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I. INTRODUCTION

This is an attempt to pull together all the different elements of our work in the vegetable industry - contract administration, negotiations, election organizing, etc. - to give an overall picture of where we are and where we should go.

An attempt has been made to be as accurate as possible, but many of the figures and some of the information are "guess-timates" because of different versions of the same facts and constantly changing situations.

Oxnard, Santa Maria and San Ysidro have not been included both because they are somewhat separate areas and also because I don't have the information necessary at this time to include them. Also, San Joaquin Valley melons have been omitted, except for Bakersfield.

The underlying reason for doing all this is that the time we have to organize and consolidate our position in California is very limited. It is limited both by the political realities surrounding the law and next year's gubernatorial election and by the need that we expand to other states. Planning and coordination should be able to cut down the time it takes to do things and also improve the quality with which they are done.

At the end of each section there are some recommendations as to what should be done in that area. The recommendations are based on what needs to be done to take full advantage of our position in vegetables and do the best job we can. Obviously, this must be balanced against our resources and the needs of other work we are doing.

Planning is essential to maintaining the offensive and realizing our maximum potential at this point in the struggle. I hope that someone more familiar with the other major industries in California can put something similar together so that out of these can emerge a conscious and coordinated plan of attack for the short time that remains in which we can organize.

II. STATISTICAL SUMMARY

A. Number of Companies

1. There are about 96 principal companies in the vegetable industry. We currently have contracts with 21. That is 22% of the total. We are certified or awaiting certification at another 30. That is 30%.
The total contracts are pending are 51 companies or only 52% of all. There are about 45 remaining companies - 47% of the industry total - where elections must still be held.
2. There are about 121 principal and secondary companies in the industry. The 21 we have contracts with comes to only 17% of the total. Our certified and pending 30 companies equals 24% of the total. Our 51 companies equals only 41% of all the industry. There are 70 remaining companies - 58% of the total.
3. The geographic breakdown is as follows:

Of the 21 contracts, 3 are in the South, 12 in the North and 6 both in the North and South. That equals 18 contracts in the North and 9 in the South.

Of 10 certifications, 8 are in the South, 2 are in the North and 1 is in both the North and South. Equals 9 in South and 3 in North.

Of 20 pending companies, 16 are in the South, none are in the North and 4 are in the North and South. Equals 20 in South and 4 in North.

Of 45 elections which need to be held among primary companies, 23 are in the South, 14 are in the North and 8 are in the North and South. This means 31 in the South and 22 in the North.

Of 70 elections which should be held among primary and secondary companies, 29 are in the South, 33 are in the North and 8 are in the North and South. This means 37 in the South and 41 in the North.
4. Potential:

Our current contracts that must be administered then are 18 in the North and 9 in the South. Pending are 7 in the North and 29 in the South. Assuming all pending are signed it will give us a total of 25 in the North and 38 in the South.

If all principal elections held and won and contracts signed, it would give us 47 in the North and 69 in the South.

If all secondary are included it gives us 62 in the North and 79 in the South.

B. Dues Income

1. There is an annual dues potential for the vegetable industry of about \$3,000,000.
2. Our 21 contracts should produce an annual dues income of about \$800,000.
3. Our 30 certified or pending companies should produce a future income of a little over \$1,000,000, once they are negotiated and signed.
4. The remaining 45 to 70 companies should produce dues income of over \$1,000,000 additional income.
5. In other words, we are realizing right now less than 33% of our dues potential in the vegetable industry. Signing all our pending contracts will bring us close to 60% or more. We have a further potential of around 35% to 40% more - or more than \$1,000,000.

C. Numbers of Members

1. There is a potential peak membership in the vegetables of about 26,000.
2. Our current 21 contracts account for a membership of about 7,000 or about 27% of the potential.
3. Our 30 pending companies will produce about another 8,500 or an additional 33%. That would bring our total to about 15,500 or 60% of the total potential.
4. The remaining 45 to 70 elections which could be held would produce at least an additional 10,000 members or about 38% of the potential.

NOTES:

- 1- The above are very rough estimates, but should give a general idea of where we are.
- 2- Santa Maria, Oxnard, and San Ysidro's exclusion cuts short the potential as the above figures are based on El Centro and Salinas based operations primarily.
- 3- These figures include some Arizona operations, but not all. Including all of Arizona would add substantial amounts to the total.

III. 12 ASSUMPTIONS

This plan is put together on the basis of the following assumptions.

A. The vegetable industry consists primarily of two parts:

1. Western

The western industry is single, more or less unified, coordinated and competitive based primarily in El Centro and Salinas.

a. El Centro - Yuma - Blythe - Central Arizona - Western San Joaquin Valley - King City - Watsonville - Salinas. This is the primary circuit where most of the industry leaders are based.

b. El Centro - Yuma - Central Arizona - New Mexico - Colorado. This is an offshoot of the primary circuit.

c. Santa Maria & Oxnard. These areas, and to a lesser degree, San Ysidro, are somewhat separate, but related.

2. Rest of U.S.

The industry in the rest of the country is much less unified, less dominated by single, large, multiple-area shippers - but, it is competitive at different times of the year with the Western industry. It also uses many of the same workers.

a. Texas - winter months.

b. Florida - winter months.

c. New Jersey - spring and fall.

d. New York - summer months.

e. Wisconsin & Michigan - summer months.

B. The vegetable industry is centered around the production of iceberg lettuce and related row crops - celery, cauliflower, broccoli, cabbage, etc. - and melons - canteloupes, etc. These tend to be grown in the same areas by the same companies. However, there is also some overlap with carrots, tomatoes, onions and strawberries.

C. The western industry sees itself as a single industry, belongs to the same grower associations - Western Growers Association, local Grower-Shipper associations, etc. - and consciously coordinates its economic and political strategy, particularly as regards the Union and economic labor standards. There is constant both formal and informal communication by means of the associations, key growers in different areas and key attorneys.

- D. In the past - particularly since the political unity created by the fight for the braceros - the industry has usually adopted a common position on labor relations throughout the West. The current fragmentation - some companies UFW, some still Teamster, some No Union, etc. - goes against the historic grain and there are strong economic pressures within the industry against it. There is a strong desire for all shippers to face the same cost situation as regards labor and not be played one against the other.
- E. The departure of the Teamsters has created a vacuum, not only in California, but throughout the West. Unless we fill this vacuum quickly, others will - e.g., agrupaciones, etc. - and the current fragmentation of the industry will continue.
- F. Since the industry is coordinated and conscious of what it does as regards labor relations - each new rate, new contract, new economic standard quickly becomes common knowledge - we also must be coordinated and conscious of what we do. If we are not, industry leaders will have an advantage in any given set of negotiations. If we are, however, we will have the advantage because our decision making would be unified - one union - and theirs would continue to be diffuse - balancing individual company interest in a given situation against the industry's interest; for example, Inter-Harvest's decision to go alone, Vessey's decision to accept certain new standards.
- G. Continuity of leadership in dealing with a common industry with common sets of workers, problems and history is an advantage.
- H. In order to accomplish our goal of 100,000 members under contract by December of 1978, not only must we open new industries to organization, we must also build upon our strength. In other words, we are relatively established in the vegetable industry - both with workers and employers - but we must translate that strength into as many workers and contracts as possible. We should not confuse having 20% of the industry under contract with having the industry organized.
- I. The effective deadline for the organization of the vegetable industry - having everything under contract - should be December 31, 1978, the date our current master agreement expires. We will then be in a position to negotiate new industry-wide standards for the first time. In fact, however, to initiate industry-wide negotiations we should have everyone in by September of 1978.
- J. The nature of this industry is such that it can provide us with leverage to move into other states - in the West and also in other parts of the country. Although vegetables may not be the largest employer in New York or Florida, it may well be the most organizable.
- K. Whoever has an offensive strategy and works to implement it has a great advantage in any struggle. In July of 1970, the industry took the offensive; we regained the offensive in August with the strike and subsequent boycott; the industry regained it during the summer of 1971

and effectively held it until September of 1975; since then, our legal activities, the elections, and now, the pact with the Teamsters has returned it to us. But we can't stop now - we must continue to use it - or we may lose it again. That strategy must include negotiations, organizing and contract administration.

- L. Current negotiations with the industry on the anti-trust suit must be viewed in light of an overall plan for the industry.

IV. COMPANIES UNDER CONTRACT

A. Information

<u>Company</u>	<u>\$3.40?</u>	<u>Other</u>
<u>El Centro</u>		
1. InterHarvest	O.K.	a. Rate & rules for modified 12 wrapper wrap machine. b. Revision of celery operation. c. Problems of seniority & recall.
2. Salinas Marketing	O.K.	Wage increase must be signed and put in writing.
3. California Coastal	No	
4. Admiral Packing	O.K.	a. Wage increase to be put in writing. b. Hourly lettuce crew rate. c. Consolidation of Far West.
5. J.J. Crosetti	No	Lettuce bin machine.
6. Colace Bros.	No	Melon rate must be negotiated by 5/22.
7. R.T. Englund	O.K.	a. Wage increase to be put in writing. b. Contract to be extended to Arizona.
8. Vessey & Co.	O.K.	New contract standards re: the following: a. Paid loader waiting time. b. Frost waiting time paid. c. Retroactivity of wages. d. 24 hour irrigator shifts. e. First UFW watermelon & garlic rates. f. Extension to Arizona. g. Resolution of beer situation.
9. Joe Maggio, Inc.	O.K.	a. Follow-up on ALRB decision re: carrot machines, mechanics and service truck. b. New items: 1) Frost waiting time. 2) Paid travel for irrigators. 3) Amended King City contract. 4) Retroactivity.

Salinas

1. InterHarvest	O.K.	Same as El Centro.
2. Salinas Marketing	O.K.	Same as El Centro.
3. California Coastal	No	Same as El Centro.
4. Admiral Packing	O.K.	Same as El Centro.
5. J.J. Crosetti	No	Same as El Centro.
6. R.T. Englund	O.K.	Same as El Centro.
7. Harden Farms	?	O.K.
8. Mann Packing	O.K.	O.K.
9. Associated Produce	O.K.	O.K.
10. Veg-Pak	O.K.	O.K.
11. C.J. Maggio	O.K.	O.K.
12. Pik D Rite	O.K.	O.K.
13. Green Valley Co-op	?	O.K.
14. Valley Harvest	?	O.K.
15. West Coast Farms	No	Arbitration Award
16. Meyers Tomatoes	No	a. Rate is too low and should be contacted re: increase others are giving. b. Should get to agree to rate negotiated with Gonzales & O.P. Murphy. c. Contract should be extended to Coalinga operations. d. Something should be done about the camp.
17. Mr. Artichoke	?	O.K.
18. Molera Enterprises	?	O.K.

B. Recommendations

1. The above problems are above and beyond the ordinary day to day grievances, arbitrations and contract administration work. They are all situations that either have industry-wide implications, result in contract modifications or require coordination.

