

# THE GREG MILLER PROJECT

**Theatre Performance, Production and Education Venue  
with Dining and Beverage Options**

**Business Plan**

6/30/2018

**The Greg Miller Project LLC  
Rochester MN**

**Greg Miller**

FOUNDER and OWNER

Greg grew up in nearby Mantorville, Minnesota and for 27 years has resided in Rochester where he and his wife Dawn have raised their six children.

He has made his living as a theater professional for a quarter century at the Rochester Civic Theatre as its Artistic Director where he directed over 116 mainstage productions. He knows the community and has strong ties with the network of area artists and volunteer work force.

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## **1. Executive Summary**

The Greg Miller Project is a theatrical performance and education organization that brings patrons live entertainment accompanied by affordable food and beverage choices. We intend to open a two hundred seat facility complete with electric kitchen and full bar service at 3820 North Broadway Avenue, Rochester, MN 55906.

Initial revenues will come from its eight Mainstage shows (regularly scheduled full season of musicals and stage plays of one hundred performances) and up to over thirty individual special event nights throughout the year (one shot stand up, music, improv comedy, dance shows, etc.) Additional income will be made through our educational offerings in acting, improv, dance and music (a possible three hundred and sixty or more class periods in the season). We are also looking into the possibility of running classic and cult favorite films on a limited basis.

The opportunity we see in Rochester is to capitalize on Mr. Miller's experience and respected name in the Arts community, utilize the cadre of hundreds of artists and volunteers at his disposal, and bring a unique theatrical entertainment venue to the expanding and developing Rochester region.

Our goal is to offer quality theatrical performances at an affordable price. We'll do this by hiring talented and experienced artists to lead and create each production. Augment that with talented and experienced volunteer performers, great food, drink and ambiance and you have a terrific evening out; an evening that you can afford to have once or more a month.

The food and beverage component is a unique addition to what is currently available to Rochester theatergoers. The Greg Miller Project will offer a limited menu of appetizer and desert style foods for patrons along with a full bar. If you've come right from work and want a tasty hot sandwich and a beer before or during the show we've got you covered. Perhaps you've come from one of our community's fine restaurants and decided to hold off on dessert? You can order it before the show and we'll bring that decadent chocolate cake to your seat at intermission.

The bulk of our clientele are 40s plus college grads, white collar workers and retired folk and they form our loyal mainstage membership base. With the resurgence of popularity in modern Broadway musicals and in live arts, the demographic is broadening. With crossover appeal mainstage titles, theatrical event nights, reduced membership ticket prices and student rush ticket sales, we can serve all age and economic groups.

It is the company dream to be a thriving, for profit arts employer that brings excellent live theatrical productions to the Rochester area by employing area artists (working toward paying all who contribute to the art), collaborating and responding to its audiences' needs, and training and encouraging the community's next generation of artists.

## **2. Business Objectives and Milestones**

- Achieve financial projections as provided for in Financing Scenario 1 and 2 attached hereto as Exhibit A and Exhibit B, respectively.
- Achieve and maintain high attendance and customer satisfaction numbers.
- Grow education programming and income each season.

- Our key milestones are as follows:
  - Major renovations completed by November 30, 2018;
  - Finish work and installations completed by December 15, 2018;
  - Open for business December 30, 2018; and,
  - First main stage production in January 2018.

### **3. Start-up Summary**

Investor funds will be used toward lease of the property, remodel and equipment costs and first year working capital including royalties and production costs. Please see Exhibit A and B to this Business Plan and the Form C Offering Statement for further details.

#### **Legal Form**

The Greg Miller Project is formed as a Minnesota limited liability company.

#### **Mission Statement**

The mission of The Greg Miller Project is to produce, perform, and promote live theater which entertains and educates audiences, and enhances the quality of life in the Greater Rochester Area by employing, engaging and developing the talent of community artists, craftspersons and dedicated supporters of theater arts.

#### **Keys to Success**

Location:      easy to find and free and easy parking.  
 Quality!        Make it more than worth the money.  
 Know your audience. Always ask if they will value what you offer.

### **4. Description of Business**

#### **City Location**

Rochester is located in the Southeast portion of Minnesota.

#### **Theatre Location**

The Greg Miller Project is leasing an existing building at 3820 North Broadway Avenue Rochester, MN 55906. The plans have free patron parking, full lobby, kitchen, bar and classroom.

#### **Economy**

Rochester has a growing population of 114,000 with a transient population of about 2 million. With those numbers and projected growth and the Destination Medical Center downtown development initiative taking place, the area will be in need of more entertainment offerings and (from our volunteers' standpoint) more opportunities to participate in the arts.

