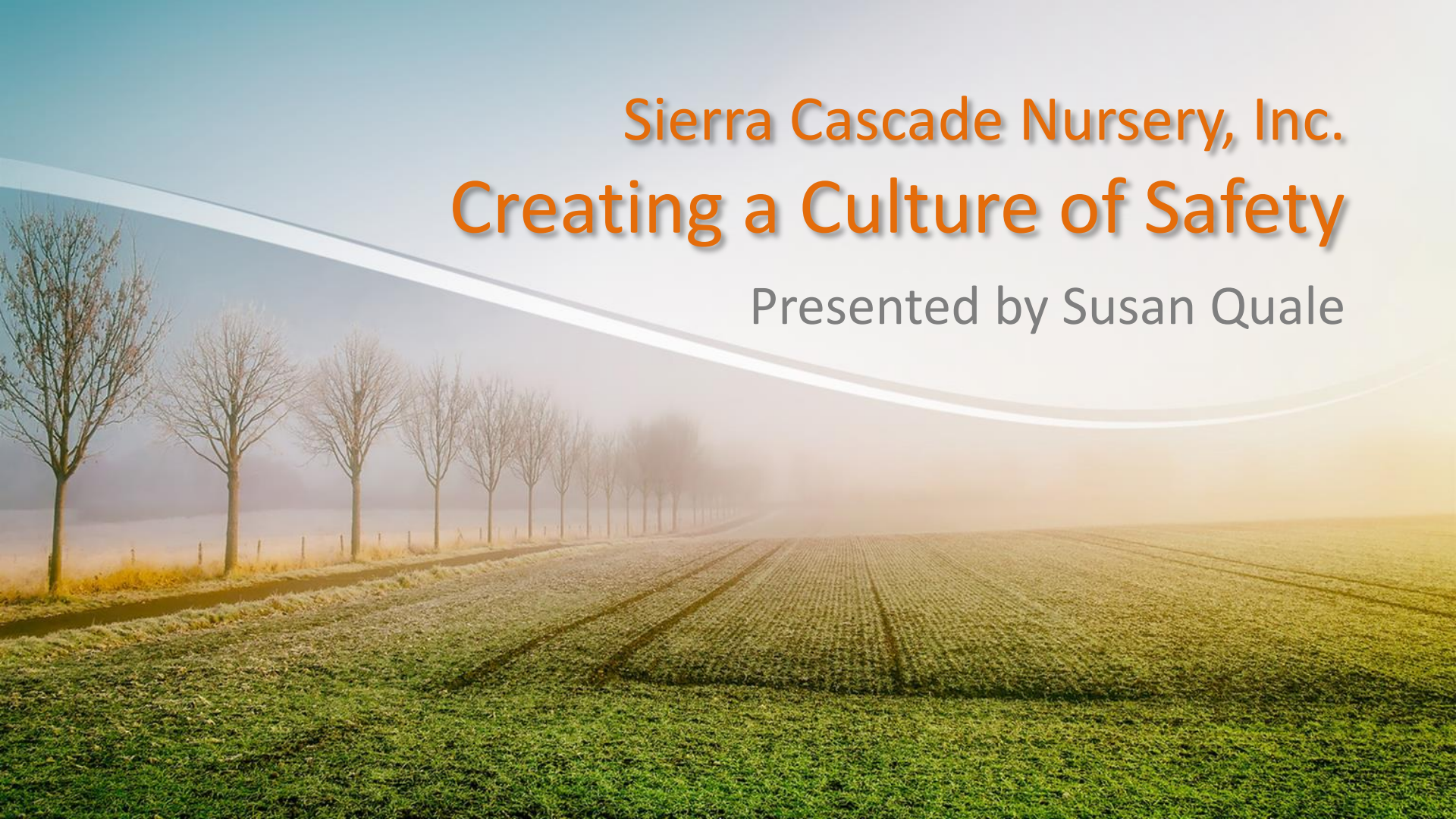
Sierra Cascade Nursery, Inc.

Creating a Culture of Safety

Presented by Susan Quale



In the Beginning…

- Each Ranch location administered their own version of safety
- Inconsistent
- Reactionary
- Ineffective
- Unimportant
- Uninformed

What Changed?

