



Maine Dairy and Nutrition Council was established in 1949 to develop a statewide program of nutrition education based on the concept of a balanced diet, including milk and dairy products in accordance with current scientific recommendations. The programs target consumers and aid in the training of professionals. The primary responsibility of council members is to evaluate, recommend and supervise a course of action that will promote the welfare of the Maine dairy industry.

Maine statute, Title 7, Chapter 604-A, Section 2999-A, assesses fees of 1.5 cents per hundredweight (cwt) collected from dealers on milk purchased from Maine producers or from producer outside the state and sold in the state. Additionally, fees of 1.5 cents per cwt are collected from producer dealers on all milk sold by the producer dealer.

In 1996, the Council was established as a public instrumentality in Title 7, Chapter 604-A, Section 2998-B.

Maine Dairy Promotion Board established in 1953 via State of Maine statutes, Title 7, Chapter 604, as a result of Maine dairy farmers' desire to have and fund a generic dairy promotion program in the State of Maine. The goal of Maine Dairy Promotion Board is to implement programs and activities that create an environment that positively enhances the consumption and sales of dairy products and fosters an understanding of the nutritional benefits of consuming dairy products. As well as enhancing the understanding of dairy farming, dairy animal care and dairy sustainability thus helping to ensure dairy farmers' freedom to operate.

In 1983 via federal statutes the dairy checkoff law created the National Dairy Promotion and Research Program (Checkoff). This law created the fifteen cent dairy checkoff assessment on each hundred weight (cwt) of fluid milk. Five cents of the fifteen goes directly to National Dairy Promotion and Research and if there was a state or regional dairy promotion program in place at the time the checkoff law went into effect, the state and/or region could keep ten cents of the fifteen cents in their local organization. Thus, Maine Dairy Promotion Board received the ten cents. Our state law also states that of the ten cents Maine Dairy Promotion Board receives, it is to transfer to Maine Dairy & Nutrition Council 2 cents of the dairy checkoff assessment.

In 1996, Maine Dairy Promotion became a public instrumentality as stated in Title 7, Chapter 604, Section 2992-A.

Both, Maine Dairy Promotion Board and Maine Dairy & Nutrition Council are classified as qualified programs with The U.S. Department of Agriculture and submit annual USDA reports of our activities, annual revenues, and expenditures to USDA. Jointly, MDPB & MDNC, are one of the sixteen affiliated state and regions of Dairy Management Inc™ in Rosemont, Illinois. As members of United Dairy Industry Association, we are also an affiliate of National Dairy Council®, Innovation Center for US Dairy®, the Dairy Research Center®, United States Export Council®, and GENYOUth® which are all specific organizations within the oversight of Dairy Management Inc.™

Dairy Management Inc.™ in collaboration with the 16 state and regional organizations, develops a Unified Marketing Plan (UMP) to layout a program of work with specific parameters for implementation and evaluation. Each state and region of Dairy Management Inc™. is held responsible for the implementation of the Unified Marketing Plan in their geographic area, with oversight and control by their local Boards. In Maine, our Joint Board of Directors consists of eight Maine dairy farmers, one processor representative and the Commissioner of Agriculture or their designee. Each state and regional organization reports their local dairy checkoff revenues and expenditures against the Unified Marketing Plan to Dairy Management Inc™. Priorities of the UMP such as reputation, sustainability and farmer relations are implemented in Maine through programs and campaigns which include; Undeniably Dairy, Fuel Up, and Making Every Drop Count.



337 State Street · Suite 2

Augusta, Maine 04330

DrinkMaineMilk.Org

Maine Dairy & Nutrition Council

Maine State Statute

Title 7, Chapter 604-A: MAINE DAIRY AND NUTRITION COUNCIL TAX

Dairy Production Stabilization Act of 1983

7 U.S.C. CHAPTER 76, SUBCHAPTER I: DAIRY PROMOTION PROGRAM

Dairy Promotion and Research Order

7 U.S.C. 4501–4514 and 7 U.S.C. 7401, Part 1150: DAIRY PROMOTION PROGRAM

2022 Annual Report



MAINE DAIRY & NUTRITION COUNCIL Organizational Chart

Board Of Directors

Five Members:

