



CITY OF SCOTTSBLUFF
2525 Circle Drive, Scottsbluff, NE 69361
LIQUOR LICENSE HOLDERS INVESTIGATORY BOARD AGENDA

Regular Meeting
December 17, 2025
2:00 PM

1. **Roll Call**
2. **For public information, a copy of the Nebraska Open Meetings Act is posted in the back of the room on the south wall.**
3. **Notice of changes in the agenda.** (Additions may not be made to this agenda less than 24 hours before the beginning of the meeting unless added under item 4 of this agenda.)
4. **Citizens with business not scheduled on the agenda** (As required by state law, no matter may be considered under this item unless council determines that the matter requires emergency action.)
5. **Minutes**
 - a) Board to approve the minutes of the November 12, 2025 Regular Meeting
6. **New Liquor License Application**
 - a) Board to make a recommendation to City Council regarding the Class CK Liquor License for Green & Tangled, LLC d/b/a The Tangled Tumbleweed, 1823 Avenue A, Scottsbluff, NE, and naming Ronetta Green as the Liquor License Manager.
7. **Other Business**
 - a) Board discussion of requiring employees and liquor license holders to take alcohol server-seller training as a condition of the liquor license.
8. **Adjournment**

City of Scottsbluff, Nebraska
Wednesday, December 17, 2025
Regular Meeting

Item 5.a

Board to approve the minutes of the November 12, 2025 Regular Meeting

Staff Contact: Kimberley Wright

City of Scottsbluff
Liquor License Holders Investigatory Board
Regular Meeting
November 12, 2025 – 2:00 p.m.

The City of Scottsbluff Liquor License Holders Investigatory Board met in a regular meeting on Wednesday, November 12, 2025 at 2:00 p.m. in the Meeting Room of City Hall, 2525 Circle Drive, Scottsbluff. A notice of the meeting had been published on November 8, 2025 in the Star Herald, a newspaper published and of general circulation in the city. The notice stated the date, hour and place of the meeting, that the meeting would be open to the public. That anyone with a disability desiring reasonable accommodation to attend the meeting should contact the city clerk's office, and that an agenda of the meeting kept continuously current was available for public inspection at the office of the city clerk in City Hall; provided, the committee could modify the agenda at the meeting if it determined that an emergency so required. A similar notice, together with a copy of the agenda, also had been delivered to each committee member.

1. Roll Call - The following Board Members were present: Andrea Margheim, Chairman, Jennifer Heggem, Vice-Chair, Kim Wright, City Clerk; Krisa Brass, Police Chief, and Libby Stobel, City Attorney. Absent: Matt Huck, Scottsbluff Public Schools; Kelli Larson, Panhandle Prevention Coalition, Kevin Spencer, City Manager, and Emily Norman, WNCC.
2. Open Meeting Act – Chairman Margheim welcomed everyone in attendance and informed those in attendance that a copy of the Nebraska Open Meetings Act is posted on the south wall for the public's review.
3. Changes or additions to the agenda – None.
4. Citizens with business not scheduled on the agenda - None
5. Approve the October 15, 2025 Regular Meeting Minutes – Motion by Brass, second by Stobel to approve the October 15, 2025 Regular Meeting Minutes, motion passed unanimously.
6. New Liquor License Application:
 - a. Mr. Harpreet Sra, appearing via Zoom, and Ms. Courtney Michael-Robinson were in attendance to answer questions regarding the Class D liquor license application for Waheguru Ji Scottsbluff, LLC located at 323 East Overland Drive in Scottsbluff. Chairman Margheim asked what policies they have in place at the establishment. Ms. Robinson stated they card everyone and use a scanner, however if they are regulars in the store, they do not card them every time and the scanner can be overridden. She added there are two other employees that work at the store besides herself and only she has taken Safe Serve Training. As far as taking training she stated she was waiting for the old owner to show her how to register. Committee Member Heggem asked if they have cameras located in and outside of the building. Ms. Robinson stated they have a monitor in the office which can be accessed remotely. Mr. Sra added they pay a monitoring company to watch the store 24 hours as well. When asked about the inventory, Ms. Robinson stated all employees have access and it is not locked.

