

**The Headwaters Fund  
Grant Fund Application Coversheet**

Date of application: 01/15/2020

Organization Name: Westside Community Improvement Association

Director/CEO: Heidi Benzonelli, President

Contact Person Name and Title: Heidi Benzonelli, President

Contact Phone: 707-498-5764 Contact Email: lets.buy.jefferson@gmail.com

Contact Address: PO BOX 5315 | | EUREKA, CA 95502

Total current year organizational budget: \$538,400 # of FTE employees: 6

Summarize the organization's mission (in the space provided):

The Westside Community Improvement Association, Inc. (a non-profit 501(c)(3) Public Charity) supports and facilitates programs to combat urban blight and revitalize neighborhoods by increasing recreational, educational and vocational opportunities where they are either lacking altogether or insufficient to the needs of the community. The Association's activities are dedicated to fostering a sense of working together for the benefit of the greater Eureka community.

Project title: J-Café

Please provide a less than 250 word summary of your project which answers the following questions: How will your project lead to improving the local economy and increasing the quality of life for local residents? What exactly are you going to do and for whom? Why is it necessary? What will be accomplished? How will you accomplish this?

The proposed project will build and run J-Cafe. The construction will be a collaborative effort with the Employment Training Division, College of the Redwoods and WCIA training Prison to Employment Participants in renovation of a Historic, Streamline Modern School room into J-Cafe.

J-Cafe will serve to train marginalized workers from CalWorks, Re-entry from incarceration, Department of Rehab and other apprentices during the day and teens after school in "5 Star Service and Hospitality". We will set and train to the highest standards. Apprentices will dress the part, learn how to greet customers, and provide a memorable experience. Every facet of the experience will be the highest quality, from the moment you walk in the door to the closing and cleaning of the cafe. Apprentices will complete comprehensive training and time at J-Café to practice and build skills, with training plans uniquely adapted to each individual's professional development goals.

Our apprentices will connect with Express Employment to scout employers and pipeline the highest qualified service personnel into our community to "UP Humboldt's Game". Just as we have become known for training some of the top-performing folks in the social work field, renovation workers and commercial kitchen staff, J-Cafe's long game is to profoundly improve the hospitality and tourism industry in Eureka and Humboldt County.

Amount requested: \$18,825    Total project cost: \$74,220

Grant timeline: Period covered: January 15, 2020 to October 13, 2021 We are Respectfully Requesting to be able to start spending immediately "at our own risk" in order to align with the CR schedule for Prison to Employment Construction Trainees, to enhance their opportunities for training and exposure to a broad range of construction renovation skills.

Total match amount: \$55,395

Match amount as % of project budget 74%

(Required 50% match for implementation, 25% for planning)

Cash match: \$44,595 In-kind match: \$10,800 Cash match as % of budget 60%

(Required: 25% for implementation, 12% for planning)

Number of new FTE jobs created, if funded: 13

Number of FTE jobs retained, if funded (jobs that would otherwise be eliminated): 0

Type of project:        ☐ Planning        ☒ Implementation

Geographic focus of project: Primarily Greater Eureka, Humboldt County Tourist Region

Number of permanent, long term, private sector jobs to be created: 13

**Which Industry is your project working with (check off all that apply):**

- ☐ Diversified Health Care
- ☒ Specialty Food, Flowers and Beverages
- ☒ Building and Systems Construction
- ☐ Investment Support Services
- ☐ Management and Innovation Services
- ☐ Niche Manufacturing
- ☒ Tourism
- ☐ Forest Products
- ☐ Arts and Culture
- ☐ Alternative Agriculture

**Strategy being employed to promote economic development (check off all that apply):**

- ☐ Supporting development of pre-permitted commercial space
- ☐ Reducing regulatory bottlenecks for business retention or creation
- ☒ Supporting economic development infrastructure
- ☐ Developing new strategies for economic development
- ☐ Providing access to external markets or plugs the economic leaks
- ☒ Retaining and growing existing businesses
- ☒ Providing workforce training
- ☐ Increasing the number of new businesses
- ☐ Leveraging future funding or projects
- ☒ Reducing poverty by helping people to develop business skills

☐ Other (describe):

Are any of the following components required, and if so are they in place already? (check off in left column if required, then check of "yes" or "no" for if they are in place already)

<input checked="" type="checkbox"/> Building permits	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Market research	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Legal review	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input type="checkbox"/> Regulatory approval	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<input checked="" type="checkbox"/> Consultants hired	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<input checked="" type="checkbox"/> Staff hired	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

## EXPLANATION OF NARRATIVE QUESTIONS

Please answer the questions below. The entire narrative is limited to 5 pages. Answers should be written in 12 point font with 1" margins. For further explanation of the questions, please see the Grant Application Instructions.

