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Collection/Office of Origin: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Cabinet Agencies Files

OA/ID Number: 29191
Folder ID Number: 29191-005

Folder Title:
Yeutter (Agriculture - 1989)

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Withdrawal/Redaction Sheet

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Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Memo	From Clayton Yeutter to John Sununu Re: Position of Special Assistant to the President for Agricultural Trade and Food Aid (2 pp.)	1/3/89	P 5	

Collection:

Record Group: Bush Presidential Records
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Series: Sununu, John, Files
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WHORM Cat.:
File Location: Yeutter (Agriculture - 1989)

Open on Expiration of PRA
 (Document Follows)
 By JP (NLGB) on 5/12/05

Date Closed:	12/2/2004	OA/ID Number:	29191-005
FOIA/SYS Case #:	1998-0004-F[1]	Appeal Case #:	
Re-review Case #:	2005-0426-S	Appeal Disposition:	
P-2/P-5 Review Case #:		Disposition Date:	
AR Case #:		MR Case #:	
AR Disposition:		MR Disposition:	
AR Disposition Date:		MR Disposition Date:	

RESTRICTION CODES

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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Removed as a personal record misfile.

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THE UNITED STATES TRADE REPRESENTATIVE
Executive Office of the President
Washington, D.C. 20506

January 3, 1989

MEMORANDUM FOR JOHN SUNUNU

FROM: CLAYTON YEUTTER *cy*

John, attached is a copy of the legislation establishing a Special Assistant to the President for Agricultural Trade and Food Aid, the position for which Cooper Evans is a candidate. Thanks for working on this.

As you can see, nearly all of this legislative "job description" relates to food aid. That is because the impetus came from former Secretary of Agriculture Orville Freeman, who argued that the United States ought to give export market development more attention in its food aid and similar programs. In his judgment this called for improved coordination among the agencies--particularly AID and USDA--and the way to achieve that was by establishing a coordinating position in the White House. A lot of people were unconvinced either of the need or the wisdom of this proposal but no one fought it very hard, so it came to fruition.

My impression is that the other responsibilities articulated in this legislation, i.e., developing and recommending policies to foster and promote agriculture, and appraising existing programs to determine whether they are contributing to agriculture's well-being, were basically an afterthought.

Therefore, my suggestion for talking points with Cooper, or any other candidate, would be as follows:

1. By law the principal thrust of this position relates to using our food aid programs in such a way that they will generate commercial export opportunities for our farm products, and we want that to continue. This will require the appointee to work on an interagency basis with the affected agencies, and particularly with USDA and AID.
2. I'd like this person also to work as a member of our White House domestic policy team which will be headed by _____. This will provide an opportunity for input into White House policy decisions where agriculture is a factor. That applies not only to deliberations by our domestic policy group, but also to legislative and other issues where interagency coordination is provided by OMB. We want independent input on this issue, but we will also expect the White House staff

to be thoroughly familiar with the position of their lead Cabinet agencies, in this case USDA. The person occupying this position should not be an advocate for Agriculture, but he or she should be able to accurately and effectively explain Agriculture's viewpoint.

3. This is a staff position, which means that it must be low profile. The official spokesmen for this Administration are the President, the Vice President, and the Cabinet. The White House staff will not perform that role except as specifically requested by the President or by the applicable Cabinet member.
4. Finally, all White House staffers need to develop an excellent working relationship with their agency counterparts. For agriculture that means with the Secretary, the subcabinet, and, as appropriate, with key agency administrators. The relationship obviously should be cooperative and supportive, not adversarial. We're all on the same team.

Attachment

SPECIAL ASSISTANT FOR AGRICULTURAL TRADE AND FOOD AID

SEC. 1113. (a) The President shall appoint a Special Assistant to the President for Agricultural Trade and Food Aid (hereinafter in this section referred to as the "Special Assistant"). 7 USC 1736-1.

(b) The Special Assistant shall serve in the Executive Office of the President.

