

national cotton council report to members
2000



The Council's Mission

The National Cotton Council of America's mission is to ensure the ability of all U.S. cotton industry segments to compete effectively and profitably in the raw cotton, oilseed and manufactured product markets at home and abroad.

The Council serves as the central forum for consensus-building among producers, ginner, warehouse, merchant, cottonseed crusher, cooperative and textile manufacturers. The organization has been the unifying force in working with the government to ensure that cotton's interests are considered.

The Council's mission and objectives are carried out with the help of democratically-developed policy. Annual policymaking is initiated through recommendations generated by the Council's six program committees: Farm Program and Economic Policy, International Trade Policy, Public Relations and International Market Development, Research and Education, Packaging and Distribution and Health, Safety and Environmental Quality. Committee recommendations are refined and approved by the Council's 35-member board of directors, acting as a resolutions committee, but must be adopted by the Council's delegates voting at the annual meeting.

This report describes major activities carried out in 1999 in support of those resolutions, which were adopted in February 1999. Included are activities of the Council's export promotions arm, Cotton Council International, and of The Cotton Foundation.

Message From the President and the Executive Vice President	2
Program Committees	4
Farm Program and Economic Policy Committee	6
International Trade Policy Committee	8
Public Relations and International Market Development Committee.....	10
Research and Education Committee	12
Packaging and Distribution Committee	14
Health, Safety and Environmental Quality Committee	16
Cotton Council International	18
The Cotton Foundation	20
Officers	22



Message From the President and Executive Vice President



F. Ronald Rayner
President
National Cotton Council of America



Phillip C. Burnett
Executive Vice President/Chief Executive Officer
National Cotton Council of America

The U.S. cotton industry faced serious economic problems in 1999. For many, the downturn began in 1998 when a short crop reduced the volume of cotton many farmers had to sell and depletion of Step 2 funds exacerbated already low prices. The situation worsened for many in 1999 with the onslaught of storms and drought and a flood of inexpensive textile imports.

Congress and the Administration demonstrated leadership in passing a critical \$8.7 billion emergency package for agriculture. That assistance, which was included in the FY2000 Agricultural Appropriations Bill, contained cotton's highest priorities as identified by National Cotton Council delegates: supplemental income assistance for 1999, reinstatement of the Step 2 program with certain modifications, relief on payment limits and authorization of negotiable marketing certificates.

Cotton's friends in the House and Senate were instrumental. Sen. Thad Cochran (R-MS), chairman of the Agriculture Appropriations Subcommittee, played an especially important role in shaping and guiding the overall assistance package. Sen. Cochran and Sen. Blanche Lincoln (D-AR), along with their colleagues, fought to protect other important provisions that came under attack as the package moved through the Senate. Rep. Larry Combest (R-TX), chairman of the House Committee on Agriculture, and ranking member Rep. Charles Stenholm (D-TX), played a crucial role in gaining House support for the package. In addition, Rep. Joe Skeen (R-NM), chairman of the House Agriculture Appropriations Subcommittee, and his panel members then helped rally support for passage of the Conference report.

Without the combined leadership and work of all Cotton Belt senators and representatives, the final package surely would have been a lot less attractive for cotton. Not only was there strong support from Cotton Belt members, but these friends were able to generate solid support for cotton's priorities among senators and representatives who have not always been sympathetic to cotton's needs. This broad-based support demonstrates again the importance of taking a seven-segment consensus to Congress for action.

Senator Cochran helped again by getting authority in the Omnibus FY2000 spending bill for the Secretary of Agriculture to use unspent funds from earlier appropriations measures to carry out a cottonseed assistance program and a competitiveness program for American Pima cotton.

Appointment of a special committee to focus on future farm policy acknowledges that U.S. cotton still is not competing on a level playing field in the international marketplace. We will need government involvement in the next millennium, and we will look to this committee for ideas in developing feasible policy options for the Council's consideration.

Council persistence in 1999 also led to the lowering of federal cotton crop insurance rates in the Mid South and Far West. Additionally, the Council continued to work on behalf of U.S.

cotton in the trade, regulatory and promotion arenas. Some examples: pressing Congress to approve measures that would grant trade preferences to Caribbean Basin and sub-Saharan African countries for products assembled from U.S.-made cotton yarn or fabric; coordinating with USDA by Cotton Council International on a new cotton promotion for the Caribbean Region; preserving the availability of proven crop protection tools such as malathion and other organophosphates; keeping snug-fitting, safe, comfortable cotton sleepwear for children available to consumers; working with industry leaders on a study to explore ways to boost profitability through the best use of existing technology; and developing “talking points” to counter misinformation and consumer concern over genetically enhanced crops.

The achievements summarized in this annual report cover a broad front, from Council staff intervention on dust control regulations for gins in Arizona to the Council’s Quality Task Force that is working to make sure the marketplace is sending the right signals to producers and ginners to promote needed improvements in fiber qualities.

Reflecting on the final years of the millennium, we are reminded of how the National Cotton Council has nurtured cotton’s progress through six decades of changes and challenges. That includes the past 18 months when economic pressures caused our industry to be severely divided. Yet, the leaders representing individual segments worked through their particular interests and developed consensus positions that led to positive changes in national policies. This crucial short-term assistance will help sustain our industry until more lasting solutions are developed that will allow the market to provide greater opportunities for the entire industry to grow and prosper. It is through challenges like this that the National Cotton Council is strengthened and thus better prepared to help shape the industry’s future.

The Council’s objectives will be to continue its effective analysis of U.S. cotton’s business environment, to be persistent in communicating its message and to harness industry unity on both problems and prospects - whether meeting worldwide competition from man-made fibers, capitalizing on a new regional trading pact or finding agreement on new agricultural policy.

As we do this, the U.S. cotton industry can continue to coordinate its resources through the Council to reach forward into the 21st century with confidence, operating with strength and sound strategy to find solutions. We have a tradition of success that should be cause for optimism as we advance into a new millennium.





Farm Program and Economic Policy Committee

Kenneth B. Hood (left)
Ginner, Gunnison, MS
Chairman

James E. Echols (right)
Merchant, Cordova, TN
Vice Chairman

Jeffrey J. Ballentine (Ginner), Phoenix, AZ
Richard Bransford (Ginner), Lonoke, AR
Buddy Burkhead (Ginner), Jay, FL
Don Cameron (Producer), Helm, CA
W. L. Carter, Jr. (Producer), Scotland Neck, NC
William G. Clark (Crusher), Yazoo City, MS
Bob Collins (Cooperative), Frederick, OK
John J. Cooper (Cooperative), Raleigh, NC
Marshall Y. Cooper, Jr. (Manufacturer), Henderson, NC
William C. Covington (Merchant), Richardson, TX
Talmage L. Cribfield, Jr. (Producer), Ripley, TN
John D. Davis, Jr. (Warehouse), Decatur, AL
Tommy Dollar (Ginner), Bainbridge, GA
W. B. Dunavant, III (Merchant), Memphis, TN
Woods E. Eastland (Cooperative), Greenwood, MS
Carter Edwards (Ginner), Maury City, TN
G. Stephen Felker (Manufacturer), Monroe, GA
Larry M. Fowler (Producer), Newsoms, VA
Fred Franklin (Ginner), Rayville, LA
Larry Gallian (Cooperative), Visalia, CA
Rodger C. Glaspey (Merchant), Fresno, CA
Copeland Griswold (Producer), Pace, FL
John W. Hane (Ginner), Fort Motte, SC
Allen B. Helms, Jr. (Producer), Clarkedale, AR
Boyd Holley (Producer), Bastrop, LA
Samuel B. Hollis (Warehouse), Memphis, TN
Michael D. Holt (Manufacturer), Gastonia, NC
G. Michael Hughes (Producer), Lamesa, TX
Arvin Johnson (Crusher), Lubbock, TX
James E. Kainer (Producer), El Campo, TX
W. Duke Kimbrell (Manufacturer), Gastonia, NC
H. Eugene LeGrand (Warehouse), Shelby, NC
Richard J. Lindsey (Ginner), Centre, AL
Wayne Martin (Crusher), Lubbock, TX
Van A. May (Cooperative), Lubbock, TX
Myrl D. Mitchell (Ginner), Lenorah, TX
Wayne Mixon (Ginner), Seminole, TX
Walter S. Montgomery (Manufacturer), Spartanburg, SC
Wiley Murphy (Producer), Tucson, AZ
Robert W. Norris (Cooperative), Bakersfield, CA
Charles C. Owen (Ginner), Pima, AZ
William A. Percy, II (Producer), Arcola, MS
Louie Perry, Jr. (Producer), Moultrie, GA
John E. Pucheu, Jr. (Producer), Tranquillity, CA
R. Dan Robbins, V (Producer), Altus, OK
Wavell Robinson (Producer), Pavo, GA
Jimmy N. Roppolo (Ginner), El Campo, TX
Jery D. Rowland (Manufacturer), Winston-Salem, NC
Ernst D. Schroeder (Merchant), Bakersfield, CA
Larry C. Schwendiman (Crusher), Fresno, CA
Peyton M. Self, III (Producer), Marks, MS
William Shields (Ginner), Gough, GA
Johnny A. Squire (Producer), Coalinga, CA
D. Harding Stowe (Manufacturer), Belmont, NC
George O. Tanner (Warehouse), Frogmore, LA
Gary Taylor (Merchant), Cordova, TN
Timothy L. Taylor (Crusher), Memphis, TN
F. A. Underwood (Warehouse), Lubbock, TX
Joseph Walker, II (Merchant), Columbia, SC
Tri Watkins (Warehouse), Lepanto, AR
R. L. Webster (Producer), Waynesboro, GA
Arthur Wiener (Manufacturer), New York, NY
Willis H. Willey, III (Warehouse), Memphis, TN
Mark D. Williams (Producer), Farwell, TX
Donna B. Winters (Producer), Lake Providence, LA
Sammy Wright (Crusher), Valdosta, GA