- 1) Describe the need for your project and how it will improve the economy. What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?
- 2) What are the measurable objectives of your project? Quantify the expected outcomes.
  - **Improves Market Competitiveness:** Examples include: return on investment, increase in number of clients served, units sold.
  - **Benefits Clusters/major Industries as Identified in CEDS:** How many industries will receive benefits and what will those individual industry benefits be?
  - **Job Creation/Retention:** Number of FTEs created or retained by the project. Please separate direct employment and ancillary employment. Please provide multiplier is used for ancillary positions.
  - **Drives Capital Investment:** Anticipated levels of Capital Investment? (Purchase of property, plant, and equipment? Property investment? etc.)
  - **Business Creation/Growth/Retention:** Number of businesses started? Number of businesses retained that would have otherwise shuttered? Percent change in size of businesses? (Sales Revenue, Net Profit Margin, Gross Margin, Lead to Client Conversion Rate, Customer Acquisition Cost, Property/Sales Tax Paid, etc.)

For other strategies you plan to use, quantify measureable outcomes in terms of numbers of businesses supported and additional dollars coming into the local economy.
- 3) Describe what you will do to achieve your objectives. Describe how you will measure progress towards your objectives.
- 4) Describe the work which has already been done to ensure that this project will be a success (i.e. prior research, planning or permitting). You may attach backup documentation.
- 5) List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. (Note: Please do not include jobs which will be actually paid for by grant funding or are short-term, temporary project related jobs.) If the project is expected to create indirect jobs in the long term please quantify those as well.
  - 6) If appropriate, explain how the project will protect and or improve the natural environment in one or more of the categories listed below.
    - Supports the sustainable use of environmental resources
    - Preserves open spaces and working landscapes
    - Utilizes environmental knowledge in the creation of jobs
- 7) Explain how the project contributes to the quality of life for Humboldt County residents in any of the categories listed below.
  - Benefits Underserved Population
  - Preserves Cultural Heritage and Strengthens Community Identity
  - Improves Existing Infrastructure

## WCIA Application to The Headwaters Fund NARRATIVE QUESTIONS

### 1) Describe the need for your project and how it will improve the economy.

What is the problem you are solving? What is the current situation, and future vision? Which businesses are you working with that have helped you identify the need? What are the risks and challenges for project success and how will you mitigate those?

Humboldt County seeks to be a renowned tourist destination. In order to attain that, the travelers experience must be memorable. The hospitality and service industry is the leverage point to create an "experience". A customer's experience is 100% about how they feel and that is impacted directly by the way they are treated. J-Café is about training entry level service industry staff in delivering the "experience".

Currently, our "backstage" at Jefferson is a blank slate. We have utilized the space for concessions at events, as our cafeteria for Summer Food Service, and invite our seniors and our neighbors in for coffee Saturday Mornings while they wait for Free Produce. We know the space works well for food and beverage service but as with everything we do at Jefferson, we ask, how can we not only do this but, "spend every dollar at least three times". What we mean by this is,

