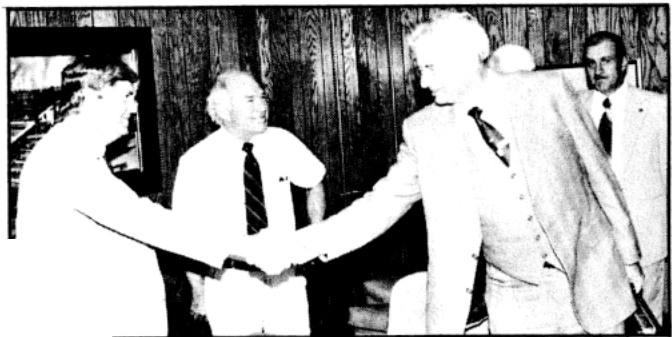
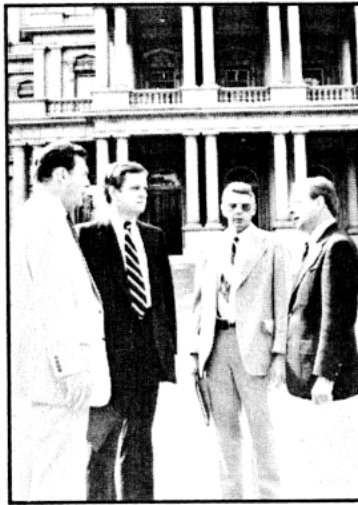




by cattlemen for cattlemen

by Ann Gooching
Photos by Ron Francis



*NCA—a story of an
organization devoted
to protecting*



and the government taketh away

-unless someone does something

A rancher inherits his father's land and livestock, pays the applicable taxes -quite a sum-and then decides to sell a few acres. When he sells, he could be faced with a new tax, a capital gains tax based on the difference between the original cost of the land and the present price. The rancher discovers that his dad, years ago, paid \$50 an acre for land that is now selling for \$1,500. The \$1,450 an acre difference could be subject to the carryover basis, a new capital gains tax-unless someone does something.

And if that rancher decides to sell some of the inherited cattle on which, remember, he has already paid estate tax, he may have to determine their original cost, subtract that from the price he receives, then once again pay a capital gains tax on the difference-unless someone does something.

The government recommends that consumers eat less red meat, claiming that red meat consumption is directly related to heart disease. That there is no proof-that there is, in fact, evidence to the contrary -doesn't seem to make any difference. The damage is already being done and the long-term effects on the cattle industry could be devastating-unless someone does something.

Proposed government control on cattle hide exports, if legislated, could knock as much as \$23 a head off the value of cattle -unless someone does something.

Remember just a few years back when beef prices were already scraping rock bottom? What if beef imports had been 25% higher then, adding to an already glutted market? What would have happened to the cattleman's already meager income? Fortunately, this point can only be speculated -because someone did something. Something to limit imports, to protect the cattleman. Because someone-a group, in fact-was looking out after the cattleman's interests.

And right now that same group is trying to get an additional tax on inherited property repealed; it is trying to counter the recent campaign against red meat; it is fighting hide export controls-and that's only part of the story.

-It is known as NCA

The group is the National Cattlemen's Assn. (NCA), and its express purpose is looking out after the cattleman's interests -a fortunate thing, because the typical cat-

result of a consolidation of two groups dedicated to similar goals-protecting the cattleman, furthering the beef cattle industry. One of the groups dated back to 1898 to an association that was to become, in 1952, the American National Cattlemen's Assn. The other was the National Livestock Feeders Assn., an outgrowth of the Cornbelt Livestock Feeders Assn., an organization formed early in 1946.

-strength in numbers

NCA represents 300,000 professional cattlemen. That number includes 35,000 individual memberships and 265,000 who belong through NCAs affiliates, of which there are 66, including 51 state and 15 breed associations. Whether or not its members also belong to NCA depends on the affiliate's type of membership.

NCA's membership is vitally important, both for its numbers and for its vast geographical base. Cattlemen reside in every Senator's district and in the districts of most House members. And legislators know that it is the folks back home who send them to Washington. Letters from the grass roots still have an impact. The individual still matters. And that's something NCA recognizes-and uses.

