

2016 Group Sow Housing Seminar
The Barn: New Building or Renovation?

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(Edited for clarity and conciseness)

Steve: **(Slide 1)** Today Murray and I are going to talk to you about some of the considerations that you need to look at when you decide whether you're going to build a new barn or you're going to renovate the old sow housing.

(Slide 2) You've got a lot of decisions to make. One, the new code of practice requires that group housing for gestating sows be built by 2024. There's been a lack of investment in existing facilities over the recent past due to prices but a return to profitability within the industry may help that. So the big question is, new building, renovate, both and how you're going to do that while balancing the health and productivity and your management style.

(Slide 3) So today we're going to talk about systems and management considerations, construction considerations, things to do when trying to assess what you have already, the dreaded regulations and timelines and then we'll summarize that up.

(Slide 4) So systems and management considerations, the key is to match your barn, herd size, your management style to the cost, to space requirements, your group sizes and how you want to manage your barn. Obviously you want to balance your health and productivity to the profitability and your overhead costs in your operation. If they're not balanced then you're going to be disappointed. If you go out to the barn every day and go, "God, I wish I would've." You're not going to go out anymore.

Now the biggest issue is that management of sows housed in groups is different than managing sows in stalls and there are initial decisions need to be made before you can decide whether you're going to renovate or you're going to build new.

(Slide 5) So let's look at conventional gestation stall barns. Your sows are either in the farrowing room or they're in their gestation stall. Usually you've got one stall per sow. Every sow has a spot. In a group situation, sows go from a farrowing room potentially to a gestation stall and then the loose housing in every cycle. Code of practice requires a maximum of six weeks in the farrowing room and a maximum of four weeks, and they give you one extra week for mixing, in a gestation stall. So if you had a spot for every sow, you're going to have more space than you need and that's going to increase your cost.

(Slide 6) So let's look at an example here. We've got, let's say, a one-week batch, three-week weaning. That's going to give you 20 - I'll call them "groups of sows." Each group is going to spend 4 weeks in the stall. So there will be 4 groups in your farrowing rooms, 4 groups in your gestation stalls, 13 groups of that 20 in your loose housing and if they're 5 weeks in the stall, if you're going to use the extra week for mixing, you're going to have 4 in the farrowing rooms, 5 groups in gestation stalls and 12 groups in loose housing.

The other thing you also need to look at is conception rate and your groups are going to have to have the number of sows that are actually going to come in, you need a built area, both introduction and for training, you need a relief area or a "sick pen" if you want to call it that and most producers are using a heat check/boar pen. So there's an option there. You could go 4 groups in farrowing rooms, 5 in the stalls and 13 in loose housing. You've always got somewhere for pigs to go and if 1 group lags behind, you're not putting them in the hallway potentially for a week, depending on how your flow is.

(Slide 7) Two different types of mixing in the groups: static and dynamic. In static groups you need to have similar size and parity and they remain together through the entire gestation period. In order to facilitate that you'll usually end up with a number of separate pens and aisles for access and this type of grouping is generally suited to smaller groups of sows.

In a dynamic group, you can have large open areas with short dividers for hiding or escaping to have the pigs a place to get away from more aggressive sows. Dynamic groups are well-suited to larger groups of sows. An introduction or a mixing pen can help with your aggression issues as you're introducing new sows to the group but the key with the dynamic system is it has to stay dynamic. It can't move to a static group and then go back to dynamic. You're going to have aggression issues.

Now, generally research shows that more space means less aggression. Obviously you need to balance that with the cost of the environment.

(Slide 8) The next consideration is your feeding system. Each has a different initial cost, floor space requirement, group size limits and they have their own management requirements. The ability to manage individual sow feed intake varies with the different types of systems. Most systems are linked to either a static or dynamic grouping or mixing system. So there's two basic categories of feed systems: competitive and non-competitive.

(Slide 9) In the competitive feeding systems, they're generally suited to smaller groups of 5-30 sows per group. Groups should be uniform both in size, parity to limit aggression between the sows. They tend to require more hands on management: monitoring health and body

conditions, pulling out thinner sows, pulling out heavier sows. The initial cost for these types of systems can be less expensive but you usually end up using more feed so that the subordinate sows can still get enough feed when the entire group is eating and you cannot use individual feed curves for each sow. Typically these are static groups. There's some photographs. Here's a floor feeding at University of Guelph (**Slide 10**) and here's some shoulder short stalls (**Slide 11**).