(c) The Special Assistant shall—

(1) assist and advise the President in order to improve and enhance food assistance programs carried out in the United States and foreign countries;

(2) be available to receive suggestions and complaints concerning the implementation of United States food aid and agricultural export programs anywhere in the United States Government and provide prompt responses thereto, including expediting the program implementation in any instances in which there is unreasonable delay;

(3) make recommendations to the President on means to coordinate and streamline the manner in which food assistance programs are carried out by the Department of Agriculture and the Agency for International Development, in order to improve their overall effectiveness;

(4) make recommendations to the President on measures to be taken to increase use of United States agricultural commodities and the products thereof through food assistance programs;

(5) advise the President on agricultural trade;

(6) advise the President on the Food for Progress Program and expedite its implementation;

(7) serve as a member of the Development Coordination Committee and the Food Aid Subcommittee of such Committee;

(8) advise departments and agencies of the Federal Government on their policy guidelines on basic issues of food assistance policy to the extent necessary to assure the coordination of food assistance programs, consistent with law, and with the advice of such Subcommittee; and

(9) submit a report to the President and Congress each year through 1990 containing— Report.

(A) a global analysis of world food needs and production;

(B) an identification of at least 15 target countries which are most likely to emerge as growth markets for agricultural commodities in the next 5 to 10 years; and

(C) a detailed plan for using available export and food aid authorities to increase United States agricultural exports to those targeted countries.

(d) The Special Assistant shall also—

(1) solicit information and advice from private and governmental sources and recommend a plan to the President and Congress on measures that should be taken—

(A) to promote the export of United States agricultural commodities and the products thereof; and

(B) to expand export markets for United States agricultural commodities and the products thereof;

(2) develop and recommend to the President national agricultural policies to foster and promote the United States agricultural industry and to maintain and increase the strength of this vitally important sector of the United States economy; and

(3)(A) appraise the various programs and activities of the Federal Government, as they affect the United States agricultural industry, for the purpose of determining the extent to which such programs and activities are contributing or not contributing to such industry; and

(B) make recommendations to the President and Congress with respect to the effectiveness of such programs and activities in contributing to such industry.

(d) Section 5312 of title 5, United States Code, is amended by adding at the end thereof the following new item:

"Special Assistant for Agricultural Trade and Food Aid."

Commerce and
Trade.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. Note	From Clayton Yeutter to John Sununu Re: Farm Bureau Event (1 pp.)	12/30/88	P-5	

Collection:

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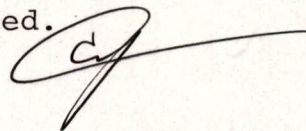
From the Desk of
AMBASSADOR CLAYTON YEUTTER
U.S. Trade Representative

Dec. 30, 1988

To John Sununu

John, if a decision on this event is still pending, it would be a very good one for the President-elect to do. This is probably the top farm organization event of the year, and it'll be a quality audience and a very friendly one. The Farm Bureau gave tremendous support to the Bush/Quayle ticket throughout the country--more actively and aggressively than for any Republican ticket in my memory even though they always tilt our direction. So the event would provide an excellent opportunity to thank them. They've invited me too, but that'll be pre-confirmation so I'll need to stay away.

The President-elect doesn't need to do a farm policy speech. He can talk about budget discipline, foreign policy, promoting exports, etc. and they'll be delighted.





AMERICAN FARM BUREAU FEDERATION

225 TOUHY AVENUE • PARK RIDGE • ILLINOIS • 60068 • (312) 399-5700
600 MARYLAND AVENUE S.W. • SUITE 800 • WASHINGTON, D.C. • 20024 • (202) 484-2222

December 19, 1988

Ambassador Clayton Yeutter
U.S. Trade Representative
290 Winder Building
600 17th Street, NW
Washington, DC 20506

Dear Clayton:

Congratulations on your appointment as Secretary of Agriculture.

