

Name: Ben Cook

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Proximity to Red Line's Wilson Station</li> <li>• Historic building</li> <li>• Income potential of parking lot</li> </ul>	<ul style="list-style-type: none"> <li>• CTA Negotiations</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• TIF</li> </ul>	<ul style="list-style-type: none"> <li>• Finding high value loan/donations</li> <li>• Increasing new membership</li> </ul>
<b><i>Organizational Capacity Feasibility</i></b>		
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b><i>Owner / Community Sentiment</i></b>		
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Owner disinterest due to slow progress</li> </ul>	<ul style="list-style-type: none"> <li>• Reviving owner interest</li> <li>• Visible progress (like Market to Market)</li> </ul>
<b><i>What else / what info do I need in order to vote?</i></b> <i>(Note these should be items that can be produced/accomplished within days.)</i>		
<ul style="list-style-type: none"> <li>•</li> </ul>		



Name: Donna Curtin

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities

***Operational Feasibility***

- Firebrand Endorsement of plan

- “Special Snowflake” status of business model limits pool of candidates for management

***Funding Feasibility***

- Expertise on Capital Campaign Committee on funding process
- High value of outreach to potential investors and maintaining those positive connections by prior boards and current legacy board members
- Positive sense that Board members will be willing to lead by example in some capacity
- Strength of values and mission

- GM or PM acquisition is crucial to adding legitimacy/viability to the project in the eyes of owners, community connections and industry partners in terms of deciding to invest. Timing of such sooner than later needs to be carefully considered
- While our values and mission remain clear and there is an untapped base which shares them, we need expert help to identify those sources and how to best reach them.

- Reluctance of individuals to become owners or invest due to personal economic uncertainties due to COVID
- How to translate message as a for-profit business to also highlight the other mission goals such as supporting specific farmers/growers in tangible ways to new owners/investors.

***Organizational Capacity Feasibility***

<ul style="list-style-type: none"> <li>• Very strong Board commitment</li> <li>• Depth of expertise on committees</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing necessity for due diligence on PM/GM selection with taking advantage of likely viable one-candidate scenario</li> </ul>	<ul style="list-style-type: none"> <li>• Learning Curve of Board on next steps for store planning and build-out</li> <li>• Overall Board bandwidth to handle intensifying workload post vote to stay</li> </ul>
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***Owner / Community Sentiment***

<ul style="list-style-type: none"> <li>• Chicago is a great city for our mission with many untapped and related organizations which likely share our values</li> </ul>	<ul style="list-style-type: none"> <li>• Will the current owner base overcome its' apathy and disinterest in the project when we start announcing concrete decisions which move it forward?</li> </ul>	<ul style="list-style-type: none"> <li>• Overcoming past perceptions of stagnation</li> <li>• General apathy of current owner base</li> </ul>
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***What else / what info do I need in order to vote?***

*(Note these should be items that can be produced/accomplished within days.)*



Name: James Gignac

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"><li>• Prime location</li><li>• Historic building revitalization</li><li>• Support of community partners</li><li>• Our clearance of hurdles with CTA, state/city preservation agencies</li><li>• Breaking our lease could be very costly, such that it would likely mean the end of the project, bankruptcy, and dissolution of the co-op. This sounds like a negative, but it is a strength in that it's imperative to make Gerber work or nothing.</li></ul>	<ul style="list-style-type: none"><li>• We don't know what kind of additional problems, delays, or costs will be encountered once actual construction begins.</li><li>• Whether we can attract the type of general manager we need.</li></ul>	<ul style="list-style-type: none"><li>• The weird shape of the building space will be a constant source of headaches/challenges both in construction and operating.</li><li>• Sales forecasts may be relying too much on immediate population density.</li><li>• Our products may end up being too expensive for many people living in the area.</li></ul>
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"><li>• A compelling story and vision</li><li>• The benefit of learning from past efforts that fell short such as previous Owner loan campaigns</li><li>• Capital Campaign team</li></ul>	<ul style="list-style-type: none"><li>• What are the chances we can actually gain 1,620 Owners and raise \$1.4 million in 12-13 months? To me, it seems like a 10% or less chance, but I am willing to try if we have frequent status checks before spending large sums of Owner loan reserves.</li><li>• "World events" -- 2020 was a wild year;</li></ul>	<ul style="list-style-type: none"><li>• We have a <a href="#">collective action</a> problem.</li><li>• A decent number of people are willing to put in \$250 or \$500 to help make the project happen, but the number willing to loan/donate larger amounts is much smaller.</li><li>• We lack in "rainmakers" that can attract high-net worth individuals</li></ul>