2. Most of the problems listed under Calexico will now have to be dealt with in Salinas, in coordination with Calexico & other areas affected.
3. Any supplements regarding wage increases or other contract modifications or additions should be copied and sent out to all vegetable offices as well as to La Paz.
4. The following action should be taken regarding the above:
 - a. InterHarvest
 - 1) Wrap machine research must be done and company met with under "new operations" section of contract.
 - 2) Must be a meeting and plan of attack put together on problem of seniority and recall.
 - b. Salinas Marketing

Put agreement in writing and send out.
 - c. Admiral Packing
 - 1) Research hourly lettuce crew, make a proposal and push to arbitration if company continues to refuse to meet.
 - 2) Far West situation must be resolved by meeting with committee and working out a solution involving seniority, back pay for Admiral workers re: wages and time lost.
 - 3) Put increase in writing.
 - d. J.J. Crosetti

Investigate lettuce bin machine and attempt to negotiate. Otherwise take to immediate arbitration.
 - e. R.T. Englund

Put wage increase and Arizona extension in writing as soon as Teamster cooperation obtained.
 - f. Colace Bros.

Negotiate melon rate with eye to Bruce Church \$5.04/foot rate for this season.
 - g. West Coast Farms

Anti-trust settlement only hope of avoiding liability owed.
 - h. Meyers Tomatoes

Should look for workers and meet with company immediately to prepare to solving problems.
5. The anti-trust suit needs to be considered in relation to all the above problems.

V. CERTIFIED COMPANIES

A. Information

El Centro

1. Hubbard negotiating Nasiff (let, tom)

- a. Contract agreed to except for 2 issues:
 - 1) Rate for the "folded" box.
 - 2) Extension of contract to cover Imperial Valley operations.
- b. New standards include:
 - 1) Frost season waiting time.
 - 2) Contract covers Arizona and New Mexico operations of the company. First U.F.W. contract in New Mexico (Juarez).
- c. In order to get I.V. extension will have to have election in the tomatoes in June and get company to agree to place no objections.

2. Growers Exchange negotiating Thornton (let, cel)

- a. First machine wrap/piece rate lettuce contract other than InterHarvest -- InterHarvest does not use piece rate. Will set a pattern for Church, D'Arrigo, etc.
- b. Has Teamster "super contract", like Church, which has a number of economic features superior to "master contract". Company did not fight election and expects "master contract". This will be unacceptable.
- c. Requires coordinated negotiations between Calexico, Huron, Oxnard and Salinas.

3. Nish Norian negotiating Dressler/WGA (let, wat, sq)

- a. First contract with a Blythe grower -- other U.F.W. Blythe contracts are with harvesters only. This will, therefore, set wage standards for Palo Verde Valley. It would be better negotiated with Norton, High & Mighty, Arakelian and other Blythe growers.
- b. Has watermelons so rate will need to be coordinated. Also now is best time to negotiate because melons start in June.
- c. Important sub-contracting issue re: lettuce crews.

4. Lu-ette Farms to meet no lawyer (let)

Crews no longer working, but agreed to accept whatever others agreed to.

5. Marini to meet Nasiff -----

Small grower who should agree to what has been negotiated.

6. California Lettuce Farms to meet no lawyer -----

- a. First "salad" company to negotiate contract with us.
- b. Issue will be piece rate per bin.
- c. Need coordination between Calexico and Salinas.

7. Santa Clara just certified

To be negotiated in Oxnard.

8. John V. Borchard to meet R. Page

- a. ULP re: firings and refusal to bargain (has been certified since February/1976) should be pursued.
- b. Company is in "chapter 11" which is unique situation.
- c. Will be difficult due to history of company and attitude of management.

9. Abatti/Sunworld no info (asp)

Asparagus company certified because of no objections. Company claims election was illegal.

10. John Jackson Farms, Palo Verde Farms - no longer in operation.

Salinas

1. Growers Exchange negotiating Thornton (let, cel)

- a. See Calexico.
- b. Negotiations to be conducted in Salinas.

2. Senini of Arizona negotiating Thornton (let, mel)

- a. Very small operation in Salinas for which a contract has been apparently negotiated, but not signed.
- b. Company's major operations in Yuma Valley, Wilcox, Ariz, New Mexico.
- c. Election held in Winterhaven.
- d. Should either not sign in Salinas without getting objections dropped on Winterhaven or strike in Yuma melons and force into a single contract for Salinas, Winterhaven, Yuma, Wilcox, and New Mexico.
- e. Board just dismissed all objections to Winterhaven election which means certification should be imminent. Salinas contract should be left open and fact of Yuma melons starting 6/1 should be considered. Try to get contract for the whole works.

3. J.R. Norton negotiating Dressler/WGA (let, etc.)

- a. Small operation in Salinas for which contract negotiated but not signed as to disagreement over wages.
- b. Company's major operations are in Imperial Valley (steadies and 9 lettuce crews), Blythe (5,000 acres including citrus, cotton, etc.), Central Arizona and New Mexico.
- c. Election held covering rest of California to which company placed objections. Board decision should be forthcoming.
- d. Should hold off on signing Salinas and negotiate contract covering all of company's operations - in and out of state.

4. Gonzales Packing certified Dressler/WGA (tom)

- a. One of big 4 Salinas tomato companies. We have won elections at 3 of the 4 - Meyers, O.P. Murphy, and Gonzales.
- b. Need to find workers, get committee formed and start negotiating, but not complete our proposal or sign anything until work begins in July or August.
- c. Must get a better rate than Meyers and then get Meyers to accept same rate.

5. O.P. Murohy certified (tom)

Same as Gonzales Packing.

B. Recommendations

1. These negotiations must be coordinated with those going on at companies we already have contracts with; e.g., Colace melon rate, tomatoes, etc.
2. Must be geographical coordination as well so as to involve all areas.
3. Need to check progress constantly against overall industry standards and use a conscious strategy as to what are priority issues here.
4. Whatever else we do, must hold firmly to the 1/1/79 expiration date or else all our vegetable contracts will be kicked forward.
5. An election must be the Hubbard tomatoes in I.V. this June. If not, the Hubbard contract will never really materialize.

VI. PENDING COMPANIES

A. Information

El Centro

1. Mario Saikhon R Hearing Held 5/2 WGA (let, mel, wat)

- a. If can get certification by 1st of June would be ideal time to negotiate (melon season - June to mid-July). If not, should not start bargaining until November (lettuce season - October to March).
- b. Should push Board for decision prior to melons as objections were insubstantial.
- c. When negotiated, Saikhon, along with Abatti, will set industry standards for melons and watermelons.
- d. Key because one of "big three" I.V. growers (Abatti and Andrews are others).

2. Abatti Farms/Produce R Hearing Set 5/16 Nasiff (let, mel, must, asp, mix)

Same situation as Saikhon except will be more difficult set of negotiations due to history with this employer and his character.

3. J.R. Norton R Hearing Held 5/9 WGA (let, mix)

- a. If can hold off signing Salinas contract, best negotiating times are May to August (Salinas lettuce) or October-March (Blythe-I.V. lettuce).
- b. Certification should be forthcoming as objections were insubstantial.
- c. See special notes on Norton under "certified companies".
 - 1) Will need coordination between Salinas, I.V., Blythe, Arizona, and New Mexico.
 - 2) Certification would make bargaining with Norian and other Blythe growers easier.
 - 3) If not getting anywhere by end of Salinas deal, could strike in New Mexico or Arizona.
 - 4) Any contract must include out of state operations.

4. Bruce Church R Hearing Held 5/9 Gibson, Dunne & Krutcher (let, cel, mel)

- a. Company has lettuce operations in Imperial Valley, Salinas, Santa Maria, Avenal, Wasco, Yuma and Blythe-Poston; celery in Salinas; melons in Yuma.
- b. Since company works year round, timing of bargaining not as critical as the above 3 companies, however, best time is when all of operations are in a single area in the winter. Summer season is spread out into 2 or 3 different areas. Yuma melon deal - (June) - is also a factor.
- c. Coordination required among all areas.
- d. Church has Teamster "super contract".
- e. Arizona must be included.
- f. Position as 3rd largest lettuce company makes negotiations particularly important.

5. D'Arrigo Bros. R Hearing Held 11/75 (let, cel, broc, must, mix)
- a. Board just upheld election so certification should be almost immediate upon the counting of challenged ballots (133 - all except 16 of which are strikers).
 - b. Operates in Salinas, Firebaugh, Blythe, Arizona, El Centro and farms lettuce, celery, mustard, misc. vegetables, tunas, etc.
 - c. Negotiations will have to be coordinated geographically.
 - d. Timing more like Bruce Church than Saikhon.
 - e. Negotiations will be particularly difficult due to:
 - 1) Little or no organizational work since the election 19 months ago.
 - 2) History of our relationship with this company - strike, etc.
 - 3) 700 to 1,000 workers involved in a multiplicity of crops.
 - 4) Difficult issues: e.g., reinstatement of strikers, payments due to the MLK fund, etc.
 - 5) Will be our first mustard rates.
6. High & Mighty Farms R Hearing Held 4/77 (let, mel)
- a. Melons and lettuce in Blythe.
 - b. Is company where "Blythe bus accident" took place.
 - c. Certification will help Noroian negotiations.
 - d. Best time for bargaining now (melon season) or in the fall (lettuce).
7. Elmore Farms R Hearing Held 4/77 -----
- a. Very important Imperial Valley grower - not shipper.
 - b. Two other I.V. companies not included. When certified, should have elections there.
8. E.G. Corda R Hearing Held 4/77 -----
- a. Imperial Valley grower.
 - b. Only company being represented by Fastiff in Imperial Valley. Need to make example of.
9. Jack Brothers No R Hearing Set -----
- a. Imperial Valley grower.
 - b. Associated with Elmore and others and is important in Brawley area.
10. Mike Yurosek No R Hearing set (cts, turnips, cab)
- a. Maggio's main competition in bagged and bunched carrots.
 - b. Operates in Bakersfield, Cuyama Valley, Santa Maria, Newhall and Imperial Valley.
 - c. Has reputation and law firm which are strongly anti-union. Raised lots of money against Prop. 13.
 - d. Will require geographic coordination.

11. J.A. Woods No R Hearing Set (let)
 a. Company operates in El Centro, Yuma, Central Arizona and New Mexico.
 b. Contract must include all areas of operation.
12. Martori Bros. No R Hearing Set (let)
 a. Company operates in El Centro, Aguila, Ariz, Central Ariz, New Mexico.
 b. Strongly anti-union company. Owns Gold-mar Farms in Arizona along with the Goldwaters. In El Centro, succeeded old Arena-Imperial Co.
 c. Must extend contract to all areas of operations.
 d. Board dismissed all objections except one.
13. Senini of Arizona No R Hearing Set (let, mel)
 a. Certified company, Salinas.
 b. Main operations are out of state and contract must include.
14. G & S Farms No R Hearing Set (let, mel)
 a. Company's main operations in Arizona and New Mexico - lettuce and melons.
 b. Main issue will be extension in other states.
 c. Could strike in upcoming Yuma melon deal to get to drop objections in California.
 c. Board dismissed all objections except one.
15. Arakelian Farms No R Hearing Set (let, mel, wat)
 a. Blythe grower-shipper of lettuce and melons.
 b. Certification would help bargaining with Noroian (along with High & Mighty, Norton, etc.).
 c. If can't get certification before this year's melon deal, should plan on bargaining in October.
16. C.A.O. No R Hearing Set (asp)
 a. Asparagus and miscellaneous.
 b. Need to have cert by next winter and bargain for next season.
 c. Will most likely bargain with other asparagus companies.
17. Gourmet Harvesting & Packing No R Hearing Set (asp, mel, etc.)
 a. Asparagus, melons and other crops.
 b. Difficult legal question here.
 c. Bargain next fall and winter.
18. Signal Produce No R Hearing Set (asp)
 a. Smallest of the asparagus companies.
 b. Next fall and winter.

