meeting and vote on the following:

CA Sheep Commission Giants Promotion

US Farm and Ranch Alliance

Issues Management

Sponsorship Program

Sustainability Project Phase Two that includes:

- Public facing report

- Processor sustainability

- Industry best practice tool kit

- Quantify targeted grazing benefits

- Carbon emissions study

Cody moved to adjourn the meeting. Betty second. Meeting adjourned

Respectfully submitted,

Betty Sampsel

Summer American Lamb Board Meeting
June 11-12, 2013
Denver, CO

Board attendance: Antonio Manzanares, Dennis Stiffler, Leo Tammi, Ben Lefeldt, Dan Lippert, Wes Patton, Richard Drake, Nick Forrest, Betty Sampsel, Joanne Nissen, Cody Hiemke, and Stan Potratz

Board members absent: Reed Anderson, Butch Theos

Staff attendance: Megan Wortman and Rae Maestas
Guests in attendance: Mary Humann and Emily Debord

Tuesday June 12, 2013

Chairman Dan Lippert called the meeting to order. Chairman asked to go around the room and make introductions.

Dan reviewed Minutes and agenda, asked if anyone had any questions, concerns, or changes.

Action: Richard Drake moved to approve the minutes. Wes Patton seconded. Motion passed unanimously.

Megan reviewed the two Midan Marketing proposals on the table for considerations: Market Basket Study and Price Optimization study.

Megan introduced Michael Utez via conference call to present the two studies in further detail.

Michael provided an overview of both studies.

The Market Basket Study will target the following American Lamb retailers: Shaw's, Winn-Dixie, Harris Teeter, HEB, and Kroger. The study's will be Geo-targeted and

Retail Optimization Study will target three price zones of 30, 20, and 10 percent. Midan will work with 5 to 10 stores to gather data and timing will range from 6 to 8 weeks.

Megan introduced Allison Beadle via conference call to provide an update on the Nutrition/Tri-Lamb Program.

Megan updated the Board on the Consumer Media Outreach: Aspen Food and Wine, Lamb Jam, and local events updates.

Harvest Public Relations Agency was introduced. Harvest offered a presentation of what they envisioned they could do for ALB.

Adjourn for lunch. Resume.

Megan presented an update on the Research and Evaluation Committee. ROI study discussed; boilerplate report is possible for \$10,000 or the study could be expanded with greater utility for \$30,000 in the first year and \$20,000 in following years.

Megan reported that the ALB scored a “B” on a Digital Program Audit. The audit provided many opportunities on how ALB could enhance digital media usage.

Megan presented the Market Analysis Report.

Rae presented the Industry Outreach Committee report. Compliance has seen a variety of successful changes due to management review recommendations. ALB Compliance contractor is to visit New Jersey, Michigan, and Texas; recommendations were made to visit New York, Oregon/Washington, and Maryland/Virginia.

Rae reported that four projects were funded in the second round of Coop programs.

Rae reported that new Industry Promotional Tools have been developed: DIY Lamb Jam kits, branded tools available to be borrowed, and two new recipe booklets.

Rae led the discussion about recent interest in an Industry Clearing House being set up. This would require state surveys in order to develop by-state information in regard to direct marketers, farmers markets, small packers, etc.

Dennis discussed the status of the instrument grading system. The system is to be installed at JBS on a trial basis for USDA validation; ALB and NSIIC are splitting the costs for this.

Larry Kincaid presented the Budget and Financial Report.

The meeting transitioned into the Strategies and Priorities Discussion of FY 2014 Programs.

Action: Wes moved to approve the two Midan retail studies for \$113,400 total. Richard second. Ben offered an amendment that \$56,700 (half) comes out of the 2013 carryover. Richard second. Wes accepted. Motion was approved with one dissent.

Wes recommended we evaluate cost of living expenses for ALB employees. It was mentioned that this was built into the preliminary overhead budget.

Board Moved to Executive Session.

Return from Executive Session.

FY 2014 New Opportunities in line with Strategic Plan, discussion ensued. Topics included: focus group studies, ethnic promotions, export promotions, sustainability, crisis

management, US Farm and Ranch Alliance, Lamb Jam expansion, Easter/Passover promotions.