	<p>what will 2021 bring? What will be the status of the pandemic, what will be grabbing people's attention, where will they be looking to direct their investments/donations?</p>	
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**Organizational Capacity Feasibility**

<ul style="list-style-type: none"> <li>• The strong combination of long-time Board members and new Board members fusing experience with new ideas and initiatives.</li> <li>• Dedicated Volunteer Coordinator</li> <li>• Reinvigorated Capital Campaign, Marketing teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing Ownership base joined over several years, so our number of active and still-interested Owners is in actuality significantly lower than our 1,880 total simply due to the passage of time. How low?</li> </ul>	<ul style="list-style-type: none"> <li>• Much of the work we need to do requires a sustained commitment, not a "jump in and help here and there" kind of thing. The number of individuals we have that can do this is limited, and it will be exhausting.</li> <li>• Lack of diversity in leadership</li> </ul>
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**Owner / Community Sentiment**

<ul style="list-style-type: none"> <li>• The pandemic has led everyone to possibly be a little more forgiving of challenges and delays faced by all types of businesses, including ours.</li> <li>• People want to see our store open at Wilson &amp; Broadway!</li> </ul>	<ul style="list-style-type: none"> <li>• How will Owners, potential Owners, and the community respond to a big new push to join, loan, and donate? Will it be perceived as "it's not going to work, they've supposedly been 'coming soon' for years..."?</li> </ul>	<ul style="list-style-type: none"> <li>• Observing our participation rates in events and other activities over the past year indicates a relatively small group of involved Owners. Many, if not a majority, are "checked out"?</li> <li>• We have not yet made much progress on becoming an anti-racist organization and re-invigorating our commitment to diversity, equity, and inclusion (belonging).</li> </ul>
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**What else / what info do I need in order to vote?**

*(Note these should be items that can be produced/accomplished within days.)*

<ul style="list-style-type: none"> <li>• An update or another round of review of the cash flow estimate document. To me, that is a key factor in making a responsible decision. If our Owner recruitment and fundraising efforts are not working, we don't want to be in a position a year from now having spent large sums of Owner loan reserves and still without a viable path to getting to 3500/\$1.4 million.</li> </ul>
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Name: Kate Grimm

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"> <li>I feel confident we can scale appropriately and feel good about a possible PM and project manager guiding down the road</li> </ul>	<ul style="list-style-type: none"> <li>We will need to recruit. Let's identify what we need and start now.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"> <li>We have huge untapped resources in regards to donations.</li> </ul>	<ul style="list-style-type: none"> <li>We need to utilize any and all possible resources regarding funding - professional fundraisers, etc. Maybe we can purchase/obtain a list of philanthropists we can tap to see if there are large donors out there.</li> </ul>	<ul style="list-style-type: none"> <li>There seems to be little confidence we can raise the money we need to. We will need ALL board members not only onboard philosophically, should we decide to move forward. All will need to put the work in.</li> <li>There is a risk we may not make the amount we need to - and the consequences are not insignificant</li> </ul>
<b><i>Organizational Capacity Feasibility</i></b>		
<ul style="list-style-type: none"> <li>I feel confident that we can find the organizational capacity needed to move this project forward. We need to utilize all possible assets to make this possible.</li> </ul>	<ul style="list-style-type: none"> <li>We are going to need help and should start recruiting now.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b><i>Owner / Community Sentiment</i></b>		
<ul style="list-style-type: none"> <li>We have good momentum, people want to see the store open.</li> </ul>	<ul style="list-style-type: none"> <li>We are unsure what current owners may contribute moving forward.</li> <li>We are unsure if we'll be able to reach out Ownership goal</li> </ul>	<ul style="list-style-type: none"> <li>While there is momentum, there is also fatigue within the community.</li> </ul>

**What else / what info do I need in order to vote?**  
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- I believe it is our fiduciary responsibility to move forward with this project and to start on the goal of securing funds to open the doors.
- It is the time for action. We've spent the last year talking about whether this project is possible and while there are still a lot of unknowns, we won't know until we try. And I believe that time is now.

