

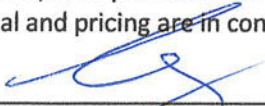
**RFP COVER PAGE  
SIGNATURE AFFIDAVIT**

|                  |                            |
|------------------|----------------------------|
| NAME OF FIRM:    | The Grind Cafe             |
| STREET ADDRESS:  | 734 5 <sup>th</sup> Street |
| CITY, STATE, ZIP | Eureka CA 95501            |
| CONTACT PERSON:  | Gabrielle Long             |
| PHONE #:         | 707-298-2099               |
| FAX #:           |                            |
| EMAIL:           | atasteofbin@zoho.com       |

Government Code Section 6250 *et seq.*, the "Public Records Act", defines a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above named firm and hereby agrees to all the terms, conditions, and specifications required by the County in this Invitation to Bid and declares that the attached proposal and pricing are in conformity therewith.

|   |                 |
|---|-----------------|
|  | owner           |
| Signature<br>Gabrielle Long   | Title<br>4/8/22 |
| Name (type or print)  | Date            |

This firm hereby acknowledges receipt / review of the following addendum(s) (If any)

Addendum #    Addendum #    Addendum #    Addendum #



**Gabrielle Long**

Owner, The Grind Cafe & A Taste of Bim  
613 3rd Eureka, Ca 95501  
Email: [atasteofbim@zoho.com](mailto:atasteofbim@zoho.com)  
Tel: (707) 298-7099

8 April 2022

Attn: Dianna Rios, Economic Development Coordinator  
Economic Development Division  
County of Humboldt  
825 5th Street, Ste. 112  
Eureka, CA 95501

**Re: RFP# 3530-381-7627 COUNTY OF HUMBOLDT DEPARTMENT OF AVIATION**

To Whom It May Concern:

Enclosed please find a proposal to operate *The Grind Cafe at the California Redwood Coast Airport*.

We believe we bring the strongest value proposition to this operation because we are a seasoned food business management team ready and able to undertake a rapid installation of *profitable* Airport Cafe services while providing travelers with an efficient, delicious, and “warm Humboldt welcome and farewell”.

The Grind Cafe LLC is a Single-Member Limited Liability Corporation registered with the State of California and licensed with the County of Humboldt and the City of Eureka. Articles of Organization and Operating Agreement are included within the Appendix of this proposal. At this time I am the sole owner and Partner for the LLC, and work full time to advance the business. The business operates at:

The Grind Cafe, LLC  
734 5th Street  
Eureka, CA 95501  
TheGrindEureka@gmail.com  
Tel: (707) 298-7099

I bring deep experience starting and running multiple successful Humboldt County food businesses serving key customers comparable to the Airport's primary transit groups: tourists, university and other professional and business travelers, and students and their families. My competencies are grounded in my B.A. and M.A. in Business; my ten years in retail management; and, most important, hard-earned savvy drawn from founding and growing these local food enterprises:

- I founded A Taste of Bim, a Barbadian family restaurant in Old Town Eureka in 2015.
- I launched the Taste of Bim mobile food truck in 2019.
- I purchased—and have successfully operated despite the COVID-19 pandemic—The Grind Cafe, a busy fast-casual downtown Eureka spot serving fresh coffee, breakfast, and lunch to customers from both County and City government headquarters as well as multiple nearby businesses.
- I won the contract in 2021 to serve as food service operator for Cal Poly Humboldt Dining's *The Marketplace*. Using my brick and mortar locations as commissaries, our team transports fresh A Taste of Bim hot buffet meals as well as The Grind Cafe fresh pastries to serve students, university faculty, staff, and guests daily in two campus locations.

I look forward to creating an equally convenient, delicious, memorable, and profitable dining and take-out experience for travelers transiting through, and employees working from, our California Redwood Coast-Humboldt County Airport (ACV).

Thank you for your consideration.

With Respect,

*Gabrielle Long*

Owner The Grind Cafe & A Taste of Bim

**Re: RFP# 3530-381-7627 COUNTY OF HUMBOLDT DEPARTMENT OF AVIATION**

**The Grind Cafe at the California Redwood Coast Airport**  
California Redwood Coast-Humboldt County Airport (ACV) terminal.

**Contents**

|  |           |
|--|-----------|
| <b>I. Executive Summary</b>                    | <b>2</b>  |
| <b>II. Experience and Management Plan</b>      | <b>4</b>  |
| <b>A. Team</b>                                 |           |
| <b>B. Waste Reduction</b>                      |           |
| <b>C. Business References</b>                  |           |
| <b>III. Vision and Operations Plan</b>         | <b>6</b>  |
| <b>A. Market &amp; Customer Needs Analysis</b> |           |
| <b>B. Cafe Vision &amp; Concept</b>            |           |
| <b>C. Airport Cafe Offerings</b>               |           |
| <b>D. Daily Operations Plan</b>                |           |
| <b>E. Proposed Cafe Design</b>                 |           |
| <b>IV. Financial Return to ACV</b>             | <b>14</b> |
| <b>V. Business Ethics Disclosure</b>           | <b>15</b> |

**Appendix (Materials enclosed separately)**

- 1. Detailed Annotated Menu**
- 2. Articles of Incorporation & LLC Operating Agreement**
- 3. Detailed Revenue & Expense Forecasts**
- 4. Job Descriptions**
- 5. Letters of Support**

# I. Executive Summary

The following proposal lays out the strong case for the Selection Committee to invite The Grind Café at the California Redwood Coast Airport to represent our region by serving travelers consistently with fresh, local menu items in a congenial, welcoming environment.

The Humboldt County Department of Aviation will also be delighted in their working relationship with The Grind Cafe LLC, given the seasoned management team is ready and able to undertake a rapid installation of *profitable* Airport Cafe services while providing travelers with an efficient and “warm Humboldt welcome and farewell”.

**Leadership.** The operator, Ms. Gabrielle Long, is a seasoned retail and food service manager who has developed an excellent and replicable Café business model over the years. She is a serial Humboldt County food business entrepreneur with two thriving brick and mortar restaurants, one food truck, and a valuable food service contract with Cal Poly Humboldt Dining Services “The Marketplace” café. Her customer reviews of both food quality and customer service are excellent. These are reinforced by the universal respect and appreciation of community leaders (including those who wrote Letters of Support) for her partnership and commitment to a thriving Humboldt and Eureka. Ms. Long has a trusted relationship with the Humboldt County DHHS environmental health team, who even refer new food business owners to Ms. Long for peer guidance.

**Café Model.** As an “expanded café” style The Grind Café at ACV will provide customers with a “warm Humboldt welcome” through a variety of dining options for various mealtimes. These freshly made menu items range from quick coffee and pastry for an early morning flight, to high-quality fresh “grab-and-go” sandwiches, salads, and soups; and also limited dine-in meals and light alcohol beverages for longer layovers or delays.

The menu and operating budget incorporate local and organic, vegan and gluten free, and children’s menu offerings. All items will be available for take-away, and the cold case will contain ready-made fresh, pre-packaged meal items for quick “grab and go” service.

Ms. Long works with Zero Waste Humboldt’s restaurant consulting team to ensure her food waste management and packaging are environmentally sound.

**Revenue.** Ms. Long has fleshed out a detailed financial model and draft operating budget for the café (see Appendix) to ensure that her revenue forecasts are reliable. Using conservative sales

volume estimates and in accordance with the revenue model outlined in the RPF, Ms. Long's Profit & Loss forecasts \$3,240 a month (\$38,880) a year in lease revenue. Sales are likely to increase very soon as traveler volume increases.

**Operations.** Ms. Long brings to the table an efficient, replicable café model based on her experience with her three other restaurants/cafes, complete with well-documented inventory management, production, customer excellence, and cleanliness, maintenance, and environmentally sound waste management procedures. She proposes to create seven new jobs through this new endeavor.

Ms. Long also already has a commissary kitchen for creation of menu items that cannot be produced in the limited Airport Café space, most of her food business permits, and a seasoned food service team prepared to support and coach new Airport Café hires. Her operations plan includes strategies for sustaining smooth service through airport peak traveler volumes, delays, and emergencies. Ms. Long lives minutes from the Airport and intends to be personally on-call and responsive in case of urgent situations.