International Trade Policy Committee

Robert S. Weil, II (left)
Merchant, Montgomery, AL
Chairman

Larry W. Jarnagin (right)
Producer, Phoenix, AZ
Vice Chairman

Michael M. Adams (Cooperative), Greenwood, MS
Parrish Akins (Producer), Nashville, GA
Louis Baioni (Warehouse), Memphis, TN
Mark M. Borba (Producer), Riverdale, CA
David L. Burns (Producer), Laurel Hill, NC
Dean Calvani (Producer), Carlsbad, NM
John T. Carroll (Warehouse), Gilbert, LA
Dean Church (Warehouse), Sweetwater, TX
J. Walker Clarke (Merchant), Columbia, SC
Michael J. Collins (Ginner), Oklahoma City, OK
Louie Colombini (Ginner), Buttonwillow, CA
R. Shep Crigler (Producer), St. Joseph, LA
Buchanan C. Dunavant (Merchant), Memphis, TN
David C. Dunaway (Producer), Unadilla, GA
Peter Egli (Merchant), Phoenix, AZ
Robert Englert (Producer), Norton, TX
H. Malloy Evans (Manufacturer), Cheraw, SC
Frank J. Garnier (Manufacturer), Kannapolis, NC
Charles F. Hamrick, II (Manufacturer), Gaffney, SC
David L. Hand (Cooperative), El Paso, TX
W. P. Harty (Warehouse), Las Cruces, NM
Lela M. Harvey (Ginner), Las Cruces, NM
William I. Henry (Manufacturer), Columbus, GA
Richard A. Holder (Ginner), Kinston, NC
Barry L. Hooks (Manufacturer), Geneva, AL
Roger Hooper (Producer), Casa Grande, AZ
Jerry D. Hunter (Producer), Delhi, LA
Whit James (Ginner), Dalzell, SC
Glen N. Janzen (Cooperative), Fresno, CA
Jerry W. Johnson (Crusher), Little Rock, AR
Frank B. Jones, Jr. (Producer), Lubbock, TX
Robert Joseph (Merchant), Lubbock, TX
Allen G. King (Cooperative), Brownsville, TN
David Lingle (Ginner), Frederick, OK
Cliett A. Lowman, III (Producer), Kingsville, TX
Jack L. Lowry (Crusher), Montgomery, AL
David B. McMahan (Producer), Princeton, TX
Gerald C. Marshall (Merchant), Memphis, TN
Steve Marshall (Cooperative), Lyford, TX
Charles Mitchell (Producer), Shafter, CA
Yoshio Otomo (Crusher), Chandler, AZ
W. Coalter Paxton, Jr. (Warehouse), Wilson, NC
George Perrow (Ginner), Cameron, SC
Sam E. Pope, Jr. (Producer), Drewryville, VA
J. Michael Quinn (Cooperative), Raleigh, NC
Frank B. Rogers, III (Producer), Bennettsville, SC
Holt Shoaf (Ginner), Medina, TN
Robert Snodgrass (Warehouse), Taylor, TX
E. Ramey Stiles, Jr. (Producer), West Helena, AR
John Stuckey (Ginner), Trumann, AR
Mike P. Sturdivant, Jr. (Producer), Glendora, MS
K. Michael Tate (Producer), Huntsville, AL
Ronald K. Tatum (Warehouse), Vicksburg, MS
Archie T. Thompson, Jr. (Cooperative), Whitakers, NC
J. W. Thompson (Ginner), Rector, AR
Bobby Todd (Ginner), Tallulah, LA
Ross G. Via (Producer), Bells, TN
Robert R. Waters, Jr. (Ginner), Scotland Neck, NC
David R. Winters (Crusher), Richmond, TX



Public Relations and International Market Development Committee

Craig D. Shook (left)
Producer, Corpus Christi, TX
Chairman

Paul A. Ruh (right)
Merchant, Richardson, TX
Vice Chairman

G. Thomas Alphin, Jr. (Ginner), Windsor, VA
Kenneth W. Bickley (Producer), Elloree, SC
Bill Brackett (Ginner), Buckeye, AZ
Bill Brooks (Ginner), Samson, AL
Danny E. Brown (Crusher), Pine Bluff, AR
William Carender (Crusher), Kingsburg, CA
Robert A. Carson, Jr. (Producer), Marks, MS
James P. Cassidy (Ginner), Marks, MS
Thomas A. Chapman (Ginner), Wall, TX
Richard L. Clarke, III (Merchant), Cordova, TN
Gloria Griggs Conner (Warehouse), Pinehurst, GA
W. L. Corcoran (Producer), Eufaula, AL
Billy Cox (Ginner), Trenton, NC
Jeff Curti (Producer), Waukena, CA
Jerry H. Davis (Warehouse), Dumas, AR
A. C. Dominick, Jr. (Cooperative), Mira, LA
John L. Edmonston (Ginner), Hornersville, MO
Rex A. Ford (Ginner), Stamford, TX
J. Sollie Foy (Manufacturer), Alexander City, AL
Robert Glassman (Ginner), Fresno, CA
Marshall W. Grant (Cooperative), Garysburg, NC
Bruce Groefsema (Cooperative), Bakersfield, CA
Richard Haire (Ginner), Fresno, CA
Jerry L. Hamill (Producer), Enfield, NC
J. C. Hannah, Jr. (Merchant), Dallas, TX
James B. Hansen (Producer), Corcoran, CA
John T. Hill (Manufacturer), Lancaster, SC
Lennie Hinton (Producer), Hobbsville, NC
Ronnie Hopper (Producer), Petersburg, TX
E. Kirk Hull (Crusher), Memphis, TN
Tom Ingram (Producer), Opelika, AL
Kennett C. Jabbour (Merchant), Memphis, TN
Michael L. Johnson (Crusher), Decatur, IL
David T. Koon (Manufacturer), Columbus, GA
Hans Georg Kretschmer (Cooperative), El Paso, TX
Kathleen R. Lambert (Ginner), Buckeye, AZ
John Langston (Warehouse), Caruthersville, MO
T. Jordan Lea (Merchant), Greenville, SC
Curt Leake (Producer), Newellton, LA
H. H. Lindemann, III (Warehouse), Waco, TX
Harry Lott, Jr. (Ginner), Greenwood, MS
David K. Lynch (Ginner), Bennettsville, SC
Ed McClanahan (Producer), Somerville, TN
Larry R. McClendon (Ginner), Marianna, AR
Bruce McMullian (Ginner), Marianna, FL
Bob Mayberry (Producer), Lake Arthur, NM
Sam T. Murff (Warehouse), Tulia, TX
Larry Nelson (Ginner), Edmonson, TX
Gary Osborn (Ginner), Elk City, OK
George Perkins (Manufacturer), Sanford, NC
John R. Phillips (Producer), Cochran, GA
Dale W. Player (Cooperative), Bishopville, SC
Ronald Rayner (Producer), Goodyear, AZ
Clyde Sharp (Producer), Roll, AZ
Cecil D. Smart (Manufacturer), Opp, AL
Boyce L. Smith (Manufacturer), Greenville, SC
David Stanford (Cooperative), Lubbock, TX
Hugh H. Summerville (Producer), Aliceville, AL
William C. Tharp (Merchant), Las Cruces, NM
Adolph Weil, III (Merchant), Montgomery, AL
C. Barry Whitney, Jr. (Warehouse), Augusta, GA
Cliff Wilkerson (Producer), Newellton, LA
John Willis (Producer), Brownsville, TN
Jerry Wilson (Crusher), Whiteville, TN



Research and Education Committee

Woody Anderson (left)
Producer, Colorado City, TX
Chairman

Anderson D. Warlick (right)
Manufacturer, Gastonia, NC
Vice Chairman

Meredith B. Allen (Cooperative), Greenwood, MS
Alvin W. Blaha (Producer), Petersburg, VA
David Blakemore (Ginner), Campbell, MO
Philip R. Bogel, II (Merchant), Lubbock, TX
Steve Brunson (Merchant), Memphis, TN
Steve Cantu (Producer), Tranquillity, CA
Robert A. Clair (Crusher), Tifton, GA
Ed Coker (Ginner), Hartsville, SC
Leslie H. Cunningham (Ginner), Atmore, AL
B.E. "Sonny" Davis (Producer), Cottondale, FL
S. LeRoy Deavenport (Warehouse), Leland, MS
Larry Dennis (Ginner), Valdosta, GA
George H. Dunklin (Crusher), Pine Bluff, AR
Mark Dutra (Merchant), Fresno, CA
Charles R. Earnest (Ginner), Steele, MO
Dan Ellis (Ginner), Eufaula, AL
Allen Espey (Ginner), Huntingdon, TN
Michael R. Farris (Merchant), Memphis, TN
R. Bowen Flowers, Jr. (Producer), Tunica, MS
Thomas H. Fowler (Warehouse), Somerville, TN
Thad R. Freeland (Producer), Tillar, AR
Charles B. Griffin, Jr. (Cooperative), Lewiston, NC
C. LaDell Harrison (Warehouse), Memphis, TX
Neil H. Hightower (Manufacturer), Thomaston, GA
Clifford Hoelscher (Producer), Garden City, TX
Michael B. Hooper (Cooperative), Buttonwillow, CA
Jack P. Hoover (Ginner), Fresno, CA
Robert T. Houlding, Jr. (Producer), Madera, CA
Raymond A. Kadlecck (Warehouse), Corpus Christi, TX
Randy Kennedy (Ginner), Shallowater, TX
George LaCour (Producer), Morganza, LA
Bob Lange (Ginner), Fresno, CA
H. L. Lewis (Producer), Dell, AR
Clayton Lowder, Jr. (Producer), Oswego, SC
T. Eugene McBride (Manufacturer), Dyersburg, TN
H. Allen McLaurin (Producer), Laurel Hill, NC
Robert E. McLendon (Producer), Leary, GA
Celeste Malatesta (Ginner), Shaw, MS
James C. Massey (Cooperative), Kingsville, TX
Dennis M. Miller (Producer), Erick, OK
John D. Mitchell (Merchant), Selma, AL
Jim Ed Miller (Producer), Ft. Hancock, TX
Robert E. Moore, Jr. (Producer), Hartsville, SC
John P. Noland (Warehouse), McFarland, CA
Charles H. Parker (Producer), Senath, MO
Drake Perrow (Warehouse), Cameron, SC
Ted A. Pierce (Producer), Buckeye, AZ
Johnny L. Reid (Ginner), Loving, NM
Ronald Riley (Ginner), Roscoe, TX
Doyle Ritchie (Producer), Visalia, CA
Ted Schneider (Producer), Lake Providence, LA
James C. Self, III (Manufacturer), Greenwood, SC
John D. Stewart, III (Crusher), Greenwood, MS
Henry Stratton, Jr. (Merchant), Memphis, TN
Jerry Stutts (Cooperative), Bonita, LA
John H. Swayze (Ginner), Benton, MS
Mike Tomlinson (Crusher), Levelland, TX
Heather Walker (Crusher), Chandler, AZ
Bill Webb (Merchant), Dallas, TX
Donald V. Weston, Jr. (Ginner), New Market, AL
Jesse D. Williams (Producer), Suffolk, VA
William H. Wilson (Cooperative), Dos Palos, CA
Lonn D. Winters (Cooperative), Lubbock, TX
Charles K. "Chuck" Youngker (Producer), Buckeye, AZ