**Name: Lee Herman**

<b>pros / strengths / assets</b>	<b>uncertain / unknown</b>	<b>cons / weaknesses / liabilities</b>
<b>Operational Feasibility</b>		
<ul style="list-style-type: none"> <li>• Firebrand assessment</li> <li>• Market study (esp. w. clarifications)</li> <li>• New design and pro forma</li> <li>• Historical board approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• State of the economy</li> </ul>
<b>Funding Feasibility</b>		
<ul style="list-style-type: none"> <li>• Other co-ops have succeeded</li> <li>• Strong design and plan to promote</li> </ul>	<ul style="list-style-type: none"> <li>• Banks sound interested</li> <li>• Potential for grants</li> <li>• Need new, external to owners sources of large donations</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of networks to HNW individuals</li> <li>• Capital Campaign Team assessment</li> <li>• Survey responses about funding</li> <li>• Low brand awareness across the city</li> </ul>
<b>Organizational Capacity Feasibility</b>		
<ul style="list-style-type: none"> <li>• Hiring current GM candidate</li> <li>• Marketing and Events Teams</li> <li>• Higher energy from Board with new members and the status of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer capacity (improving)</li> <li>• Capital Campaign Team</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Board capacity</li> </ul>
<b>Owner / Community Sentiment</b>		
<ul style="list-style-type: none"> <li>• Staying at Gerber announcement</li> <li>• TMTM sales</li> <li>• Online events response</li> </ul>	<ul style="list-style-type: none"> <li>• Need more awareness across the city</li> <li>• Need to leverage affinity groups</li> <li>• Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Still rebuilding trust</li> </ul>

<ul style="list-style-type: none"> <li>• Getting new owners even with unknowns and no campaign</li> <li>• SHPO press release</li> <li>• Support from CTA, Alderman, Uptown United</li> </ul>		
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**What else / what info do I need in order to vote?**  
*(Note these should be items that can be produced/accomplished within days.)*

<ul style="list-style-type: none"> <li>•</li> </ul>
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**Name: Jonathan Hertel**

<b>pros / strengths / assets</b>	<b>uncertain / unknown</b>	<b>cons / weaknesses / liabilities</b>
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Strong, well-researched report and recommendation from Firebrand</li> <li>• Positive support from government/historical entities</li> <li>• Ability to surmount small challenges along the way (e.g., shelf height, door orientation, etc.) to satisfaction of other parties</li> </ul>	<ul style="list-style-type: none"> <li>• Lingering legal issues with CTA</li> <li>• How long/what was the original site selection process like?</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of ability to use the Wilson/Broadway door (because we've been using this as the main entrance for so long)</li> </ul>
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Clear understanding of what is needed to make this happen (amount and mix of funding streams)</li> <li>• Other models of how to raise this amount of money quickly (from other stores)</li> </ul>	<ul style="list-style-type: none"> <li>• What are the financial consequences for saying yes to Gerber and failing to reach the funding goal?</li> <li>• Is everyone on the board sufficiently committed to the execution work of fundraising?</li> </ul>	<ul style="list-style-type: none"> <li>• Very high goal to reach in a short amount of time</li> <li>• Lack of support from mid-summer survey of owners</li> <li>• Sense that the board itself lacks the relevant connections for large donations</li> </ul>

<ul style="list-style-type: none"> <li>• Capital Campaign team who are realistic but not pessimistic about the needs</li> <li>• The Gerber location opens up additional potential donation streams (fundors who care about historical preservation but not as much about food)</li> </ul>		
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**Organizational Capacity Feasibility**

