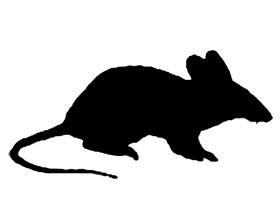
Stage Rats L.L.C.


“Build Good Stuff Cheap”

**Tom Fusco**

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[www.stagerats.com](http://www.stagerats.com)

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**Executive Summary**

Stage Rats L.L.C. is a scenic services and production company that specializes in working closely with small theatre companies who have limited resources and money. Stage Rats hires established professionals and student apprentices. There is a need for small scale theater production in the region as well as a need for students to gain an apprenticeship experience in the trade of theatre set design and production. There are over sixty small theatre companies and over 2,400 college students interested in Theatre and Performing Arts in New Jersey alone. Currently, Stage Rats only has a small segment of this large market, however, the company has the ability to grow as a business and ultimately reach more of the target market. Stage Rats is committed to become a non-profit social venture and provide extraordinary value to the community and students at Rowan University. Stage Rats brings value to the community and small theatre companies by having quality sets produced in a responsible and professional manner for a lower price than the competition. Stage Rats also brings value to Rowan students by providing them an exceptional opportunity through their apprenticeship program. The benefits for Rowan students are professional experience, networking, resume building, and skills that cannot be taught in a classroom. The skills and training of the apprenticeship program includes contract negotiations, tax law, professional expectations and onsite job training. Stage Rats is committed to the concept of on the job training and is designed to help advanced students transition into the professional world. Stage Rats is financially stable, breaking even each year. The success of Stage Rats is not measured by profits or revenues, but is measured by the social value and impact that they deliver to the community and to their students. Stage Rats provides a much needed service to the Student Government Association (ie Dance Extensions the Spring Fashion Show) and the Rowan Opera Company. There is no one else on campus that has the requisite skills and resources to build sets on campus. This mutually beneficial link to the Rowan University Community is what we would like to build upon, and create a formal relationship with the University. With an established residence on campus, Stage Rats can create a continuing presence on campus, making it easier to work with students, both as workers and clients.

**Company Overview**

**Mission**

        The Stage Rats organization exists as a scenic services and production company that specializes in working closely with small companies who have limited resources and money. Inspired by the University mission goals “To provide a collaborative, nurturing, learning-centered environment to educate students with an excellent liberal education and professional preparation to meet the challenges of the future” and “to be valued for partnership with the community and regional industry for providing opportunities,” the company strives to give students valuable experience in the field while building quality sets. Stage Rats overall mission is to build good stuff cheap, bring professionals and students together in a supervised apprenticeship program, and have fun while producing quality work. Stage Rats delivers benefits to its students by providing professional experience, networking, and resume building. Stage Rats is committed to the concept of on the job training and is designed to help advanced students transition into the professional world. The skills that the company will train apprentices in include contract negotiations, tax law, professional expectations and onsite job training

**Goals**

One of the main goals of Stage Rats is to provide quality education in the form of teaching students how to get into the industry. Another goal is to teach the students how to be smart in the field and show them the right skills and tools that they need. It is crucial for students and workers to be able to create quality work and deliver results the smart way to strive in the industry. Along with this, it is important that the student workers are mentored and supervised by professionals in the field. This will contribute to an advanced form of learning that will benefit the students when they graduate and seek employment. While doing work for Stage Rats, it is important that the students have a good time. They should be able to enjoy themselves while producing quality work.

**Short term goals**

* Stage Rats wants to get the relationship established officially with Rowan. After, get established as a non-profit and an academic status. Stage Rats would like to improve the marketing presence, improve their website, and have additional documents in place.

**Long-term goals**

* Stage Rat’s long term goals consist of first developing the Stage Rats program and then start marketing it schools and students.
* **Additional Goals**
* Establish a relationship with the United States Institute for Theatre Technology (USITT)
* Stage Rats wants to grow into an organization that embraces the academic side of theatre
* Develop professional training ties with other organizations
* Develop relationships with these organizations to help train students in the industry standard

**Milestones**

* Get the relationship established officially with Rowan
* Get established as a non-profit and an academic status
* Improve the marketing presence
* Improve the website
* Have additional documents in place

**Background and Structure**

        Stage Rats LLC was formed by Tom Fusco in order to address the need for an affordable yet reliable stage production company. Many organizations that conduct theatre or live event shows have big aspirations but little financial resources to acquire the quality sets that they need. This is where Stage Rats steps in; through a combination of experience, resourcefulness, networking and applied creativity we are able to build quality sets and installations and remain within budget. Stage Rats hires established professionals and student apprentices.