-who runs the show?

NCA is governed by a board of directors, now numbering 136, which includes officers and one or more directors from each affiliate. The number allowed a state affiliate (the maximum is six each) is based on its membership and money generated. Purebred association affiliates can each have one member on the board. Each board member is on one of three advisory councils-Cow/Calf, Stocker, Feeder or Purebred. These groups provide forums for their various special segments of the beef industry.

The membership selects a president and a first vice president. Each of the seven regions' board members choose a respective regional vice president. The chief operating officer, the executive vice president, is appointed by the board.

NCA's internal organization revolves around 13 committees, 12 of which are involved with policy development, the 13th with association membership.

The committees are chaired by practicing cattlemen and supported by NCA staff members, making use of both the staff members' expertise and the practicing cattlemen's day-to-day operating experience. It is the best of two worlds, according to B.H. "Bill" Jones, vice president for policy development, who says the chairman

necessary technical knowledge. And it's this unique combination-the cattleman, aided by the technical and political know-how of the staff member-that seems to work well in Washington.

There are more than 1,800 trade associations represented in Washington, each pursuing its own particular interests, just as is NCA. NCA is unique, though, because it has both staff and members very involved in the Washington scene. When necessary, the cattlemen descend on Washington from all parts of the country, talking, testifying, asking questions, presenting their case, in campaigns well organized by NCA staff members. The cattlemen are well-informed concerned people. And because they are the congressmen's constituents, they lend more credibility to the cattlemen's cause than could the NCA staff alone.

Whether it's a visit with an assistant at USDA or a meeting at the White House or a quick conference with the chairman of the House Ways and Means Committee, the cattleman is there, looking out for all cattlemen's interests. And this involvement of the practicing cattleman has another advantage-cowmen throughout the country can relate to the cowman in Washington pleading his case, reporting back to the members.

-committee assignments

Although interests may occasionally overlap, the committees are each given specific assignments in different areas. This set-up allows both staff and members to involve themselves in the issues about which they know the most and in which they are the most interested. And it also gives them a chance to develop knowledge and skill in a specific area.

Affiliates recommend committee members; the president then makes the appointments. Since its size is specified by the same formula used to determine the number and distribution of board members, each committee has a potential membership of 136. That means nearly 1,700 practicing cattlemen can be involved directly with NCA committee work.

-accessibility Is Important

Although NCA is primarily concerned with activities in the nation's capital, the association headquarters are in Denver, Cob., a location, according to staff member Tom Cook, believed to be most accessible to NCA members.

This office is the heart of the association, housing the administrative staff, the policy and issue areas, bookkeeping, membership and special services, communications, in-

dent George Spencer and committee staff members Frank Arney, John Carson, Tom Cook, Bill Jones and Eldon White. Cattle-Fax, a market analysis service affiliated with NCA, shares the office. The American National CowBelles, NCA's women's auxiliary, is headquartered across the hall. Communications Vice President Roger Bergiund and Information Services Manager Ron Francis are Denver based as are Kirby Cunningham, association services director, and Jim Riley, economic services director.

All statements come out of Denver; association activities are coordinated there. -Washington, the eyes and ears

The Denver office may be NCA's heart, but the Washington office is its eyes and ears. While the Denver staff members for the most part are specialists, Washington's Bill McMillan and Burton Eller are generalists. McMillan serves as Denver's liason, establishing contacts, setting up appointments, keeping on top of things, guiding NCA through Washington's political arena. Eller is involved with overall appropriations and budgeting, and he is also staff person for NCA's Animal Health Committee.

Ron Michieli guides three committees from the Washington office, with primary emphasis on natural resources and public lands. Anne Banville, a private public relations consultant, heads the Washington News Bureau, assisting the NCA communications staff with access to the national news media.