Packaging and Distribution Committee

Robert W. Greene (left)
Ginner, Courtland, AL
Chairman

Larry G. Lively (right)
Warehouseman, Memphis, TN
Vice Chairman

David A. Alderete (Cooperative), Bakersfield, CA
Leonard B. Alphin (Ginner), Zuni, VA
Kenneth L. Berry, Jr. (Ginner), Holland, MO
John C. Blair (Producer), Buttonwillow, CA
Andy Borem (Crusher), Tifton, GA
Kelley Bowen (Producer), Mangum, OK
Daniel T. Branton (Producer), Inverness, MS
Sid Brough (Ginner), Edroy, TX
Dolan E. Brown, III (Producer), Garfield, GA
J. Clark Burnett (Merchant), Memphis, TN
Robert H. Chapman, III (Manufacturer), Inman, SC
Gary Conkling (Crusher), Oklahoma City, OK
Lamar Deloach (Cooperative), Statesboro, GA
Edward E. Dement (Producer), Sikeston, MO
John D. Dunavant (Merchant), Memphis, TN
Denny East (Merchant), Marion, AR
Harry D. East, Jr. (Manufacturer), Mayodan, NC
Craig Farmer (Producer), Chowchilla, CA
Ronald C. Fleming (Producer), Scotland Neck, NC
Kirk Gilkey (Ginner), Corcoran, CA
R. Brent Green (Warehouse), Bakersfield, CA
Frank E. Greer (Producer), Rayville, LA
David Brooks Griffin (Producer), Elaine, AR
Ron Harkey (Warehouse), Lubbock, TX
George R. Herron (Manufacturer), Danville, VA
Phil Hickman (Ginner), Tornillo, TX
Hollis O. Isbell (Producer), Tuscumbia, AL
C. B. King (Cooperative), Pelehatchie, MS
Sam O. Leake (Warehouse), Newellton, LA
Darryl Lindsey (Cooperative), Lubbock, TX
Joel C. Litton (Warehouse), Clarksdale, MS
Rege Luckey (Producer), Humboldt, TN
Rick Ludwig (Ginner), Suffolk, VA
Murry G. McClintock (Ginner), Tunica, MS
W. Reece Makamson (Producer), Morgan City, MS
Scott Middleton (Crusher), Jonestown, MS
Steve C. Moore (Producer), Roscoe, TX
Van F. Murphy (Ginner), Quitman, GA
William N. Newsom (Manufacturer), Toccoa, GA
Gary J. Nichols (Warehouse), Memphis, TN
John L. Noble (Producer), Vienna, GA
Keith Paul (Merchant), Fresno, CA
Keith Pendergrass (Ginner), Donalsonville, GA
Moss H. Perrow (Producer), Cameron, SC
Bud Reding (Producer), Littlefield, TX
Laurel K. Rohloff (Crusher), Phoenix, AZ
John F. Shackelford, III (Ginner), Bonita, LA
Vance Shoaf (Warehouse), Milan, TN
Robert Sloan (Producer), La Mesa, NM
Charles L. Spradling (Merchant), Lubbock, TX
Lennis F. Springs (Warehouse), McKinney, TX
Shane Stephens (Warehouse), Greenwood, MS
Tom Teixeira (Producer), Dos Palos, CA
James E. Thomas (Manufacturer), Gastonia, NC
Jeffrey A. Thompson (Cooperative), Prattville, AL
Wendell Tucker (Warehouse), Quanaq, TX
Joe D. Vierra (Cooperative), Stratford, CA
John F. Visic (Ginner), Casa Grande, AZ
J. Austin Wade (Merchant), Montgomery, AL
Bob Weatherford (Warehouse), Corpus Christi, TX
George R. Wheeler (Manufacturer), Eden, NC
Allen Whitehead (Producer), Ashburn, GA



Health, Safety and Environmental Quality Committee

Roy Baxley (left)
Producer, Minturn, SC
Chairman

Hollis G. Sullivan (right)
Crusher, Harlingen, TX
Vice Chairman

William C. Ahrens (Ginner), Malaga, NM
Merle R. Atkins (Producer), Davidson, OK
Robert K. Barkley (Producer), Somerton, AZ
Bill Beaver (Manufacturer), Ramseur, NC
Steven G. Bennett (Ginner), Rich Square, NC
Duane E. Berger (Producer), Blythe, CA
Glen W. Boenig (Producer), Woodsboro, TX
Charles H. Dante (Ginner), Dumas, AR
Daniel M. Davis (Producer), Elk City, OK
Larry C. Dennis (Manufacturer), Greensboro, NC
James F. Dodson (Cooperative), Robstown, TX
Steven C. Droke (Producer), Homersville, MO
Lance V. Everett (Cooperative), Stony Creek, VA
Carla Fuller (Ginner), Eclectic, AL
James Garner (Merchant), Lubbock, TX
Jay W. Hardwick (Producer), Newellton, LA
Allen Herzer (Crusher), Lamesa, TX
William R. Hill (Manufacturer), Clinton, SC
A. Illges, Jr. (Manufacturer), Columbus, GA
Russell Kuhnenn (Ginner), Laveen, AZ
Robert L. Lacy, Jr. (Crusher), Lubbock, TX
Dennis Lard (Crusher), Chandler, AZ
John J. Leary (Merchant), Memphis, TN
Kenneth Lewis (Producer), Dunn, NC
Donald L. Linn, Jr. (Cooperative), Indianola, MS
James L. Loeb, Jr. (Merchant), Montgomery, AL
Gene Lundquist (Cooperative), Bakersfield, CA
F. H. Lyons, Jr. (Warehouse), Altheimer, AR
Hamill McNair (Producer), Camilla, GA
Malcolm Magar (Warehouse), Altus, OK
Bill Mikeska (Ginner), Eola, TX
D. Keith Mixon (Ginner), Seminole, TX
Jerry Newby (Producer), Athens, AL
John N. Newcomb (Cooperative), Osceola, AR
Edward K. Nicolls (Merchant), Fresno, CA
James C. Nunn, Jr. (Merchant), Brownsville, TN
John F. Phillips, III (Producer), Yazoo City, MS
Tom R. Pitts (Merchant), Greenwood, MS
Kirby O. Powell (Ginner), Brownsville, TN
Donald M. Raley (Ginner), Epps, LA
Frederick Richard (Cooperative), Roll, AZ
Marvin Ruark (Producer), Bishop, GA
Max J. Shaw (Producer), Sidon, MS
T. S. Shuler (Crusher), Greenwood, MS
Neill M. Sloan (Warehouse), Portland, AR
Dan B. Smith (Producer), Lockney, TX
E. Bragg Smith, III (Warehouse), Dallas, TX
Stephen J. Sossaman (Producer), Queen Creek, AZ
Thomas W. Stallings (Producer), Funston, GA
Keith Streeby (Cooperative), Levelland, TX
Sam Stuckey (Producer), Clarkedale, AR
Martin K. Sweetser (Producer), Deming, NM
Mark K. Tapp (Manufacturer), Danville, VA
Lee Tiller (Ginner), Odem, TX
Larry R. Turnbough (Producer), Balmorhea, TX
G. Fred Wallace (Crusher), Germantown, TN
R. Gerald Warren (Producer), Newton Grove, NC
Gene S. West (Ginner), Dunn, NC
Marty E. White (Cooperative), Jonesboro, AR
David Wildy (Producer), Manila, AR
Jim Wilkerson (Ginner), Newellton, LA
John Woolf (Ginner), Huron, CA

When reinstatement of Step 2 funding began on October 1, 1999, net U.S. cotton sales and exports surged.

The Farm Program and Economic Policy Committee establishes the Council's position on such issues as farm legislation and administration, federal tax laws, employment and wages and water law.



Council President Ron Rayner pressed lawmakers and the Administration for a cottonseed assistance program.

Farm Policy

With current farm law expiring in 2002, an industrywide leadership group was appointed by Council President Ron Rayner. This committee reviewed options and began developing recommendations with the goal of providing the Council with a platform when serious farm policy discussion heats up.

The group focused on how to fashion a more cost-effective safety net and how production and price risk can be managed more effectively. There was consensus on preserving flexibility provisions and agreement that the marketing loan and Step 2 continue to have strong appeal. The leaders agreed that some form of payments would almost certainly be needed and that provisions should be considered for higher payment rates when prices are low. The group will continue to meet in 2000 to refine Council objectives in the crucially important farm policy arena.

Rayner and other Council leaders also shared some of U.S. cotton's views on the F.A.I.R. Act and on future farm policy in testimony before the Commission on 21st

Century Agriculture. Rayner noted the volatility now existing in the agricultural economy makes federal involvement in this sector essential.

Council actions in this arena were timely as Congress indicated in late 1999 that it would conduct farm policy hearings in 2000.

Cottonseed Assistance

The Council, with the help of Sen. Cochran, was able to get law enabling the Secretary of Agriculture to use unspent funds from earlier appropriations measures — between \$95-\$100 million — to carry out a cottonseed assistance program.

The legislation specifically authorized the Secretary to provide assistance to producers or first-handlers for the 1999 cottonseed crop. The Council recommended a direct payment be made to first-handlers using a payment rate based on the difference between 85 percent of the five-year Olympic average of cottonseed prices and the August - October 1999 prices as reported by the National Agriculture Statistical Service. Council staff worked closely with USDA to work out an equitable and efficient delivery mechanism.

Bruce Brumfield, a Mississippi cotton producer who serves on the Commission on 21st Century Agriculture, makes a point during a Council industrywide leadership group discussion of future farm policy.



Step 2 Funding Reinstatement: A Success Story

National Cotton Council delegates started the ball rolling at the 1999 annual meeting by reaching a unified position supporting replenishment of Step 2 funding, along with several technical amendments relating to administration of the program. That position came as a result of several meetings prior to the 1999 annual meeting and hours of intense negotiation during the meeting.

Council staff immediately engaged the staff of Rep. Larry Combest (D-TX), chairman of the House Agriculture Committee and the staff of the Senate Agriculture Committee to find opportunities to get the Step 2 program in place by August 1, 1999—the beginning of the 1999-2000 marketing year.

Momentum was generated at the St. Louis Ag Summit where virtually all major farm and commodity organizations expressed support for the Council's effort to reinstate Step 2. During the spring and early summer months, the Council intensified its search for a legislative vehicle for Step 2 restoration. Agriculture Secretary Glickman endorsed an agriculture assistance package that included Step 2. The importance of Step 2 was also acknowledged by House and Senate leadership as well as the White House.

Critical to Congressional and Administration acceptance was a cost-effective "score" of the Step 2 provision by the Congressional Budget Office (CBO). In its initial response to Senator Cochran's inquiry about cost, CBO estimated that Step 2 would add more than \$1 billion dollars to baseline spending. Council economists put the cost estimate much lower, at \$376 million. Subsequently, CBO revised its estimate to just over \$400 million, agreeing in principle with the Council's view that much of the cost of Step 2 would be offset by Commodity Credit Corporation (CCC) savings in loan outlays. CBO concluded that Step 2 would facilitate the movement of cotton from the warehouse to the marketplace, thereby reducing costs to CCC for interest, storage and the resale of forfeited cotton.

Indeed, when reinstatement of Step 2 funding began on October 1, 1999, net sales and exports picked up considerably. Moreover, Council economists note that reinstatement of Step 2 has helped New York Cotton Exchange prices maintain more than a 5-cent margin over the world price since October 1. A more normal relationship would be for New York prices to be 2 to 4 cents lower than the world price. The result is about an 8-cent wider spread between New York and world prices as well as a wider spread between the adjusted world price and the loan rate. The presence of Step 2 permits these price spreads to exist and is putting 8 cents more in the U.S. growers' pockets than would otherwise be the case.

Crop Insurance

The Council and the American Cotton Producers (ACP) have given high priority to reforming the federal crop insurance program.

