

CONFIDENTIAL

These are some notes from the "organizational strategy" meeting held on November 24, 1976 at La Paz. Present were Cesar, Richard, Delores, Pete, Mack, Eliseo, Fred Ross, Sr., Jim Drake, Chris Hartmire, Marshall, Ben Maddock, Roberto Ybarra, someone from financial management, and Glenn Rothner.

Cesar began by talking about the union becoming self-sufficient. Dues come from signed contracts, not from winning elections. We have to retrain ourselves to think of organizing as everything from signing the first authorization cards to signing contracts. Right now we think only in terms of winning elections.

After redefining organizing, Cesar paved the way for a discussion of the lack of continuity in our efforts. The general consensus was that unless people work with an area or crop up until the contracts are signed we will lose our effectiveness. One person, together with his/her staff, must participate in the elections, the hearings, the negotiations, the strikes, and the boycotts which ultimately lead to signing a contract. People re-emphasized the importance of strikes and boycotts and there was a decision made to put a top-level leader in charge of the boycott. Cesar ultimately convinced everyone that the boycott director should be Larry Tramutt.

After the themes of signing contracts and establishing continuity were developed, a specific SAM was established. The goal is 100,000 workers under contract in California by December 1, 1978. This should make the Union financially self-sufficient.

People recognized that in order to get contracts we would have to become less "pure" in negotiations. In other words, we would have to recognize the fact that the first contract will not be the best. It was considered more important that we start having a higher dues income than that we hold out for things like strong mechanization clauses. Some people, specifically Eliseo, Richard, Dolores, and Mack, argued that to establish the continuity necessary to get contracts we would have to start paying the staff. Cesar did not even acknowledge their comments.

Cesar made a big, probably overstated, push to cut back all services until our two year goal is achieved. He spoke specifically about clinics and service centers.

He also made a few off-hand comments about settling some lawsuits. He claimed that 99% of the work in the legal department should be ALRB work. Richard, Dolores, Roberto Ybarra, and to some extent Marshall, came to the defense of services and argued to redefine them so that they are truly extensions of organizing.

The organizing strategy was first discussed in terms of crops. The state was broken down into six major categories: grapes; citrus; tree fruit and nuts; row crops; tomatoes; and, horticulture. There was a long discussion about how different areas and/or counties would fit into the six categories. There was also a discussion of the feasibility of getting contracts and the potential dues income in each category. The result was that the state was broken down into areas, rather than crops, and certain crops were omitted from the organizational plan due to lack of resources. The six geographic areas to be organized correspond to those areas in which there are Teamster contracts: a) Imperial - Salinas; b) Coachella; c) Oxnard; d) Santa Maria; e) Delano; and, f) Arvin-Lamont. Emphasis in these areas will be on grapes and row crops.

There will be a separate director and staff with responsibility for each of the above areas. Board members will no longer be based in La Paz. Assignments are to be made by Sunday and a disengagement plan will be developed. It was quite late at this point and I was only able to raise the question of how the legal department would mesh with this new structure. I did suggest, though, that the ALRB division structure would easily mesh with a geographical structure, pointing out that that is basically how we are organized at present. I think the legal department discussion will come up again on Sunday.

After the meeting ended Eliseo agreed to reassign Steve Hopcraft to para-legal work.