19. Donley Farms

No R Hearing Set

- a. First Winterhaven growers.
- b. Election held two weeks ago.
- c. Best bargaining time during thinning season in the fall.

20. Graeser-Peplis

No R Hearing Set

- a. May be going bankrupt.
- b. Unit dispute re: Bakersfield operations.

Salinas

1. Bruce Church

See above notes.

2. D'Arrigo Bros.

See above notes.

B. Recommendations

1. Bruce Church and D'Arrigo

- a. Should get priority whenever certified due to size, position in industry and scope of operations and difficulty of bargaining.
- b. As are year round harvesters, bargaining can begin as soon as certified.
- c. The Yuma melon season this June offers a unique opportunity to pressure Church outside ALRA jurisdiction should it be useful.

2. Saikhon and Abatti

- a. If certified in next few weeks, we should make an all out push to bargain during the melon season.
- b. If not certified right away, we should plan on real bargaining beginning next October.
- c. Whenever bargaining they should also get priority treatment.

3. Norton, High & Mighty, Arakelian

- a. Now would be ideal time to bargain due to melons (except Norton) and Noroian negotiations. Pressure on the Board might produce a High & Mighty certification as the hearing was held some time ago.
- b. Norton is in a somewhat special situation due to the Salinas deal.
- c. We should anticipate bargaining next fall.

4. J.A. Woods, Martori, Senini, G & S

- a. The upcoming Yuma melon deal is an opportunity to pressure Senini and G & S into withdrawing objections and bargaining outside the jurisdiction of the ALRA. Senini is also vulnerable as explained above in Salinas.

- b. If we don't move in the leons, we should anticipate the need to organize these companies during their New Mexico or Central Arizona lettuce deals in the fall in order to move bargaining along.
- c. We need to clarify the Teamster situation as all 4 have Teamster contracts in Arizona.

5. Yurosek

This company is in its own category and can be bargained with whenever certified.

6. Elmore, Corda, Jack Bros & Donley

- a. All are growers and not grower-shippers so the best time for bargaining is during thinning in the early fall.
- b. They could also be bargained with whenever certified as they have substantial year round workers.

7. C.A.O., Gourmet, & Signal

- a. All asparagus shippers really shouldn't be bargained with until next winter when the workers are around.
- b. Gourmet also has melons, but the real issue is asparagus.
- c. Should try to bargain jointly with all 4 as competition is the main factor.

8. The anti-trust suit can be used on all of these who are parties to it, in order to get objections withdrawn - except where hearings already held - and initiate bargaining. It could be used also in reaction to out of state recognition.

VII. NEW ELECTIONS

A. Introduction

1. The companies we currently have under contract amount to about 20% of our potential in the California vegetable industry - excluding Oxnard and Santa Maria.
2. If all companies which are pending or certified but not yet negotiated sign contracts, we move into the 50% range.
3. In other words, there are 40 to 50% of the companies in this industry where we still must gain representation rights if we are to realize our potential and be able to bargain on a genuinely industry-wide basis.
4. The more time that passes between the execution of the Teamster pact and the holding of additional elections, the more opportunity is being given this segment of the industry to regroup, form company unions, and remain a constant drag on both our ability to bargain and ability to achieve stability in the vegetable industry.
5. If we have a dual goal of reaching 100M members by 12/78 and bargaining with the whole industry by 1/1/79, we also have to realize the workers in this industry can, in general, be organized with fewer resources than in other industries where the Union is not as established or desired.

B. Information

1. The South

a. El Centro

1) MELONS (May 25 - July 4)

a) Sam Andrews & Sons Melons & Lettuce El Centro & Bakersfield

- (1) Peak work force of 600+ 1,000 acres-melons
- (2) Only one of big three I.V. growers where we lost last year.
- (3) Hearing held 17 months ago and ALO report issued two months ago recommending election be overturned.
- (4) Pressure on Board could get this one set aside in time for the melons or Teamster disclaimer of interest.
- (5) Melon season is far preferable to lettuce season for an election due to the make up of the crews.
- (6) Would require coordination with Bakersfield for melon thinning crews and about 90 steady workers.

b) Sahara Packing Co. Melons & Lettuce El Centro & Blythe-Poston

- (1) Peak work force of 200 850 acres-melons
- (2) Teamsters won last year in lettuce. When goes to hearing, will be thrown out.
- (3) Only way could get into position for melon election in Teamster withdrawal of interest.
- (4) Melon season preferable to lettuce due to crew composition.

c) Pacific Farms Melons El Centro

- (1) New election 1,980 acres-melons
- (2) If no election now, have to wait a year.
- (3) Also may operate in Bakersfield and Mendota.

d) Redi Ripe Melons El Centro

- (1) 700 acres of melons.
- (2) New election.

2) TOMATOES (May 20 - July 4)

a) Hubbard Co. Lettuce & Tomatoes

- (1) Election essential to get Hubbard contract.
- (2) See notes under certified companies on Hubbard.

b) S & H Packing Co. Tomatoes

- (1) New election.
- (2) If not now, have to wait a year.
- (3) Teamster contract.

c) Green Valley Packing Tomatoes

- (1) 500 acres.
- (2) New election.

d) Cal Tom Tomatoes

- (1) 600 acres.
- (2) New election.

e) Golden State Farms

- (1) New election.
- (2) Workers organized since 1975 but no election because no peak except in tomatoes.

f) Misc. other tomato companies

3) LETTUCE (Nov - March)

a) Andrews - see above.

b) Sahara - see above.

c) California Lettuce Co. Lettuce

- (1) Associated with Green Valley Co-op/Salinas.
- (2) Teamster withdrawal of interest.
- (3) Earliest possible election - next December.

d) Royal, Salinas Lettuce Farmers Co-op, Let-Us-Pak, Merit Packing, Hansen Farms, Merrill Farms, Ralph Samsel, & Bud Antle - see Salinas.

e) Mapes Packing Co. Lettuce El Centro, Brentwood, Blythe

- (1) Election overturned in March.
- (2) No election held because Teamster scene unclear and is over 1/2 Filipino.
- (3) Election could be held in fall - Brentwood, then Blythe, then El Centro.

4) GROWERS & MISCELLANEOUS

a) Onions

(1) F & M

- (a) Green onions.
- (b) Election could be held if Teamster withdrawal of interest.
- (c) Season for election - Dec to March.

(2) Dannenberg Farms

- (a) Season - April & May.
- (b) Sure win - same people as asparagus.
- (c) Peak of 250.

(3) Misc. other onion growers.

b) Holtville Farms

- (1) Farming operation of Growers Exchange.
- (2) Need Teamster withdrawal of interest for election.
- (3) Election could be held anytime throughout year as only steadies employed.

c) La Brucherie Farms

- (1) Need Teamster withdrawal of interest.
- (2) Election could be held anytime throughout year as only hire steadies.

d) Miscellaneous Growers

- (1) All new elections.
- (2) There are many growers who use labor contractors for their thinning and weeding operations and where no elections have been held.
- (3) Election could be held in September through November on basis of thinning crews.
- (4) The fact that we have won only a few elections at non-shipper growers will make negotiating the grower wins we have more difficult.

b. Blythe

1) MELONS (June 5 - July 15)

a) Telles Packing

- (1) New election.
- (2) 2,800 acres.
- (3) Successor of old "Tri Produce".
- (4) May operate in Mendota.

b) J A & Farms

- (1) New election.
- (2) 300 acres.

c) Fisher Farms

- (1) New election.
- (2) Lots of steadies, but only chance to get is in melons.

d) Robinson Farms

- (1) New election.
- (2) Same as Fisher.

2) LETTUCE (Oct - Dec) (Feb - March)

a) Mapes Packing Co. - see Calexico.

b) Sahara Packing - see Calexico.

c) Salinas Lettuce Farmers Co-op, Bud Antle - see Salinas.

3) TOMATOES & MISCELLANEOUS

a) Basic Vegetables

- (1) Onion and garlic operations (May-July).
- (2) Had a strike here in 1971.
- (3) Operates Blythe, Wasco, Salinas.

- b) Hunt-Wesson Co.
 - (1) Tomatoes (May 25 to July 4)
 - (2) New election.
- c) Blythe Farms
 - (1) Farming operation for Growers Exchange.
 - (2) New election.
 - (3) Anytime throughout year.
- d) Palo Verde Land Co.
 - (1) Does growing for D'Arrigo.
 - (2) New election.
 - (3) Should be held during thinning (August-September).
- e) Bryce-Trigo Farms
 - (1) New election.
 - (2) Should be held during thinning.
- f) Lindy Farms - same as Bryce
- g) Schindler Farms - same as Bryce
- h) Other

c. Bakersfield - MELONS (June 25 - August 1)

We are including Bakersfield here because it is part of the Southern melon deal, involves many of the same companies and many of the same workers.

- 1) Sam Andrews & Sons - see El Centro/melons 1,000 acres
- 2) Associated American melons & lettuce 440 acres
 - a) Temos won election during '75 lettuce season.
 - b) Need election thrown out or Temo withdrawal of interest.
- 3) Couture Farms 400 acres
 - a) New election.
- 4) Mettler Farms 350 acres
 - a) New election.

2. The North - Salinas

a. GROWER SHIPPERS (May - September)

1) New Elections - At the following grower-shippers, elections were never held.

- a) The Garin Co. let, asp, mix 280 workers
(1) Maneuvered us out of elections in Salinas and El Centro
(2) Very important due to size and industry position.
- b) Mel Finerman Co. let 250 workers
(1) Never got a handle on in Salinas campaign. Stayed out of El Centro last two years.
(2) Operates in Oxnard and Yuma.
- c) Nunes Brothers let 220 workers
(1) New company this season in Salinas.
(2) Major grower-shipper this year.
- d) Mission Packing let 220 workers
(1) New company this year in Salinas.
(2) Major grower-shipper.
- e) Stewart Packing Co. cel 40 workers
(1) Old Teamster contract but election never held.
(2) Celery company.
- f) Monterey Bay Packing Co. caul 30 workers
(1) No election every held.
(2) Cauliflower company.

2) Set-Asides or No Union Wins - At these grower-shippers elections could be held immediately.

- a) Hansen Farms let, cel, mix 600 workers
(1) No Union won election, but election thrown out this winter due to grower interference.
(2) A major organizing project.
(3) Salinas, Avenal, El Centro.
- b) Frank Capurro radishes, mix 90 workers
(1) Old 890 contract with No Union win and was certified.
(2) Needs work.
- c) Oshita Farms let, cel, mix 250 workers
(1) Teamsters won in a run-off. Election thrown out due to employer interference.
(2) Major organizing project.
- d) Jack T. Baille let, cel, mix 225 workers
(1) Temos won but filed withdrawal of interest prior to R hearing on this election.