<ul style="list-style-type: none"> <li>• New board members to help execute on the work</li> <li>• Strong initial candidate for GM role</li> <li>• Great volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Other than work related to fundraising and hiring the GM, what additional capacity will be required of the board prior to switching to a governing board?</li> </ul>	<ul style="list-style-type: none"> <li>• A lot of work to execute on with no actual employees</li> </ul>
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**Owner / Community Sentiment**

<ul style="list-style-type: none"> <li>• People really like the Gerber location</li> <li>• People want the grocery store to open sooner rather than later--if not here, then timeline will continue to extend</li> </ul>	<ul style="list-style-type: none"> <li>• Do owners meaningfully connect their ownership with an ability to move the project along? That is, does the ownership base see themselves as separate and uninvolved (as compared to the board) or as participants in the process?</li> </ul>	<ul style="list-style-type: none"> <li>• We've done this before and nearly backed out--lack of trust that it will work a second time</li> <li>• Owner growth goals are more ambitious than the project has been able to reach in the past</li> <li>• If we choose not to go with Gerber, may have significantly higher calls for owner refunds</li> <li>• Sense that the project lacks diversity/may be an agent of gentrification in the Uptown community</li> <li>• Potential lack of knowledge about who we are/how to get involved</li> </ul>
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**What else / what info do I need in order to vote?**  
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<ul style="list-style-type: none"> <li>• Explanation of precise consequences for saying yes to Gerber and failing to reach the funding goal--does not need to be complicated, but some sense of timeline and what would happen</li> </ul>
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- List (or at least a basic idea) of the work required outside of fundraising and GM hiring before switching to a governing board
- Reminder of basic description/timeline of the original site selection process (mostly for newer folks, so that we can use this evidence in weighing the ramifications for not selecting Gerber)

Name: Grant Kessler

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Firebrand results (plan, pro forma)</li> <li>• CTA lease/historic review approval</li> <li>• Likelihood of strong GM hire</li> <li>• Grocery strengthened, not harmed by COVID</li> <li>• Firebrand/JH/Retail Planit support</li> </ul>		
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• TIF “pre-approval”</li> <li>• Two banks interested</li> <li>• Cash flow to Closing works</li> <li>• ~\$35,000 in pledges w/o any campaign</li> </ul>	<ul style="list-style-type: none"> <li>• CRFSF grant (\$200,000)</li> <li>• Possible donation/partnership with local bank</li> <li>• Full Board participation as lenders/donors?</li> <li>• Some willingness in survey/CC research to contribute financially</li> </ul>	<ul style="list-style-type: none"> <li>• \$1.4M</li> <li>• No strong plan in place for 1620 new Owners</li> <li>• Short time frame</li> <li>• Board capacity to execute capital campaign</li> <li>• Low Board engagement with fundraising through fall</li> <li>• Very few HNW leads</li> <li>• Fundraising survey/research results (pre Firebrand)</li> </ul>
<b><i>Organizational Capacity Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Likelihood of strong PM hire</li> <li>• Start PM ASAP</li> <li>• Board is aligned and working well</li> </ul>		<ul style="list-style-type: none"> <li>• Board capacity to execute</li> </ul>

together		
<b>Owner / Community Sentiment</b>		
<ul style="list-style-type: none"> <li>• Great communications improvements (more regular, frank, informative)</li> <li>• TMTM - shows commerce in our store</li> <li>• Events - keeps people engaged</li> <li>• Continued CTA, Chamber, aldermanic support</li> </ul>	<ul style="list-style-type: none"> <li>• Not sure of Owner sentiment after Firebrand results</li> </ul>	<ul style="list-style-type: none"> <li>• Many unhappy Owners to win back</li> </ul>

**What else / what info do I need in order to vote?**  
*(Note these should be items that can be produced/accomplished within days.)*

- Sense that the entire Board sees and appreciates our challenges and offers excited, full-throated Board commitment to dig in immediately on fundraising, Owner growth and outreach efforts. Aggressive action from all 13 toward addressing the risks and weaknesses.
- Full Board participating now as lenders/donors. If we don't back this, why are we voting yes?
  - Extra credit: full Board funding total is an impressive number (currently six loans totaling \$24,000)
- Evidence of all Board doing personal outreach now toward Owner growth, loans, donations - need to see action right now. Fill the [tracking document](#).
- PM proposal?