- 1) The construction of J-Café will be a construction training opportunity for Prison to Employment participants. Not only will the participants learn a trade, but they will be enrolled in College and be connected to Family Resource Center and other Programs and Opportunities throughout our community.
- 2) We will buy all of our building materials locally that are available locally.
- 3) When J-Café opens we will utilize it for training for participants with our existing Job Training partnerships CalWORKs, WEX, Department of Rehab. Adult Probation Community Service, WIOA Youth and employment seekers accessing the Family Resource Center. Initial plans are to leverage the afterschool window for Teen training, but as with all programs at Jefferson, we accommodate and invest in the available human resources.
- 4) Our participants will connect with Express Employment who are well contacted to employers in the service industry, will provide us with a feedback loop to ensure training is suited to employers' needs and assure our participants the greatest opportunity for stable employment.
- 5) Our Service and Hospitality Participants will change the quality of entry level service workers, raising everyone's game and improving the guests, customers and travelers "experience" in Humboldt.
- 6) Sometimes, that natural entrepreneur comes along, you know them when you meet them, this is an opportunity for the entrepreneurs, testing the waters to not only learn how to write a business plan, but to field test it with a real project. We plan to connect the "green entrepreneur" with SBDC our local resource for folks who want to start a small business. This will give them an opportunity to model J-Café with a business plan. There are hard lessons to learn in business, this is a risk-free environment in which to learn.

### 2) What are the measurable objectives of your project? Quantify the expected outcomes.

- **Improves Market Competitiveness:** We assume that 1 in 15 memorable experiences provided by our trainees once they enter the workforce will result in a repeat visit. Depending on that guest, this may mean a repeat visit to a restaurant (assumption \$50/table), a return visit to a hotel or lodging establishment (assumption 2 night stay at \$200/night) even a return roundtrip flight (assumption 2 seats per experience, \$500/seat).

From our estimated 360 memorable experiences over 2 years we estimate 24 will result in a return visit, 20 diners with guests (\$1000), 4 separate hotel stays (\$1600) 2 of which flew to get here (\$2000). Raising the game in hospitality proliferates across the board, the goal is to “Raise the Game in Humboldt Hospitality”.

- **Benefits Clusters/major Industries as Identified in CEDS:** How many industries will receive benefits and what will those individual industry benefits be?
  - 1) **Building and System Construction:** 6 people will learn renovation skills and be connected to employment services; we assume 4 of those will gain work in the trades. Our past success in Second Chance supports that assumption.
  - 2) **Specialty Food and Beverage:** The Café will feature locally sourced locally roasted Coffee and Local teas such as Angie’s Chai, Herbal Selections from Humboldt Herbals and Yerba Buena harvested from Weitchpec. On site, our certified gardens produce sustainably grown Mint, Lavender, Rosemary, Sage and Lemon Verbena which can also be harvested and steeped fresh or dried. If this is a sought-after product the gardens. From our kitchen we will offer a small but unique selection of beautiful food. Our in-house Chef Chelsea Sterling will assure that customers receive a sumptuous, beautiful bite. Chelsea will also oversee the training of kitchen trainees. Chelsea is slated to attend a Culinary Institute of America boot Camp this Spring specifically to bring the A game back to our community.
- **Job Creation/Retention:** Number of FTEs created or retained by the project. Please separate direct employment and ancillary employment. Please provide multiplier is used for ancillary positions.  
J-Café is a training site. Although we will be operating a real Café, the goal is to train top notch quality hospitality staff to work in the service industry in Eureka and Humboldt County so all of the jobs included on the table below are ancillary.

**Table 1) Jobs & Economic Impact**

Objectives	Year 1	Year 2	Total	Job Creation	\$/yr
1)Renovation Workers Trained	6	0	6	4	80000
2)Hospitality Staff Trained	6	8	14	10	169000
3)Kitchen Support Staff Trained	2	3	5	3	52650
4)Entrepreneurs connected to SBDC	1	2	3	2 (Incl. owner)	28080
5)Businesses Served	5	6	11		
6)Memorable experiences	120	240	360		4600

Economic Stimulation \$334,330

1. Multiplier 70% (Our track record is 80% employed, 70% employed over 2 years)
  2. Multiplier 70%
  3. Multiplier 60%
  4. Assumption 1 person opens 1 business which can financially support 1 FTE, owner’s income is not included.
- **Drives Capital Investment:** Anticipated levels of Capital Investment? (Purchase of property, plant, and equipment? Property investment? etc.)
  - **Business Creation/Growth/Retention:** Number of businesses started? Number of businesses retained that would have otherwise shuttered? Percent change in size of businesses? (Sales Revenue, Net Profit Margin, Gross Margin, Lead to Client Conversion Rate, Customer Acquisition Cost, Property/Sales Tax Paid, etc.)

For other strategies you plan to use, quantify measurable outcomes in terms of numbers of businesses supported and additional dollars coming into the local economy.