- Use of the H2A Visa Guestworker Program
- Becoming extremely popular with CRLA, DOL, DLSE, and Cal OSHA
- The $$$ it costs to be so popular
- Possible disbarment from H2A

What Happened Next…

- Board of Directors mandate for complete compliance
- Appointed an effective person to “own” safety compliance
- Appointed an effective person to “own” overall compliance
- Create consistency
- Be proactive
- Be effective
- Be of the highest priority
- Be informed

Where to Start

Human Resources

- Audit all current HR policies & processes
- Create handbook, review & update annually
- Create & implement housing, kitchen, transportation rules
- Ensure policies are applied consistently
- Continuous review, audit and update
- Knowledge-HR Professional Certification

Safety

- Centralize Safety function
- Audit all current Safety policies & processes
- Assess needs
- Prioritize by exposure
- Obtain by-in from management
- Implement
- Continuous review, audit and update

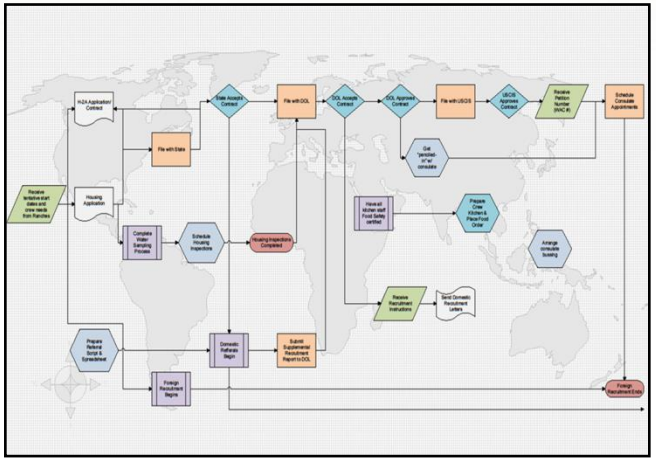
Workers Comp

- Centralize WC function
- Audit all current WC policies & processes
- Create & implement identical procedures to be followed throughout each department
- Take every opportunity to utilize WC carrier benefit options
- Continuous review, audit and update

Infrastructure

- Processes & Procedures:
  - Recruitment Progress Tracking
  - Housing Rules
  - Worker Rules
  - Payroll compliance
  - Disciplinary procedures
  - Documentation of procedures
  - Interviewing procedures & tracking
- Safety & Workers Comp
  - Training tracking
  - Tailgates
  - Equipment Management
  - Safety Audits
  - Workers Comp onsite reviews
- HR & Outreach
  - Provide community with information and contacts
  - Relationships with regulatory agencies
  - Ethics standards
  - HR certifications
  - Attend Ag safety and HR conferences

Document Procedures



2018 Trim Support, Strawberry and Raspberry Plant Trimmer, R&D and Harvest Worker Interview Protocol

If the applicant is a state work force agency referral, and a state work force agency person is on the line with the applicant, ask the first three questions of the referrer, and then ask to have the applicant put on the line.

1. Record date and time of interview.
2. If a referral, record job order number, name, local office and phone number of the referrer.
3. Record the name, address, and phone number of the applicant.

Send the applicant an application packet and request that s/he complete it and return it by fax, mail, e-mail, or in person.

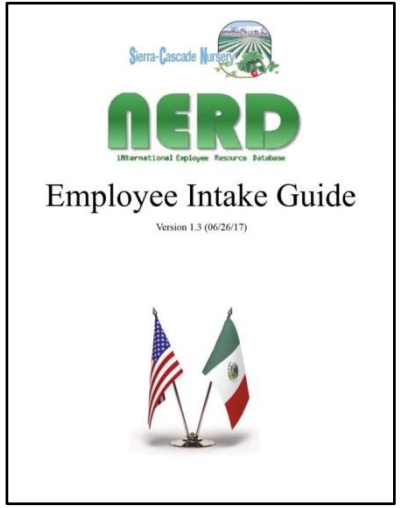
Verify whether the applicant possess the required experience, in this case, 3 months of experience working with strawberry crops. The applicant may complete the Employment Verification Release form provided in the application packet to help expedite this process. Once you have verified that the applicant possesses the required experience, schedule a telephone or face-to-face interview.

