GREEN SHOE

ECOSYSTEM

Integrated Business Strategy, Revenue Architecture & Growth Vision

Green Shoe Garage • Green Shoe Studios • Mountain Maryland School of Tradigital Craftsmanship • THE WORKSHOP • Gears of Resistance

THE CORE IDEA

Build a vertically integrated tradigital-craftsmanship ecosystem in which remarkable client work, art, education, software, media, community, digital intellectual property, and a destination campus reinforce one another.

STRATEGIC SUMMARY v1.3

Includes Investor Readiness Appendix

Prepared August 2026

01 / THE BUSINESS IN ONE VIEW

Executive Summary

A holistic description of the Green Shoe business as it exists today and the integrated system it is intended to become.

Green Shoe is not best understood as a fabrication shop with several side projects. It is an integrated business built around tradigital craftsmanship: creating extraordinary things, teaching people to make, publishing knowledge, advising businesses, building tools, gathering a maker community, exhibiting art, and telling the story through media.

> **NORTH-STAR AMBITION**
>
> Develop Green Shoe Garage into a $10M+ annual enterprise while preserving craft, curiosity, independence, and a distinctive maker culture. The most credible path is a portfolio model: high-value bespoke work provides the primary economic engine while recurring memberships, education, IP products, consulting, art, media, and destination experiences diversify and compound the business.

Eight integrated activities

CREATE GSG bespoke + Green Shoe Studios	**ADVISE** Premium business/workflow consulting
TEACH MMSTC + Maker Summer Camp	**ENABLE** THE WORKSHOP + digital products
TOOL Free web apps + Field Instruments	**GATHER** Makerspace + digital community
EXHIBIT Gallery + sculpture garden	**TELL THE STORY** Gears of Resistance + social media

The strategic advantage is cross-pollination. A GSG project can generate media, a class, a design-plan package, a Field Instrument, a Workshop challenge, art, and a future installation. One act of creation can produce many economic outputs.

02 / BUSINESS ARCHITECTURE

The Green Shoe Ecosystem

A single system with multiple doors in, multiple ways to create value, and multiple paths toward a high-value commercial relationship.

One integrated system: create value, teach it, package it, gather people around it, exhibit it, and tell the story.

ECONOMIC ENGINE	COMPOUNDING ENGINE
GSG bespoke client work and premium consulting monetize scarce expertise, craftsmanship, engineering judgment, and execution.	Media, free tools, community, digital products, education, and place-based experiences repeatedly create trust, audience, IP, and demand.

The ecosystem should be managed as a portfolio, but the customer should experience it as one coherent worldview: Green Shoe helps people imagine, design, make, learn, improve, and experience extraordinary things.

03 / WHO DOES WHAT

Brand Architecture & Roles

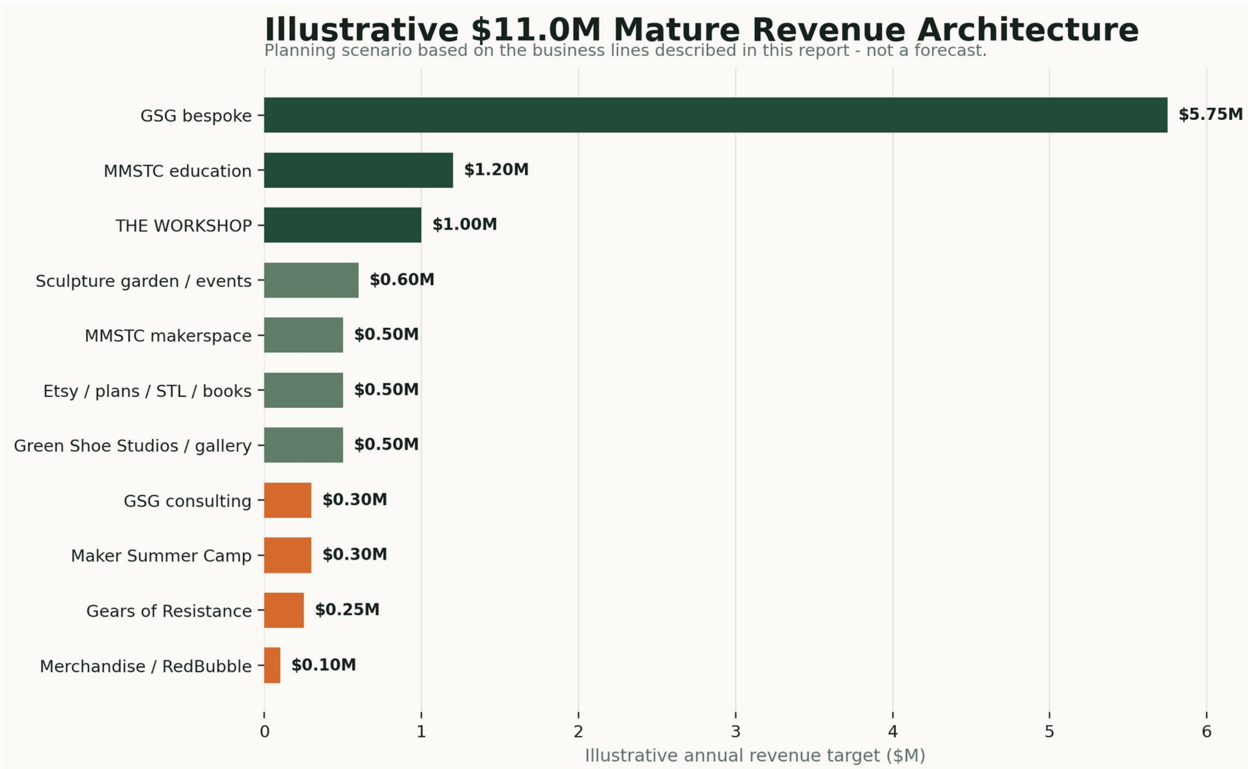
Each brand has a clear job. Cross-pollination is encouraged, but the identities should remain distinct enough to stay meaningful.

Green Shoe Garage Professional creation + commercial execution	Bespoke objects, interactive installations, museum/exhibition work, architecture, public art, prototypes, limited production, design/engineering/fabrication services.
Green Shoe Studios Artist-led original work	One-of-a-kind art, sculpture, tradigital artwork, gallery exhibitions, commissions, Shopify sales. The Studio creates because the work should exist - not only because a client asked.
MMSTC Education + place	In-person and online classes, week-long intensives, guest instructors, corporate workshops, Maker Summer Camp, future residencies, makerspace, and campus programming.
THE WORKSHOP Digital community + learning platform	Free and paid tiers, maker profiles, learning paths, project challenges, crew collaboration, credentials, and organizational accounts.
Gears of Resistance Audience + narrative engine	Substack, blog, podcast, YouTube, Twitch, Bluesky, Mastodon, Pixelfed, and Discord. Its primary early job is influence and trust, not direct monetization.
Free Tools / Field Instruments Proof-of-capability marketing	Free browser tools at greenshoegarage.com/tools/ and mbparks.com/fieldinstruments that provide real utility and demonstrate technical breadth before asking for a sale.

04 / THE $10M+ MODEL

Revenue Architecture

A diversified target model in which bespoke commercial work remains the largest contributor without becoming the only contributor.



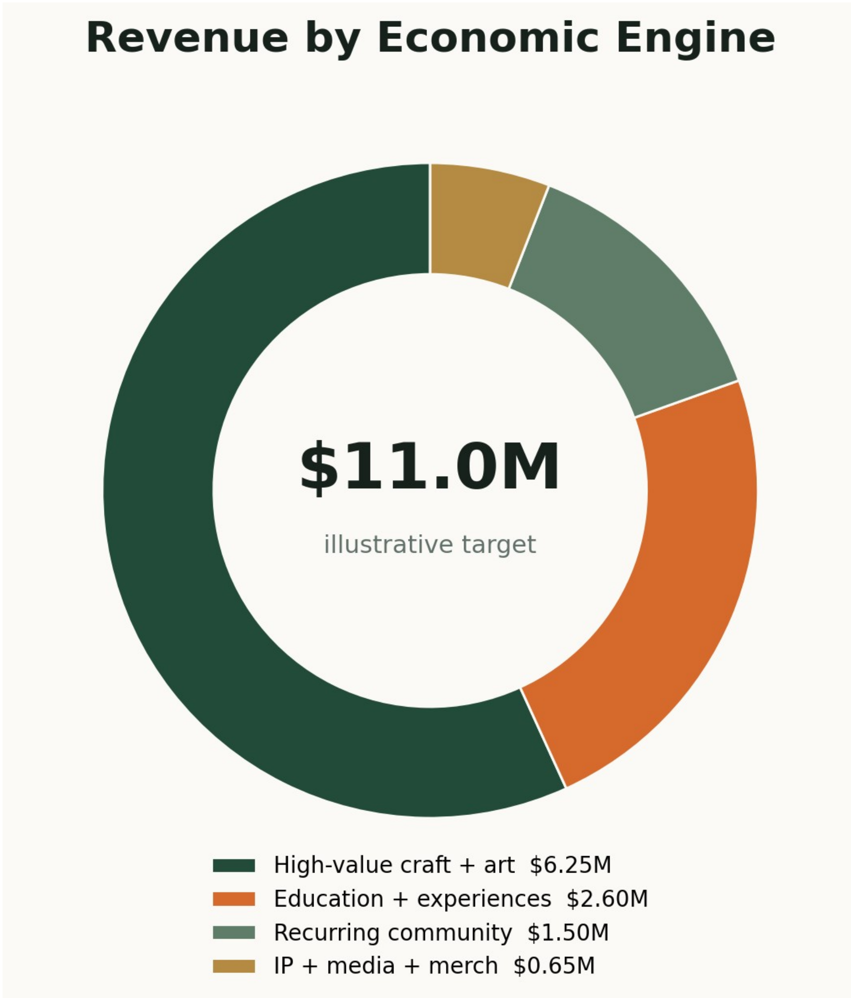
IMPORTANT

The figures on this page are an illustrative mature-state planning scenario assembled from the business lines described in this report. They are targets for strategy discussion - not forecasts, valuations, or guarantees.

05 / PORTFOLIO ECONOMICS

Four Economic Engines

The business becomes more resilient when it combines scarce high-ticket work, recurring relationships, scalable IP, and place-based experiences.

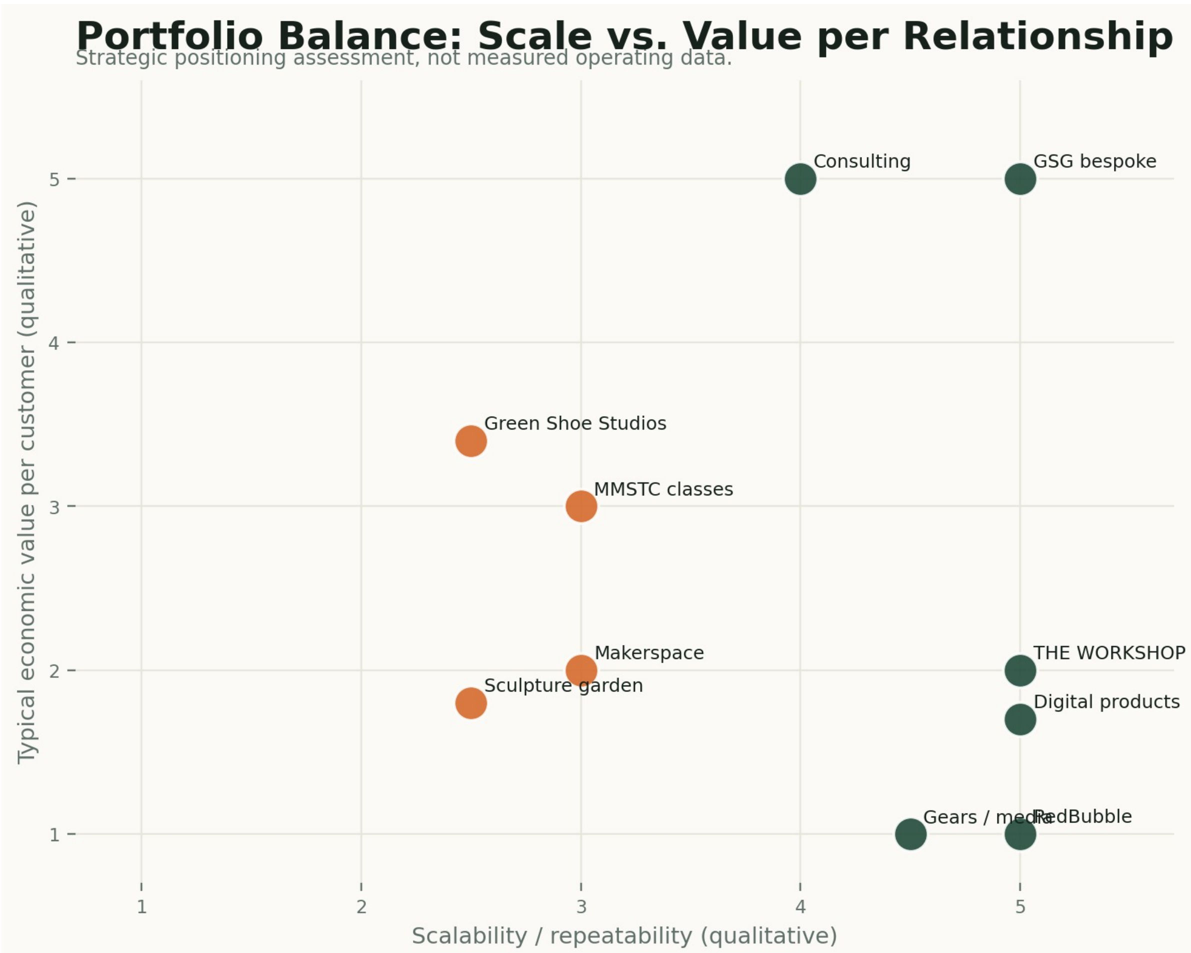


1. HIGH-VALUE CRAFT + ART GSG bespoke, consulting, Green Shoe Studios. High value per client; quality, reputation, and capacity are the constraints.	**2. EDUCATION + EXPERIENCES** MMSTC, summer camp, sculpture garden, events. Monetizes knowledge, physical place, programming, and hospitality.
3. RECURRING COMMUNITY THE WORKSHOP and makerspace memberships. Predictable recurring revenue and long-term relationships.	**4. IP + MEDIA + MERCH** Plans, STL files, books, licensing, content, and merchandise. Create once, sell or reuse repeatedly.