4 Maine Dairy Farmers & 1 Maine Dairy Processor appointee

Executive Director

Sarah Littlefield

5 years

Youth Program Manager

Catherine Hoffmann, RD, MS

33 years

Office Manager

Meredith Fahey

22 years

Communications Manager

Jami Badershall

11 years

**Maine Dairy & Nutrition Council
Income & Expense Summary
2013 - 2022**

		2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
	Bal. Carried Forward from Previous Year	\$ 89,954	\$100,317	\$115,080	\$111,006	\$ 82,852	\$ 47,310	\$ 52,350	\$105,547	\$138,997	\$129,316
INCOME											
Nat'l Checkoff:	Transfer from MDPB 2¢/cwt.	109,812	112,782	118,481	122,744	122,289	125,727	125,318	118,894	118,795	121,553
State Assessment:	ME Dealer/Processor Fee 1.5¢/cwt.	85,455	91,892	97,647	99,727	100,578	102,570	65,254	67,897	74,317	81,112
Other:	Nutrition Ed Material Sales	-	-	-	-	20	60	20	146	137	108
	Interest Income/Misc. Income	44	53	371	598	635	313	259	258	253	318
	Grants	1,995	-	-	-	-	-	-	-	-	-
	Net Current Year Income	\$197,306	\$204,728	\$216,500	\$223,069	\$223,521	\$228,671	\$190,851	\$187,195	\$193,502	\$203,092
	Total Current Income & Carryover	\$287,260	\$305,045	\$331,580	\$334,075	\$306,373	\$275,981	\$243,201	\$292,742	\$332,499	\$332,408
EXPENSE											
UMP Programs:											
	Black Bear Sports Partnership	5,625	5,500	5,500	5,250	5,250	5,250	5,250	5,000	4,750	4,750
	Integrated Communications/Media	-	-	-	-	-	-	1,103	11,282	7,896	3,400
	School Programs/Grants (FUTP60)	-	-	-	-	-	-	-	22,038	16,000	9,227
	Industry Image & Producer Relations	5,040	5,949	4,074	8,832	7,868	4,741	5,512	8,969	9,599	6,927
	Child Nutrition/Wellness/Dairy Opt	-	-	9,987	-	-	-	516	9,270	22,820	7,934
	UMP Programs Total	\$ 10,665	\$ 11,449	\$ 19,561	\$ 14,082	\$ 13,118	\$ 9,991	\$ 12,381	\$ 56,558	\$ 61,065	\$ 32,238
Core Costs:											
	Administration	3,022	3,263	3,270	3,553	3,361	3,404	3,496	2,808	2,338	2,337
	Overhead	9,370	7,342	8,336	7,787	7,627	7,953	9,438	17,005	7,764	8,157
	Personnel	184,877	193,035	200,096	193,573	171,261	171,779	170,575	164,022	155,785	150,679
	Core Costs Total	\$197,268	\$203,640	\$211,702	\$204,913	\$182,250	\$183,135	\$183,509	\$183,835	\$165,887	\$161,173
	Total Expense	\$207,933	\$215,089	\$231,263	\$218,996	\$195,368	\$193,126	\$195,890	\$240,393	\$226,952	\$193,411
	Net Income	\$ 79,328	\$ 89,954	\$100,317	\$115,080	\$111,006	\$ 82,852	\$ 47,310	\$ 52,350	\$105,547	\$138,997

UNITED STATES DEPARTMENT OF AGRICULTURE
 AGRICULTURAL MARKETING SERVICE
 DAIRY PROGRAM

APPLICATION FOR INITIAL OR CONTINUED QUALIFICATION
 OF DAIRY PRODUCT PROMOTION, RESEARCH,
 OR NUTRITION EDUCATION PROGRAM
 (Under Dairy Production Stabilization Act of 1983)

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0093. The time required to complete this information collection is estimated to average 3 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination against its customers, employees, and applicants for employment on the bases of race, color, national origin, age, disability, sex, gender identity, religion, reprisal, and where applicable, political beliefs, marital status, familial or parental status, sexual orientation, or all or part of an individual's income is derived from any public assistance program, or protected genetic information in employment or in any program or activity conducted or funded by the Department. (Not all prohibited bases will apply to all programs and/or employment activities.)

USDA, AMS, DAIRY PROGRAM
 PROMOTION, RESEARCH AND PLANNING DIVISION
 STOP 0233, ROOM 2958-S
 1400 INDEPENDENCE AVENUE, SW
 WASHINGTON, D.C. 20250-0233

Information is collected in order to determine initial or continued qualification of dairy product promotion, research or nutrition education programs (7 CFR 1150.153). Application is voluntary but qualification is necessary to receive a benefit. Information from organizations is held confidential in the manner set forth in 7 CFR 1150.173, except for any release required under the Freedom of Information Act.

The Dairy Promotion and Research Order (7 CFR 1150.101 *et seq.*) provides in §1150.153 that any organization that conducts a dairy product promotion, research, or nutrition education program may request qualification of its program from the Secretary of Agriculture. Producers or importers contributing to a qualified program (QP) may receive credit for contributions to such program pursuant to §1150.152 of the Order. To be eligible for initial or continued qualification, the program must:

- a. Be engaged in dairy product promotion, research, or nutrition education activities that are intended to increase consumption of milk and dairy products generally.
- b. Except for programs operated under the laws of the United States or any State, and except for importer programs, have been active and ongoing before November 29, 1983.
- c. Be financed primarily by producers, either individually or through cooperative associations, or for importer programs, be financed primarily by importers.
- d. Not use a brand or trade name in its advertising and promotion of dairy products unless approved by the National Dairy Promotion and Research Board and the Secretary.
- e. Certify to the Secretary that any requests from producers or importers for refunds under its programs will be honored by forwarding to the Board or to the qualified program designated by the producer or importer that portion of the refund equal to the amount of the credit given to the producer or importer because of his/her participation in the program. The amount of such credit may not exceed 10 cents per hundredweight for a producer and 2.5 cents per hundredweight or equivalent thereof, for an importer.
- f. Not use program funds for the purpose of influencing governmental policy or action.

The following information is to be submitted by each organization requesting initial or continued qualification of its dairy product promotion, research, or nutrition education program(s). If additional space is required, provide an additional attachment identified by item number.