### 3. Describe what you will do to achieve your objectives. Describe how you will measure progress towards your objectives.

#### **Objective 1-** Train 6 P2E Participants to Build J-Café

This workforce is currently being selected through a collaborative including Probation, Post Release Community Services, Drug Court, Parole, Alcohol Drug Care Services, WCIA and ETD.

The College courses including, Work Readiness, Customer Service, Mindfulness and Construction Training are all scheduled and funding is secured. We will work with each participant through our Family Resource Center to assure they are connected with available local resources for recovery support, housing, childcare and transportation, the most common stumbling blocks to long-term employment and educate each participant in financial literacy addressing court fines, child support and credit concerns.

#### **Objective 2-** Train High Quality Hospitality Staff

WCIA will secure professional training in Safe Food Handling and Food Service Management for Trainees. First and foremost, everything has to be spotlessly clean and beautiful all the time. The customer “experience” includes what you see, what you smell, what you taste and how you feel, we are starting with the basics. We will use vetted “Front of House” training procedures, we will also visit live and virtually restaurants and hotels, and privately critique service, what was great and what could have been done to improve the customer experience?

#### **Objective 3** Train Kitchen support staff to make beautiful food.

Our kitchen rates 100% since inception on inspections from not only the Dept of Environmental Health but also the California Department of Public Health Food and Drug Branch, the local Department of Agriculture as well as the California Department of Education and the USDA. Because we prepare meals for multiple agencies through diverse funding streams we are held to the upmost standards and we abide religiously by them all. When entry level food service staff train in our kitchen they are taught to maintain the highest standards of safety, sanitation, recordkeeping and most of all prepare the most delicious, highest quality, beautiful food. Back of the house in Eureka and Humboldt in general also needs some work, we need a trained workforce that understands and upholds a higher standard than the norm in Eureka today (as substantiated by the publicly posted environmental health inspections).

### 4)Describe the work which has already been done to ensure that this project will be a success (i.e. prior research, planning or permitting). You may attach backup documentation.

The P2E construction cohort has already been funded and scheduled. The construction permits are in progress, a new Teen Program began at Jefferson in November and is being very well attended, one of our Teen Program Staff Logan White will be mentor and J-Café oversite for Teen Training after school. We have current job training relationships and contracts in place with CalWORKS, Department of Rehab, RCAA's WIOA program and have successfully trained and transitioned to lasting employment dozens in the past. Chelsea, our Chef and Food Artist in Residence, is scheduled to take Culinary Institute of America Boot Camp trainings this Spring kicking the professional capacity of our community and the knowledge imparted to our trainees up a big notch.

5) List the jobs directly created as an outcome of the successful implementation of this project, titles, roles/general responsibilities, expected employers and expected wages. (Note: Please do not include jobs which will be actually paid for by grant funding or are short-term, temporary project related jobs.) If the project is expected to create indirect jobs in the long term please quantify those as well.

**Please Refer to Table 1: Objectives, Jobs and Economic Impact**

- 1) 6 Renovation workers trained in historic building repair, maintenance and commercial quality restaurant construction. Assumed 4 gain employment work 40/52 weeks per year and earn \$500/week. This is a rule of thumb for an entry level construction worker, that they will bring home about \$100/day and have a few lull's between jobs.
- 2) Hospitality staff trained in quality service and upholding professional standards. Assumptions include 14 trained and 10 land in stable employment earning \$13/hour working 25 hours per week. Jefferson has always held a higher standard than this for our employees (in pay and hours) and hope to lead the community in proving STAFF IS VALUABLE pay them what they are worth, it translates into better service, a positive attitude and a happy, inviting environment where staff want to stay and customers want to return. However current local pay rates and hours are included in assumptions.
- 3) Kitchen Support Staff trained in highest standards of sanitation, safety, food production to produce the highest quality, best tasting most beautiful "bites" for J-Café earning \$13.50/hour working 25 hours/week 52 weeks a year. 5 trained 3 employed.
- 4) Over 2 years we anticipate 1 entrepreneur will get their footing in business and earn enough to hire 1 full time entry level worker. Owner's pay is not included in the assumption.