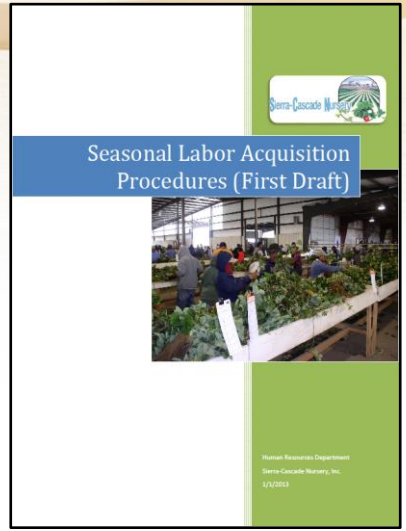
Ask whether the applicant has read the disclosure of the terms and conditions of employment, or had it read to him/her, and understands it. If the answer is no, **insist that this be done and that the referrer or applicant call back after this is done**, if the applicant is qualified and is still interested in the job.
If the answer is yes, proceed as follows:

Say something like the following: Thanks for your interest in the Trim Support, Strawberry and Raspberry Plant Trimmer, R&D and Harvest position at Sierra-Cascade Nursery. In this position you would sort, trim and bundle strawberry plants in trimming shed to prepare plants for packing and shipment and will be paid on a piecework basis. You could also be assigned to fill support role for trim operations during harvest. You would perform duties associated with and directly related to trimming, including but not limited to packing plants, closing/stacking boxes in and around the trim shed, distributing plants, and clean-up functions in and around the trim shed and will be paid on an hourly basis.

You could trim a small amount of raspberry rootstock which consists of separating, sorting and cutting roots and canes and will be paid on a team piecework basis. Work production and quality will be monitored and reviewed for accuracy by the Supervisor.

You could also assist in strawberry harvesting and research & development activities. You could be digging, picking up, trimming, counting, washing, bundling and packing plants in the field from R&D test plots. You could be trimming, counting, bundling and packing plants in the trim shed as related to the R&D test plots. You could also be helping with trim shed organization and cleanup and operating various pieces of equipment. You may assist in moving and digging plants in the fields to prepare plants for packing and shipment