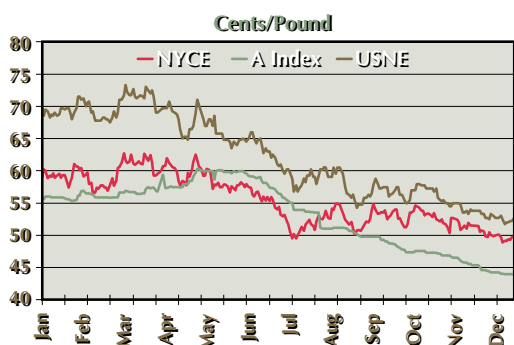
The fiscal year 2001 through 2004 budgets include an additional \$1.5 billion per year earmarked for reform, and Congress continues to look to the Council for ideas. The Council retained a consultant to study the program, and, along with the ACP, developed a list of recommendations. Most of these were incorporated into a Senate bill authored by Sens. Thad Cochran (R-MS) and Blanche Lincoln (D-AR).

On the House side, the Council continues to work with House Agriculture Committee Chairman Larry Combest (R-TX) and Ranking Member Charlie Stenholm (D-TX) on reform and incorporation of Council recommendations.

The industry long has asserted that cotton crop insurance rates, especially for some regions, were excessive. At the Council's request, Sens. Cochran and Lincoln authored legislation that directed the USDA Risk Management Agency (RMA) to study the problem. The study found that for the Mid-South and West, rates were excessive and did not reflect actual risk. As a result, the agency has lowered rates by up to 50 percent for some counties. The Council is working with the RMA to study the Southwest and Southeast rates to see if there are ways to reduce those premiums as well.

As Congress adjourned for the year, action was pending in the Senate for crop insurance reform. It will be a high priority in 2000.

Other key developments involving farm programs and economic policy included Council leadership meetings with senior management of cotton's major input suppliers to emphasize the thin margins confronting U.S. cotton producers. As a result, a joint industry-supplier strategic initiative was undertaken in 1999 to identify ways to reduce costs and improve industry profitability. Senate passage of a new farm worker program was designed to ease agricultural employers' access to temporary foreign farm labor.



Council economists note that reinstatement of Step 2 has helped New York Cotton Exchange prices to maintain more than a 5-cent margin over the world price since October 1.

Council President Ron Rayner stated that a Caribbean Basin parity bill could add 1 million bales to consumption of U.S. cotton over three years and would help the U.S. textile industry compete with imported Asian apparel products.

The International Trade Policy Committee directs the Council's stance on trade policy and negotiations.

World cotton markets continued their downward spiral during 1999 as significant worldwide production levels did little to spur increased mill use. Asian countries continued to increase their synthetic fiber production, helping to dampen cotton's effort to rebound from the Asian financial crisis. The size of China's cotton stocks continued to be a major force in the world cotton market as China continued to resort to export subsidies and import restrictions to work off its excess capacity. Throughout the year, the Council pursued a trade policy agenda that focused on: 1) obtaining regional trading arrangements that would help U.S. cotton textiles better compete with Asian apparel products; 2) ensuring that China made appropriate concessions in its quest to become a member of the World Trade Organization; 3) preventing other countries from erecting unreasonable trade barriers to genetically enhanced agricultural products; and 4) ensuring cotton played a significant role in the upcoming round of multilateral trade negotiations.



North Carolina cotton producer Billy Carter, who chairs the American Cotton Producers Policy Committee and co-chairs USDA's Agriculture Trade Advisory Committee for Cotton, Tobacco and Peanuts, was an official member of the U.S. delegation to the Seattle Round of Multilateral Trade Negotiations.

Caribbean Basin Parity and Africa Trade Legislation

Council efforts to secure passage of Caribbean Basin parity legislation continued in earnest throughout 1999. In testimony before the Trade Subcommittee of the House Ways and Means Committee, Council President Ron Rayner stated that a Caribbean Basin parity bill could add 1 million bales to consumption of U.S. cotton over three years and would help the U.S. textile industry compete with imported Asian apparel products.

Disagreement continued within the U.S. cotton and textile community on whether fabric formed in the Caribbean of U.S. yarn should receive trade benefits, but there was a strong consensus that a Caribbean Basin (CBI) parity bill was needed. The Council worked with yarn spinners, textile manufacturers, apparel manufacturers and apparel retailers, stressing the importance of an acceptable compromise.

The House of Representatives failed to pass its wide-open version of CBI parity, but did pass a potentially harmful bill granting textile trade preferences to African countries. Although well-intentioned, the House-passed sub-Saharan Africa Trade Bill contained no safeguards to prevent transshipment of tex-

tile goods from Asia through the Africa countries — countries the bill was supposedly designed to help.

Meanwhile, the Senate passed a broad trade package containing CBI parity, Africa trade preferences, trade adjustment assistance for agriculture and negotiating objectives for multilateral agricultural trade negotiations. The Senate version of CBI parity and Africa trade preferences contained a strong U.S. rule of origin. The Council supported the Senate's action and urged a House/Senate conference to quickly reach agreement on legislation that would provide trade preferences only to apparel made from U.S. textile components, including U.S. yarn.

World Trade Organization

The U.S. hosted a meeting in Seattle intended to kick off a new round of multilateral trade negotiations. The session focused primarily on agriculture, market access, review of, and improvement in, implementation of the Uruguay Round Agreement and other issues, including trade in services and electronic commerce and environmental and labor concerns. Council officials participated in the negotiations both as members of the U.S. delegation and as special advisers to the U.S. negotiators.

U.S. raw cotton export penetration into China should improve significantly as a result of an agreement regarding China's request to join the World Trade Organization.



Throughout 1999, the Council relayed cotton's priorities to U.S. officials, including: 1) increases in market access for raw cotton and textiles; 2) an end to non-tariff trade barriers against agricultural biotechnology products; 3) resisting efforts to reduce significantly tariffs on textile imports into the U.S.; 4) opposing any effort to speed up the elimination of textile quotas by the U.S.; and 5) making developing countries fully conform to World Trade Organization trade disciplines. The Council reiterated its support for restrictions on trade distorting agricultural subsidies, but stressed that the U.S. must preserve important domestic and export programs as long as necessary to compete with international competitors' treasuries. Ultimately, the countries involved in the Seattle meeting of trade ministers (held in early December) failed to set a firm agenda for the next round of Multilateral Trade Negotiations. These countries will continue their efforts to start a new round of trade negotiations during 2000.

China

The Council played an active role in negotiations between the U.S. and China concerning China's request to become a member of the WTO. In November 1999 the U.S. and China reached an agreement

that has positive elements for the U.S. raw cotton industry but will create the greatest challenge yet to the U.S. textile sector. The agreement with China responded to demands from the U.S. raw cotton sector that China open its markets and reduce its trade distorting export subsidies. China agreed to implement a tariff rate quota scheme that will allow raw cotton imports at an annual level that is close to the highest level of cotton imports ever purchased by China. As a result, access for raw cotton should improve significantly over the import restrictions imposed by China during 1998 and 1999. In addition, China agreed to end export subsidies for agricultural products and agreed to a low number for its allowed level of domestic agricultural support. These aspects of the agreement should benefit U.S. cotton. Despite Council efforts to secure a 10-year phase out of textile quotas for China, the agreement will end those quotas in five years — essentially catching China up to other textile exporting countries that began participating in a 10-year phase out process in 1994.

However, a special textile safeguard will be in place for an additional four years after quotas are phased out. This will allow the U.S. to impose temporary

import restrictions on categories of imports from China that threaten to harm the U.S. textile industry.

Biotechnology

Throughout 1999, the Council worked with agricultural companies and employed a consultant in a diligent effort to improve the acceptability of biotech products worldwide. The Council, Cotton Council International and Cotton Incorporated embarked on a coordinated effort to respond to inquiries about genetically enhanced cotton.

In addition, the Council has been actively involved with other commodity groups, technology companies and the Administration in developing a strategy to include discussions on rules governing trade in biotech products in the next round of the WTO. Although existing WTO rules require trade restrictions to be based on sound science, there is strong evidence that several countries, particularly the European Union, are failing to live up to those requirements. U.S. efforts to create a working group on implementation of existing WTO rules governing phytosanitary standards (rules applicable to genetically enhanced organisms) were blocked by the European Union throughout 1999.

The Council's urging of federal lawmakers to quickly approve an agricultural relief package was reinforced at every step with visibility in the national media.

The Public Relations and International Market Development Committee guides an extensive program to expand U.S. cotton exports while building a greater understanding of the U.S. cotton industry through effective communications and information services.



The redesigned Council World Wide Web site includes a home page featuring quick access to the latest Council activities and news.

Public Attitudes

The National Cotton Council expanded its reliance on the World Wide Web in its effort to shape favorable public attitudes toward the U.S. cotton industry. Specifically, the Council's Web site, www.cotton.org, was made more navigable and contains more information, such as the industry's contributions to the U.S. economy, to make it more attractive to journalists and other opinion leaders. The Council increased its use of Internet email to distribute news to the trade and consumer news media.

In 1999, the Council heightened its communications on two issues in particular: 1) the federal agricultural relief package and 2) preservation of the Consumer Products Safety Commission's (CPSC) amended Children's Sleepwear Flammability Standards.

The Council's urging of federal lawmakers to quickly approve an agricultural relief package was reinforced at every step with visibility in the national media. Council President Ron Rayner and others were quoted in news releases, radio newslines and AgDay Television spots. Producer leaders also submitted Council-generated commentaries to newspapers in key lawmakers' districts across the Cotton Belt.

A similarly aggressive information campaign was carried out to counter misinformation from the fire community and Congressional members who wanted CPSC to rescind the 1996 amendments to the Children's Sleepwear Flammability Standards.

Some of the tactics included: national distribution of a news release through PR

Newswire; an appearance by the Council's Dr. Phil Wakelyn on "Good Morning America," where he defended CPSC's decision to amend the standards and refuted notions that this was an industry profits-driven effort; National Cotton Women's Committee officer Joan Balfour's testimony at the CPSC hearing as an industry member and grandmother; and a commentary by Council Health, Safety & Environmental Quality Chairman Roy Baxley distributed to several large daily newspapers via a major business wire.

On other issues, the Council was able to utilize additional industry leaders who have received communications training from various Cotton Foundation programs. For example, the Council arranged for Alabama cotton producer Larkin Martin to describe the benefits of transgenic cotton technology with the *Wall Street Journal's* agriculture writer.

David Wildy of Arkansas and other producers submitted commentaries to targeted newspapers as part of a campaign to ensure sound science is used in 1996 Food Quality Protection Act implementation. That effort increased awareness among lawmakers and others of cotton producers' environmentally responsible use of plant protection products and production techniques.

Grown and Made in the U.S.A. — It Matters

Additional support was given to the National Cotton Women's Committee (NCWC), the volunteers who conduct Grown and Made in the U.S.A. — It Matters. The goal of that

Council Communications Services Director Fred Middleton, left, interviews Sen. Paul Coverdell (R-GA) about farm policy for a story on the Council's issues-oriented AgDay television show.



educational awareness campaign is getting consumers to increase their purchases of U.S.-cotton products.

The campaign's "Common Threads" newsletter was enhanced and "Grown and Made" campaign materials were updated. The "Grown and Made" fashion show and rally at the 2000 Beltwide Cotton Conferences included presentation of the first annual "U.S. Cotton Champion." This award was established to recognize a U.S. clothing designer or retailer for the use of U.S. cotton in its retail products.