Meeting adjourned overnight.

Wednesday, June 12, 2013

Meeting resumes.

Industry Outreach ideas for FY 2014 were discussed. Joanne asked whether we should increase funding to the Sponsorship Program since the funding requests were five times the budget. Discussion took place on how we can best work with state organizations to complement our work. Additional discussion took place on how we can best assist direct marketers; hiring a consultant to work with direct marketers was discussed. There was consensus that ALB should support the “Rebuild” and young entrepreneur activities.

Research and Evaluation ideas for FY 2014 were discussed. Topics included: University funding grants, ROI study, program evaluations (Food Service program evaluation is up next), lamb quality audit, and lamb nutritional database update.

Beka Gil of the US Meat Export Federation (USMEF) presented a proposal for American Lamb workshops in the United Arab Emirates. Dan Holstrum of USMEF presented a proposal to develop an American Lamb cut chart for use in the Middle East.

Ideas to develop action plans coming out of the Sheep Industry Sustainability Study were discussed.

Dennis reported on whether there were opportunities for a sustainability assessment for lamb processors. He shared some steps that some of the major packers are doing, but recommended no action in regard to a processing sector assessment.

Ben presented a powerpoint to discuss opportunities and cooperators in regard to targeted grazing. He also presented about H2A. Ben recommended 1) that ASI and the two H2A employment agencies formalize the worker grievance process and 2) potential H2A issues be added to the industry’s issue/crisis management plan.

Wes presented a powerpoint on carbon best practices. His recommendations were 1) to fund research on carbon sequestration by grasslands and 2) have the industry figure out what can be done to tell our story about carbon sequestration from grasslands.

Paul Rogers (ASI) was introduced and presented information on ASI’s Emergency Management Plan. ASI has a contractor hired to refine the plan and to do media training.

Paul presented information on Mandatory Price Reporting (MPR); ASI had requested USDA AMS modernize MPR prior to the January ASI Convention. ASI hired Livestock Marketing Information Center (LMIC) to make recommendations to AMS in regard to

MPR. Recommendations included reducing various thresholds, reduce the number of cut categories, add imports, and add customer process/forward contracted lambs. The pelt reporting is now voluntary; it was recommended to revise the pelt descriptions/categories.

Paul discussed the Lamb Tenderness Standard being developed with USDA.

Paul informed the ALB about actions taken by ASI to revise the USDA AMS Yearling Mutton category as result of the ASI Lamb Council resolution from January:

*“Be it directed that ASI works with USDA to propose a more accurate definition of the maturity window for the grade standard that currently exists for yearling mutton AND
Be it finally directed that ASI works with USDA to propose a more industry agreeable term for yearling mutton.”*

Currently Paul is expecting comments from meat scientists back in early July.

Dr. Henry Zerby presented ideas for an American Lamb Quality Audit. Quality audits done in the beef industry has quantified dollars lost for producers, educated the industry, and provided benchmarks for improvements in quality, efficiencies, and helping to put more money in producers’ pockets. Should ALB decide to do the quality audit, Dr. Zerby recommends developing a team with economist(s) and meat scientist(s) and then develop a plan based on priorities.

Clint Krebs, ASI President, provided an ASI report that included details of the Farm Bill, Immigration Reform, USDA Lamb purchase, lamb exports, MPR work, the Grazing Improvement Act, and the delisting of wolves.

Bob Ludwig and Laura McPhale of the Hale Group provide an update on The American Lamb Industry Roadmap project, which included a review of recommendations from each of the industry working groups serving on the committee. The working group was getting together immediately following this ALB meeting.

To wrap up the meeting, Megan will be summarizing all of the meeting recommendations immediately. The plan is to have all programs approved and to the USDA by September 1, 2013. Anticipate two full Board calls within the next three months, and an in person meeting later in the year.

Action: Cody moved to develop a contract with Harvest PR. Joanne 2nd. Motion passed unanimously.

The Tri-Lamb meeting was discussed. It was agreed to have Megan attend and one other Board member; if two Board members would attend the overall costs would be reimbursed by half.

Dan adjourned the meeting.

American Lamb Board Annual Meeting
Wednesday, January 22, 2014
Charleston, SC

Chairman Lippert called the meeting to order at 8:05 AM EST.

