"AMERICAN LABOR IN THE 25 CENTURY"

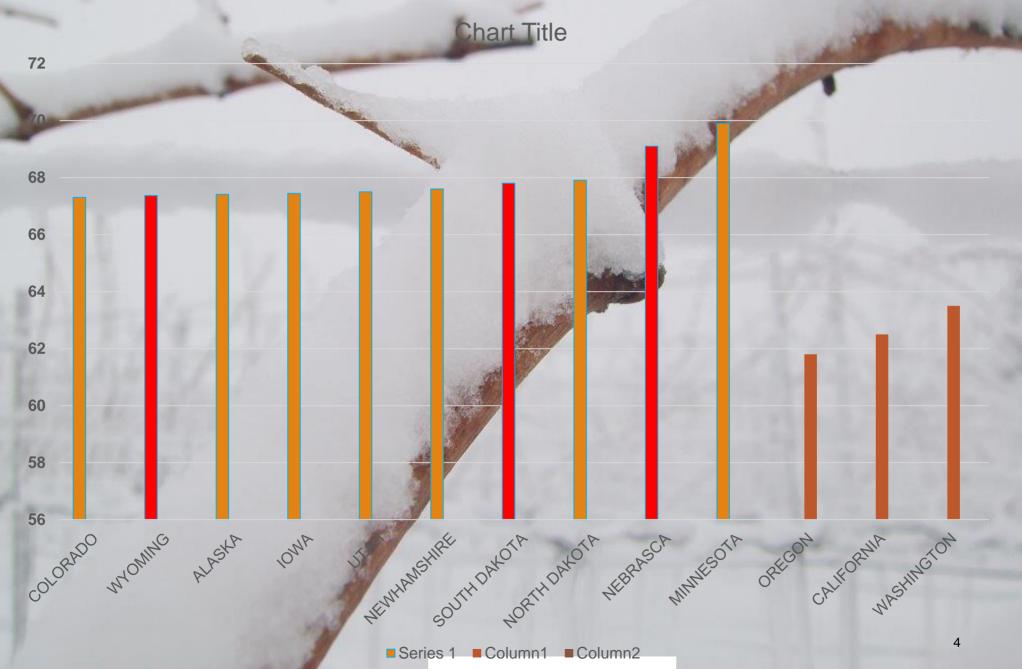


"ONCE IN YOUR LIFE YOU NEED A DOCTOR, A LAWYER, A POLICE MAN AND A PREACHER BUT EVERY, THREE TIMES A DAY, YOU NEED A FARMER".

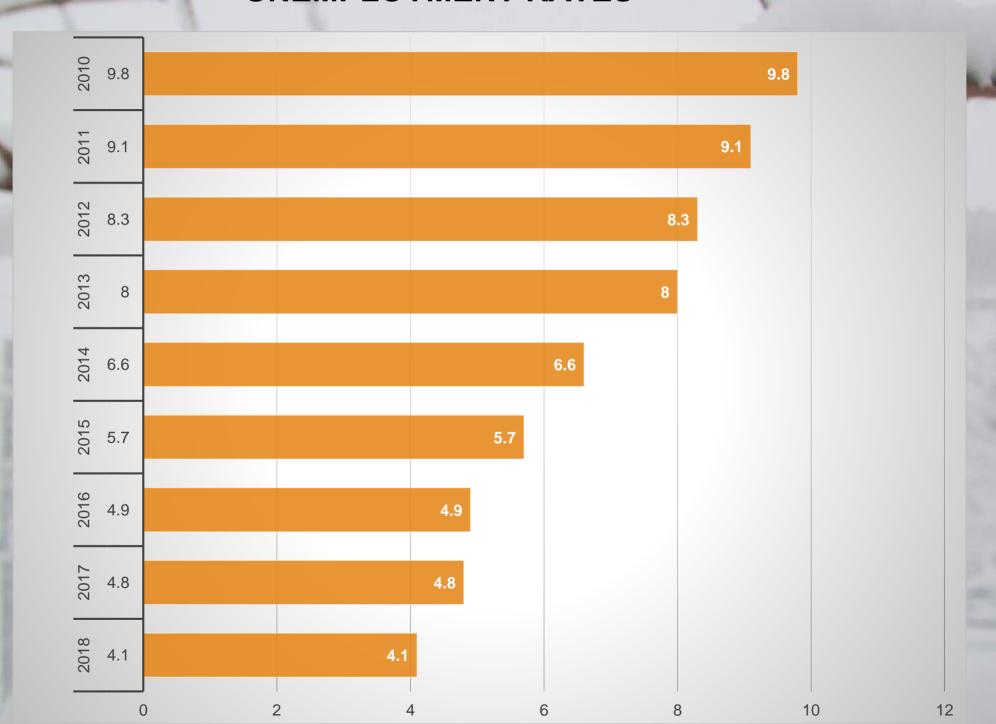
"Why WORKFORCE is reducing"