06 / SCALE VS. VALUE

Portfolio Balance

Not every business line should behave the same way. The portfolio works because different lines solve different economic problems.



GSG bespoke and consulting sit high on value per relationship but require scarce expert capacity. THE WORKSHOP, media, free tools, and digital products are far more repeatable. MMSTC and the campus sit between those extremes: they are capacity-limited but can scale through instructors, schedules, facilities, and programming.

MANAGEMENT IMPLICATION

Use scalable products and recurring memberships to reduce dependence on founder hours, while preserving bespoke work as the reputation-setting flagship. The goal is not to make every business line huge; it is to make the portfolio work together.

07 / CREATE

GSG Bespoke: The Flagship Economic Engine

Design and build extraordinary one-of-a-kind physical objects and experiences that require traditional craftsmanship, digital fabrication, engineering, and invention.

POSITIONING	IDEAL CLIENT PROFILE
Avoid presenting GSG as a generic job shop selling machine hours. Sell judgment, design integration, engineering, craftsmanship, invention, and accountable execution.	Large organizations with complex, visible, unusual physical problems: museums, architects, universities, experience designers, brands, hospitality, public-art clients, entertainment, and institutional partners.

Core offer families

- Large bespoke objects and installations
- Museum / exhibition fabrication and interactive experiences
- Architectural and public-art objects
- Complex prototypes and one-offs
- Limited production where the design value is high
- Integrated design, engineering, fabrication, documentation, and delivery

> **TARGET ECONOMIC ROLE**
>
> The mature planning model assigns approximately $5.75M annually to GSG bespoke work. That could be achieved through a relatively small number of substantial relationships rather than a mass-market customer base.

Strategic rule

Every major GSG project should be evaluated for secondary value: Can it become a case study, class, video, podcast, digital plan, Field Instrument, challenge, art object, or future installation? This is how scarce project work generates scalable assets.

08 / ADVISE

Premium Consulting

$5,000 for a three-hour working session focused on improving design, engineering, fabrication, and business workflows.

CURRENT OFFER

Grow Your Design, Engineering, or Fabrication Business - review business processes and design/engineering/fabrication workflows to identify improvements that make the business more efficient and ultimately more profitable. Clients reserve the full three hours and may include relevant team members. Scheduling is handled through Cal.com.

Why this matters strategically

- Monetizes judgment rather than machine capacity.
- Creates a premium, low-overhead revenue stream.
- Acts as a paid discovery mechanism for larger GSG engagements.
- Provides direct exposure to client process problems that can inspire future tools, content, and courses.

$5K	3-hour review
$15K-$25K	detailed operational assessment
$25K-$75K	workflow redesign
$50K-$250K	implementation engagement
$250K+	major GSG design / fabrication program

The higher tiers above are strategic extensions, not current commitments. They show how the consulting session can serve as the first paid step in a much larger relationship.

09 / TEACH

MMSTC: Education as a Core Business

Mountain Maryland School of Tradigital Craftsmanship is the bridge between Green Shoe knowledge and a physical learning community.

ADULT + PROFESSIONAL EDUCATION	MAKER SUMMER CAMP
One-day workshops, weekend programs, week-long intensives, master classes, online courses, guest instructors, and corporate/team programs.	Day or week-long youth programs designed around making real things - with a potential long-term pathway from camper to student to apprentice to professional craftsperson.

Curriculum philosophy

The school should be deliberately broader than a woodshop or machine shop. Tradigital craftsmanship combines traditional hand skills with digital fabrication, electronics, software, engineering, art, repair, experimentation, and modern design tools.

- Wood, metal, electronics, embedded systems, software, digital fabrication, 3D printing, CNC, laser processes, art, craft, repair, robotics, design, prototyping, and multidisciplinary build challenges.
- Learning should be project-centered: students leave having made something meaningful.
- Guest makers and artists can expand the school beyond the founder's individual capacity and create destination-worthy programming.

> **LONG-TERM ROLE**
> MMSTC is simultaneously an education business, talent pipeline, community institution, brand amplifier, and demand generator for THE WORKSHOP, the makerspace, the gallery, and the future campus.

10 / ENABLE + GATHER

THE WORKSHOP + Makerspace

A digital community and a physical community should reinforce one another rather than operate as separate memberships.

THE WORKSHOP	MMSTC MAKERSPACE
Free and paid tiers, project collaboration, maker profiles, learning paths, challenges, credentials, MMSTC integration, and organizational accounts. A scalable recurring-revenue layer.	Monthly memberships, day passes, professional tiers, tool certification, studio access, storage, materials/consumables, and community programming.

Membership design principle

Do not sell only “access to tools.” Sell membership in a community of practicing makers. THE WORKSHOP becomes the digital extension of that community, while MMSTC provides education and the makerspace provides practice.

> **INTEGRATION OPPORTUNITY**
>
> Bundle digital and physical benefits. MMSTC students can receive Workshop access; makerspace members can receive Workshop access; Workshop members can receive preferred class registration or member rates. The result is retention across the ecosystem rather than isolated transactions.

Potential future tiers

- Visitor - free discovery and community access
- Maker - paid individual digital membership
- Craftsperson - premium learning / project benefits
- Crew - teams and small organizations
- Institution - schools, companies, or distributed maker groups

11 / PUBLISH + SELL

Digital IP, Art & Commerce

Green Shoe already has multiple ways to monetize creative output beyond client work.

ETSY: SCALABLE INTELLECTUAL PROPERTY	GREEN SHOE STUDIOS + SHOPIFY
PDF design plans, 3D STL files, textbooks, templates, and future bundles or commercial licenses. Treat this as a serious IP business rather than incidental merchandise.	One-of-a-kind art pieces, sculpture, tradigital work, gallery exhibitions, commissions, and future limited editions. Preserve the studio as artist-driven work distinct from client-driven GSG work.

REDBUBBLE	FUTURE LICENSING
Low-overhead swag and brand extension: apparel, stickers, prints, and related merchandise. Useful, but strategically secondary to owned digital IP.	Consider personal, small-maker commercial, professional, and enterprise licensing for the strongest designs, plans, and educational IP.

Create once, multiply value

A single project can produce a finished object, photographs, drawings, CAD, code, a PDF plan set, STL files, a book chapter, an online lesson, a Workshop challenge, social content, and a lecture. Documentation should be designed into the project workflow so these secondary assets are easy to capture.

Marketing: Give Value Before Asking for the Sale

Gears of Resistance and free web applications form a powerful trust-building acquisition layer.

GEARS OF RESISTANCE	FREE TOOLS + FIELD INSTRUMENTS
Substack blog + podcast supported by YouTube, Twitch, Bluesky, Mastodon, Pixelfed, and Discord. Its early objective is attention, authority, story, and repeated exposure.	greenshoegarage.com/tools/ and mbparks.com/fieldinstruments provide useful software for free. They demonstrate how Green Shoe thinks and builds before a visitor ever becomes a customer.

The marketing progression

Gears says: "Here is how we think." The tools say: "Here is something useful we built." MMSTC says: "We can teach you." Consulting says: "We can help your organization improve." GSG says: "Or we can design and build it for you."

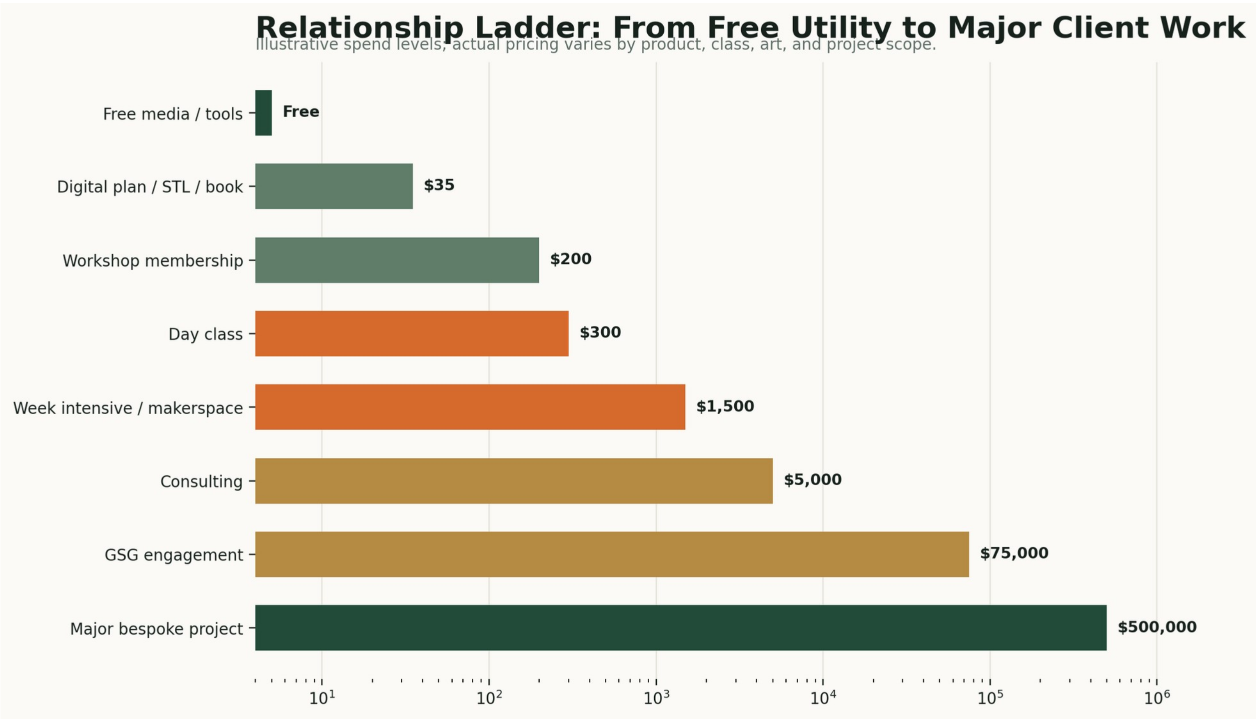
> **KEY MARKETING IDEA**
>
> The free software is proof-of-capability marketing. A useful Field Instrument can be more persuasive than a brochure because a potential client can directly experience Green Shoe's engineering, systems thinking, usability, documentation, and practical problem-solving.

Primary public entry points: greenshoegarage.com/tools/ • mbparks.com/fieldinstruments

13 / FROM FREE TO FLAGSHIP

The Customer Relationship Ladder

The ecosystem accommodates relationships from zero-cost discovery all the way to major institutional work.



The business does not require every free user to convert. A person can remain a reader, buy a $20 plan, take a class, become a member, or eventually become a commercial client. The strategic objective is to create many legitimate next steps without making the free experience feel like a disguised sales funnel.

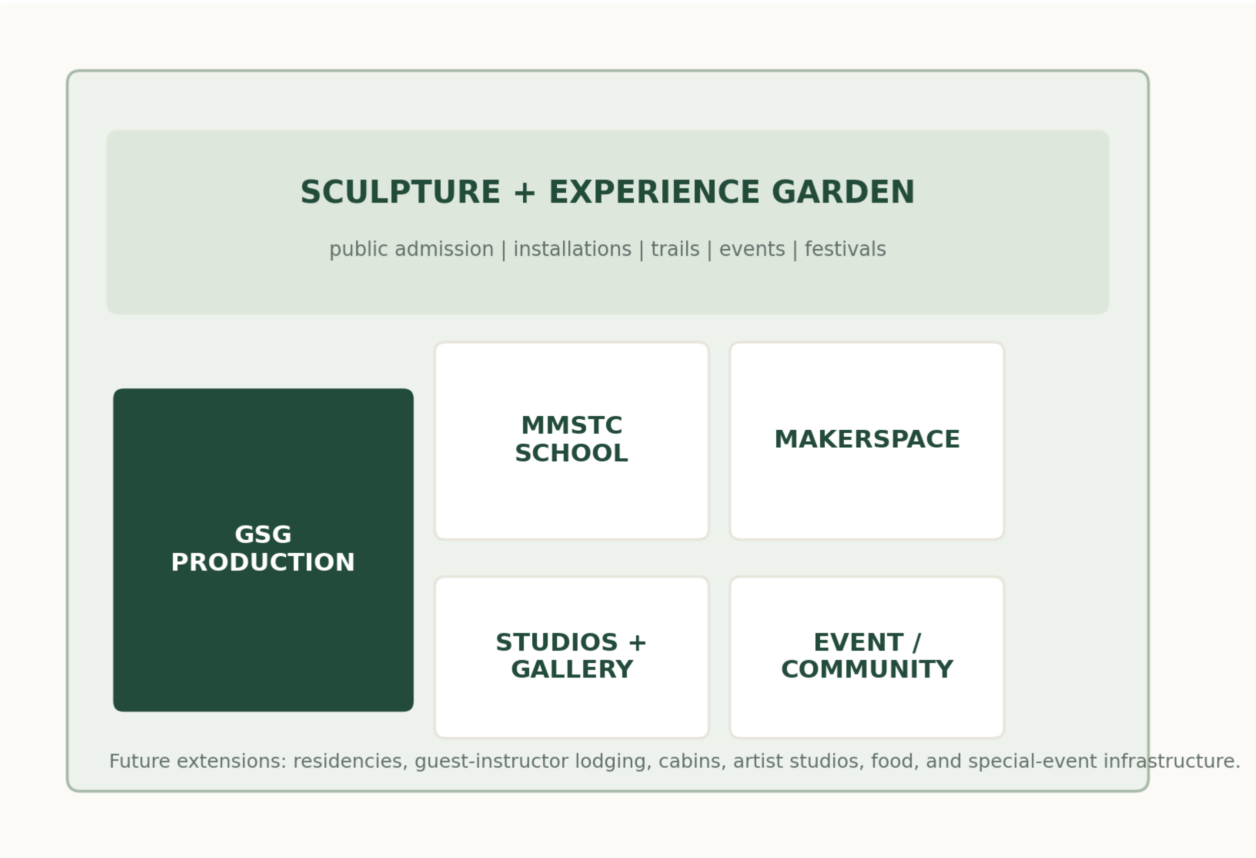
MEASUREMENT IDEA

Track source-to-outcome attribution where practical: which tools, stories, classes, events, or community interactions generate Workshop memberships, consulting inquiries, MMSTC registrations, art purchases, and GSG commercial leads.