- e) Salinas Lettuce Farmers Co-op let, cel, caul 250 workers
 (1) Industry leader.
 (2) Temos filed withdrawal of interest prior to R hearing cancelling out election.
 (3) Salinas, Blythe, El Centro.
- 3) Temo Wins &/or Certifications - At most of these a withdrawal of interest by the Teamsters will create a new election situation. This would be the case except where they have signed new contracts pursuant to a certification.
- a) Let-Us-Pak let, carrots 100 workers
 (1) Temo win and cert.
 (2) Salinas, Blythe, El Centro.
- b) Merit Packing let, carrots 110 workers
 (1) Temo win/ no cert.
 (2) Salinas, El Centro.
- c) Merill Farms let, asp, cel 325 workers
 (1) Temo win/not certified.
 (2) Key company.
 (3) Salinas and Yuma.
- c) Arrow Lettuce Co. let, broc 100 workers
 (1) Temo win/no cert.
- d) Sakata Farms let 140 workers
 (1) Temo win and cert.
 (2) Watsonville and Brentwood.
- e) Sears & Shuman let 140 workers
 (1) Temo win and cert.
 (2) Watsonville.
- f) C & V Farms let 80 workers
 (1) Temo win and cert.
 (2) Watsonville
- g) Ralph Samsel let 100 workers
 (1) Temo win and cert.
 (2) Salinas and El Centro.
- h) Cel-a-Pak caul 50 workers
 (1) Temo win and cert.
 (2) Salinas.
- 4) Special - There are two companies with special circumstances.
- a) Royal Packing Co. let Salinas, Lost Hills, Ariz, El Centro
 (1) First Temo win on a run-off in Salinas set aside.
 (2) Agrupacion won in El Centro.
 (3) ALO report on ULP hearing which was background to election issued last week and very good.

- (4) R hearing starts next week and, if Board does its job, chances of overturn are excellent.
- (5) Hearing will require organizational back-up.
- (6) Continued contact needed if we hope to win in future.
- (7) 250 workers.

b) Bud Antle, Inc. let, cel Salinas, Oxnard, Lost Hills,
Ariz, Blythe, El Centro

- (1) Temos won and are certified - Local 890.
- (2) Withdrawal by Temos subject to negotiation but should be pushed.
- (3) 1,200 workers.

5) Summary of Above

New Elections - 6 companies) 11 immediate elections
Set Asides - 5 companies	
Temo Wins - 7 companies	
<u>Special - 2 companies</u>	
Total	22 companies

b. ARTICHOKES (May - September)

All the artichoke companies were under Teamster contract. Most were won by the Teamsters in the elections, although some went No Union. A IUAW push is being made there now in Salinas.

1) Set-Asides or No Union Wins

a) A. Leonardini	25 workers	No Union
b) Delfino Artichokes	45 workers	No Union
c) Western	15 workers	set aside
d) Inland		set aside
e) United	15 workers	set aside

2) Temo Wins or Certs

a) Apollo Farms	40 workers
b) Sea Mist	90 workers
c) Giannini	15 workers
d) Scatini	40 workers
e) Castroville Ranch & Packing Co.	15 workers
f) Rochi & Casini	15 workers

c. GROWERS & MISCELLANEOUS.

1. 14 Former Teamster Contracts

Of all Salinas Valley growers, there are 14 with former Teamster contracts. Elections were held at only 3 of them, all of which the Teamsters won. The other 11 never had elections and so could have elections immediately.

2. Temo wins or Certs

- a) Major Farms - 70 workers
- b) Eckel Farms - 30 workers
- c) J. Oreggia Farms - 10 workers

3) New Elections

- a) El Toro Farms - 60 workers
 - (1) Farming part of Growers Exchange operation.
 - (2) Should be a shoe in.
- b) Dave Wynn Farms - 35 workers
- c) F. Herbino Farms - 15 workers
- d) Vosti & Son - 3 workers
- e) G. Bonbonnet - 5 workers
- f) Christiensen & Giannini - 6 workers
- g) Secondo Farms - 5 workers
- h) S. Braga - 10 workers
- i) John Pryor Farms - 40 workers
- j) Matrella Ranch - 5 workers
- k) Tamagni Ranch - 5 workers

4) Other Growers

There are probably another 30 to 40 vegetable related growers in the Salinas area which are substantial employers. This would be particularly true in the South County and in the Hollister area where relatively few grower elections have been held.

Of 4 major Salinas Valley Tomato companys, we have won elections at 3. The one which remains is Frudden and we should try to have an election there.

d. STRAWBERRIES

The Salinas-Pajaro Valley is the largest strawberry producing area in the state. It is related to the vegetable industry, but not exactly the same. See section on strawberries.

e. OTHER SALINAS CROPS

Nurseries and wine grapes are both also major crops in the Salinas area which are virtually untouched. They are not part of the vegetable industry, but should be relatively more easily organized than similar crops in other parts of the state because of their proximity to the vegetable scene.

C. Recommendations

1. In order to follow through on a program which would add up to something in time for industry wide negotiations next year, it would seem the minimal immediate action would be:
 - a. Plan for elections in the melons at Andrews and Sahara and push for the board to make them possible.
 - b. Conduct the Hubbard election in tomatoes, or else we will have wasted a lot of valuable negotiating and organizing time.
 - c. If resources permit, given that Andrews will require organizing in Imperial Valley and Bakersfield areas, knock off the remaining Imperial Valley, Blythe and Bakersfield melon companies. This would permit a melon "campaign" in these three areas, result in the organization of the whole industry and gain some important victories in the Bakersfield area.
 - d. If resources further permitted, knock off the remaining Imperial Valley tomato companies as it would also be part of a "campaign" and would make tomato bargaining with Hubbard less difficult.
 - e. In other words, it would be a minimum of 3 elections (Andrews, Sahara and Hubbard) in the Imperial Valley and Bakersfield or a maximum of about 16 elections in Imperial Valley, Blythe and Bakersfield.

2. The next most important action - next in importance only because there is more time due to a longer season - would be to:
 - a. Begin organizing the 22 major Salinas based companies, 11 of which are open for elections without any further action by the Teamsters.
 - b. The IUAW is currently conducting a campaign in the artichokes in Salinas. This also must be responded to and there are 11 other companies involved there, 5 of which can have elections immediately.
 - c. Resources permitting, we could also knock off the remaining 14 secondary companies. A higher priority, however, should probably be given to South County and San Benito County growers, many of whom are quite large and very few of whom have had elections.

- d. Although the response to the IUAW must be immediate, the Salinas drive could begin as late as June, but not much later in order to have time for the more difficult companies, e.g., Hansen and Oshita.
 - e. Organize election at Frudden Tomatoes to round out Meyers, Murphy and Gonzales Packing.
3. A September to November campaign in Blythe and Imperial Valley during the thinning seasons could pretty much wrap up those valleys 100% among growers, as well as grower shippers. There would be a potential of at least 15 to 20 elections.
 4. Three wrap-up lettuce elections will have to be held in Blythe and Imperial Valley next lettuce season (November-March).
 5. Salinas Valley strawberries and wine grapes would be best postponed and approached next year. The negative reason against postponement or, at least, the cost involved is that it gives employers more opportunity for a "no union" campaign, benefits, selective hiring, etc. which they are more likely to do in the Salinas area simply because of the "clear and present danger" of the union there.
 - a. Strawberries should probably be done as part of a statewide sweep beginning in the south in March and winding up in Salinas in the summer. There are, it should be noted, still some Teamster contracts in the Salinas strawberries (Nature-ripe and Domasello).
 - b. Wine grapes could be done during the winter pruning or early spring next year when there isn't much else happening in the state.
 6. Assuming that there are about 10,000 more workers in the vegetable industry to be organized:
 - a. Imperial Valley melon and tomato election - 2,000
 - b. Blythe melon and tomato elections - 1,000
 - c. Salinas 3,000
 - 1) 11 grower shipper open to elections -2,455
 - 2) 9 Temo wins and certs -1,450
 - 3) Special grower-shippers -1,145
 - 4) Artichokes - 350
 - 5) 14 growers - 350

 5.750

Total = 8,750
 7. Timing is crucial. If these elections are not held this year, it is unlikely they will be certified in time for us to be negotiating a new "master contract" with the whole industry next year.

VIII. EXPANSION INTO ARIZONA AND OTHER STATES

A. Western Lettuce: Arizona, New Mexico, Colorado.

1. Current Situation

Because of election victories in California we are in a position to lever ourselves into this secondary lettuce circuit, including the Yuma Valley melon deal. With the exception of Interharvest, Admiral and Vessey, the following is a chart of our potential - not what is already signed up.

a. Existing Contracts

1) Interharvest	Yuma	Phoenix
2) Admiral	Poston	
3) R. T. Englund	Yuma	
4) Vessey & Co.	Poston, Eloy	

b. Certified Companies

1) Senini	Yuma	Wilcox New Mexico	(Yuma melons)
2) Hubbard	Eloy	New Mexico	
3) Norton	Eloy	New Mexico	
4) Norcian	Poston		

c. Pending Certifications

1) Bruce Church	Yuma	Poston	(Yuma melons)
2) J. A. Woods	Yuma	Eloy New Mexico	
3) G. & S. Farms	Yuma	Wilcox New Mexico	(Yuma melons)
4) Mario Saikhon	Welton		
5) D'arrigo	Eloy		
6) Martori	Aguila	Phoenix New Mexico	
7) High & Mighty	Poston		
8) Arakelian	Poston		

d. New Elections

1) Sahara Packing	Poston
2) Garin Co.	Yuma
3) Mel Finnerman	Yuma
4) Merrill Farms	Yuma
5) Royal Packing	Yuma
6) Bud Antle	Red Rock, Eloy
7) J. & A. Farms	Poston
8) Blythe Farms	Poston

e. Total - Potential 24 contracts

2. By Area

In other words, if we get out of state extensions on all our California wins, our potential by area would look something like this:

a. Yuma

Interharvest
R. T. Englund
Senini
Bruce Church

J. A. Woods Mel Finnerman
G. & S. Farms Merrill Farms
Garin Co.

b. Eloy/Phoenix

Interharvest
Vessey & Co.
Hubbard Co.
Senini

J. R. Norton G. & S.
D'arrigo Finnerman
J.A. Woods Bud Antle
Martori

c. Poston-Parker

Admiral
Vessey & Co.
Bruce Church

High & Mighty Blythe Farms
Sahara Nish Noroian
J.&A. Farms Arakelian

d. New Mexico

Hubbard
Senini
H. R. Norton

J.A. Woods Finnerman
Martori
G. & S.

e. Welton-Bard etc.

Interharvest Mario Saikhon Bud Antle

3. Related Companies

In addition to the above, many of the companies we are doing business with, have operations out of state under another name for tax reasons, union reasons, etc. The above list are all operations of the same companies we had elections with in California.

a. Examples

- 1) Vessey & Co. -operates Vessey & Co. of Arizona, Inc. near Phoenix which does all its farming work - irrigation, tractor drivers, thinning, etc.
- 2) Joe Maggio, Inc. -operates Anthony Farms in Arizona which does its lettuce harvest, carrots and general farming work.
- 3) Hubbard Co. -operates Hubbard Brothers near Glendale which does farming and harvest tomatoes and onions.

- b. More research would probably produce more examples, but this is another relation between California companies and Arizona.

4. New Companies

The Arizona scene can be broken down into two parts:

- a. Harvesting Operations - lettuce and melons. Primarily this is done under the same company name which operates in California.

The major Arizona, etc. shippers that we haven't touched are limited to the following:

- 1) Pasquenelli
Yuma melons and lettuce Temo contract
- 2) The Woods Co. (not J.A. Woods)
Yuma Lettuce Temo contract
- 3) Vukosovich
Yuma Lettuce and melons Temo contract
- 4) Lee Consaul
Yuma, Wilcox, New Mexico, Colorado Lettuce Temo contract

Although there are other lettuce harvest companies in Arizona, most are relatively minor with the exception of these four.

In Wilcox and New Mexico, there are also additional companies based in Texas and are a part of the Texas lettuce deal.

b. Farming and Miscellaneous

This tends to be done under other corporate names. There are many growers besides those listed above. We will need to push harder to establish a base here because the wages paid are so much lower than those of California, whereas the lettuce harvest cost are roughly the same.