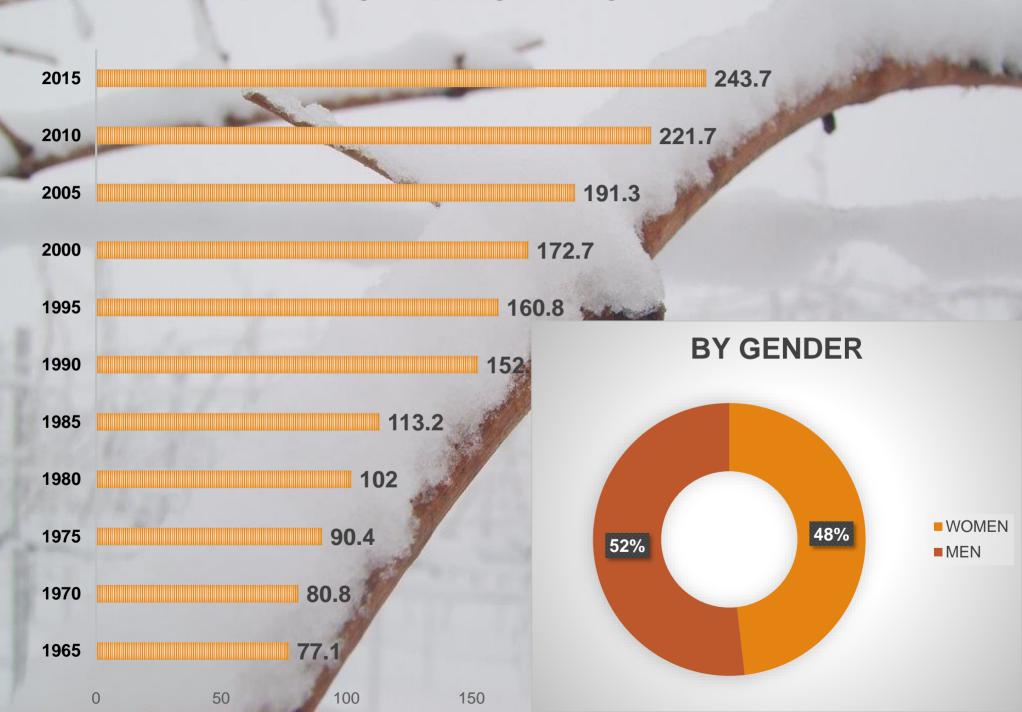
"10 STATES WITH THE HIGHER LABOR FORCE PARTICIPATION"