During questions, Police Chief Brass informed she received a phone call from a parent whose child, who is a minor, was able to purchase alcohol at the store. Mr. Sra asked specifically what date that was because he took ownership of the store on October 20th and they have a policy of not selling to minors. After checking, Police Chief Brass informed the sale occurred before October 20th. When asked what would happen to an employee if they sold to a minor, Mr. Sra stated they could be terminated or depending on the circumstances, receive a warning.

Legal Counsel Stobel informed that we need to give either a positive or negative recommendation to Council and since the sale to the minor occurred before Mr. Sra took ownership was leaning on a positive recommendation, since there is no proof there was a sale to a minor after he took ownership.

Chairman Margheim asked if stipulations could be put on the recommendation before sending to Council, since we asked that of a prior applicant. Ms. Stobel stated it would be up to Council in the end, but we could definitely add, that 1) the applicant puts in writing a clear carding policy to state that they will card at all times, as per the recommendation of State Patrol attendee Bryan Woods; 2) written policy as to what would occur if they receive a violation, ie; training for all and/or termination; and 3) All employees need to at least be registered for safe serve training before the November 17th City Council meeting.

City Manager Spencer entered the meeting at 2:16 p.m.

Legal Counsel Stobel moved to send a positive recommendation to Council based on the provisions above, for the Class D Liquor License application for Waheguru Ji Scottsbluff, LLC and naming Courtney Michael-Robinson as the liquor license manager. The motion was seconded by Chairman Margheim. Motion passed unanimously, with Spencer abstaining.

- b. Mr. Joe Hessler then came before the committee to answer questions regarding the Class A Liquor License for Auto Plaza Joe Hessler, Inc. d/b/a Auto Plaza, 2425 Ave. I, Scottsbluff, NE. Mr. Hessler explained he has a room on his property just for skills games and because of that feels like he gets an above average clientele that visit his business. He also added he is very clean and does not allow any “suspicious people” in the door, adding he does ID. He stated he only wants to sell beer in a can, nothing more. He may offer a red beer, but that would be it. The beer will be located in a refrigerator with a lock on it and anyone who would want one would need to contact one of his staff. All overstock will be located in the office, which is locked with access of a keypad. Mr. Hessler was asked how many employees he has. He answered he has four employees and currently has eleven machines, but can have up to fifteen. When asked if any of his employees have taken the Self Serve training, Mr. Hessler answered no, he is waiting to see if he gets approved for the license. Once approved he will register himself and all the employees to take it. He also added he has cameras located throughout and does not allow children to be at the machines, but they can be in the establishment, however. His hours currently are 8 a.m. to 11 p.m., but on Friday and Saturday they stay open until midnight. He did add, though, if a person is on a machine he will not tell them to leave, especially if they are winning. When asked how he would disclose his hours for his liquor license, Mr. Hessler stated he will offer a last call before midnight to be able to adhere to hours associated with his license.

Committee Member Heggem moved, seconded by City Manager Spencer to send a positive recommendation to Council regarding the Class A Liquor License for Auto Plaza Joe Hessler, Inc. d/b/a Auto Plaza and naming Lawrence J. Hessler as the liquor license manager. The motion passed unanimously.

Legal Counsel Stobel left the meeting at 2:51 p.m.

10. Other Business

Ms. Lanette Richards with Project Extra Mile came forward and added they do provide server training at no cost to businesses and it is “in person training”. She would also like to have open discussion in the future of possibly creating an Ordinance to go before City Council making it mandatory for all liquor license applicants to have to take alcohol server training before being given a recommendation for the license. City Manager Spencer stated this could be discussed to possibly put on an agenda at a future meeting.

Committee Member Brass made a motion to adjourn the meeting at 2:59 p.m. The motion was seconded by Committee Member Margheim. The motion passed unanimously.