## **II. Experience and Management**

### **A. Team**

Owner-Operator Gabrielle Long is a serial entrepreneur with significant experience setting up new food businesses and operations in Humboldt County, including 17 years' experience in retail management as a progressively-promoted Wal-Mart manager, and food service management with her own restaurants. She has a B.A. in Business Administration and a M.A. in International Business.

She deeply motivated by and enjoys bringing food businesses to life, from her first brick and mortar family restaurant A Taste of Bim, and Taste of Bim food truck; to the newly-acquired The Grind Café serving coffee and pastries to busy downtown Eureka workers; to the cold and hot buffet comfort food served in multiple campus locations at Cal Poly Humboldt.

Her current key customers comprise comparable priority markets to be served through the Airport Café: tourists, local and out of town business travelers, and all those affiliated with the university. Her operating environment at The Grind Café is similar in size and customer flow to the Airport Café. She has refined a sound working model which makes it easier for her to efficiently set up new food service outlets.

As the Letters of Support in the Appendix attest, Ms. Long's food businesses earn both anecdotal praise and high ratings in review sites from her customers and business partners for both the quality of the food and the consistency of service.

To run the Airport Café Ms. Long will be hiring a team of seven full and part time staff who will benefit from the support and guidance of her current, seasoned employees. While primarily assigned to the current Taste of Bim and The Grind locations, these staff will also serve as backup Airport Cafe employees during peak and emergency periods:

#### **The Grind Cafe**

- Nik Ivory, Café Manager. Ten years supervisory experience.
- Kaius Bjerre, Head Barista. Twelve-plus years of experience.

#### **A Taste of Bim**

- Verna Worrell, Head Cook. Fifty-plus years experience.
- Dillon Avery, Supervisor. Ten-plus years experience in customer service and food service.

## B. Waste Reduction

Ms. Long consults with the Zero Waste Humboldt and uses their Food Waste Reduction Guide for Restaurants in developing her replicable operating model. These methods include:

- Storage of perishable foods in clearly labeled airtight containers
- Daily rotation of fridge items
- Training of staff on food/drink elimination
- Restaurant Waste Recycling through Recology
- Food container purchases are mainly made from recyclable materials
- The Grind Cafe customers are offered the option to bring their own coffee mugs, and Ms. Long's Cal Poly Humboldt Marketplace customers participate in the OZZI reusable food container program.

## C. Business References

The following individuals have agreed to provide references in support of this proposal:

1. Donna Wright, Executive Director, Greater Eureka Chamber of Commerce: [donnawright@eurekachamber.com](mailto:donnawright@eurekachamber.com), 707-407-9682
2. Leila Roberts, Director & Danielle Marshall, Business Advisor, North Coast Small Business Development Center: [leila@northcoastsbdc.org](mailto:leila@northcoastsbdc.org), m (571) 331 0932 and [danielle@emforgroup.com](mailto:danielle@emforgroup.com), m (916) 420 5453
3. Amanda Ree Stevens, Environmental Health Specialist 2, Department of Health & Human Services: [ASTevens@co.humboldt.ca.us](mailto:ASTevens@co.humboldt.ca.us), 707-572-6601

The following community and business leaders have also kindly provided written letters of support. These are included in the Appendix:

- Alanna Powell, Executive Director, **Humboldt Made**
- Donna Wright, Executive Director, **Greater Eureka Chamber of Commerce**
- James Richards, Resident District Manager, **Cal Poly Humboldt Dining**
- Jon O'Connor, Founder & Owner, **Humboldt Bay Social Club & Scotia Lodge**
- Leila Roberts, Director, **North Small Business Development Center**
- Virginia Salvi, Loan Officer, **Redwood Region Economic Development Commission**



## III. Vision and Operations Plan

### A. Market Analysis

The Grind Cafe at the California Redwood Coast Airport's business model is crafted to best serve the following key customer segments' needs and expectations. Across all segments we expect to create customer delight with cross-cutting benefits including: local farm-to-table ingredients, a variety of healthy options supporting dietary and allergy restrictions, and convenient but still very fresh house-made menu items. Customers will encounter Cafe marketing through airport and County cross-channel advertisements (radio, print, social media), in partnership with Fly Humboldt, and through local Chambers.

#### **Key Customer Profile: Business & Leisure Travelers**

The Cafe will provide a range of fresh grab and go options, as well as heartier offerings for dining-in customers, along with kids' menu items that please adults too! In close collaboration with Airport management the Cafe menu and customer service plan will be designed to anticipate or respond quickly to customers in a hurry, as well as extended flight wait times and take-home dinners for unexpected layovers, with respect for customers' medical conditions and dietary restrictions. There will be a system in place to handle airline vouchers for unexpected layovers with no inconvenience to the Cafe customer.

#### **Key Customer Profile: Airport Staff, Flight Crews, Construction and Accessory Professionals & Sub Contractors**

As above, the Cafe menu and service plan will anticipate employees both in a hurry and in "waiting mode". Flight crews and airport staff will be regularly provided with advertising announcing daily and weekly specials and discounts. The Cafe will anticipate peak service during on-tarmac times and scheduled meal breaks, as well as before and after shift changes. Flight crews on layover will be able to count on delicious fresh casseroles, soups and other heavier dinner offerings to take to the airport hotel with them during layovers.

#### **Key Customer Profile: US Coast Guard**

Given the significant presence of members of the U.S. Coast Guard in Humboldt County the Cafe will be pleased to offer U.S. Servicemember discounts in anticipation of Coasties' need to travel in and out of the area for readiness exercises and deployments. The Cafe will arrange to accept U.S. Coast Guard meal vouchers and provide pre-printed meal receipts that comply with Coasties' per diem requirements.

## **B. Cafe Vision & Concept**

**Vision.** The operator’s vision for all of her food businesses is to serve visitors and locals a variety of made-from-scratch menu items featuring Humboldt’s delicious, locally-made ingredients and food products.

**Values.** Ms. Long operates all of her food businesses, and coaches staff to absorb and work in accordance with, these core beliefs: strong work ethic; keep your word; earn and keep a top reputation; set goals for continuous improvement; create opportunities out of new and unexpected situations; develop other colleagues; wealth building for owners, workers and their families.

**Concept.** The concept for The Grind Cafe at the California Redwood Coast Airport is an "expanded café" style. This model provides customers with a variety of dining options for various mealtimes—from quick coffee and pastry for an early morning flight, to high-quality fresh “grab-and-go” sandwiches and soup, but also limited dine-in meals and light alcohol beverages for longer layovers or delays. This is the best available concept given the needs of traveling customers and the limited Cafe space.

## **C. Airport Cafe Offerings**

*The Grind Cafe at the California Redwood Coast Airport* will offer a variety of made from scratch menu items, some using authentic family recipes, featuring many local and organic ingredients, with a variety of vegan and gluten free options, and three child-friendly menu items.

All items will be available for take-away except the alcoholic beverages. Freshly made sandwiches, wraps, and salads, as well as pastries and desserts, will be consistently stocked in the cold case for quick “grab and go” purchase. The Cafe will offer daily specials and the operating budget includes accommodation for employee discounts and airline vouchers.

The one page menu that follows provides a snapshot, and the detailed Airport Cafe Menu in the appendix specifies the specific menu items that will feature local products, are vegan and gluten free, and are child-friendly. Prices and final menu options will be finalized once the contract is negotiated. The digital menu board above the ordering counter will allow the Cafe staff to vary daily specials and available or not-available items on the fly depending on inventory and demand.