1. CURRENT NAME AND ADDRESS OF ORGANIZATION (COMPLETE MAILING ADDRESS):

Name: _____ Telephone No.: _____
 Address: _____ Fax Number: _____
 Address: _____ Email Address: _____
 City: _____ State: _____ Zip: _____

2. DOES YOUR ORGANIZATION CONDUCT OR FUND A DAIRY PRODUCT: (CHECK ALL THAT APPLY)

A. Promotion Program? B. Research Program? C. Nutrition Education Program?

3. IS YOUR ORGANIZATION PRIMARILY FINANCED (50% OR MORE) DIRECTLY BY PRODUCERS, COOPERATIVE ASSOCIATIONS AND/OR IMPORTERS? Yes No

4. ARE CONTRIBUTIONS BY PRODUCERS OR IMPORTERS REFUNDABLE TO SUCH PRODUCERS OR IMPORTERS? Yes No

5. DOES YOUR PROGRAM UTILIZE A BRAND OR TRADE NAME IN ITS ADVERTIZING AND PROMOTION OF DAIRY PRODUCTS? Yes No

6. DOES YOUR ORGANIZATION USE PROGRAM FUNDS FOR THE PURPOSE OF INFLUENCING GOVERNMENTAL POLICY OR ACTION? Yes No

7. IF YOUR PROGRAM OPERATES UNDER STATE LAW, WHAT IS THE MANDATORY ASSESSMENT RATE PER HUNDREDWEIGHT UNDER THAT PROGRAM? PLEASE LIST THE AMOUNT OF THE STATE ASSESSMENT OR N/A (NOT APPLICABLE).
 _____ CENTS PER HUNDREDWEIGHT

8. PROVIDE THE FOLLOWING INFORMATION ON ANNUAL INCOME AND EXPENDITURES FOR THE CALENDAR YEAR ENDING:

(REFERENCE THE ACCOMPANYING ADDITIONAL INSTRUCTIONS FOR FORM DA-15-CG.)

(YEAR)

SOURCES OF TOTAL ANNUAL INCOME:

CARRYOVER FROM PREVIOUS YEAR (This should be the same as last year's reported "Total Funds Available for Future Year Programs.")	\$	_____
CURRENT YEAR INCOME (Provide total income for each line item. Separately, attach a schedule of income and/or your accounting system for all sources of current year income. List each separate source and amount of income. DO NOT list individual producers or importers. List funds received from and transferred to each QP and for the Unified Marketing Plan Equalization Fund separately.)		_____
PRODUCER REMITTANCES		_____
ADD: PAYMENTS RECEIVED FROM OTHER QPS	+	_____
ADD: PAYMENTS RECEIVED FROM UNIFIED MARKETING PLAN EQUALIZATION FUND	+	_____
SUBTRACT: PAYMENTS TRANSFERRED TO OTHER QPS	(-)	_____
SUBTRACT: PAYMENTS TRANSFERRED TO UNIFIED MARKETING PLAN EQUALIZATION FUND	(-)	_____
OTHER INCOME SOURCES		_____
TOTAL ADJUSTED ANNUAL INCOME ^{8.1/}	\$	=====

EXPENDITURES:

(Provide total expenditures spent directly by your organization for each line item. Separately, attach a schedule of expenses and/or your accounting system reports for each expenditure category, including a project description(s) and related costs. If no funds were spent in a line item, indicate zero.)

ADVERTISING, PROMOTION, AND SALES (AP&S) EXPENDITURES FOR:

FLUID MILK AP&S	_____
CHEESE AP&S	_____
BUTTER AP&S	_____
FROZEN DAIRY PRODUCTS AP&S	_____
OTHER AND MULTI-PRODUCT AP&S EXPENDITURES	_____

SUBTOTAL FOR AP&S

NUTRITION EDUCATION EXPENDITURES	_____
NUTRITION RESEARCH	_____
DAIRY PRODUCT RESEARCH	_____
MARKET AND ECONOMIC RESEARCH	_____
PUBLIC AND INDUSTRY COMMUNICATIONS	_____
UNIFIED MARKETING PLAN	_____
ADMINISTRATIVE ^{8.2/}	_____
OTHER EXPENDITURES	_____

TOTAL ANNUAL EXPENDITURES

UDIA MEMBERSHIP DUES (Only)

TOTAL ANNUAL EXPENDITURES AND UDIA DUES

TOTAL FUNDS AVAILABLE FOR FUTURE YEAR PROGRAMS ^{8.3/}

8.1/ Total Adjusted Annual Income equals the total of all Sources of Income minus Payments Transferred to Other QPs and/or the Unified Marketing Plan Equalization Fund.

8.2/ Section 1150.151 (a) of the Order states that the administrative expenses incurred by the National Dairy Board shall not exceed 5 percent of the projected revenue of that fiscal year. In this regard, we urge you to keep the administrative expenses of your organization to a minimum.

8.3/ Total Funds Available for Future Year Programs equals Total Annual Expenditures and UDIA dues subtracted from Total Adjusted Annual Income.

9. HAVE YOU PROVIDED YOUR ANNUAL AUDIT? IF NOT, EXPLAIN WHY.
Yes No

10. HAVE YOU PROVIDED YOUR ANNUAL REPORT?
Yes No

11. PROVIDE YOUR AUDITOR'S LETTER OF COMMENTS THAT ADDRESSES THE FIVE CRITERIA (ITEMS A-E) OF THE ACCOMPANYING GUIDANCE FOR FORM DA-15-CG.

I hereby certify that the information provided above is true, complete, and correct to the best of my knowledge. If producers or importers are eligible to receive a refund of their contributions, I also certify that the producer's or importer's refund requests will be handled in accordance with the Order. The Secretary of Agriculture may examine our books, records, files, and facilities to verify any of the information submitted and may procure other information to verify this organization's eligibility for qualification.

I agree to notify AMS, Dairy Programs of any changes in our organizational structure, including merger or other types of consolidation; changes that may affect our program's continued qualification (see items 2 through 6); or if our program is discontinued.