6. If appropriate, explain how the project will protect and or improves the natural environment in one or more of the categories listed below.

- Supports the sustainable use of environmental resources-The project it'self is using a repurposed room in a former elementary school, we have lovingly and painstakingly re-used and repurposed and restored whatever we could to not only lighten our footprint but also save money.
- Preserves open spaces and working landscapes- The gardens at Jefferson including the Herb Gardens are patch by patch replacing the lawn, all irrigation on the whole site is sustainable, rainwater is forbarred in tankes to eater all the gardens and the sump pump in the basement has been redirected to perc under the park and recharge groundwater.
- Utilizes environmental knowledge in the creation of jobs. Ultimately, what we teach and mentor here will be carried out to the community by our trainees.

7. Explain how the project contributes to the quality of life for Humboldt County residents in any of the categories listed below.

- Benefits Underserved Population- Our trainees by enlarge are addressing a barrier: poverty, re-entry from incarceration, recovery from substance use, generational reliance on government assistance, and youth who want to enter the workforce but can't because they have no experience. J-Café is where you get to learn, where you get to make mistakes in a risk free environment and learn how to be the "best" in your chosen path.
- Preserves Cultural Heritage and Strengthens Community Identity- We seek to disseminate the culture of Jefferson through out the county. People today are Proud to be Westsides, this site used to be the problem for our neighborhood, now it holds the solutions for our community.



- Improves Existing Infrastructure We will repurpose the old backstage into an internet Café utilizing and improving upon what is already here.
- Strengthens Community Leadership and Civic Participation. J-Café is likely to host at least monthly if not weekly Taboo Café evenings where residents are invited and encouraged to talk about what we are not supposed to talk about, race, religion, politics, discrimination, addiction, re-entry, being poor. The best to solve community problems is to uncover and expose them, in order to do this we must open our minds, open our hearts and open up the dialog.

#### 8. Explain the capacity of your organization, staff and project partners to implement this project.

Heidi Benzonelli, Board President and Program Manager has been working with individuals to address barriers to education and employment since 1995, has been a trainer with College of the Redwoods and the CCC through Green Jobs Training under ARRA, was a Site Supervisor for Step-Up for Youth at the Redwood Coast Energy Authority and has taken the lead in Program Design, Development and Management for the CalCRG Community Investment and Re-entry Training program presently renovating the old De-Tox on 14<sup>th</sup> and C. Chelsea Sterling is a proficient Food Service Manager and trains and models the highest quality kitchen management skills in the county, she will be building on her skills with upcoming training at the Culinary Institute of America and sharing that with Trainees. Mark Weller has a Finance Degree from San Francisco State University and a great eye for detail for Financial Administration and Risk Management. WCIA works collaboratively with employment Training Division, College of the Redwoods, Department of rehab, Express Professionals and has been training and pipelining quality Social Workers, Janitorial and Maintenance and Construction Renovation workers since our inception.

#### 9. If you will be using grant funds to hire expertise please list the consultants or firms you are considering. If you are not considering using a local business please explain why.

Design- Kash Bodjeh

Employment Support- Express Professionals (Eureka Branch)

Culinary Institute of America-St. Helena -This level of quality is not available here, the idea is to bring this expertise back and train with it.

JB Jordan,-Flooring

Design Air- Stainless Steel Fabrication only

Piersons Building Center

FoodServiceAssist Carol Miller- Food Safety Sanitation & Management Training (Local)

#### 10. Describe how you will acknowledge the Headwaters Fund in your work. -

We will produce a sign or plaque to be installed within J-Café acknowledging the collaborative effort needed to make a project like this effective. Nothing at Jefferson has happened without many, many hands. An organization goal this year is to communicate that through signage and promotion of the collective efforts. We are a small community the more we can collaborate rather than compete the more efficiently we use our finite rural resources.