The business unofficially began when a Rowan professor and director needed a set built for one of his plays to be produced and directed in New York City. There was no budget for labor but the job still needed to be done. Mr. Fusco saw an opportunity for a few of his students who were graduating in the near future to legitimately add to their resume’s professional job experiences. A few months later, the set was built and everyone involved was happy. This was the inspiration behind Stage Rats. Mr. Fusco believes that many universities today provide limited practical experience in the field, and that most majors do not prepare you for the “real world.” The reality is that most student work is not at par with the standards of the professional world. Individuals and organizations that are looking for work to be done much rather pay a professional with years of experience instead of a student straight out of college. The goal was to combine professionals in the field with responsible and talented students to create a system where industry standards can be met and students receive a real world experience.

        Another co-worker approached Mr. Fusco and asked for a set. Following that was an entire season of building sets for Gloucester County Institute of Technology (GCIT) and additional work for the Rowan Opera Company. Before long, Stage Rats LLC was born.

        The local communities and organizations that Stage Rats works with benefits from the quality sets that are produced in a responsible and professional manner while at the same time staying within a predetermined budget. Our client list from the past includes:

* Theater Exile(PA)
* Pig Iron Theater(PA)
* Melanie Stewart Dance (PA)
* Gloucester County Community College(NJ)
* Ego Po Theater(PA)
* Luna Theater(PA)
* Tems’t Toss’d  Productions(NY)
* Gloucester County Institute of Technology(NJ)
* Rowan University’s Dance Extensions and the Rowan University Opera Company (NJ)

Currently Stage Rats has projects underway with:

* Gloucester County Institute of Technology(NJ)
* Rowan Opera Company

**Products and Services:**

At Stage Rats we are a full service Stage Production and Development Company this includes but is not limited to set construction and installation, creation of props, lights and sound installations and space renovations. At Stage Rats our focus is the theatre and dance industry using quality innovative construction and display to create the most desired sets by theatre companies. As a service we are contracted by theatre companies to provide theatrical production services including set construction and load-in, painting, lighting and job in labor on crews or work calls. In addition we provide consultations for installations and production design. Once Stage Rats and the theatre are in sync with the request, we take all appropriate actions to either construct or require the finished product for delivery.

**Marketing Plan**

**Marketing analysis**

Stage Rats has two target markets. The first target market is theatre companies and playhouses that are in need of a set design and stage. There are over sixty theatre companies and concert halls in New Jersey alone. The market consists of mostly non-profit theatre organizations located in New Jersey, New York, and the Philadelphia area. The demands of the market consist of the need of a stage design, construction, production, and clean up service. Since most of the target market is non-profit theatre organizations they seek scenic production companies who can work within their tight budgets.

The second target market are students ranging from 17 to 25 years of age studying in Theatre and Drama and interested in designing, building, and developing stages and sets.  The location demographics for this target market are students primarily from New Jersey as well as areas around Philadelphia. The target market wants is to attend a university that has a well-established Theatre and Drama department that will allow them to grow in the field. They are looking to gain a broad-based study of theatre, grow more knowledgeable and skilled as theatre artists and scholars, work with professionals, network, work in a state-of-the-art theatrical space, and receive the proper training that will allow them to be an expert in the field. Currently, the state contains seventeen Theatre and Drama universities that offer a great variety of opportunities to obtain a diploma. Table 1 below shows how many students graduated with a Visual and Performing Arts Degree in New Jersey from 2004 to 2011. As the table displays, the rise of college students interested in Theatre and Performing Arts has been rising since 2009.

**Table 1: Overall NJ Theatre & Performing Arts Graduates**

Table 2 below shows the number of New Jersey graduated students from 2011 with a degree in Theatre and Performing Arts.

**Table 2: NJ Theatre & Performing Arts Graduates for Each College**

As the table displays, Bloomfield, Stockton, and Montclair have the highest enrollment of Theatre and Drama students with 62, 51, and 50 students graduating in 2011. Other colleges with higher enrollments include Drew University and Rutgers New Brunswick 23 and 27 students. Rowan University had 13 students graduate in 2011.

**Marketing Strategy**

Stage Rats marketing strategy will consist on marketing towards small to medium scale productions with client budgets ranging from $500-$10,000. To date, we have had projects with G.C.I.T, G.C.C., Ego Po Theater, Luna Theater, Pig Iron Theater Company, and Tems’t Toss’d. Current projects include GCIT, GCCV and Voorhees Middle School. Proposed projects include Rowan Opera Company, SGA Fashion Show and Pig Iron Theater Company. Stage Rats will operate out of Glassboro, NJ. It will service venues from New York to Washington DC. Most of the business will be local, within a 20 mile radios with a majority of the work being done in Gloucester, Salem, Atlantic, and Camden counties and the Philadelphia Metro Region.