NAME	TITLE
SIGNATURE <i>Sarah J. Lindfield</i>	DATE



337 State Street · Suite 2

Augusta, Maine 04330

DrinkMaineMilk.Org

Maine Dairy Promotion Board

Maine State Statute

[Title 7, Chapter 604: MILK TAX](#)

Dairy Production Stabilization Act of 1983

[7 U.S.C. CHAPTER 76, SUBCHAPTER I: DAIRY PROMOTION PROGRAM](#)

Dairy Promotion and Research Order

[7 U.S.C. 4501–4514 and 7 U.S.C. 7401, Part 1150: DAIRY PROMOTION PROGRAM](#)

[2022 Annual Report](#)



MAINE DAIRY PROMOTION BOARD Organizational Chart

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5 years

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Maine Dairy Promotion Board
Income & Expense Summary
2013 - 2022

		2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
	Bal. Carried Forward from Previous Yr.	\$263,300	\$232,484	\$236,947	\$205,507	\$163,637	\$103,244	\$ 69,542	\$114,815	\$134,142	\$215,670
INCOME											
Nat'l Checkoff:	Maine Producer Milk Pounds 10¢/cwt.	548,490	563,156	585,865	616,175	612,653	627,248	627,051	595,030	598,390	605,476
	Transfer 2¢/cwt. to MDNC	(109,812)	(112,782)	(118,481)	(122,744)	(122,289)	(125,727)	(125,225)	(118,894)	(118,796)	(121,504)
	Transfer to NEDPB	-	-	-	-	-	-	(15,000)	(15,000)	(10,000)	(25,000)
	Nat'l Supplemental Funding	135,200	125,200	125,200	125,200	125,200	125,200	125,200		65,000	-
Other:	Verification Fee from NDB	25	25	25	25	25	25	25	25	25	25
	Misc Income	4	-	-	-	-	-	-	8,886	-	-
	Interest Income	133	117	947	1,506	1,021	711	357	254	370	503
	MEMIC Dividend	128	130	142	179	186	195	201	191	173	168
	Net Current Year Income	\$574,168	\$575,845	\$593,698	\$620,341	\$616,796	\$627,652	\$612,608	\$470,492	\$535,162	\$459,668
	Total Current Income & Carryover	\$837,468	\$808,328	\$830,645	\$825,847	\$780,433	\$730,896	\$682,150	\$585,307	\$669,304	\$675,337
EXPENSE											
	UDIA Membership Dues	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	103,167	81,333
	UMP Nat' Promgram Implementation Fee	137,289	138,716	156,544	151,413	159,812	160,063	146,700	147,223	146,869	171,745
UMP Programs:	Communications/Media (Consumers)	6,756	7,427	5,641	13,415	8,860	6,390	22,308	11,493	14,608	22,888
	Black Bear Sports Partnership	5,625	5,500	5,500	5,250	5,250	5,250	5,000	5,000	4,750	4,750
	School Programs/Grants/Dairy Opt	38,908	27,500	51,401	32,759	30,859	29,299	38,877	7,720	60,742	49,582
	Nutrition Affairs/Wellness Education	10,519	14,137	17,690	19,991	20,611	22,837	25,137	21,125	10,000	-
	Industry/Producer Relations & Comm	11,267	8,071	5,806	16,918	22,014	14,642	16,455	10,742	24,289	23,252
	UMP Programs Total	\$ 73,073	\$ 62,635	\$ 86,038	\$ 88,332	\$ 87,595	\$ 78,417	\$107,777	\$ 56,080	\$114,389	\$100,473
	Total Implementation, Dues & Programs	\$335,362	\$326,351	\$367,582	\$364,745	\$372,407	\$363,480	\$379,477	\$328,303	\$364,425	\$353,551
Core Costs:	Administration	2,950	3,410	2,855	3,564	3,305	3,609	3,621	2,713	2,360	2,566
	Overhead	24,790	20,555	25,593	25,420	25,752	26,395	24,129	19,446	30,209	32,893
	Personnel	186,687	194,712	202,131	195,172	173,462	173,775	171,679	165,303	157,495	152,185
	CORE COST TOTAL	\$214,427	\$218,677	\$230,579	\$224,156	\$202,519	\$203,778	\$199,429	\$187,462	\$190,064	\$187,644
	TOTAL EXPENSE	\$549,790	\$545,028	\$598,161	\$588,900	\$574,926	\$567,258	\$578,906	\$515,765	\$554,489	\$541,195
	NET INCOME	\$287,678	\$263,300	\$232,484	\$236,947	\$205,507	\$163,638	\$103,244	\$ 69,542	\$114,815	\$134,142

UNITED STATES DEPARTMENT OF AGRICULTURE
 AGRICULTURAL MARKETING SERVICE
 DAIRY PROGRAM

APPLICATION FOR INITIAL OR CONTINUED QUALIFICATION
 OF DAIRY PRODUCT PROMOTION, RESEARCH,
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 (Under Dairy Production Stabilization Act of 1983)

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USDA, AMS, DAIRY PROGRAM
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 STOP 0233, ROOM 2958-S
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- a. Be engaged in dairy product promotion, research, or nutrition education activities that are intended to increase consumption of milk and dairy products generally.
- b. Except for programs operated under the laws of the United States or any State, and except for importer programs, have been active and ongoing before November 29, 1983.
- c. Be financed primarily by producers, either individually or through cooperative associations, or for importer programs, be financed primarily by importers.
- d. Not use a brand or trade name in its advertising and promotion of dairy products unless approved by the National Dairy Promotion and Research Board and the Secretary.
- e. Certify to the Secretary that any requests from producers or importers for refunds under its programs will be honored by forwarding to the Board or to the qualified program designated by the producer or importer that portion of the refund equal to the amount of the credit given to the producer or importer because of his/her participation in the program. The amount of such credit may not exceed 10 cents per hundredweight for a producer and 2.5 cents per hundredweight or equivalent thereof, for an importer.
- f. Not use program funds for the purpose of influencing governmental policy or action.

The following information is to be submitted by each organization requesting initial or continued qualification of its dairy product promotion, research, or nutrition education program(s). If additional space is required, provide an additional attachment identified by item number.