Board Members in Attendance: Dan Lippert, Betty Sampsel, Leo Tammi, Cody Hiemke, Wes Patton, Antonio Manzanares, Reed Anderson, Joanne Nissen, Nick Forrest, Richard Drake, Ben Lehfeldt, Butch Theos, Dennis Stiffler, and staff Megan Wortman and Rae Maestas. **Future members:** Diane Peavey, Dale Thorn, Greg Ahart, and Jim Percival. **USDA:** Emily DeBord.

Introductions

Richard Drake moved to accept the minutes as presented, Nick Forrest second. Motion passed.

Chairman Lippert reviewed the agenda and Convention expectations.

Wes Patton introduced Kim Stackhouse, PhD, who is director of sustainability research for the National Cattleman's Beef Association. Dr. Stackhouse presented "*Sustainable Beef: Meeting Tomorrow's Demand*".

Megan introduced Michael Uetz of Midan Marketing. Michael presented the work being done on three projects: 1) Lamb Market Basket Study, 2) Lamb Retail Price Optimization Study, and 3) Uniform Retail Meat Identity Standards (URMIS).

Larry Kincaid, ALB Finance Director, presented Financials. Stan asked what would be entailed in changing the Order should additional staffing be needed to implement the Sheep Industry Roadmap. Emily shared that it might open the Order up for a vote to change, but not necessarily a referendum. The Board discussed various opportunities to develop metrics to evaluate contribution method (first handler or per-pound) by various regions. ALB has \$507K carryover funds available, with \$40K to put toward the Road Map Implementation project.

Laurie Hubbard and Joanne Evans presented the 2014 Direct Marketing Survey, and the upcoming study site visits.

The group discussed the Research and Education Committee considerations for research and extension funding and how it would be incorporated in the Sheep Industry Roadmap Implementation. This discussion shifted into the Sheep Industry Roadmap Implementation.

ALB recommendations to the Sheep Industry Roadmap Committee are: Wes and Cody (Implementation), Nick and Greg (Demand Creation), the Chairman and Vice-Chairman (TBD,

Communications), and Stan (Productivity). The also agreed to submit Dennis' name will be put forward for as a packer rep to implementation and Betty for Productivity, both as non-ALB representatives.

Ian McColl from President of Sheepmeat Council of Australia (SCA), Jeff Marion (SCA producer), Kat Fern SCA CEO, and David Peach from Meat and Livestock Australia offered presentations.

Stan moved to nominate Dan as Chairman, Ben as Vice Chairman, Butch as Treasurer, Cody as Secretary. Second Richard. Emily took control of the meeting at this moment. Dennis moved to case unanimous ballot. Richard second. Motion passed.

Emily thanked the retiring board members for their service. She then swore in Diane Peavey, Dale Thorn, Greg Ahart, and Jim Percival.

Dan adjourned the meeting.

American Lamb Board Meeting Minutes
(revised January 29, 2015)

November 6, 2014

Park City, Utah

Chairman Lippert called the meeting to order at 9:00 am.

Attendance: Dan Lippert, Ben Lehfeltdt, Wes Patton, Leo Tammi, Betty Sampsel, Jim Percival, Dale Thorne, Joanne Nissen, Antonio Manzanares, Butch Theos, Reed Anderson, Greg Ahart, Diane Peavey, Cody Hiemke, Megan Wortman, Rae Maestas.

Dan discussed the intention to develop an Executive Director Evaluation process by the Executive Team. Also discussed were plans for an upcoming meeting between ASI and ALB Executive Teams.

June Board minutes were reviewed. Butch moved to accept, Betty second. Dale Thorne's last name will be spelled correctly. Motion passed.

Group activity breakout to determine some meeting goals and 2015 goals.

USDA liaison James Brow joined the group via conference call.

Megan provided a Budget and Finance report, as well as the USDA Management Review from three fiscal years of programming. Code of Ethics and Diversity Outreach documents were handed out; Jim Brow added some details. Megan updated us on Compliance Audits and BOARDEFFECT.

Megan presented the Research and Evaluation Committee's report.

Rae presented an update on the Industry Outreach Committee, including survey results, direct marketing study recommendations, best practices toolkit, and cutout calculators.