The cities major employers are the Mayo Clinic Medical System and IBM and the city draws audiences

from western Wisconsin and northern Iowa as well as all of Southern Mn. As the Twin Cities are considered too far to drive for many Rochester is a southern hub for arts and entertainment activity.

### **Theatre Space**

The theater will house two hundred movie theater style seats with cup holders for patrons' beverages or removable tray for their food. The stage itself will be a 28' wide proscenium with enough depth and wing space to handle shifting scenery and complete orchestras. There will be a control booth for technical operations, full theatrical lighting grid and space for follow spot operators. We will have ample room for crafting scenery and separate costume shop space for those designers to work from. Our lobby will have enough room to entertain our guests before a show and during intermission with seating for conversations or enjoying something from our kitchen or bar. We will have a large classroom apart from the stage so classes can occur even when a show is on. There will be dressing rooms and restroom facilities for performers as well as those for our patrons.

### **Hours of Operation**

Box office will be open 11am-5pm M-F and 1hr before each performance which is roughly 134 performances a year plus over 100 classes running M-F afternoons and evenings and Saturday mornings.

## **5. Performances**

### **Plays and Musicals**

We will have eight mainstage productions running Thursday through Sunday, three to five weeks long. At least three of those will be fully staged musicals with live orchestras of five to twenty pieces. We will offer everything from classics to newly released, sought after titles. There will be family friendly productions and those for more grown up tastes, all chosen with the goal of providing the audience with a rewarding and entertaining theatrical experience.

### **Events**

Our theatrical event calendar will be a delightful mix of offerings such as:

- Improvisational comedy.
- Old style live radio theater productions
- Cabaret style, variety shows.
- Productions for youth audiences.
- Stand up comedy
- Unique musical entertainers.
- Engaging dance troupe performances.

We are in talks with various local groups and organizations as well as Stevie Ray's Comedy Company in Minneapolis about their interests in participating in this series.

## **6. Food and Beverage Service**

## **Bar**

Audience members who enjoy sharing drinks with a few friends before a show can come early and order anything from our full bar, soft drinks, beer, wine, mixed cocktails all served by a professional bartender. Enjoy in the lobby and take it in the theater with you, or order it and have one of our servers bring it to your seat.

## **Food**

Our limited menu options for patrons will be a mix of favorites and some house specialties. You may be in the mood for a panini or personal pizza, or maybe something lighter like a veggie plate, or perhaps it's time to celebrate with a rich wedge of cake or old fashioned strawberry milkshake. As with our beverage menu, you can enjoy it in the lobby while you wait or have us bring it on a tray to your seat. It's all about enjoying a shared experience with a big room full of friends.

## **7. Education**

### **Classes**

We think it is important to to perpetuate the art of live theater by passing on the knowledge, experience, skills and love of the art form, not just through performance, but also through a more formal educative process. This is why we offer classes in acting, dance, music, and appreciation for all age groups. The skilled theater veteran of today was once an inexperienced novice. For the youth, it's an introduction to the arts which they may not experience elsewhere due to arts cuts in schools. For mature novices, it's opening a door to a rewarding pastime and new human connections, and for those looking to further their theatrical talents it is a way to continue growing toward their goals in the performance field. With nearly 200 class periods available to us each season, we can provide a much needed outlet for the aforementioned groups.

## **8. Marketing**

### **Competition**

Like all entertainment, we will be competing with stay at home entertainment, going out to a bar, a movie, maybe a concert or one of the few other live theaters. Certainly, our loyal audience members that comprised the 240 average attendance for the last five years will return and we can build on that with the new people coming to town to work in our expanding city.

### **Advertising**

We will publicize our work by maintaining enough of a presence in traditional marketing avenues (TV and newsprint) so as to not leave our older patrons in the dark, but will also explore new avenues such as social and online media. Theater can be a bridge gap, transformative art form for all social, economic, racial, gender and age groups.

### **Pricing**

Our tickets will be \$30 for a stage production and approximately \$20 for an event. Food and beverage prices will be on par with area restaurants. Our pricing is competitive with local markets and by striving for quality in the audience's entire experience, I don't doubt they will be getting more than their money's worth.

## 9. Financial Projections

Please see Exhibit A and Exhibit B.