14 / PLACE

The Physical Campus as a Long-Term Moat

Land and buildings eventually allow GSG manufacturing, MMSTC education, community, art, and destination experiences to coexist in one memorable place.



The campus should feel less like “a makerspace with some art outside” and more like a working factory, craft school, experimental-art environment, gallery, and maker pilgrimage destination. The sculpture garden inspirations - Meow Wolf, Thailand The Xperience, Annmarie Sculpture Garden, and Burning Man - point toward experiential, participatory, surprising work rather than passive decoration.

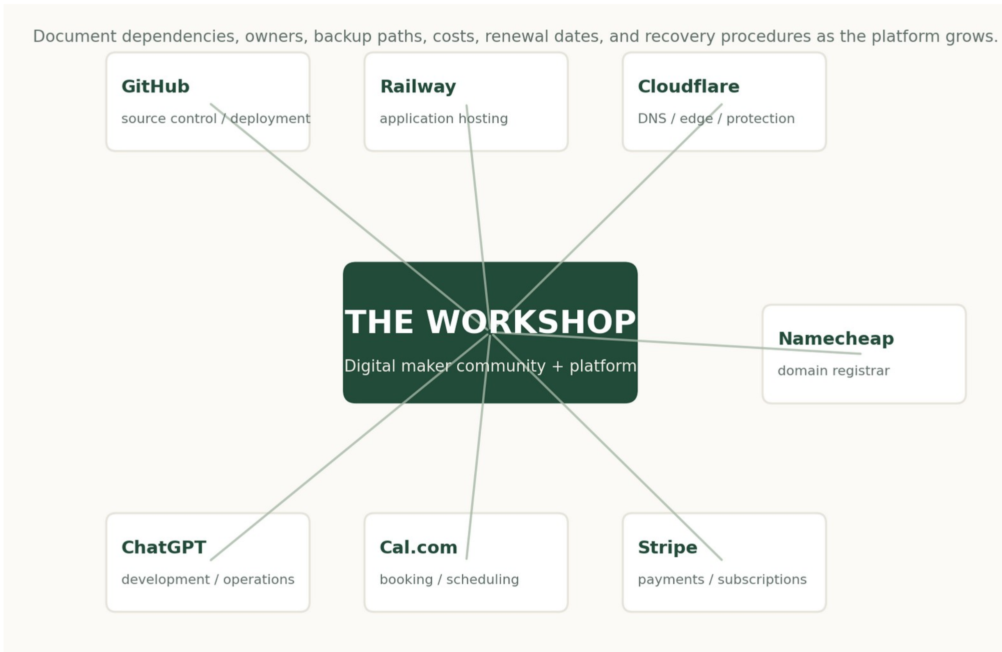
Potential campus economics

- Professional production and fabrication
- Tuition and workshops
- Makerspace memberships
- Gallery and art sales
- Public garden admission
- Special events, festivals, and private rentals
- Corporate retreats and team programs
- Residencies and guest-instructor programming
- Eventually lodging, food, or other destination services

15 / DIGITAL OPERATIONS

THE WORKSHOP: Operating Infrastructure

The web platform depends on a small set of external services that should be treated as business-critical infrastructure rather than informal accounts.



Current service register

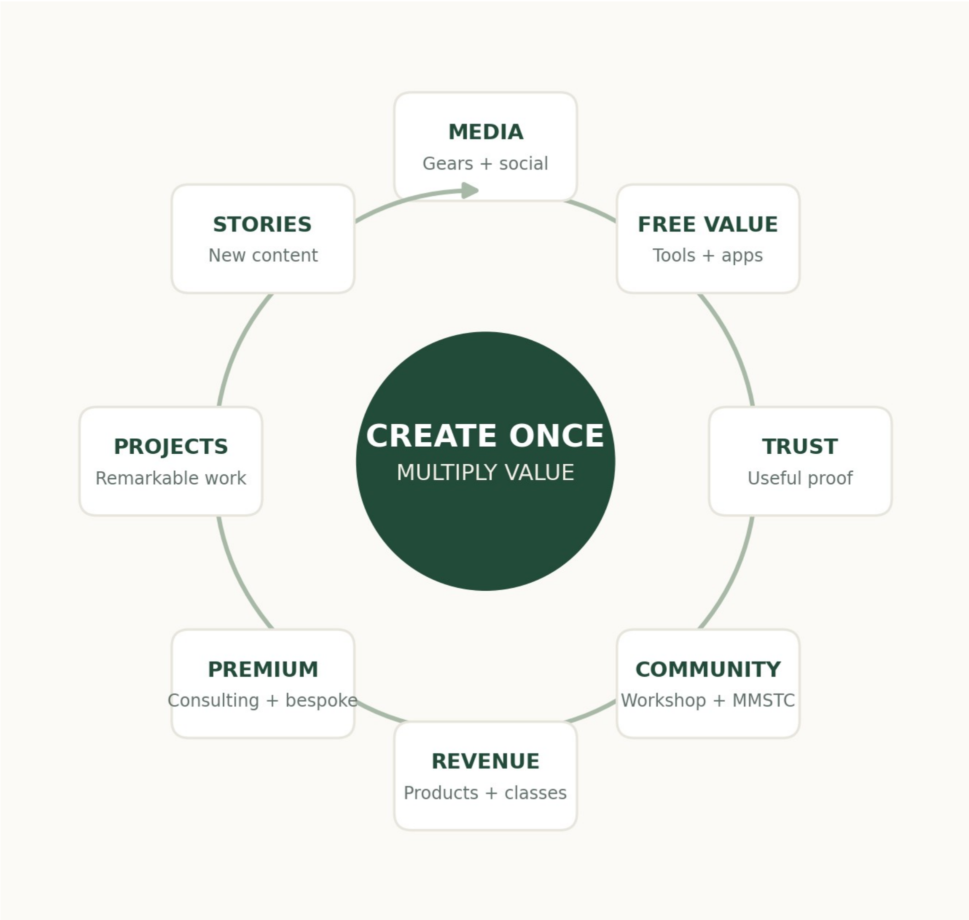
SERVICE	BUSINESS ROLE	CRITICALITY
Railway	Application hosting / infrastructure	Critical
GitHub	Source control, versioning, deployment workflow	Critical
Cloudflare	DNS, edge services, security / delivery	Critical
Namecheap	Domain registration	High
Stripe	Payments and subscriptions	Critical
Cal.com	Scheduling and bookings	High
ChatGPT	Development, content, and operational assistance	Important

As the platform grows, extend this register with account owner, cost, renewal date, credential owner, data export/backup method, recovery procedure, failure impact, and alternative provider.

16 / HOW THE SYSTEM COMPOUNDS

The Green Shoe Flywheel

The goal is to make each activity generate inputs for the others rather than operating every line as a standalone business.



Example: one kinetic sculpture commission

- GSG earns revenue designing and fabricating the piece.
- Gears documents the build through articles, video, podcast, and social posts.
- The engineering process inspires a free Field Instrument or browser tool.
- MMSTC turns part of the process into a kinetic-sculpture course.
- THE WORKSHOP runs a related challenge and community project.
- Selected geometry becomes a plan set, STL package, or textbook example.
- Green Shoe Studios creates a smaller artist-led edition or related work.
- The finished piece or derivative can inspire a future campus installation.

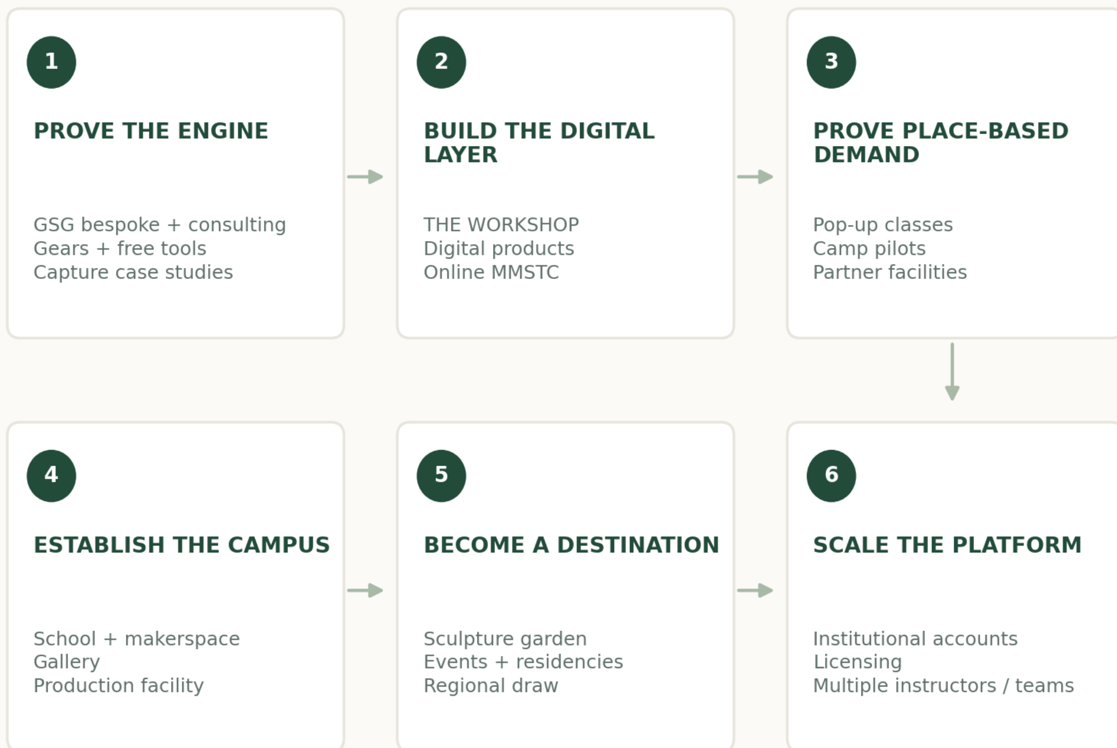
OPERATING PRINCIPLE

Documentation is not an afterthought. Capture drawings, photographs, code, lessons learned, decisions, experiments, and reusable methods while the work happens. That material becomes the raw input for media, education, software, and IP.

17 / BUILD IN THE RIGHT ORDER

Strategic Growth Sequence

The capital-intensive pieces should follow proven demand rather than lead it.



Sequence is strategic, not calendar-specific: prove demand before making the most capital-intensive commitments.

Why this sequence matters

The earliest phases maximize activities that can be proven with modest capital: premium client work, consulting, media, free tools, digital products, and pop-up education. The physical campus should arrive after MMSTC, makerspace demand, and regional destination interest are demonstrated. This preserves flexibility during the transition from Navy retirement into full-time ownership.

18 / WHAT TO MEASURE

Management Dashboard

A diversified ecosystem needs a small number of cross-business metrics so individual projects do not obscure whether the overall system is getting stronger.

BUSINESS	CORE METRICS
GSG	Qualified pipeline; average project value; gross margin; backlog; repeat/referral rate; concentration by client.
Consulting	Sessions booked; conversion to follow-on engagements; revenue per founder hour; client outcomes.
MMSTC	Seats offered; fill rate; contribution margin per class; repeat students; waitlists; instructor utilization.
THE WORKSHOP	Active free users; paid conversion; MRR/ARR; churn; engagement; organizational accounts.
Makerspace	Active members; retention; capacity utilization; certification completion; ancillary spend.
Digital products	Revenue by SKU; conversion; repeat purchases; license mix; top evergreen assets.
Studios / gallery	Artwork sell-through; average sale price; commissions; exhibition attendance; collector repeat rate.
Garden / events	Paid visits; membership; event yield; revenue per visitor; repeat attendance.
Media / tools	Reach; returning users; newsletter growth; tool-to-member conversion; qualified leads per 1,000 users.

ONE USEFUL NORTH-STAR METRIC

Consider tracking ecosystem revenue per engaged person alongside traditional business-line KPIs. It captures the central thesis: Green Shoe can serve the same person or institution through media, tools, products, classes, membership, consulting, art, and major projects over time.

Strategic Guardrails & Closing Vision

Growth should expand Green Shoe's capacity to make remarkable work - not turn the organization into a generic volume business.

Key risks to manage

- Founder bottleneck: too many business lines can become too many jobs unless teams, instructors, documented processes, and productized offerings progressively absorb load.
- Capital intensity: land, buildings, shop equipment, and public destination infrastructure can consume cash quickly; prove demand before committing.
- Brand sprawl: keep clear roles for GSG, Green Shoe Studios, MMSTC, THE WORKSHOP, and Gears of Resistance while maintaining one coherent worldview.
- Service dependencies: document and back up the web-services stack so no SaaS account becomes an undocumented single point of failure.
- Revenue quality: prefer profitable, repeatable work over vanity revenue; measure contribution margin, capacity, and founder time.
- Community trust: free tools and media should remain genuinely useful rather than becoming disguised advertising.

The long-term picture

Green Shoe can become a rare kind of company: a profitable professional design-and-fabrication business, a maker school, a software and knowledge publisher, an art studio and gallery, a media platform, a membership community, and a physical cultural destination - all unified by tradigital craftsmanship.

> **THE VISION**
> A person might first encounter Green Shoe through a free Field Instrument or a Gears of Resistance video, buy a design plan, join THE WORKSHOP, take a class, become a makerspace member, visit the sculpture garden, purchase art, bring a team for consulting, and eventually hire GSG for a major project. Each step is valuable on its own; together they form a compounding ecosystem.