1. CURRENT NAME AND ADDRESS OF ORGANIZATION (COMPLETE MAILING ADDRESS):

Name: _____ Telephone No.: _____
 Address: _____ Fax Number: _____
 Address: _____ Email Address: _____
 City: _____ State: _____ Zip: _____

2. DOES YOUR ORGANIZATION CONDUCT OR FUND A DAIRY PRODUCT: (CHECK ALL THAT APPLY)

A. Promotion Program? B. Research Program? C. Nutrition Education Program?

3. IS YOUR ORGANIZATION PRIMARILY FINANCED (50% OR MORE) DIRECTLY BY PRODUCERS, COOPERATIVE ASSOCIATIONS AND/OR IMPORTERS? Yes No

4. ARE CONTRIBUTIONS BY PRODUCERS OR IMPORTERS REFUNDABLE TO SUCH PRODUCERS OR IMPORTERS? Yes No

5. DOES YOUR PROGRAM UTILIZE A BRAND OR TRADE NAME IN ITS ADVERTIZING AND PROMOTION OF DAIRY PRODUCTS? Yes No

6. DOES YOUR ORGANIZATION USE PROGRAM FUNDS FOR THE PURPOSE OF INFLUENCING GOVERNMENTAL POLICY OR ACTION? Yes No

7. IF YOUR PROGRAM OPERATES UNDER STATE LAW, WHAT IS THE MANDATORY ASSESSMENT RATE PER HUNDREDWEIGHT UNDER THAT PROGRAM? PLEASE LIST THE AMOUNT OF THE STATE ASSESSMENT OR N/A (NOT APPLICABLE).
 _____ CENTS PER HUNDREDWEIGHT

8. PROVIDE THE FOLLOWING INFORMATION ON ANNUAL INCOME AND EXPENDITURES FOR THE CALENDAR YEAR ENDING:

(REFERENCE THE ACCOMPANYING ADDITIONAL INSTRUCTIONS FOR FORM DA-15-CG.)

(YEAR)

SOURCES OF TOTAL ANNUAL INCOME:

CARRYOVER FROM PREVIOUS YEAR (This should be the same as last year's reported "Total Funds Available for Future Year Programs.")	\$	_____
CURRENT YEAR INCOME (Provide total income for each line item. Separately, attach a schedule of income and/or your accounting system for all sources of current year income. List each separate source and amount of income. DO NOT list individual producers or importers. List funds received from and transferred to each QP and for the Unified Marketing Plan Equalization Fund separately.)		_____
PRODUCER REMITTANCES		_____
ADD: PAYMENTS RECEIVED FROM OTHER QPS	+	_____
ADD: PAYMENTS RECEIVED FROM UNIFIED MARKETING PLAN EQUALIZATION FUND	+	_____
SUBTRACT: PAYMENTS TRANSFERRED TO OTHER QPS	(-)	_____
SUBTRACT: PAYMENTS TRANSFERRED TO UNIFIED MARKETING PLAN EQUALIZATION FUND	(-)	_____
OTHER INCOME SOURCES		_____
TOTAL ADJUSTED ANNUAL INCOME ^{8.1/}	\$	=====

EXPENDITURES:

(Provide total expenditures spent directly by your organization for each line item. Separately, attach a schedule of expenses and/or your accounting system reports for each expenditure category, including a project description(s) and related costs. If no funds were spent in a line item, indicate zero.)

ADVERTISING, PROMOTION, AND SALES (AP&S) EXPENDITURES FOR:

FLUID MILK AP&S	_____
CHEESE AP&S	_____
BUTTER AP&S	_____
FROZEN DAIRY PRODUCTS AP&S	_____
OTHER AND MULTI-PRODUCT AP&S EXPENDITURES	_____

SUBTOTAL FOR AP&S

NUTRITION EDUCATION EXPENDITURES

NUTRITION RESEARCH

DAIRY PRODUCT RESEARCH

MARKET AND ECONOMIC RESEARCH

PUBLIC AND INDUSTRY COMMUNICATIONS

UNIFIED MARKETING PLAN

ADMINISTRATIVE ^{8.2/}

OTHER EXPENDITURES

TOTAL ANNUAL EXPENDITURES

UDIA MEMBERSHIP DUES (Only)

TOTAL ANNUAL EXPENDITURES AND UDIA DUES

TOTAL FUNDS AVAILABLE FOR FUTURE YEAR PROGRAMS ^{8.3/}

8.1/ Total Adjusted Annual Income equals the total of all Sources of Income minus Payments Transferred to Other QPs and/or the Unified Marketing Plan Equalization Fund.

8.2/ Section 1150.151 (a) of the Order states that the administrative expenses incurred by the National Dairy Board shall not exceed 5 percent of the projected revenue of that fiscal year. In this regard, we urge you to keep the administrative expenses of your organization to a minimum.

8.3/ Total Funds Available for Future Year Programs equals Total Annual Expenditures and UDIA dues subtracted from Total Adjusted Annual Income.

9. HAVE YOU PROVIDED YOUR ANNUAL AUDIT? IF NOT, EXPLAIN WHY.
Yes No

10. HAVE YOU PROVIDED YOUR ANNUAL REPORT?
Yes No

11. PROVIDE YOUR AUDITOR'S LETTER OF COMMENTS THAT ADDRESSES THE FIVE CRITERIA (ITEMS A-E) OF THE ACCOMPANYING GUIDANCE FOR FORM DA-15-CG.