(**Slide 12**) Now on the non-competitive side, gaining feed by aggression is limited. Some systems allow for individual feeding of sows. Most of them do now. There is still some competition for access into the feeder. There are limits on the number of sows per feeder, depending on whether it's an ESF or a free access stall or one of the other systems. There's usually a need for some training on both gilts and sows to get them to go through the system and these systems can be used in both static and dynamic groups. Here's some photographs of those. There's some electronic sow feeders on the left side there (**Slide 13**), free access stalls (**Slide 14**) and here's a free access electronic sow feeder (**Slide 15**), kind of a hybrid of the other two.

(**Slide 16**) Each feeding system has its own requirements and that's what needs to be matched to what you want to do in your barn, how you want to manage your pigs. This is a comparison here of the five types of feeding systems that I've shown pictures of. You can see that on floor feeding obviously some solid floor is required. Most of the other ones you can have slatted floors. It shows floor space requirements relative to each other, initial cost and you management inputs, what you need to do in order to make this work. So you can see there's quite a variation. None of them are perfect. Some may be better suited to your own operation than others.

(**Slide 17**) When it comes to floor space in your barn, there are number of different considerations. First is pig behaviour. Pigs can be aggressive towards each other and there needs to be a place to hide to get away from more aggressive sows. There needs to be a good area for them to lay down that's comfortable and provides a little bit of privacy out of the aisle areas. Obviously you want to keep your feeding areas separate from your dunging areas. It all comes down to your layout. Ten-foot aisles is recommended so that you don't have bunch ups in the aisles. Enrichment is also something that will help with the aggression side. The more space, the better - to the point that you can afford.

(**Slide 18**) Different feeding systems have different floor space requirements. The code of practice says that sows have to have between 19-24 square feet per sow. In your conventional gestation stall barn, you're looking at about 19 square feet per sow, including the aisle way currently. So making the switch you're either going to have to decrease your sow herd or put an addition in, in conjunction with your renovation.

Floor feeding, you do get aggression during feeding. It is a competitive feeding system. More space can help that. Short stalls, you could be looking at up to 20 feet clear between the backs of the stalls so that they can get in and out. ESF feeding, you're looking at feeder space and layout. Free access stalls, the recommendation is about 8-14 square feet plus the size of the stall. So you could be looking somewhere on the higher end, 24 square feet. And if you choose to give your sows a little more space, you could go all the way to 30. In a free access ESF, it doesn't have the throughput currently that regular ESF has so you will need more spaces for that.

(Slide 19) Lastly, management in floor space. You need to be able to get to your pigs. You need to be able to move your pigs. You need sorting areas, relief pens if you need to pull one out. Heat check and boar areas, gilt introduction, gilt training, introduction and mixing pens for when you mix pigs into a larger group for dynamic mixing, of course your shipping and receiving for culls and gilts and some gestation stalls for breeding and implantation.

Murray:

(Slide 20) So I'm doing kind of the practical end of this where you're going to make the changes and you got to get the barns ready for what you've decided to do. The first thing you've really got to do is decide what system you like and what one you're going to work with. To lay out a barn you need to know whether you're going with shoulder stalls, ESF, small group/large group, dynamic/static. All those things. There's just no sense in starting to do a barn design until you've picked a system. You pick the system that you're comfortable with. Everybody's got different management styles. You've got to be comfortable with technology to go to ESF because there is technology involved there. There's a lot of good systems, it's just which ones do you want to work with.

If a structure is being added to an existing building or group of buildings, site plans are needed to be considered. If you're actually changing structures, you're not just going to knock out a hole and rip out the stalls and use the same space. If you're adding new buildings, it impacts the structures that are there, so you need to do an overall site plan of you what you have there: all the buildings, your silos, your manure tanks, all that stuff. Get it laid out so you can see where the new pieces fit, what they do to your existing structures. You can get snow showering, ventilation, exhaust blown into another barn. Any area you take has to be clean. You also need to get that to your minimum distance guys because you want to know where these new structures will fit or even if they will fit. You may be maxed out or you maybe got a neighbour that's going to limit you from building on one side, so you're going to have to go to the other side. A lot of that stuff you can do before you hit the starting line. Get the logistics sorted.