Core strategic mantra

CREATE • ADVISE • TEACH • ENABLE • TOOL • GATHER • EXHIBIT • TELL THE STORY

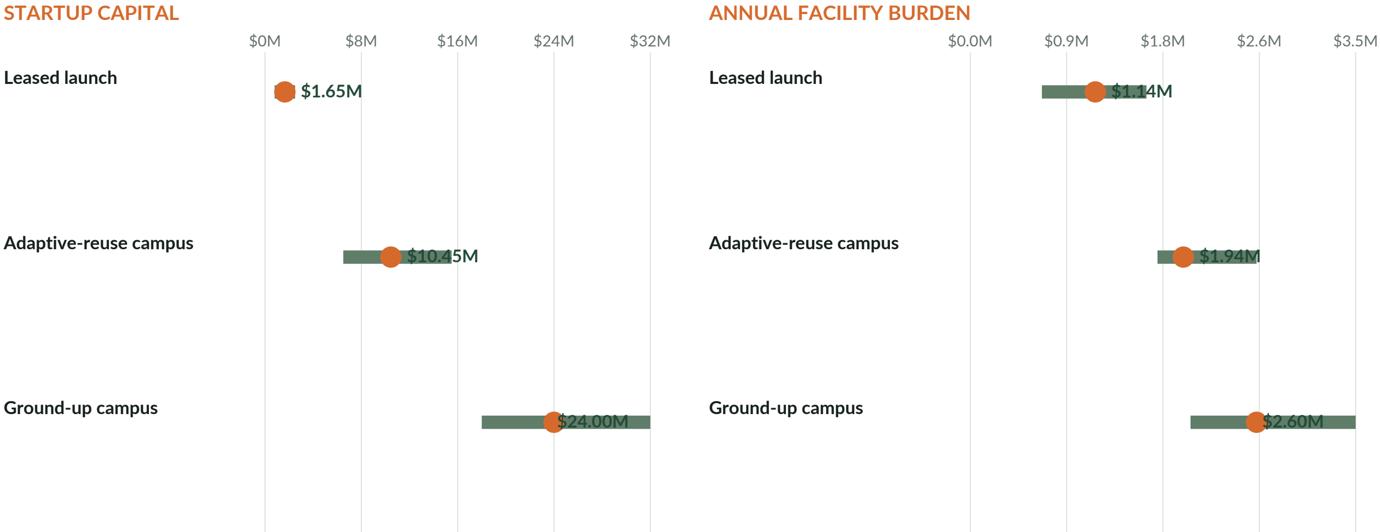
GREEN SHOE GARAGE

Tradigital craftsmanship as a business, a school, a community, and a place.

20 / FACILITIES ECONOMICS

The Cost of Making Place

A rollup of the startup capital, annual facility burden, staffing and reserves implied by moving from flexible space to a permanent Green Shoe / MMSTC campus.



BASE PLANNING VIEW

A leased launch is modeled at $1.65M to open and $1.14M per year in facility burden. An adaptive-reuse campus is modeled at $10.45M to acquire and open, plus $1.94M per year before debt service.

WHY RANGES MATTER

Building condition, change-of-use requirements, electrical capacity, fire protection, site drainage, public-assembly use and insurance can move these numbers dramatically. Site-specific quotes must replace this model before a purchase or lease.

WHAT THE ANNUAL FACILITY BURDEN INCLUDES

- occupancy or property costs
- utilities, insurance and compliance
- maintenance, custodial and grounds
- facility operations staff
- IT, access control and security
- capital renewal reserve

Excluded: direct GSG project labor and materials, instructors, program staff, inventory, owner compensation, taxes on business income and lodging expansion.

21 / FACILITY PROGRAM

What the Campus Contains

The cost model assumes an integrated but still disciplined physical program: enough room to manufacture, teach, gather, exhibit and host the public without pretending the first campus is the final campus.

ILLUSTRATIVE 25,000-SQUARE-FOOT BUILDING PROGRAM

BUILDING PROGRAM

12,000 sf	GSG production, assembly, loading, storage and project staging
8,000 sf	MMSTC classrooms, shared shops and membership makerspace
3,000 sf	Green Shoe Studios, gallery, art storage and retail
2,000 sf	Office, receiving, restrooms, circulation and support

SITE PROGRAM / APPROX. 15 ACRES

PUBLIC CORE
parking, arrival, gallery, class access and event support

GARDEN
sculpture, trails, lighting, wayfinding and maintenance access

WORKING YARD
deliveries, material storage, outdoor fabrication and staging

GROWTH RESERVE
future studios, residences, lodging or additional exhibit space

COST-DRIVING INFRASTRUCTURE

POWER
three-phase service, distribution and machine loads

AIR + DUST
compressed air, dust collection, fume and welding extraction

LIFE SAFETY
sprinklers, alarms, fire separation, egress and public occupancy

ACCESS
ADA routes, restrooms, parking, loading and secure member access

SITE
stormwater, drainage, roads, parking, lighting and utilities

CLIMATE
different temperature and humidity needs for shops, classes, art and storage

Planning assumption: adaptive reuse of an existing light-industrial or institutional building. Ground-up construction is shown separately because it is a materially different capital project.

22 / LEASED LAUNCH

Leased Facility: Startup & Annual Cost

A leased launch lowers the real-estate commitment, but it does not eliminate the cost of making a building safe, code-compliant, teachable and production-ready.

BASE STARTUP
$1.65M
planning range: $0.8M-$2.5M

BASE ANNUAL
$1.14M
facility burden before direct labor

REVENUE TO COVER
$2.06M
at 55% contribution margin

STARTUP CAPITAL — BASE CASE

Category	Cost
Deposit, predevelopment & professional fees	$100K
Code / ADA / fire / general build-out	$300K
Shop power, ventilation, dust & compressed air	$275K
Equipment move, installation & supplemental tools	$350K
Classroom, gallery & office fit-out	$125K
IT, security, access control & AV	$75K
Permits, safety & environmental preparation	$60K
Opening inventory, signage & launch	$65K
Contingency + opening working capital	$300K
TOTAL	**$1.65M**

OPERATING REALITY

This is not merely rent. A public-facing workshop requires staffing, maintenance, safety, security, cleaning, waste handling and continuous reinvestment.

ANNUAL FACILITY BUDGET — BASE CASE

Category	Annual
Rent, CAM & property pass-through	$300K
Utilities	$125K
Insurance	$85K
Maintenance & repair	$95K
Janitorial, waste, pest & snow	$65K
IT, security, telecom & software	$55K
Facility operations staffing	$330K
Parking, grounds & site supplies	$30K
Compliance, professional & community launch	$50K
TOTAL	**$1.14M**

BEST USE

Use the lease period to prove utilization, class demand, member retention, loading patterns and the real space mix before purchasing a campus.

23 / OWNED CAMPUS CAPITAL

Adaptive-Reuse Campus: Capital Required

The base case assumes the purchase and conversion of an existing 25,000-square-foot building on roughly 15 acres. It does not assume ground-up construction.

PLANNING RANGE	BASE CASE	GROUND-UP RANGE
$6.5M-$15.5M	**$10.45M**	**$18M-$32M**
adaptive reuse	acquire + open	highly site-specific

BASE-CASE CAPITAL ROLLUP

Land acquisition	$600K
Existing building acquisition	$2.50M
Due diligence, design, engineering & legal	$350K
Renovation, code, ADA, fire & envelope	$1.50M
Shop utilities and production infrastructure	$700K
Equipment move, expansion & installation	$1.20M
Classroom, makerspace & gallery fit-out	$400K
Sitework, parking, drainage & utility extensions	$1.00M
Garden, trails, lighting & initial installations	$800K
IT, security, access control & AV	$150K
Permits, launch & opening inventory	$150K
Contingency + opening working capital	$1.10M

LARGEST RISK: THE BUILDING

A cheap building can become an expensive project when the roof, envelope, sprinklers, power, accessibility, hazardous materials or public-assembly classification are deficient.

CAPITAL DISCIPLINE

The base includes $1.10M of contingency and opening working capital. A formal estimate should still carry design development, escalation and owner contingency separately.

24 / OWNED CAMPUS OPERATIONS

Annual Cost of Operating the Campus

Owning eliminates rent but not occupancy cost. A destination campus creates recurring obligations for the building, grounds, visitors, equipment, public safety and capital renewal.

■	**Staff**	$0.50M
■	**Building + site**	$0.94M
■	**Utilities + tech**	$0.26M
■	**Reserve + admin**	$0.24M

ILLUSTRATIVE FINANCING

$0.60M

annual debt service on $6.5M financed for 20 years at 7%; this is a scenario calculation, not a lender quote.

ANNUAL FACILITY OPERATING BUDGET — BASE CASE

Operating category	Annual
Property taxes & assessments	$100K
Utilities	$180K
Insurance	$150K
Maintenance & repair	$220K
Grounds, garden & trails	$160K
Janitorial, waste, pest & snow	$85K
IT, security, telecom & software	$75K
Facility operations staff	$500K
Visitor, event safety & parking support	$100K
Vehicles, equipment & site supplies	$80K
Marketing & public-program support	$75K
Professional, permits & compliance	$60K
Capital renewal reserve	$150K
TOTAL BEFORE DEBT	**$1.94M**
TOTAL WITH ILLUSTRATIVE DEBT	**$2.54M**

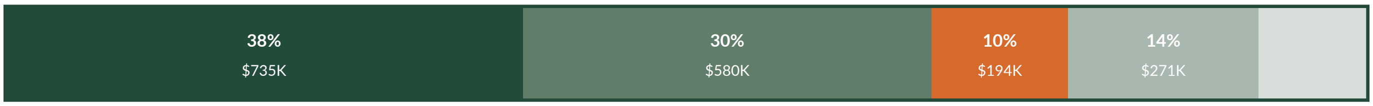
Direct fabrication labor, instructors, project materials, class consumables and program staffing belong in the operating budgets of the revenue-producing business lines, not in this facility rollup.

25 / FACILITY ECONOMICS

Which Business Lines Carry the Facility?

Shared costs should be deliberately allocated. Otherwise the bespoke shop may quietly subsidize public programming, or the school may appear healthier than it really is.

ILLUSTRATIVE ALLOCATION OF $1.935M ANNUAL FACILITY OPEX



Business line	Allocation	Annual facility share
GSG fabrication	38%	$735K
MMSTC + makerspace	30%	$580K
Green Shoe Studios + gallery	10%	$194K
Sculpture garden + events	14%	$271K
Shared admin + common space	8%	$155K
TOTAL	100%	$1.94M

REVENUE REQUIRED TO COVER FIXED FACILITY BURDEN

Blended contribution margin	Opex only	Opex + illustrative debt
45%	$4.30M	$5.64M
55%	$3.52M	$4.62M
65%	$2.98M	$3.91M

6-MONTH OPEX RESERVE
$0.97M
before debt service

12-MONTH OPEX RESERVE
$1.94M
before debt service

6-MONTH CASH BURDEN
$1.27M
including scenario debt

MANAGEMENT RULE

Maintain separate P&Ls for GSG production, MMSTC, makerspace, Studios/gallery and garden/events. Allocate common costs using a mix of occupied square feet, operating hours, utility intensity, public access and staff time.

26 / CAPITAL SEQUENCE

Build the Place in Gates, Not Leaps

The physical campus should follow proven demand. Each phase should unlock the next only after utilization, backlog and recurring revenue demonstrate that space has become the constraint.

0

DISTRIBUTED / POP-UP

STARTUP: $50K-$250K **ANNUAL: $80K-$250K**

Use partners, rented classrooms and temporary event sites.

1

LEASED LAUNCH / 8K-12K SF

STARTUP: $750K-$1.5M **ANNUAL: $450K-$800K**

Prove classes, member demand, workflow and public programming.

2

INTEGRATED LEASE / 15K-20K SF

STARTUP: $1.2M-$2.5M **ANNUAL: $800K-$1.4M**

Combine production, instruction, gallery and a real makerspace.

3

OWNED ADAPTIVE-REUSE CAMPUS

STARTUP: $6.5M-$15.5M **ANNUAL: $1.7M-$2.6M***

Own land and buildings only after demand is already constraining growth.

4

DESTINATION EXPANSION

STARTUP: +$2M-$8M **ANNUAL: +$300K-$1.0M**

Mature sculpture garden, event infrastructure, residences or lodging.

CAPITAL GATES BEFORE AN OWNED CAMPUS

- 12+ months of booked GSG work or equivalent demand visibility
- MMSTC classes consistently exceed 65% seat utilization
- six to twelve months of facility cash reserve remains after closing
- recurring revenue covers at least 35% of fixed facility overhead
- makerspace membership and retention are proven in leased space
- site due diligence confirms zoning, utilities, fire, access and environmental feasibility

DO NOT BUY A CAMPUS TO PROVE DEMAND. BUY IT BECAUSE PROVEN DEMAND IS CONSTRAINING GROWTH.

27 / COST MODEL NOTES

From Planning Model to Bankable Budget

This section is intentionally more realistic than precise. The next step is to replace each assumption with local evidence, professional inspections and vendor quotes.

DUE-DILIGENCE WORKSTREAMS

REAL ESTATE

Broker opinion, comparable sales and lease terms; property tax history.

ZONING + USE

Manufacturing, school, makerspace, gallery, event and outdoor-installation permissions.

BUILDING

Roof, structure, envelope, accessibility, fire protection, hazardous materials and loading.

UTILITIES

Three-phase power, demand charges, gas, water, sewer, broadband and backup power.

SITE + CIVIL

Parking, access, stormwater, drainage, trails, lighting, snow and public-event circulation.

INSURANCE

Property, general liability, professional liability, classes, youth programs, events and art.

OPERATIONS

Staffing plan, hours, security, cleaning, waste, maintenance and capital-renewal schedule.

FINANCING

Equity, debt, grants, donor support, public incentives, covenants and reserve requirements.