### ESPRESSO

- Espresso
- Americano
- Latte
- Mocha
- White/Mexican
- Mocha
- Cappuccino

### SPECIALTY DRINKS

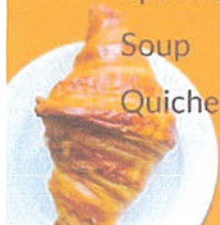
- Coffee shakes
- Smoothies
- Italian Cream Soda

### SANDWICHES & SALADS

- B.L.T.
- Chicken Pesto
- Egg Salad
- Caprese
- Greek Salad
- Mixed Green Salad
- Kale Salad

### BREAKFAST

- Breakfast Toast (savory or sweet)
- Bagels (3 options)
- Breakfast Sandwich (2 options)
- Soup
- Quiche



### LUNCH

- B.L.T.
- Chicken Pesto
- Caprese
- Greek Salad
- Kale Salad
- Pasta Salad
- Variety of Hot Sandwiches

### DESSERTS

- Muffins
- Scones
- Bars
- Cookies
- Other mixed pastries

### SPECIALS

- Baked Casseroles
- Daily Specials
- Dinner Specials
- Kid's Menu



## **D. Daily Operations Plan**

Thanks to Ms. Long's careful process management and employee training for her other Humboldt food businesses, she will adapt her existing efficient and well-documented process for the Airport Cafe's particular needs. The daily operations checklists cover every step from opening, to continuity, and closing down.

### **Staffing Plan**

The Airport Cafe will create seven new jobs in the community—some operating out of the airport itself, and others at the Eureka downtown commissary kitchen. Full job descriptions for the employees below are in the Appendix:

- Baristas / Cafe Workers (4 FTE)
- Food Prep (1.5 FTE operating out of one of the commissary kitchens)
- Supervisor (1 FTE)

Employees currently staffing the Taste of Bim and The Grind locations will occasionally serve as backup Airport Cafe employees during peak and emergency periods, operating either out of the commissary kitchen spaces in downtown Eureka producing extra menu items, transporting extra supplies or inventory from the commissary kitchen to the Cafe, or staffing the Airport Cafe in person when necessary. In addition the Owner-Operator Ms. Long lives in McKinleyville and is herself prepared to provide rapid-response support to the Airport Cafe team during peak times and emergencies.

### **Commissary Kitchen food prep & stocking plan,**

Per consultation with Humboldt DHHS environmental health inspector The Grind Café in Eureka will be the most appropriate commissary kitchen in which to produce fresh supplies for the Airport Café. Specific areas will be set up in the walk-in cooler and dry storage pantries and Airport Café inventory and pre-made food items will be labeled and distinct. Tightly sealed containers with fitted lids will be purchased for safe transport to McKinleyville. Airport Café employees working as prep cooks out of The Grind Café commissary kitchen will prepare the required items and quantities for the café based on inventory tracking, daily menu and specials of the day.

### **Point of Sale (POS) System**

The most adaptable and efficient Point of Sale system for an "expanded café" with frequent surge traffic is the manually portable Square system. The main Square checkout location at the counter will be supplemented during peak times with a staff member taking orders and payments down the line of customers to ensure smooth and fast turnaround. Further

efficiencies occur on the back end because the Square system integrates with accounting and inventory management systems.

### **Inventory Management**

Routine supply and inventory checks will be entered daily into both the POS system and paper logs. This provides the operator and on-site supervisor ability to track items as they sell, highlight low and high-moving items so decisions can be made to maximize/minimize menu items. Once patterns are established staff will monitor sales (high sale items, etc.) to establish routine purchasing/order/prepping of high demand items to ensure proper in stock and/or removal of slow items.

The Barista on site will be responsible for POS input. Paper Logs will be used mainly for backup/secondary purposes and checks. These will be maintained by staff and managers. Prepared foods will have their own logs as well, and the on-site supervisor will be responsible for checking quantities.

### **Waste Management & Environmentally Friendly Practices**

The Airport Café will follow Recology's program for disposal of trash and solid food waste using color-coded trash receptacles. Upon initial setup, Humboldt's Zero Waste team will conduct a waste audit which helps businesses apply best practices in collecting, recycling and composting materials.

Environmentally friendly take-out containers and cleaning supplies will be used at the Café, as they are in both of Ms. Long's other restaurant locations.

### **Customer Service Training & Excellence**

Initial employee orientation and training will address dress code, customer service, and general expectations. Employees will be provided with an employee handbook and job descriptions (Included In Appendix). Café employee meetings will take place once a month to discuss and follow up on procedures, build team processes, implement new ideas and give feedback. Customer feedback will be solicited with paper forms in the café and through typical online review sites—Google Business, Yelp, etc.

### **Cafe appearance & maintenance plan**

Maintaining a spotless Cafe is incorporated into the job description and daily operations checklists for on-site staff. The Operator will also directly perform regular quality and functional scans for cafe appearance and maintenance herself.

## **Permits & Certifications**

The operator has already secured some of the permits and certifications below, and some are incorporated into the startup budget once the contract is executed:

- Humboldt County Business License (already secured)
- Seller's Permit
- ABC License
- DHHS Food permit
- DHHS Commissary permit (already secured)
- Servsafe Manager Certification (already secured)
- Commercial Transport Vehicle (already secured)

## **E. Proposed Cafe Design**

The Cafe venue is located conveniently in a prime spot the airport terminal directly in the path of transiting customers. There will be limited in-Cafe seating; which should be enough given the ample seating scattered throughout the rest of the terminal. The digital menu will feature regular items and specials on a monitor above the main ordering countertop. The Grind Cafe at California Redwood Coast Airport Concept Visuals show how the Cafe will make the most efficient and attractive use of limited space.

There is currently sufficient electrical infrastructure for a limited number and size of appliances; espresso maker, microwave, toaster, blender & panini press. The operator will quote out a soda fountain in lieu of a costlier and bulkier cooler for bottled cold drinks.

The startup budget accommodates some minor renovations and FFE (furniture, fixtures, and equipment) purchases. For the rest, Ms. Long has an informal agreement with the formal Airport Cafe operator to lease the existing equipment for fastest and smoothest ramp-up:

- Cold case (approximately four feet wide)
- Espresso grinder & maker
- Drip coffee maker
- Refrigerator
- Ice maker
- Three compartment sink and separate handwashing sink
- Various bakery racks and carts







## IV. Financial Return to ACV

Below is a breakdown of average revenue for the first year of operation based on a conservative estimate of sales volume and the RFP's revenue model of ten percent of gross revenue less a daily threshold of \$250/day\*.

|         | GROSS REVENUE | LESS THRESHOLD | LEASE PAYMENT TO AIRPORT (10% of gross less threshold) |
|---------|---------------|----------------|--|
| DAILY   | \$1,315       | \$250          | \$107  |
| MONTHLY | \$40,000      | \$7,604        | \$3,240  |
| YEARLY  | \$480,000     | \$91,250       | \$38,875   |

It is clear that this proposed revenue model enumerated in the Airport Cafe RFP drastically limits the opportunity for the operator to earn a reasonable profit and reinvest in the maintenance and expansion of the Cafe business. Therefore we expect to renegotiate more mutually beneficial terms when discussing the contract.

\* Note: We noted, but did *not* apply above, the different revenue model outlined in the sample lease agreement of the RFP: five percent of gross revenue less threshold of \$180.

## **V. Business Ethics Disclosure**

Neither Gabrielle Long nor any related party to her business enterprise have any conflicts of interest to report.

# The Grind Cafe at the California Redwood Coast Airport

## *Detailed, Annotated Proposed Menu*

Proudly featuring a variety of made-from-scratch menu items featuring many of Humboldt's delicious, locally-made ingredients and food products.

### **Breakfast**

Breakfast Toast- On **local** baguette

1. Savory (avocado, cream cheese and boiled egg)
2. Sweet (strawberries, bananas, **Diane's sweet heat mango habanero jam**, and honey drizzle) **Vegan**

Bagels- Everything, Onion, Plain or **Los Bagels** slug

1. Salmon, cucumber, and cream cheese
2. Turkey, cranberry, and cream cheese
3. The Grind cream cheese

Breakfast Sandwich: On **local bakery** croissant

1. Ham and Swiss
2. Egg salad

Soup: Made fresh daily, ask server for today's selection, served with **house made** Focaccia bread **Vegan / Gf options**

Quiche: Made fresh daily, ask server for today's selection

Assorted Muffins and Pastries: Made fresh daily (**Vegan /GF option available**)

# The Grind Cafe at the California Redwood Coast Airport

## Lunch

*Not specified here:* Lunch menu will include a variety of Hot Sandwiches on weekly rotation.