What have we been seeing? We've done, I guess, three major switches for people. All three have added farrowing so that we gutted out their existing farrowing rooms, turned them into dry sow, added a new dry sow structure on the back of the existing dry sow structure. In each case they were ESF systems of one sort or another.

Why did that happen? The new farrowing barns have larger farrowing floors to accommodate larger litter size and more crates to raise the weaning age. So everybody, not everybody in this room but a lot of people in this room, wish they could add a couple more days to their weaning age and also the number of pigs you guys are putting on the floor is incredible and those 5x7 crates are just not quite cutting it. So a guy would say, "Well, what can I fix?" Well I'm going to do a major renovation. I might as well solve some of my existing problems and that's what we've seen as existing problems so far that we've solved.

(Slide 21) So like I said, it saves a bunch of those problems. What's the downside? You're touching the most expensive part of your barn. You're looking at \$4500 a farrowing crate for barn equipment, feeding system, sort of the whole nine yards, so you've got to do the math.

Most buildings that we helped on right now are in the combination. Again, most of the renovations we've done they've also upped the herd size. So while they're at it, I'm not saying they doubled it but they have added sows to the herd and increase of numbers as a way to cash flow the whole thing. A lot of you guys haven't had the wherewithal to do some expansion, so if you're doing something, you may want to look at that. You can certainly downsize and probably fit it in the same footprint if that's your decision as well but I don't think you're going to end up with this, but that also solves your farrowing problems a little bit. So if you downsize the herd, give it more square footage, all of a sudden your farrowing rooms accommodate fewer sows in the herd to do those other things.

There's a lot of moving parts in this thing. A, you're changing your entire dry sow system. You've got a herd that is used to living in stalls and now you're going to make them live someplace else. You've got to decide on your management, you've got to get your barn layouts down, you've got to get your building permits, you've got to get a builder. You're doing an addition. You're doing a renovation and you're upping the herd so there's a whole lot of stuff happening on your farm for a year and it's pretty important to get those ducks in a row because there are going to be bad days.

With some good planning and some luck, everything we've done, production has continued in those facilities. In each case, like I said, we built a farrowing barn so they could sit in the farrowing pens until the new one was done and then they moved into that one. We've gutted that out and added an addition about the same time for the dry sows. So it all comes together, but there were bad days.

(Slide 22) So just for some napkin math. New construction structures only are about \$30-\$35 a square foot no matter what you build. So you're building farrowing, you're building dry sow, if you're doing napkin math, those numbers work. In farrowing there is a lot more pit walls and room dividers and all that stuff but the pits are usually shallower, so that it comes out in the wash.

Renovations, they're all over the map, so as low as \$7.50 if it's really easy, like if it's a fully slatted floor, the slats are in good shape and you just got to get your equipment out and change your alleys, get your trough out and knock some of that out. You can get as low as \$7.50.

If you get into a big one where you're doing pits, ceilings and the attics, you're getting up to \$25. So at \$25, you've really got to sort of say, "What's left? Do I want to spend this money?" But that's part of doing your site plan too because there's at least one case we had to renovate it. There was no place else to build on that site so if they hadn't knocked it down, it would've been gone and they couldn't have added. In that case the renovation made sense from a protection point of view.

There's always compromises guys. It's a renovation, so things don't quite fit the way you wish they would and you need to look at those compromises and decide whether you can live with them or not. If you can't, don't do them. You're going to run sows down through those alleys for the next 25 years and if it squeezes downturn to the left, I don't know if I'd do it. I'd say, "Let's rethink this thing."

So compromise during renovation. Look at your solid areas. Are they going to be where you don't want them? Are you going to end up with dirty pigs? Are you going to have not perfect pen sizes? Alleys that could be awkward? Each producer has to make those decisions himself. There's also some dollar savings there.

(Slide 23) It depends on where you're starting, as to what cost you incur but also that the renovations can be very effective.

(Slide 24) Next, this is absolutely critical: before you even call anybody, do this. You've got to assess whether that structure that's standing there is worth saving and it's your barn. You guys know better than I do. I can come in and tell you, "Boy, I don't like that crack and the truss plates are really rough. They need fixing," but you know. You've been in there many, many years and you know what the structure is. So when you're incurring those high costs, you better have a good hard look at what you're starting with.