CURRENT BENCHMARK CONTEXT

Turner Construction reported its national nonresidential Building Cost Index up 5.15% year over year in Q2 2026. Gordian continues to report material, labor and procurement volatility in its Q2 2026 Construction Cost Insights. EIA data provide current electricity-price context, while BLS OEWS data provide staffing-wage benchmarks. These sources support the need for ranges and escalation allowances; none replaces local quotes.

Sources: Turner Construction Q2 2026; Gordian Q2 2026; U.S. EIA; U.S. BLS May 2025 OEWS.

VERSION-INTEGRITY NOTE

Version 1.2 preserves the original twenty-page strategic report as the base document. The original pages remain intact except for the requested logo placement and version stamp; this facilities section is appended as pages 21-28 rather than replacing the original design and analysis.

28 / INVESTOR READINESS

Investor Readiness & Business Fact Book

A confidential working appendix that converts the strategic vision into a disciplined evidence framework for the owner, lenders, strategic partners, and potential investors.

WHAT THIS APPENDIX DOES

Separates operating facts from future ambitions; identifies the financial, legal, market, team, risk, and transaction information still required; and creates a disciplined path toward an investment-ready package.

IMPORTANT

This appendix is not an offering memorandum and does not invent missing company data. Every blank or “data required” field must be replaced with verified information before external circulation.

APPENDIX CONTENTS

- Current-state evidence and business-line status
- Public proof, company fact sheet, founder and team
- Historical financials, unit economics and five-year model
- Markets, competition, sales, traction and case studies
- Organization, operating system, entities, IP and risk
- Capital strategy, funding request, investor return and downside
- Data room, 90-day readiness plan and investment scorecard

29 / EVIDENCE BEFORE CAPITAL

From Vision to Verifiable Company

The existing report communicates the opportunity. Investment readiness requires a second layer: current facts, reproducible economics, documented controls, and specific transaction terms.

THE CORE DISTINCTION

Vision explains what Green Shoe can become. Evidence shows what exists, what customers already pay for, what it costs to deliver, who owns the assets, how capital will be used, and how an investor can receive a return.

EVIDENCE LABELS FOR THE NEXT REVISION

VERIFIED PUBLIC
Publicly visible and sourceable

FOUNDER-PROVIDED
Provided by owner; supporting record still needed

DATA REQUIRED
No verified value in the current report

ILLUSTRATIVE
Planning scenario, not a forecast

BUSINESS-LINE STATUS REGISTER

Business line	Status described by founder	Economic role	Evidence still required
GSG bespoke design / engineering / fabrication	Operating	Primary high-value revenue engine	3–5 years of revenue, margins, backlog, pipeline, case studies
$5,000 three-hour consulting	Operating offer	High-margin advisory and lead qualification	Bookings, conversion, client outcomes, follow-on revenue
Green Shoe Studios + gallery + Shopify	Operating	Original art, commissions, collector relationships	Sales history, inventory, average sale, commissions, sell-through
Etsy plans / STL files / textbooks	Operating	Scalable digital IP	Sales, catalog, reviews, conversion, margin, licensing rights
RedBubble merchandise	Operating	Brand extension / ancillary revenue	Sales, royalty rate, best sellers, channel economics
Gears of Resistance	Operating	Audience and narrative engine	Subscribers, downloads, watch time, reach, conversion attribution
Free GSG tools + Field Instruments	Operating	Proof-of-capability and top-of-funnel	Users, repeat use, search traffic, signups, leads, maintenance burden
THE WORKSHOP	Building / validating	Recurring digital community and learning platform	Registered users, paid users, MRR, churn, engagement, cost to serve
MMSTC courses	Planned / pilot stage	Education and future campus demand	Paid pilots, seat fill, contribution margin, instructor capacity
Maker Summer Camp	Planned	Youth education and community pipeline	Demand study, pilot enrollment, safeguarding plan, unit economics
Subscription makerspace	Planned	Recurring place-based membership	Deposits / waitlist, capacity, utilization, insurance, staffing model
Sculpture garden + public weekends	Long-term planned	Destination, admissions, events, brand moat	Site study, attendance model, permitting, operating and maintenance plan
Owned campus / manufacturing facility	Long-term planned	Production capacity, school, asset ownership	Site criteria, financing, zoning, utilization, phased capital plan

What Is Already Visible to the Market

The public footprint already supports a credible operating story. The next step is to reconcile public claims with internal records and remove inconsistencies before diligence.

2012
Public founding year

SDVOSB
Public veteran-owned status

6
Free toolkit categories

116
Tools-page entries

GLOBAL
Clients across continents

PUBLICLY PRESENTED CAPABILITY

- Integrated execution: mechanical, electrical / electronics, embedded firmware, web / mobile software, traditional craft and digital fabrication under one roof.
- Client range: public materials describe work for Fortune 500 companies, universities, museums, small businesses, nonprofits, startups and solo entrepreneurs.
- Open and local-first tool portfolio: free browser toolkits are presented as single-file applications with no account, server or upload requirement.
- Public project examples: TANKFULL at CES, an open-source smart greenhouse, Healthy Spaces environmental monitoring, emergency face-shield production, Gerber tooling, and a growing Field Instruments series.

COMPANY FACT SHEET — VERIFIED VS. REQUIRED

Item	Current documented statement	Evidence / action required
Trade names	Green Shoe Garage; Green Shoe Studios; MMSTC; THE WORKSHOP; Gears of Resistance	Confirm registrations, DBAs and which legal entity owns each brand
Headquarters / current shop	Cumberland, Maryland; current main site lists 215 Park Street #117	Confirm lease / occupancy rights and reconcile any legacy addresses on older pages
Business status	Veteran-owned; public site uses SDVOSB	Place current certification and expiration / renewal evidence in data room
Primary classification	Public site lists NAICS 541330 and additional service classifications	Confirm SAM.gov, UEI, state registrations and procurement profiles
Legal entity / ownership	Not defined in this report	Articles, operating agreement, cap table, ownership percentages, debt and liens
Professional credentials	Founder is a licensed Professional Engineer	License jurisdiction / number, status, professional-liability coverage
Staff and contractors	Not defined	Roster, roles, compensation, contractor agreements and IP assignments
Insurance / compliance	Not defined	General, professional, product, cyber, workers' compensation, property, youth / event coverage
Accounting / tax	Not defined	Accounting basis, fiscal year, tax returns, financial statements, credit and debt schedule

PUBLIC-INFORMATION HYGIENE

Before an investor or lender reviews the business, reconcile legacy addresses, public pricing, service descriptions, legal names and contact information across every website, store, scheduling page, social profile and proposal template. Inconsistency is small operationally but costly to trust during diligence.

Public-source note: Green Shoe Garage home, services, "We Make Cool Things," tools, contact and hiring pages; Gears of Resistance / Field Instruments posts. Public statements should be matched to internal evidence.

31 / FOUNDER + LEADERSHIP

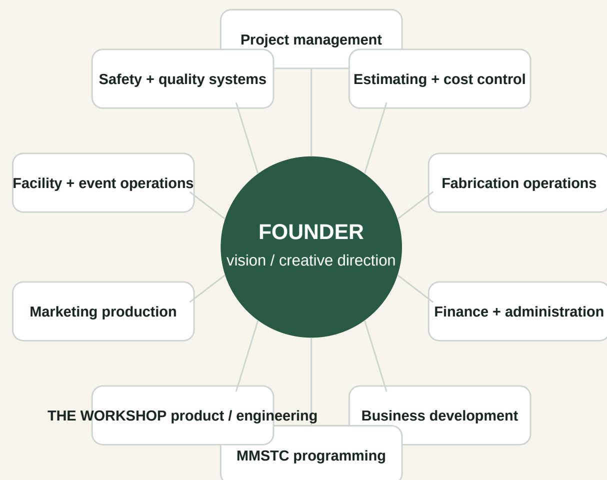
The Founder Is the Current Moat — and the Current Constraint

An investor is initially underwriting the founder’s multidisciplinary judgment, credibility and network. The company becomes more valuable when that capability is converted into teams, systems, curriculum, IP and repeatable delivery.

FOUNDER INVESTMENT CASE

- Licensed Professional Engineer with multidisciplinary mechanical, electrical, electronics, software and fabrication experience.
- Approximately 25 years of Navy service and leadership experience, plus small-business ownership since 2012.
- Ability to connect concept development, rigorous engineering, traditional craft, digital fabrication, embedded systems and software.
- Existing public portfolio, media voice, educational potential, open-source tool practice and relationships across commercial and institutional markets.
- Distinctive founder-market fit for “tradigital craftsmanship” rather than a generic fabrication or consulting brand.

WHAT MUST BECOME INSTITUTIONAL



LEADERSHIP AND SUCCESSION EVIDENCE REQUIRED

Question	Investor-ready answer must include
Who leads each business line today?	Named owner, weekly time allocation, decision authority and backup person
What happens when the founder retires from the Navy?	Documented availability, compensation, benefits transition, calendar and first-year priorities
Which hires come first?	Role description, trigger, fully loaded cost, recruiting source and first-year output
Can the business operate without the founder for 30–90 days?	Delegations, account access, client continuity, key-person insurance and emergency plan
How will creative control coexist with investor governance?	Reserved founder matters, board / observer rights, reporting cadence and conflict process
What capabilities should never be delegated?	Founder’s enduring role as CEO, creative director, technical authority, teacher or other defined combination

OWNER’S MANAGEMENT PRIORITY

The first scaling objective is not “hire many people.” It is to document the founder’s recurring decisions, identify the work that creates disproportionate value, and progressively transfer everything else to named owners with measurable outputs.

32 / HISTORICAL FINANCIAL EVIDENCE

Show the Business That Exists Before Forecasting the Business to Come

The current report contains mature-state revenue scenarios but no historical operating baseline. A serious financing package begins with reconciled actuals, segment economics, backlog and cash requirements.

EXTERNAL CIRCULATION GATE

Replace every blank below with reconciled actual data, an explicit "not applicable," or a documented explanation. Do not silently omit weak years, owner contributions, related-party expenses or one-time costs.

Consolidated financial evidence	2023 actual	2024 actual	2025 actual	2026 YTD / forecast
Revenue	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Direct materials / subcontractors / COGS	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Gross profit and gross margin	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Payroll and owner compensation	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Other operating expense	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
EBITDA / operating income	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Cash from operations	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Ending cash	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Debt / equipment obligations	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Contracted backlog at period end	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL
Owner cash contributed / withdrawn	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL	ENTER ACTUAL

SEGMENT PERFORMANCE

Business line	Revenue	Gross profit	Contribution profit	Cash collection profile	Source record
GSG bespoke	ENTER	ENTER	ENTER	Deposits / milestones / final payment	Job-costing + invoices
Consulting	ENTER	ENTER	ENTER	Prepaid / booked session	Cal.com + Stripe / invoices
Etsy digital products	ENTER	ENTER	ENTER	Marketplace settlement	Etsy statements
Green Shoe Studios / Shopify	ENTER	ENTER	ENTER	Store / commission schedule	Shopify + inventory records
RedBubble	ENTER	ENTER	ENTER	Royalty settlement	Platform statements
THE WORKSHOP	ENTER	ENTER	ENTER	Monthly / annual subscription	Stripe + platform database
Gears / media	ENTER	ENTER	ENTER	Subscription / sponsorship / indirect	Substack + sponsors
Classes / events	ENTER	ENTER	ENTER	Registration before delivery	Ticketing / payment system

FINANCIAL RECORDS PACK

Tax returns, general ledger, bank statements, accounts receivable / payable aging, debt schedule, fixed-asset register, payroll records, store statements and job-level cost reports.

NORMALIZATION WORK

Separate personal or related-party items, normalize owner pay, identify one-time expenses, reconcile cash to statements, and explain any changes in accounting method or entity structure.

33 / BOTTOM-UP ECONOMICS

Every Revenue Target Needs an Operating Equation

Top-down targets are useful for vision. Investment decisions require a bottom-up model that connects volume, price, capacity, cost, working capital and delivery risk for each line.

GSG BESPOKE

Projects × average contract value × win / delivery probability

Track: direct labor, materials, subcontractors, freight, travel, rework, warranty, deposit timing, cost-to-complete.

CONSULTING

Sessions × $5,000 + follow-on engagements

Track: sales time, prep, delivery, follow-up, conversion to larger work, founder capacity and refund / reschedule policy.

MMSTC

Courses × seats × fill rate × tuition

Track: instructor pay, materials, marketing, payment fees, cancellations, admin time, room capacity and allocated facility cost.

THE WORKSHOP

Average paying members × ARPU × 12

Track: conversion, churn, retention, support, moderation, hosting, development, payment fees and content production.

MAKERSPACE

Members × monthly fee + storage + day passes + materials

Track: capacity, member / machine ratio, open hours, supervision, maintenance, consumables, insurance and incident cost.

DIGITAL IP

Products × monthly unit sales × net price

Track: marketplace fees, refunds, update burden, support, licensing tier, piracy risk and creator / contractor rights.

STUDIOS + GALLERY

Works sold × average price + commissions + events

Track: inventory, fabrication cost, artist time, commissions, shipping, consignment, payment delay and sell-through.

CAMP + DESTINATION

Attendance × net revenue per visitor / camper + events

Track: staffing, safeguarding, food, supplies, security, weather, grounds, ticketing, refunds and seasonal utilization.

MODEL DISCIPLINE

For every segment, show the capacity ceiling, the staffing and facility resources required to cross each growth threshold, and the cash timing between committing cost and collecting revenue. Revenue without delivery capacity or working capital is not a viable forecast.

34 / FIVE-YEAR MODEL

Build One Integrated Model, Not Eleven Independent Dreams

Every business line should roll into a single model that shows consolidated profit, cash, balance-sheet needs, facilities commitments, debt service and investor returns under base, downside and upside cases.