Megan presented on the revamp of the industry-focused web site and an issues management resource guide.

Diane gave some background and an update on the Trailing of the Sheep Festival.

Megan gave a Marketing Committee update. Topics included Ethnic Marketing, Foodservice Programs, Market Basket Study, Price Optimization Study, IBOTTA Pilot, Sensory Panel Study (Boston update), and Consumer Outreach Strategies. Revisions to this new Lamb Jam season were introduced.

Tri-Lamb Nutrition Program was discussed. Joanne moves to direct the ALB staff to have an ROI study conducted by the Tri-Lamb working group by the end Q3 of FY 2015 in regard to the effectiveness of the Lean on Lamb Program. Greg second. Approved with three descents.

Roadmap was discussed. Wes and Cody discussed Value Based Pricing, then Electronic Grading. JBS will commit to maintaining the machine for Rosen. Superior has committed to two machines.

Wes moved to support the three machines requested with an additional \$75,000 from carryover funds (\$150,000 has previously been approved). Joanne second. Motion approved unanimously.

Discussion began regarding the Implementation Chair for the Roadmap in 2015. A proposal was presented that would continue the Hale Group's leadership for the Roadmap through to the 2016 Industry Convention. Joanne moved to budget up to \$50,000 from carryover to fund the project; ALB will submit a grant for cost share. Wes second. Motion passed unanimously.

Update on product characteristics and demand creation committees.

Other business included a November meeting with ASI and the Sheep Industry Convention Schedule.

A thank you to Mike Corn for sitting in on our meeting.

Meeting adjourned at 5:21.

2015 American Lamb Board Summer meeting, Denver, CO June 25th

Meeting was called to order by Chairman Wes Patton at 8:05 am

Kenny Payne gave the USDA update.

Kenny and Dan Lippert discussed diversity outreach as it applies in the search for new board members.

Larry Kincaid gave the financial report including the outlook for 2016.

Industry Outreach updates by Rae Maestas included a review of compliance, the Roadmap E blasts, Direct Marketing/compliance mailings, new programs and the new industry Lamb Resource Center, the updated web site and all its links. An industry "best practices" kit is in the works.

Rae's discussions led into the Issues Management review by Amy Wood from Harvest, our Publicity firm. Amy discussed the need to establish dialogue with media folks. It is not what you say, it is what they hear that is important. Dan gave an example of the Scrapie tag as opposed to an ID tag...and the term "fat" lamb as opposed to a finished lamb....which animal would you like to eat? Transparency is important and it makes consumers more comfortable with your product. Upfront issues management should include references guide for the lamb industry's core issues of animal welfare, production practices and environmental stewardship/sustainability.

Megan gave the Consumer Marketing Programs update. There was lots of discussion around marketing to millennials as well as leveraging retail trends, expanding and improving social media. She reviewed the 2015 programs, media outreach, summer social campaign (grilling...brews, ewes and BBQ), program tactics, lamb jam tours, local activities and ethnic marketing. Lean on Lamb program Megan was thrilled to report, would be partnering with Weber Grills and they would be able to capture retail point of sales. Elizabeth mentioned how difficult it is to be able to measure returns from many of these programs. The discussions morphed into the 2016 Tri Lamb Program and discussions of the relationship going forward in areas of collaborative marketing research or provide on as needed research.

It was the consensus of the board for Megan to take the following forward and to discuss this with Australia and New Zealand. The ALB would fund the Tri Lamb promoting program to the amount of 75,000 for market research and nutrition activities subject to staff approval.

We broke for lunch at 12:01 and reconvened at 1:07 pm

Peter Orwick was present to give the ASI update on COOL, Mandatory Price Reporting where there will be a change to thresholds, LLRP is coming back on line after being off for 12 months, and H2A proposed rule changes with the great concern over the language regarding no visible fence with herded flocks..

Mary Humann gave her update on the food service programs...food service is all food eaten away from home. She told of all the positives and noted all the challenges we face in the promotion of lamb.