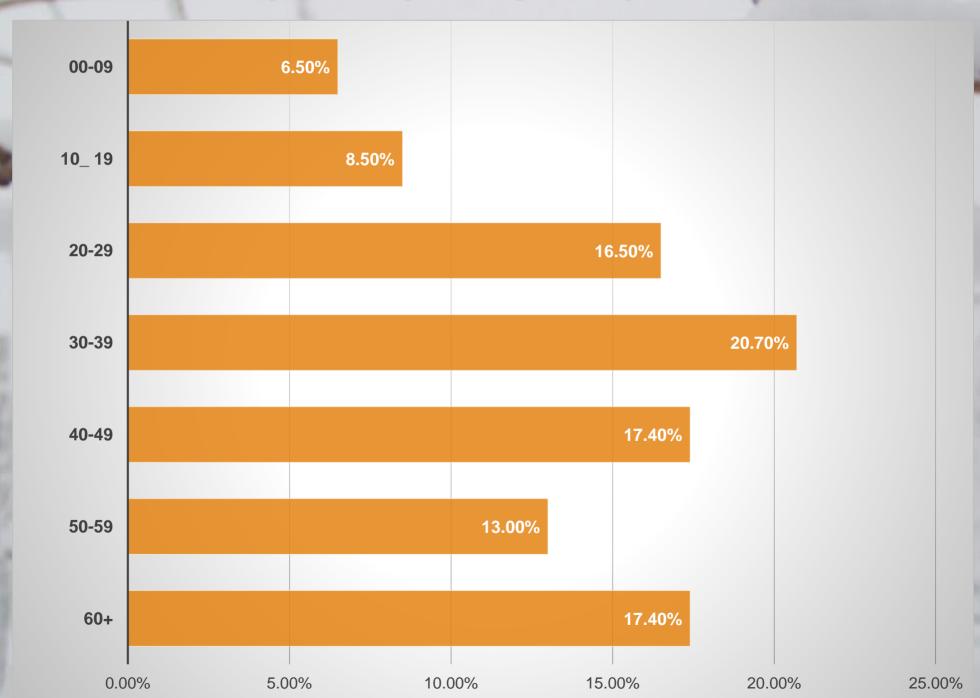
"UNEMPLOYMENT RATES"