Andrea Margheim, Chairman

Kim Wright, Secretary

City of Scottsbluff, Nebraska

Wednesday, December 17, 2025

Regular Meeting

Item 6.a

Board to make a recommendation to City Council regarding the Class CK Liquor License for Green & Tangled, LLC d/b/a The Tangled Tumbleweed, 1823 Avenue A, Scottsbluff, NE, and naming Ronetta Green as the Liquor License Manager.

Staff Contact: Kimberley Wright



Nebraska Liquor Control

301 Centennial Mall
South - 1st Floor PO
Box 95046 Lincoln
NE 68508

Application Copy

File Number: 139767

LICENSE TYPE Class C Beer, Wine, Spirits On and Off Sale	APPLICATION DATE RECEIVED 2025-11-22
---	---

SECONDARY LICENSE(S)

NAME	DESCRIPTION
Catering (Secondary License)	Catering - This is a secondary license that allows a licensee to submit an application for a Special Designated License event without an additional fee to the state.

LICENSEE LEGAL NAME Green & Tangled, LLC	LICENSEE TYPE Corporation
---	------------------------------

DOING BUSINESS AS The Tangled Tumbleweed	CORPORATE NUMBER 39-4909074
---	--------------------------------

INCORPORATION DATE 2025-10-20	
----------------------------------	--

CORRESPONDENCE ADDRESS 1823 Avenue A Scottsbluff, NE 69361
--

MAILING ADDRESS 1823 Avenue A Scottsbluff, NE 69361

PHYSICAL ADDRESS 1823 Avenue A Scottsbluff, NE 69361
--

CONTACT NAME

Ronetta Green

PREFERRED CONTACT METHOD

Email

CONTACT PHONE

(308) 672-3854

ALTERNATE PHONE

FAX

EMAIL

greentangled2025@gmail.com

CORPORATE STRUCTURE

NAME	POSITION/TITLE	PARENT COMPANY	% INTEREST
Keaton Green	Member	Green & Tangled	33
Jennifer Green	Member	Green & Tangled	34
Hayden Green	President	Green & Tangled	33

ADDITIONAL INFORMATION

MARITAL STATUS

Single

MANAGED BY AGENT

No

PREMISES TYPE

Bar/Lounge (on prem)

PREMISES NAME

The Tangled Tumbleweed

OPERATOR

Ronetta Green, Hayden Green,
Keaton Green, Jennifer Green

CORPORATE LIMIT DESIGNATION

Inside

LEASE OR OWN

Own

PHYSICAL ADDRESS

1823 Avenue A
Scottsbluff, NE 69361

MAILING ADDRESS

CONTACT NAME

Ronetta Green

PREFERRED CONTACT METHOD

Email

CONTACT PHONE

(308) 672-3854

ALTERNATE PHONE

FAX

EMAIL

greentangled2025@gmail.com

PREMISES MANAGER

Ronetta Green

PREMISES MANAGER EMAIL

rmgreen54@gmail.com

QUESTIONS

Class C Beer, Wine, Spirits On a

1. READ CAREFULLY. ANSWER COMPLETELY AND ACCURATELY §53-125(5)

Has any officer, member, owner, or manager named in this application; or their spouse, EVER been convicted of or plead guilty to any charge?

Charge means any charge alleging a felony, misdemeanor, violation of a federal or state law; a violation of a local law, ordinance or resolution. List the nature of the charge, where the charge occurred and the year (& month if known) of the conviction or plea. This question includes traffic violations other than speeding. PLEASE NOTE: NOTIFICATION IS REQUIRED TO THE LIQUOR COMMISSION IF ANY ARRESTS OR CONVICTIONS OCCUR AFTER THE SUBMISSION OF THIS APPLICATION.

Yes

(document uploaded)

2. What are the building dimensions: Enter length and width in feet separated by a comma (i.e. L20, W15) *Not square feet*
A simple sketch of the area to be licensed will be required to be uploaded in the Documents Section.. Include the length x width, direction of NORTH and number of floors of the building. (NO BLUEPRINTS)

L65', W30'4" sketch of building sent to commission

3. Is there an outdoor area?
*Permanent fence or barrier is required for outdoor areas. Please contact the local governing body for other requirements regarding fencing.

