March 2026 Joint Board Meeting (DW, IDPC, ODPC, UDC, WDPC) Minutes

03/18/2026 8:00 AM MDT to 12:00 PM MDT

Marriott City Creek, 75 S West Temple, Salt Lake City, UT 84101 (Skylight Ballroom)

Attendees

Dairy West Board of Directors present:
Adrienne Allen, Daniel Buttars, Dan DeRuyter, Nora Doelman, Deb Easterday Reeves, Chace Fullmer, Don Gaalswyk, Brandon Hazenberg, Tom Kasper, Kim Korn, Jeff Lund, Siska Reece, David Roberts, Jason Vander Kooy, Nikelle Villalobos, Jim Werkhoven, Lynne Wheeler, Kaleb Whitby, Pete Wiersma

Dairy West Board of Directors absent:
Donnie De Vries, Todd Leuthold

Idaho Dairy Products Commissioners (IDPC) present:
Devin Boehme, Pete Doornenbal, Don Gaalswyk, Don Heida, Holly Hull, Tom Kasper, Kim Korn, Jeff Lund, Paxton Robinson

Idaho Dairy Products Commissioners absent:
None

Oregon Dairy Products Commissioners (ODPC) present:
Adrienne Allen, Lisbeth Goddik, Brandon Hazenberg, Drew Johnson, Eric Morris (arrived after roll call via Zoom), Deanna Poland, Alison Rosenblum (via Zoom), Phil Ward

Oregon Dairy Products Commissioners absent:
Todd Leuthold, Pete Meenderinck

Utah Dairy Commissioners (UDC) present:
Kaleb Bateman, Daniel Buttars, Chace Fullmer, Mitch Hancock (arrived after roll call at 8:09), Chet Hansen, David Roberts, Sheila Sherwood, Trevor Wayment, Landon Wiser

Utah Dairy Commissioners absent:
None

Washington Dairy Products Commissioners (WDPC) present:
No roll call was called

Additional present:
Steve Seppi, Sara Dorland, Amy Corley, Lacey Papageorge, Steve Doxey, Bryce Chambers, Minto Michael, April Leytem, Megan Satterwhite, Rick Nearabout, Anne Goetze, Celeste Piette, Jessica Schmitt, Cathy Knowlson, Jenny Nelson, Heidi Martin, Shawna Hagerty, Tyler Fredericksen, Hannah Langley, Sarah Orr, Jaclyn St. John, Eric Bastian, Deena Benson
Via Zoom:
Meghan Conrad, Kaylee Schoefer, Ryan Sippie, Marissa Watson

Call to Order
Dairy West Chairman Chance Fullmer called the Joint Dairy West Board of Directors, Idaho Dairy Products Commission, Oregon Dairy Products Commission, Utah Dairy Commission, and Washington Dairy Products Commission meeting to order at 8:02 AM MT.

Roll call for each Board was taken. At the time roll was called, a quorum was present for Dairy West Board of Directors, Idaho Dairy Products Commission, Oregon Dairy Products Commission, and Utah Dairy Commission. No Roll call was called for Washington Dairy Products Commission.

The Pledge of Allegiance was recited. Invocation was given by Landon Wiser.

IDPC Only Action Item:

IDPC Designation of Ryan Sippie as IDPC Alternate Acting Director Present at Meridian, Idaho office Pursuant to IDPC Resolution No. 2025-02, dated July 16, 2025
IDPC Chairman Don Gaalswyk called for a motion. Idaho Dairy Products Commissioner Holly Hull moved to confirm the designation of Ryan Sippie as Alternate IDPC Acting Director Present at IDPC office at 743 N. Touchmark Avenue, Meridian, Idaho pursuant to IDPC Resolution No. 2025-02, dated July 16, 2025. Idaho Dairy Products Commissioner Paxton Robinson seconded the motion. The motion passed unanimously. It was confirmed that Zoom was working at the IDPC office and open to the public.

Approval of the Agenda
Chairman Fullmer called for any amendments to the Joint Dairy West, Idaho Dairy Products Commission, Oregon Dairy Products Commission, Utah Dairy Commission, and Washington Dairy Products Commission meeting agenda and if none a motion to approve. Director Pete Wiersma moved to approve the agenda without amendment. Director Daniel Buttars seconded the motion. The motion passed unanimously.