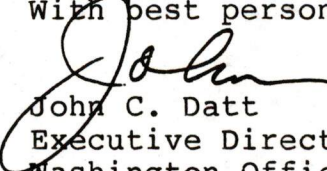
The American Farm Bureau Federation will be holding its 70th Annual Meeting in San Antonio, Texas, January 8-12, 1989. The meeting will be held in the San Antonio Convention Center. We anticipate 6,000 Farm Bureau members to be in attendance at the general session.

We will be having two general sessions during the Annual Meeting, one on Monday, January 9, and the other Tuesday, January 10. As the Secretary of Agriculture Designate, we would like to extend an invitation to you to participate in one of the general sessions of the Annual Meeting. From our standpoint, Tuesday, January 10, would be the preferable date. However, we will be happy to work with you and find the time that is most satisfactory to your schedule.

In recent years it has become traditional for the Secretary of Agriculture Designate to participate in the Farm Bureau Annual Meeting. Jack Block, Bob Bergland, Earl Butz and others have all presented greetings to our members at the Annual Meeting prior to the time they were officially sworn in as Secretary of Agriculture. In view of the many Farm Bureau members who were actively involved in the Bush-Quayle campaign, I think it is particularly important this year if you can schedule an appearance at our Annual Meeting.

I will be happy to work with you in any way possible in connection with your appearance. We hope you can be with us in San Antonio, and I look forward to working with you in the months ahead.

With best personal regards,


John C. Datt
Executive Director
Washington Office

JCD/lh
cc: President Kleckner

SPECIAL ASSISTANT FOR AGRICULTURAL TRADE AND FOOD AID

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(c) The Special Assistant shall—

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(3) make recommendations to the President on means to coordinate and streamline the manner in which food assistance programs are carried out by the Department of Agriculture and the Agency for International Development, in order to improve their overall effectiveness;

(4) make recommendations to the President on measures to be taken to increase use of United States agricultural commodities and the products thereof through food assistance programs;

(5) advise the President on agricultural trade;

(6) advise the President on the Food for Progress Program and expedite its implementation;

Commerce and Trade.

(7) serve as a member of the Development Coordination Committee and the Food Aid Subcommittee of such Committee;

(8) advise departments and agencies of the Federal Government on their policy guidelines on basic issues of food assistance policy to the extent necessary to assure the coordination of food assistance programs, consistent with law, and with the advice of such Subcommittee; and

(9) submit a report to the President and Congress each year through 1990 containing— Report.

(A) a global analysis of world food needs and production;

(B) an identification of at least 15 target countries which are most likely to emerge as growth markets for agricultural commodities in the next 5 to 10 years; and

(C) a detailed plan for using available export and food aid authorities to increase United States agricultural exports to those targeted countries.

(d) The Special Assistant shall also—

(1) solicit information and advice from private and governmental sources and recommend a plan to the President and Congress on measures that should be taken—

(A) to promote the export of United States agricultural commodities and the products thereof; and

(B) to expand export markets for United States agricultural commodities and the products thereof;

(2) develop and recommend to the President national agricultural policies to foster and promote the United States agricultural industry and to maintain and increase the strength of this vitally important sector of the United States economy; and

(3)(A) appraise the various programs and activities of the Federal Government, as they affect the United States agricultural industry, for the purpose of determining the extent to which such programs and activities are contributing or not contributing to such industry; and

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(d) Section 5312 of title 5, United States Code, is amended by adding at the end thereof the following new item:

"Special Assistant for Agricultural Trade and Food Aid."

Subtitle B—Maintenance and Development of Export Markets

Ex lev 3

Activities of the Special Assistant to the President for
Agricultural Trade and Food Assistance

This position was created by the Food Security Act of 1985 (a copy of the relevant section follows). The incumbent was appointed by the President on September 18, 1986 and formally joined the White House Office as of December 7, 1986.

I report to the Cabinet Secretary and am "attached" to the Economic Policy Council, working closely with the Executive Secretary of the EPC. In my role as a resource, advisor and an agricultural liaison for the White House, I serve on several standing and special committees, a list and description of which is attached. These groups generally are at sub-Cabinet level and report to the Economic Policy Council.