**BLT:** **Local farm** bacon, lettuce and tomato jam on **local** baguette

**Chicken Pesto:** **Organic** chicken, Swiss cheese, green bell peppers, tomatoes and pesto on **house made** Focaccia

**Caprese:** Mozzarella, tomato, lettuce and a drizzle of **house made** balsamic vinaigrette on **local** baguette

**Greek Salad:** Mixed greens, cucumbers, green bell peppers, Roma tomatoes, **Cypress Grove** goat cheese crumble, red onions, olives and organic grilled chicken

**Kale Salad:** **Local** organic kale, carrots, cabbage and sunflower seeds **Vegan**

**Pasta Salad Variety** - **Vegan and GF options**

## Dinner Combo

**Baked Casseroles:** served with salad, bread and a sweet treat -**Vegan option**

**Specials of the week:** served with salad, bread and a sweet treat – **Vegan and GF option**

## Kids' Menu

Grilled cheese

Mac and cheese

Peanut butter and jelly on wheat toast

# **The Grind Cafe at the California Redwood Coast Airport**

## **Drinks**

Espresso

Americano

Latte

Mocha

White/Mexican Mocha

Hibiscus Refresher

Italian Cream Soda

Espresso Chip Coffee Shake

Fruit Smoothies

\*\*\*

A variety of local beers and wines (not available for take-out)



**California Secretary of State  
Electronic Filing**



**LLC Registration – Articles of Organization**

**Entity Name:** The Grind Cafe Eureka LLC

**Entity (File) Number:** 202121410313

**File Date:** 08/02/2021

**Entity Type:** Domestic LLC

**Jurisdiction:** California

**Detailed Filing Information**

- 1. **Entity Name:** The Grind Cafe Eureka LLC
  
- 2. **Business Addresses:**
  - a. **Initial Street Address of Designated Office in California:** 734 5th Street  
Eureka, California 95501  
United States
  
  - b. **Initial Mailing Address:** 613 3rd Street  
Eureka, California 95501  
United States
  
- 3. **Agent for Service of Process:** Gabrielle Long  
734 5th, St  
Eureka California 95519  
United States
  
- 4. **Management Structure:** One Manager
  
- 5. **Purpose Statement:** The purpose of the limited liability company is to engage in any lawful act or activity for which a limited liability company may be organized under the California Revised Uniform Limited Liability Company Act.
  
- Future File Date Of:** August 02, 2021

**Certificate Verification Number: F6DG8J**  
Use bizfile.sos.ca.gov to verify the certified copy.

**Electronic Signature:**

The organizer affirms the information contained herein is true and correct.

**Organizer:** Joh-Nika Ivory



**California Secretary of State**  
**Electronic Certified Copy**

I, SHIRLEY N. WEBER, Ph.D., Secretary of State of the State of California, hereby certify that the attached transcript of 1 page is a full, true and correct copy of the original record in the custody of the California Secretary of State's office.



**IN WITNESS WHEREOF**, I execute  
this certificate and affix the Great  
Seal of the State of California on  
this day of August 02, 2021

A handwritten signature in black ink, appearing to read "S. N. Weber".

**SHIRLEY N. WEBER, Ph.D.**  
Secretary of State

Verification Number: F6DG8J  
Entity (File) Number: 202121410313

To verify the issuance of this Certificate, use the Verification Number above  
with the Secretary of State Electronic Verification Search available at  
[bizfile.sos.ca.gov](http://bizfile.sos.ca.gov)

## **LLC Operating Agreement**

*State of California*

This LLC Operating Agreement (hereinafter "Agreement"), made by and between the members signed below ("Members"), is executed as of 8/2/2021 for good and valuable consideration.

### **Article 1 - FORMATION & LLC INFORMATION:**

a. Name & state. This Agreement is made for the Limited Liability Company of the following name: The Grind Eureka (the "LLC"). The LLC is a sole member-managed LLC formed pursuant to the laws of the state.

b. Address. The mailing address and the street address (principal office address) for the LLC are as follows:

734 5<sup>th</sup> Street, Eureka Ca 95501

The principal and mailing address of the LLC may change as the Member may designate.

c. Registered agent. The name and address of the registered agent (or statutory agent, as applicable) are as follows:

Name: Gabrielle Long

Address: 734 5th Street, Eureka Ca 95501

The LLC may change its registered or statutory agent, as the Members may decide, by filing a relevant statement with the state of California.



**Article 2 - DURATION:**

The duration of this LLC shall be perpetual in nature. The LLC may be terminated if:

1. The Member unanimously decide to dissolve the LLC and do so through a valid vote.
2. No remaining Member survive.
3. The continued existence of the LLC becomes unlawful for any reason.
4. A judicial order dissolves the LLC.
5. Any state or federal law requires dissolution based on any event or action.

**Article 4 - MEMBERS:**

a. Member list,

Gabrielle Long



Ownership percentage: 100%

b. Management. General management of the LLC is vested in its Member.

d. Initial Contributions. The initial contributions of each of the Members are listed above.

Members may not receive interest on their initial contributions and are permitted the return of their initial contributions if expressly provided in this Agreement or under the laws of California. Members may withdraw initial contributions only if voted on unanimously by all other Members. For any Member that does not make the required initial contribution when due, the other Members reserve all applicable legal rights.

e. Profit/loss. Profits and losses will be allocated according to the specific percentages of ownership each Member holds.

f. Additional Contributions. Additional financial contributions may be required from time to time from the Members. Should not all Members agree to pay for additional contributions to the LLC, the Members who have chosen to pay will be permitted to do so in proportion to their percentage interest in the LLC, which will then be accordingly adjusted. Profit and loss allocations will also be adjusted.

g. Liability. No Member shall personally be liable for any act, omission, obligation, debt, or liability under the LLC, beyond their initial contribution, including for any decisions or holdings which may come from a court of competent jurisdiction or other judicial or regulatory body. Members' initial contributions are subordinate to all other debts and liabilities of the LLC. If no funds remain within the LLC after the repayment of any debts or liabilities, Members will have no ability to obtain repayment of their initial contribution, unless specifically accounted for elsewhere in this Agreement or under the relevant law.

h. Member payments to LLC. For any payment of funds from a Member to the LLC not specifically stated to be a contribution, that payment will be treated as a debt owed by the LLC to the Member. Such debt shall not increase the lending Member's percentage interest in the LLC and will be paid back with interest according to a schedule determined by a majority of Members, which may be determined through a vote.

i. Authority to bind. All Members will have the ability to bind the LLC in contract, provided such action was authorized by the other Members or that Member had explicit authority to do so.

j. Agency. All Members are agents of the LLC and shall be entitled to act accordingly. All legal obligations created by the authority of the Members shall be valid unless the individual or entity with whom the Member was dealing has reason to know that that Member did not have actual authority to act on behalf of the LLC.

k. Valuation. For any required valuation of ownership interest or valuation of the LLC as a whole, the Members agree to utilize a fair market appraisal of the LLC taken under generally accepted

accounting principles (GAAP). The Members will hire an independent appraiser to complete the valuation.

l. Voluntary withdrawal. Members may choose to voluntarily withdraw. In such a case, the withdrawing Member must first allow the transfer of that Member's interest to the remaining Members., through a right of first refusal. The withdrawing Member's interest shall be permitted to be split, in equal parts, among the remaining Members. Members will have 14 business days to decide on such a purchase, which must be decided unanimously.

If Members do not unanimously agree to buy the withdrawing Member's interest, individual Members have the option to purchase such interest. If more than one Member would like to purchase the departing Member's interest, it will be split equally among the Members that wish to purchase.

The withdrawing Member's interest may only be sold to a non-Member if agreed to in a unanimous vote among all remaining Members.

m. Death or incompetency. Upon the death or incompetency of a Member, each of the other Members shall be permitted to split, in equal parts, that Member's interest and purchase the same. Members will have 14 business days to decide on such a purchase, which must be decided unanimously.

If Members do not unanimously agree to buy the departing Member's interest, individual Members have the option to purchase such interest. If more than one Member would like to purchase the departing Member's interest, it will be split equally among the Members that wish to purchase.