Filling out this chart helped me distill my thoughts to one thing:

I can be willing to take a leap of faith on our very large fundraising challenge, but only if I have a deep sense of strength and commitment from the whole team. If we're going to pull this huge weight uphill, we ALL need to be clipped into the harness and pulling, starting immediately. There can be proof of that commitment to action prior to our vote and I'd love to see some of the above happening before a vote. I want to know we're a team that is going to be creative, aggressive, dogged and attack our challenges together, non-stop for 13 months. This is insanely hard. But then so were 600+ new Owners in 100 days (our 2014 kick-off campaign) and we did it.

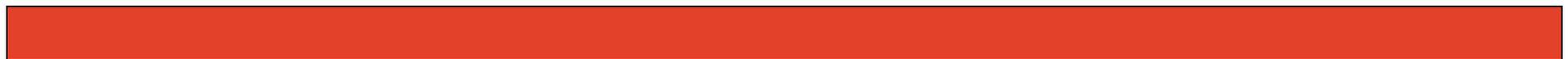
**Are we "all in"?**



**Name: Bob Kunze**

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Strong, very confident it works especially if current candidate is the GM</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• We still have expensive to build store which contributes to funding challenge but I doubt there is viable cheaper option at Gerber (or maybe anywhere)</li> </ul>
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• I think we have or can get the talent to develop and run a campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Have the sense we don't have very many owners who can afford the large loans we need. Modest loans yes, big ones no. Suspect that we have fewer high income households in our market area as compared to Maynard, Mass. and some other coops</li> <li>• I think we could potentially attract more money (loans and donations) if we could set something up where potential loaners or donors could specify that their fund could only be used for construction and if we didn't make it to construction their money would be returned or their binding commitment would be null and void</li> <li>• Could we get a larger bank loan? Perhaps best thing a bank could do is give us great interest rate and larger loan which I think our proforma can support</li> </ul>	<ul style="list-style-type: none"> <li>• Not confident we can raise the funds we need in the timeframe we will have</li> <li>• Need more business owners who might be willing to make larger loans</li> <li>• Don't see how we get can the number of new owners our proforma calls for</li> <li>• Our budget is "tight" and we have very modest contingency</li> </ul>
<b><i>Organizational Capacity Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• We have talented Board members and volunteers</li> <li>• We have or will have talented consultants on team</li> <li>• If current candidate decides to come on</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• We need a lot more "capacity" with respect to the design and construction of the project. Neither the Board or volunteers seems to have. We'll have to "procure" it. It will cost us. <u>Owner's rep</u></li> </ul>

Board that is tremendous asset		<u>is critical here.</u>
<b>Owner / Community Sentiment</b>		
•	•	<ul style="list-style-type: none"> <li>• Getting distracted by worthy activities that don't serve the priorities of getting the funds and getting the store built.</li> <li>• We can't live without it, but TIF makes our project more complicated and challenging. I have the knowledge but not the experience or capacity to do it all.</li> </ul>
<b>What else / what info do I need in order to vote?</b> (Note these should be items that can be produced/accomplished within days.)		
• None		



Name: DANA McKINNEY

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b>Operational Feasibility</b>		
<ul style="list-style-type: none"> <li>• We have a super strong plan now after Firebrand's analysis and report.</li> <li>• It almost feels irresponsible for us to not go for it based on the analysis of how good this location would be and the potential success of the Co-op in this particular space.</li> <li>• Having a great operational plan and being able to speak to it confidently feels so much better - I feel I'd be much</li> </ul>	<ul style="list-style-type: none"> <li>• We need to flex with things as we enter into the post-pandemic world and adjust as needed to any new developments.</li> <li>• It's an interesting product selection that Firebrand has pulled together and an interesting mix of more high-end, artisan foods, blended with affordable, pantry basics... I like the plan and it makes sense to me, but it doesn't currently exist anywhere so, I'm curious</li> </ul>	<ul style="list-style-type: none"> <li>• Even though this plan is SO much more well thought out, it is still expensive to build - we're going big or going home with this plan and we've got to find a way to pay for it.</li> <li>• We'll really need to have our marketing and communications plans strong to support this and to convince current Owners and future connections of how good of a plan this is.</li> </ul>