A third office is maintained in Omaha, Neb., and from there Don Magdanz, senior vice president of association affairs and formerly National Livestock Feeders Assn. executive vice president, directs NCA's committee dealing with labor. He also serves as the association's secretary. -additional services

NCA provides services beyond its work in Washington. It conducts seminars throughout the country; its annual convention combines a business meeting with educational programs and a trade show; its staff members keep in contact with affiliates and breed associations. A member

newsletter, "Beef Business Bulletin," goes out weekly, carrying not only industry news but also a section called "Close Up," a report on major trends, economic issues.

"The Spur," a call for legislative action, is sent when and where NCA deems it necessary. News releases keyed to trade and general publications, a monthly Washington report and a regular

The ability to read the market, knowing when to buy and when to sell, is important to any businessman. And the cattleman is no exception. But keeping up with the changing cattle market and all the things affecting it is quite a task, requiring a lot of time, a lot of sorts of information and skill in interpretation. Unfortunately, not many cattlemen have those things at their disposal. However, there is a group that does, Cattle-Fax, and its 2,600 members are privy to cattle market information compiled by professional analysts.

Cattle-Fax is a market information and analysis service, a corporation separate from, but associated with, the National Cattlemen's Assn. It shares NCA's Denver office

and many of its members also belong to NCA.

Cattle-Fax personnel, headed by General Manager Topper Thorpe, gather data

NCA is concerned with the energy situation and, according to Transportation Committee Staff Director Bill Jones, this issue is complicated by the fact that about 30 congressional committees and subcommittees have at least something to do with transportation and energy. NCA's stand on the issue, however, is less complicated-it can be summed up by quoting NCA President Lauren Carlson's July message to President Carter: "Private industry is now seriously bridled by government regulation and taxation. Urge concerted move to take regulatory shackles off and free private industry to vigorously pursue development of alternative sources of energy and tap existing oil and gas reserves."

pending in the House.)

NCA is fighting a continuing battle for the use of growth promotants, drugs that have been found to improve beef production efficiency. (FDA did announce the ban of one of the drugs, DES, effective July 20. NCA was instrumental in getting a Nov. 1 extension on the ban, at least allowing cattlemen to use up existing supplies. Interestingly enough, there has never been any evidence of possible harm to humans from the use of DES in beef cattle production.)

NCA is supporting the development of scientifically based nutrition guidelines that

would provide consumers with accurate nutritional information. (And NCA has a bit more faith in consumers than does the federal government. It feels that, if consumers have accurate information, they should be able to choose their own foods wisely-without government advice or intervention. This is a tough battle, according to staff member Frank Army, since the government seems intent upon perpetuating its diet-health-cholesterol-heart disease hypothesis even though it is not scientifically valid.)

NCA is keeping tabs on USDA's beef grading changes and was instrumental in halting the "ungraded" proposal.

NCA is taking additional steps to monitor the cattle cycle, keeping the cattleman informed as to the industry's position in the cycle.

NCA is fighting the unionization of agriculture, a goal dear to the heart of organized labor.

NCA is continuing its efforts to exempt farmers and ranchers employing 10 or fewer people from OSHA inspections.