Yes

Patio L24'6", W12'4", L44'6", W20", sketch sent to commission

4. Will a basement be used for alcoholic storage or sale?

No

5. How many floors of the building? (excluding basement) Please indicate which floors will be included in the liquor license.

one-main floor

6. Is premises to be licensed within 150 feet of a church, school, hospital, home for indigent persons or for veterans, their wives, and children?

No

7. Is premises to be licensed within 300 feet of a college campus or university?

No

8. Are you acquiring any alcohol prior to obtaining this liquor license? If you are purchasing a business with a current license; this includes alcohol purchased as part of a business purchase agreement.

No

9. What date do you intend to open for business?

02/01/2026

10 What are the anticipated hours of operation?

Thursday 4 pm-11pm, Friday 4 pm-11pm, Saturday 4 pm-11 pm

11 Are you borrowing any money from any source, including family or friends, to establish and/or operate the business?

Yes

Platte Valley Bank

12 Will any person or entity, other than the applicant, be entitled to a share of the profits of this business?

No

13 Is anyone listed on this application a law enforcement officer?

No

14 What is the primary bank and/or financial institution to be utilized by the business AND list the individual(s) who are authorized to write checks and/or withdrawals on accounts at this institution.

Platte Valley Bank

Ronetta Green, Keaton Green, Hayden Green, Jennifer Green

15 Do you have prior experience or training in selling, serving or managing alcohol sales?

Yes

Ronetta Green-prior owner of The Tangled Tumbleweed

16 Are all individuals named in this application as a part of the ownership and/or manager over 21 years of age?

Yes

17 Do you intend to sell cocktails to go as allowed under Neb Rev. Statute 53-123.04(4)?

No

18 Do you intend to allow drive through services (curb side pick up) allowed under Neb Rev. Statute 53-178.01(2)

No

19 List all past and present liquor licenses held in Nebraska or any other state by any person named in this application. List the license holder name, location of license, and license number (if available). Also list reason for termination of license(s) previously held.

Ronetta Green, The Tangled Tumbleweed, Scottsbluff, NE-sold business

20 Has the premises location been previously licensed within the last 2 years?

Yes

21 Are you applying for a Temporary Operating Permit?

No

22 Is your lease or deed for the premises to be licensed in the name of the applicant, i.e., the LLC, Corporation or Individual. If you own the property in your personal name, but are applying as a LLC or Corporation, you will need to lease the property to your LLC or Corporation.

Yes

23 If applying as a LLC or Corporation; is your LLC or Corporation active with the Nebraska Secretary of State? (Please mark yes if applying as an individual or partnership)

Yes

24 Per Nebraska Revised Statute 53-103.18 - Manager, defined: Manager means a person appointed by a corporation or limited liability company to oversee the daily operation of the business licensed in Nebraska. A manager shall meet all the requirements of the Nebraska Liquor Control Act as though he or she were the applicant, including residency.

What is the premises manager's name?

Ronetta Green

25 What is the manager's address?

2220 Saddle Drive, Gering, NE 69341

26 What is the manager's phone number?

308-672-3854

27 What county is the manager registered to vote in?

The manager must be a resident of the state of Nebraska. If the manager is not registered to vote they can complete their voter registration here - <https://www.nebraska.gov/apps-sos-voter-registration/>

Scotts Bluff

28 What is the manager's email address? An email will be sent to them to obtain their personal information.

rmgreen54@gmail.com

29 Is the manager married?

Yes

Rodney Green rmgreen54@gmail.com

Secondary License: Catering (Secondary License)

1. Do you intend to apply for multiple Special Designated License this calendar year where you will be serving and/or selling alcohol off your licensed premises? With the Catering Secondary license you will be able to apply for SDLs without an additional fee.