Julie Shiflett and her study partner, Debbie (whose last name I did not get) reported on the lamb demand study on a willingness and ability to purchase a commodity or service wanted at a specific price and time. The importance of elasticity was explained how it related to demand. The

recommendations from the study is the recommendation to continue to track demand with an annual Demand Index (DI) update. Suggestion was to develop a DI for legs and other cuts. It is important to maintain the data for the archives. They would love to capture various scanner data, but that is not currently available.

Review of the meeting followed.

On the NSIP discussion it was moved by Greg and seconded by Jim for ALB to utilize \$24,000 in carry over funds for NSIP. Motion approved unanimously.

It was recommend to push the time line for Dr. Warner on the flavor determination project and for Dr. Zerby to include in western whiteface genetics for his study.

It was moved by Jim and seconded by Elizabeth to push the ROI Study out as least one year. Motion approved unanimously.

The meeting broke up around 3:40pm

Submitted by Joanne Nissen

American Lamb Board Fall Meeting
November 4, 2015
Sheraton Grand Hotel
Sacramento, CA

Chairman Wes Patton called the meeting together at 7:55 am.

All Board members were present along with Executive Director Megan Wortman and Rae Maestas, Program Director. Wes asked everyone to introduce themselves to Kevin Studer representing USDA.

Megan reviewed financials. The final information from the 2014/2015 year is not all in yet. However it there is an estimated shortfall of \$29,999 in collections. Expenses are favorable to the budget. Carry over funds are \$315,000 available so should be another \$200,000 added for a total of \$515,000.

Compliance discussion update acknowledged there are still players not participating. The USDA is giving us support to acquire those unrecovered funds. Kevin participated in this discussion.

The Board has a new employee in the office, Kari Nichols will be handling marketing as Tyler has left for NYC and a new job. The administration position will be pushed to 25 hours with that person in charge of all the mailings, shipping, etc., thus relieving the marketing position of that duty. This change was put in the form of a motion by Jim and seconded by Elizabeth and passed unanimously.

Diversity: ALB does not recommend new board members. The Board itself is diverse in size of operation as well as production practices, but not so much in race.

Freedom of Information: Best Practices standards for record retention policies involve holding records for 5 years then getting completely rid of them.

Supplier Cooperative grant requests had been reviewed by the Industry Outreach Committee and reported by Rae. Applications were received from Prime Fresh Foods, LLC, Goldthwaite, TX; Islamic Meat and Poultry, Stockton, CA; and Mountain States Rosen, Bronx, NY. All will receive some funding.

Megan gave us a progress report of the work by the Demeter Communications on the Lamb-to-Consumer Best Practices Tool kit.

Rae talked about the work on the website and how it will be a clearing house for all things sheep. This will be the go to place for lots of information, including the Tool kit when finished, the pricing calculator that Cody worked on as well as the lamb check off.

The promotion project of the U.S. Meat Export Federation was discussed. It is a \$25,000 project, with all members participating. The Meat Industry International Stewardship Advisory Council (MIISAC) is an informal group of industry associations and some companies that agree efforts should be focused on international market access. ALB is the player with the smallest budget. We were requested to come in with an equal share this year, with the understanding we would not continue at that level, and would need a reduced financial commitment going forward. It was decided for the Board to look over additional material that would be handed out after lunch and following the meeting, we would hold an email vote later in the week.

Demand Analysis The proposal from Julie Shiflett and Debbi Marsh was reviewed. The cost will be

\$24,875.00 (with subsequent years costing less) and will include buying data that separates foreign and domestic product. This is very helpful for packers in planning their promotions and gives retail good information to manage products. Fresh Look represents 80% of retail sales, but does not include Costco, etc. where all the product is imported, nor does it report any food service information. Butch moved, Joanne seconded to approve this proposal with funds coming out of carry-over. I show passed with all in favor. However, with further discussion, it was decided to table this decision with Betty moving and Diane seconding that motion.

Research We will be receiving copies of emails from Dr. Zerby. The age and flavor genetics of samples represent the genetic make up of the industry. CO State's "sniffer" device is collecting data next week at Superior (Denver) next week. Chair of the Research Committee is Krista Maneotis.