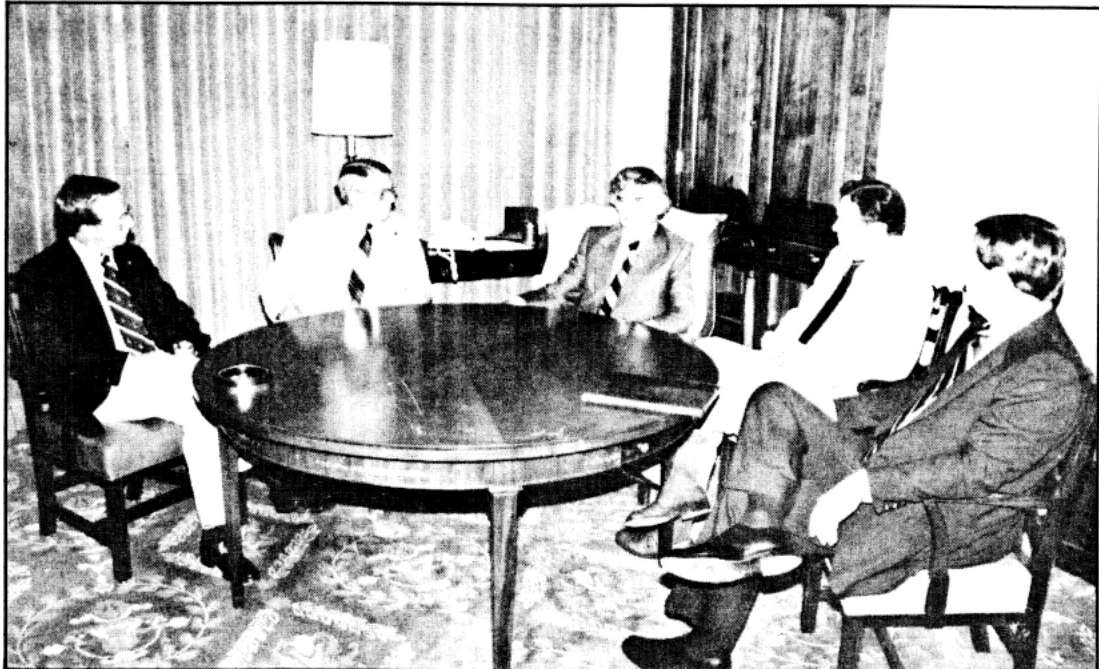
NCA is working to protect ranchers from losing grazing rights on public lands.

NCA, with the U.S. Meat Export Federaton, is working to increase exports. (Japan has agreed to accept an additional 10,000 metric tons of high quality beef this year, with further increases to 30,800



Dean Rhoads of Nevada, chairman of the Public Lands Council and vice chairman of NCA's Public Lands Committee, is shown testifying at a hearing of the Parks Subcommittee, Senate Energy and

NCA has been monitoring hide export control proposals, gathering strength to defeat a bill proposing limitation of hide exports. (Earlier this year, the leather and shoe industry, in response to higher hide prices, began proceedings to impose controls on hide exports. Realizing that a control would lower hide prices and cost the cattleman money, as much as \$23 a head,



Around the table (from left) are Sam Washburn, Indiana, NCA Foreign Trade Committee chairman; Lauren Carlson, Minnesota, NCA president; Al Ullman, Oregon, chairman of the House Ways and Means Committee; Bill McMillan, NCA Washington staff member; and George Spencer, NCA executive vice president.

that would, among other considerations, use a formula designed to have a leveling effect on the cattle cycle.

NCA is involved in a legal battle to retain the use of the herbicide 2,4,5-T for pasture and rangeland. (FDA has banned pasture use; rangeland is the next target.)

NCA, after having fought for beef cattle research money, is now establishing research priorities, guiding the scientific community toward projects considered by the beef industry to be practical and necessary.

NCA is opposing a coal slurry pipeline bill that contains powers of eminent domain and also affects western water rights. (NCA helped defeat an identical bill last year.)

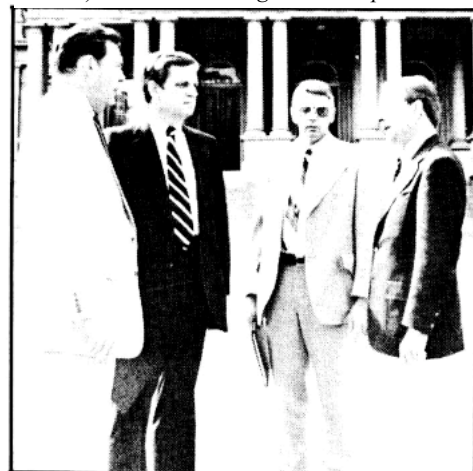
-those are just samples

NCA is involved in many other issues. Obviously, the cattleman's world is becoming more and more complicated. And since he typically does not have the time, the money, the information or the experience necessary to contend with all the problems that face his industry, the cattleman has to rely on someone else.