Yes

DOCUMENTS

TYPE	FILE NAME	DESCRIPTION
Privacy Act Statement	Privacy Act Statement 09222025 rod.pdf	
Privacy Act Statement	Privacy Act Statement 09222025 keat.pdf	
Privacy Act Statement	Privacy Act Statement 09222025 hayden.pdf	
Privacy Act Statement	Privacy Act Statement 09222025 jen.pdf	
Privacy Act Statement	Privacy Act Statement 09222025 netta.pdf	
Corporation/LLC Structure	LLC Corporate Structure.pdf	
Explanation of Convictions/Guilty Pleas	Explanation of Convictions.pdf.docx	
Business Plan	TTT Business Plan.pdf	
Premises Description & Diagram	Handwritten_2025-11- 22_183927.pdf	
Lease / Deed / Purchase Agreement	Document_2025-11- 22_184649 loan.pdf	
Lease / Deed / Purchase Agreement	Document_2025-11- 22_190635 deed.pdf	

APPLICANT

Ronetta Green

DECLARATION

I (We) the applicant(s) agree and consent

By checking the box next to "I (We) the applicant(s) agree and consent", the applicant(s) hereby consent(s) to an investigation of background and release present and future records of every kind and description including, but not limited to, police records, tax records, bank or lending institution records, and corporate records. I consent to the release of any documents supporting any declarations made in this application and agree to provide any documents supporting these declarations to the Nebraska Liquor Control Commission (NLCC) or the Nebraska State Patrol (NSP) immediately upon demand. I agree to provide any record needed in furtherance of any investigation related to this application immediately upon demand to the NLCC or the NSP. I waive any right or cause of action that I may have against the NLCC, the NSP, or any other individual or entity disclosing or releasing any investigatory or supporting records related to this application or the review of this application.

I acknowledge that false information submitted in this application is grounds for denial of a license. Any license issued based on the information submitted in this application is subject to additional conditions, cancellation, revocation, or suspension if the information contained herein is incomplete, inaccurate, or fraudulent. I acknowledge that any changes to the information contained in this application must be reported to the NLCC. I acknowledge the review of this application will involve a criminal record check of all owners, partners, managers, officers and stockholders or members owning 25% interest in the applying entity and their spouses. Any license granted by the NLCC is subject to the provisions of the Nebraska Liquor Control Act and the Rules & Regulations of the NLCC, and that failure to comply with these provisions and rules may subject the license to suspension, cancellations, or revocation. I acknowledge that a licensee must keep complete, accurate, and separate records and that a licensee's records and books are subject to inspection by the NLCC. NLCC auditors and law enforcement officers are authorized to enter and inspect the licensed premises at any time to determine whether any provision of the Act, rule or regulation, or ordinance has been or is being violated. I acknowledge that it is the licensee's responsibility to comply with the provisions of the Nebraska Liquor Control Act and the Commission's rules and regulations.

If I am an individual applicant, I will supervise in person the management and operation of the business and operate the business authorized by the license for myself and not as an agency for any other person or entity. If I am a corporate applicant, I will ensure that an approved manager will supervise in person the management and operation of the business. If I am a partnership applicant, I will ensure one partner supervises the management and operation of the business.

I will operate the licensed business in compliance with all applicable laws, rules and regulations, and ordinances and to cooperate fully with any authorized agent of the NLCC.

I declare under penalty of perjury that I have read the contents of this application and, to the best of my knowledge, believe all statements made in this application are true, correct, and complete.

Applicant Notification and Record Challenge: An applicant's fingerprints will be used to check the criminal history records of the FBI. The applicant may complete or challenge the accuracy of the information contained in the FBI Identification Record. The procedures for obtaining a change, correction, or updating an FBI identification record are set forth in 28 CFR 16.34.



Additional Information Requested

File Number: 139767

LICENSE TYPE	ADDITIONAL INFORMATION DATE RECEIVED
Class C Beer, Wine, Spirits On and Off Sale	2025-11-25

SECONDARY LICENSE(S)	
NAME	DESCRIPTION
Catering (Secondary License)	Catering - This is a secondary license that allows a licensee to submit an application for a Special Designated License event without an additional fee to the state.