<p>more confident speaking to potential Owners, lenders, etc...</p>	<p>what the consumer response will be to this approach and if it will work.</p>	<ul style="list-style-type: none"> <li>● Building a management team that can pull this off operationally and hiring locally to do it may prove challenging.</li> </ul>
<p><b><i>Funding Feasibility</i></b></p>		
<ul style="list-style-type: none"> <li>● We have a really strong operational plan to take to lenders now (see above).</li> <li>● More co-ops out there have proven that donations are a viable avenue to raise funds for start-ups.</li> </ul>	<ul style="list-style-type: none"> <li>● Funding is our HUGE unknown... we have no idea right now if we will be able to raise the funds needed</li> <li>● There's no way for us to know before we have to vote, how our Owners feel about lending, other than the previous Cap Campaign report which was negative.</li> <li>● I'm not sure I understand what lenders would be looking for from us - lenders meaning, financial institutions and community loan funds, as well as Owners who might want to lend.</li> <li>● I don't know how to pitch donations, especially if we have to get them from outside our Owner base - do we stick with soliciting the Uptown community since it would benefit them most? Who else would we pitch to and why would they want to donate to us?</li> <li>● I don't feel we have strong pitches to use in a variety of situations, and we'll need those.</li> <li>● Not sure what type of marketing/PR we can drum up for awareness around our project and what the response will be to it - especially with everything else going on in the world...</li> </ul>	<ul style="list-style-type: none"> <li>● I worry about Board bandwidth, even with our increased size, to be able to do the work required to raise the funds we need.</li> <li>● We have a lot of money to raise as well as HUGE Owner Growth numbers unlike any we've ever seen before.</li> </ul>
<p><b><i>Organizational Capacity Feasibility</i></b></p>		
<ul style="list-style-type: none"> <li>● I'm happy we have new Board members this year with new energy, enthusiasm, and ideas (but our bandwidth is still</li> </ul>	<ul style="list-style-type: none"> <li>● We need a big volunteer push - things for them to do and pointed asks for people to do them - not sure if our</li> </ul>	<ul style="list-style-type: none"> <li>● See my comment about bandwidth around funding above.</li> <li>● Bandwidth concerns also extend to</li> </ul>

<ul style="list-style-type: none"> <li>challenged).</li> </ul>	<ul style="list-style-type: none"> <li>Owners will show up for us.</li> <li>We're putting a lot of hope into having a PM that can take on a lot - I'm not sure that solves all our issues around bandwidth.</li> </ul>	<p>Owner Growth initiatives and all the other tasks we have to accomplish too.</p>
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**Owner / Community Sentiment**

<ul style="list-style-type: none"> <li>Our new plans should reignite our Ownership base.</li> <li>We could potentially get broader organizations rallied around us sooner rather than later (SHPO's interest, etc.). Networking would be easier since we have a concrete plan with specific intentions around what we are building.</li> </ul>	<ul style="list-style-type: none"> <li>See my comment above about the volunteer push and need for Owner engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Our Owners are tired of waiting and many have given up on us.</li> <li>The more gentrification in Uptown, the more we may be viewed in that way.</li> <li>Until COVID is past and we can get back to face-to-face interactions, we will be somewhat challenged with encouraging participation in events, connecting with local partners, reaching out to new audiences. Tabling was so much easier to get faster awareness and connections built quicker.</li> </ul>
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**What else / what info do I need in order to vote?**