Dairy West Only Action Item:

Approval of the Minutes
Chairman Fullmer called for any corrections to the November 4, 2025, Joint Meeting minutes and if none a motion to approve. Dairy West Director Deb Easterday Reeves moved to approve the November 4, 2025, Joint Meeting minutes as written. Dairy West Director Wiersma seconded the motion. The motion passed unanimously.

Chairman Fullmer called for any corrections to the November 4, 2025, DW Meeting minutes and if none a motion to approve. Dairy West Director Easterday Reeves moved to approve the November 4, 2025, DW Meeting minutes as written. Dairy West Director Buttars seconded the motion. The motion passed unanimously by Dairy West Directors present at the meeting.

Introductions
Chairman Fullmer asked those who participated in Emerging Leaders the day prior to introduce themselves; Brinlee Hall, Addie Hall, Ethan Clark, Aiden Bown, Porter Nelson, and Braden Munk. Chairman Fullmer invited the emerging leaders to ask questions and make comments during the meeting. Additionally, new Dairy West staff members, Sarah Orr (Director - Human Resources, Dairy West) and Minto Michael (Director - Research and Innovation, Dairy West) introduced themselves. Board Members joining from ODPC and WDPC were also welcomed.

Public Meetings Training
Steve Doxey (Bennett Tueller Johnson & Deere) and Meghan Conrad (Elam & Burke, P.A.) (virtually) led Board members through training on public/open meeting laws in Idaho and Utah. Topics included: what is a meeting, quorums, meeting notices, voting requirements and audio recordings. The purpose, procedures and permissions for Executive Sessions (closed meetings) were addressed.

Dairy West Only Action Item:

ODPC and Dairy West Program Agreement Amendment and Revised Job Description for Administrator/Executive Director

Chairman Fullmer called for a motion. Dairy West Director Brandon Hazenberg moved to approve DW Resolution No. 2026-01 approving the ODPC and Dairy West Program Agreement Amendment and Revised Job Description for Administrator/Executive Director. Dairy West Director Wiersma seconded the motion. The motion passed unanimously by Dairy West Directors present at the meeting.

Dairy West Only Action Item:

WDPC and Dairy West Program Agreement Amendment and Revised Job Description for Manager

Chairman Fullmer called for a motion. Dairy West Director Lynne Wheeler moved to approve DW Resolution No. 2026-02 approving the WDPC and Dairy West Program Agreement Amendment and Revised Job Description for Manager. Dairy West Director Kaleb Whitby seconded the motion. The motion passed unanimously by Dairy West Directors present at the meeting.

Milk Flow & Capacity Report

Anne Goetze (Business Development Lead, Dairy West and Executive Director Administrator, ODPC) introduced Sara Dorland (Managing Partner, Ceres). Ms. Dorland, a notable industry expert, engaged previously in milk flow analysis, was contracted again by Dairy West due to strategic shifts. The focus encompassed evaluating milk location and processing capacities and predicting milk destination patterns to emphasize the region's substantial milk output. Ms. Goetze explained the two phases of this study.

- Phase 1 of the report involves analysis of milk location and processing capacity.
- Phase 2 will focus on where the milk is going, emphasizing the significance due to the large quantity of milk.

Ms. Dorland presented her findings from phase 1 of her study. Since its founding in 2017, Dairy West has seen substantial growth and financial input, now incorporating additional regions and augmenting processing capabilities. The region's output exceeds local consumption needs, necessitating exports to states such as Alaska and Montana, supported by investments in facilities like the Chobani Project in Idaho and Schreiber Foods in Utah. Potential growth exists in untapped counties and the cottage cheese market, emphasizing the importance of $2 billion in regionally invested funds.