**Advertising, Public Relation, and Promotions**

Currently, Stage Rats does not have any type of advertising or promotional strategies of their products and services to students or small theatre companies. Their marketing strategy consists of working with small non-profit theatre organizations that reach out to them for their service. Stage Rats competes on price and quality as one of their major marketing strategies and sales tactics. They market lower estimates compared to their competitors and assure that they can provide quality products for a low price. Although Stages Rats does not currently participate in Marketing or Promotions, they plan to in the future to expand their scope of work and become known in the New Jersey, New York, and Philadelphia Theatre industry. Their two year goal is to create a portfolio and website to show exactly what the business offers and can do. The hope is that this will drive business and create more jobs.

**Industry and Competitive Analysis**

**Nature of Competition / Change in Industry**

        Our service and company’s unique business structure has created limited competition within our industry. However, our direct competitors include other Universities state wide that have already implemented and have been successfully running similar structured organizations as well as small contractors of few individuals to large scene companies in Southern New Jersey. It can be seen that the Dance and Theatre productions industry has been taking a turn in the recent past, as most clients have been hit hard by reduction of funding. This means they are looking for economical ways to build sets. Our willingness to work within a set budget puts us in a unique position. In addition, we have multiple people working for the company whereas traditionally one or two people work on producing a scenic set. Our strength is in our diverse crew or professionals and students. With a bank of experienced theater technicians collaborating their expertise on the design and production combined with an extensive labor pool of apprentices, Stage Rats can move swiftly and confidently towards a process of timely service and most importantly, safe and high quality products. In terms of education we are seeing more hands own approaches emerging against typical classroom instruction, not only in New Jersey but across the nation.

**Primary Competitors**

        Our primary broad spectrum competitors consist of the Universities of Kean, Princeton and Drew all located in New Jersey. Premiere Stages, a non-profit Professional theatre company has been successfully running in residence at Kean University since 2004. As regarded by Premiere stages mission statement, they have “committed themselves to serving the cultural needs of northern and central New Jersey through the development and production of high-quality Equity theatre premieres, professional development and educational initiatives for the local and campus communities, and the support and cultivation of emerging playwrights and theatre artists.” Premiere Stages accomplishes their unique mission through their establishment at Kean University’s campus and by offering a professional intern program for applicants who have an interest in pursuing a career in theatre arts in virtually any aspect of the theater and dance industry. The program provides intense on-the-job training, weekly seminars, field trips to New York City, understudy opportunities and membership in the Equity Membership Candidacy Program (when applicable). The intern pool is comprised of primarily college students and second career oriented individuals; part-time internships are also available to high school students. Premiere offers multiple summer internships as well as literary internships during the Fall and Spring Semesters. In completion of their now nationally recognized internship programs, students receive college credits and a well-respected certification of completion, creating an appealing addition to the students resume for the work force.

        McCarter Theatre, a non-profit organization in residence at Princeton University since 1973 is considered the first professional theatre company established in residence at a University. As pertaining to their mission, “McCarter Theatre Center is recognized as one of the country’s leading theaters, and is the only organization in this country that is both a professional producing theater and a major presenter of the performing arts.  With this identity comes a unique commitment to creating, developing and producing new work for the stage, reinvestigating classical theatrical repertoire, and bringing the best of the world’s performing artists to Central New Jersey.  McCarter demonstrates an unwavering commitment to engaging, educating and cultivating a broad range of audiences, making the arts accessible to all people, and presenting an unparalleled variety of bold, stimulating, diverse and provocative programs across disciplines.”  McCarter embraces their mission through operating with a similar structure as previously discussed with Premiere Stages. They offer an internship program primarily available for the theatre and dance students of Princeton University. This internship has been created to tackle the educational gap of hands on learning and initiatives. Their internship covers every aspect of the theatre and dance department curriculum including theatre production, theatre development, educational stage management, company management, general management, stage and theatre management, which are all core educational resources that Stage Rats will be focusing on. McCarter Theatre also provides their interns with a recognizable nationally renowned certification of completion of their internship program, providing their students with a competitive edge within the industry’s workforce.

        Shakespeare Theatre Company is a non-profit organization in residence at Drew University. Shakespeare Theatre of New Jersey is an independent, professional theatre company that has been in residence on the pastoral campus of Drew University since 1972. The Shakespeare Theatre of New Jersey is one of 25 professional theatres in the state. As one of the leading Shakespeare theatres in the nation, serving 100,000 adults and children annually, it is New Jersey's only professional theatre company dedicated to Shakespeare's canon and other classic masterworks. Through its productions and education programs, the company strives to illuminate the universal and lasting relevance of the classics for contemporary audiences.