5. The Yuma Melons

Special attention is warranted by the Yuma melon deal which starts around June 1.

a. The Companies

There are expected to be 5 major Yuma melon shippers: Church, G. & S., Pasquinelli, Senini and Vukosovich.

The reports are that the growers were very surprised by the Teamster pull out this year and planted extensive acreage, close to the roads. Apparently, they are pretty shook up and casting about for an alternative strategy to stop us. There has been much talk of "agrupaciones" on the Royal model.

b. Possible Action

Aggressive and immediate action in the Yuma area could produce the following results:

- 1) Get G.&S. and Senini to withdraw objections to their California elections and get into negotiations on contracts

covering all their operations.

- 2) Get contracts from Vukosovich and Pasquenelli, both of whom are also major lettuce shippers.

B. Texas, Florida, New York & New Jersey

1. States and Seasons

Each of these states has a vegetable deal which is centered around the productions of iceberg lettuce and is competitive in shipping season with a Western area.

- | | | |
|---------------|-------------------|-------------------------------|
| a. Texas | December-February | Competes with I.V. and Yuma |
| b. Florida | December-February | same as Texas |
| c. New Jersey | April-May October | Arizona, Blyther, West Valley |
| d. New York | June-September | Salinas |

2. Workers

Although vegetable workers are from local work forces in these different areas, the "lechugeros" all tend to be part of the same scene which we have worked with since 1970. Most are from Mexicali, San Luis, Agua Prieta and Juarez.

They are aware of the union and supportive and this would be a big plus in any organizing effort.

3. The Product

The lettuce companies are smaller by Western standards, but many operate camps for workers as part of their operations.

The lettuce is not as of good quality as Western Iceberg and tends to be regionalized in its market. In other words, Florida lettuce tends to be limited to the East Coast; Texas to the South and Mid-West; etc. It won't hold up for shipping and generally is at a competitive disadvantage with the western product.

This would be, therefore, a relatively easily boycotted product when competing with unionized western lettuce.

C. Other States

Lettuce is also grown for varying seasons in Ohio, Michigan, Wisconsin, Ontario, Washington, etc. Generally these are summer and late spring early fall shipping seasons and compete with Salinas. We don't have, however, the same degree of information here as we have for the above areas.

D. Recommendations

1. We must make it a standard contract requirement to get extension of the contract to other states - both so the union can expand, building from our strength, and so workers have continuity of benefits.

It is somewhat tricky because recognition in another state is not a subject of mandatory bargaining. However, where the same workers follow the company around, most companies realize that can't have one contract in one place and another in another. They also would not be exempted from no strike/no boycott outside of California.

If we follow through on this, there is the potential of 24 contracts in Arizona and New Mexico - a good base for future development.

2. We must develop a strategy for bringing "related" Arizona farming operations under contract. Once we have a base established with a number of companies so that many could be brought in simultaneously, resistance is less likely. This could be coupled with an organizing drive in Arizona or it could be part of the industry negotiations next year.
3. If resources permit, we should move into the Yuma melon deal right away. A good first move would be to have the Teamster arrange for meetings with the companies they have contracts with. For years we went through melon strikes in Yuma. This year, there would be some real probability that concrete results could be obtained.
4. We should begin investigating the situation in other states in light of the above information with an eye toward moving in the New York/New Jersey scene by the Spring of '78 or the Texas/Florida scene by the winter of 78/79.

Our effectiveness in those areas with the lettuce is more likely to be related to how good a job we do of servicing members in Agua Prieta and Juarez, than any service centers we set up in the immediate area.

IX. MISCELLANEOUS - CARROTS & STRAWBERRIES

A. Carrots

1. Although carrots are grown throughout the state, the major producers - especially of bunched carrots - seem to be tied into the vegetable industry.
2. Because there is this overlap bargaining, particularly, must be coordinated as between these companies as they are competitors and the rate given one will affect the rate possible for others.
3. Maggio is the largest bunched carrot grower in the industry and as such his standards will tend to be acceptable to the others.
4. The companies:
 - a. Joe Maggio and C.J. Maggio - King City and El Centro.
 - b. Mike Yurosek - El Centro, Guyama, Bakersfield & Newhall.
 - c. Maggio-Tostado - Coachella.
 - d. Merit Packing - Salinas and El Centro.
 - e. Belridge Farming Co. - Delano and Bakersfield.

B. Strawberries

1. Strawberries is a major industry in its own right in terms of the number of people employed. It does, however, overlap with vegetables in terms of growing areas and the fact that most major shippers belong to W.G.A.
2. Major growing areas:
 - a. San Ysidro - March, April.
 - b. Orange County - April, May.
 - c. Oxnard - April, May, etc.
 - d. Santa Maria - same as Oxnard.
 - e. Salinas-Watsonville - April-September.
3. A number of strawberry growers primarily in Oxnard, Santa Maria and Salinas have Teamster contracts.
4. A campaign should be done here starting in San Ysidro and sweeping right up the state.
5. There is time pressure due to the efforts of the industry - especially in Salinas-Watsonville, the largest strawberry growing area, to switch to sharecropping as soon as possible.

X. STAFFING AND SERVICING

A. Contract Administration

1. Number of Contracts to be administered by each field office:

(Note: See the chart for a complete breakdown.)

	<u>Now</u>	<u>Pending</u>	<u>After more elections</u>
<u>SOUTH</u>			
Calexico			
winter peak	8 (2,660)	30 (9,685)	45 (13,085)
summer peak	2 (600)	6 (1,650)	16 (3,875)
Blythe			
winter peak	4 (610)	12 (3,360)	22 (5,280)
summer peak	-	3 (550)	10 (1,700)
San Luis			
winter peak	2 (500)	8 (2,225)	12 (3,175)
summer peak	-	3 (650)	3 (650)
Central Ariz.	2 (750)	9 (2,425)	11 (3,875)
<u>NORTH</u>			
Salinas	13 (4,825)	18 (7,325)	37-62 (12,015-12,715)
Watsonville	3 (745)	3 ()	6 (1,105)
King City	2 (800)	4 (1,500)	5 (1,900)
West Valley	2 (1,100)	5 (2,750)	9 (4,500)

2. Some observations can be made on the basis of the above and the attached charts:

- a. If all pending companies sign contracts, Calexico's load will be 4 times what it was this year in terms of numbers of contracts. If more elections, 6 times as much. The summer peak (May-July) will also become more and more important.
- b. Blythe will triple by next season and, if more elections, have over 5 times as much.
- c. San Luis will increase by 4 times and also start having a summer peak like Calexico.
- d. Central Arizona, which up until the Vessey contract, really only had InterHarvest, will have 9 contracts next season.
- e. Salinas will only pick up a few more pending companies - although some are big ones, e.g. Church and D'Arrigo. If more elections are held, Salinas will triple its load. It should also be noted, however, that the Southern offices have only vegetables to service, whereas the Northern offices have wine grapes and nurseries and other crops as well.

- f. Neither Watsonville or King City will pick up a whole lot more. For those offices to develop their full load, there will need to be elections in wine grapes, South County growers & strawberries.
- g. The West San Joaquin Valley will go from 2 to 5 contracts on the basis of pending companies and, if more elections are held, will double again to 9 contracts.

3. Organization

- a. All 8 of these offices will have to be staffed year round.
- b. Salinas and Calexico should each be seen as "hubs" for the North and South, respectively. They are the largest areas and also have the longest season. They are also both centers for workers and growers.
- c. Although certain staff should be permanently assigned to each office, the best arrangement would be a seasonal increase and decrease and reps get transferred to other offices where the work is increasing. This would follow the same pattern as the industry does and the workers do and would provide the following dividends:
 - 1) No understaffing or overstaffing during off seasons.
 - 2) Continuity in terms of members and companies as reps move from place to place.
- d. Staff should have a home base in one of these areas, but should expect to leave home as the season moves.
- e. Ideally, the Salinas director should coordinate the 4 Northern offices and the Calexico director should coordinate the 4 Southern offices. In addition there should be a director in each office who is more or less permanent and whose staff the floating reps become as the season increases.
- f. In the South, the number of permanent staff for Blythe, San Luis, and Calexico could be based on summer peak needs. Central Arizona is highly seasonal in the spring and fall.
- g. In the North, staff for King City and Watsonville needn't fluctuate too much right now. Salinas drops way off in the winter and would only need minimal staff. West Valley is highly seasonal in the spring and fall.
- h. Again, ideally, certain reps could be assigned to statewide companies (e.g., InterHarvest, Bruce Church, etc.) who will follow them around the state. Those who can't follow could be assigned to local companies in each area (e.g., Harden in Salinas or Borchard in Calexico).
- i. There needs to be constant communication and periodic meetings among these offices as regards company policies, arbitrations, union strategy, training, etc.

j. In order for any of this to happen, the lead responsibility will have to be placed somewhere so this operation can be given the coordination it needs.

4. Estimated Staff Needs

These are based on field reps needed, not including support staff. (Hiring hall, administrative, service center, director, etc.)

	<u>After Pending Signed</u>	<u>After Elections</u>
<u>SOUTH</u>		
Calexico		
winter peak	8	11
summer peak	2	5
Blythe		
winter peak	3	4
summer peak	1	2
San Luis		
winter peak	2	3
summer peak	1	1
Central Ariz.	2	3

NOTE: Since the peaks come at different times, by shifting people around, the "pending" situation would require no more than 11 different reps for all 4 offices and the "elections", no more than 15 different reps.

<u>NORTH</u>		
Salinas	6	10
Watsonville	1	1
King City	1	2
West Valley	2	4

NOTE: As above, "pending" would require no more than 9 different reps, and "elections", no more than 13.

Combining the two areas, the the "pending" situation no more than 16 reps would be needed for all 8 offices and no more than 22 after "elections".

5. Program Needs

- a. Union Centers - The Union urgently needs to begin development of "40 Acre" type centers in Salinas and Calexico. The Calexico situation was almost impossible given last season's membership. This means investigation and follow-up on "El Hoyo" in Calexico, setting aside funds for building and purchase, etc.; and, on the 26 acres in Salinas. In the other areas, the Union has at least workable space, although the location of the central Arizona office should be re-examined.

- b. Mexico Medical Services - The Mexicali pilot project will need to be expanded to include many more doctors or else establish a relationship with Seguro Social. In any event, services will need to be expanded to San Luis as soon as possible and - as membership grows in Arizona and New Mexico - Agua Prieta, Nogales and Juarez.
- c. Training and Education - We're going to need to do a crash program to train field office staff and new ranch committees, otherwise we will wind up in the trap of throwing more and more bodies at a job that one trained person can do. Unless someone is assigned to this vitally important task, it will just get lost in the shuffle.
- d. The Convention - We will need to figure out how companies in the South which will not be working at the time of the convention will be able to send delegates.

6. Note on Watsonville and King City

These offices obviously cannot sustain themselves on vegetable contracts alone, but will need strawberries, wine grapes, etc. to support themselves. The number of reps suggested above is just for servicing vegetables.