ASSUMPTIONS

price, volume, conversion, capacity, margin, staffing

→

SEGMENT P&Ls

revenue, COGS, contribution, allocated overhead

→

CONSOLIDATED P&L

gross profit, operating expense, EBITDA, taxes

→

CASH FLOW + BALANCE SHEET

working capital, capex, debt, cash, assets, liabilities

→

CAPITAL + RETURNS

runway, covenants, distributions, redemption, IRR / MOIC

FIVE-YEAR OUTPUT TABLE

Model output	2026A	2027P	2028P	2029P	2030P	2031P
Revenue by segment	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Consolidated revenue	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Gross profit / margin	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Payroll / contractors	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Other operating expense	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
EBITDA / operating profit	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Capital expenditures	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Debt drawn / repaid	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Ending cash / minimum cash	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Headcount / contractor equivalents	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER
Facility footprint / utilization	ENTER	ENTER	ENTER	ENTER	ENTER	ENTER

DOWNSIDE

Slower conversion; fewer large projects; lower class / membership utilization; facility delay; cost overruns; investor capital preserved through staged commitments and stop / go gates.

BASE

Current evidence plus management-approved assumptions. This should be the operating budget, not the aspirational headline scenario.

UPSIDE

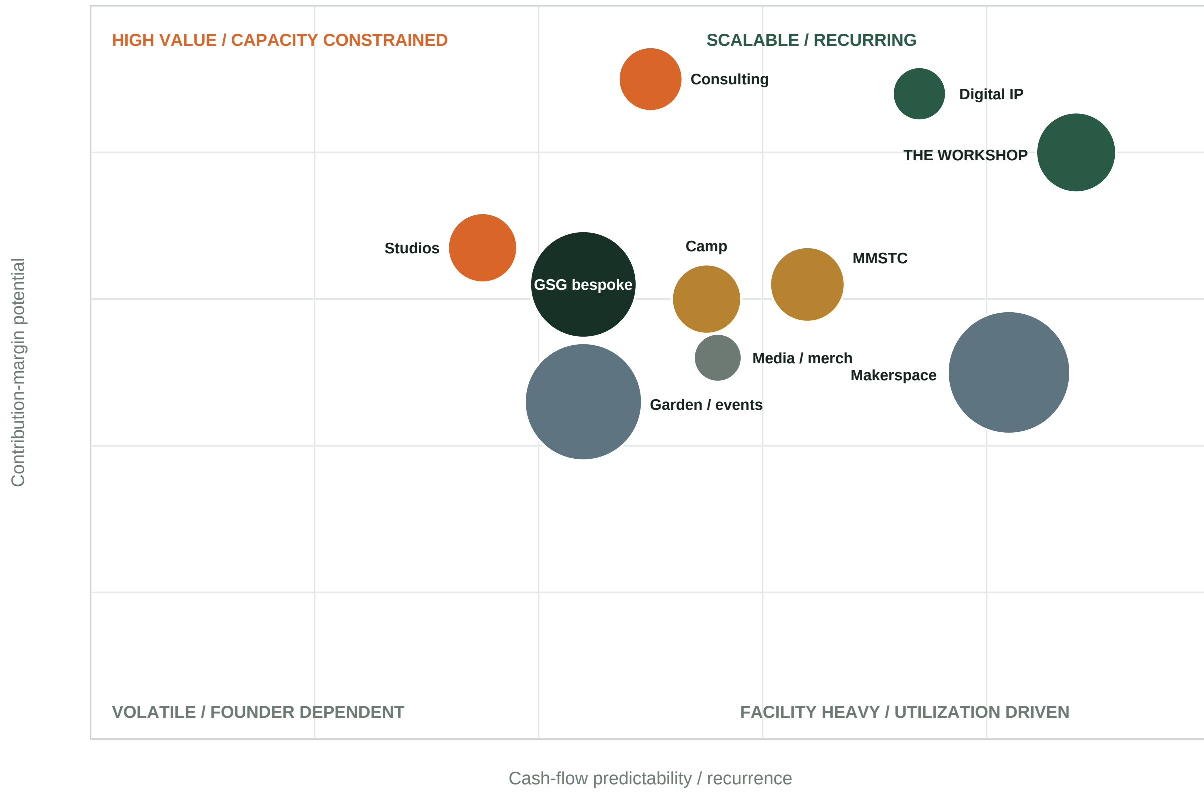
Faster high-value project growth, stronger conversion and scalable products. Show additional staffing and working capital required to actually deliver the upside.

35 / REVENUE QUALITY

Margin, Cash Predictability and Capital Intensity

A $10M portfolio is only attractive if its revenue converts to durable cash. Different Green Shoe lines have very different economics and should be managed accordingly.

Conceptual positioning only — bubble size indicates relative capital intensity; validate with actual segment margins and cash cycles.



OWNER VIEW

Use consulting and bespoke work to create cash and authority; convert recurring knowledge into digital products, curriculum and memberships; avoid loading the company with fixed facility overhead before utilization is proven.

INVESTOR VIEW

Require segment margins, cash-collection timing and capital needs. A diversified portfolio is valuable only when weak lines can be identified, paused or sold without obscuring the performance of strong lines.

THE NUMBERS THAT MATTER MOST

Gross margin by segment • contribution margin • cash conversion • working-capital days • customer concentration • recurring revenue • churn / retention • utilization • revenue per employee • revenue and contribution per square foot • return on invested capital.

Green Shoe Serves Several Markets — Each Needs Its Own Proof

The ecosystem creates multiple doors in, but it should not be evaluated as one undifferentiated market. Each segment has a different buyer, budget, sales cycle, substitute and evidence standard.

Priority market	Buyer / user	Problem being solved	Green Shoe offer	Evidence required
Institutional bespoke + experiential	Museum, architect, hospitality, corporate innovation, experience designer, public-art sponsor	A one-off physical object or installation requires integrated design, engineering and fabrication	GSG bespoke; interactive / architectural objects; art fabrication; prototypes	Target-account list, budget ranges, buying process, win rate, sales cycle, repeat / referral history
Design / engineering / fabrication businesses	Owner, CEO, operations or engineering leader	Workflow inefficiency, weak process, margin leakage, poor handoffs or underused tools	Three-hour $5K review; assessment; implementation; larger GSG program	Ideal client profile, trigger event, outcome evidence, ROI case, conversion to follow-on work
Makers + adult learners	Hobbyist, professional maker, artist, engineer, small shop	Needs accessible skills, projects, tools, community and progression	THE WORKSHOP, MMSTC, Etsy plans / STL / books, makerspace	Traffic, willingness to pay, course fill, retention, repeat purchase, geography / online reach
Families, youth, schools + employers	Parent, school, camp buyer, workforce / HR leader	Hands-on creative learning, career exposure, team development	Maker Summer Camp, school programs, corporate workshops	Demand interviews, safeguarding, pilot enrollment, partner letters, seasonal calendar, margins
Visitors, collectors + event partners	Tourist, collector, sponsor, venue partner, local resident	Memorable art experience, collectible work, event, destination weekend	Green Shoe Studios, gallery, sculpture garden, festivals, rentals	Drive-time study, tourism data, attendance pilots, average spend, event economics, membership demand

MARKET-SIZING WORK

Build TAM / SAM / SOM separately for each line. For place-based businesses, add drive-time population, tourism, school calendars, hotel capacity and competing attractions. For GSG, use a named account universe rather than a generic “global market.”

CONCENTRATION WORK

Measure revenue by client, sector and channel. Define the maximum acceptable share from any one customer, platform or project. Show how deposits, milestones and backlog reduce exposure to long enterprise sales cycles.

THE INVESTOR QUESTION

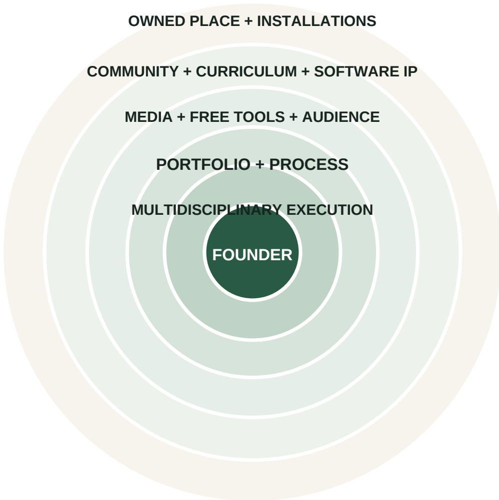
Which market can Green Shoe reach most efficiently with its current reputation, relationships and founder capacity — and which markets should wait until the operating team and facilities are ready?

37 / COMPETITION + MOAT

Defensibility Comes From the Combination, Not Any Single Feature

Every individual Green Shoe activity has competitors. The durable advantage is the accumulated system of multidisciplinary execution, trust, IP, audience, community and eventually place.

Competitive set	Typical substitute
Bespoke / fabrication	Design consultancy; engineering firm; exhibit fabricator; machine shop; art fabricator; experiential agency
Consulting	Operations consultant; engineering-management coach; specialized process consultant; peer advisor
MMSTC / camp	Craft school; community college; camp; continuing education; private instructor
THE WORKSHOP	Online course platform; maker community; YouTube; Discord; project site; maker SaaS
Makerspace	Community makerspace; college lab; shared studio; home shop; commercial prototyping service
Digital products	Etsy sellers; design repositories; textbook publishers; free open-source plans
Studio / gallery / garden	Artist studio; gallery; sculpture park; immersive attraction; festival; museum



Illustrative moat stack — value compounds as layers become documented and transferable.

MOATS ARE EARNED, NOT DECLARED

The report should prove: repeatable client acquisition; superior delivery outcomes; proprietary or well-controlled IP; recognizable brand demand; member / student retention; a difficult-to-replicate instructor and collaborator network; and property / installations that deepen destination value. Without evidence, each layer remains an aspiration.

WHAT IS ALREADY DIFFERENT

Tradigital integration across mechanical, electronics, software, art and craft; a public open/local-first tools practice; founder credibility; and a coherent create–teach–tool–gather–exhibit–tell-the-story worldview.

WHAT STILL NEEDS PROOF

Pricing power, repeatable sales, team delivery capacity, customer retention, unit economics, contractual IP ownership, utilization of paid platforms and facilities, and resilience beyond founder labor.

38 / SALES + TRACTION

Turn the Flywheel Into Measurable Conversion

The strategic flywheel is compelling. Investors will ask whether Green Shoe can repeatedly convert attention into relationships, relationships into revenue, and revenue into profitable repeat business.

ENTERPRISE / GSG

- **Named target accounts** — count
- **Introductions / inbound** — monthly
- **Qualified opportunities** — value
- **Proposals** — value + win rate
- **Contracted backlog** — months
- **Repeat / referral** — % revenue

MAKER / DIGITAL

- **Media + search visits** — monthly
- **Free tool users** — monthly
- **Email / Workshop signups** — conversion
- **Paid members / buyers** — conversion
- **Classes / memberships** — repeat
- **Lifetime relationship value** — $

DESTINATION / PLACE

- **Awareness / tourism reach** — monthly
- **Event or gallery visit** — attendance
- **Paid admission / sale** — conversion
- **Membership / class** — conversion
- **Repeat visit** — retention
- **Sponsor / group buyer** — $

TRACTION DASHBOARD — ACTUALS REQUIRED

Channel / line	Reach	Conversion	Revenue / value	Retention / quality
GSG website + referrals	Visitors / introductions	Qualified lead rate; proposal win rate	Pipeline, backlog, average project value	Repeat clients; referral share; gross margin
Free tools / Field Instruments	Monthly and returning users	Newsletter / Workshop / inquiry conversion	Attributed sales or qualified opportunities	Repeat usage; most-used tools; support burden
Gears of Resistance	Subscribers, opens, downloads, watch time, social reach	Click-through and signup conversion	Paid subscriptions, sponsors or attributed leads	Growth, engagement, audience concentration
THE WORKSHOP	Registered and monthly active users	Free-to-paid	MRR / ARR; ARPU	Churn, cohorts, engagement, support cost
Etsy / digital products	Visits, favorites, catalog size	Store conversion	Revenue, AOV, net margin	Reviews, repeat buyers, product life
Consulting	Inquiries and calendar views	Booking / close rate	Session revenue; follow-on revenue	Outcomes, referrals, implementation conversion
MMSTC / makerspace / camp	Waitlist, inquiries, registrations	Fill rate; membership close	Tuition / dues / revenue per seat	Repeat enrollment, churn, utilization
Studios / gallery / garden	Audience, visits, event attendance	Purchase / membership / return	Average sale / visitor spend	Collector repeat, event profitability, earned media

ATTRIBUTION STANDARD

Every inquiry, booking, sale and registration should record the first known source and the decisive source: referral, free tool, Gears, search, social, Etsy, Workshop, event, MMSTC or direct outreach. Without attribution, the marketing flywheel cannot be optimized or valued.

Convert Projects Into Investor-Grade Evidence

A project gallery shows creativity. A case study demonstrates execution: scope, schedule, economics, controls, client outcome, reusable IP and follow-on value.

TANKFULL AT CES

Public evidence: GSG describes launching an IoT experimentation platform at CES with partners.

Add: contract / role, partner confirmation, scope, schedule, budget range, technical contribution, outcome, testimonial, follow-on work.

OPEN-SOURCE SMART GREENHOUSE + HEALTHY SPACES

Public evidence: projects demonstrate embedded electronics, cloud/data, environmental monitoring and open-source practice.

Add: user / sponsor, build cost, technical architecture, adoption / reach, testing results, media impact, IP created and commercial relevance.

GERBER VIEWER + FIELD INSTRUMENTS

Public evidence: current GSG/Gears content demonstrates software tools, local-first design principles, open-source publication and a numbered Field Instruments portfolio.

Add: tool inventory, users, repositories, issue / contribution history, search reach, lead attribution, maintenance burden and client work generated.