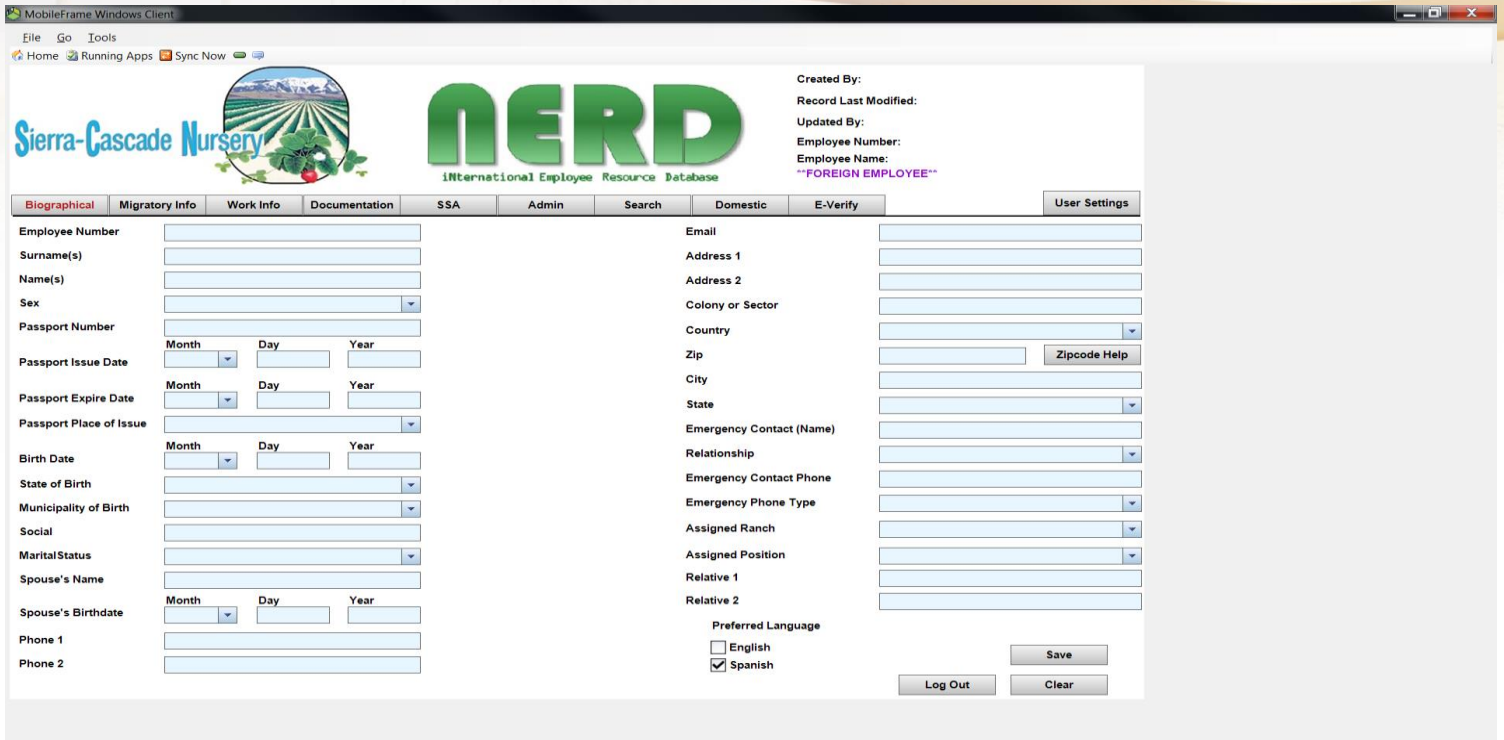


Regulations for Food Service, Transportation & Farm Labor Housing

Recruitment & Processing

- Designate one person to oversee the application/hiring process
- MSPA Disclosures- make sure each applicant has a signed confirmation that they received the disclosure with the most up to date information
- Implement a vetting process to ensure applicants success in the position
- Implement a process to track and record applicants

Employee Database



Recruitment Progress Tracking

"Consulate Ready" Foreign Recruits (MRV Paid, DS-160 Completed)

Report Date:	11/16/2018		
Start Date:	5/8/2017		
End Date:	8/31/2017		
Total Work Days in Recruitment Period:	84		
Work Days Remaining:	-317	Work Days Elapsed:	400
Days needed at current overall rate:	#DIV/0!		
Daily rate needed to finish by 08/31/2017:	-3PER DAY		
Current Overall Status:	401	#DIV/0!	
Projected finish date at current rate:	#DIV/0!		

	Returnees	New	Total
Recruitment Goal	838	237	**1075**
Total Actual	0	0	**0**
Total Remaining	838	237	1075
% Complete	0%	0%	**0%**
Daily Average Target	10	3	**13**
Overall Daily Average Actual	0	0	**0**
Weekly Average Target	50	14	**64**
Weekly Average Actual	0	0	**0**

2017 Fall Need	
Susanville Fall Labor Need	538
Tulelake Fall Labor Need	575
Total High Elevation Fall Labor Need	**1113**
Susanville Spring Contract Support Labor	-17
Tulelake Spring Contract Support Labor	-49
Total Spring Contract Support Labor	**-66**
Susanville Returning Fall Domestics	0
Tulelake Returning Fall Domestics	0
Total Returning Fall Domestics	**0**
Susanville New Fall Domestics	**0**
Tulelake New Fall Domestics	**0**
Total New Fall Domestics	**0**
Susanville Spring Contract Alternates	0
Tulelake Spring Contract Alternates	0
Spring Contract Alternates	**0**
Susanville Foreign Labor Need	521
Tulelake Foreign Labor Need	526
Total Foreign Labor Need	**1047**

2017 Rate Assumptions	
Domestic Return Rate	0%
Foreign Return Rate	80%
Foreign Returnee Washout Rate	2%
Foreign Newbie Washout Rate	5%