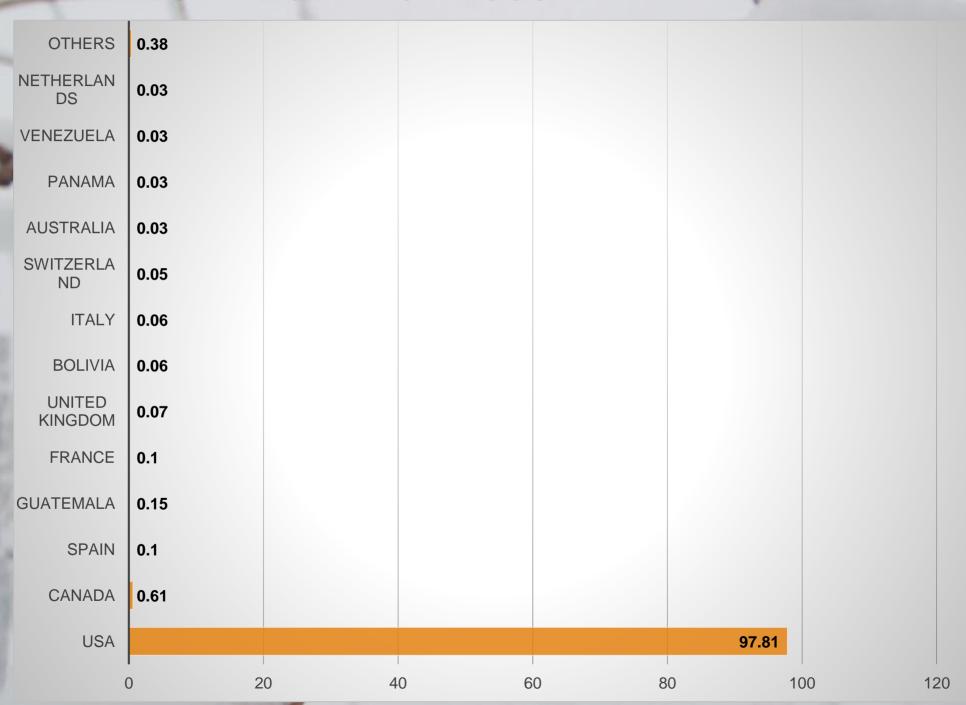
INTERNATIONAL MIGRANTS



INTERNATIONAL MIGRANTS BY AGE

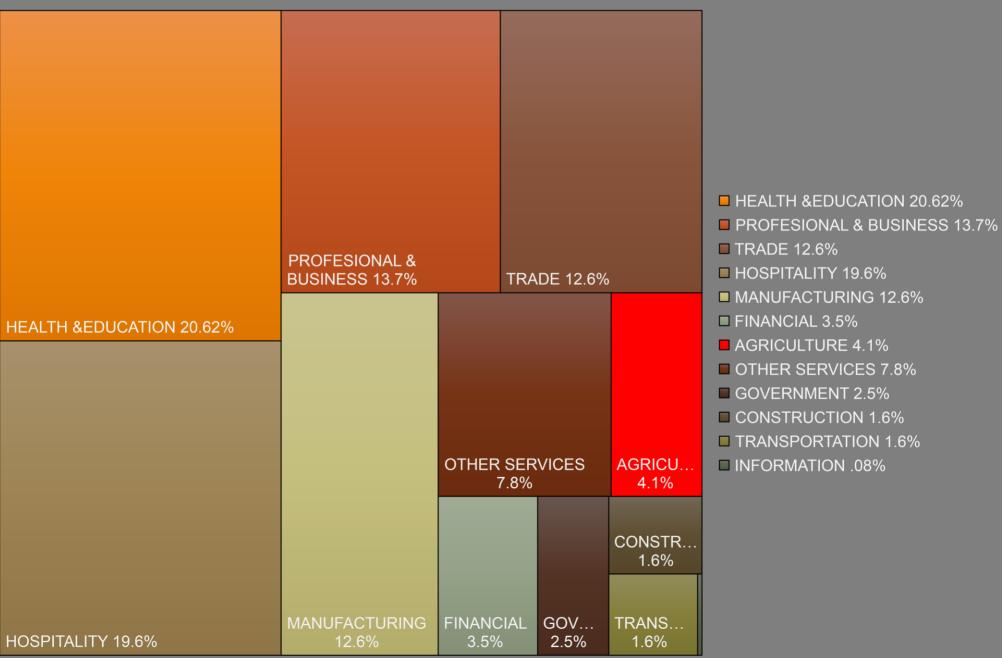


MEXICAN MIGRANTS BY COUNTRY

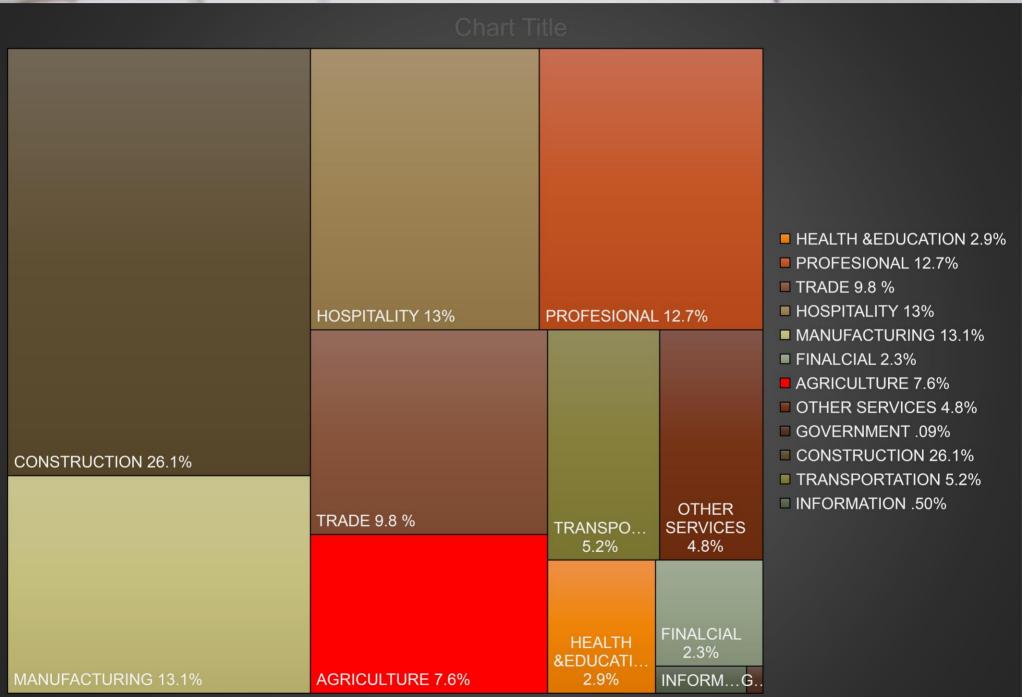


LABOR CHARACTERISTICS OF WOMEN

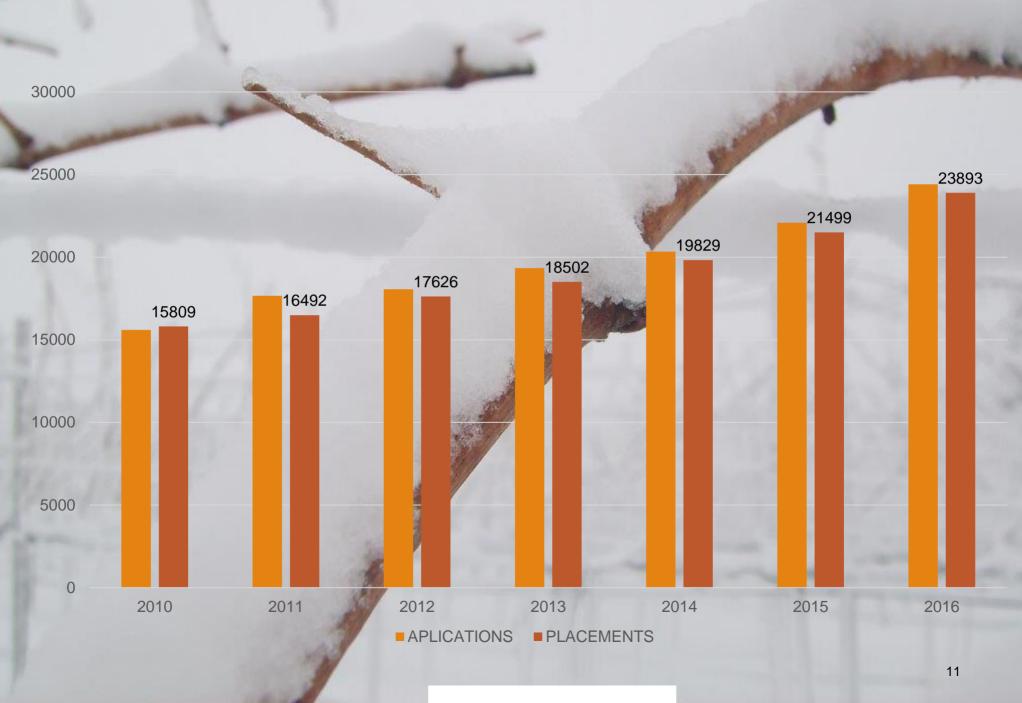
Chart Title



LABOR CHARACTERISTICS OF MEN



SEASONAL AGRICULTURE WORKERS - CANADA



"FARM LABOR CONTRACTORS"

- 1. Farm labor contracting is increasing nationwide but the increase has been limited to three regions: CA, FL, TX.
- 2. The number of contract workers is increasing in California and Florida, but not in the U.S.
- 3. The number of hired domestic farmworkers is declining.
- 4. The number of farms hiring contract laborers is decreasing in California, Florida, and the U.S.
- 5. The expenditures per farm for contract labor is increasing in California, Florida, and the U.S.