        Each year, The Shakespeare Theatre of New Jersey's multi-tiered training programs offer students from across the United States and abroad clear instruction, individual attention, and thoughtful and candid evaluation in a professional theatre environment. Training is offered in every aspect of the theatre, from acting and directing to arts administration and theatrical design. Through the Theatre's involvement with the University, Drew has been able to offer theatre students the opportunity to enjoy an active relationship with New Jersey's only professional theatre dedicated to the classics. Drew’s training programs have and will continue to further educate Drew University students with detailed hands on learning. They provide their student interns and those involved in their training programs with certificates of competition and a wealth of knowledge which is nationally known and recognized in the theatre industry.

        The three mentioned non-profit theatre and dance organizations, located in residence at New Jersey Universities are our three main competitors. They are held accountable as our primary competitors as it is apparent that they are running nonprofit organizations that have gain nationwide recognition in as little as nine years of operation. They have all accomplished this acclaim by providing students in New Jersey Universities with hands on real life experiences working for and with professionals in all aspects of the Theatre and Dance industry; Thus, creating vast opportunities and advantages for those students that have participated, as they are filling the workforce gaps that employer’s desire. Overall, we can see that as an incoming Theatre and Dance student it can be assumed that one would choose a University that has these types of extremely beneficial programs to assist with implementation into the real world after receiving a degree.

**Secondary Competitors**

Our secondary competitors relate more to the specific work that we at Stage Rats accommodate to: Stage construction and installation. As we cater to clients within the Tri state area, predominantly South Jersey, it is apparent that we are competing against other privately owned stage production companies.  As these companies are typically under the radar and in most cases run unincorporated, it has become hard to pinpoint exact companies that compete on similar margins. However, there are a few companies specific to stage construction and installation within our target area which are competing within our niche industry such as: Proof Productions, Stage Krew and StoneDog studios, all of which are local stage production companies that have become well known within this specific industry focus.

Our closest competitor is Proof Productions Inc., located in Glassboro, NJ. Proof Productions Inc. is a young company with a renowned international team with over 200 years of collective experience. They are a full service scenic studio specializing in all types of projects from inception to completion. Proof Productions have a fully staffed fabrication department including artists, carvers, sculptors, carpenters, electricians and metal fabrication technicians. Their expertise includes, but is not limited to, theater, TV/film, restaurant themes, exhibits, special effects, retail displays, corporate and special events, architectural and engineering support services.

Stage Krew Productions is located in Sewell, NJ. Stage Krew is a full service production company specializing in scenic design and fabrication with roughly 10 years of experience. Stage Krew prides itself by providing their clients with custom built and design sets from their inventory. They also offer rental backdrops, staging, lighting, audio, and special effect devices for productions.

StoneDog studios located in Asbury Park, NJ has become a well-known name in this industry as they have been in business for over 20 years as a full-service set and prop design company designing and building custom made sets and props. StoneDog focuses on incorporating creativity, experience and hard work to produce unforgettable scenery, set design and construction and custom props.

We should also pay focus to full operating theatre companies who use their own personnel and resources to create every aspect of their productions. Such fully integrated theatre companies lack the need of outside companies such as Stage Rats for their stage construction.

**Primary Risks and Opportunities in Competitive Market**

        The opportunity in this competitive market is significant, according to *collegeprowler.com.* Only eleven Universities in New Jersey out of roughly sixty plus state, independent, community, religious, proprietary and religious institutions offer a graduate program in Theatre and Dance. According to *state.us.nj* *higher education*, in 2011 approximately 2,340 students earned a certificate in this area showing steady increases from 2003, and 2009, with 2,017 and 2257 earn degrees, respectively. Of these eleven institutions it is seen that the most successful in terms of employment rate and “bridges” stemming into the real world workforce are those that in fact offer these now nationally recognized hands-on professionally integrated internship programs, the most prominent being those discussed at Kean, Princeton, and Drew Universities.

        Our opportunity can be derived from many different aspects including providing higher, more influential learning to our currents and prospect students at Rowan University in the Theatre and Dance department to better the overall objective of college which is earning a job after graduation within your desired discipline. Another opportunity involves filling the gap of a professionally hands-on program for theatre and dance majors in South Jersey. This is not only an opportunity for students within this discipline but for overall future enrollment at Rowan University by creating a more appealing curriculum for those students entering college in this discipline.