How do you assess an existing facility? The same way you'd build one. You start at the bottom: footings, foundation walls, pit walls, slats, upper perimeter walls, ceiling insulation, trusses, truss plates and roof

cladding. When I'm building a barn, that's what's in my head. I start at the bottom and I build up. Those are your main components. You've got to do some hands and knees stuff, good flashlight and look in the right places. You will have a decent feeling for what you've got there.

Most renovations to loose sow housing include pit work. So the pits I could fix. New slats are usually in a new renovation. Interior walls are also new, so what remains of the barn out of this is your footings, your perimeter walls, your ceiling, your roof cladding, that kind of stuff.

(Slide 25) So what do you do? Walk the perimeter wall, look for significant cracks. Hairline cracks that are crawling up your wall? Normal. It's concrete. If you got a big fat crack that's opening up, something's moving. You get horizontal cracks, that's the rebar rotting out in there. So you may want to bring somebody in that can see that stuff for you a little bit but there are cracks and cracks right? But have a look. Walk the perimeter, open the pit lid, get a good flashlight. Don't get in the pit, otherwise nobody's renovating that barn. Have a good look. See what you can see.

You can see a pit wall from above too. If you look down your slats where the two slats butt together, that's sitting on a pit wall, so if you power wash around there, take a look. See if you've got flaking. You can at least have a cursory look at your pit walls.

I don't care if you're renovating or not. Go home and do this tonight or tomorrow morning. Get in your attic and look at your trusses. That's probably the weakest part of the barns out there right now. The truss plates. Air getting up into your attic one way or another, either your ventilation rates are. . .you've got some positive pressure in your barn and not enough negative, so it's coming up through your inlets or sucking back in from your fans. But we're seeing a lot of plate damage out there so get a good hard look at those truss plates. That's the plate that holds pieces of your trusses together. When it lets go, it collapses. They're catastrophic collapses. They come down, "Boom." There's not a lot of warning.

The warnings are if you can't open your door. Suddenly you go to your farrowing room, "Damn, this door's stuck." Or you go to open a window and it's blown open because things are starting to sag and you should pay attention like really quickly. Anyway, that's one of my buttons that I see all the time.

If the insulation is discoloured that means your roof is leaking for sure. You got water coming in. Get up on the roof, look at the cladding, look at your fasteners. Is it in good shape? Is it saveable or is it going to become a cost to the renovation? Do this stuff safely right? I mean pit will kill you in like three breaths and falling of the roof, you don't have to fall very far to break your bones. Everybody goes, "Oh it's only 8 feet." Well, I've seen broken bones off 8 feet so be careful.

(Slide 26) Once that's done, what do you want to do? You want to take your floor plan, you want to draw a floor plan of your existing facility, what you've got there. Include perimeter walls, door, windows, interior walls, load bearing walls. These things aren't going to move so you're going to have to work around them. Support posts and beams are not moving either, so if you have a barn that's over 90 feet wide, you got bearing walls, you got support posts. Sometimes in a 50 foot wide barn I see that stuff. So identify what is fixed. You're going to have to work around it. Back filled areas, non-sided areas - unless you dig them out, they're going to be solid areas after you renovate.

Make ten copies once you're done and then just starting playing with it. Lay it out. What do you want to do? How do you want to sort it out? I do at least five barn plans for everybody by the time we get to where we want to go. It's a work in progress. Get your staff to look at it. Get more minds looking at that thing and you get more ideas going. And listen to your gut. Like I said, you guys are in that barn. If you think this barn is worn out, it's probably worn out. Get some help as to what is and isn't possible. When I say "you can't move load bearing walls," you can't but I can cut holes in them from time to time. I can cut some holes in them. It's kind of like, "Yes, I can do that. No, I can't do that," and you maybe need somebody that can tell you that.

Make sure you get an engineer involved even if you do it yourself. Get an engineer involved because you are affecting the structure. You need somebody who understands stresses, to nod their head and say, "Yeah, that will be okay," or, "Boy, I wouldn't do that."

(Slide 27) Okay, so you've decided to build or renovate. It will trigger building permit. If you're on the back roads and you think you can sneak one in, I'm not saying you can't but what I'm saying is if they catch you, you need a building permit. I would probably get one anyway. We won't work without a building permit. It's just too dicey because if they walk in and you're building, they'll just lay out a piece of paper and everybody goes home and work stops until you get to where you need to be. So you're going to need minimum distance separation. Get that done because it immediately lets you know whether you can put a structure there or not.