LICENSEE LEGAL NAME	LICENSEE TYPE
Green & Tangled, LLC	Corporation

DOING BUSINESS AS	CORPORATE NUMBER
The Tangled Tumbleweed	39-4909074

INCORPORATION DATE	
2025-10-20	

CORRESPONDENCE ADDRESS
1823 Avenue A Scottsbluff, NE 69361

MAILING ADDRESS
1823 Avenue A Scottsbluff, NE 69361

PHYSICAL ADDRESS
1823 Avenue A Scottsbluff, NE 69361

CONTACT NAME

Ronetta Green

PREFERRED CONTACT METHOD

Email

CONTACT PHONE

(308) 672-3854

ALTERNATE PHONE

FAX

EMAIL

greentangled2025@gmail.com

CORPORATE STRUCTURE

NAME	POSITION/TITLE	PARENT COMPANY	% INTEREST
Keaton Green	Member	Green & Tangled	33
Jennifer Green	Member	Green & Tangled	34
Hayden Green	President	Green & Tangled	33

ADDITIONAL INFORMATION

ADDITIONAL INFORMATION REQUESTED

Please do not reply to this email. Please submit the following information through your Actions Required Dashboard in the customer portal:

1. Please provide a copy of the warranty deed for the property.
2. Please be sure to fill out the Individual History Request for Ronetta that was emailed separately on 11/24.

Please let me know if you have any questions.

Victoria Trevino - 402-471-4893

ADDITIONAL INFORMATION PROVIDED

DOCUMENTS

TYPE	FILE NAME	DESCRIPTION
Lease / Deed / Purchase Agreement	2025-11-25_084029 warranty deed.pdf	Warranty Deed

APPLICANT

Ronetta Green

Nebraska Secretary of State

GREEN & TANGLED, LLC

Mon Nov 24 14:45:31 2025

SOS Account Number

2510370334

Status

Active

Principal Office Address

No address on file

Registered Agent and Office Address

HAYDEN GREEN
 3030 COUNTRY CLUB ROAD
 GERING, NE 69341

Designated Office Address

3030 COUNTRY CLUB ROAD
 GERING, NE 69341

Nature of Business

Not Available

Entity Type

Domestic LLC

Qualifying State: NE

Date Filed

Oct 15 2025

Next Report Due Date

Jan 01 2027

Filed Documents

Filed documents for GREEN & TANGLED, LLC may be available for purchase and downloading by selecting the Purchase Now button. Your Nebraska.gov account will be charged the indicated amount for each item you view. If no Purchase Now button appears, please contact Secretary of State's office to request document(s).

Document	Date Filed	Price	
Certificate of Organization	Oct 15 2025	\$0.45 = 1 page(s) @ \$0.45 per page	Purchase Now
Proof of Publication	Nov 05 2025	\$0.45 = 1 page(s) @ \$0.45 per page	Purchase Now

Good Standing Documents

- If you need your Certificate of Good Standing Apostilled or Authenticated for use in another country, you must contact the Nebraska Secretary of State's office directly for information and instructions. Documents obtained from this site cannot be Apostilled or Authenticated.

Online Certificate of Good Standing with Electronic Validation

\$6.50

This certificate is available for immediate viewing/printing from your desktop. A Verification ID is provided on the certificate to validate authenticity online at the Secretary of State's website.

Purchase Now

Certificate of Good Standing - USPS Mail Delivery

\$10.00

This is a paper certificate mailed to you from the Secretary of State's office within 2-3 business days.

Continue to Order

[↑ Back to Top](#)



2025-4586

NUM PAGES 1
 DOC TAX \$345.68 CHG _____
 FEES \$10.00 CHG _____
 TOTAL \$355.68
 REC'D Title Express Services
 RET _____

NUM INDEX _____
 COMPUTER JCB
 PICTURED _____
 IMAGED _____

NEBRASKA DOCUMENTARY
 STAMP TAX
 Nov 17, 2025
 \$ 345.68 By JBauer

RECORDED
 SCOTTS BLUFF COUNTY, NE
 Date Nov 17, 2025 Time 11:47 AM
Inst. 2025-4586
Jean A. Bauer
 REGISTER OF DEEDS
 ELECTRONICALLY RECORDED