The departing Member's interest may only be sold to a non-Member if agreed to in a unanimous vote among all remaining members.

Membership interest will be assessed by a neutral third party.

If the transfer of the departing Member's interest has not been completed in any manner described above, the departing Member or their estate or legal representatives may transfer their Membership interest in any manner they choose.

n. Termination of a member. Upon the involuntary termination of Member, which may happen as

provided for elsewhere in this Agreement, each of the other Members shall be permitted to split, in equal parts, that Member's interest and purchase the same. Members will have 14 business days to decide on such a purchase, which must be decided unanimously.

If Members do not unanimously agree to buy the terminated Member's interest, individual Members have the option to purchase such interest. If more than one Member would like to purchase the terminated Member's interest, it will be split equally among the Members that wish to purchase.

The terminated Member's interest may only be sold to a non-Member if agreed to in a unanimous vote among all remaining members.

Membership interest will be assessed by a neutral third party.

If the transfer of the terminated Member's interest has not been completed in any manner described above, the remaining Members may hold a vote on the issue.

o. New members. Any Member that wishes to entirely relinquish their Member interest must first allow the remaining Members to purchase. If no remaining Member wishes to purchase the interest, the Membership, in full or in part, may be transferred to a non-Member who will agree in writing to be bound by the terms and conditions outlined in this Agreement and by the terms of any applicable organization document filed with the relevant State of California authority.

## **Article 5 - VOTING:**

a. Voting rights. Each Member shall receive equal votes, regardless of a percentage interest in the LLC.

b. Proxy voting. Members are permitted to vote by proxy, provided an executed proxy statement is delivered to the LLC in advance of or at the time of the meeting where the proxy voting will take place.

## **Article 6 - DUTIES:**

Members will be responsible for ensuring the LLC's completion of the following:

1. Payment of wages and salaries to any employees of the LLC, through the LLC's own financial accounts;
2. Keeping adequate minutes for each of the LLC's meetings, including any large action items or resolutions;
3. Any and all formal requirements imposed on LLCs under relevant state law.

a. Duties of loyalty and care. Although Members owe a duty of loyalty and duty of care to the LLC as required under relevant state law, the Members have unanimously agreed that any Member may participate in any business or venture, regardless of whether such business or venture is similar to the business of the LLC or in direct competition with the LLC. Other Members of the LLC will not be entitled to any profits from the individual activities of a Member.

b. Duty to devote time. Each and all Members have a duty to devote reasonable time to the LLC for the purposes of ensuring the smooth operation of the business of the LLC.

c. Duty to the LLC. All Members signing below expressly understand and agree that their duty of loyalty and duty of care extends to the LLC and not to individual members.

d. Fiduciary duties. Members owe fiduciary duties of good faith and fair dealing to the LLC and to other Members. Members also owe a duty of disclosure to the LLC and to other Members.

e. Dispute resolution. In case of a dispute between the Members relating to the LLC, the Members shall first attempt to resolve the dispute personally and in good faith. If these personal resolution attempts fail, the Members shall then submit the dispute to mediation prior to the filing of any suit. The Members each and all agree to submit any lawsuit to the state and Federal courts within the state of California.

f. Assignment. Members may assign their ownership interest solely and exclusively to other Members. To assign ownership interest to a third party, all other Members must unanimously consent.

g. Inclusion of information. The LLC will maintain records and reports at all times which contain the following information:

1. The registration status of the LLC with the state of California;
2. A full copy of any and all documents filed with the state of California, including Articles of Organization;
3. A copy of this Agreement;
4. The financial status of the LLC;
5. Names and address of all current Members;

6. Membership start dates for each of the Members,  
Members may request to inspect any of the above-mentioned reports and records at any time but do so at their own expense, if any.

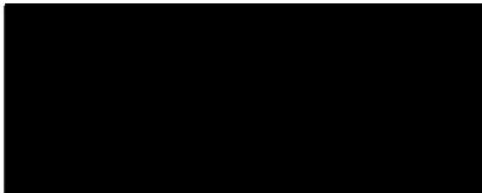
## **Article 7 - DISSOLUTION:**

- a. Term. The LLC may dissolve upon the occurrence of any of the events listed in the Article entitled "Duration," above, or upon a unanimous vote of the Members. If the LLC is dissolved, the Members must participate in the winding up of the business of the LLC.
- b. Winding up. Winding up the business of the LLC will be the responsibility of the Members. Duties in winding up may include satisfying any creditors, liquidating assets, ensuring the cancelation of outstanding contracts, and any other actions the Members deem appropriate.
- c. Accounting. The Treasurer of the LLC shall be responsible to provide an accounting to the Members of the final assets and liabilities, including liquid funds, if any, to the Members at dissolution.
- d. Funds priority. At dissolution, liquidated funds will be disbursed with the following priority:
  1. to satisfy non-Member creditors;
  2. to satisfy Member creditors to whom the LLC has a debt obligation;
  3. recovery of Members' initial contributions;
  4. remaining distributions to Members.
- e. Asset distributions. For any assets which may remain after satisfying creditors, Members may elect to distribute those assets amongst the Members. Members may also elect to liquidate those assets and distribute any remaining funds. If Members choose to distribute tangible assets, Members will first agree on a fair market value of the assets (including the subtraction of any liabilities which may be due on the assets) and then distribute. If Members do not agree on a fair market value, an appraiser may be employed.
- f. Distributions not possible. If distributions are not possible after an accounting has been made, Members may be eligible to receive their initial contributions back, but only after all outside creditors have been satisfied.
- g. Dissolution complete. Dissolution of the LLC will be complete when all of the remaining

assets or funds of the LLC have been used to satisfy final creditors or distributed to the Members. Additionally, the final termination of the LLC requires any state registration provided to the relevant Secretary of State to be canceled.

**EXECUTION:**

Gabrielle Long



Signature: \_\_\_\_\_

A handwritten signature in blue ink, written over a horizontal line.

The Grind Cafe at the California Redwood Coast Airport - Draft Profit Loss Projections

**Revenues**

|                                       | Jan             | Feb             | Mar             | April           | May             | June            | July            |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Food Revenue                          | \$37,000        | \$37,000        | \$37,000        | \$37,000        | \$37,000        | \$37,000        | \$37,000        |
| Alcoholic Beverages                   | 3,000           | 3,001           | 3,002           | 3,003           | 3,004           | 3,005           | 3,006           |
| Other Revenue/Arts Alive/wholesale    | -               | -               | -               | -               | -               | -               | -               |
| Less: Promotions/Allowances/discounts | (400)           | (400)           | (400)           | (400)           | (400)           | (400)           | (400)           |
| <b>Total Revenue</b>                  | <b>\$39,600</b> | <b>\$39,601</b> | <b>\$39,602</b> | <b>\$39,603</b> | <b>\$39,604</b> | <b>\$39,605</b> | <b>\$39,606</b> |

**Cost of Goods Sold**

|  | %           |                  |                  |                  |                  |                  |                  |
|--|-------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Direct Materials & Freight             | 0.0%        | \$10,000         | \$10,000         | \$10,000         | \$10,000         | \$10,000         | \$10,000         |
| Labor                                  | 0.0%        | 13,925           | 13,925           | 13,925           | 13,925           | 13,925           | 13,925           |
| P/R Taxes & Work Comp                  | 15.0%       | 2,089            | 2,089            | 2,089            | 2,089            | 2,089            | 2,089            |
| Other Employee Benefits                | 0.0%        | -                | -                | -                | -                | -                | -                |
| Credit/debit Card Expense              | 1.0%        | 396              | 396              | 396              | 396              | 396              | 396              |
| Other Direct Expenses                  | 0.0%        | -                | -                | -                | -                | -                | -                |
| Other Direct Expenses                  | 0.0%        | -                | -                | -                | -                | -                | -                |
| <b>Total Cost of Goods Sold (COGS)</b> | <b>0.0%</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> |

**Gross Profit (Revenue - COGS)**

Contribution Margin (Gross Profit Margin)

|                  | 33.3%            | 33.3%            | 33.3%            | 33.3%            | 33.3%            | 33.3%            | 33.3%            |
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>\$ 13,190</b> | <b>\$ 13,191</b> | <b>\$ 13,192</b> | <b>\$ 13,193</b> | <b>\$ 13,194</b> | <b>\$ 13,195</b> | <b>\$ 13,196</b> | <b>\$ 13,196</b> |