- Twin Falls County has a cow-to-human ratio of nearly 2 to 1, indicating high milk production exceeding regional consumption capacities.
- Idaho leads the four-state region in dairy statistics such as number of dairies, cows per farm, and milk production, due in part to its ag-friendly environment.
- Significant milk production gaps exist with Washington experiencing a downturn partly due to EPA issues impacting local farms.
- Utah's dairy industry is expanding steadily despite higher production costs, attributed mainly to feed and climate.
- Oregon's growth is largely attributed to one large farm driving statewide increases.
- There are opportunities for expansion in some counties not traditionally associated with dairy growth, as seen with recent permits in Tri-Cities, Washington.
- The region produces a surplus of milk and capacity for expansion exists, but growth is tempered by geographic and demographic constraints.
- Potential growth opportunities are identified in the cottage cheese market, with Good Culture driving significant demand.
- Idaho hosts about half of the region's processing capacity, benefiting from investments in large facilities.
- $2 billion in investments have been directed to the region, accounting for about 20% of the national dairy investment, highlighting its importance and growth potential.
- Discussion on milk pricing, including factors influencing price differences, such as milk transport costs, with Utah's milk pricing mentioned as being a dollar less than neighboring states.
- Phase 2 of the report will address dairy product movement and export, with results expected by the May meeting.

Ms. Dorland answered questions with topics ranging from sustainable growth potential for cottage cheese to market expansion and pricing variations due to regional needs. The conversation acknowledged both

current trends in commodity exports and anticipations of future price modifications. Discussion about signs of significantly high demand for MPC products and transportability of MPC and how milk pricing in various regions is affected by transport and regional demands, noting figures such as milk production of 18 billion pounds in Idaho translating to export needs.

Sustainability Strategy Update

Rick Naerebout (CEO, Idaho Dairymen's Association (IDA)) and Megan Satterwhite (Director of Operations, IDA) gave a sustainability strategy update.

- The focus of IDA is on sustainability and nutrient management, with an emphasis on research-backed strategies.
- Research is viewed as critical to the sustainability strategy, particularly in the context of greenhouse gas (GHG) reductions.
- There is a strategic partnership with Dr. April Leytem for scientific research to apply data-driven solutions to sustainability challenges.
- The marketplace expectations for sustainability goals have remained steady despite political shifts.
- Technological advances exist for sustainability, but high-cost solutions are not typically feasible for average producers.
- A significant shift in federal funding has resulted in a loss of institutional knowledge and research funding.
- There is a commitment to continue supporting new research through the Pacific Northwest Dairy Research Consortium and BUILD Dairy.
- $1M grant awarded to the University of Idaho and Utah State University. The project, titled, 'Sustainable Dairy Forage, Manure and Water Management Strategies in the Arid West' aims to study how manure management, irrigation, and cropping rotations influence reactive nitrogen losses.

Dairy West Only Action Item:

Agreement with Idaho Dairy Environmental Action League Research Foundation Inc. (IDEAL) to fund the administration and facilitation of Pacific Northwest Dairy Research Consortium research initiatives

Steve Seppi (CEO, Dairy West) informed the room this is the formal agreement for the funding that was originally approved in November 2025. The agreement between Dairy West and IDEAL for 1 million dollars is for the remaining two tranches of funding, covering the full agreement. Chairman Fullmer called for a motion. Dairy West Director Easterday Reeves moved to approve DW Resolution No. 2026-03 approving the Agreement with IDEAL to fund the administration and facilitation of Pacific Northwest Dairy Research Consortium research initiatives. Dairy West Director Kim Korn seconded the motion. Director Pete Wiersma disclosed a conflict of interest due to sitting on the IDA board, an entity connected to IDEAL, and abstained from voting. The motion passed unanimously by Dairy West Directors present and voting at the meeting.

PROGRAM UPDATES:

Business Development: Growth Partnerships Criteria

Ms. Goetze presented proposed criteria for business development growth partnerships. These partnerships are intended to provide incremental milk utilization for the DW milkshed and added value for producers. They require co-funding and a commitment from executive management. Progress to date:

- Cataloging of processors by region has been completed. Key processors in the region have been identified.
- Investment match strategy defined: 1 to 1 matching for projects up to $150,000, 2 to 1 for projects between $150,000 to $500,000, and 3 to 1 for projects over $500,000.
- Business development team is meeting with key processors to identify opportunities and create value propositions.
- Business development team plans to select partnerships likely to succeed and present proposals for funding, aiming for proposal presentation in May.
- Board will evaluate the success of the partnerships and potential budget adjustment based on outcomes this year.