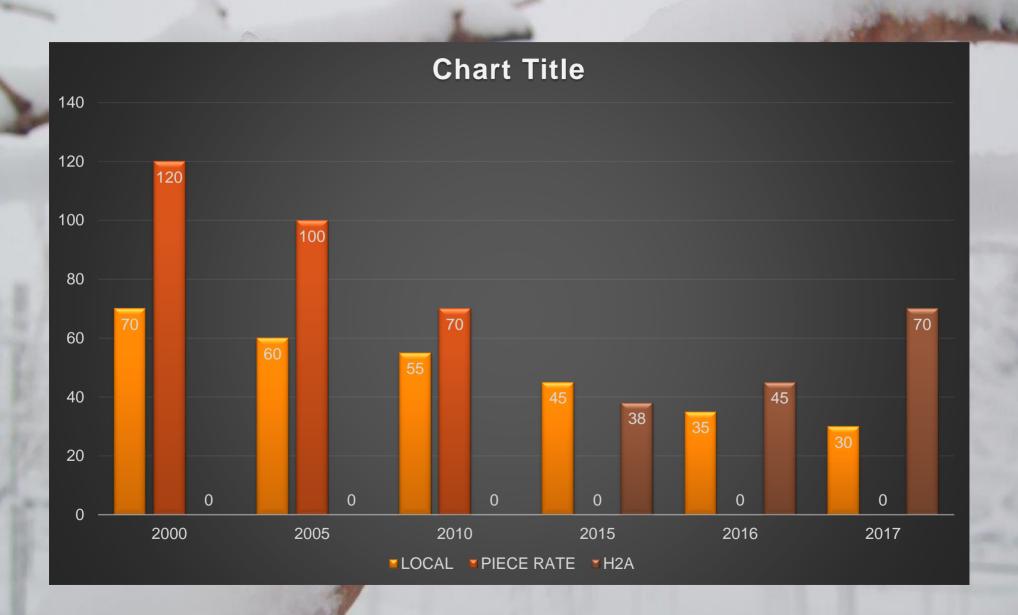
STATE OF OUR 2018 LABOR FORCE

- More families are working together in agriculture
- High School dropouts, usually really short term.
- Aging work force.
- Increasing H2A program.





PRODUCTION RECORD FOR VINEYARDS





"ADVANTAGES OF PIECE RATE SYSTEM"

- 1. INCREASE IN EFFICIENCY
- 2. MICROMANAGEMENT REDUCTION
- 3. PROMOTES COST SAVINGS INICIATIVES
- 4. INCREASE IN PRODUCT QUANTITIES
- 5. PROMOTES SELF-MOTIVATION WITHIN WORKFORCE

"DISADVANTAGES OF PIECE RATE SYSTEM"

- 1. POTENTAIL NEGATIVE IMPACT ON QUALITY
- 2. IMPACTS FORECASTING/PRE-PLANNING METHODS
- 3. FINDING AND FIXING ON A REASONABLE PIECE COST IS A RATHER TOUGH TASK
- 4. POTENTIAL TEAMWORK DISCOURAGEMENT
- 5. INCREASE IN OVERALL SUPERVISION REQUIRED

"BEST FARMING PRACTICES"

1. Match up costs with revenues.

Too many producers treat costs and earnings as separate issues.

2. Play "What if?"

Don't limit yourself to considering most-likely outcomes. Plan for the worst.

3. Stay on top of your business.

Successful managers monitor and analyze their performance

4. Establish priorities

"Do first things first". Most people never accomplish their goals because they focus on what they know how to do, what they like to do, what's easiest and what's urgent.

5. Conduct autopsies.

Evaluate key decisions to avoid repeating mistakes components.

6. Do little things better.

Studies show that the most sustained success comes from doing 20 things 5 percent better, rather than doing one thing 100 percent better.

7. Join a peer advisory group.

All across the country, I witness producers discussing their operations with five to 10 other farmers they know, from marketing and people management sides of the business.

WHAT WE CAN DO TO MINIMIZED THE PROBLEM

- KEEP CREWS WORKING MOST OF THE TIME.
- EDUCATE YOUR SUPERVISORS TO BE MORE EFFICIENT.
- PREPRUNING
- USED TYING MACHINES.
- MOVE CANOPY WIRES DOWN BEFORE PRUNING.
- MACHINE LEAFING.
- TIMELY SCHEDULE YOUR TASKS.
- MACHINE HARVEST

"LONG TERM SOLUTIONS"

- · HOUSING.
- TRANPORTATION.
- H2A VISAS
- PUSH FOR A NEW GUEST WORKER PROGRAM.

 "Either we going to import our labor to harvest our crops here in America or we are going to import our food"