

TABLE OF CONTENTS

I.	Introduction	1
II.	Statistical Summary	2
III.	12 Assumptions	4
IV.	Companies Under Contract	7
V.	Certified Companies - Negotiations	10
VI.	Companies Pending Certification	13
VII.	New Elections	18
VIII.	Arizona and Other States	29
IX.	Miscellaneous - Carrots & Strawberries	34
X.	Staffing and Servicing	35
XI.	Charts	
	A. Timing of Negotiations	44
	B. Timing of Elections	45
	C. Contract Administration - Areas	46
	D. Companies and Areas	47
XII.	Timetable	61

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.