CASE-STUDY STANDARD

Section	Required evidence
Client / context	Named client where permitted, sector, buyer, problem, alternatives and why Green Shoe was selected
Scope + constraints	Deliverables, interfaces, technical / artistic constraints, schedule, budget and acceptance criteria
Approach	Research, concept, design, analysis, prototypes, fabrication, software, testing and project controls
Economics	Contract value or range, direct costs, labor, gross margin, change orders, cash collection and variance to estimate
Outcome	Delivered result, measured impact, user / visitor response, client testimonial, press, awards or operational improvement
Leverage	Follow-on work, referrals, reusable process, curriculum, plans, software, content, tools or future installation
Lessons + risk	What went wrong, how it was controlled, warranty / support, and what changed in Green Shoe’s operating system

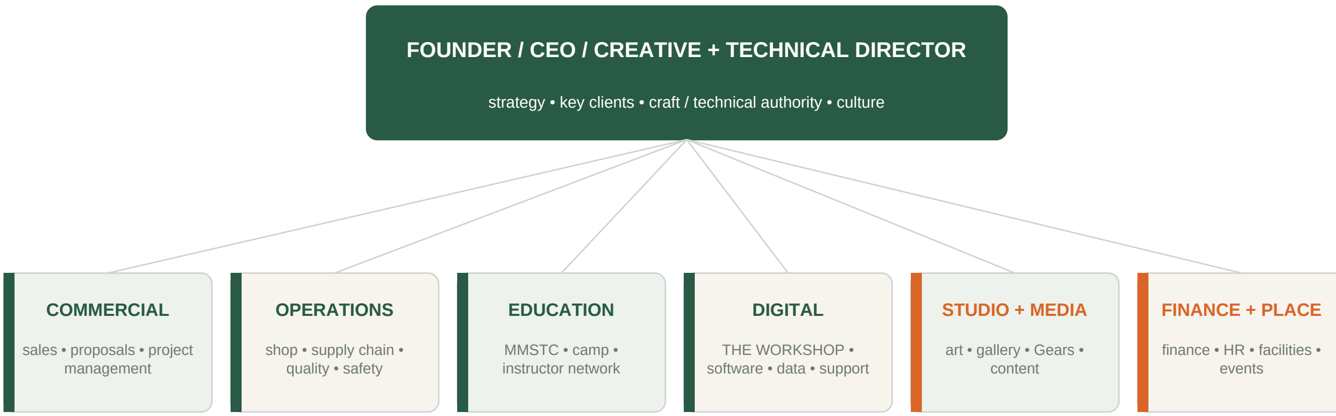
INVESTOR STANDARD

Include three to six case studies spanning at least one major client project, one multidisciplinary technical product, one software / Field Instrument asset, and one art / education / community example. Evidence should be permissioned and independently confirmable where possible.

Candidate examples are drawn from Green Shoe Garage and Gears of Resistance public materials; details must be verified before use in financing materials.

Design the Company That Can Deliver the Vision

The scale plan must show who owns each business line, when roles are added, how founder time changes, and how capacity expands without weakening quality or culture.



HIRING AND DELEGATION TRIGGERS

Role / capability	Trigger to define and approve	What success looks like
Bookkeeping / controller / admin	Immediate data-quality and reporting need	Monthly close; segment reporting; cash forecast; clean data room
Senior project manager / commercial lead	Backlog, proposal load or founder coordination burden exceeds defined threshold	On-time delivery; margin protection; change control; client communication
Shop operations lead + fabricators	Machine / floor utilization and contracted work support sustainable payroll	Throughput, safety, quality, maintenance and less founder production time
MMSTC program director + instructors	Paid pilot calendar reaches repeatable fill and contribution targets	Course calendar, instructor bench, student experience, compliance
THE WORKSHOP product / engineering lead	User or MRR threshold justifies dedicated ownership	Release cadence, uptime, retention, support and product roadmap
Business development / partnerships	Qualified pipeline must grow faster than founder-network referrals alone	Named accounts, channel partners, repeatable outreach and pipeline coverage
Facility / visitor operations director	Public campus, makerspace or garden moves from pilot to regular operation	Safe opening, utilization, events, maintenance and incident control

CAPACITY MODEL REQUIRED

For each function, show current founder hours, available contractor / staff hours, practical utilization, revenue supported, bottleneck, next hire, fully loaded cost and the specific backlog / MRR / class volume / facility milestone that triggers the hire.

41 / OPERATING SYSTEM

Make the Business Reviewable, Repeatable and Transferable

An investable company is not only a collection of offerings. It has a documented operating system that controls scope, cost, quality, safety, evidence, customer acceptance and learning.

GSG PROJECT LIFECYCLE

LEAD — QUALIFY — SCOPE — PROPOSE — CONTRACT — DESIGN — BUILD — TEST — DELIVER — CLOSE

MMSTC / CAMP PROGRAM LIFECYCLE

RESEARCH — CURRICULUM — PRICE — INSTRUCTOR — ENROLL — DELIVER — SAFETY — ASSESS — REPEAT

THE WORKSHOP PRODUCT LIFECYCLE

DISCOVER — DEFINE — BUILD — TEST — RELEASE — SUPPORT — MEASURE — IMPROVE

CONTROLLED DOCUMENTS AND QUALITY GATES

System	Minimum controlled records
Commercial + project	Lead qualification; estimate; proposal; contract; deposit; scope baseline; schedule; risk register; change orders; cost-to-complete; acceptance; closeout; warranty
Engineering + fabrication	Requirements; drawings; BOM; software / firmware versions; design reviews; inspection; test plan / results; nonconformance; configuration and evidence package
Finance + procurement	Purchase authority; vendor qualification; inventory; project coding; AR / AP; cash forecast; expense approval; fixed assets; monthly close; budget variance
Safety + compliance	Machine training; PPE; JHA / hazard assessment; SDS; incident reporting; fire / dust / fumes controls; youth safeguarding; visitor waivers; emergency response
Education + community	Curriculum baseline; instructor agreement; enrollment and refund policy; accessibility; student consent; evaluation; credential criteria; moderation / conduct policy
Technology + data	Source control; release notes; testing; dependencies; backups; access control; secrets; privacy; incident response; service register; recovery procedure
Art + gallery + events	Inventory / provenance; consignment / commission terms; condition; shipping; installation; rights / photography; ticketing; event runbook; post-event accounting

INVESTOR TEST

Select one completed project, one digital product, one art sale and one class or event. A reviewer should be able to trace each from customer need through contract, cost, delivery, payment, evidence, lessons learned and reusable IP without relying on the founder's memory.

42 / ENTITY + IP + ASSETS

Clarify What Is Owned, Where Risk Lives and What the Investor Receives

The Green Shoe ecosystem may ultimately need separate operating, intellectual-property, education and real-estate structures. The correct answer requires legal and tax counsel; the report must at least disclose the current structure and decision path.

Disclosure area	Questions that must be answered
Current legal structure	Exact entity names, states, dates, tax elections, ownership, managers / officers, good standing and all DBAs
Capitalization	Cap table, founder ownership, prior investors, options / promises, debt, liens, guarantees, related-party balances and distributions
Contracts and liabilities	Which entity signs each client, vendor, lease, employment, platform and insurance agreement? What liabilities are shared or guaranteed?
IP ownership	Who owns software, source code, art, books, plans, STL files, curriculum, photographs, trademarks, domains, customer lists and content?
People and IP assignment	Employment / contractor agreements, confidentiality, work-made-for-hire, invention assignment, moral rights, open-source obligations and licenses
Real estate	Who will own land and buildings? Lease terms to operating entities, investor claim, collateral, maintenance, taxes and improvement ownership
Investor security	Which entity issues debt or equity, what assets and cash flows support it, priority, voting / information rights, dilution and intercompany transfers

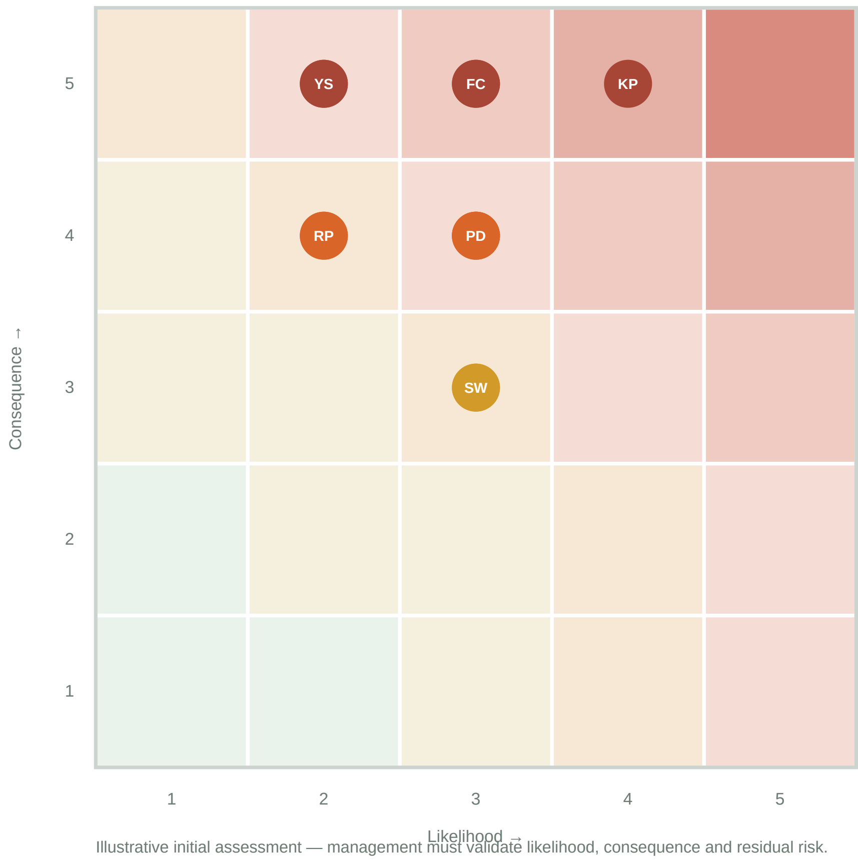
INITIAL ASSET + IP REGISTER

- Brands, trademarks, domains and social handles
- Websites, THE WORKSHOP code, Field Instruments, repositories and deployment configuration
- Books, articles, curriculum, PDF plans, STL / CAD / design files and licenses
- Client relationships, contracts, proposals, case-study permissions and mailing lists
- Art inventory, provenance, photographs, media library and exhibition rights
- Machines, tools, fixtures, computers, test equipment, vehicles, inventory and leased assets
- Service accounts, credentials, backups, renewal dates, recovery instructions and designated owner

43 / RISK + CONTROL

Show That Management Knows How the Business Can Fail

A credible investment case does not minimize risk. It identifies the major failure modes, gives each an owner, defines warning indicators, and explains the preventive and contingency controls.



RISK CODES

- KP Founder / key-person concentration
- WC Working capital / cash timing
- FC Facility capital / fixed overhead
- SO Schedule / project overrun
- CC Client concentration / cancellation
- PD Program demand / utilization
- SA Shop / visitor safety
- YS Youth safeguarding
- IP IP ownership / infringement
- CY Cyber / SaaS / data
- RP Reputation / public trust
- SW Seasonality / weather / events

Illustrative initial assessment — management must validate likelihood, consequence and residual risk.

Priority risk	Preventive control	Contingency / evidence
Founder / key person	Delegations, SOPs, cross-training, access register, management hires, key-person insurance evaluation	30 / 60 / 90-day continuity plan; client and bank authority; backup technical signatory
Working capital	Deposits, milestone billing, cost-to-complete, weekly cash forecast, credit / reserve limits	Committed line, stop-work rights, supplier terms, downside cash plan
Project overrun	Qualification, estimate review, contingency, scope baseline, change control, schedule and risk reviews	Escalation thresholds, client decisions, reforecast, lessons learned
Facilities	Stage gates, utilization proof, due diligence, fixed-price scopes where possible, contingency and reserve	Lease / purchase alternatives, delay plan, phased opening, sell / sublease / refinance options
Safety / youth / public	Training, waivers, supervision, safeguarding, access control, JHAs, maintenance and insurance	Incident command, reporting, emergency contacts, regulator / insurer notification
Technology / IP	Access control, backups, code review, license inventory, assignments, privacy and incident response	Recovery tests, alternate providers, legal defense / takedown process, customer notification plan

44 / CAPITAL ARCHITECTURE

Match Each Use of Capital to the Right Source

Green Shoe contains project working capital, software and IP, operating growth, equipment, education, public programming and real estate. These should not automatically be financed with one undifferentiated equity check.

Use of capital	Best-aligned sources to evaluate	Why / caution
Client project materials + labor	Customer deposits; milestone billing; purchase-order finance; working-capital line	Avoid permanent equity for short-cycle project cash when contract cash flows can support the need
Production equipment	Retained earnings; equipment loan / lease; vendor finance; eligible business debt	Match term to useful life; prove utilization and throughput before purchase
THE WORKSHOP + digital IP	Operating cash; founder capital; strategic partner; targeted equity; grants where eligible	Equity is most defensible when recurring revenue, retention and scalable economics are visible
MMSTC pilots + course development	Tuition pre-sales; sponsors; employer / school partners; grants; operating cash	Use paid pilots to prove demand before permanent staff and facilities
Makerspace / leased build-out	Member deposits; lease concessions; equipment finance; debt; sponsorship; staged equity	Insurance, access control and utilization must be proved; avoid excess fixed footprint
Land / building acquisition or renovation	Commercial real-estate debt; SBA-supported financing where eligible; owner equity; real-estate partner; incentives	Separate property underwriting from operating-company growth; model debt service and intercompany rent
Sculpture garden / public installations	Sponsors; grants; commissions; donors / patrons; event pre-sales; phased retained earnings	Public-art and mission capital may be a better fit than return-seeking operating equity
Operating reserves	Retained earnings; committed revolver; investor capital only if matched to a defined runway and milestones	Reserve is not a substitute for negative unit economics or uncontrolled scope

POTENTIAL CAPITAL PROVIDERS — DIFFERENT QUESTIONS

LENDER

Repayment, collateral, cash flow, guarantees, debt-service coverage and historical statements.

EQUITY INVESTOR

Growth, margin, governance, ownership, valuation, distributions and liquidity.

REAL-ESTATE PARTNER

Property basis, appraisal, tenant credit, lease, renovation risk and property return.