Information Services

The Council broadened its reach to membership through the Council's AgDay Television *Cotton's Week* program and radio newlines, which featured greatly expanded coverage of major issues and news of interest. These broadcasts were posted on the Council's Web site home page, joining *Cotton's Week*, news releases, the daily Cotton Update, Action Requests and other newsletters.

Also posted were numerous detailed information sheets on subjects ranging from payment limit problems to upland cotton marketing and loan issues. These also were distributed to producer and other Council members via the Field Services staff.

Along with Council Executive Vice President Phil Burnett's "Cotton's Agenda" column in *Cotton Farming* magazine, the Council reinforced its information reach to members through increased columns in other trade publications.

International Market Development

Positioning U.S. cotton as the fabric of choice to consumers around the world ensures future demand for U.S. cotton fiber and U.S.-manufactured cotton products.

The successful, coordinated export effort between the U.S. Department of Agriculture (USDA) and the U.S. cotton industry, through the Market Access Program (MAP), Foreign Market Development (FMD) program, GSM-102 program and other export promotion initiatives, is recognized as a critical component to the long-term economic health of the U.S. cotton/ textile industry, the U.S. farm sector and the overall U.S. economy.

As competition from man-made fibers intensifies and world cotton stocks build, the U.S. industry has taken the lead through Cotton Council International's COTTON USA programs in keeping cotton as the fiber of choice for the global consumer. CCI utilizes an integrated Supply-Push/Demand-Pull strategy that instills a preference for products containing U.S. cotton at virtually every point along the marketing chain, from the initial mill buyer to the final consumer. This strategy creates incentives for textile mills and manufacturers to choose U.S. cotton over cotton from other sources. Through effective trade servicing and consumer promotion programs, and through extensive leveraging of industry and public funds, CCI continues to fulfill its role as the export promotion division of the U.S. cotton industry.

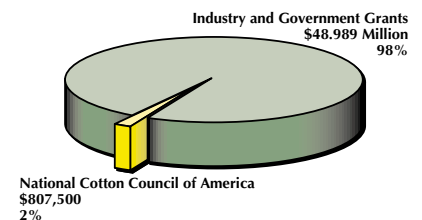
For 1998-99, CCI carefully crafted retail promotions built around special events, purchase incentives and even top musicians and other personalities who link U.S. cotton to popular lifestyle choices. Some \$93 million of U.S. cotton-rich products

labeled with the COTTON USA Mark were sold during CCI's 1998-99 sales promotions.

The GSM 102-program continues to be a positive force for increasing U.S. cotton exports. Buyers in Mexico, Turkey, Korea, the Andean Region, Central America and Indonesia purchased nearly 829,000 bales of U.S. cotton from October 1998 to September 1999.

CCI's international program efforts got an extra boost when CCI received an additional \$1.1 million grant from USDA's Market Access Program. USDA's Foreign Agricultural Service provided the funding in recognition of CCI's efficient management of past funds and the overall success of the COTTON USA program.

In addition, USDA also approved three-year Section 108 funding for CCI initiatives in the Caribbean. CCI received notice that USDA approved its request for Section 108 local currency funding to support a three-year initiative in Costa Rica, Jamaica and the Dominican Republic. The initial level of funding for year one totals nearly \$500,000 for the three countries. If successful, similar levels of funding in local currencies would be available for the remaining two years of the project.



The National Cotton Council, through CCI, leveraged NCC investments of \$807,500 to nearly \$50 million during the 1999-2000 budget year.

Cotton gained ground in the fight against the boll weevil by adding 3.5 million acres to the eradication program.

The Research and Education Committee seeks to attain larger and more effective cotton research and education programs to reduce production and processing costs and to improve cotton fiber and oilseed products.

Profitability Initiative

The focus of The Cotton Foundation research and education programs is to improve industry profitability. The Foundation contributed better than \$1.75 million to cotton research and education—in an effort to boost profitability. The Foundation recognized, however, that even with new technology, widely anticipated production efficiencies at the farm level were not offsetting the low world price for cotton. A special “Profitability Initiative” was undertaken to identify additional efficiencies for producing and ginning U.S. cotton.

Senior executives from key Foundation member firms and university and federal scientists met with industry leaders to explore ways to boost profitability through the best use of existing and future technologies. The goal is to increase profitability for the production and ginning sectors by 10 cents a pound over the next five years. Another goal is establishing a longer term course for research and development.

New Technology Advancement

One such long-term effort is the promise of site-specific farming. Council producer leaders and staff met with USDA and NASA to review progress being made on remote sensing technology and precision agriculture research. The industry also pressed for continued cooperation among NASA, USDA and the universities for advancing practical applications of additional federal research monies for this key technology.

Aflatoxin research has demonstrated the potential for preventing or significantly reducing growth of the fungus-produced toxins in cottonseed. Additional federal funds were obtained to accelerate field testing and demonstration in Arizona cotton fields of a biological control agent for reducing growth of *Aspergillus flavus*, the fungal organism that causes aflatoxin.

The Council sought to make the 2000 Beltwide Cotton Conferences “the” place for producers to uncover ways to minimize per pound production costs and take advantage of emerging technologies. Under a theme of “Strategies for Solutions,” producer-oriented panels explored topics ranging from at-planting treatments to pest management. In-depth workshops and seminars focused on biotechnology, precision agriculture, cottonseed futures, soil management, marketing, Internet access and other key areas. Special emphasis was made on finding the right balance of the economies and expectations for payback.

To expedite the transfer of proven online technology, Proceedings, the Beltwide Cotton Conferences’ compilation, was made available both on CD-ROM and online in the members only section of the Council’s Web site, www.cotton.org. Full papers are available online beginning with the 1996 conferences while abstracts are available for the 1984-1995 conferences.

Cross-discipline cotton research that addresses specific needs is important for identifying proven tools and practices that will help industry trim production and processing costs. Reporting of work being carried out across the Cotton Belt is growing as the Council increases awareness of its on-line *Journal of Cotton Science* among scientists, industry members and others.



A leaflet and brochure were key elements of an aggressive sticky cotton prevention education program aimed at producers and ginners.



American Cotton Producers Chairman Allen Helms voiced the need for more refugia options during a USDA/EPA-sponsored Bt cotton resistance management workshop.



Council staff and key scientists from across the Cotton Belt participated on an American Cotton Producers-appointed panel that is looking at ways to boost U.S. cotton yields, which have been stagnant for the past two decades.

The Council also continued its emphasis on helping producers understand the cotton plant and the interaction of its physiology with weather and cultural practices ranging from row spacing to defoliation. This information is disseminated to more than 20,000 producers and others through the *Cotton Physiology Today* newsletter. Back issues are available on CD-ROM.

Pest Management/Biotechnology

The Council continues to work closely with registrants, USDA, university scientists and EPA to ensure any changes in resistance management requirements for Bt cotton are coordinated with grower groups and are based on sound science. Council producer leaders, including American Cotton Producers Chairman Allen Helms Jr., and Health, Safety and Environmental Quality Committee Chairman Roy Baxley, provided valuable input to a USDA/EPA-sponsored Bt cotton resistance management workshop. Clearly voiced was the need for more refugia options in order to provide flexibility and practicality for producers and to discourage unreasonable and unworkable restrictions to cotton production. Among other key Council efforts in the biotechnology arena: 1) develop-

ment of "talking points" for use in countering misinformation and consumer concern in Europe over genetically enhanced crops, and 2) joining the American Crop Protection Association and others in combating a lawsuit filed by Greenpeace calling for EPA to cancel registrations of all Bt technologies.

Cotton gained ground in the fight against the boll weevil by adding more than 3.5 million acres to the eradication program. New programs are underway in Mississippi, Louisiana, Arkansas and Texas. Texas accounts for the majority of the increase, adding nearly 2 million acres to the program. Total acres under active eradication exceeds 6.5 million.

Congress increased the direct federal appropriation for the national program by about \$1 million to its current \$17 million plus. In addition, the \$100 million Farm Services Agency loan program was approved for another year.

Quality Assurance

The Council made numerous attempts to reach consensus on changes in fiber quality issues throughout the year. A Quality Task

Force developed recommendations for changes in key quality measurements through changes in the loan schedule of premiums and discounts.

Late in 1999, a proposal which attempts to provide seed breeding and processing incentives to improve key cotton fiber measurements was being discussed by the Task Force. That panel approved and forwarded for Board consideration a set of wide ranging recommendations, including the adoption of HVI as the official color determination, the addition of length uniformity to the premium and discount schedule in the Commodity Credit Corporation loan and modifications to loan values for preparation, strength and micronaire.

The Council, working with the Foundation, Cooperative Extension Service specialists and grower organizations, implemented an aggressive sticky cotton education program to producers and ginners. They were advised of practical ways of monitoring and managing pests and other measures to prevent occurrence of high levels of insect sugars in cotton.

This system of uniquely identifying every bale of U.S. cotton not only will improve handling efficiencies and reduce costs but facilitate the industry's move toward more electronic processing of information.

The Packaging and Distribution Committee works to enhance bale packaging, handling, storage and movement, through the use of improved materials, procedures and policy and electronic technology.

Packaging

The Joint Cotton Industry Bale Packaging Committee (JCIBPC) made contamination prevention a high priority for 1999.

The Committee monitored experimental bagging and tie test programs with an eye toward providing greater protection of lint from potential contaminants as bales are handled and shipped. New polyethylene and polypropylene bagging constructions were evaluated, as were six-wire tie configurations and automatic wire tie and plastic tie systems. Also, a survey of gin experiences with recessed ties was reported to the ginning industry.

All of these activities help the committee and the National Cotton Council determine whether new products or practices would be beneficial or detrimental to the U.S. cotton industry.



The Joint Cotton Industry Bale Packaging Committee monitored recessed tie test programs with a goal of decreasing the potential of lint contamination.

The Bale Tag Subcommittee of the JCIBPC was formed and set specific goals: 1) identification of tag materials, attachment methods, recyclability and color and 2) monitoring the Permanent Bale Identification (PBI) tag layout and barcode format to ensure that they continue to meet the industry's needs.

Discussions with tag manufacturers and visits to tag manufacturing plants have helped in drafting recommendations for achieving the subcommittee's goals.

Permanent Bale Identification

The Permanent Bale Identification Task Force oversaw the successful implementation of the PBI system. This system of uniquely identifying every bale of U.S. cotton will not only improve handling efficiencies and reduce costs but will facilitate the industry's move toward more electronic processing of information.

With its initial work completed, the original PBI Task Force was disbanded in 1999. To continue further development of the PBI system, a new working group, the Electronic Document Task Force, was appointed to investigate implementation of PBI into systems for electronic warehouse receipts, electronic shipping documents and related items.

The new task force will monitor how successfully each handler is utilizing PBI and focus on areas where improvement is needed, such as mill rejects and re-concentrated cotton. Areas of industry activity where PBI



appears to be needed, such as EDI documents, electronic receipts and Commodity Credit Corporation transmissions, will be addressed. The task force also will develop additional electronic documents such as bill of lading.

