



Training Proposal for:

Matsuda's by Green Acres, LLC

Agreement Number: ET15-0470

Panel Meeting of: June 26, 2015

ETP Regional Office: Sacramento

Analyst: L. Fraizer

PROJECT PROFILE

Contract Attributes:	Retrainee Seasonal Priority Rate	Industry Sector(s):	Wholesale Trade Retail Priority Industry: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Counties Served:	Sacramento	Repeat Contractor:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Union(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Number of Employees in:	CA: 199	U.S.: 199	Worldwide: 199
<u>Turnover Rate:</u>	12%		
<u>Managers/Supervisors:</u> (% of total trainees)	1%		

FUNDING DETAIL

Program Costs	-	(Substantial Contribution)	(High Earner Reduction)	=	Total ETP Funding
\$109,206		\$0	\$0		\$109,206

In-Kind Contribution:	100% of Total ETP Funding Required	\$109,206
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TRAINING PLAN TABLE

Job No.	Job Description	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Retrainee Priority Rate	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, HazMat., Literacy Skills, Management Skills	38	8-200	0	\$630	\$15.75
				Weighted Avg: 35			
2	Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement, HazMat., Literacy Skills, Management Skills	95	8-200	0	\$810	\$15.75
				Weighted Avg: 54			
3	Retrainee Seasonal Priority Rate	Business Skills, Commercial Skills, Continuous Improvement, HazMat., Literacy Skills	6	8-200	0	\$1,386	\$15.75
				Weighted Avg: 77			

Minimum Wage by County: Job Numbers 1-3: \$15.75 per hour for Sacramento County.

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No Maybe

Up to \$3.82 per hour may be used to meet the Post-Retention Wage for Job Numbers 1-3.

Wage Range by Occupation

Occupation Titles	Wage Range	Estimated # of Trainees
Job Number 1		
Plant Maintenance Staff		17
Administrative Staff		6
Mechanic		2
Manager		4
Driver		3
Sales Staff		6

Job Number 2		
Sales Staff		39
Customer Services Staff		20
Manager		8
Maintenance Staff		15
Administrative Staff		13
Job Number 3		
Seasonal Plant Maintenance Staff		6

INTRODUCTION

Matsuda's by Green Acres LLC (Matsuda's) proposes to serve as the lead in a single employer retraining contract with its affiliate, Green Acres Nursery and Supply Co. (Green Acres).

Founded in 1957, Matsuda's is a large 160 acre wholesale nursery located in Folsom. Matsuda's is a quality grower of woody ornamental and perennial plants. The Company sells products to independent garden centers, box stores and landscape contractors and designers. Established in 2003, Green Acres is a commercial nursery that operates high volume garden centers which offer a variety of indoor and outdoor plants, fertilizers and irrigation products. This proposal will include four Green Acres commercial nurseries, and Matsuda's single wholesale nursery.

Matsuda's by Green Acres, LLC is eligible for standard retraining as a company that provides a service in California that regularly competes with service providers located out-of-state, as outlined under Title 22CCR Section 4416(d)(3). Matsuda's is identified as a NAICS priority industry Company engaged in Wholesale Trade/Distribution.

Green Acres Nursery & Supply LLC, is eligible for standard retraining as a company that provides a service in California that regularly competes with service providers located out-of-state, as outlined under Title 22CCR Section 4416(d)(3). Green Acres Nursery is identified as a NAICS non-priority company engaged in retail.

PROJECT DETAILS

Training will focus on Management and Business Skills to improve leadership, safety in the workplace and administrative processes. In addition training will encompass Continuous Improvement to expand Lean Manufacturing procedures and Commercial Skills to train on equipment including loading carts, forklift, and tractor.

Matsuda's is upgrading and expanding its facility to increase capacity for production of the nursery stock for sale to garden centers. The Company plans to purchase a new planting machine, and update their green house and propagation facilities. Matsuda's will promote and cross-train current employees to enhance their skill set in various departments and operations. Green Acres opened a new facility in Elk Grove in March of 2015. The Company plans to advance its inventory management system, improve plant material and product mix, introduce drought and irrigation advancements, and implement continuous improvement techniques to bring consistency throughout the organization as a whole. ETP funds will assist the Company in meeting customer demands, remaining competitive, and ensuring project integrity.

Training Plan

Training will be delivered in a classroom/laboratory setting in the following types.

Business Skills (15%): Training will be offered to all occupations. Training will include Accounting, Leadership and Communication Skills. Training will help streamline company goals, improve accounting experience, and provide quality customer service.