## 10. Resume

Artistic Director Rochester Civic Theatre  
July 1991-June 2017

Greg Miller directed 116 mainstage productions for The Civic and has directed even more at other theaters in the region and beyond. As a theater professional Mr. Miller has:

- Directed 5+ productions each year.
- Performed in many productions.
- Written scripts (he is a published playwright).
- Designed and built scenery
- Designed costumes
- Created masks, puppets, props.
- Taught all ages performance, makeup, and stage craft classes.
- Created production budgets.
- Hired artistic staff for each production and oversaw their work.
- Coordinated and directed hundreds of volunteer artists, craftspeople, each year.
- Acted as Interim Executive Director five different occasions for months each time.
- Gave guided tours, service group talks and radio and television interviews for promoting productions.
- Worked with boards of directors in guiding the governance of the organization.
- Created graphics for use in advertising.
- Written and produced ad material for print, radio and television.

For the past twenty-five years, Mr. Miller worked as the Artistic Director for another local theater with similar production costs, programming and scheduling. In the last five years, attendance revenue grew from \$217,000 to \$380,000+.

Averaging the last five years' attendance tells us that overall we can expect 3,000+ patrons to attend a typical production, 3,300+ for musicals and 1,800+ for non-musicals (keeping in mind this was for a larger three hundred seat house whereas The GMP will have a two hundred seat house). An average non-musical run will seat a maximum of 2,200.

Over the past five seasons Mr. Miller's productions have averaged an 82% attendance of a 300 seat house with each of the six shows running four times a week for three to four weeks. His final year at RCT netted an all time theatre high of \$385,362 in ticket sales alone. Five years previous, that net was \$217,901.

Mr. Miller was awarded the Mayor's Medal of Honor for Excellence in Arts and Culture in 2015, the Greater Rochester Arts and Cultural Trust Award for Outstanding Artist in 2016, and the theater for which he was Artistic Director won the Trust's first People's Choice Award for Favorite Arts Organization in 2013. Miller has performed or worked with The Rochester Civic Theater, Mantorville

Theater Company, Stewartville Community Theater, Rochester Repertory Theater, Pine Island Area People for the Arts, and many others.

Previous to 1991, Miller worked several years as a creative services writer for the local NBC affiliate where he wrote and produced advertising and promotional material.

# Exhibit A

**Greg Miller Project LLC  
Financial Model  
Financing Scenario 1 - All Equity**

<b>Balance Sheet</b>	<b>Day 1 - Initial Cash Financing</b>	<b>Day 2 - Asset Purchases</b>	<b>Short Year 1 (10/1-12/31/18)</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>	<b>Year 11</b>
Cash	461,000	85,000	44,342	146,719	276,960	408,002	513,516	605,652	749,375	891,914	1,017,153	1,150,006	1,279,998
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-
Building & Equipment	-	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000
Accumulated Depreciation	-	-	(13,500)	(67,500)	(121,500)	(175,500)	(229,500)	(274,500)	(319,500)	(364,500)	(409,500)	(454,500)	(499,500)
<b>Total Assets</b>	<b>461,000</b>	<b>450,000</b>	<b>395,842</b>	<b>444,219</b>	<b>520,460</b>	<b>597,502</b>	<b>649,016</b>	<b>695,902</b>	<b>820,625</b>	<b>944,164</b>	<b>1,050,403</b>	<b>1,164,256</b>	<b>1,279,988</b>
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Accruals	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepaid ticket sales	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Owner's Equity	461,000	467,000	467,000	467,000	467,000	467,000	467,000	467,000	467,000	467,000	467,000	467,000	467,000
APIC	-	-	-	-	-	-	-	-	-	-	-	-	-
Retained Earnings	-	-	(51,158)	85,210	266,167	448,120	591,370	729,514	882,831	1,234,383	1,450,112	1,697,207	1,937,105
Dividends	-	-	(80,991)	(195,207)	(300,818)	(406,818)	(493,354)	(583,612)	(672,206)	(760,218)	(859,709)	(962,958)	(1,107,117)
Total Equity	461,000	467,000	416,042	461,219	537,460	614,502	666,016	712,902	837,625	961,164	1,067,403	1,181,256	1,296,888
<b>Total Liab &amp; Equity</b>	<b>461,000</b>	<b>467,000</b>	<b>416,042</b>	<b>461,219</b>	<b>537,460</b>	<b>614,502</b>	<b>666,016</b>	<b>712,902</b>	<b>837,625</b>	<b>961,164</b>	<b>1,067,403</b>	<b>1,181,256</b>	<b>1,296,888</b>

  