Return recorded instrument to: Title Express Services, 2122 Broadway, Scottsbluff, NE 69361

WARRANTY DEED

B49 Operating, LLC, a Nebraska Limited Liability Company, Grantor, in consideration of Ten Dollars (\$10.00) and other valuable consideration, receipt of which is hereby acknowledged, conveys to Green & Tangled, LLC, a Nebraska Limited Liability Company, Grantee, the following described real estate (as defined in Neb. Rev. Stat. § 76-201) in Scotts Bluff County, Nebraska:

Lot 1A, Block 8, a Replat of Lots 1 and 2, Block 8, Third Addition, an Addition to the City of Scottsbluff, Scotts Bluff County, Nebraska

GRANTOR covenants with GRANTEE that GRANTOR:

1. is lawfully seised of said premises and that they are free from encumbrances, excepting easements, restrictions, reservations, and rights-of-way of record;
2. has good right and lawful authority to convey the same; and,
3. warrants and will defend the title to said premises against the lawful claims of all persons whomsoever.

Dated this 13th day of November, 2025.

James C. Trumbull
 By: James C Trumbull, Member of B49
 Operating, LLC, a Nebraska Limited Liability
 Company, Grantor

STATE OF Nebraska)
) ss.
 COUNTY OF Scotts Bluff)

The foregoing instrument was acknowledged before me on this 13 day of November, 2025, by James C Trumbull, Member of B49 Operating, LLC, a Nebraska Limited Liability Company, Grantor.

STATE OF NEBRASKA
 GENERAL NOTARY
 ERIKA VIZCAINO
 COMMISSION EXPIRES: APR 20, 2027
 My Commission Expires: 4-20-27

Erika Vizcaino
 Notary Public

Comprehensive Business Plan: The Tangled Tumbleweed

This plan outlines the strategy, market analysis, operations, and financial projections for launching The Tangled Tumbleweed, a specialty cocktail bar and charcuterie lounge located in Downtown Scottsbluff, Nebraska.

1. Executive Summary

- **Problem & Solution:** The local market lacks a dedicated, intimate venue specializing in both high-end classic cocktails, particularly refined whiskey preparations like the **Smoked Old Fashioned**, and expertly curated, shareable small plates. **The Tangled Tumbleweed** solves this by offering a sophisticated beverage program paired with premium charcuterie and cheese boards, creating a superior, focused gathering experience.
- **The Company:** The Tangled Tumbleweed is a specialty cocktail bar and small-plate venue dedicated to providing an elevated yet approachable experience centered on quality, craftsmanship, and pairing.
- **Products/Services:** Premium, hand-crafted cocktails, featuring both specialized **martinis** and classic **whiskey-based drinks**, an expertly curated selection of wines (by the glass and bottle), and rotating craft beers, all complemented by signature, artisanal charcuterie and cheese boards.
- **Market Opportunity:** The bar targets **discerning adults (Millennials and Gen X)** who prioritize quality ingredients and a sophisticated atmosphere over volume or quick service.
- **Financial Highlights:** Projected Year 1 Annual Revenue of **\$257,400** (based on 3 operating days per week) with a Net Profit before Interest/Taxes of approximately **\$100,422**. The monthly cash break-even point is estimated at **\$9,776** in sales.
- **Funding Request:** A conventional business loan of **\$149,000** is sought for the property acquisition, with the three owners contributing a total of **\$15,000** in equity to cover all initial soft costs and provide cash reserves.

2. Company Description

- **Mission Statement:** To be the premier, intimate destination where exceptional spirits, fine wines, and artisanal food pairings converge to create a truly memorable and sophisticated neighborhood experience.
- **Legal Structure: Limited Liability Company (LLC).**
- **History:** This venture is a **relaunch** of the original successful establishment, **The Tangled Tumbleweed**, which was previously owned and operated by **Netta Green**. Our goal is to successfully re-establish the brand and its legacy, positioning it as the premier high-quality cocktail and small-plate venue.
- **Location and Facilities:** The bar will be housed in a downtown Scottsbluff property already configured and equipped for restaurant/bar operations, minimizing initial buildout costs.