That someone else, NCA, has been busy. Sometimes the successes are hard to measure—partly because many of the issues and problems facing the beef cattle industry are on-going, partly because the political game is one of give and take, compromise. But NCA has a good record. And it has behind it a large membership, a competent staff. It is keeping tabs on things. Fortunately, someone is.

to appeal to the cattle industry, and it was tough at first to get support, according to Torn Cook, NCA staff member. However, NCA recognized a problem, spearheaded attempts to persuade congress not to control hide exports and, in July, the proposed hide export bill was defeated in the Senate. (At press time, the bill was pending in the House, with action to be taken shortly. If the bill was defeated, NCA won that particular battle; if not, the bill will then go to a conference committee, the meeting ground where the House and the Senate reconcile differences, and NCA still will have a chance at that level to block the export controls.)

If NCA is not successful in blocking hide export controls, the potential cost to cattlemen (assuming exports to be limited 25.30%) could be as high as \$23 per head,



At between-meeting pause in front of the Old Executive Office Bldg. next to the White House, just a

And beyond these relatively simple economic problems, the controls could have some far reaching implications by affecting the nation's balance of payments (hide exports account for \$700 million a year) and by reinforcing the opinion held by nations to which we export that the U.S. is an unreliable supplier. And there is also the question of whether controls on one agricultural commodity, like hides, would set a precedent for controls on exports of other agricultural commodities, like wheat.

The export controls were proposed earlier this year when hide prices rose, reacting to a short supply due, logically, to decreased cattle slaughter numbers. Those behind the move, domestic tanners and others involved with leather goods, claimed the high prices threatened to put them out of business; furthermore, they alleged that, because so many hides were being exported, not enough were available for domestic use.

NCA and others argued that hides represent only 5-15% of the total cost of producing a pair of shoes domestically, so although export controls would reduce hide prices to some degree, it was unlikely that shoe (or other leather goods) prices would be lowered as a result. Besides, hide prices have dropped from more than 90 last spring to the 50'



A constituent talking to his congressman -here it's Sam Washburn, Indiana, chairman of the NCA Foreign Trade Committee.

seller is subject to a capital gains tax based on the original cost of the property. This carryover basis, scheduled to go into effect Dec. 31, 1979, was part of the Tax Reform Bill of 1976.

That year an attempt was made to include provisions on the Tax Reform Bill for a capital gains tax at death. That provision, which would have been devastating to cattlemen, stated that any inherited capital assets (land, breeding cattle) would be subject to a capital gains tax-over and above estate tax-on the increase in value of that asset during the lifetime of the decedent.

NCA worked for this proposal's defeat, and it was voted down by one vote in the House Ways and Means Committee. But its proponents, during the last-minute heat of battle when compromises were being made, managed to substitute the carryover basis provisions on the tax bill. NCA's efforts to remove the carryover basis provision in 1976 failed by 25 votes in the House.

Since then, NCA, by gathering support of other groups and by lobbying, has been laying the foundation for repeal. In 1978 NCA and others were successful in getting the effective date of the proposal delayed until the end of this year.

So during the current congress, NCA began another campaign for repeal. Against strong opposition from the House Ways and Means Committee chairman and the threat of a veto by President Carter, NCA's campaign has so far been successful-246 House members and 28 Senators have co-sponsored repeal bills and key leaders in the Senate have pledged support of passage of a repeal amendment.

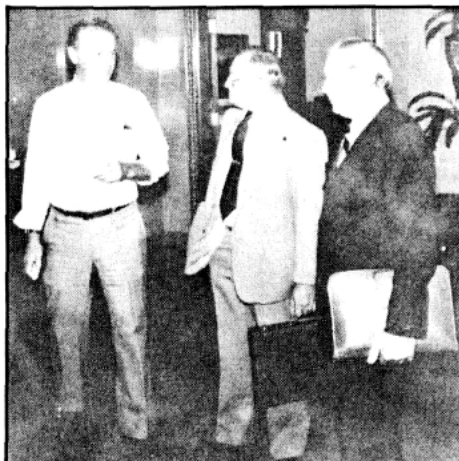
veto-like the windfall profits bill.

-the import issue

Beef is in relatively short supply, not only in the U.S. but in other beef-producing countries as well. And the price of beef is up, so it may not appear that worrying about beef imports should be a matter of high priority now. But drawing from past experience and looking to the future, NCA doesn't feel that way. The cattlemen's group is very much involved in legislation designed to enact HR 2727, the Meat Import Act of 1979.