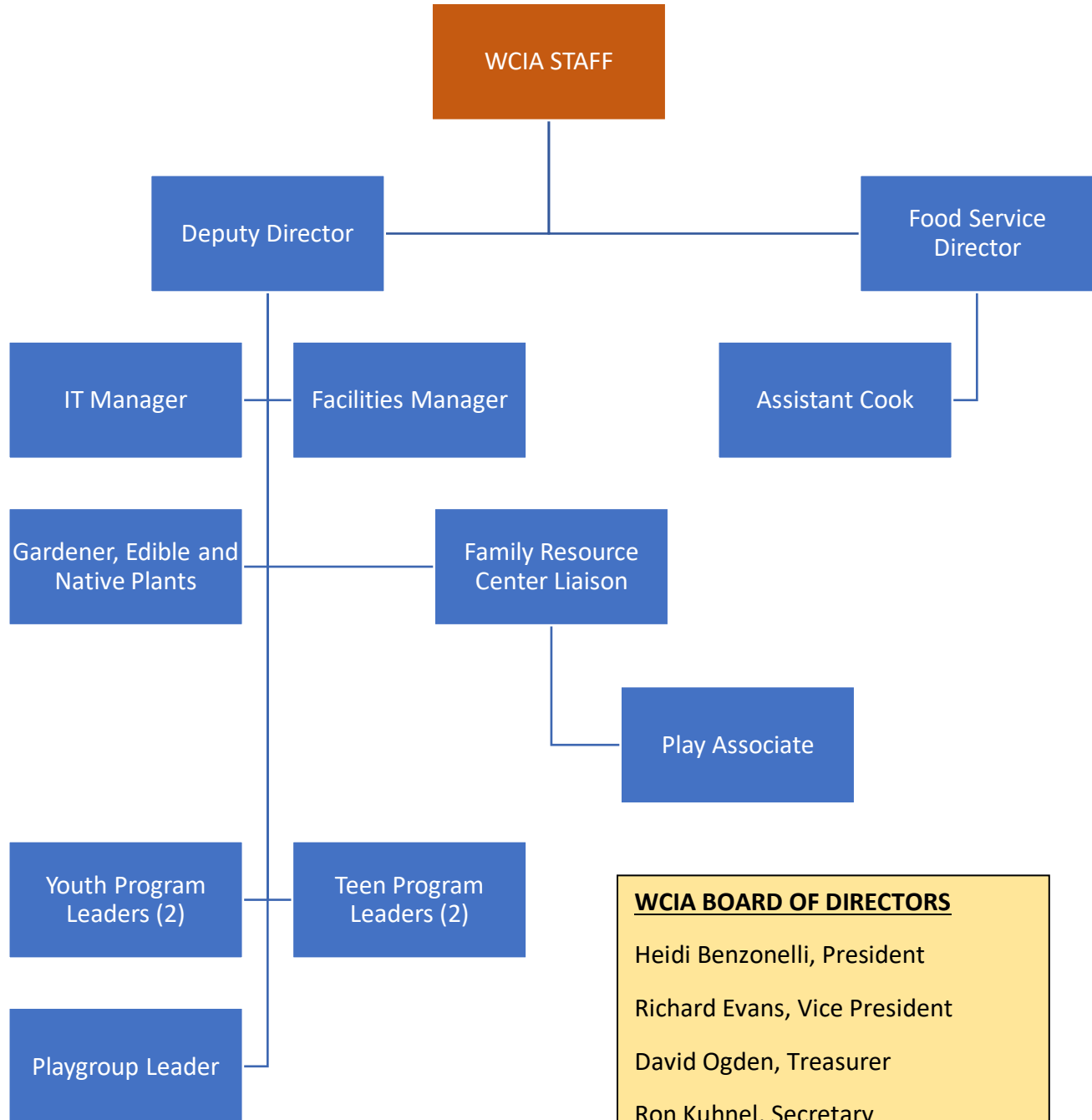
Thank you in advance for considering this application.