B. Negotiations

- 1. Some 28 contracts will have to be negotiated in the vegetables by next January - 7-1/2 months. These 28 contracts will cover some 8,500 new members - more than doubling the number of vegetable workers under contract.
- 2. Since there are only certain times when contracts can be meaningfully negotiated, the timing and coordination of this effort is crucial in getting it done.
- 3. Organization
 - a. We will need at least two negotiating teams working in coordination with each other and backed up by organizer assistance.
 - 1) If each one does its own thing, the contracts will be a mess.
 - 2) If each negotiator also has to do the organizational work necessary, it will cut down drastically, the number of sets of negotiations which can be moved along.
 - b. One team should be based in the South.
 - 1) Push to get Hubbard and Noroian out of the way by the end of the melon/tomato season plus anything else that gets certified in time for the melons.
 - 2) Beginning with Borchard, use the summer to get as many of the "growers" - Elmore, Corda, Jack Bros., Danley - out of the way as possible.

c. Another team should be based in the North..

- 1) Push to get Growers Exchange and Calif. Lettuce Farms out of the way by July.
- 2) Begin O.P. Murphy and Gonzales Packing in June and get done by end of July or early August.
- 3) Do Church, D'Arrigo, Senini, Norton as soon as certified.
 - a) May mean that Southern team will have to stall some of the growers to come North and knock off the industry biggies.
 - b) May mean a third team will be needed in Salinas.
 - c) If Senini gets certified quickly, may be possible to do in the South using the melons.

d. In the late summer or early fall, the Northern team should probably move South to finish whatever statewide companies are still pending but also to help gang up on a whole set of companies that probably won't be started much before October: Saikhon, Abatti, High & Mighty, Lu-ette, G & S, Arakelian, J.A. Woods, Martori, Graeser-Pepelis.

- 1) 9 companies will need to be negotiated with simultaneously.
- 2) A third team may need to be called into this situation as well.

e. If all the above can be completed by December, then all focus can go on the asparagus companies so that contracts can be signed here by early January.

4. Coordination

This operation must be coordinated - either by La Paz or by giving one of the negotiating teams the lead responsibility for the whole deal.

5. Staff Needs

- a. South - 1 negotiator, 1 note taker, 1 organizer.
- b. North - 1 negotiator, 1 note taker, at least 1 organizer.
- c. Depending on timing of certifications, etc., more organizers and/or negotiators may be needed.

6. The Future

- a. If the elections suggested are held, we will have to negotiate an additional 45 to 70 contracts between this June and next June. These contracts will cover in the neighborhood of 10,000 additional members.
- b. Over half would be statewide or southern based companies. The Northern companies would not be likely to get to the stage of negotiations much before April of 1978.

- c. If the elections were held this summer, it is conceivably possible to have everyone signed up in time for new "master contract" negotiations next year. If the elections are not held until next year, we will not be negotiating with the whole industry for a new master contract - a fact which will inhibit our bargaining.

7. The New "Master Contract"

- a. We will have to start planning for new "master contract" negotiations this winter.
- b. We should plan on holding crop and regional conferences to discuss master contract demands, preceeded by and followed up by both general membership meetings and department meetings of the various companies. Out of this process, a new bargaining proposal should emerge.
- c. Negotiations should begin no later than the mid-summer of 1978 - about 14 months from now.
- d. If we do this right, we should be able to firmly establish our hold on the industry as well as negotiate the best contract ever negotiated - even surpassing the wine grapes.

C. Legal Work

1. Of 21 pending certifications, 11 have not yet gone to R hearings. So legal work is needed both to push decisions on the 10 which have been heard and to prepare for the 11 R hearings - some of which will be held in Salinas and others in El Centro.
2. There are also 9 Teamster wins which haven't been certified and which have an excellent chance of being set aside. Again pressure - and in some cases - hearings are needed to make this happen so an election can be held there.
3. Aside from the above, there are numerous ULPs pending from the election campaigns - hearings on which will be coming up for the next several months.
4. The major legal question is how to use the Temo agreement and the anti-trust suit to attain objectives indicated in this report. The more this can help us short circuit the steps, the faster we can realize our potential in this industry.

D. Organizing New Elections

1. The South

- a. El Centro - tomato & melon elections: 9 companies - 2,300 workers.
 - 1) Andrews would require 1 coordinator plus 3 organizers tied into coordination with Bakersfield.
 - 2) The other 8 companies could be handled by 1 coordinator with about 6 to 8 organizers.
 - 3) They would need to be in place now until July - 6 weeks.

b. Blythe - tomato & melon elections: 7 companies - 1,150 workers.

- 1) Would require 1 coordinator and about 4 or 5 organizers.
- 2) They should get into place ASAP and would remain until mid-July.

c. Bakersfield - melons: 3 companies - 800 workers.

- 1) Either Blythe or El Centro team could take care of.
- 2) Need to be in position end of June until late July.

2. The North - Salinas

a. Immediate Elections - New & Set Asides: 12 co's - 2,755 workers.

- 1) Hansen would require own coordinator plus about 4 organizers.
- 2) Remaining companies could be handled by 2 coordinators with about 4 or 5 organizers each.
- 3) Should be in position ASAP, but could get there as late as June. Would be there from June until September, at least.
- 4) In a crunch, if there were three coordinators in Blythe and El Centro, 1 could go to Bakersfield melons and two to Salinas until Bakersfield was finished up.
- 5) The unknown variable is IUAW activity and initiatives which, at this point, seems confined to the artichokes.
- 6) If growers agree to transfer Teamsters contracts to us, and this could be done legally, it would cover most of these companies. The problem would be insulation against decertification, and the need to hold elections in order to renegotiate next year.

b. Temo wins - 9 companies - 1,145 workers.

- 1) The timing of organizing here depends on execution of the Teamster agreement.
- 2) If they were all opened up, it would take about two coordinators with 4 or 5 organizers each.
- 3) Although a number of these companies also operate in the south, they are not likely to reach peak there so elections would have to be held for most in Salinas.

c. Special - 2 companies with 1,450 workers: Royal and Antle.

- 1) If Royal gets set aside - which looks likely - it would take one coordinator and about 4 organizers by itself.
- 2) Antle - well, that depends on what is negotiated. An election there would be a major campaign involving 1 excellent coordinator and about 3 sub-coordinators, and about 9 organizers.

d. Artichokes - 11 companies with 350 workers.

- 1) 5 companies are now open for elections and could be handled by 1 coordinator with 3 or 4 organizers.
- 2) The IUAW is active in this area.

e. 14 Growers - about 350 workers.

- 1) These could also be handled by 1 coordinator with about 5 organizers.
- 2) 11 are open to elections now.

3. Summary of Staff Needs for Organizing

	<u>Coordinators</u>	<u>Organizers</u>	<u>Time</u>
El Centro	2	11	now - July
Blythe	1	5	now - mid-July
Bakersfield	1	5	June 25 - late July
Salinas			
immediate elections	3	14	now - September
tomo wins	2	10	when open - October
special	2	16	when open - October
artichokes	1	4	now - August
14 growers	1	5	now - October
Total Maximum	13	70	
Total Minimum	4	21	

NOTE: The minimum could handle melons and tomatoes in El Centro and Blythe (including Andrews and Hubbard), possibly Bakersfield, and could move on the "immediate elections" in Salinas. These 4 coordinators with 21 organizers could win 31 elections covering 7,005 workers.

4. It should be considered that the investment of 4 coordinators and 21 organizers here could produce 31 new contracts covering 7,005 workers.

5. Yuma

- a. Were a decision made to put heat on Senini and the others through their melons, as well as go after Pasquenelli, Vukosovich, one "right" coordinator with about 4 or 5 of the right organizers could do alot of good in Yuma.
- b. At the very least we ought to try a meeting with the growers there.

E. Coordination

1. In order for the above kind of thing to work - using contract administration, negotiations and organizing all directed to a common end - there must be overall coordination.
2. Coordination must mean more than simply sending information to a single place. This is only useful if someone reads the information, understands it and then acts upon it. In other words, there must be a lead responsibility somewhere.
3. Coordination would involve:
 - a. Someone responsible.

- b. Periodic meetings of key people to discuss problems, make plans, reassign staff, etc.
 - c. Active mail communication of agreements reached, news within the industry, etc.
 - d. Through the above, the ongoing development of a conscious strategy to achieve our long-term goals in this industry -partucularly focused on December of 1978.
4. The strongest argument against this, it seems to me, is that there would be a danger that this one industry would draw more than its share of resources, given its stage of development, which would, in turn, give short attention to - for example - grapes and citrus where the major part of our work lies ahead.

A counter would be that we urgently need to establish ourselves on as solid a membership and financial base as possible and - if we commit the resources here - we are certain of our returns within about 12 months - a tripled dues income and more than tripled membership.

Negotiations

* certified

May June July Aug. Sept. Oct. Nov. Dec. Jan. Feb.

CALEXICO

* Hubbard
* Morioan

If unresolved, then

↑

SaiKhon G+S
Abatti Ara kelian
Hign & Mighty
* Lu-ette

(unless certified before June)

↑

* J.V. Borchard

Elmore
Cordo
Jack Bros.

Yurosek } can be negotiated during summer
Donley }

J.A. Woods
Martori
Graeser-Pegelis

* Abatti / Sunworld
C.A.O.
Gourmet
Signal

(4)

SALINAS

* Growers Exchange

Bruce Church
D'Arrigo
Senini
Norton

as soon as certified

* California lettuce Farms

O.P. Murphy
Gonzales Packing

To Calexico

↑

Elections

May June July Aug. Sept. Oct. Nov. Dec. Jan.

SOUTH

Colexico

Melons - 3 or 4 co's → } 2,225 workers
 Tomatoes - 5 co's → }

Lettuce - 2 or 3 co's → 450 workers

Blythe

Melons - 4 co's → (150 workers)
 Tomatoes & misc. - 3 co's → (250 workers) } 1,150 workers

Growers - 7+ → 440+ workers

Bakersfield

Melons - 3 co's → 800 workers

Growers - 5+ → 400+ workers

(f5)

NORTH

2,455

{ New Elections / Grower-Shippers - 6 co's
 Set Asides - 5 co's }
 { Tomatoes & Special - 11 co's
 Tomatoes - Fruman - 300 } 22 major grower-shippers