Some background should explain why.

Meat imports prior to 1958 were inconsequential. At about that time, though, they began to increase dramatically, not necessari-



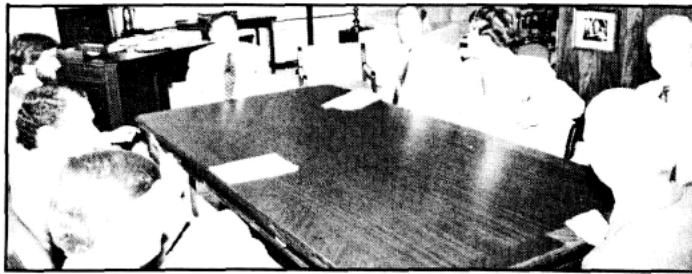
Secretary of Agriculture Bob Bergland takes a few

U.S. were placing restrictions on world beef trade.

U.S. beef imports grew to such an extent that they were threatening the domestic market. In 1964 NCA's predecessors, American National Cattlemen's Assn. and National Livestock Feeders' Assn, drafted import-regulating legislation. The Senate passed a strong beef import bill, the President threatened to veto and, to make a long story short, a watered-down version of the original bill became law. The cattlemen recognized the bill's weaknesses at the time and since then have worked to amend it.

Among other provisions of questionable value, the present bill sets an import total of 7% of current domestic production-in other words, when domestic production is up, imports are up. When domestic production is down, imports follow suit. NCA is proposing a counter-cyclical quota formula, one that should help even out the cattle cycle by allowing imports to increase when domestic production is down, to decrease when supply is up.

In 1978 a bill similar to this year's proposal passed congress only to be vetoed by the President, principally because he felt it would restrict too severely presidential authority to increase imports and would place a floor for meat imports at 1.2 billion lb., which he felt was too low. He wanted the floor at 1.3



Members of PICA's Marketing Subcommittee on Futures keep lines of communication open with the Commodity Futures Trading Commission (CFTC). Attending a recent Washington meeting with CFTC's Chairman James Stone and



Washington's political atmosphere calls for many meetings, discussions. Here an PICA Marketing Committee contingent meets in the office of Packers and Stockyards Deputy Administrator Charlie Jennings (back to camera). Clockwise from Jennings are Bill Manley, deputy administrator, Marketing Program Opera



Ron Michieli (left), Washington PICA staffman, and Jim Dickenson, Nebraska, vice chairman of PICA's Private Lands and Water Usage Committee,



From right are B.H. "Bill" Jones, staff director, and Lynn Anderson, Arizona, chairman of the PICA's Transportation Committee, in conference with Jim Williams, deputy secretary of USDA. PICA is concerned with how best to work with government in solving energy problems.



Although each PICA committee is involved in specific areas, sometimes overlap. Such is the case here, where the Foreign Trade and the Product Standards, Labeling and Inspection Committees were both included in a meeting at USDA concerning the foreign meat inspection program. Dr. Richard Mikita (right), representing the government, met with (from right) Frank Amey and Tom Cook, PICA Denver staff members; Sam Washburn, Indiana, chairman of the Foreign Trade Committee; and Gene Schroeder, Nebraska, head of the Product Standards Committee.

NCA Takes a Stand

NCA's policy resolutions take stands on issues from the federal budget to predator control. Following are samples-

- On federal budget-**There should be a Constitutional amendment calling for a balanced budget-except in the case of a national emergency. This balanced budget can best be accomplished by controlling and limiting federal spending to a percentage of personal income, not
- On energy-**The federal government should stimulate, within the confines of the free enterprise system, development of domestic sources of energy.
- On public lands-**Nothing should restrict a

those decisions do not have a proven adverse impact on federal land.

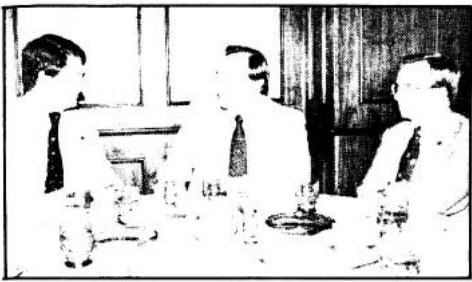
- On marketing-**It is necessary to maintain an open and free enterprise market system.