Literacy Skills (5%): Training will be offered to all occupations to improve communication and enhance teamwork and efficiency. These skills will improve employees' ability to understand direction, processes, goals, and will result in a safer and more productive workplace.

Commercial Skills (30%): Training will be provided to Plant Maintenance Staff, Maintenance Staff, Mechanics, Drivers and Managers. Training will include Machine Maintenance, Forklift and Tractor Operation, Trenching and Shoring, and Pesticide Application. Training will improve employee proficiency in the use of new machines, development and management of new crops, workflow processes and safety guidelines. Cross-training will improve workforce efficiency despite seasonal fluctuations in sales and help reduce layoffs. Training on Troubleshooting will ensure efficiency and productivity in the workplace and reduce costs.

Hazardous Material (15%): Training will be offered to all occupations and will focus on improving the safety of the workplace for all employees. Proper Safety Training will improve employee knowledge and skill handling hazardous materials, to reduce the potential for accidents or spills.

Management Skills (10%): Managers will receive training in Decision making, Teambuilding, and Leadership Development to build a foundation in which management staff can provide constructive feedback, participate in decision-making, as well as coach employees to achieve performance goals.

Computer Skills (10%): Training will be offered to Administrative Staff, Sales Staff, Customer Service Staff, and Managers. Training will include QuickBooks and advanced Microsoft Office Suite to enhance staff's technical skills, manage production costs and maintain quality during growth.

Continuous Improvement (15%): Training will be offered to all occupations and will help eliminate waste and improve processes. Lean Manufacturing and Process Improvement will enable the Company to reduce cost by eliminating waste; ensure quality and continuous improvements resulting in efficiency and productivity in the workplace.

Commitment to Training

Matsuda's currently has an annual training budget of \$135,000 which includes companywide production and machine operation training. Job specific training encompasses Lean Manufacturing and basic skills for entry level positions. ETP funds will not displace the existing financial commitment to training. Safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

➤ Training Infrastructure

Matsuda's Company Director of Operational Development and a team of Human Resources Professionals will be responsible for scheduling training and collecting completed rosters. Matsuda's is using Sierra Consulting Services as their contract administrator for the enrollment and tracking of trainee hours.

Retention Modification

The six Seasonal Plant Maintenance Staff (Job Number 3) also qualify for a modified retention period of no less than 500 hours within 12 months of the end-of-training. These workers work approximately six months out of the year. Matsuda's requests this retention modification for Job Number 3.

RECOMMENDATION

Staff recommends approval of this proposal.

DEVELOPMENT SERVICES

Matsuda's retained Sierra Consulting Services in Cameron Park to assist with development of this proposal for a flat fee of \$10,500.

ADMINISTRATIVE SERVICES

Matsuda's also retained Sierra Consulting Services to perform administrative services in connection with this proposal for a fee not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum

Class/Lab Hours

8–200

Trainees may receive any of the following:

BUSINESS SKILLS

- Accounting
- Conflict Resolution
- Communication Skills
- Dealing with Difficult People
- Leadership Skills
- Planning and Organization
- Product Knowledge
- Time Management

COMMERCIAL SKILLS

- Forklift/Tractor Training
- Planting
- Pruning
- Grafting
- Machine Operation
- Machine Maintenance
- Pesticide Application
- Production Operations
- Trenching/Shoring
- Installing Irrigation Systems
- Cross Training on Production Equipment/Skills
- Troubleshooting

COMPUTER SKILLS

- Advanced Microsoft Office
- QuickBooks

CONTINUOUS IMPROVEMENT

- Lean Manufacturing
- Lean Procedures Practice
- Productions Operations/Workflow
- Process Improvement
- Project Management
- Problem Solving and Decision Making
- Quality Management
- Root Cause Analysis
- Statistical Process Control

HAZARDOUS MATERIALS

- Hazardous Materials Handling
- Hazardous Chemical Cleaning/Handling
- Hazardous Waste Cleaning

MANAGEMENT SKILLS (Managers Only)

- How to Coach and Mentor
- Decision Making
- Effective Meetings for Leaders
- Finance for Technical Managers
- Leadership Development
- Motivation
- Supervisor Skills
- Teambuilding
- Employee Coaching
- Essential Skills for the New Supervisor

LITERACY SKILLS

- Vocational English as a Second Language
- Basic Math

Note: Reimbursement for retraining is capped at 200 hours total per-trainee, regardless of method of delivery. Literacy training cannot exceed 45% of total training hours per trainee.