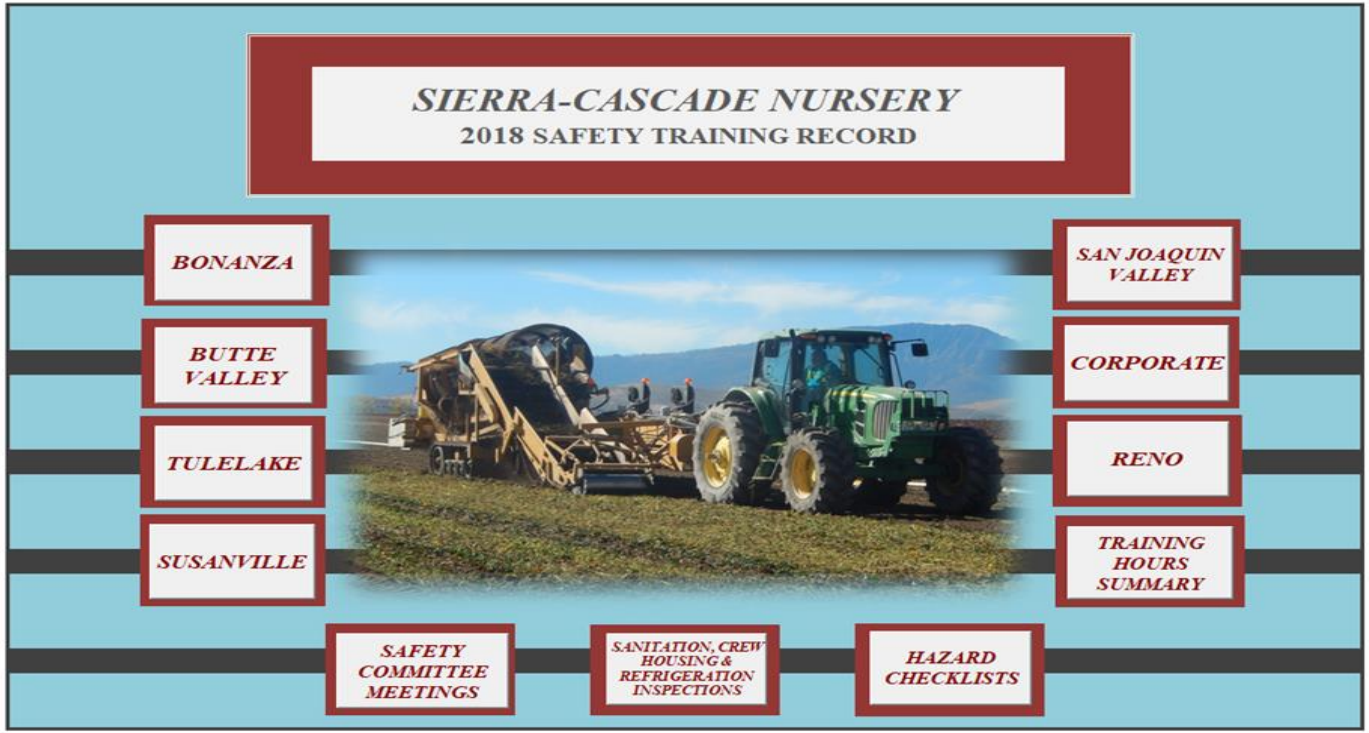
Pre-employment

- Organize a job fair
- Applicants work ready prior to your date of need-
  - paperwork
  - badges
  - pictures
  - experience verified
  - payroll information uploaded
  - pay cards ready
  - safety records ready

Employee Intake & Onboarding

- Verification that employee paperwork is filled out and received by the employee
- Proper filling out of the I-9 form
- E-verify
- Receipt of employee badge & necessary info