Cotton Flow

The Council submitted comments approved by the Cotton Flow Committee to USDA's Farm Service Agency in response to a proposed rule on cotton flow. The comments generally supported USDA's proposal to move forward with a uniform national cotton flow standard, which adopts a minimal regulatory approach. The comments focused on a Council resolution, which supports adherence to a national cotton flow standard being established, with compliance being a condition of eligibility to enter into a Cotton Storage Agreement with the Commodity Credit Corporation (CCC) rather than the U.S. Warehouse Act as stated in the proposed rule.

In addition, the comments called for a clarification of the 4.5 percent shipping standard included in the proposed rule. Comments also emphasized the Council resolution, which states that the standard should "be enforced by voluntary warehouse industry arbitration procedures or the U.S. judicial courts systems with minimum government involvement and no associated user fees."

Computer/Electronic Technology

A redesigned Council Web site, www.cotton.org, provides users with improved navigation to an expanding variety of information. Visitors get a quick look at the latest cotton industry activity and easy access to in-depth information such as weather, economic data and news. The addition of AgDay and Cotton Newslines using RealVideo and RealAudio bring live cotton news to the site. Another enhancement featured online registration for the 2000 Beltwide Cotton Conferences along with general information and program details.

The Conference Proceedings are now on-line, too, allowing Council members and conference attendees to perform historical topic searches. An enhanced Web site also enabled the Council to begin redevelopment of its Cotton Risk Management Network (CRMN) as a Web application. CRMN's second phase was scheduled to be available on-line in early 2000.

Huge strides were made at tagging every U.S. cotton bale with a permanent bale identifier.



The Council generally supported USDA's proposal to move forward with a uniform, national cotton flow standard.

The Council, through extensive comments, testimony and media relations efforts, helped prevent revocation of the new amendments to the Children's Sleepwear Flammability Standards.

The Health, Safety and Environmental Quality Committee seeks to achieve reasonable legislation and scientifically based government regulations for pesticides, textile chemicals, worker safety/health and other matters, and assists in appropriate enforcement within the industry.

Numerous regulatory proposals have the potential to threaten U.S. cotton's viability. Some of these would remove certain plant protection and harvest aid products from the marketplace. The National Cotton Council's Environmental Task Force actively communicated industry concerns on a number of these proposals, including those associated with implementation of the Food Quality Protection Act (FQPA).

Food Quality Protection Act (FQPA)

The Council worked closely with other commodity groups, the EPA, USDA and Congress to promote a reasonable and scientifically sound implementation of the FQPA. Producer Bill Lovelady served on the Tolerance Reassessment Advisory Committee (TRAC), which completed its tenure in October. TRAC successfully encouraged EPA to develop a six-phase pilot program for tolerance reassessment of organophosphates and to solicit public comment on science issues necessary for FQPA implementation.

Other activities involved with FQPA included:

- Work with a coalition of commodity groups and others involved in agricultural production to achieve TRAC objectives;
- Bill Lovelady's testimony to the House Agriculture sub-committee responsible for FQPA oversight;
- Support of legislation in both the House and Senate which requires EPA to use sound science in FQPA implementation;
- Close coordination with companies to preserve the uses of important crop protection products;
- A tour for EPA staff to observe cotton harvest and ginning.

Biotechnology

Biotechnology came to the forefront as one of the most promising tools ever introduced to agriculture. The Council worked closely with the Agriculture Biotechnology Forum,

a food chain coalition, and the Corn, Soybean and Cotton Biotech Committee that was involved in trade issues. Assistance was given to increasing House Members' and staff awareness of biotechnology's importance. Testimony was provided at a House Agriculture subcommittee hearing.

Clean Water Act

The Clean Water Act requires states to identify and list water bodies that fail to meet water quality standards. For each body, states are then required to establish a cap or Total Maximum Daily Load (TMDL) for each pollutant involved at a level that should ensure that applicable water quality standards will be met. These TMDLs will encompass non-point source pollutants, which include farm runoff. The Council is working with other commodity groups to address concerns over EPA's interpretation of this law and its impact on production agriculture.

Clean Air

The Council helped respond to: 1) the new ozone and particulate matter (PM) standards, which the DC Appeals Court remanded back to EPA for further justification, and 2) EPA's new review of these standards due to be completed in 2002.

Dr. Phil Wakelyn, the Council's senior scientist, environmental health and safety, serves on the USDA Agricultural Air Quality Research Task Force. In 1999, that panel approved a voluntary agriculture air quality



Dr. Phil Wakelyn, left, Council senior scientist, defended the Consumer Product Safety Commission's decision on Children's Sleepwear Flammability Standards during a Good Morning America segment.



The Council is assisting on USDA aflatoxin control research, which is utilizing a cyclone air sampler to monitor aflatoxin producing fungi.

Cottonseed Contaminants

Work with the Multi-Crop Aflatoxin Task Force and USDA, coupled with Congressional efforts, kept research efforts strong to eliminate aflatoxin. The Council is assisting Dr. Peter Cotty, USDA, with federal EPA permit requirements for the aflatoxin biocontrol agent which was used in field trials on 10,000 cotton acres in Arizona in 1999 and 20,000 acres in 2000. The Cotton Foundation is helping to fund this study.

Collateral efforts with the National Cottonseed Products Association are aimed at potential Federal Drug Administration regulation for other contaminants (e.g., Salmonella/*E. coli*, dioxin, lead) and on labeling for trans fats.

On other issues, the Council:

- Continued efforts with Cotton Cares, a voluntary environmental excellence program, and communicated to EPA, industry and others its leadership role in environmentally responsible production of cotton through the Integrated Pest Management Initiative and High Cotton Awards;
- Published a Worker Protection Standards (WPS) newsletter that specifically addresses cotton production situations and covers tips for saving money and time;
- Developed data for control technology standards for cottonseed oil mills for hexane emissions, which resulted in separate standards in the draft proposal for large and small (0.5 and 0.7 gallons per ton) oil mills;
- Assisted cottonseed oil mills with Toxic Release Inventory reporting and with three EPA Toxic Substances Control Act rulemakings potentially affecting cotton seed oil mills. (the High Production Volume chemical testing program, the reporting level for lead and the proposal on the Inventory Update Rule);
- Gained cotton bale removal from the International Maritime Organization and Department of Transportation hazardous designations as a flammable solid, effective January, 1999;
- Assisted the industry in legal cases involving bale fires.

compliance program that will be used by EPA to provide policy guidance to states for implementation plans for PM and other agricultural pollutants. This should be helpful to cotton areas which are non-attainment for PM and should prevent “permit to farm” regulations for PM.

The Council and the National Cotton Ginners Association (NCGA), working with other groups, were successful in getting unnecessary hazardous chemical risk management plan requirements for propane removed. The Council and NCGA continue to work against unnecessary permit requirements as states implement their federal operating permit programs.

Flammability

Joint efforts with the textile, apparel, furniture and mattress industries are helping to prevent unnecessary regulations for upholstered furniture, mattresses and bed clothing and apparel. Such regulations could affect 2 million to 3 million bales of cotton. The Council, through extensive comments, testimony and media relations efforts, helped prevent revocation of the new amendments to the Children’s Sleepwear Flammability Standards. Revocation could have affected sleepwear, playwear and underwear markets for children.

OSHA

The Council, as part of several coalitions, continued to provide input into potential

rulemakings by the Occupational Safety and Health Administration (OSHA) on a comprehensive safety and health program rule, ergonomics, crystalline silica and permissible exposure limits. Nevertheless, OSHA proposed a rule for ergonomics in November, which will result in much activity in 2000.

The Council and the American Textile Manufacturers Institute continued developing information on the effects of extended workshifts and exposure to cotton dust to prevent unnecessary enforcement of the cotton dust standard and respirator use for textile workers on 2-hour shifts.

Assistance was given in legal cases on workplace health and safety that prevented large judgments and fines for textile mills and cottonseed oil mills.

Respirable Fibers

Information was developed regarding levels of respirable cotton fibers in cotton operations and the health effects of these fibers. This should be helpful in removing cotton from the list of fibers under consideration by EPA as “respirable fibers” that can cause health problems similar to those caused by asbestos.

Ecolabeling and Standards

As part of the U.S. Allied-Textile Industry Standards Coalition, the Council is participating in national and international standards development activities to promote cotton interests.

CCI's international program efforts got an extra boost in 1999 with an additional \$1.1 million grant from USDA's Foreign Agriculture Service under the Market Access Program.



Paul A. Ruh
Merchant, Richardson, TX
President

Cotton Council International (CCI) is the export promotion division of the National Cotton Council. CCI's activities are guided by its Board of Directors and stem from resolutions of the Council's Public Relations and International Market Development Committee.

The COTTON USA Advantage

In overseas markets, CCI represents the interests of all seven cotton industry segments. This role has never been more important. With the agricultural economy struggling at home, increasing exports and foreign market demand for U.S. cotton and cotton products is key to the industry's health.

The international program efforts got an extra boost during the year when CCI received an additional \$1.1 million to its base funding of \$10.1 million from USDA's Foreign Agriculture Service under the Market Access Program for 1998-99.

CCI received the funding in recognition of the organization's efficient management of program funds and activities. Thus, CCI was able to better leverage its COTTON USA Advantage program throughout the world.

Cotton Fiber Trade Servicing

The GSM-102 program continued as a reliable mechanism to move U.S. cotton into the global marketplace. Buyers in Mexico, Turkey, the Andean Region, Central America, Korea and Indonesia purchased nearly 829,000 bales of U.S. cotton from October 1998 to September 1999.

CCI's trade servicing program brings buyers and sellers together to help the industry

build lasting relationships with its customers. CCI took an industry delegation to El Salvador, Guatemala and Mexico in April and brought Special Trade Missions to the U.S. from Turkey and Japan. U.S. quality fiber also was showcased when CCI guided textile manufacturers from 11 key Latin American mills on a tour of U.S. cotton production and processing. The COTTON USA Orientation Tour enabled these key customers to become more familiar with the types and qualities of U.S. cotton, gain a better understanding of U.S. marketing practices and initiate and/or build on relationships with U.S. cotton exporters.

The Sourcing USA Summit in November brought decision-makers from 150 of the world's leading cotton-consuming mills to the U.S. to meet with cotton exporters and industry leaders. The Summit, sponsored by CCI and Cotton Incorporated, was especially important to U.S. merchandisers and exporters as the U.S. tries to recover export market share after last year's short crop.

U.S.-Manufactured Cotton Product Trade Servicing

Trade fairs, such as Heimtextil in Germany and the Sourcing USA Trade Fair in Dusseldorf attracted buyers from classic fash-



Kenneth Hood, left, a Mississippi producer, explains aspects of cotton physiology to key overseas cotton buyers who participated in the CCI-sponsored Sourcing USA Summit in Arizona.

CCI President Paul Ruh, second from right, along with CCI Executive Director Allen Terhaar, far left, and Will Bettendorf, director of CCI's Seoul, Korea office, talk with an Asian textile mill representative at the COTTON USA Pavilion at the TITAS textiles show in Taiwan.



ion houses. In Latin America, nine U.S. mills exhibited their products at the COTTON USA Pavilion at Colombiatex and U.S. mills exhibited their cotton goods before buyers from all over the world in October at Interstoff Asia, that region's premier fashion trade show.