The Midan Marketing white paper on Antibiotic Free Meat and Poultry and Frozen Meat and Poultry is coming out shortly. Megan discussed the Summary and research objectives, methodology, consumer survey, retailer survey, the ket findings and retail interviews. She will be emailing it to us soon. Conclusions on frozen product include none with consumers, but retailers have issues. There is concern over antibiotics with all the media attention. Recommendations show opportunity with antibiotic-free as well as frozen product opportunities between consumer and retailers.

CA Wool Growers Association and the CA Sheep Commission were represented by Richard Hamilton, Florence Cubiburu, Dan Macon, Melissa VanLaningham with the Wool Growers Ex. Dr., Erica Sanko, and the Sheep Commission Ex. Dr., David Goldenberg. Among the topics covered were the promotions by Sheep Commission including the Giants baseball stadium food booths, SUNSET Magazine promotions opportunities and CA Wool Growers vaccine sales and after a long process. the CA Certified Lamb product acceptance by the USDA.

Megan gave us Program updates on Food Service, Consumer Programs and Tri Lamb. The Tri Lamb commitment is down to \$75,000 with the ALB covering as ASI has stepped away from that program.

Strategic Planning Marketing Strategy for the next year and the role of ALB vs Branding. Subjects discussed were the SWOT approach...strength, weakness, opportunities and threats. The new long range plan. Priority Targets: fine dining; chains and independents; ethnic; purveyors; distribution; schools How to Educate: menu calculate/menu concepts Distributor education Brain storm Food Service group: flavor, production practices, local, trends, versatility, variety, premium, special, unique Expand Chef collaboration Direct link is best with sheep rancher @ restaurant group equals really listening.....the sales people are not too impressed. Quality Audit demonstrated the importance of source branding, i.e. local

Consumer Strategy millennial mindset... future assessment.....cast core competency Defined: changing how brands, organization, communicate, collaborate and share Meal is the entertainment....folks will always pay for entertainment.

Our comments: Lamb..the best protein you've ever eaten More than a meal More than American

Roadmap Updates: Bob has been doing interviews on strengths and weaknesses. Financial support? Implementation committee will be giving report after their meeting in a couple of weeks. Discussion about the relevancy of committees. Round up of Roadmap successes.

Adjourned around 5 pm.

American Lamb Board Meeting
Scottsdale, AZ
January 27, 2016

Board members gathered for breakfast at 7:30. Following breakfast, the Industry Outreach Committee separated to discuss local promotional funding requests and new and current members met with James Brow and Megan Wortman for Board Orientation.

Chairman Wes called the Board meeting together at 9:22 am.

Introductions were made around the room.

Megan caught us up to date concerning the office. The building ALB occupies has been sold and the lease canceled so she will be looking for another location. New staff Carrie and Vanessa are covering administration side and compliance so a full staff now. The annual report will transition to a PDF format on the website in early February at considerable cost saving from print.

Rae went over Compliance. The direct marketers are a current target, both traditional as well as non-traditional. Many of these folks have no idea concerning check-off funds.

Allison Beadle reviewed the Tri Lamb 2016 Collaborative Nutrition Program. She began with Tri Lamb (cooperative between US, New Zealand and Australia) when it started in 2007. She covered the Health and Wellness Trends, pointed out the focus on nutritional trends, Quality is Healthy, i.e. perception if product is fresher and less processed, as well as a short ingredient list. Key words are fresh, wholesome, less processed, authentic. Folks are receiving their information on social media. We need to be aware of the Eat more Plants trend..more veggies, more fruits for center of plate...chefs go "roots to stem." This could mean less meat for some. Wellness and Sustainability Merge: what is in this food; how was it raised, grown, made; where did it come from; how were animals and workers cared for. Consumers want and expect companies to be more transparent. Embrace Fat: good versus bad; satiety benefits; are all saturated fats all bad fats? Individual Nutrition: very leading edge trends, i.e. Paleo, gluten free, vegan, dairy free. Nutrigenetics...eat what is best for your genes...progressive doctors are already heading this way.

Dietary guidelines: 2015 Dietary guidelines focus was on "Healthy Eating Pattern. The International Agency for Research on Cancer, (IARC), classified red meat as a probable carcinogen to humans, classified processed red meat as carcinogenic to humans.