1,145 + 1,450 = 2,595

350

Artichokes - 5 co's → 11 artichoke co's
 Tomatoes - 6 co's

350

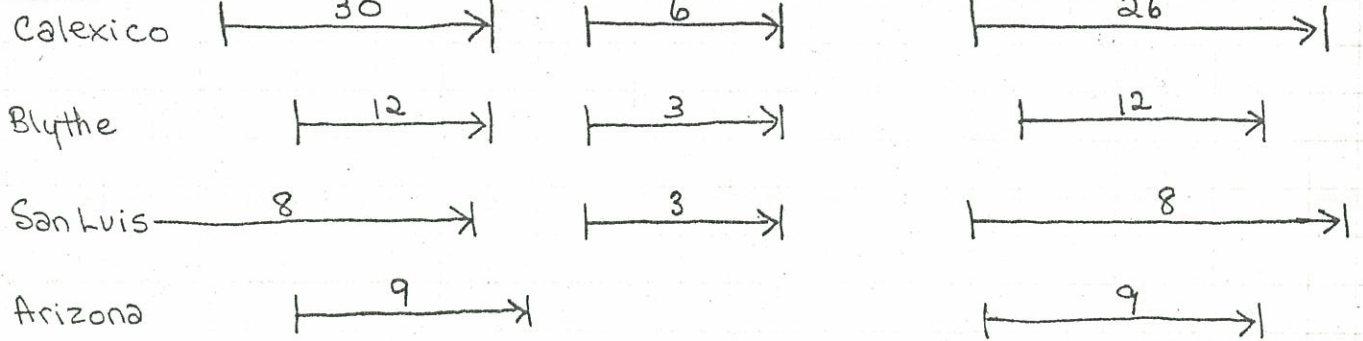
14 Growers - 11 O.K. now → 14 growers

→ South County & Hollister →

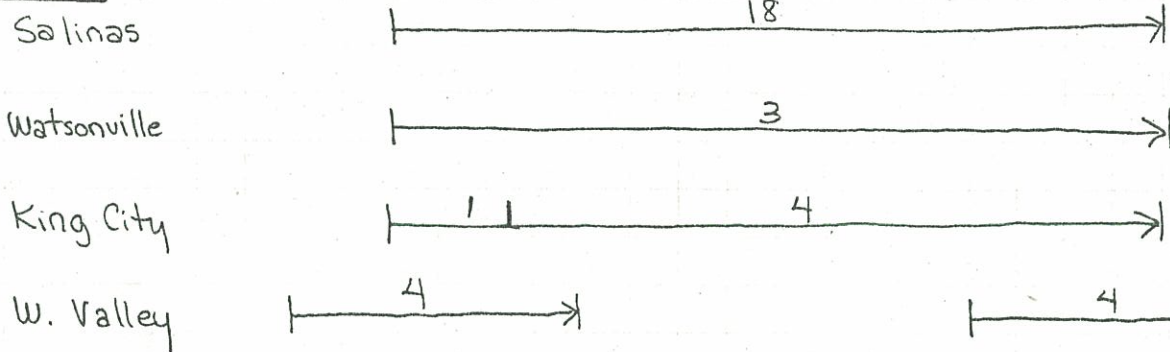
Contracts - Total Contracts, Certified & Pending

J F M A M J J A S O N D

SOUTH

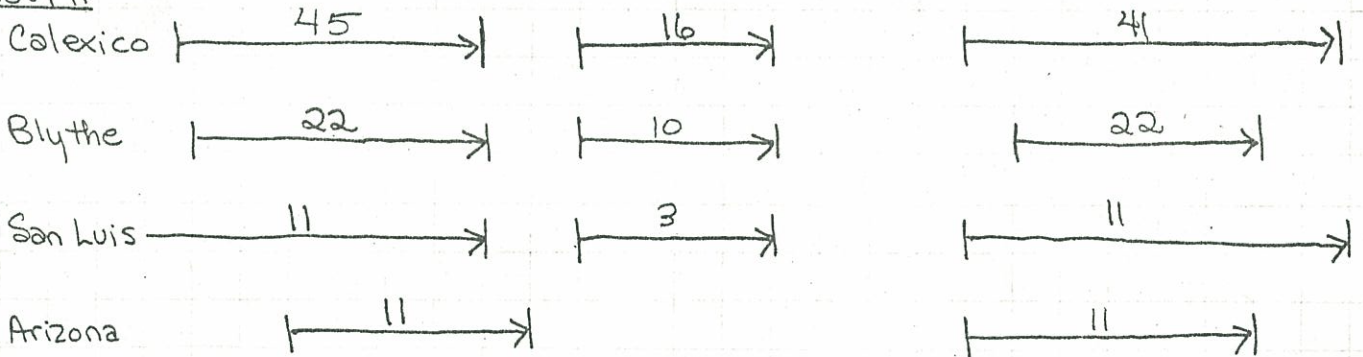


NORTH

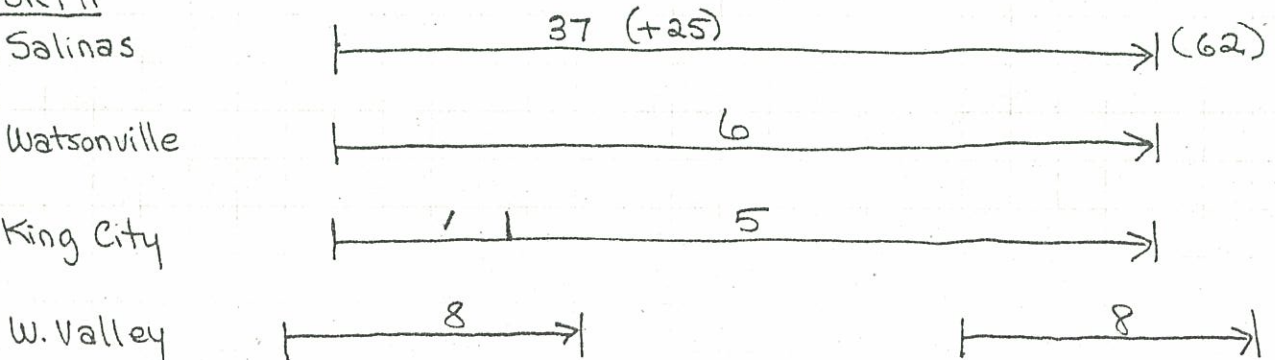


After Elections

SOUTH



NORTH



COMPANIES & AREAS

J F M A M J J A S O N D

CALEXICO

C.A.D. (8)

Inter Harvest	1200										
Col Coastal	250										
Admiral	225										
S.M.C.	100										
Coloce	125										
Crosetti	80										
Vessey	230										
Maggio	450										

Negot. (7)

Abatti/Sun World	700										
Hubbard	150										
Luette	100										
California lettuce	60										
Marini	30										
Growers Exchange	400										
Borchard	80										

Pending Certification (15)

M. Saikhan	300										
Abatti	700										
Norton	450										
Elmore	50										

J J

S O N D

CAEXICO/Pending (cont.)

Bruce Church	1,000											
D'Arrigo	800											
Graesser-Pepelis	100											
Corda	30											
Jack Bros.	100											
Yurosek	100											
J.A. Woods	225											
Martori	250											
C.A.O.	250											
Gourmet	1,000											
Signal	150											

Letuuce/Melons (12)

Sam Andrews	600											
Sahara Packing	200											
Calf. Letuuce	100											
F&M	80											
Mages Packing	150											
Royal Packing	250											
SHFC	100											
Let-US-Pak	50											
Merit Packing	100											
Hansen Farms	150											
Mills Dist.	100											
Bud Antle	1200											

also Bfld.

J F M A M J J A S O N D

CA-Exico (cont.)

Growers

- Holtville Farms
- La Brucharie
- Lettuce Thinning
- Melon Thinning

60
50

Tomatoes

400
200
200
200
300

- S4H
- Golden State
- Cal Tom
- Hubbard
- Green Valley

Onions

- Dannenberg

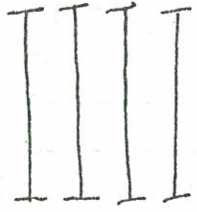
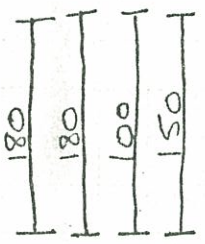
Melons

- Pacific
- Redi-Ripe

J F M A M J J A S O N D

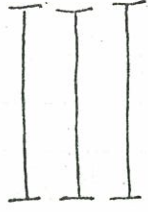
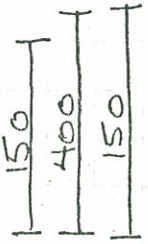
BLYTHE
CAD. (4)

- Cal Coastal
- Admiral
- S. M. C.
- Vessey



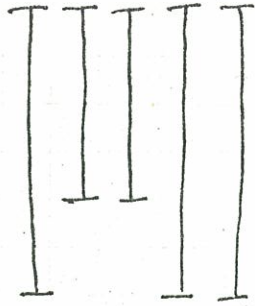
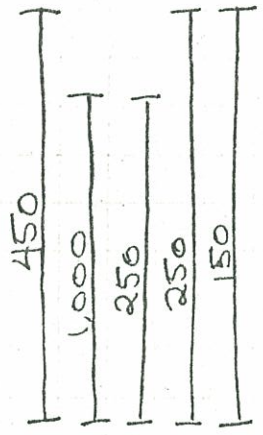
Ne got. (3)

- Hubbard
- Growers Exchange
- Norioian



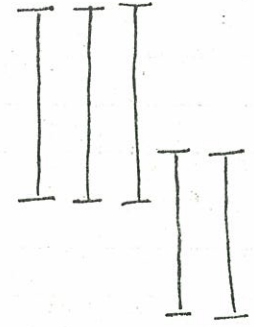
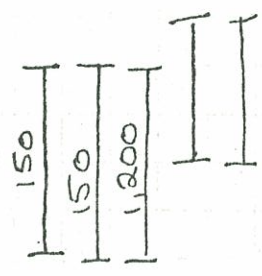
Pending (5)

- J.R. Norton
- Bruce Church
- D'Arrigo
- Arakelian
- High 4 Mighty



Elections (8)

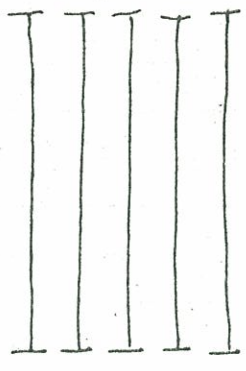
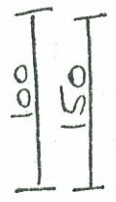
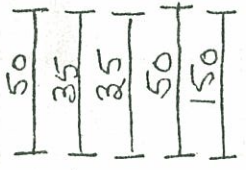
- Sahara Packing
- Mages Packing
- Bud Antle
- Fisher Farms
- Robinson Farms
- Telles
- Jd A
- S.H.F.C.



Blythe (cont.)
Growers & Misc. (7)

- Bryce-Trigo
- Lindy Farms
- Schindler Farm
- Palo Verde
- * Blythe Farms
- Basic Vegetables
- Hunt-Wesson

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J F M A M J J A S O N D

SAN LUIS

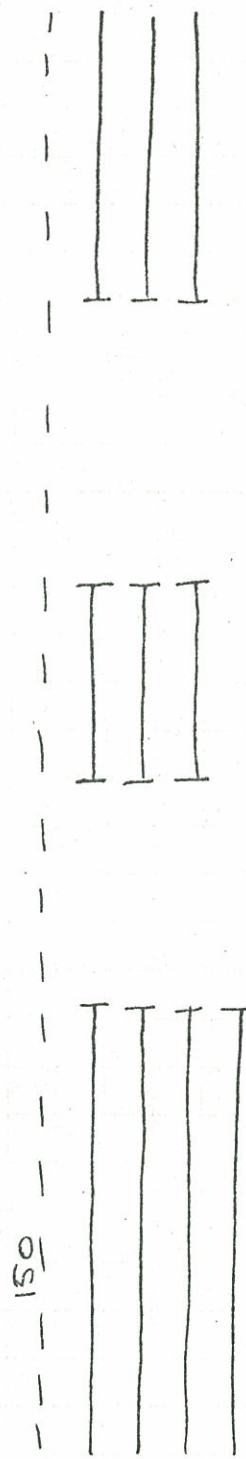
C.A.D. (2)

Interharvest
RT. England



Pending (5)

Donley
Bruce Church
G & S Farms
Senni of Ariz.
J.A. Woods



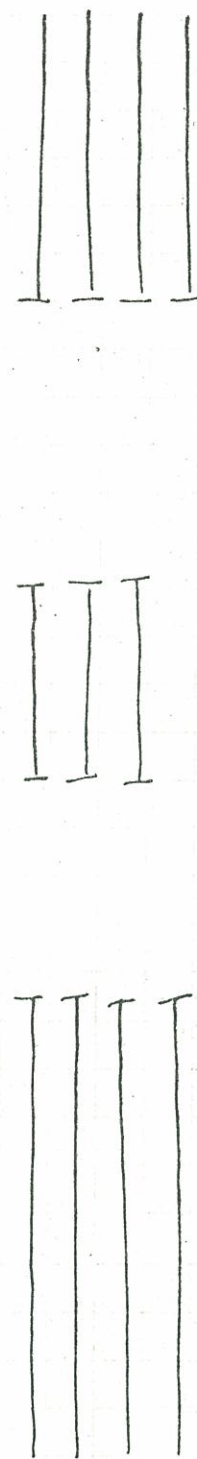
Elections (4)

Royal
Merril Farms
Garin
Tremen



Organizable (4)

Paguenelli
Yukosovich
Hogue
Wood Co.