A few additional highlights on business development work include:

- Limited time offer support with Red Robin in 470 restaurants.
- July cheeseburger battle in Utah
- New retail activations include two co-funded Instacart promotions with Tillamook and an Uber Eats pilot and BOGO with Jackson's announced

Marketing Update (Brand & Website)

Cathy Knowlson (Vice President - Marketing & Communications, Dairy West) shared that Dairy West is prioritizing brand development, focusing on retail, nutrition, consumer engagement, and brand persona enhancement. There will be a brand transition with a full launch in June, alongside website redesign. Strategies will involve earned media content and refining the brand's consumer focus.

- Throughout the first half of the year, Dairy West is focusing on campaigns regarding protein as part of functional nutrition positioning, aligning the brand with health and wellness.
- Earned media strategies involve publishing articles on topics such as protein and the benefits of milk, with completed articles available online as a resource.
- Ms. Knowlson underlined the importance of newsletters which contain significant updates and encourages members to utilize and disseminate this information.
- Dairy West plans to refine brand architecture and the brand's consumer focus, including a master brand strategy 'For the Good of It'.
- Brand articulation considerations include potential visual elements like logos, color palettes, and campaign strategies focusing on key brand beliefs.
- Feedback from board members is encouraged for the brand strategy, with emphasis on considering stakeholder opinions to make informed decisions.

There was conversation in the room regarding consumer confusion about raw milk versus pasteurized milk. Dairy West will evaluate strategies to properly inform consumers about pasteurization.

There was additional conversation about the 'Unbottled' brand—its relevance, and impact—especially in sports nutrition, with discussions regarding potential phasing out. Heidi Martin (COO, Dairy West) shared a successful partnership example where 'Unbottled' helped establish a partnership with St. Alphonsus Health System, indicating the brand's opening potential doors.

One board member suggested that providing activation assets would be helpful for farmers to share Dairy West’s campaigns on their social media and networks.

Research & Innovation Update

Jenny Nelson (Strategic Advisor, Dairy West and Co-Founder/CEO, Dairy Protein Institute (DPI)) outlined DPI's innovation pipeline, collaboration opportunities, and commercialization potential, focusing on dairy community engagement, startup equity opportunities, and leveraging the institute's consumer-facing website for better outreach.

- DPI aims to connect various components in the dairy ecosystem, including researchers, entrepreneurs, and processors, to accelerate innovation and bring products to market quickly.
- Growth partnerships are a key focus for Dairy West and DPI, exploring potential collaborations and the possibility of having a vested stake in the funds being supported.
- DPI explores equity opportunities with startups and entrepreneurs, examining potential revenue generation through royalties, intellectual property, commercialization rights, and patent licensing.
- A consumer-facing website has been launched to engage stakeholders and showcase opportunities within DPI.
- There is an interest in expanding DPI's board of directors to include members from diverse backgrounds and geographic regions.
- DPI has been actively engaging with the dairy community through events and conferences to promote its initiatives and partnerships.
- DPI is working on multiple projects including cottage cheese innovations, collaboration with Oregon State University's Food Innovation Center, and exploring beauty and cosmetics applications of dairy components.

- Current grant projects involve partnerships with Boise State University and Oregon State University, focusing on diverse initiatives such as chemical-free processing and sodium reduction in dairy products between 2027 and 2032.
- DPI aims to generate financial returns for shareholders by leveraging innovation and commercialization strategies.

On-Farm Tour and Ag Tourism Grant
Lacey Papageorge (Manager - Farmer Relations, Dairy West) introduced an on-farm tour and ag tourism grant that is live on the Dairy West website.

- On-Farm Tour and Ag Tourism grant provides farmers with access to $3,000 annually to enhance educational farm tours.
- Grant applications must be submitted prior to events, with funding distributed on a first-come, first-served basis.
- The grant can be used for reimbursable expenses like equipment, website and logo development, and signage.
- An email will be sent to farmers who have worked with Dairy West previously to inform them of the grant. Then, a larger rollout to all farmers will occur following the initial email notification.
- Farmers are encouraged to order signs prior to their events due to shipping and printing lead times.
- Participants can provide input on future signage ideas to improve farm tours, and Dairy West is open to adding more signage options.