New America Lamb Nutrient Data work by CO State University, funded by ALB to research grain versus grass finished lamb is in process. Having updated nutrition data, and more complete data will be very good. With minor shifts across the board between old and new it is a question if the lamb has changed or has measurement technique. Allison went into all the various acids found in lamb meat, all of which can be nutrition influencers.

Bob Ludwig gave his synopsis of where we are with the Roadmap. He will be going out as the coordinator. Important points; Lamb top product EVERY time; CONSISTENCY-promote premium product; improve PRODUCTIVITY-drive cost down; effort by WHOLE industry. He sees successes in lots of discussion across all sectors. The talk about more need of change, need to hammer away so folks hear and the 4 goals are fight on target. ASI has greater funding for the Let's Grow Campaign which is important for productivity as is the revitalization of NSIP. Currently electronic grading is in 2

of the larger plants. He suggested lamb quality report defining characteristics every 5 years. From Lamb Quality a great research on flavor---how do we make changes to succeed. Demand Creation—ALB and meat marketers-how to promote, i.e. nontraditional direct marketers. The creation of Ad Hoc committees, #1 was 12 steps for reproductive increase with Reed Redden as chair. #2 Committee on accelerated lambing/seasonality in different parts of the country still working. Focus on Goals—avoid burn-out of volunteers, productivity to ASI and NSIP with Demand Creation handled by ALB.

INFLUENCE, COLLABORATION, COOPERATION has been weak in the past and is vital. The new Implementation Committee will monitor and be the *keeper of the vision*, pushes for success and appoint Ad Hoc committees when necessary. Chair from ALB will be Wes, ASI will appoint someone for vice-chair and Lamb Feeders appointed Ryan Indart the other co-chair.

Jeff Fromm of Future Cast gave a presentation of Marketing to Millennials, roughly those 80 million folks born between 1979 and 1999 although he said Do Not concentrate on birth year. Millennial brands with love drives consumption.

Purpose: drawn by meaning and idealism

Experience: collecting remarkable experience/connecting outside meal/ amplify outside message

Discovery: embracing something you want/think outside core product/think of sharing economy

Innovation: brands that innovate as in sustaining innovation-modest capital, small changes, supply change *or* disruptive innovation-abrupt change, ?affordable, do we have authority

Community: physical or digital, transparency, technology

Need a Rally Cry. 1. Higher Purpose 2. Establish Brand Authority 3. Build Partnership

Bob Kennard from Wales gave a report on building a market for Mutton. We are talking Quality Mutton, not old culls, that needs to age on the bone a minimum of 2 weeks and best slow cooked. These were all lessons learned in the United Kingdom to grow mutton sales. He ended the presentation with sizzling mutton samples to try.

Sharlet Tiegan or Demeter Communications brought up up to date on the Best Practices Tool Kit. [As a side note: Demeter is the Greek Goddess of Agriculture.] The Tool Kit, a Roadmap Goal, is on the industry website, lambresourcecenter.com. It is a broad concept as it needs to appeal to audiences from different production systems and will serve as a resource database, searchable on Excel with eleven categories and 24 submitters as of now.

Rusty Burgett updated us on NSIP, numbers of new flocks participating, ASI magazine feature and the Ram Buyers Guide to help commercial production practices.

Larry reviewed the Audit from Rubin Brown and USDA deemed it a clean audit. Additionally, he did note the current Q1 shortfall of \$59,000 due to number and weight of slaughter lambs.

Newly appointed Board Members Martin Auza, Tom Coyler, and Gwen (Gwendolyn) Kitzan were sworn in by Jim Brow of the USDA.

The nominating committee chaired by Dan with other outgoing board members Reed, Betty and Butch, offered Wes as Chair, Diane as Vice Chair, Dale as Treasurer and Joanne as Secretary. Tom moved, Jim seconded the nomination of Wes as Chair and he was approved. Tom moved, Jim seconded Diane for Vice Chair and she was approved. Tom moved, Gwen seconded Joanne for Secretary and she was approved. Greg moved, Tom seconded Dale for Treasurer and he was approved.

We adjourned shortly after 5pm.

Joanne Nissen, Secretary

No minutes were taken of the media training on Thursday, January 28, 2016 nor the joint meeting with Lamb Council on Friday, January 29, 2016 by (Secretary) Nissen.