- On foreign trade-**Trade agreements should be truly reciprocal, benefitting both U.S. producers and foreign purchasers.

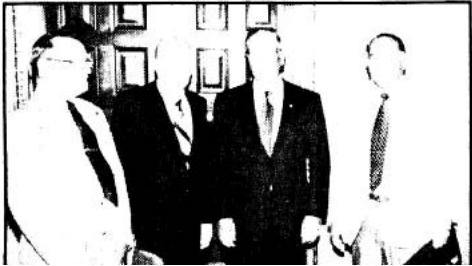
- On natural resource management-**Federal agencies involved in land and research management policies should distinguish between factual and emotional input, giving weight to such

- On government regulation-**Government regulatory programs should be reviewed to eliminate duplication and parallel jurisdiction. And costs of regulations should be brought in line with benefits derived from them.

- On feed additives-**Decisions to use or to ban should not be based on supposition or social goals. Before a decision is made, a thorough study should be conducted to determine if, in fact, there is a definite and harmful relationship between human health and the feeding of drugs to animals.



At a meeting over lunch, Tom Cook (left), NCA staff director, and Sam Washburn (right), chairman of NCA's Foreign Trade Committee, discuss issues with Bud Anderson, livestock director of the Foreign Agricultural Service.



In the halls at USDA are Lynn Anderson, Arizona, and Bitl Jones, Denver, chairman and staff respectively of NCA's Transportation Committee; Gordon Van Vleck, California, past president of American National Cattlemen's Assn. (a predecessor of NCA); and Dick McDougal, NCA past president.



Public reception is as important as the facts and, recognizing that, NCA retains public relations consultant Anne Banville to see that the association is favorably received. She is their contact with the working press in Washington. Among other things, she was responsible for setting up both the appearance of Dick McDougal (then NCA president) on the Today Show as well as the debate on Good Morning America between Sen. McGovern and Wray Finney (president of ANCA) over dietary goals, the question of whether or not red meat consumption is connected to heart disease.

recognized as essential to a healthy and productive agriculture.

On labor-Compulsory union membership is contrary to the basic principle of individual freedom.

On meat inspection-Imported meat should be subject to the same restrictions as domestically produced meat with respect to feed additives, antibiotics, pesticides and other chemicals.

On predator control- Since predatory

NCA's key people

OFFICERS

President	Lauren Carlson	Chokio, Minn.
First Vice President	Merlyn Carlson	Lodgepole, Neb.
Executive Vice President	George Spencer	Denver office
Senior Vice President, Secretary	Don Magdanz	Omaha office

Regional Vice President, Government

Region I-Michigan, Indiana, Ohio, Kentucky, West Virginia, Maryland, Pennsylvania, New York, all New England states	Matt Engler	ML, Pleasant, Mich.
Region II-Louisiana, Mississippi, Alabama, Georgia, South Carolina, Florida, Tennessee, North Carolina	Pat Wilson	Frostproof, Fla.
Region III-Minnesota, Iowa, Missouri, Wisconsin, Illinois	Joe Lee Davidson	Rocky Comfort, Mo.
Region IV-Texas, Oklahoma, Arkansas	Glenn Deen	Dumas, Texas

ADVISORY COUNCIL CHAIRMEN

Cow/Calf Stocker J.W. "Bill" Swan Rogerson, Idaho
 Feeder W.R. "Bill" Farr Greeley, Cob.
 Purebred R.A. "Rob" Brown Jr. Throckmorton, Texas