Dairy West Only Action Item:

2025 Dairy West Audit Report

John Russell (Zwygart John & Associates) (via Zoom), presented the results of the financial audit for Dairy West's 2025 financial statements, revealing a clean audit opinion. Chairman Fullmer called for a motion. Dairy West Director Easterday Reeves moved to approve the 2025 audit. Dairy West Director David Roberts seconded the motion. The motion passed unanimously by Dairy West Directors present at the meeting.

Dairy West Only Action Item:

Dairy West Financial Reports: Year-End 2025

Tyler Fredericksen (Controller, Dairy West) presented the Dairy West expenditures and financial reports for October - December 2025. Chairman Fullmer called for a motion. Dairy West Director Easterday Reeves moved to ratify and approve the October - December 2025 expenditures and financial reports. Dairy West Director Buttars seconded the motion. The motion passed unanimously by Dairy West Directors present at the meeting.

Open Discussion

Chairman Fullmer opened the floor for open discussion.

- Chairman Fullmer shared with the room that the format for future board meetings will likely change to be more interactive.
- Siska Reece thanked Ms. Papageorge for the YouTube video that was produced explaining the difference between organic and conventional milk, following a previous request. She emphasized the importance of highlighting all milk as healthy and nutritious for consumers.
- It was recognized that Magic Valley, despite being a major producer, is underrepresented on the board, propelling talks about statutory changes potentially enacted in 2027. There was conversation to resize the board and address representation balance to ensure diverse farm voices are heard.
- Suggestions were given on how to utilize the 'Unbottled' brand creatively to avoid confusion or negative perception.

Chair and CEO Remarks

Chairman Fullmer encouraged board members to look in OnBoard for resources or to reach out to him or Amy Corley (Sr. Executive Assistant, Dairy West) with any questions.

Steve Seppi (CEO, Dairy West) gave highlights from the Dairy West Board strategic meeting held in February.

- The purpose of the meeting included strategizing with new board members and aligning on organizational goals. Additionally, the meeting was tied to a DMI meeting for efficiency.
- A significant leadership transition is upcoming at DMI with Barb retiring as CEO in October. The board aims to ensure they have a voice in this process as a key partner and funder.
- Three clear business imperatives were set for Dairy West: delivering clear value to farmers, using consumer trends to drive dairy impact, and leading the future of the dairy industry.
- Programs will be measured through key metrics focusing on derived value; understanding that not everything will directly translate to sales (example: farm signage shared during the on-farm tour and ag tourism grant presentation).

Mr. Seppi gave an update regarding board program committees.

- Dairy West is reorienting board program committees around strategic imperatives, asking each board member to participate in one of four committees: marketing and communications, nutrition partnerships, business development, and research and innovation.
- Existing committees like the Finance Committee will continue, and a new Industry and Farmer Relations Committee will be established for farmer input on relevant matters.
- BUILD Committee members will participate on the Research and Innovation Committee to ensure alignment and overlap between ongoing work and new initiatives.

Eric Bastian (Vice President - Research & Innovation, Dairy West) is retiring at the end of May and was honored for his extensive impact and connectivity efforts within the dairy industry, positively influencing through various initiatives.

Adjourn Joint Meeting

Chairman Fullmer called for a motion to adjourn the Joint Dairy West Board of Directors, Idaho Dairy Products Commission, Oregon Dairy Products Commission, Utah Dairy Commission, and Washington Dairy Products Commission meeting. Director Easterday Reeves moved to adjourn the meeting. Director Buttars seconded the motion. The motion passed unanimously.

The meeting adjourned at 12:19 PM MT.

Additional Meeting Resources

Zoom video conferencing technology was employed and operational during the Joint Dairy West Board of Directors, Idaho Dairy Products Commission, Oregon Dairy Products Commission, Utah Dairy Commission, and Washington Dairy Products Commission meeting including at the Utah Dairy Commission office, 98 W. 13100 So., Draper, Utah 84020 and the Idaho Dairy Products Commission office, 743 N. Touchmark Avenue, Meridian Idaho. The meeting was recorded.

Chairman/Vice Chairman

Secretary