**Fixed Expenses (F/E) (Overhead)**

|                                 |         |         |         |         |         |         |         |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Payroll Admin Staff             | \$6,000 | \$6,000 | \$6,000 | \$6,000 | \$6,000 | \$6,000 | \$6,000 |
| Employer Taxes                  | 600     | 600     | 600     | 600     | 600     | 600     | 600     |
| Workers Compensation rate =     | 300     | 300     | 300     | 300     | 300     | 300     | 300     |
| Other Employee Benefits         | -       | -       | -       | -       | -       | -       | -       |
| Lease                           | 3,240   | 3,240   | 3,240   | 3,240   | 3,240   | 3,240   | 3,240   |
| PGE                             |         |         |         |         |         |         |         |
| Garbage                         | 80      | 80      | 80      | 80      | 80      | 80      | 80      |
| Security                        |         |         |         |         |         |         |         |
| Telecommunications              | 125     | 125     | 125     | 125     | 125     | 125     | 125     |
| Water?                          |         |         |         |         |         |         |         |
| Property Taxes                  |         |         |         |         |         |         |         |
| Insurance                       | 300     | 300     | 300     | 300     | 300     | 300     | 300     |
| Building Repairs & Maintenance  | 50      | 50      | 50      | 50      | 50      | 50      | 50      |
| Advertising/Marketing           | 200     | 200     | 200     | 200     | 200     | 200     | 200     |
| Vehicle Expense/mileage         | 560     | 560     | 560     | 560     | 560     | 560     | 560     |
| Equipment Repairs & Maintenance | 150     | 150     | 150     | 150     | 150     | 150     | 150     |
| Licenses & Permits              | 166     | 166     | 166     | 166     | 166     | 166     | 166     |



The Grind Cafe at the California Redwood Coast Airport - Draft Profit Loss Projections

| Revenues                              | August          | September       | October         | November        | December        | Total             | % of total sales |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|------------------|
|                                       | Food Revenue    | \$37,000        | \$37,000        | \$37,000        | \$37,000        | \$37,000          | \$37,012         |
| Alcoholic Beverages                   | 3,007           | 3,008           | 3,009           | 3,010           | 3,011           | 3,012             | 0.63%            |
| Other Revenue/Arts Alive/wholesale    | -               | -               | -               | -               | -               | -                 | 0.00%            |
| Less: Promotions/Allowances/discounts | (400)           | (400)           | (400)           | (400)           | (400)           | (4,801)           | -1.01%           |
| <b>Total Revenue</b>                  | <b>\$39,607</b> | <b>\$39,608</b> | <b>\$39,609</b> | <b>\$39,610</b> | <b>\$39,611</b> | <b>\$ 475,265</b> | <b>100.00%</b>   |

| Cost of Goods Sold                     | August                     | September        | October          | November         | December         | Total             | % of total sales |
|--|----------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|
|  | Direct Materials & Freight | \$10,000         | \$10,000         | \$10,000         | \$10,000         | \$10,000          | \$120,000        |
| Labor                                  | 13,925                     | 13,925           | 13,925           | 13,925           | 13,925           | 167,100           | 35.16%           |
| P/R Taxes & Work Comp                  | 2,089                      | 2,089            | 2,089            | 2,089            | 2,089            | 25,065            | 5.27%            |
| Other Employee Benefits                | -                          | -                | -                | -                | -                | -                 | 0.00%            |
| Credit/debit Card Expense              | 396                        | 396              | 396              | 396              | 396              | 4,753             | 1.00%            |
| Other Direct Expenses                  | -                          | -                | -                | -                | -                | -                 | 0.00%            |
| Other Direct Expenses                  | -                          | -                | -                | -                | -                | -                 | 0.00%            |
| <b>Total Cost of Goods Sold (COGS)</b> | <b>\$ 26,410</b>           | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 26,410</b> | <b>\$ 316,918</b> | <b>66.68%</b>    |

| Gross Profit (Revenue - COGS)      | August    | September | October   | November  | December  | Total      | % of total sales |
|------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|------------------|
|                                    | \$ 13,197 | \$ 13,198 | \$ 13,199 | \$ 13,200 | \$ 13,201 | \$ 158,348 | 33.32%           |
| Contribution Margin (Gross Profit) | 33.3%     | 33.3%     | 33.3%     | 33.3%     | 33.3%     | 33.3%      | 33.3%            |

**Fixed Expenses (F/E) (Overhead)**

| Payroll Admin Staff             | August  | September | October | November | December | Total    | % of total sales |
|---------------------------------|---------|-----------|---------|----------|----------|----------|------------------|
| Payroll Admin Staff             | \$6,000 | \$6,000   | \$6,000 | \$6,000  | \$6,000  | \$72,000 | 15.15%           |
| Employer Taxes                  | 600     | 600       | 600     | 600      | 600      | 7,200    | 1.51%            |
| Workers Compensation rate =     | 300     | 300       | 300     | 300      | 300      | 3,600    | 0.76%            |
| Other Employee Benefits         | -       | -         | -       | -        | -        | -        | 0.00%            |
| Lease                           | 3,240   | 3,240     | 3,240   | 3,240    | 3,240    | 3,240    | 0.68%            |
| PGE                             | -       | -         | -       | -        | -        | -        | 0.00%            |
| Garbage                         | 80      | 80        | 80      | 80       | 80       | 80       | 0.02%            |
| Security                        | -       | -         | -       | -        | -        | -        | 0.00%            |
| Telecommunications              | 125     | 125       | 125     | 125      | 125      | 1,500    | 0.32%            |
| Water?                          | -       | -         | -       | -        | -        | -        | 0.00%            |
| Property Taxes                  | -       | -         | -       | -        | -        | -        | 0.00%            |
| Insurance                       | 300     | 300       | 300     | 300      | 300      | 3,600    | 0.76%            |
| Building Repairs & Maintenance  | 50      | 50        | 50      | 50       | 50       | 600      | 0.13%            |
| Advertising/Marketing           | 200     | 200       | 200     | 200      | 200      | 333      | 0.07%            |
| Vehicle Expense/mileage         | 560     | 560       | 560     | 560      | 560      | 6,720    | 1.41%            |
| Equipment Repairs & Maintenance | 150     | 150       | 150     | 150      | 150      | 1,800    | 0.38%            |
| Licenses & Permits              | 166     | 166       | 166     | 166      | 166      | 166      | 0.03%            |

The Grind Cafe at the California Redwood Coast Airport - Draft Profit Loss Projections

**Revenues**

|  | Jan           | Feb           | Mar           | April         | May           | June          | July          |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Dues & Subscriptions                   | 200           | 200           | 200           | 200           | 200           | 200           | 200           |
| Bank Fees                              | 10            | 10            | 10            | 10            | 10            | 10            | 10            |
| Supplies                               | 200           | 200           | 200           | 200           | 200           | 200           | 200           |
| Postage                                | 10            | 10            | 10            | 10            | 10            | 10            | 10            |
| Computer maintenance                   |               |               |               |               |               |               |               |
| Bookkeeping/Accounting/Taxes           | 50            | 50            | 50            | 50            | 50            | 50            | 50            |
| Legal                                  |               |               |               |               |               |               |               |
| Travel & Trade Shows                   |               |               |               |               |               |               |               |
| Misc                                   | 396           | 396           | 396           | 396           | 396           | 396           | 396           |
| Lease of equip                         | 250           | 250           | 250           | 250           | 250           | 250           | 250           |
| POS                                    | 100           | 100           | 100           | 100           | 100           | 100           | 100           |
| Total Fixed Expenses (F/E)             | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     |
| <b>NET INCOME (Gross Profit - F/E)</b> | <b>\$ 203</b> | <b>\$ 204</b> | <b>\$ 205</b> | <b>\$ 206</b> | <b>\$ 207</b> | <b>\$ 208</b> | <b>\$ 209</b> |