<b>Income Statement</b>	<b>Day 1</b>	<b>Day 2</b>	<b>Short Year 1 (10/1-12/31/18)</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>	<b>Year 11</b>
Ticket Sales - Plays	140,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000	560,000
Ticket Sales - Other Events	28,050	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200
Class Room Sessions	3,938	15,750	29,250	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Food Sales	45,200	180,800	180,800	180,800	180,800	180,800	180,800	180,800	180,800	180,800	180,800	180,800	180,800
Liquor Sales	36,725	146,900	146,900	146,900	146,900	146,900	146,900	146,900	146,900	146,900	146,900	146,900	146,900
<b>Gross Revenues</b>	<b>253,913</b>	<b>1,015,650</b>	<b>1,025,150</b>	<b>1,044,900</b>									
Cost of Goods Sold - Food	32,600	90,400	90,400	90,400	90,400	90,400	90,400	90,400	90,400	90,400	90,400	90,400	90,400
Cost of Goods Sold - Liquor	11,300	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200
Cost of Goods Sold - Ticket Sale Fees	11,900	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200	45,200
Cost of Goods Sold - Ticket Discounts	-	-	-	-	-	-	-	-	-	-	-	-	-
Cost of Goods Sold - Talent	12,750	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000
<b>Total Cost of Goods Sold</b>	<b>57,550</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>	<b>231,800</b>
Greg Miller - Payroll	10,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Marketing Director - Payroll	10,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Scene Designer	10,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Other Play Staff	25,840	101,920	101,920	101,920	101,920	101,920	101,920	101,920	101,920	101,920	101,920	101,920	101,920
Food/Beverage Staff	15,075	60,300	60,300	60,300	60,300	60,300	60,300	60,300	60,300	60,300	60,300	60,300	60,300
Classroom Staff	2,250	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
<b>Total Wages</b>	<b>72,865</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>	<b>291,220</b>
Payroll Tax - Social Security (6.2%)	4,514	18,056	18,056	18,056	18,056	18,056	18,056	18,056	18,056	18,056	18,056	18,056	18,056
Payroll Tax - Medicare (1.45%)	1,056	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223	4,223
Other Employer payroll taxes (2.35%)	1,311	5,844	5,844	5,844	5,844	5,844	5,844	5,844	5,844	5,844	5,844	5,844	5,844
Health Insurance	4,500	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
<b>Total Payroll, Taxes and Benefits</b>	<b>84,246</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>	<b>334,344</b>
Advertising	6,250	25,000	12,500	13,125	13,781	14,470	15,194	15,954	16,751	17,589	18,468	19,388	20,350
Cable/TV	450	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Costumes	6,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Dues	125	500	500	500	500	500	500	500	500	500	500	500	500
Education & Seminars	125	500	500	500	500	500	500	500	500	500	500	500	500
Set, Sound, Lighting	9,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Laundry	600	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Office Supplies	500	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Professional Services	6,250	25,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Royalties	12,500	50,000	51,500	52,500	53,000	53,500	54,000	54,500	55,000	55,500	56,000	56,500	57,000
Taxes & Licenses	875	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Telephone	625	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Travel & Entertainment	250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Garbage	800	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Utilities	3,750	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Business Insurance	2,250	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Repairs & Maintenance	1,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
GM	11,385	45,540	46,451	47,360	48,267	49,174	50,081	50,988	51,895	52,802	53,709	54,616	55,523
Rent	13,500	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Initial Deal costs for raising 500,000	39,000	-	-	-	-	-	-	-	-	-	-	-	-
Initial Start up soft costs	50,000	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Expenses</b>	<b>185,135</b>	<b>306,140</b>	<b>278,051</b>	<b>292,605</b>	<b>305,708</b>	<b>317,814</b>	<b>329,974</b>	<b>342,184</b>	<b>354,444</b>	<b>366,754</b>	<b>379,114</b>	<b>391,524</b>	<b>403,984</b>
<b>Net Income</b>	<b>(54,118)</b>	<b>139,348</b>	<b>180,957</b>	<b>182,155</b>	<b>184,050</b>	<b>185,945</b>	<b>187,840</b>	<b>189,735</b>	<b>191,630</b>	<b>193,525</b>	<b>195,420</b>	<b>197,315</b>	<b>199,210</b>
Addback Depreciation/Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-
Addback Taxes (Assumed 50)	13,500	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
Addback Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>EBITDA</b>	<b>(40,618)</b>	<b>193,348</b>	<b>234,957</b>	<b>236,155</b>	<b>238,050</b>	<b>239,945</b>	<b>241,840</b>	<b>243,735</b>	<b>245,630</b>	<b>247,525</b>	<b>249,420</b>	<b>251,315</b>	<b>253,210</b>
Investor Payments 10% Starting Year 2 - ROR	-	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Investor Payments 33% Starting Year 2 - Taxes	-	(45,991)	(89,716)	(60,110)	(47,5								