CCI also reached beyond Europe in its quest to expand its presence in the international home furnishings market. Executives representing 10 retailers from eight countries in Asia, Europe and Latin America participated in the 1999 COTTON USA International Home Furnishing Retailers Tour. The retailers followed cotton's value chain from a cotton farm in Tennessee, to textile mills in the Carolinas, to the showrooms of New York.

In addition, USDA also approved a three-year Section 108 funding request for CCI initiatives in the Caribbean. Programs would be delivered in Costa Rica, Jamaica and the Dominican Republic. The initial level of funding for the first year totals nearly \$500,000 for the three countries. If successful, similar levels of funding in local currencies would be available for the remaining two years of the project.

Consumer Promotions

Positioning U.S. cotton as the fabric of choice to consumers around the world ensures future demand for U.S. cotton fiber and U.S.-manufactured cotton products. For 1998-99, CCI carefully crafted retail promotions built around special events, purchase incentives and even top musicians, who link U.S. cotton to lifestyle choices. CCI's retail promotions generated \$93 million in sales of U.S. cotton-rich products labeled with the COTTON USA Mark.

Tying U.S. cotton into lifestyle and musical tastes has worked particularly well, and CCI continued the effort in Colombia. CCI and Sony Entertainment's spring retail promotion with Latin pop sensation Ricky Martin was a huge success. More than 30,000 customers in five Colombian cities purchased \$1.3 million of Mark-labeled products for a chance to win a pair of airline tickets to see Martin's concert in Miami.

CCI's "Like Cotton" sales promotion in Taiwan generated \$17 million in sales, a 7.8 percent sales increase for participating licensees. The month-long proof-of-purchase promotion starring Asian superstar Leo Ku featured 83 licensee brands of cotton apparel and home fashions. CCI's COTTON USA Music Tour '99 promotions in Germany and Italy served to increase retail demand for U.S. cotton-rich products. German consumers won tickets to concerts by artists Backstreet Boys and Alanis Morissette when they purchased products labeled with the COTTON USA Mark.

Strategic partnerships are another way that CCI stretches the promotional dollar. Kao, the largest laundry detergent manufacturer in Japan, has been licensed to add the COTTON USA Mark to its "Attack" brand, and two new Procter & Gamble laundry products in Japan also joined the licensee program. The most positive contribution CCI can make to the industry's overall success is to bring the world's finest quality cottons and cotton products into the hands of satisfied customers. CCI will continue to fine tune its strategic program of trade servicing for both raw and finished cotton products, along with creative consumer promotions, to make U.S. cotton the most sought-after product in the textile world.

As competition from man-made fibers intensifies and world cotton stocks build, the U.S. industry has taken the lead through CCI's COTTON USA programs in keeping cotton as the fiber of choice for the global consumer. Through effective trade servicing and consumer promotion programs, and through extensive leveraging of industry and public funds, CCI continues to fulfill its role as the export promotion division of the U.S. cotton industry.

A record level in membership dues was available to fund 33 general projects for the 1999-2000 Foundation year.



David Burns
Producer, Laurel Hill, NC
President

The Cotton Foundation is a not-for-profit, 501(c)(3) organization that permits individuals and organizations not eligible for National Cotton Council membership to support the cotton industry's goals and objectives. The institution's mission is to provide vision and leadership to the U.S. cotton industry through research and education in support of the Council and allied industries.

The Cotton Foundation continued to target its growing resources, valued at nearly \$1.75 million in dues and special grants, to research and education that supports National Cotton Council objectives. At the end of 1999, Foundation membership stood at 69. This high participation level was maintained despite the continuation of mergers between some of the larger member corporate firms.

A record dues income coupled with rental income from the Foundation-owned Washington, DC, office building was available to fund 33 general projects for the 1999-2000 Foundation year.

The current research initiatives range from a study of the effectiveness of advanced remote sensing for early detection of crop damage to determining if a mixture of cottonseed meal and hulls can improve the health of beef cattle stressed with Bovine Respiratory Disease. The additional resources, in fact, enabled the Foundation to support

numerous other projects focusing on such areas as seed quality, ultra narrow row research, lint contamination elimination and nutrient variability of cottonseed meal.

Healthy Foundation support makes it possible to expand ongoing Council initiatives, from Worker Protection Standard education to Web site enhancements and cotton's scientific publication, *Journal of Cotton Science*.

The projects also address regional and segmental profitability constraints such as aflatoxin, air quality, boll weevil eradication and cottonseed quality improvement.

All Foundation projects aim at improving long-term or short-term industry profitability.

A good example of a short-term initiative is the study of row spacing in the Far West to help growers' reduce production costs in the face of stagnant yields.

The "Cotton Profitability Initiative" is a good example of a longer-term effort to reduce unit production costs. This work



Council Executive Vice President Phil Burnett briefs new Council delegates as part of the Policy Education Program, the newest Foundation special project that was launched at the 1999 Council annual meeting.



began as a special project funded by multiple Foundation members. Strategy was developed regarding the appropriate use of production and processing technology to achieve enhanced profitability. A strategy implementation plan is being developed for the year 2000 and beyond. Special projects — those supported by grants over and above regular dues — continue at a strong level despite consolidation of some Foundation member firms. The Council's programs on leadership, physiology education, producer information exchange and other long-standing efforts are receiving solid funding.

Other grants are used to extend the Council's efforts in areas such as member education in computer skills. For example, the Internet Center at the Beltwide Cotton Conferences provides attendees with training in basic skills for using the Internet as an online information and research tool. At the 2000 forum, conferees were given the opportunity to participate in an Internet marketing workshop.

The Foundation's existence makes it possible for the U.S. cotton industry to benefit from endowments. The Robert and Lois Coker Trustees Chair in Molecular Genetics makes it possible to discover novel genes to increase yield and fiber quality. The C. Everette Salyer Cotton Research Fellowship supports graduate students working in areas ranging from ultra narrow row production to biological controls.

No-till cotton production is but one focus of cross-discipline research being carried in the Council's quarterly, online Journal of Cotton Science.

National Cotton Council of America

OFFICERS

CHAIRMAN OF THE BOARD

Jack Hamilton
Lake Providence, Louisiana

PRESIDENT

F. Ronald Rayner
Goodyear, Arizona

VICE PRESIDENT

James E. Echols
Memphis, Tennessee

VICE PRESIDENT

Robert W. Greene
Courtland, Alabama

VICE PRESIDENT

W. Duke Kimbrell
Gastonia, North Carolina

VICE PRESIDENT

Van A. May
Lubbock, Texas

VICE PRESIDENT

Timothy L. Taylor
Memphis, Tennessee

VICE PRESIDENT

Willis H. Willey, III
Memphis, Tennessee

TREASURER

Robert E. McLendon
Leary, Georgia

EXECUTIVE VICE PRESIDENT

Phillip C. Burnett
Memphis, Tennessee

SENIOR VICE PRESIDENT

Gaylon B. Booker
Memphis, Tennessee

VICE PRESIDENT, PRODUCER AFFAIRS

Craig Brown

Memphis, Tennessee

VICE PRESIDENT, WASHINGTON OPERATIONS

A. John Maguire
Washington, DC

VICE PRESIDENT, INTERNATIONAL AFFAIRS

Allen A. Terhaar
Washington, DC

BOARD OF DIRECTORS

PRODUCERS

Allen B. Helms, Jr.
Clarkedale, Arkansas

Boyd Holley
Bastrop, Louisiana

Hollis O. Isbell
Muscle Shoals, Alabama

Ted A. Pierce
Buckeye, Arizona

Mark Williams
Farwell, Texas

GINNERS

Murry McClintock
Tunica, Mississippi

David K. Lynch
Bennettsville, South Carolina

Bill Mikeska
Eola, Texas

Van Murphy
Quitman, Georgia

Charles C. Owen
Pima, Arizona

WAREHOUSEMEN

Ron Harkey
Lubbock, Texas

Larry G. Lively
Memphis, Tennessee

Carl W. Nelson
Selma, Alabama

Gary J. Nichols
Memphis, Tennessee

Neill M. Sloan
Portland, Arkansas

MERCHANTS

Rodger Glaspey
Fresno, California

Ernst Shroeder
Bakersfield, California

Gary Taylor
Cordova, Tennessee

Joseph Walker, II
Columbia, South Carolina

Robert S. Weil, II
Montgomery, Alabama

CRUSHERS

George H. Dunklin
Pine Bluff, Arkansas

Michael L. Johnson
Decatur, Illinois

Scott Middleton
Jonestown, Mississippi

Hollis G. Sullivan
Harlingen, Texas

Laurel K. Rohloff
Chandler, Arizona

COOPERATIVES

John J. Cooper
Raleigh, North Carolina

Woods E. Eastland
Greenwood, Mississippi

Marshall W. Grant
Garysburg, North Carolina

Robert W. Norris
Bakersfield, California

W. David Stanford
Lubbock, Texas

MANUFACTURERS

G. Stephen Felker
Monroe, Georgia

Charles F. Hamrick, II
Gaffney, South Carolina

Neil H. Hightower
Thomaston, Georgia

Jerry D. Rowland
Winston-Salem, North Carolina

D. Harding Stowe
Belmont, North Carolina

ADVISORS TO THE BOARD

Raymond E. Blair
Bakersfield, California

Edward Breihan
Lubbock, Texas

Bruce Brumfield
Inverness, Mississippi

Jerry Calvani
Carlsbad, New Mexico

Lloyd E. Cline
Lamesa, Texas

W. B. Dunavant, Jr.
Memphis, Tennessee

Tommy R. Funk
Sebastian, Texas

W. Bruce Heiden
Buckeye, Arizona

Samuel B. Hollis
Memphis, Tennessee

Frank B. Jones, Jr.
Lubbock, Texas

W. D. Lawson, III
Gastonia, North Carolina

William T. Lovelady
Tornillo, Texas

Bruce N. Lynn
Gilliam, Louisiana

W. Neely Mallory
Memphis, Tennessee

Lon Mann
Marianna, Arkansas

Jack McDonald
Decatur, Illinois

Frank M. Mitchener, Jr.
Sumner, Mississippi

Herman A. Propst
Anson, Texas

James H. Sanford
Prattville, Alabama

C. R. Sayre
Greenwood, Mississippi

Tom W. Smith
Bakersfield, California

Jack G. Stone
Stratford, California

Aven Whittington
Greenwood, Mississippi

Charles F. Youngker
Buckeye, Arizona

American Cotton Producers

OFFICERS

Allen B. Helms, Jr., Clarkedale, Arkansas
Chairman

Woody Anderson, Colorado City, Texas
Vice Chairman

John E. Pucheu, Jr., Tranquillity, California
Vice Chairman

R. L. Webster, Waynesboro, Georgia
Vice Chairman

STATE CHAIRMEN

Alabama: Sam Spruell, Mt. Hope

Arizona: Larry W. Jarnagin, Phoenix

Arkansas: H. L. Lewis, Doddridge

California: Tom Teixeira, Dos Palos

Florida: B. E. "Sonny" Davis, Jr., Cottondale

Georgia: Farris L. "Buddy" Wren, Magruder

Louisiana: Jay Hardwick, Newellton

Mississippi: Mike P. Sturdivant, Jr., Glendora

Missouri-Illinois: Charles H. Parker,
Senath, Missouri

New Mexico: Bob Mayberry, Lake Arthur

North Carolina: Lennie Hinton, Hobbsville

Oklahoma-Kansas: Daniel M. Davis,
Elk City, Oklahoma

South Carolina: Roy Baxley, Dillon

Tennessee-Kentucky: Ross Via,
Bells, Tennessee

Texas: Jim Ed Miller, Ft. Hancock

Virginia: Larry M. Fowler, Newsoms

PRODUCER DIRECTORS

Southeast: Hollis O. Isbell,
Muscle Shoals, Alabama
Mid-South: Boyd Holley,
Bastrop, Louisiana
Southwest: Mark Williams,
Farwell, Texas
West: Ted A. Pierce,
Buckeye, Arizona
At Large: Allen B. Helms, Jr.,
Clarkedale, Arkansas