I am required by legislation to submit an annual report to the President and the Congress containing a global analysis of world food needs and production; an identification of at least 15 target countries which are most likely to emerge as growth markets for agricultural commodities in the next 5 to 10 years; and a detailed plan for using available export and food aid authorities to increase United States agricultural exports to those targeted counties.

The first attempt at this report is in progress, with a target of March for the circulation of a completed draft for clearance. USDA is providing substantial assistance in the preparation of this report.

There is a mistaken impression in the agricultural community and some of the Congress that the President knows and cares little about agriculture and its problems. The fact that there is now a Special Assistant for Agriculture in the White House helps dispel this misperception. I represent the Administration speaking to a wide range of agricultural groups, promoting the Administration's farm and economic policy positions while demonstrating that there is someone on the President's staff who has a farm background and understands agricultural issues.

For the next few months, I intend to concentrate on the annual report, on keeping key members of the White House staff informed of agricultural events and issues, and on promoting the President's agricultural legislative reforms. In particular, I hope to be helpful to the White House legislative affairs staff as they work with the Congress on agricultural legislation.

ALAN T. TRACY
February 24, 1987

COMMITTEE PARTICIPATION
Special Assistant to the President for
Agricultural Trade and Food Assistance

1. Agriculture Working Group

This standing group is the primary interagency mechanism for considering agricultural policy decisions. I serve as an executive secretary for this group, which is chaired by Gene McAllister,

2. Sugar Working Group

A standing group that determines sugar import quotas and other aspects of the U.S. sugar program. Chaired by USDA.

3. Food Aid Subcommittee

Determines the country distribution of P.L. 480 food aid and resolves interagency differences about the program. Chaired by USDA.

4. Trade Policy Review Group (for agriculture related issues only)

The U.S. Trade Representative's group that considers trade policy issues.

5. Task Force on Rural Communities

A USDA chaired group created last autumn to consider administration policy on the problems of rural areas.

6. Working Group on the Farm Credit System

A small, Treasury chaired group addressing the impending crisis in the Farm Credit System.

7. Task Force to End Hunger in Sub Saharan Africa

A large NSC-OPD chaired group which has developed proposals to address Africa's hunger problem.

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M E M O R A N D U M

DATE : November 11, 1988
TO : The President Elect
FROM : Cooper Evans
SUBJECT : Agricultural Policy

With the election over, it seems appropriate to outline thoughts on implementing agricultural policy in the Bush Administration. That is the purpose of this memorandum.

In the recent campaign you did an excellent job of appealing to farmers and ranchers. Your positions on agriculture were far better received than the vague and inconsistent statements of the Democrats.

However, election results make it clear that not all of rural America, particularly those who do not live on farms, is yet convinced that its brightest future lies with you and the Republican Party. It is true that many farmers and ranchers have prospered in the last two or three years. But rural Americans also know that the early years of the Reagan Administration were the most financially painful they ever experienced. They know that rural America did not recover from those bad years nearly as quickly or completely as the rest of the country. Further, they feel that Republicans were slow to recognize (1) the depth of the crisis in rural America and (2) that the problem had effects extending far beyond farms and ranches. In short, they have a "show me" attitude.

The point is: you have made a good start toward healing the wounds and rebuilding support in rural America. But there is some distance yet to go. The Bush Administration must build on the foundation which has been laid. This is vital to success in the 1990 and 1992 elections.

In developing agricultural policy one can easily fall into the trap of writing off rural America as consisting of a mere 2 million farmers and ranchers. It is important to recognize rural America as it really is -- the home of 60 million people, 25 percent of the U.S. population. Equally important are the facts that agriculture (1) is the largest industry in the U.S. and (2) has a major influence on the economic fortunes of all in rural America. The recent election clearly demonstrated the political importance of the rural constituency.