Orientation & Safety Trainings



SUSANVILLE RANCH TRAININGS

BACK

			REQUIRED INITIAL TRAININGS																			REQUIRED MONTHLY TAILGATES			
			Sexual Harassment	Fire Extinguishers	Injury and Illness Prevention Program	Lockout/Tagout Policy and Procedures	Heat Illness Policy & Procedure	Hazard Communication Program	Worker Protection Standard (WPS)	Working Safely Around Forklifts	Emergency Evacuation Plan	Personal Hygiene	Ammonia	Eyewash	Bloodborne Pathogens	Clorox MSDS	Skillful Shoveling	Gardening Tool Use	Long-Season Orientation	Revised Hazard Communication Standard	Annual MSDS/SDS Review	Food Safety and Personal	Safety Orien	
39	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
40	Employees Name	Emp#	6/28/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
41	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	8/20/18				
42	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
43	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
44	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
45	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
46	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	8/20/18				
47	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
48	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
49	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
50	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	8/20/18				
51	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	8/20/18				
52	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
53	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	8/20/18				
54	Employees Name	Emp#	6/28/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
55	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
56	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
57	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					
58	Employees Name	Emp#	6/28/18	3/7/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18	2/23/18					
59	Employees Name	Emp#	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18	3/19/18					

Formulas | SusanvilleRanch | BonanzaPesticides | ButteValleyPesticides | TulelakePesticides | SJVPesticides | SusanvillePesticides | MVI

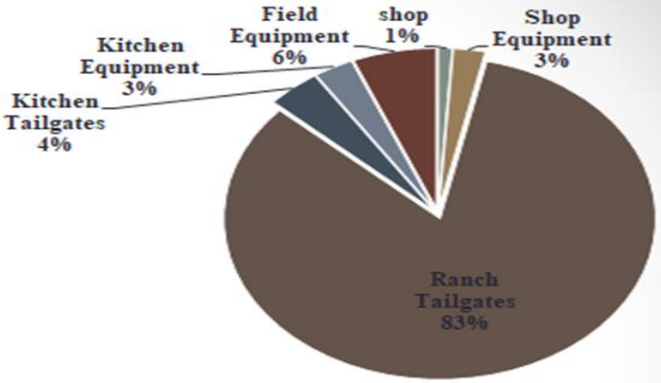
BACK

TRAINING HOURS TOTALS

	RANCH TAILGATES	SHOP TAILGATES	SHOP EQUIPMENT	KITCHEN TAILGATES	KITCHEN EQUIPMENT	EQUIPMENT TRAININGS	SAFETY COMMITTEE MEETINGS	SANITATION INSPECTIONS	CREW HOUSING INSPECTIONS	TOTAL
Bonanza	643.1	45.3	60.4	23.9	27.5	94.5	7.1	8.1	18.3	**901.9**
Butte Valley	481.9	0.0	29.4	30.2	33.7	85.1	2.8	27.8	18.2	**662.9**
Corporate	23.2	-	-	-	-	-	-	-	-	**23.2**
Reno	38.8	-	-	-	-	-	3.8	-	-	**42.5**
Safety Staff	-	-	-	-	-	-	-	-	-	**1080.0**
San Joaquin Valley	2483.0	117.4	98.0	-	-	165.2	4.0	45.3	-	**2867.6**
Susanville	1610.7	19.8	37.3	127.1	67.9	224.8	6.8	40.3	43.3	**2094.3**
Tulelake	1840.2	14.8	33.6	13.9	28.5	79.5	4.0	24.5	33.8	**2014.5**
TOTAL	7120.8	197.2	258.6	195.0	157.6	649.1	28.4	145.9	113.6	**9686.7**

TIME SPENT ON SAFETY IN 2017

SAFETY TRAINING	
Shop Tailgates	106 hours
Shop Equipment	238 hours
Ranch Tailgates	8251 hours
Kitchen Tailgates	399 hours
Kitchen Equipment	295 hours
Field Equipment Trainings	623 hours
TOTAL	**9912 hours**



INSPECTIONS	
Sanitation Inspections	144
Housing Inspections	98
TOTAL	**247 hours**

Safety Staff
2080 Hours

	TOTAL HOURS SPENT ON SAFETY	PERCENT OF SCN TOTAL HOURS WORKED	UP FROM 2016
Safety Training	9912	1.04%	+.13%
Inspections	242	.03%	+.01%
Safety Staff	2080	.22%	+.02%
TOTAL	**12,234**	**1.29%**	**+.16%**

Workers Comp Savings

Stated Manual Premium		$1,650,647
Modified Premium	(81.00%)	$ -313,623
Risk Adjustment	(38.00%)	$ -508,069
Total State Assess.		$ 32,887
Total Est. Premium		$ 861,842

Total Savings $788,805 (48%)

What can you do with 48% savings?