I hereby certify that the information provided above is true, complete, and correct to the best of my knowledge. If producers or importers are eligible to receive a refund of their contributions, I also certify that the producer's or importer's refund requests will be handled in accordance with the Order. The Secretary of Agriculture may examine our books, records, files, and facilities to verify any of the information submitted and may procure other information to verify this organization's eligibility for qualification.

I agree to notify AMS, Dairy Programs of any changes in our organizational structure, including merger or other types of consolidation; changes that may affect our program's continued qualification (see items 2 through 6); or if our program is discontinued.

NAME	TITLE
SIGNATURE	DATE
<i>Sarah J. Lindfield</i>	



**MAKING
EVERY
DROP
COUNT**

your
**DAIRY
CHECKOFF**
Dairy Management Inc.

UMP 2023-2025 PLANS ON A PAGE

2023-2025 Unified Marketing Plan

Plan on a Page with 2024 UMP Plan Refinements (DRAFT JULY 2023)



OUTCOMES

Total dairy sales outpace U.S. production

Consumer attitudes increase across:
 1) dairy as a source of nourishment
 2) dairy as environmental solution

Customers and influencers assert dairy’s role in nutrition & environmental progress

HOW WE DO IT

SUSTAINABILITY

Demonstrate that dairy is an environmental solution - backed by science and proof - and economically additive for farmers, markets and society

- Expand research base and knowledge to increase the feasible on-farm options that drive positive environment improvements
- Improve planning and measurement methodologies, models, tools and economic analysis for farm and industry
- Activate and enable checkoff nationally and regionally to support acceleration of on-farm environmental sustainability
- Increase partner engagement and external funding to support environmental research and action

INNOVATION

Develop technology-powered breakthrough science and innovations that advance U.S. dairy’s wellness and product leadership

- Grow incremental and sustainable dairy sales via partners, new growth platforms and technologies
- Accelerate discovery and commercialization of health & wellness science
- Attract, stimulate and secure investment and talent in H&W science, technology and product innovation
- Connect technology, talent and R&D capabilities to modernize science training and development

REPUTATION

Revitalize dairy’s image and relevance as a source of human nourishment and societal and planetary health

- Deliver breakthrough consumer content in the most critical channels for young adults and early parents.
- Evolve and focus reach in schools through collective impact
- Engage influential experts and thought leaders in media, medicine, science and education to scale credibility and reach to consumers.
- Work with high-impact partners in health and wellness and environment to protect dairy’s place in diet and food systems
- Harness new technologies to magnify impact through coordinated action with industry and partners

EXPORTS

Ensure U.S. dairy is a growing, consistent, and preferred supplier in key markets globally

- Partner with U.S. foodservice companies to drive menu and marketing innovation using U.S. dairy
- Partner with U.S. coops to build capabilities and co-fund value-added growth initiatives
- Identify and execute additive, coordinated strategies against future growth platforms across checkoff global team(s)

2023-2025 Unified Marketing Plan

Plan on a Page with 2024 UMP Plan Refinements (DRAFT JULY 2023)



OUTCOMES

Total dairy sales outpace U.S. production

Consumer attitudes increase across:
1) dairy as a source of nourishment
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Customers and influencers assert dairy's role in nutrition & environmental progress

HOW WE DO IT

PEOPLE & CULTURE

Enable dairy to thrive, meaning our work and success is visible, and the organization and category are sought-after for employment

- Engage HR leads across checkoff and enterprise to share best practices in talent management and map workforce skillsets
- Create and maintain an inclusive culture that attracts, retains and empowers top talent

FARMER RELATIONS

Reinforce the checkoff as farmers' essential voice in the marketplace once milk leaves the farm

- Build awareness of and create support for the checkoff's programs and results nationally and locally through the Making Every Drop Count communication campaign to inspire confidence with grassroots farmers.
- Conduct targeted engagement with key farmers nationally and locally to ensure support of the checkoff and increase two-way communication/feedback from farmer funders.

INNOVATION CENTER

Assert US dairy as a relevant and credible solution for a more sustainable future by working with and through the broader dairy community on shared social responsibility priorities, goals and actions

- Drive a shared U.S. dairy agenda for collective action
- Harness the resources of the full U.S. dairy value chain to support progress and develop proof points
- Build support for U.S. dairy programs and approach among key stakeholders
- Build broad awareness of U.S. dairy's progress and benefits

2023-2025 Unified Marketing Plan

Plan on a Page: Sustainability with 2024 UMP Plan Refinements



OBJECTIVE

Demonstrate that dairy is an environmental solution - backed by science and proof - and economically additive for farmers, markets and society

OUTCOMES

- 1. More Solutions. Additional decision support resources, measurement tools and access to technical and financial assistance
- 2. More Proof. Documented progress communicated broadly that increases consumer trust
- 3. More Partners. Outside partners and investment extends checkoff dollars and influence

HOW WE DO IT

Strategy: Research	Strategy: Impact	Strategy: Action	Strategy: Partnerships
<p>Expand research base and knowledge to increase the feasible on-farm options that drive positive environment improvements</p>	<p>Improve planning and measurement methodologies, models, tools and economic analysis for farm and industry</p>	<p>Activate and enable checkoff nationally and regionally to support acceleration of on-farm environmental sustainability</p>	<p>Increase partner engagement and external funding to support environmental research and action</p>
<ul style="list-style-type: none"> - Prioritize research based on farmer needs - Advance research and pilots - Accelerate innovative technologies and practices through collaborative funding - Translate findings into actional outreach 	<ul style="list-style-type: none"> - Model environmental and economic impact - Integrate process-based modeling into FARM ES - Map industry path to 2050 environmental goals - Plan 2050 measurement and reporting 	<ul style="list-style-type: none"> - Activate regional networks of resources - Apply research, resources, and tools to inform action and progress - Increase access to technical and financial assistance - Gather farmer feedback to refine approach and activities 	<ul style="list-style-type: none"> - Support environmental research and action - Research: Support with funding and technical expertise - Impact: inform measurement methodologies - Action: accelerate implementation

2023-2025 Unified Marketing Plan

Plan on a Page: Innovation with 2024 UMP Plan Refinements



OBJECTIVE

Develop technology-powered breakthrough science and innovations that advance U.S. dairy’s wellness AND product leadership.

