



**Retrainee - Job Creation  
Training Proposal for:  
Dandelion Chocolate, Inc.**

**Small Business**

**ET16-0425**

**Approval Date:** April 19, 2016

**ETP Regional Office:** San Francisco Bay Area

**Analyst:** V. Estrada

**CONTRACTOR**

- Type of Industry: Manufacturing
- Priority Industry:  Yes  No
- Number of Full-Time Employees
  - California: 59
  - Worldwide: 59
  - Number to be trained: 68
  - Owner  Yes  No
- Out-of-State Competition: NAICS Code Eligible
- Special Employment Training (SET):  Yes  No
- High Unemployment Area (HUA):  Yes  No
- Turnover Rate: 12%
- Repeat Contractor:  Yes  No

**FUNDING**

- Requested Amount: \$26,052
- In-Kind Contribution: \$18,360

**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 SB <100 Priority Rate	Computer Skills, Continuous Impr, Mfg Skills, Literacy Skills, PL-Mfg Skills	50	8-60	0	\$390	\$17.02
				Weighted Avg: 15			
2	Retrainee Job Creation SB<100 Priority Rate	Computer Skills, Continuous Impr, Mfg Skills, PL-Mfg Skills	18	8-60	0	\$364	\$14.19
				Weighted Avg: 14			

- Reimbursement Rate: Job #'s 1 and 2: \$26 SB Priority
- County(ies): San Francisco
- Occupations to be Trained: Chocolate Makers, Baristas, Operations Staff, Managers, Supervisors, Kitchen Staff, Community & Education Staff
- Union Representation:  Yes  
 No
- Health Benefits: Job #1: \$2.25 per hour, Job #2: \$0.19 per hour

**SUBCONTRACTORS**

- Development Services: N/A
- Administrative Services: N/A
- Training Vendors: To Be Determined

**OVERVIEW**

Founded in 2013 and located in San Francisco, Dandelion Chocolate (Dandelion) ([www.dandelionchocolate.com](http://www.dandelionchocolate.com)) sorts, roasts, cracks, winnows, and mélanges fine cacao beans to produce chocolate bars. Dandelion only uses two ingredients to make their chocolate, cacao beans and organic sugarcane to bring out the individual flavors and nuances of each bean.

**Need for Training**

Dandelion expects to double its sales this year (from the previous year) and continue growing sales into the future. Currently, demand has surpassed production capacity, with many customers on the waitlist. The Company has already started construction on a new 17,000-square-foot building, to open later this year, adding to the two current facilities at the chocolate factory. The Company has also purchased new equipment to increase production (training was not included with purchase): an Optical Sorter to automate sorting of beans; and a Ball Mill to grind the beans. The new equipment will enable the Company to produce chocolate at a higher rate.

Additionally, Dandelion will need to cross-train all employees so that staff can have a comprehensive understanding of the Company's operations. This will allow staff to perform multiple roles. Cross-training will consist of product knowledge, metric tracking, and software skills.

### **Retrainee - Job Creation**

In support of job creation, the Panel is offering incentives to companies that commit to hiring new employees. Under the Retrainee-Job Creation program, training for newly-hired employees will be reimbursed at a higher rate, and trainees will be subject to a lower post-retention wage.

In 2015, Dandelion had hired 25 employees to increase production. With the opening of the new facility and purchase of new equipment, the Company has committed to hiring 18 additional employees (Job Number 2) during the term of the ETP-funded training. The date-of-hire for all trainees in the Job Creation program will be within the three-month period before contract approval or within the term-of-contract. Trainees will be hired into "net new jobs" as a condition of contract.

### **Training Plan**

Training will be provided by in-house trainers and may include training vendors.

**Computer Skills** - Training will be provided to all occupations, focused on google drive, design, and HTML skills. Workers will be able to use online logs, program interfaces, electronic spreadsheets, and design programs.

**Continuous Improvement** - Training will be provided to all occupations. Trainees will learn about the Company's products and production processes to instill knowledge and promote research & development.

**Literacy Skills** - One Chocolate Maker will participate in this training. Training will result in improved communication with staff and customers.

**Manufacturing Skills** - All occupations will be cross-trained on vintage and modern machinery. Training will reduce costs, time, and errors during production, allowing the Company to sell a wide range of products.

### **Productive Laboratory**

Productive Lab will be offered to Baristas, Operations Staff, Managers, Supervisors, Kitchen Staff, and Community & Education Staff in Manufacturing Skills. PL will strengthen employees' understanding of the chocolate making process and enable them to be knowledgeable with customers and business partners. Each employee spends a day making chocolate (sorting beans, wrapping and polishing chocolate molds, and tasting) with experienced, in-house chocolate makers on modern and vintage machines. The trainer-to-trainee ratio will not exceed 1:1 to ensure full understanding and competency. PL will not exceed 8 hours per trainee.

### **RECOMMENDATION**

Staff recommends approval of this proposal.

## **Exhibit B: Menu Curriculum**

### **Class/Lab Hours**

8-60

#### **COMPUTER SKILLS**

- + Adobe Skills
  - Photoshop
  - InDesign
  - Illustrator
- + Design Skills
  - Typography and color
- + Google Drive Skills
  - Google Docs
  - Spreadsheets
  - Presentations
  - Forms
- + HTML Skills
  - HTML tags and formatting
- + Pattern-Making
  - Developing effective repeats and motifs
- + Presentation Skills
  - Keynote & templates
- + Productivity Tools
  - Asana
  - Zapier
  - Boomerang
  - Google Add-ons
  - Assistant.to

#### **CONTINUOUS IMPROVEMENT**

- + American Chocolate Industry History & Education
  - Understanding the machine evolution
  - How cacao came to the United States
  - Original chocolate houses
- + Cacao History & Chocolate Making Overview
- + Café & Kitchen Cross-Training
  - Recipe development
  - Drink preparation
- + Country Origin Investigation
  - How cacao is grown, harvested, and fermented by country location
- + Chocolate Maker Identification and Tasting
  - The landscape of chocolate makers, their flavors, and identification by taste
- + Chocolate Drinks & Beverage Identification – (for non-baristas),
  - Develop understanding of chocolate ganaches, cacao pulp, and nibs
- + Culture & Leadership
  - Culture, artifacts, values, and leadership responsibilities
- + Difficult Conversation Skills
  - How to address conflict and reach resolutions within teams

- + Feedback & Coaching
  - Giving constructive, actionable feedback
- + Flavor Assessment
  - Ingredient study
  - Bean origin study
- + Goal Setting
  - How to set goals with meaningful milestones and track progress
- + Systems & Processes
  - How to develop systems and processes such as machine maintenance, handbooks, checklists, etc.
- + Teambuilding
  - Developing self-awareness of individual strengths & weaknesses for interpersonal effectiveness
- + Tour Training
  - How to lead a chocolate making tour for customers including best practices for answering questions, leading guests through space, and providing opportunities for Q&A

### **MANUFACTURING SKILLS**

- + Modern Production Machinery
  - Optical bean sorter
  - Convert roasting profiles from small roaster to large roaster
- + Vintage Chocolate Production Machinery
  - How to use vintage chocolate making equipment
- + Wrapping Machinery

### **LITERACY SKILLS**

- + Vocational English

### **PL Hours**

0-8

### **MANUFACTURING SKILLS** (1:1 trainer-to-trainee ratio)

- + Chocolate Manufacturing

Literacy Training cannot exceed 45% of total training hours, per trainee.

Note: Reimbursement for retraining is capped at 60 total hours per-trainee, regardless of method of delivery. PL is capped at 8 hours per-trainee.
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