The Grind Cafe at the California Redwood Coast Airport - Draft Profit Loss Projections

| Revenues                               | August        |               |               |               |               |               |               |               |               |               |               |               | Total         | % of total sales |              |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------------|--------------|
|  | September     | October       | November      | December      | January       | February      | March         | April         | May           | June          | July          | August        |               |                  |              |
| Dues & Subscriptions                   | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 2,400            | 0.50%        |
| Bank Fees                              | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 120              | 0.03%        |
| Supplies                               | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 200           | 2,400            | 0.50%        |
| Postage                                | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 10            | 120              | 0.03%        |
| Computer maintenance                   |               |               |               |               |               |               |               |               |               |               |               |               |               | -                | 0.00%        |
| Bookkeeping/Accounting/Taxes           | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 50            | 600              | 0.13%        |
| Legal                                  |               |               |               |               |               |               |               |               |               |               |               |               |               | -                | 0.00%        |
| Travel & Trade Shows                   |               |               |               |               |               |               |               |               |               |               |               |               |               | -                | 0.00%        |
| Misc                                   | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 396           | 4,752            | 1.00%        |
| Lease of equip                         | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 250           | 3,000            | 0.63%        |
| POS                                    | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 100           | 1,200            | 0.25%        |
| Total Fixed Expenses (F/E)             | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 12,987     | \$ 155,844       | 32.79%       |
| <b>NET INCOME (Gross Profit - F/E)</b> | <b>\$ 210</b> | <b>\$ 211</b> | <b>\$ 212</b> | <b>\$ 213</b> | <b>\$ 214</b> | <b>\$ 215</b> | <b>\$ 216</b> | <b>\$ 217</b> | <b>\$ 218</b> | <b>\$ 219</b> | <b>\$ 220</b> | <b>\$ 221</b> | <b>\$ 222</b> | <b>\$ 2,504</b>  | <b>0.53%</b> |
|  |               |               |               |               |               |               |               |               |               |               |               |               |               |                  | <b>7.79%</b> |

## **The Grind Cafe at the California Redwood Coast Airport**

### **Driver/Transporter Job Description**

Driver ensures loading, unloading and delivery of food, food service equipment & supplies daily and washing and maintenance of vehicle, frequently read maps, signs, and signals.

#### **Major Responsibilities/Activities:**

- Operate vehicles as required in a safe and courteous manner.
- Must comply with all pertinent safety regulations while operating vehicles.
- Always keep food transport van clean.
- Perform required Pre-operation and post inspection of vehicle.
- Maintain documentation of Delivery of food.
- Load and unload Food Transportation Containers and supplies.
- Deliver and set-up food at designated sites.
- Pick-up used food service equipment.
- Perform other assigned duties.

#### **Minimum Requirements:**

- Minimum High School Diploma or General Education Degree (G.E.D.).
- Minimum of six months related experience and training.
- Valid Driver's License required.

#### **Essential Mental Functions:**

- Communicate effectively both orally and in writing.

#### **Essential Physical Functions:**

Driver is regularly required to walk, sit, use hands and fingers to handle or feel objects, tools, or controls; reach with hands and arms; and talk and hear. Occasionally required to stand, climb, balance, and stoop, kneel, crouch or crawl. Frequently required to sit and stand from one-half (1/2) to one (1) hour duration. Regularly lift and/or move up to twenty-five (25) pounds and frequently lift and/or move up to fifty (50) pounds. Specific vision abilities required including close vision, distance vision, peripheral vision, depth perception and ability to adjust focus.

Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

## **The Grind Cafe at the California Redwood Coast Airport**

### **Kitchen Manager Job Description**

Kitchen managers oversee the overall operations for the kitchen area of the cafe. Also known as a kitchen supervisor, their goal is to ensure the kitchen department runs smoothly and complies with safety regulations. Duties include ordering food, preparing menus, and monitoring staff.

To be successful in this role, the ideal candidate will have proven culinary and management experience. In addition to being an excellent communicator, you should also demonstrate outstanding leadership and organizational abilities.

#### **Responsibilities:**

- Order materials, supplies, and ingredients based on demand.
- Supervise kitchen employees and organize food orders.
- Oversee the food preparation and cooking process.
- Recruit and train kitchen employees in designated stations.
- Monitor inventory levels and perform weekly inventory assessments.
- Work with Owner to price and change menu items.
- Schedule work shifts for employees.
- Store all food products in compliance with health and safety regulations.
- Ensure the kitchen is clean and organized.
- Maintain weekly and monthly cost reports.

#### **Requirements:**

- Bachelor's degree in restaurant management or certification from culinary school is preferred.
- A minimum of 3 years' experience in a similar role.
- In-depth knowledge of kitchen health and safety regulations.
- Ability to work well in a stressful and fast-paced environment.
- Excellent problem-solving and conflict management abilities.
- Outstanding communication and organizational skills.

# The Grind Cafe at the California Redwood Coast Airport

## Barista Job Description

Barista responsibilities include educating customers on our menu, making recommendations based on the customer's preferences, taking orders, up-selling special items, and keeping the facility clean and stocked. To be successful in this role, a barista should have customer service skills, knowledge of brewing methods and specialty drinks, and a motivation to keep the store clean and presentable (while experience is not required, it is preferred). The barista should be flexible to work various shifts throughout the weekly schedule.

Ultimately, the barista ensures an excellent experience for our guests.

This position's compensation includes hourly wages and tips.

### **DUTIES WHEN WORKING A SHIFT:**

#### **First Priority - Customers:**

- Immediately greet customers as they arrive
- Engage customers before taking orders (i.e., "How are you today?")
- Educate customers on menu items and answer any questions they ask
- Discern customer's preferences and make recommendations accordingly, potentially up-selling
- Take orders while paying attention to details (i.e., preferences of roast, dairy, and syrup)
- Receive and process payments (cash and credit cards)
- Serve and help prepare food, like cookies, pastries, salads, etc.
- Prepare and serve beverages following recipes

#### **Second Priority - Between Customers:**

- Keep the bar area and equipment clean
- Brew drip coffee as needed
- Maintain an empty dirty dish bin

- Wash and put away dishes in the kitchen
- Fill the drinking water container, mason cup tray, and buffet items
- Maintain a clean dining area, sanitizing tables and chairs, and sweeping crumbs off the floor
- Maintain stock of syrups, bar fridge, pastries, bagged coffee, and merchandise
- Maintain stock of clean mugs and plates
- Complete tasks on the checklist (for the appropriate shift) with initials by completed tasks, working ahead to ensure completion before the shift is over. Stay until it is completed.
- Complete daily tasks as possible (opening shift), and complete before end of day (closing shift)
  - If there is time and it is appropriate, complete items on the next shift's checklist
  - If the above is complete, ask your manager for something to do
  - Notice if equipment operates properly and report any maintenance needs
  - Comply with health and safety regulations
  - Recommend new menu items and communicate customer feedback to managers

### **Reporting Structure:**

Owner

Store Manager

Shift Manager

Barista

### **Physical Requirements**

- Constant standing, walking, bending, reaching, and repetitive motions.
- Ability to remain stationary for the entire length of shift.
- Ability to perform normal lifting of stock up to 50 pounds.



# **The Grind Cafe at the California Redwood Coast Airport**

## **Prep Cook Job Summary**

In this position, you will assist with a variety of tasks. Strong organizational and interpersonal communication skills are a must.