COMMITTEE CHAIRMEN AND STAFF DIRECTORS

Animal Health, Diseases & Identification	Jack Dahi Burton Eller	Gackle, ND, Washington office Lubbock, Texas
Beef Cattle Research & Improvement	Dr. W.J. "Dub" Waidrip	Denver office
Beef Promotion & Consumer Relations	Tom Cook	Denver office
Environmental Management	Jo Ann Smith Frank Arney	Micanopy, Fla. Denver office
Foreign Trade	Bill Krejci Ron Michieli	Fairmont, Neb. Washington office
Labor-Agricultural & Industrial	Sam Washburn Tom Cook	Fowler, Ind. Denver office
Marketing	Bill Webster Don Magdanz	Greeley, Cob, Omaha office
Private Lands & Water Usage	Tom Remington Eldon White Hub Russell Jr.	Calexico, Calif. Denver office New Cuyama, Calif. Washington

OTHER

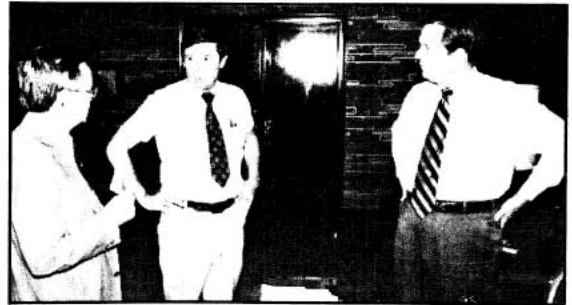
Association Services	Kirby Cunningham	Denver office
Economic Services	Jim Riley	Denver office
Information Services	Ron Francis	Denver office
Special Services	Paula Diliberto	Denver office
Washington News Bureau Director	Anne Banville	Washington office
Cattle Fax		
General Manager	Topper Thorpe	Denver office
Research Director	Tommy Beall	Denver office
Director of Market Analysis	Jerry Bohn	Denver office

National Cattlemen's Assn. Denver staff and committee chairmen from all parts of the country travel to Washington, D.C., when necessary, joining forces with the staff there.

NCA's office just off Pennsylvania Ave. is across the Mall from the (IS. Dept. of Agriculture and is just a short walk from the White House, a short ride from the Capitol. It is there that cattlemen from all over the country convene -to attend briefings, to plan strategies to most effectively and ef- A



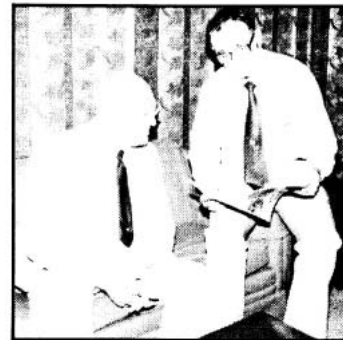
Burton EVer and C. W. "Bill" McMillan are both NCA Washington staff members. McMillan is Denver's liason, guiding NCA through Washington's political arena. Eller is concerned with overall budget and appropriations, is also staff person for the Animal Health Committee.



Pictured from left) are Sam Washburn, Indiana, chairman of NCA's Foreign Trade Committee; Ron Michieli, NCA Washington office, who guides three committees dealing primarily with natural resources and public lands; and George Spencer, MCA executive vice president, who headquarters in Denver.



Denver's Eldon White, staff head of the Marketing Committee, and Tom Cook, Foreign Trade Committee staff director, are pictured in the Washington office discussing strategy on a current issue.



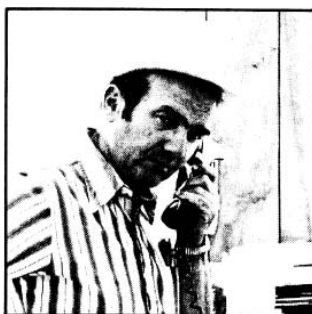
In MCA's Washington office before a meeting at USDA, MCA Product Standards, Labeling and Inspection Committee Chairman Gene Schroeder, Nebraska, talks with Staff Director Frank Arney, Denver.



NCA Staff Director Tom Look and Executive Vice President George Spencer, both from NCA's Denver of/Ice, hold an early morning discussion with President Lauren Carison, Minnesota.



B.H. 'Bill' Jones and Eldon White, both MCA staff directors from Denver, compare "Washington" notes. Jones is involved with both the Taxation and the Transportation Committees, White with the Marketing Committee,



NCA Vice President fylvlerlyn Lartson, Nebraska.