J F M A M J J A S O N D

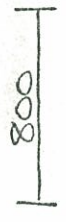
WEST SAN JOAQUIN VALLEY

(Lost Hills, Avenal, Bakersfield, etc.)

C.A.D.

Interharvest

Pic D Rite



Negot.

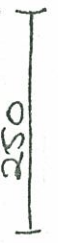
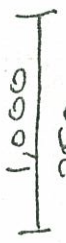
Growers Exchange



Pending

Bruce Church

D'Arrigo



Elections

Hansen

Royal

Sam Andrews

American Produce



Melons

Couture Farms

Mettler Farms



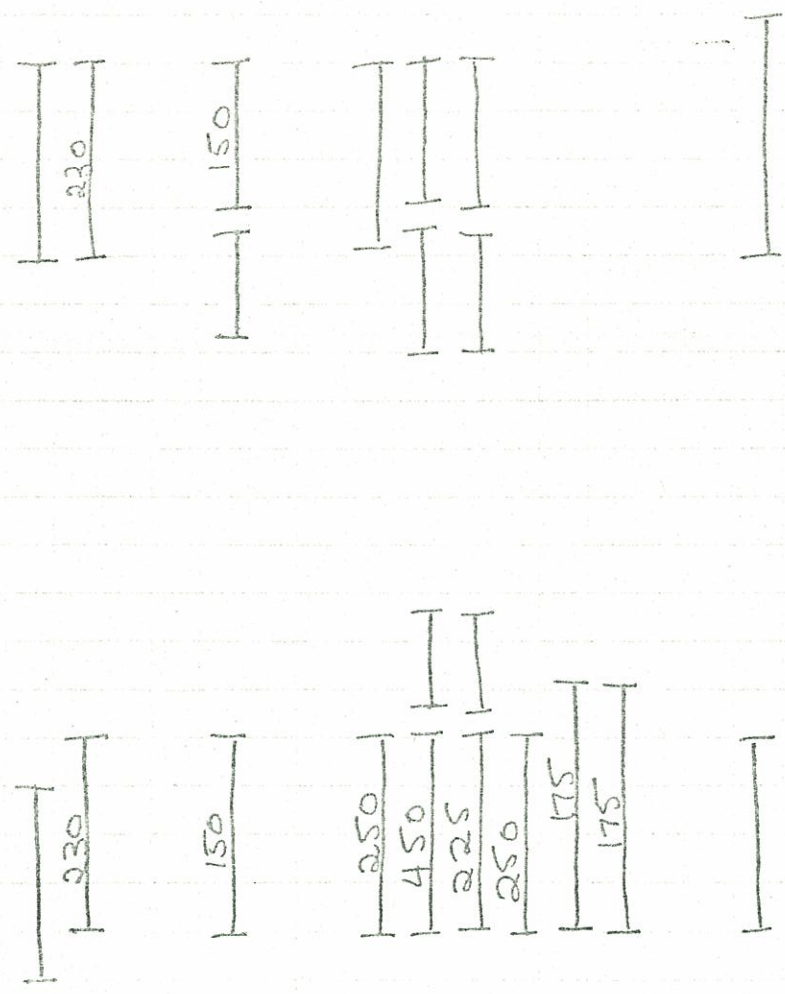
J
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ARIZONA + EAST
(Phx, Marana, Wilcox, L.C., etc.)
CAD
InterHarvest (Phx)
Vessey (Marana)

Negot.
Hubbard (Eloy, Las Cruces)

Pending
DiArrigo (Eloy)
Norton (Wilcox, Las Cruces)
J.A. Woods (Phx, Wilcox, L.C.)
Mortari (Phx.)
Senini
G4S

Elections
Bud Antle (Marana)

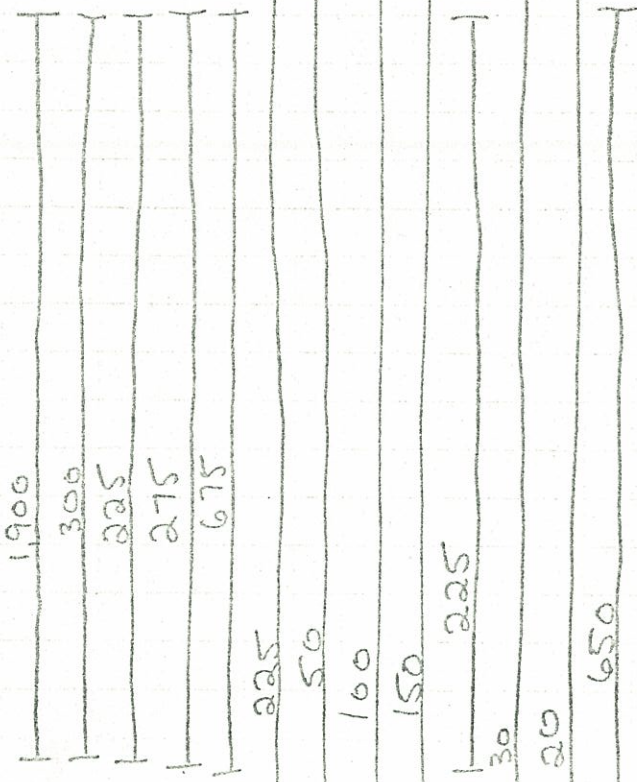


J A M A M J J A S O N D

SALINAS

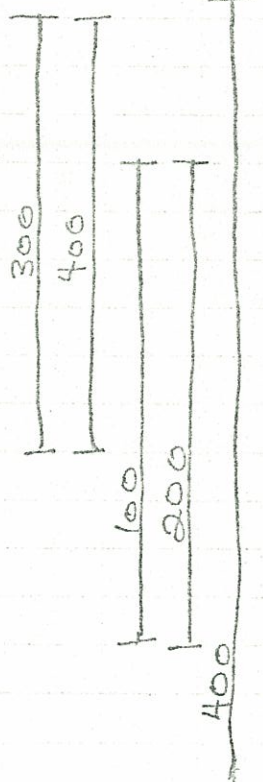
CAD

- Interharvest
- Cal Coastal
- Admiral
- S M C
- Harden
- Mann Packing
- Associated
- Veg-Pak
- RT Englund
- Green Valley
- Molera Enterprises
- Mr Artchoke
- Pik D Rite



Negot.

- O.P. Murphy
- Gonzales Packing
- Senini
- Norton
- Growers Exchange



Pending Certification

- Bruce Church
- D'Arrigo
- Sunny side Nursery



J F M Th M J J A S O N D

SALINAS (cont)

Shippers

Royal Packing

* SLFC

Let-us-Pak

Merit Packing

* Hansen Farms

Bud Antle

Merill Farms

* Oshits Farms

Arrow Lettuce

* J.T. Boille

Cel-A-Pak

* F. Capurro

* Garin Co.

* Nunes Bros.

* Mission Packing

* Stewart Packing

* Mont. Bay Packing

* Mel Finerman

250
250
100
110
600
1,200
325
250
100
225
50
90
280
220
220
40
30

Growers

Eckel

J. Orregio

Major Farms

11 Others

J
F
m
A
m
7
7
A
S
O
N
D

SALINAS (cont.)
Artichokes
11 companies

Nurseries
Yoder Bros.
Salinas Greenhouse



J
F
m
A
m
7
7
A
S
O
N
A

KING CITY

C.A.D.

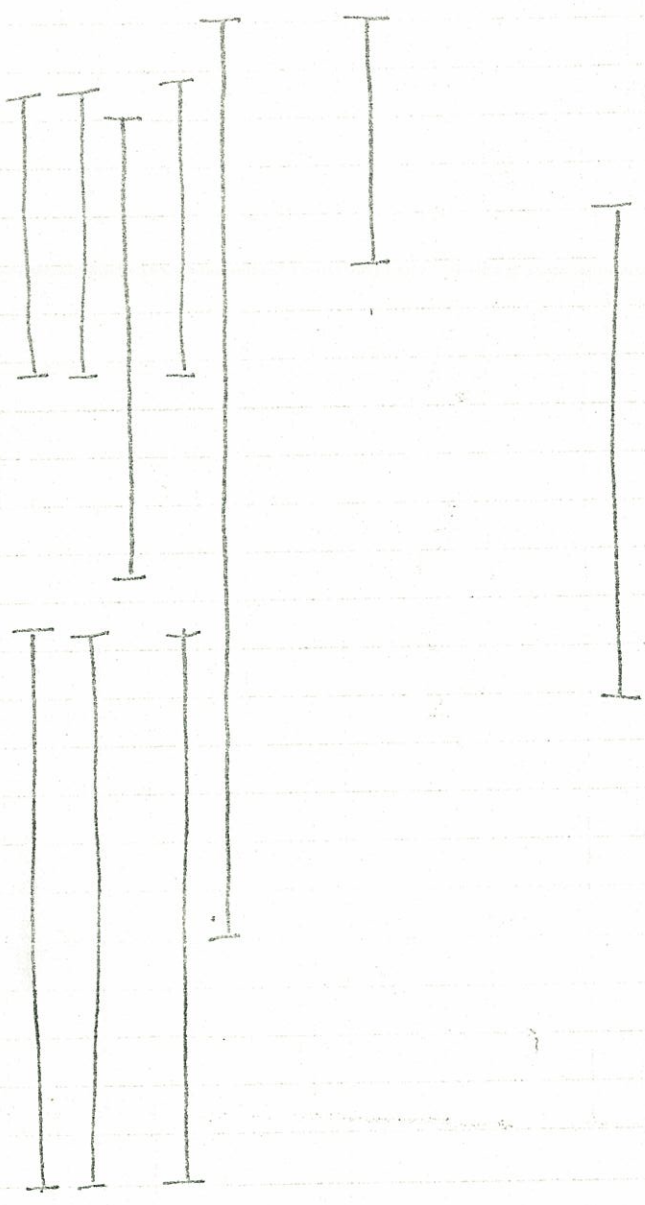
- Almaden
- Las Colinas
- Meyer Tomatoes
- Paul Masson
- C.J. Meggio

Negot.

M. Taylor

Elections

- Wine Grapes
- So. Co. Growers
- Frudden Produce



WATSONVILLE

GAP

- Scurich
- Pista
- Grimmer
- Rider
- Stolich
- Mann
- Zapan
- Butier
- Milesko
- Travers

Apples

- Valley Harvest
- J.J. Crosetti
- West Coast

Negot.

- West Foods
- Resetar
- Sembrailo

Pending

- Rod Mc Clelan

J
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M
A
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WATSONVILLE (cont.)

Elections

- Sakata Farms
- Sears & Shuman
- C & R Farms
- Buach
- Strawberries

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