*(Note these should be items that can be produced/accomplished within days.)*

<ul style="list-style-type: none"> <li>I'd like to revisit all of the costs involved with leaving Gerber. I want to make sure all Board members are clear on this.</li> <li>I'd like to be more secure in a choice of a PM/GM and a way forward to have that person on board ASAP.</li> <li>I'd like to know that the full Board backs the project financially by each Board member either 1) making an Owner loan, 2) making a financial donation to the project, or 3) securing loans and donations from friends or family in absence of their own.</li> </ul>
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Name: Sheri Reda

<b>pros / strengths / assets</b>	<b>uncertain / unknown</b>	<b>cons / weaknesses / liabilities</b>
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***Operational Feasibility***

- Accessible
- Central
- Convenient in normal times

- Final acceptance of proposals

- Small-ish when considering distancing
- In need of many adaptations
- Limited Parking

***Funding Feasibility***

- More than halfway there

- Financial strength of base

Need for funding as well as owner shares

***Organizational Capacity Feasibility***

- Lots of volunteer energy
- Excitement around popups and projects

- Installing process for curbside pickup?

- Not entirely transparent re GM.

***Owner / Community Sentiment***

● Principled ownership	● Long open	● Inclusivity v. prices
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***What else / what info do I need in order to vote?***  
*(Note these should be items that can be produced/accomplished within days.)*

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Name: Matthew Ruffi

pros / strengths / assets	uncertain / unknown	cons / weaknesses / liabilities
<b><i>Operational Feasibility</i></b>		
● Location, location, location!	● Will the lower shelves truly allow for the pro-forma numbers we are being told?	●
<b><i>Funding Feasibility</i></b>		
● We're in Chicago - - if we can cast a net beyond Uptown, it feels realistic there is	● What businesses would be interested in donating in return for something like a	● Dedicated team needed to do a full funding drive - volunteers may not cut it

<p>money to be had.....and little/no competition for the same story here</p>	<p>'sponsored by' wall (not necessarily that...just thinking out loud)</p> <ul style="list-style-type: none"> <li>• TIF gives us a 'gut check' all is well - - - but is it, truly? What do we need to do to get a better feel for this?</li> </ul>	
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**Organizational Capacity Feasibility**

<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Current board engagement &amp; availability for time commitment needed to move this forward</li> <li>• As we will not have a GM until some time late 2021 or early 2022 (with GM search last statement about hiring ~1 year before open) - should we be looking at establishing relationships with marketing firms, suppliers, etc. prior?</li> </ul>	<ul style="list-style-type: none"> <li>• Current board engagement &amp; availability for time commitment needed to move this forward</li> <li>• Need a project manager that understands the intricacies of a commercial build in Chicago</li> <li>• Lack of options being pursued for GM candidates makes me very nervous <ul style="list-style-type: none"> <li>◦ If current candidate doesn't work out - the team has decided to move forward without a parallel pathed 'safety net' (so to speak)</li> </ul> </li> </ul>
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**Owner / Community Sentiment**

<ul style="list-style-type: none"> <li>• Again - location, location, location!</li> <li>• Providing a 'shop local' option for the community</li> <li>• People will be pleased to see something finally happening in that space</li> <li>• Timing of open will have us well past COVID (knock on wood) so hopefully commuters on the train will be back to full strength - which will be GREAT!</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Need to be prepared to answer what is taking so long`</li> </ul>
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**What else / what info do I need in order to vote?**

*(Note these should be items that can be produced/accomplished within days.)*

- Reminder of the current estimated cost of exiting the contract (if we said "no" - what is the current estimated figure)

- Update from GM search team on where things stand since the vote to progress with exploring current candidate 3-4 weeks ago