        It has become obvious that the need for this type of program in the theatre and dance industry at Universities is both essential and desired by students. As it has been mentioned numerous times that Kean, Drew and Princeton universities have established programs for their students to be recognized nationally, no doubt creating a competitive edge for those enrolled in these disciplines at these Universities. As Rowan continues to have students enroll in this department, it should be seen as a “must” for Rowan to adapt to such programs so they too can become known at first amongst the state and hopefully in the future nationally for having an effective and beneficial program such as Stage Rats for their students. As it has been seen to have an obviously positive impact for students at these universities with such programs already implemented for their employment after college, it can be assumed it will be congruent if implemented at Rowan. In turn, as success rates of students begin to rise within this discipline it can also be assumed that this program at Rowan will be very appealing to those entering college, hence furthering enrollment at Rowan.

        In geographical terms these institutions are located and are servicing primarily North and Central New Jersey as these universities are located in Mercer County – Princeton University, Morris County – Drew University, and Union County – Kean University. With this, there is an obvious geographical opportunity to implement this type of organization that caters to the students in southern New Jersey.

        More specific opportunities include the wants and needs of Theatre companies for low cost, high quality stage developments for their productions. As most theatre companies operate as non-profits, their funds are generally limited. Stage Rats prides itself off of just this, providing high quality stages at a low affordable price. As mentioned in other sections of the Business Plan, this is achieved by the unique apprenticeship of Stage Rats, working with few full time employees, creating low cost for the business. As companies have already deem Stage Rats with this reputation, as they become more integrated  with Rowan they will become even more recognized, in turn, acquiring more jobs and providing students with more opportunities. Also, it should be noted that a typical theatre company shows high emphasis on learning and benefiting the public and those within their close knit theatre industry. That being said, as Theatre Companies realize that they are not only receiving this high quality low cost service, but also benefiting the students for their future; they too will feel more inclined in using a unique structured company such as Stage Rats.

**Primary Risk**

        As of now Stage Rats is currently is unofficially in residence at Rowan University, which leads us to our primary risk as a company; the lack of an official, legal relationship.

**Competitive Products / Services & Advantages**

Stage Rats offers a trustworthy variety of products and services including but not limited to set construction and installation, props, lights/sound installations and space renovations. Our primary reason that these finished products and services are a competitor in this niche market is based off of our quality and cost focus. Stage Rats is willing to work under a set budget, putting us in a unique position that is more attractive to our current and prospective clients. With this unique structure, we also implement teams instead of the industry’s typical individual approach. Together, working in teams and at a low cost budget we are able to undercut our competitors while still creating a high quality set that is comparable to the big time companies. Thus, we are at an advantage by giving our industry, in which funds are insufficient, “*good stuff cheap”*.

**Operational Plan**

**Organizational Structure**

Stage Rats has been in successful operations since the fall semester of 2010 by the owner, founder and director Tom Fusco. As a small non-profit organization, it is currently able to operate self-sufficiently with the capability of running all functional areas effectively and appropriately with few personnel. As our unique structure has a primary focus on the student apprentices of Rowan University in gaining real life experiences, they are a significant part in this organization. As they are apprentices, they are given the majority of responsibility guided by supervision. The students learn the trade and learn how to become a master carpenter and craftsman in set design and construction. Our supervision stems from primarily the owner Tom Fusco and his appointed team of professionals, all of which have a focus in the field of Stage construction and development. The professionals hold a vital part in our organization, as our structure is to give our interns the opportunity to work with and for professionals in order to gain a proficient understanding of their desired industry. There is currently an established team of key personnel working part-time when needed. However, as we anticipate on growing and expanding our horizons, we do plan on acquiring additional professionals within this industry for optimal student educational advancement. If this growth reaches certain extents, we will need to seek and fulfill a second full-time supervising position. In addition, Stage Rats will need to seek a professional in the Marketing and Advertising field that will create more sales and awareness of the organization.

**Production Plan**

**Production Process**

Stage Rats primary focus is construction and installation followed by striking of stages. The following process is an example of a typical production process within Stage Rats:

1.  A client seeks Stage Rats and Tom Fusco, determined to have a high quality scenic stage including additional services and accessories that they desire, built at a low cost, typically within the theatre company’s budget.

2.  Tom then determines what type of designs will accommodate the client, giving them exactly what they need as well as determining the most feasible plan within the budget.

3.  If approved, Tom then determines the technical components that will be relevant in the specific project. If needed, Tom temporarily hires one or both of his partnered professionals (Bob & Gary).