With these thoughts in mind, major long term goals of agricultural policy in the Bush Administration must include the following:

- * Strengthen the confidence of rural America in the Bush Presidency.
- * Reduce the cost of farm programs while maintaining a "safety net" under farm income.
- * Expand foreign markets for U.S. agricultural products, including both basic commodities and value added products.
- * Continue to press for world-wide elimination of subsidies and barriers which distort agricultural trade.
- * Minimize annual acreage reduction programs to keep the maximum practicable share of non-fragile lands producing for both domestic and foreign markets.
- * Modify existing farm commodity programs to minimize those features which distort economic decision making by farmers and ranchers.
- * Realign federal agricultural research and development programs to increase emphasis on:
 - Keeping U.S. agriculture competitive in world markets.
 - Finding new uses for the major commodities we now produce,
 - Reducing environmental risks, and
 - Identifying and promoting new crops and enterprises which over the longer term can contribute to prosperity in rural America.
- * Use rural development initiatives to encourage more off-farm jobs and increase the quality of life in rural America.
- * Increase actions to address the environmental problems facing agriculture and rural America.

These goals do not depart dramatically from current policy. In addition, they are totally compatible with the positions you have taken during the campaign.

To move toward these goals, a number of important steps should be taken in the months just ahead:

- * Increase the visibility and role of the President on agricultural issues and policy. Rural America and agriculture are rapidly changing. The president should assume a leadership role in shaping this change. Past Presidents have influenced agricultural policy principally by deciding whether to sign or veto legislation. The influence can be much more positive, with benefits both to agriculture and the President. This will come naturally to you. After all, you have spent more time in rural America and spoken more about agricultural policy than any other Presidential nominee in modern times.
- * To support the President's stronger role in agricultural policy, change the status and function of the existing position of Special Assistant to the President for Agricultural Trade and Food Aid. In practice, this position now serves as USDA's eyes and ears in the White House and as a USDA liaison officer to other departments, boards and agencies. In the Bush Administration this function should change. The new objectives should be to:
 - Provide a clearly visible commitment to agriculture and rural communities within the White House.
 - Serve as the President's personal emissary to rural America (not principally USDA's emissary to the White House).
 - Advise the President on policy relating to agriculture and rural affairs.
 - Continue the current functions of the office, including a close working relationship with USDA.
- * Begin immediately to strengthen the working relationship between the Administration (both White House and USDA) and the agricultural committees of the House and Senate.

The Democratic Congress will have a major role in agricultural policy. The closer the cooperation the better the results. It is important that the people you select for top USDA positions and as Special Assistant have the experience, contacts, skill and appropriate attitude to make this happen.

- * Take the lead in "listening" to rural America. Listening, on a continuing basis, will have a very positive effect in building support for the President. Congress will certainly begin hearings on agricultural policy in 1989, but these will require several months to organize. The President can easily seize the initiative by sending his Special Assistant to the country to talk with farmers, ranchers, and community leaders. Such action would be without precedent and would generate a very positive response in rural America.

The preceding paragraphs have addressed only broad policy objectives. In addition there are a number of more technical subjects which should receive attention early in the Bush Administration. Most offer the potential for significant improvements in program efficiency. Three examples will illustrate the point:

- * Improve the effectiveness of the annual acreage reduction programs as a tool to reduce the periodic surpluses of major commodities. Huge surpluses produce huge surges in the agricultural budget. There are a number of ways to make these set-asides work better and reduce costs.
- * Better define an approach to domestic agricultural policy which will be acceptable to both the federal government and farmers in the event the current GATT negotiations on agricultural trade are successful.
- * Review the Federal Crop Insurance Program to determine whether it should be totally redesigned or abandoned. The current system, basically a partnership between the federal government and private sector insurance companies, has not worked. Costs have escalated and use by farmers has not increased as Congress intended. Most important, federal crop insurance proved to be totally inadequate in the 1988 drought. Only the insurance companies have benefitted. If problems are not corrected soon, this could become a significant political problem for the Bush Administration.