Code of practice - that kicks in, Ontario Building Code, electrical codes, gases, fuel codes. The first two or three, I guess, are the biggies. I mean we've got to now meet this, you're going to have to do this. It takes months to get those done and back. You're talking six months to get the paper going. The other stuff tends to be your builder's problem. Whoever is doing the job, that's what they got to take care of.

(Slide 28) Timelines? Townships are now becoming more involved again in buildings. So from county to county we're seeing differences in how long it takes to get a permit. A good permit, like I said, 6-8

months. Six months from the time you really decide to put things in gear you will probably have a permit. Some of these other times, no, it's going to take longer. You better give yourself a year and be ready to be frustrated along the way.

Nutrient Management Strategy. You've got to get one of those because you now have more manure. Building Permits. Building inspectors have 20 days to issue once you supply them with all of the relevant data. Again, that's a reasonable amount of time.

(Slide 29) Add time to make decisions and don't forget about financing. You've contracts to sign, you've got materials to order and that can take months as well. So if you're bringing in stuff from New York because there's a lot of material coming in from New York right now, it's got to be produced, freighted, delivered, go through customs, sent back, get it again. It does happen.

Mobilization to site, existing conditions, biosecurity, staging of work, weather - all of those things play a part. Winter builds are a totally different game than a summer build. Renovations are nice to do in the winter. There will be surprises. We'll be knocking out pit walls and go, "Uh oh" and decisions get made usually on the spot or very quickly. Maybe you have to get an engineer and go, "Can we do this?" "Yes." "Okay, let's go," but there's added cost to stuff like that. Those surprises aren't usually free.

(Slide 30) So you've got a ton of decisions to make and you've got a ton even before you get to the building stage. So honestly, do your homework, kind of get that stuff straight in your head. It makes the other decisions a lot easier if you know you're going to go ESF or shoulder stalls. And you are going to breed in stalls and you're going to keep them there for 35 days or whatever. Those are management decisions. Do your homework, make them.

It will be different. There's no two ways about it. More space will generally be required to maintain the same herd. That's a given. Options to renovate, expand, convert, all of the above. Be critical about existing facilities. Have a good hard look. Do a hard assessment on that stuff and you've got some regulations to satisfy.

Steve:

(Slide 31) So this is a very basic roadmap to give you an idea of how to approach this. First you've got to decide if are you going to keep the same number of sows or are you going to get bigger or are you going to get smaller. That's going to change every decision you make from then on if you decide halfway through to increase you herd size.

You've got to decide how you're going to operate your barn. How are you going to manage these animals? How are they going to go from one spot to the next? How are you going to move them? How are they going to get in and out? How are you going to feed them? How are you

going to get the manure out? Then you can look at a feeding system or two or three or all of them.

Go talk to other people who have done this. Go visit their barn, see what they're doing. Look at what you've got and be critical. Be mean to yourself. Is it anywhere close to what you think your final switch is going to be? Draw it up. Is there enough space? Is it worth renovating? Can you put an addition on or is MDS in the way? Is it going to mess up your pig flow?

Then you can get to the stage of estimating the cost, saying, "How much is this going to cost me?" And comparing that all to tearing it all down and building new and see what the difference is because in some cases the difference might not be much.

Then you can get to the finalization of your decision. "This is what I want. This is how I want to move forward." Find a contractor, nutrient management consultant, talk to your building official, start the ball rolling on all that. Get your approvals, get your money from the bank, build it and then live with it - learn how to live with it.

Are there any questions?

- Audience: So one of the things that certainly is in mind when considering what to do with modifications or a new building is we're going to do a pretty dramatic change in policy and if you're making a sizeable investment into facility, you want to make sure that it will be able to pay for itself well beyond the horizon. I guess what kind of concerns me is, in your opinion, do you invest in a top quality facility that will last for an extended period of time or do you invest in something that might not last as long but will give you more funding if code were to change let's say about 2035? And you've sunk money into a barn that lasts until 2050 but then it's not following code anymore. Do you know what mean? When you're advising people, how do you factor that into it? So kind of a lower quality facility but you'll have more cash left over if a code were to change again. . .how do you kind of edge against that risk?
- Steve: That's the game. The industry doesn't seem to change quickly but it does change over time. I would look at it the same way as, "Mortgage rates are low. Do I lock in for 10 years because I think they might go up?" I think that's really the game and you need to be comfortable with the decision that you make. Murray, do you have anything to add?
- Murray: Build a barn that's flexible, whether it's an expensive barn or a cheap barn. Don't back fill areas. Slat the whole thing so you can move. Put a full pit underneath it. Yeah, make the barn flexible for change. I just think that's a good idea. Things will change.
- Moderator: Anyone else? Go ahead.