4.  A design is then created and the required material list is established.

5.  The materials are then acquired from either Lowes, Home Depot, or Fazzios.

6.  Tom then gathers his student work force (apprentices) and delegates the work according to the specific strengths and weaknesses of each student.

7.  Construction at the Stage Rats location then begins. The students are responsible for the majority of the work as they are supposed to be actively learning through their apprenticeship program.

8.  Tom and if relevant to the specific job, Bob and Gary will also be actively engaged in working on the project but more importantly supervising and assisting the apprentices.

9.  Once the project is complete at the scene shop, the team then delivers and installs the set at the specific client location.

10.  If requested by the client, apprentices and Stage Rat professionals remain on scene for the duration of the event to assist with technical components.

11.  After the conclusion of the event, the team then strikes the stage, meaning break everything apart and remove it from the client’s premises.

Stage Rats functions on a budget basis, meaning there is virtually no capital within our non-profit organization. We operate off of a by-job budget acquiring all of our materials needed within the quoted budget. Stage Rats also operates on a by-job schedule, as mentioned before, constructing custom stages and props according to the clients request. In doing so, our materials vary according to the design. The following is an example of an already completed job with a required materials list within the budget of the job. It is a good indication of resources that are needed with similar jobs that Stage Rats acquires.

**Stage Rats acquires all materials from Home Depot and Lowes**

|  |  |  |  |
| --- | --- | --- | --- |
| ASU Budget | Number | Item | Cost |
|  | 64 | 1x4x12 item#131111 | $ 551.68 |
|  | 15 | pvc roofing 26”x12” item#12732 | $ 299.10 |
|  | 4 | 1x12x10 | $ 49.53 |
|  | 4 | gallons silver rustoleum paint | $ 69.96 |
|  | 5 | gallons black | $ 99.85 |
|  | 2 | 3/4 ply | $ 56.20 |
|  | 1 | gallon glue | $ 17.90 |
|  | 1 | box 1 1/2” staples | $ 14.00 |
|  | 10 | 1/4 luan | $ 200.00 |
|  |  | Total: | $ 1,358.22 |

**Facilities / Equipment Requirements**

        Stage Rats is currently in residence at Rowan University - 201 Mullica Hill Road Glassboro, NJ 08028 utilizing space that has been chosen for us. With our current influx of work, this space is more than suitable for Stage Rats.. Tom Fusco and Stage Rats will ideally want to stay in Glassboro so that it is the most convenient for his Rowan University student apprentices. Within our location, we share space and equipment where main stage theatre productions also take place. Given that we are primarily a stage construction and development company, we have a wide range of specialty equipment that is relevant to any construction process.

**Financial Plan**

The financial aspects of the operation of Stage Rats consist of a non-traditional type of business. Sales and revenues are based on the specific estimate of each particular job. The revenues and cost of materials are based on the budget that Tom has obtained from the theatre companies. According to the scope of the job, which type of material will be used, and the budget of the client, determines how much expenses, production costs, operating costs, labor, and profit will be.  The revenue per job has ranged from a couple hundred dollars to twenty-two thousand dollars. The statement below shows one of Stage Rats 2012 set production jobs for a theatre installation at B.C.I.T.

The financial goal for Stage Rats is to allocate the right amount of labor and material expenses that can be covered within the client’s budget so that Stage Rats can always break-even and earn some type of profit. Because Stage Rats is a value-added social type of venture working with non-profit organizations, it does not base its success off of revenues or profit. Currently, Stage Rats has no other type of expenses since the cost of materials and labor is always covered within every job estimate and budget. Along with this, Stage Rats is working in residence of Rowan University operating in its facilities so it does not have any building or utility expenses.

To gain a better understanding of Stage Rat’s financials and their products and services, additional invoices can be found in the Attachments and Supporting Documents section of the business plan.

## Evaluation and Assessment

Stage Rats LLC wants to become a non-profit organization focused on developing a strong educational experience to the students of Theatre and Dance. The profit of the business is not measured by the success of the financial results but is measured by the success of the company’s student apprentices. In order to grow the business, establish a non-profit status, and become known to both theatre companies and students in the states of New Jersey, New York and Pennsylvania, Stage Rats wishes to be associated with Rowan University. Stage Rats provides a much needed service to the Student Government Association and the Rowan Opera Company. There is no one else on campus that has the requisite skills and resources to build sets on campus. The quality and scope of the Fashion Show, Rowan Opera and Dance Extensions was dramatically increased by using Stage Rat’s work in their productions. This mutually beneficial link to the University community is what we would like to build upon, and create a formal relationship with the University. With an established residence on campus, Stage Rats can create a continuing presence on campus, making it easier to work with students, both as workers and clients. By establishing this association and working along Rowan’s academic program, Stage Rats can increase the enrollment of the Theatre and Dance department, provide exceptional apprenticeship programs, provide networking to students, and teach them how to ultimately become a trade master in the particular field. It would make clear that Stage Rats is a valued and beneficial local business that is the manifestation of the University’s Mission.