Cotton Council International

OFFICERS

Paul A. Ruh (Merchant)
Richardson, Texas
President

Bruce Groefsema (Cooperative)
Bakersfield, California
Chairman

J. Larry Nelson (Producer)
Edmonson, Texas
First Vice President

Hans G. Kretschmer (Cooperative)
El Paso, Texas
Second Vice President

William B. Dunavant, III (Merchant)
Memphis, Tennessee
Treasurer

BOARD OF DIRECTORS

Michael M. Adams (Cooperative),
Greenwood, Mississippi
Robert A. Carson, Jr. (Producer)
Marks, Mississippi
Peter Egli (Merchant),
Phoenix, Arizona
G. Stephen Felker (Manufacturer)
Monroe, Georgia
Robert Glassman (Ginner)
Courtland, Alabama
Robert W. Greene (Ginner)
Courtland, Alabama
James B. Hansen (Producer)
Corcoran, California
Cliett A. Lowman, III (Producer)
Kingsville, Texas
Wayne Martin (Crusher),
Lubbock, Texas
Van A. May (Cooperative),
Lubbock, Texas
John E. Pucheu, Jr. (Producer)
Tranquillity, California
Jerry D. Rowland (Manufacturer),
Winston-Salem, North Carolina
Vance C. Shoaf (Warehouseman)
Milan, Tennessee
David Stanford (Cooperative)
Lubbock, Texas
Gary Taylor (Merchant),
Cordova, Tennessee
Timothy L. Taylor (Crusher)
Memphis, Tennessee
William C. Tharp (Merchant)
Montgomery, Alabama
Joseph Walker, II (Merchant),
Columbia, South Carolina

Adolph Weil, III (Merchant)
Montgomery, Alabama
Willis H. Willey, III (Warehouseman)
Memphis, Tennessee
Charles K. "Chuck" Youngker (Producer)
Buckeye, Arizona

Cotton Foundation

OFFICERS

Ted A. Pierce (Producer)
Buckeye, Arizona
Chairman

David Burns (Producer)
Laurel Hill, North Carolina
President

Lovick P. Corn (Warehouseman)
Columbus, Georgia
Treasurer

Phillip C. Burnett
Memphis, Tennessee
Executive Vice President

Andrew G. Jordan
Memphis, Tennessee
Executive Director & Secretary

R.E. Shellabarger
Memphis, Tennessee
Assistant Treasurer

TRUSTEES

Neil Strong (completing John Barnett's
term) Novartis, Downers Grove, Illinois

Don Cameron (Producer), Helm,
California

Ed Cherry, FMC Corporation
Washington, D.C.

Talmage Crijfheid (Producer)
Ripley, Tennessee

Jimmy Dodson (Producer), Robstown,
Texas

Tony Durham, Zeneca Ag Products,
Memphis, Tennessee

Scott Gibson, BASF Corporation,
Research Triangle Park, North Carolina

Thomas F. Hughes, Stoneville Pedigreed
Seed Company, Memphis, Tennessee

Allan J. Luke, Aventis CropScience
Research Triangle Park, North Carolina

George Montgomery, (completing John
Poulter's term) DuPont Ag Products,
Memphis, Tennessee

Barry Schaffter, John Deere Company
Des Moines, Iowa

Harry Strang, Bayer Corporation
Kansas City, Missouri

Jim Thrift, American Cyanamid
Company, Wayne, New Jersey

Cotton Foundation Membership

Ag Chem Equipment
Ag Leader Technology
Agdia
Agriplan
Agripro Seeds
American Cyanamid Company
AMVAC
Atochem North America
Aventis Crop Science
BASF Corporation
Bayer Corporation
Case Corporation
Cheminova
Consolidated Cotton Gin Company
Continental Eagle Corporation
Data Transmission Network
Delta & Pine Land Company
DirectAg.com
Dow Agrosiences
DuPont Ag Products
Ecogen
EDEN Bioscience
EnviroLogix
Farm Journal
Farm Press Publications
Farm Progress Publications
FMC Corporation
Griffin Agricultural Chemicals
Gustafson
Helena Chemical Company
Industrial Laboratory Equipment
International Fiber Packaging
John Deere Des Moines Works
KBH Corporation
Keith Sales Company
Lummus Corporation
Jack R. Mauney
Meister Publishing Company
Micro Flo Company
Mississippi Chemical Corporation
Monsanto Agricultural Group
National Alliance of
Independent Crop Consultants
National Bank of Commerce
Netafim USA
New York Board of Trade
Novartis Crop Protection
Omnistar
Phytogen Corporation
Plato Industries
Proctor & Gamble
Progressive Farmer
Rain and Hail Insurance Service
Rohm and Haas Company
Signode Corporation
Southeast AgNet
Southern Cotton Ginners Foundation
Stockhausen
Stoneville Pedigreed Seed Company
Stover Equipment Company
Terra International
Uniroyal Chemical Company
United Ag Products
U. S. Borax
Valent USA
Vance Publications
Wilbur Ellis Company
XS
Zellweger Uster
Zeneca Ag Products

National Cotton Council

EXECUTIVE STAFF

Phillip C. Burnett, Executive Vice President

Gaylon B. Booker, Senior Vice President

A. John Maguire, Vice President,
Washington Operations

Craig Brown, Vice President, Producer Affairs

Allen A. Terhaar, Vice President,
International Affairs

Harrison Ashley, Assistant Director,
Field Services

David B. Collins, Assistant Director,
Foreign Operations

John Gibson, Director, Field Services

William A. Gillon, General Counsel/
Assistant to the Executive Vice President

Fred Johnson, Ginner Representative

Andrew G. Jordan, Director,
Technical Services

Mark D. Lange, Director,
Economic and Information Services

Tammie Martin, Assistant Director,
Information Services

Fred W. Middleton, Director,
Communications Services

R. E. Shellabarger, Director, Finance Services

Marjory L. Walker, Assistant Director,
Communications Services

Charles E. Wood, Director,
Production/AV Services

Field Services Staff

If you would like to know more about the National Cotton Council, including membership benefits, please contact the field representative in your area

William Harrison Ashley
2007 Cranbrook Drive
Germantown, TN 38138
(901) 754-7685 FAX: (901) 759-7934
E-MAIL: harrison@cotton.org
Assistant Director

Julie Bartos
P.O. Box 53908
Lubbock, TX 79453
(806) 698-8195 FAX: (806) 698-8195
E-MAIL: jbartos@cotton.org
Texas High Plains

Brett Cypert
P.O. Box 844
Sweetwater, TX 79556
(915) 235-3872 FAX (915) 235-0108
E-MAIL: bcypert@cotton.org
Texas: Blacklands, High Plains
Rolling Plains, St. Lawrence

Jim Davis
630 Davis Road
New Market, AL 35761
(256) 379-4856 FAX: (256) 379-5156
E-MAIL: jdavis@cotton.org
Alabama, Georgia, & Florida

Mike Johnson
601 N. 18th
Frederick, OK 73542
(580) 335-5718 FAX: (580) 335-5719
E-MAIL: mjohnson@cotton.org
Oklahoma & Texas Rolling Plains

Ricky Don (Rick) King
Route 1, Box 308-A
Slaton, TX 79364
(806) 828-5101 FAX: (806) 828-5410
E-MAIL: rking@cotton.org
Texas High Plains

Kevin Long
P.O. Box 1204
Madera, CA 93639-1204
(559) 661-8414 FAX (559) 661-8414
E-MAIL: klong@cotton.org
California

Becky McClanahan
2821 Edridge Ct., Unit #202
Raleigh, NC 27613
(919) 571-2579 FAX: (919) 571-1537
E-MAIL: bmcclana@cotton.org
North Carolina, South Carolina,
& Virginia

Hayne Matthews
313 Garner Street
Oxford, MS 38606
(662) 513-3655 FAX: (662) 513-5658
E-MAIL: hmatthew@cotton.org
Mississippi

Brent Murphree
17285 North Highlonesome Dr.
Maricopa, AZ 85239
(602) 810-1171 FAX (520) 568-2367
E-MAIL: bmurphre@cotton.org
Arizona, New Mexico & El Paso Texas

Jonathan Rowe
3202 Central
Memphis, TN 38111
(901) 458-7135 FAX (901) 454-9622
E-MAIL: jrowe@cotton.org
NE Arkansas, Missouri & Tennessee

Dale Thompson
2008 Oriole
PO Box 720374
McAllen, TX 78504
(956) 631-1268 FAX: (956) 631-1592
E-MAIL: dthompson@cotton.org
So. Texas & Lower Rio Grande Valley

Michael G. (Mike) Turner
140 Hendricks Lane
West Monroe, LA 71292
(318) 397-9205 FAX: (318) 397-9207
E-MAIL: mturner@cotton.org
So. Arkansas & Louisiana

If you would like additional copies of this report, please contact:

Communications Services
National Cotton Council
P.O. Box 820285
Memphis, TN 38182
Email: cnelson@cotton.org

**NATIONAL COTTON COUNCIL/
COTTON COUNCIL INTERNATIONAL/
THE COTTON FOUNDATION OFFICES**

MEMPHIS

P.O. Box 820285
Memphis, TN 38182
or
1918 North Parkway
Memphis, TN 38112

Telephone: (901) 274-9030
Fax: (901) 725-0510
Email: info@cotton.org

WASHINGTON

1521 New Hampshire Ave., NW
Washington, DC 20036
Telephone: (202) 745-7805
Fax: (202)483-4040
Email: NCC - info@cotton.org
CCI - cottonusa@cotton.org

LONDON

5th Floor, Empire House
175 Piccadilly
London W1V 9DB, United Kingdom
Telephone: 44(0)20 7355 1313
Fax: 44(0)20 7355 1919
Email: cci-london@cotton.org

SEOUL

Suite 303, Leema Building
146-1, Soosong-Dong, Chongro-Ku
Seoul 110-140, Korea
Telephone: 011-82-2-722-3681/3
Fax: 011-82-2-722-3684
Email: cci-seoul@cotton.org

HONG KONG

20th Floor, Zoroastrian Building
101 Leighton Road
Causeway Bay, Hong Kong
Telephone: 011-852-2890-2755
Fax: 011-852-2882-5463
Email: cci-hongkong@cotton.org

NCC World Wide Web Home Page - www.cotton.org
CCI World Wide Web Home Page - www.cottonusa.org