WCIA Project Budget  
J-Café

Project Expense Item	Total Cost	Requested amount from Headwaters Grant	Amount from Matching Funds	Source of Matching Funds
Design	1,100	1,100		
Permitting	600	600		
Building Materials	6,000	6,000		
Floor	1,900	1,900		
Stainless	950	950		
Equipment	3,900	3,900		
Lighting	875	875		
Specialty Training	3,500	3,500		
<b>Total Headwaters Request</b>	<b>18,825</b>	<b>18,825</b>		
Food and Beverage Costs	12,000		12,000	WCIA
Support Staff (LW)	7,000		11,550	WCIA (FRC)
Kitchen Support Staff (CS)	7,000		11,550	WCIA
Program Management and Oversight (HB)	5,400		10,800	CCRP (Intersections)
Administration (MW)	3,750		6,188	WCIA (P2E)
Sub-total: all Direct Salaries & Wages	23,150			
Benefits & Payroll Taxes	16,938			
Overhead				
Occupancy				
Utilities	40		40	WCIA
Insurance	140		140	WCIA
Maintenance	240		240	WCIA
Janitorial-	1,750		2,888	WCIA
Sub-total: all Overhead Salaries & Wages	1,750			
Benefits & Payroll Taxes	1,138			
All Overhead Costs as % of Total Project Cost	4.57%			
Total Matching Funds			55,395	
<b>Total Project Cost</b>	<b>\$74,220</b>			

Match Sources – All sources are received except WCIA (P2E) and WCIA (FRC), both are reimbursement and are committed

WESTSIDE COMMUNITY IMPROVEMENT ASSOCIATION  
**ORGANIZATIONAL CHART**



**WCIA BOARD OF DIRECTORS**

Heidi Benzonelli, President  
Richard Evans, Vice President  
David Ogden, Treasurer  
Ron Kuhnel, Secretary  
Susan Buckley, Board Member  
Lisa Ollivier, Board Member  
Beth Wylie, Board Member



## Small Business Lending Center

AEDC provides loans and support to entrepreneurial, innovative business and community endeavors.

707 K Street, Eureka, CA 95501 707.798.6132 707.798.6130 fax [www.aedc1.org](http://www.aedc1.org)

January 14, 2020

Heidi Benzonelli, President  
Westside Community Improvement Association  
1000 B Street  
Eureka, CA 95501

Dear Heidi,

Arcata Economic Development Corporation (AEDC) is a Community Development Financial Institution that assists business and community leaders to grow our area's economy by financing and supporting projects that will support innovative, entrepreneurial endeavors.

We at AEDC have worked with Westside Community Improvement Association for over 7 years, acting as WCIA's primary lender in their \$3.3 million dollar Prop 84 project to purchase the abandoned Jefferson School and renovate it to become the Jefferson Park and Community Center. In our years as a community partner to WCIA, we have seen them work with countless marginalized workers to get trained, build holistic stability, and launch into the workforce as productive and valuable assets to our local industries.

AEDC supports Westside Community Improvement Association's proposal to the Headwaters fund for the creation of J-Café as a hospitality and tourism service industry workforce training program. We believe that there is a significant need in our local hospitality and tourism industry to have access to workers with training and experience in high quality service. This project is a natural progression of WCIA's work to fill long-term gaps in our local economy by uplifting people who have barriers to employment to fill those gaps, and is also a sound way to raise the bar for our tourism and hospitality industry as a whole.

We look forward to supporting WCIA in this exciting new venture.

Ross Welch  
Executive Director  
[ross@aedc1.org](mailto:ross@aedc1.org)  
(707) 798-6132, ext 211





Shelley Nilson, Owner  
4400 West 10th Avenue  
Provo, UT 84601  
801.733.2666  
shelley@expresspros.com

January 14, 2020

To: Heidi Benzonelli, President - Westside Community Improvement Association

From: Dan Heinen - Express Employment Professionals

Express Employment Professionals matches jobseekers to employers, filling workforce demand gaps with a supply of ready-to-work Associates. We often are a launch pad for jobseekers, helping them to get a foot in the door to employment opportunities and gain valuable skills along the way while they decide upon a career path to pursue. Express Employment likewise acts as a conduit through which employers can try out and evaluate workers, get extra help in a pinch, and find top-quality professionals to fill their long-term staffing needs.

Express Employment Professionals presently work with WCIA to facilitate a historic housing preservation reentry training program. WCIA's work with marginalized workers is literally changing people's lives, building the professional and personal skills of each program participant. We see the workforce development that WCIA performs help job seekers who have significant barriers to overcome and at the end of the training program, the participants have learned marketable skills and are valuable additions to our local labor force.