- Cover the salary for Safety/WC person
- Invest in safety equipment
- Purchase/pay for equipment
- Increase wages for workforce
- Reinforce HR staff
- Send Safety/WC person to ASHCA Farm Safety Seminar

MT765

Offboarding

Exit Survey, 2018

1 Including this one, how many seasons have you worked with Sierra-Cascade?
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 +

2 Are you interested in returning to work with Sierra-Cascade again next year?
☐ Yes ☐ No If you answered no, why not? _____

Did you live in company-provided housing during this season?
☐ Yes ☐ No If you answered yes, where? ☐ Ranch ☐ Fairgrounds

Were you satisfied with the quality of the housing provided? ☐ Yes ☐ No

3 What could we do to increase your satisfaction with the housing provided? _____

Were you provided sufficient time during the trips to town that were offered?
☐ Yes ☐ No If no, how much additional time would you like? _____

Did you use company-provided food-service this year? How often did you eat in the kitchen?
☐ Yes ☐ No ☐ Every day ☐ Occasionally

Please rate your general experience with company-provided food service, using a scale of 1 to 10 (10 being the best, 1 being the worst).
Circle your answer below:
1 2 3 4 5 6 7 8 9 10

4 What was your favorite food served this season? _____

What was your least favorite food served this season? _____

Are there any other foods that you'd like us to serve? Please list your suggestions below:

How would rate your overall experience with the service provided by SCN staff in Mexico, at the Vicente Guerrero office, and during the consulate appointment and border crossing, using a scale of 1 to 10 (10 being the best, 1 being the worst).
Circle your answer below:
1 2 3 4 5 6 7 8 9 10

5 Do you have any comments or suggestions regarding the Vicente Guerrero office, processing in Tijuana, or the charter bus transportation to the ranch?

Have you ever paid, or been asked to pay, any fee to anyone representing, or claiming to represent, Sierra-Cascade Nursery in exchange for an employment opportunity and/or participation in the H-2A program?
☐ Yes ☐ No

6 If you answered yes to the question above, please explain who, when, where, why, and how much you paid below:

Have you ever worked with other companies besides Sierra-Cascade Nursery through the H-2A program?
☐ Yes ☐ No

7 With which companies have you worked? _____

How would you describe your experience working through the H-2A program with the companies that you listed above in comparison to your experience working with Sierra-Cascad Nursery?
☐ Better with SCN ☐ Worse with SCN ☐ The same

Who was your direct supervisor this season? _____

Please rank your supervisor (taking into account aspects such as competence, imparciality, attentiveness, etc.), using a scale of 1 to 10 (10 being the best, 1 the worst).
Circle your answer below:

8 1 2 3 4 5 6 7 8 9 10

Do you have comments regarding your supervisor?

Please rate Sierra-Cascade Nursery's Safety Program, including orientation and all training received, how injuries were handled, and supervisors and management's attitude about safety.
Circle your answer below:
1 2 3 4 5 6 7 8 9 10

9 Do you have comments or suggestions regarding the Safety Program?

If someone were to ask you about working at Sierra-Cascade Nursery, what would you tell them?

10

Thank you for taking the time to complete this exit survey. Sierra-Cascade takes your feedback very seriously. Each survey helps us to improve our performance as an employer and will be read by a member of upper management. Please save your completed sheet and deposit it in the box that will be sitting on the table when you go to your exit interview.

The Exit

Employees are assured safe transportation, both inbound and outbound, in an organized and dignified manner with a duty to check in at our processing office in Mexico.

Best Practices

- Make it a point to share your contact information with at least one person at every event like this one
- Create relationships with every government agency that oversees your operations-do not be afraid to ask questions
- Join agricultural based associations
- Truly understand the savings of controlling your workers compensation and the opportunities it can afford you
- Engaging your workers comp carrier in your operations can save you time and money
- Never become complacent
- Treat every decision, policy, procedure as if it were part of an audit