Audience: Regarding the open sow housing, are there any regulations for the slat ratio in them? In finishing barns usually they recommended 70/30 percent of slatted floors. Is that a thing for open sows as well?

Murray: There isn't. I do think it's important. These girls are now going to be on a floor moving, they're not in stalls, so I think that floor gets to be more important for sure and it's a question that I don't have an answer for but I think people are doing some work on it now.

Jennifer Brown: Yeah, there's no definite answer. Certainly the code right now doesn't have any specifications on your floor or your gap width or your percentage of gap. It's a study at the University of Manitoba that Laurie Connor is doing right now, looking at the orientation of the gap and then ratio; they'll have the results within the next year. They've got sow on those floors right now. But certainly the European requirement is your gap can't be wider than 20 mm and I see that as a good thing because you get much wider gap width and certainly gilts are turning their toes and getting foot bruising and chances of lameness. So that 20 mm gap width does seem to work very well but then I've seen various ratios and even with a wide slat.

Moderator: Any other questions?

Doug Richards: As Murray was talking about, you want to look into doing your renovations. We were out at a barn about two weeks ago in Manitoba and a firm out there what they had done, they wanted to look at free access for their sows so they had actually taken some of their stalls and cut the backs off to create a bigger pen to see if their ventilation, the flooring and that in the sow. So they had one pen they used as a test pen before they ripped the whole barn apart to see if it was going to work, which I thought was pretty innovative before they spent the big dollars. And then they sat down and thought their biggest problem was when they did the renovation, what do they do with the sows? And that will be addressed but they really put some work into it and this looks like a battle plan and it's going to go because the gilts will be ready. Will the barn be ready? That's what they really wanted to do so sometimes with the renovation it doesn't go as fast as you think but the herd's there ready to go.

And everything is different. If you look at the website that we do have, the National Sow Housing website, you'll see there's lots of renovations being done and everybody's different. Just because your neighbour did it with 8 foot alleyways, doesn't mean you can do it with 6 or with 4. Everything is different and you've got to figure out, "Will it work?" I think hopefully there's lots of good resources in this room today that you can get contacts with and follow up with.

Audience: I have a question. Steve, you were talking earlier about dynamic/static groups and you said you can't turn a static group back to dynamic and flip flop. At what point does a dynamic group become static when you're introducing animals into it? Is it a week? Is it five days? Is it

three weeks and then all of a sudden as soon as you start introducing then it becomes problematic?

Steve: If your sows are used to new sows coming in and they get into that swing of things, it's no different than when we get used to things. If you interrupt that, make some change, I don't know if there's actually a timeline. Certainly wouldn't leave a group of sows all together for their entire gestation as one group and expect to be able to push other sows into that group.

Doug Richards: I'm not an expert on any of this but I'll tell you one thing I think we're going to learn over the next 10-15 years is we're going to learn a lot about sow behaviour and we're going to learn that there is a lot of differences in how we manage them. I think that goes to being dynamic or static and it's going to depend on how you mix them. John Van Engelen, who I think will be on the panel this afternoon has his way of mixing them and there are ways of introducing sows where you have very little conflict and other ways where you have quite a bit. We were talking to Carl last night and when he mixes his sows into a floor fed pen, he double feeds them, puts them in at night and gives them so much feed that all they can do is sort of burp and lay down and when they wake up in the morning, there's still feed on the floor and there's really nothing to fight about.

I think it even goes to what we were talking about, about gap/slat width ratios. If you don't have a lot of conflict in those pens, they don't push each other around then it's not as critical an issue as if sows are fighting and pushing each other around. So the flooring becomes much more important because we don't have this behavioural thing sorted out and I think we've got a lot to learn about behaviour. Doug Ahrens, on the panel last night, will also be up here today, he said, "Boy you didn't realize all these personalities that you had in your barn until you let them out of the crates and you start seeing their personalities." I think that's all going to go into how we manage and which of these systems work and which don't and how clever we are to understand these girls, which Doug says we'll never be smart enough to understand them.

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