**Name: Amin Shawki**

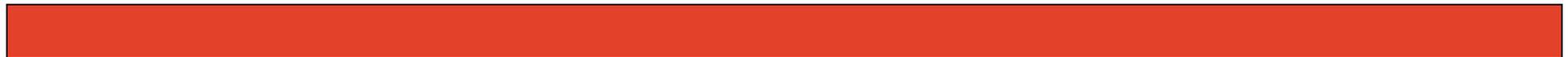
<b>pros / strengths / assets</b>	<b>uncertain / unknown</b>	<b>cons / weaknesses / liabilities</b>
<b><i>Operational Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Solid plan proven by the experts</li> <li>• Approved by various entities as well like SHPO and others</li> <li>• Firebrand still available if we have more asks, makes me confident with future asks</li> </ul>	<ul style="list-style-type: none"> <li>• We don't know what we don't know, things may come up that are big operational issues still</li> </ul>	<ul style="list-style-type: none"> <li>• Still risks of projected foot traffic and density falling through or due to pandemic will this and general volume of expected sales be different</li> </ul>
<b><i>Funding Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Lots of development in the uptown area that should bring with it new opportunities for more owners.</li> <li>• Potential momentum with yes vote for big push on owner growth</li> </ul>	<ul style="list-style-type: none"> <li>• Can the funds be raised</li> <li>• Will the timing work if we get behind in funds</li> </ul>	<ul style="list-style-type: none"> <li>• Huge Target and pandemic really slowed the pace</li> <li>• No big donors identified</li> <li>• Need to get events going again but hard with pandemic to get local connections</li> </ul>
<b><i>Organizational Capacity Feasibility</i></b>		
<ul style="list-style-type: none"> <li>• Seems very thorough process for gm search</li> <li>• Board, esp senior board, are very very involved and knowledgeable</li> </ul>	<ul style="list-style-type: none"> <li>• Who else do we need to hire besides GM or will GM do that? Later issue, as right now the big question is can we hire to help drive fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Speaking personally, very limited time and only getting more limited with personal challenges.</li> </ul>
<b><i>Owner / Community Sentiment</i></b>		
<ul style="list-style-type: none"> <li>• Opportunity to turn this around for launch if yes vote</li> <li>• TMTM really driving excitement and I think our biggest opp to drive</li> </ul>	<ul style="list-style-type: none"> <li>• Besides the survey which some folks replied to, hard to gauge how others feel. Hard to say whether minimal responses means people are</li> </ul>	<ul style="list-style-type: none"> <li>• Owners likely getting impatient or still asking when will the market actually open</li> </ul>

engagement and new owners thanks to similarities to non profit	disengaged or just okay, since usually upset people are vocal	
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**What else / what info do I need in order to vote?**  
*(Note these should be items that can be produced/accomplished within days.)*

- None, I have what is needed to vote



**Name: Anthony Todd**

<b>pros / strengths / assets</b>	<b>uncertain / unknown</b>	<b>cons / weaknesses / liabilities</b>
<b>Operational Feasibility</b>		
<ul style="list-style-type: none"> <li>• Strong Firebrand support</li> <li>• New design is promising</li> <li>• Workable pro forma</li> </ul>	<ul style="list-style-type: none"> <li>• Cash flow timeline</li> <li>• Execution of plan</li> </ul>	<ul style="list-style-type: none"> <li>• Covid and business uncertainty</li> </ul>
<b>Funding Feasibility</b>		
<ul style="list-style-type: none"> <li>• New plan = reach new people</li> <li>• New board members and volunteers with new contacts</li> <li>• Working financials may encourage donors</li> </ul>	<ul style="list-style-type: none"> <li>• Is the project too old/boring at this point</li> <li>• Are people less interested in this sort of store post-covid</li> </ul>	<ul style="list-style-type: none"> <li>• Previous failures</li> <li>• Economic recession</li> </ul>
<b>Organizational Capacity Feasibility</b>		
<ul style="list-style-type: none"> <li>• New larger, enthusiastic board</li> <li>• Enthusiastic volunteers with new energy</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to execute</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty executing plans in past</li> </ul>
<b>Owner / Community Sentiment</b>		
<ul style="list-style-type: none"> <li>• Strong enthusiasm with new plans</li> <li>• General desire to see firm plan for</li> </ul>		<ul style="list-style-type: none"> <li>• Frustration with former failures</li> </ul>

product completion ● Happiness with new transparency		
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***What else / what info do I need in order to vote?***  
***(Note these should be items that can be produced/accomplished within days.)***

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