Express Employment Professionals support Westside Community Improvement Association's proposal to the Headwaters fund for the creation of *J-Café* as a hospitality and tourism service industry workforce training program. This project is an extension of WCIA's capacity to uplift marginalized jobseekers by helping them build their confidence, self-esteem and get a chance to prove themselves as skilled professionals. We agree that there is a strong on-going demand for high quality workers in our local hospitality and tourism industry, and we see *J-Café* as an incubator where people can get comprehensive, hands-on training in hospitality service, ultimately turning out skilled professionals for our hospitality and tourism sector locally.

Express Employment Professionals is thrilled to support WCIA's effort to create and operate *J-Café*, and we are looking forward to supporting the job seekers trained through *J-Café*!

Respectfully,



Dan Heinen  
Operations Manager

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: APR 30 2011

WESTWIDE COMMUNITY IMPROVEMENT  
ASSOCIATION  
PO BOX 5315  
EUREKA, CA 95502

Employer Identification Number:  
27-4553664  
DLN:  
17053111304011  
Contact Person:  
RENEE RILEY NORTON ID# 31172  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
170(b)(1)(A)(vi)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
January 20, 2011  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Sincerely,



Lois G. Lerner  
Director, Exempt Organizations

Enclosure: Publication 4221-PC

Letter 947 (DO/CG)

WCIA 2020 Organizational Budget, Non-construction

Revenue	\$ AMT
AAAA Grants and Contracts	\$ 470,750.00
BBBB Private Donations	\$ 40,000.00
CCCC Rental Income	\$ 25,000.00
DDDD Interest Income and Dividends	\$ 150.00
EEEE Fundraising Events	\$ 2,500.00
<b>TOTAL REVENUE</b>	<b>\$538,400.00</b>

Expenses

a. Direct Program Expenses	
10 Food Program Consumables	\$ 38,000.00
11 Emergency Food Pantry	\$ 2,400.00
12 Non-food Program Consumables	\$ 3,500.00
13 Volunteer Appreciation	\$ 2,000.00
14 Community Outreach Events	\$ 12,000.00
15 Program Related Wages	\$ 217,000.00
16 Program Related Equipment	\$ 2,000.00
19 Other Food and Consumables	\$ 2,900.00
b. Indirect Expenses	
20 Janitorial & Landscaping	\$ 2,500.00
21 Office Supplies & Services	\$ 3,750.00
22 Occupancy	\$ 13,000.00
23 Repairs and Maintenance	\$ 1,500.00
24 Transportation and Travel	\$ 650.00
25 Non-Program Wages	\$ -
26 Non-Program Related Equipment	\$ 500.00
29 Non-Program Consumables	\$ 250.00
c. Administrative Expenses	
30 Contract Management (HNFRC + RCAA)	\$ 4,750.00
31 Planning and Development (Manhard)	\$ 1,250.00
32 Special Training and Services	\$ 1,800.00
33 Building Permits and Misc. Fees	\$ 1,200.00
34 Accounting	\$ 2,700.00
35 Payroll Taxes	\$ 36,000.00
39 Other Services	\$ 7,500.00
d. Operational Expenses	
40 Advertising and Promotion	\$ 1,000.00
41 Insurance and Bonding	\$ 14,400.00
42 Workers' Compensation	\$ 7,500.00
43 Interest Paid	\$ 21,000.00
49 Miscellaneous Expenses	\$ 1,900.00
50 Employee Benefits (Dental / Gym)	\$ 1,600.00
e. Capital Expenses	
91 Leasehold Improvements	\$100,000
<b>TOTAL EXPENSE</b>	<b>\$504,550.00</b>

**Westside Community Improvement Association  
Application to The Headwaters Fund  
J-Café**

**Timeline with expected project milestones and completion dates**

<b>Dates 2020</b>	<b>Milestones</b>
March 23 to April 9	Prison 2 Employment work-readiness classes to prepare reentry construction participants with functional work behavioral skills  <i>Partnership with College of the Redwoods and Employment and Training Division</i>
April 14 to May 15	Prison 2 Employment reentry construction training program participants will complete the renovation of the Jefferson Community Center's backstage space to become J-Café  <i>Partnership with College of the Redwoods and Employment and Training Division</i>
June 1	WCIA to begin training program for apprenticeships at J-Café.
By July 1 (and beyond)	J-Café open to serve community and center events. Training and apprenticeship program continues iteratively.