### **Prep Cook Duties and Responsibilities**

- Follow prep list to plan daily work
- Label ingredients and food items and stock pantry and refrigerator shelves in an organized manner
- Properly store food items in designated containers
- Sanitize work areas and equipment, wash dishes, take out trash
- Measure seasonings, condiments, and ingredients for use in cooking
- Portion and wrap food
- Prepare ingredients for cooking
- Wash, peel, and chop fruits and vegetables
- Clean and cut or grind meat, fish, poultry, and shellfish
- Place food in warming trays or refrigerated storage as appropriate
- Carry food items and utensils to food stations
- Use manual and electric equipment for food preparation
- Perform basic cooking tasks such as stirring, straining, and parboiling food and reducing sauces
- Package take out foods
- Prepare beverages including soft drinks, coffee, and tea
- Hand out prepared dishes to servers for delivery to customers
- Maintain records of quantities of foods and ingredients used
- Update supervisors when stock of food items or supplies are low
- Inform managers about broken or malfunctioning equipment

- Comply with food safety and sanitation guidelines

#### Prep Cook Requirements and Qualifications

- Background as a prep cook or related experience
- Availability for early morning shifts
- Manual dexterity to ensure proper operation of kitchen utensils and cutting tools
- Effective communication skills
- Adept at performing tasks well in a fast-paced environment
- Able to stand through duration of shift

2 April 2022

Attn: Dianna Rios, Economic Development Coordinator  
Economic Development Division  
County of Humboldt  
825 5th Street, Ste. 112  
Eureka, CA 95501

**Re: RFP# 3530-381-7627 COUNTY OF HUMBOLDT DEPARTMENT OF AVIATION**

To Whom It May Concern:

The team at the North Coast Small Business Development Center encourages the Humboldt County Department of Aviation to select Gaby Long, owner of The Grind Cafe and Taste of Bim, as operator and manager of the café at the California Redwood Coast-Humboldt County Airport (ACV) terminal.

We have proudly supported Ms. Long since her first pre-venture planning in 2015, and throughout her journey as a new—and then thriving and growing—food business entrepreneur in our community.

We have watched and coached her team as they launched two brick-and-mortar and one mobile food business, navigated the pandemic economic crisis with agility, and executed with excellence on their CalPoly Humboldt Dining Marketplace food service contract.

Gaby Long's food businesses delight customers consistently with both Bermudian (Bim) family cuisine and fast casual café fare. Equally important, she leverages her decades of management experience to run sound, profitable enterprises through all kinds of ups and downs.

We are confident Ms. Long has what it takes to represent our region beautifully to tourists, university employees and students, and business travelers alike. She will make us all proud.

Please contact me with questions at m (571) 331-0932 and [Leila@northcoastsbdc.org](mailto:Leila@northcoastsbdc.org)

Sincerely,

*Leila Roberts*

Director, North Coast SBDC



To whom this may concern,

I am writing to inform you of the relationship between Cal Poly Humboldt Dining and A Taste of Bim's owner Gabby Long.

I was introduced to a Taste of Bim via a recommendation from a peer at CPH. I dined at her restaurant and the food and service were amazing. A few days later I reached out to Gabby to discuss the possibility of her partnering with us at Cal Poly Humboldt.

Thankfully, she was interested and our relationship began. We had a very smooth transition. Gabby was quick to supply us with any necessary paperwork and licenses etc.

She brought great ideas to the table and implemented them very quickly.

These past months we've had a great partnership with Gabby. They prepare and display a great variety of ethnic lunches and dinners every weekday. The menu looks great, tastes great, and is fairly priced. We recently expanded that partnership to include The Grind Cafe's pastries. Gabby and her team deliver freshly baked pastries to two of my retail locations every day.

The guest feedback for A Taste of Bim and The Grind pastries has been incredibly positive. Her team has been great to work with and her food is amazing. She has been a great partner and I look forward to working with her for a long time to come.

My best,

James Richards



March 15, 2022

Dianna Rios, Economic Development Coordinator  
Economic Development Division  
County of Humboldt  
825 5th Street, Ste. 112  
Eureka, CA 95501

**RE: RFP# 3530-381-7627 COUNTY OF HUMBOLDT DEPARTMENT OF AVIATION**

To Whom It May Concern:

I am writing on behalf of the Board of Directors of the Greater Eureka Chamber of Commerce to express our support of Gabrielle Long's proposal to provide, operate and manage café space on the lower level of the California Redwood Coast-Humboldt County Airport (ACV) terminal. The Chamber recognizes the need for high quality food and drink services at ACV, as the vendor space has been unoccupied for the past two years. Establishing a thriving café will improve the experience of travelers at ACV, and we know the importance of having a contractor with the dedication and passion to make that operation a successful one.

Ms. Long is a long-time member of the Greater Eureka Chamber of Commerce. She has demonstrated a steadfast investment in our community over the years, and has established strong and successful business partnerships. Throughout the pandemic, Ms. Long has shown determination and creativity, allowing her small businesses to thrive in a period of economic downturn. Despite the recent challenges to the small business environment, Ms. Long has successfully grown her business, expanding services with a food truck and a new locations at the Grind Café and Cal Poly Humboldt.

Please accept our recommendation of Ms. Long, a capable and successful small business food service operator. If you have any questions or would like to discuss this recommendation in greater detail, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Donna Wright". The signature is written in a cursive style with a large initial "D".

Donna Wright  
President/CEO

Alanna Goldsmith  
Humboldt Made  
3533 M st. Eureka, CA 95503  
707-499-0379  
[alanna@humboldtmade.com](mailto:alanna@humboldtmade.com)

To whom this may concern,

I am writing to inform you of the relationship between Humboldt Made and A Taste of Bim's owner Gabby Long.

Gaby and I met through Humboldt Made when she decided to become a Humboldt Made member over five years ago. I have always been impressed with her products, restaurant and overall professionalism. She has participated in numerous events including the Eureka Friday Night Market. Her food truck is a big favorite at the market each year. She produces especially unique, high quality products. We have received numerous positive reviews from market attendees. In addition to the market, Gaby has participated in other Humboldt Made events - mixers, workshops, one on one meetings etc. She is a hard working driven business owner who is an absolute joy to work with.

I believe Taste of Bim would be an excellent addition to the Humboldt County Airport. Taste of Bim would add a unique food option to the airport which I believe would be well received.

Warm regards,  
Alanna Goldsmith  
Executive Director Humboldt Made



TO: Airport Selection Committee  
FROM: Jon O'Connor, Humboldt Social President and Founder  
RE: Business Reference for Gabrielle Long  
DATE: April 2, 2022

I am writing this letter of reference for Gabrielle Long, owner of A Taste of Bim and The Grind cafe. I have known Gabrielle for close to six years as a colleague and client. She does what she says and has successfully weathered business challenges with grace and has come out of the pandemic stronger than ever.

As a colleague, we owned businesses one block away from each other. Gabrielle consistently worked with the business community collaboratively to support the community and visitors.

As a client, I have hired Gabrielle for business lunches and have worked with her mobile food truck for special events. Gabrielle provided excellent customer service paired with fair prices.

I wholeheartedly recommend Gabrielle for any airport food contract she is pursuing. Please text or call me with questions or concerns, 858-692-3581.

Sincerely,  
Jon

--  
Jon O'Connor

Founder and President  
p| 858.692.3581



Current Projects  
[Humboldt Bay Social Club](#)  
[Scotia Lodge](#)  
[Papa and Barkley Social](#)



Redwood Region Economic Development Commission  
325 2nd Street, Suite 203, Eureka, California 95501  
Phone 707.445.9651 Fax 707.445.9652 www.rredc.com

March 22, 2022

Dianna Rios, Economic Development Coordinator  
Economic Development Division  
County of Humboldt  
825 5<sup>th</sup> Street, Ste 112  
Eureka, CA 95501

RE: RFP#3530-381-7627 County of Humboldt Department of Aviation

Dear Dianna,

I am taking this opportunity to recommend Gabrielle Long to operate and manage the café space (the former Ramone's) at the California Redwood Coast-Humboldt County Airport (ACV) terminal.

Gabrielle (Gaby) is a Redwood Region Economic Development Commission (RREDC) client. In 2015 she first opened "A Taste of Bim". Over the years, Gabby successfully expanded her business with a food trailer, a second business "The Grind" and food service at Cal Poly Humboldt marketplace.

Among her many talents, Gaby mentors new entrepreneurs as well as partnering with established businesses to create a synergy for our small business community. During this on-going pandemic, Gaby continues to successfully pivot with a determination to keep her small businesses thriving for the community.

Please accept my recommendation to award this RFP to Gaby, a capable and successful small business food service operator.

Sincerely,



Virginia Salvi Cell: 707-616-8014  
RREDC Lender  
325 2<sup>nd</sup> Street #203  
Eureka, CA 95501  
virginialoan@rredc.com  
(707) 445-9651