**Attachments and Supporting Documents**



**INVOICE**

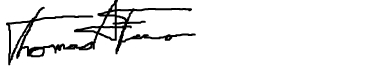
Invoice to the Black Cultural League for Labor, Installation and Strike of Runway and Scenic Elements for the 2012 Fashion Show.

As per our contract please pay Stage Rats L.L.C. $800.00

Please make check payable and mail to:

Stage Rats L.L.C.  
208 East Pine Street  
Wenonah, NJ 08090

Thank You for Your Business,



Tom Fusco, Founder

Stage Rats l.l.c.

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Phone: (609) 254-6879

[tom@stagerats.com](mailto:tom@stagerats.com)

# Invoice for G.C.I.T. School Wide Musical

February through April, 2013

|  |  |
| --- | --- |
| **Set Build/Fabrication** | **$3000** |
| **Over Hire Carpenter** | **$500** |
| **Total Order:** | **$3500** |

Thank you for your business,

Tom Fusco

Stage Rats l.l.c.

Tom Fusco, S.P.

208 East Pine Street

Wenonah, NJ 08090

Phone: (609) 254-6879

[tom@stagerats.com](mailto:tom@stagerats.com)

# Invoice for G.C.I.T. School Wide Musical

February through April, 2013

|  |  |
| --- | --- |
| **Technical Director** | **$1000** |
| **Graphic Design** | **$400** |
| **Props Delivery** | **$100** |
| **Total Order:** | **$1500** |
|  |  |

Thank you for your business,

Tom Fusco



**INVOICE**

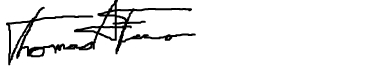
Invoice for the Build of Rowan University Opera Company’s Production of Several Opera Scenes:

As per our contract please pay Stage Rats L.L.C. $1,384.

Please make check payable and mail to:

Stage Rats L.L.C.  
208 East Pine Street  
Wenonah, NJ 08090

Thank You for Your Business,





**INVOICE**

Invoice to Dance Extensions for Construction, Installation and Strike of scenic elements for Revelations.

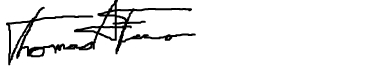
Pieces include One wall unit and two side units as described by Designer.

Cost for labor for above items will be $2,500

Please make check payable and mail to:

Stage Rats L.L.C.  
208 East Pine Street  
Wenonah, NJ 08090

Thank You for Your Business,



Tom Fusco, Founder

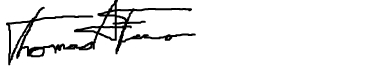


INVOICE

Invoice for the Design, Build, Load In and Strike for Gloucester County College’s production of *Hairspray*: $2,500.

Please make check payable to Stage Rats L.L.C.

Thank You for Your Business,



Tom Fusco, Founder



**INVOICE opera#2**

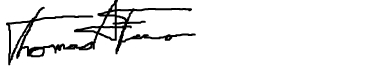
Invoice for the Build of Rowan University Opera Company’s Production of La Clemenza Di Tito:

As per our contract please pay Stage Rats L.L.C. $1,400.

Please make check payable and mail to:

Stage Rats L.L.C.  
208 East Pine Street  
Wenonah, NJ 08090

Thank You for Your Business,



Tom Fusco, Founder



**INVOICE**

Invoice for the Build of Rowan University Opera Company’s Production of La Clemenza Di Tito

 The Rowan University Opera Company agrees to pay a total of $4500.00 to Stage Rats LLC for the following services:

            -Construction of all scenic elements outlined in attached lists and drawings

            -Base coating of all scenic elements

            -Purchasing of materials needed for the completion of scenic elements

            -Loading in of all scenic elements by April 3, 2012.

            -A Stage Rats LLC representative on call during the Tech week of the show

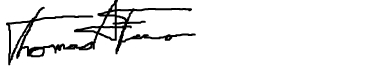
-Strike and disposal of scenic elements with Rowan supplying a dumpster or other means of disposal

 Stage Rats LLC will be responsible for purchasing all items needed for the completion of project and pay for all members providing services to build.

A List of items that will be kept in storage after strike will be indicated to Stage Rats LLC. Such items should be carefully uninstalled and present no damage from the strike process.