OUTCOMES

1. Grow Incremental and Sustained Dairy Sales (USDA Domestic +1.0 % 3-year average; Domestic Partners + 3.0% 3-year average)
2. Accelerate H&W Science Discovery to Enable the Development and Launch of two New Innovation Platforms and/or Benefit Platforms/Year
3. Stimulate, Attract and Secure Outside Investment in H&W Science and Product Innovation (2-3 new non-processors outside investors)
4. More People Working on Dairy Science & Innovation by socializing Technology, Talent And R&D Capabilities (Double number of Dairy Science students)

HOW WE DO IT

Strategy 1	Strategy 2	Strategy 3	Strategy 4
<p>Grow incremental and sustainable dairy sales via partners, new growth platforms, and technologies</p>	<p>Accelerate discovery and commercialization of health & wellness science</p>	<p>Attract, stimulate, and secure investment and talent in H&W science, technology, and product innovation</p>	<p>Connect technology, talent, and R&D capabilities to modernize science training and development</p>
<ul style="list-style-type: none"> - Drive dairy volume with new and existing partners - Launch growth platforms using new technologies, in priority channels 	<ul style="list-style-type: none"> - Modernize claims and benefits - Discover and validate new science platforms - Activate strategic partnerships - Launch pipeline of wellness product and/or technology pilots 	<ul style="list-style-type: none"> - Build path to market - Guide Investment in H&W Innovation - Inspire University talent - Identify high potential start-ups and facilitate matchmaking with investors 	<ul style="list-style-type: none"> - Create modern capabilities at dairy universities and research centers - Engage and embed emerging talent into new tech & training - Help the industry apply emerging technologies for commercialization

2023-2025 Unified Marketing Plan



Plan on a Page: Reputation with 2024 UMP Plan Refinements

OBJECTIVE

Revitalize dairy's image and relevance as a source of human nourishment and societal and planetary health.

OUTCOMES

1. Improved perceptions: Perceptions grown across targeted U.S. consumer life states: youth, young adults and parents of young children.
2. Increased recommendations: More customers, thought leaders and key consumer influencers assert dairy and dairy farming's benefit

HOW WE DO IT

Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
<p>Deliver breakthrough consumer content in the most critical channels for young adults and early parents</p>	<p>Evolve and focus reach in schools through collective impact</p>	<p>Engage influential experts and thought leaders in media, medicine, science and education to scale credibility and reach to consumers</p>	<p>Work with high-impact partners in health and wellness and environment to protect dairy's place in diet and food system</p>	<p>Harness new technologies to magnify impact through coordinated action with industry and partners</p>
<ul style="list-style-type: none"> - Partner with credible social influencers - Answer questions through search-optimized content - Deliver always-relevant, message-focused content in media, retail & owned 	<ul style="list-style-type: none"> - Improve health equity through mobile breakfast - Deliver nutrition/ag education in new and conducive spaces (e.g. STEM) - Convene industry to improve products 	<ul style="list-style-type: none"> - Help earned media and sustainability thought leaders see dairy differently - Educate and support health professionals - Cultivate community of next gen scientists 	<ul style="list-style-type: none"> - Leading and minority-led nutrition-focused partners and alliances - Sustainability-focused partners and alliances - Support dairy community and customers' ability to speak with one US Dairy voice 	<ul style="list-style-type: none"> - Modernize issues and crisis preparedness - Expand use of the Dairy Intelligence Platform (DIP) - Be the engine of Federation and Enterprise coordination

2023-2025 Unified Marketing Plan

Plan on a Page: Exports with 2024 UMP Plan Refinements



OBJECTIVE (Enterprise-wide)

Ensure U.S. dairy is a growing, consistent, and preferred supplier in key markets globally

OUTCOMES (Enterprise-wide)

1. Continued growth of U.S. dairy export volume and value
2. U.S. dairy has increased market share of exports in priority markets
3. More value-added U.S. dairy products can be found in more channels including foodservice, manufacturing, and retail

HOW WE DO IT - (DMI-managed strategies)

Strategy 1

Partner with U.S. foodservice companies to drive menu and marketing innovation using U.S. dairy

- Drive volume with new and existing partners
- Pizza is growth engine for U.S. cheese, runway for continued growth with #1 (Domino’s) and #2 (Pizza Hut) pizza players
- Exploring burger as high potential category for U.S. cheese

Strategy 2

Partner with U.S. coops to build capabilities and co-fund value-added growth initiatives

- Criteria to include value-added and incremental volume growth
- Broaden outreach to reach more of industry
- Co-investment in partnerships has been a playbook for success (DMI, S/R and Co-op)

Strategy 3

Identify and execute additive, coordinated strategies against future growth platforms across checkoff global team(s)

- Pipeline of future growth opportunities to drive dairy exports, impacting volume and value
- Informed by/aligned with global reputation work
- Clear metrics aligned with key measures of success tracked annually

Opportunity to combine into broader partnership strategy to include various global organizations/types of partners (i.e. foodservice, retail, coop, processor, supplier, etc.) and all U.S. dairy categories.