STRATEGIC INVESTOR

Commercial access, capability, IP, partnerships, supply chain and customer synergy.

IMPACT / COMMUNITY FUNDER

Jobs, apprenticeships, youth education, tourism, culture, accessibility and measurable public benefit.

CAPITAL POLICY TO ADOPT

Use customer cash for customer work, short- and medium-term debt for productive assets with measurable payback, property capital for property, grants / sponsorship for mission and public benefit, and outside equity only where it buys durable scalable value that cannot be financed more efficiently.

Financing programs and eligibility change. Evaluate current SBA, lender, grant and incentive requirements with qualified advisors before relying on any source.

Define the Transaction Before Asking Anyone to Invest

The current report describes a valuable enterprise but not a specific investment. A decision-ready package states exactly who is raising what, on what terms, for which milestones, with what runway and reporting.

Funding-request field	Decision-ready content
Issuer / borrower	Exact legal entity, state, ownership and assets / cash flows supporting the security
Capital sought	Exact amount, minimum close, maximum close, timing and whether the raise is staged
Instrument	Debt, secured debt, preferred equity, common equity, convertible instrument, revenue share or other counsel-approved structure
Price / valuation	Pre-money / post-money valuation or debt terms; methodology and comparable / cash-flow support
Use of proceeds	Amount and percentage by category, vendor / hiring assumptions and contingency
Runway	Monthly cash burn / generation, minimum cash, months of runway and next financing need
Milestones purchased	Dated operating outcomes: backlog, hires, paid members, pilot classes, equipment throughput, facility gate, EBITDA or cash-flow milestone
Governance / reporting	Board or observer rights, reserved matters, information rights, budget approval, financial reporting and inspection
Investor return	Interest, distributions, redemption, buyback, revenue share, sale / refinance or other defined pathway
Risk / dilution	Priority, collateral, covenants, future fundraising, dilution, related-party transactions and downside rights

USE-OF-PROCEEDS WORKSHEET

Category	Amount	% of raise	Milestone / output	Release gate
Sales + commercial pipeline	ENTER	ENTER	Named accounts, proposals, contracted backlog	Approved plan + owner
People + operating capacity	ENTER	ENTER	Named hires / contractors and output	Backlog / revenue trigger
THE WORKSHOP / IP / technology	ENTER	ENTER	Product milestone, paid users, retention, support	Validated roadmap + metrics
Equipment / production	ENTER	ENTER	Capacity, quality or cycle-time improvement	Utilization / ROI case
MMSTC / program pilots	ENTER	ENTER	Paid cohorts, curriculum, instructor network	Pre-sales / fill threshold
Facility / site work	ENTER	ENTER	Specific lease / acquisition / renovation stage	Due diligence + financing
Working capital + reserve	ENTER	ENTER	Minimum cash and risk buffer	Board / covenant policy
Transaction / legal / accounting	ENTER	ENTER	Clean close, entity and reporting readiness	Approved advisors / budget
Contingency	ENTER	ENTER	Controlled reserve	Defined approval authority

CAPITAL SHOULD BUY A STEP-CHANGE

The raise should not fund “everything Green Shoe might someday do.” It should purchase a small set of measurable capabilities that materially increase cash generation, reduce founder dependency, validate demand, or unlock the next lower-risk financing source.

46 / RETURN + DOWNSIDE

Explain How Capital Comes Back — and What Protects It

Green Shoe may be best suited to a founder-controlled, long-duration cash-flow model rather than a conventional venture exit. That is investable only when return, governance, liquidity and downside are explicit.

POSSIBLE RETURN PATHWAYS

- Current-pay debt: interest and scheduled principal from operating cash flow.
- Preferred distributions: defined priority return before common-owner distributions.
- Revenue share: agreed share of defined revenue until a cap / maturity.
- Redemption / buyback: company or founder repurchases investor interest under a formula and timetable.
- Strategic transaction: sale of a business line, IP portfolio, operating company or minority stake.
- Property liquidity: refinance, sale or partner buyout in a separately underwritten real-estate entity.

DOWNSIDE PROTECTIONS TO NEGOTIATE

- Milestone-based or staged capital releases.
- Minimum cash and reserve policy; no owner distributions below threshold.
- Monthly / quarterly financial and operating reporting.
- Budget, debt, major capex, related-party and asset-transfer controls.
- Collateral, priority, guarantees or security only where appropriate and legally documented.
- Stop / go gates for facilities, hiring, camp, makerspace and sculpture-garden expansion.
- Key-person, insurance, continuity and IP-ownership conditions before close.
- Clear remedies, cure periods and dispute mechanism.

VALUATION SHOULD FOLLOW THE ASSET AND CASH-FLOW REALITY

Component	Potential valuation lens	Evidence required
Founder-dependent bespoke / consulting	Normalized earnings, cash flow, backlog, concentration, key-person discount	Historical statements, owner compensation normalization, repeatability and management depth
THE WORKSHOP / recurring membership	ARR / MRR quality, gross margin, growth, retention, churn and cost to serve	Cohort data, subscription records, product roadmap and technical diligence
Digital products / curriculum / media	Royalty / contribution cash flow, catalog durability, rights, audience and conversion	Product-level sales, IP ownership, update cost, channel dependence and licensing
Art / gallery / inventory	Realized sales, commissions, provenance, inventory quality and collector depth	Sales records, inventory, rights, condition and independent market evidence where appropriate
Land / building / equipment	Appraisal, basis, debt, lease economics, condition and productive use	Appraisal, title, environmental / physical diligence, liens, capex and cash flow
Whole ecosystem	Sum-of-parts cross-checked against consolidated cash flow and governance complexity	Intercompany agreements, segment reporting, capital structure and realistic synergies

DO NOT LEAD WITH A VALUATION NUMBER

Lead with verified financials, traction, assets, unit economics, management depth and the exact milestone plan. The defensible valuation will emerge from those facts and the structure of the security.

Build the Evidence Package Before Opening the Fundraising Door

The most efficient next step is a confidential data room and a disciplined 90-day readiness sprint. The beautiful vision report remains the front door; the evidence package supports every material claim behind it.

CONFIDENTIAL DATA ROOM

- 01 Corporate, registrations, ownership and governance
- 02 Historical financials, tax, banking and credit
- 03 Forecast, assumptions and capital plan
- 04 Customers, contracts, backlog and case studies
- 05 Market, competition and sales pipeline
- 06 Team, contractors, compensation and succession
- 07 Intellectual property, licenses and brand assets
- 08 Software, repositories, technology and security
- 09 Equipment, inventory, leases and facilities
- 10 Insurance, safety, compliance and risk
- 11 MMSTC, camp, makerspace and public-program records
- 12 Offering, financing, legal opinions and investor reporting

Every folder should have an owner, index, date, confidentiality level and “last verified” field. Do not upload secrets or customer material without authorization and appropriate access controls.

90-DAY INVESTOR-READINESS SPRINT

DAYS 1–15 — **Evidence inventory**

Assign owners; reconcile entities, websites, accounts, contracts, credentials and current business-line status.

DAYS 16–30 — **Financial cleanup**

Close books; segment revenue and margin; normalize owner compensation; build backlog, debt and asset schedules.

DAYS 31–45 — **Market + traction**

Export channel metrics; define ideal customers; document pipeline; conduct interviews; identify direct competitors.

DAYS 46–60 — **Operations + risk**

Map processes; create risk register; insurance review; continuity; safety / youth / cyber / IP gaps.

DAYS 61–75 — **Model + transaction**

Build five-year model; base / downside / upside; capital sources; use of proceeds; terms and return pathways.

DAYS 76–90 — **Review + package**

Advisor review; case studies; management approval; investor memo; controlled data-room access; outreach list.

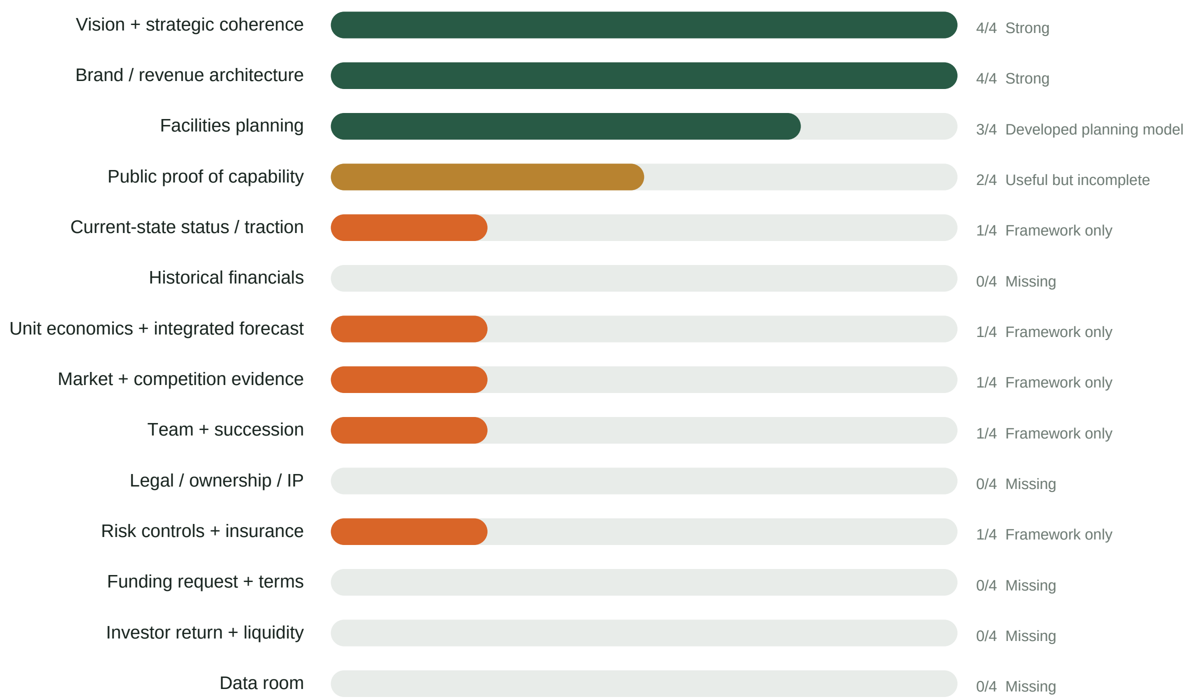
CONTROL THE AUDIENCE

Use the strategic report for broad conversations. Share the confidential fact book only under appropriate confidentiality. Share detailed contracts, customer data, source code, tax records and offering documents through permissioned data-room access with version control and an access log.

The Honest Investment-Readiness Position

This score measures documentation coverage in the current package — not the underlying quality or potential of the business. The vision is strong; the evidence and transaction layers still require completion.

DOCUMENT COVERAGE — 0 TO 4



0 = not documented • 1 = framework only • 2 = partial evidence • 3 = investor-usable • 4 = complete / verified

READINESS GATES

Gate	Status now	Required to pass
Owner-ready strategic plan	PASS	Vision, portfolio architecture, facilities scenarios, priorities and guardrails are documented
Confidential business fact book	NOT YET	Verified company facts, segment status, traction, team, assets, risks, contracts and case studies
Lender-ready package	NOT YET	Historical financials, cash-flow forecast, repayment ability, collateral, debt schedule, guarantees and use of proceeds
Investor-ready memorandum	NOT YET	Market evidence, unit economics, integrated model, valuation, funding terms, governance, return, downside and data room
Securities offering / close	NOT YET	Counsel-approved structure and disclosures, accurate offering materials, investor qualification and required filings / agreements

NEXT DECISION

Do not redesign the vision report again. Preserve it. Build the confidential evidence layer, the integrated financial model and the specific capital proposition. Once actual data is entered and verified, a later edition can replace “data required” panels with a concise investor memorandum and supporting appendices.

Sources, Evidence Limits and Change Log

This appendix combines founder-provided information, public Green Shoe materials, strategic analysis and planning templates. It intentionally distinguishes verified facts from missing internal evidence.

PRIMARY PUBLIC SOURCES CONSULTED

Source	Use in this appendix
Green Shoe Garage home, services, “We Make Cool Things,” tools, contact and hiring pages	Established date, positioning, capabilities, veteran / SDVOSB presentation, location, client range, public projects, toolkits, store / social links and public service information
Gears of Resistance / Substack public posts	Media presence, podcast positioning, Field Instruments examples, local-first / open-source tool evidence and candidate software case studies
U.S. Small Business Administration business-planning and financing guidance	Need for market analysis, management information, funding request, historical financials, projections, cash-flow and repayment evidence
Investor.gov / U.S. Securities and Exchange Commission investor guidance	Importance of written offering information, accurate and non-misleading disclosure, investor diligence and appropriate legal handling of private securities offerings

EVIDENCE LIMITS

- Public website statements are treated as company-presented facts, not as independent audits or guarantees.
- No private accounting records, tax returns, contracts, cap table, insurance policies, traffic analytics, subscription data or customer confirmations were available for this draft.
- No legal, tax, securities, appraisal, insurance, zoning, environmental, engineering, construction or investment opinion is provided by this report.
- Financial targets and facility scenarios in the main report remain illustrative planning assumptions until replaced by site-specific quotations and an integrated financial model.
- Any actual offering of debt or equity should be prepared and reviewed by qualified legal, tax, accounting and financial professionals.

VERSION CONTROL

Version	Change
v1.0	Original 20-page strategic business summary
v1.1	Superseded redesign; should not be used
v1.2	Preserved original report, added logo and eight-page facilities economics section
v1.3	Preserves every v1.2 page; fixes the cover version stamp; adds this 22-page investor-readiness and business-fact-book appendix; adds PDF bookmarks. No original strategic or facilities pages were removed.

THE DOCUMENT SYSTEM GOING FORWARD

1. Strategic Vision Book: the beautiful public-facing report. 2. Confidential Business Fact Book: verified company facts and evidence. 3. Investor Memorandum: a specific transaction. 4. Financial Model: linked assumptions, segment economics, cash and returns. 5. Data Room: controlled evidence supporting every material statement.