 Stage Rats LLC will contact the Designer on the project any time there is a question regarding the build of the scenery. If Designer finds any changes on designs that were not previously communicated before scenic element was build, Designer holds the right to have the scenic element rebuilt with no additional cost to the Rowan Opera Company.

 Payment of services will occur in two parts. A down payment equivalent to 50% of the total cost of the services will be made on \_\_\_\_\_15\_\_\_\_\_\_\_\_\_ of March of 2012. The other 50% of the cost for services will be paid a week after the strike of the production.

 Thank you for your business, 

Tom Fusco, Founder

**OPERATING AGREEMENT**

**OF**

**STAGE RATS, LLC**

THIS OPERATING AGREEMENT (“Agreement”) is made this 24th day of February 2012 by Thomas A. Fusco (the “Sole Member”).

INTENDING TO BE LEGALLY BOUND, the Sole Member hereby provides as follows:

# Formation. The Sole Member hereby forms a limited liability company in accordance with the New Jersey Limited Liability Company Act, as amended from time to time (the “Act”).

# Name and Address. The name of the limited liability company formed hereby is STAGE RATS, LLC (the “Company”). The Company’s initial registered agent and office shall be Thomas A. Fusco and:

208 East Pine Street

Wenonah, New Jersey 08090

# Purpose. The purpose of the Company is to provide theatre set production services and to engage in any other activities incidental or related thereto, and to engage in any other lawful business and activity permitted to be engaged in by a limited liability company pursuant to the Act or the laws of any other jurisdiction in which the Company may conduct its business.

# Control and Management. Management of the business and affairs of the Company shall be vested in the Sole Member. The Sole Member shall have all rights and powers and shall make all decisions affecting the Company in furtherance of the Company’s purposes, including, but not limited to, the right and power to enter into and execute any and all documents and otherwise act on behalf of the Company as the Sole Member deems necessary or appropriate.

# Capital Contributions and Membership Interest. The initial capital contributed by the Sole Member is two hundred dollars ($200.00), and the membership or percentage interest of the Sole Member in the Company is one hundred percent (100%). The Sole Member may but shall not be required to make any additional capital contribution to the Company. Membership in the Company shall not be evidenced by a separate certificate.

# Allocation of Profits and Losses.

## Net Income or Net Loss. “Net Income” or “Net Loss” means, for each fiscal year of the Company or other period, an amount equal to the Company’s taxable income or loss for such year or period, as determined by the Company’s accountants.

## Allocation of Net Income or Net Loss Generally. Net Income or Net Loss, and all tax credits of the Company for each fiscal period, shall be allocated to the Sole Member.

# Distributions. Distributions of cash and/or other assets or property of the Company, from whatever source (including, without limitation, net proceeds of Company operations and sale, financing or refinancing of Company assets), shall be made to the Sole Member at such times, and in such amounts, as the Sole Member shall determine.

# Other Interests of Sole Member. The Sole Member, as well as affiliates of the Sole Member, may engage in any business or profession or possess any interest in other businesses or professions of every nature and description, independently or with others, including, without limitation, any business or other activity which might be in competition with the business or activities conducted by the Company. The Company shall not have any rights in such ventures, including, without limitation, any rights to the income or profits thereof. The Sole Member shall devote to the Company’s business such portions of the Sole Member’s time as the Sole Member deems appropriate, in his sole discretion.

# Indemnification. The Company shall indemnify the Sole Member against expenses (including attorneys’ fees and costs), judgments, fines and amounts paid in settlement actually and reasonably incurred by the Sole Member in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that the Sole Member is or was vested with the management of the Company, to the fullest extent now or hereafter permitted under the Act.

# Tax Matters Partner. The Sole Member is hereby designated as the “tax matters partner” of the Company within the meaning of §6231 of the Internal Revenue Code of 1986, as amended.

# Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of New Jersey without regard to any conflict of law provisions.

# Limitation on Liability of the Sole Member. The Sole Member shall have no liability for the obligations or liabilities of the Company except to the extent required by the Act.

# Binding Effect. This Agreement shall be legally binding upon the Company and the Sole Member and their respective heirs, successors and assigns.

# No Third-Party Beneficiaries. Notwithstanding anything to the contrary contained herein, no provision of this Agreement is intended to benefit any party other than the Company, the Sole Member and their heirs, successors and assigns, nor shall any such provision be enforceable by any other party.

IN WITNESS WHEREOF, the Sole Member has caused this Agreement to be executed as of the day and year first above written.

**STAGE RATS, LLC**

By: \_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_

Thomas A. Fusco, its Sole Member