Evolved Strategy: Direct partnerships advancing U.S. dairy export growth strategies, value-added volume and innovation

2023-2025 Unified Marketing Plan

Plan on a Page: Farmer Relations with 2024 UMP Plan Refinements



OBJECTIVE

Reinforce the checkoff as farmers’ essential voice in the marketplace once milk leaves the farm

OUTCOMES

1. Create awareness, communicate value and inspire confidence in the dairy checkoff with grassroots farmers.
2. Develop relationships with key farmer funders to ensure awareness, understanding, support and engagement in checkoff programs nationally and locally, including national, state and regional promotion board members.

HOW WE DO IT

Strategy 1

Build awareness of and create support for the checkoff’s programs and results nationally and locally through the Making Every Drop Count communication campaign to inspire confidence with grassroots farmers.

- Drive farmer-first communications across all channels and delivery mechanisms to create support for checkoff programs.
- Establish channel roadmap and execute at the national level, in partnership with SRs for adaptation locally to create focus and surround sound on topics of interest to farmers.
- Expand digital communications efforts with SRs to target geographic areas/farms with digital content to show the value of the checkoff nationally and locally.
- Establish farmer research and measurement strategy and system to guide planning and evaluate programs.

Strategy 2

Conduct targeted engagement with key farmers nationally and locally to ensure support of the checkoff and increase two-way communication/feedback from farmer funders.

- Expand emerging farmer leader program to ensure next-generation farmers understand and are supportive of the checkoff and encourage new leadership opportunities in checkoff programs/boards.
- Identify and participate in key farmer meetings/events to ensure checkoff representation nationally and locally to provide avenues for farmer feedback and engagement to create a deeper understanding of checkoff programs.
- Support digital farmer engagement and create opportunities for farmers to tell their story through online activations.
- Develop board relations program to provide board members nationally and locally with deeper understanding of ASPIRE priorities and opportunities for engagement to tell checkoff stories “back home.”

Entity Overview: INNOVATION CENTER FOR U.S. DAIRY



OBJECTIVE

Assert U.S. dairy as a relevant and credible solution for a more sustainable future by working with and through the broader dairy community on shared social responsibility priorities, goals and actions

OUTCOMES

Drive the following outcomes across three strategic pillars that support consumer trust, U.S. dairy reputation and marketplace growth:
Advance Well-being, Regenerate the Environment and Care for Animals and Communities

1. U.S. dairy alignment on priorities, goals, strategies/shared programs, metrics and proof points
2. Increased U.S. dairy awareness, abilities, and actions taken to achieve collective positive impact
3. Collective industry progress reported and leveraged
4. Increased engagement, trust and public support from key stakeholder audiences, including thought leaders, customers, NGOs, partners

HOW WE DO IT

Convene and Align	Action and Proof	Build Support	Communicate Impact
<p>Drive a shared U.S. dairy agenda for collective action</p> <ul style="list-style-type: none"> - Convene CEO/Chair leadership via IC Board to set priorities, direction, resourcing - Manage committees to develop goals, strategies, metrics, and identify best practices, solutions, emerging opportunities and challenges - Engage broader value chain and stakeholders via the Dairy Sustainability Alliance® - Ensure farmer, coop, processor representation throughout 	<p>Harness the resources of the full U.S. dairy value chain to support progress and develop proof points</p> <ul style="list-style-type: none"> - Drive adoption and implementation of the U.S. Dairy Stewardship Commitment - Facilitate industry-wide strategies and progress across 3 priority strategic pillars (see next page) <ul style="list-style-type: none"> - Advance Well-being - Regenerate the Environment - Care for Animals and Communities - Measure Progress: aggregate U.S. dairy impact across actions and metrics; publish U.S. Dairy Sustainability Report 	<p>Build support for U.S. dairy programs and approach among key stakeholders</p> <ul style="list-style-type: none"> - Represent and promote U.S. dairy's collective national programs with supply chain initiatives and food chain companies - Cultivate partnerships to advance collective progress - Monitor and assert U.S. dairy's position with marketplace and globally aligned protocols 	<p>Build broad awareness of U.S. dairy's progress and benefits</p> <ul style="list-style-type: none"> - Lead shared industry plan for communicating U.S. dairy's story - Build awareness and support among key thought leaders via direct engagement and media - Conduct U.S. Dairy Sustainability Awards

A future where U.S. dairy unlocks transformative good for people and planet



Advance Well-being



Deliver dairy nutrition that meets emerging and personalized health needs

- **Enhance nutrition security**

Food Security Task Force promotes best practices for increasing dairy availability in hunger system

- **Benefit the body**

Health and Well-being Committee advances “now, next, future” roadmap for dairy’s role in modern wellness



Regenerate the Environment



Optimize dairy solutions that enhance natural resources and ecosystems

- **Achieve GHG neutrality**

- **Improve ecosystem health**

- **Accelerate the circular economy**

Environmental Stewardship Committee leads industry-wide strategy to achieve and report progress towards U.S. dairy’s collective 2050 Environmental Stewardship Goals to achieve GHG neutrality, optimize water use and improve water quality



Care for Our Animals and Communities



Ensure healthy animals, a vibrant workforce and safe, high-quality dairy foods

- **Provide exceptional care for our cows**

Animal Care Committee builds industry-wide common vision for animal care via support for FARM Animal Care program

- **Empower our people and communities**

IC amplifies U.S. dairy’s workforce programs: FARM Workforce Development Program (farm) and IDFA’s People Strategy (processor)

- **Ensure excellence in food safety and traceability**

Food Safety Committee drives adoption of world-class best practices

The U.S. Dairy Stewardship Commitment, our social responsibility pledge, measures and reports progress against our collective social responsibility actions

Led by the *Stewardship Commitment Committee*