3. Products and Services

- **Detailed Offering: Beverages:** The core focus is on expertly hand-crafted classic cocktails, featuring both **specialty martinis** and a specialty in **whiskey-based drinks**, headlined by the signature **Smoked Old Fashioned**. The menu also features a curated wine list emphasizing quality glasses and bottles from diverse regions, and a rotating selection of high-quality craft beers. **Food:** The food menu will initially be limited to **shareable charcuterie and artisanal cheese boards**. These boards are meticulously assembled to feature high-quality, often locally sourced meats, cheeses, preserves, and bread, specifically chosen to pair optimally with the beverage menu.
- **Unique Value Proposition (UVP):** The seamless integration of a high-caliber, **specialized mixology program (whiskey focus and specialty martinis)** with a limited, high-quality, **food-focused pairing menu**. Unlike general bars, The Tangled Tumbleweed offers an unparalleled expertise in both high-end drinks and the art of the perfect small-plate pairing, creating a refined experience without the formality of a full restaurant.
- **Technology/IP:** Standard POS systems will be utilized for inventory tracking and sales.
- **Pricing Strategy:** We will utilize a **premium, value-based pricing strategy** for both drinks and food, reflecting the high quality of ingredients, the complexity of preparation (mixology), and the personalized level of service and curation provided. Prices will be competitive with other high-end cocktail bars in metropolitan areas.

4. Market Analysis

- **Location:** Downtown Scottsbluff, Nebraska.
- **Target Market:** The primary customer base is the **discerning adult population** in the Scottsbluff/Gering area who seek an upscale, curated evening experience.
 - **Demographics: Millennials and Gen X**, including professionals, couples, and affluent consumers with disposable income who appreciate quality over volume.
 - **Psychographics:** Customers prioritize craftsmanship, high-quality ingredients, classic and refined beverage preparation (whiskey, fine wine), and an intimate, conversation-friendly atmosphere. This group looks for a premium experience currently unavailable locally.
- **Market Size & Trends (TAM, SAM, SOM):**
 - **Total Available Market (TAM):** All individuals in the Scottsbluff/Gering metropolitan area and regional tourists who purchase alcoholic beverages outside the home.
 - **Serviceable Available Market (SAM):** The segment of the TAM seeking a premium, specialized beverage and small-plate experience (high-end drinkers, wine enthusiasts, and local foodies).
 - **Serviceable Obtainable Market (SOM):** Realistically targeting 5-7% of the SAM in Year 1, growing to 10-15% by Year 3, based on establishing a word-of-mouth reputation and capturing the weekend evening crowd. The lack of direct competition allows for high potential market penetration within this niche.
- **Competitive Analysis:**
 - **Direct Competitors:** None exist in downtown Scottsbluff offering the same specialized combination of high-end, classic mixology (especially whiskey) and artisanal charcuterie pairings.
 - **Indirect Competitors:**
 - **Flyover Brewery and Pappa Moon Brewery:** Both are local craft beer establishments. They compete for the general "night out" entertainment dollar but focus primarily on beer production and larger, more casual pub fare.
 - **Advantage:** The Tangled Tumbleweed's competitive advantage lies in its **specialization and elevated focus**. We compete on **quality of spirits, complexity of mixology (e.g., Smoked Old Fashioned), curated wine selection, and the food-pairing focus of the charcuterie**, not on beer volume or full-meal dining. We offer a complementary experience that appeals to patrons looking for a post-dinner or intimate drinks venue, filling a clear gap in the local market's offerings.
- **Barriers to Entry:** The most significant barriers are acquiring the necessary **licensing (liquor and food service)**, the high initial **capital investment** required for specialized bar equipment and high-end inventory (aged spirits, quality wines), and recruiting or training a **skilled mixologist** capable of executing the premium cocktail menu.

5. Marketing and Sales Strategy

- **The 4 P's:**
 - **Product:** (Covered in Section 3)
 - **Price:** (Covered in Section 3)
 - **Place (Distribution):** The bar will operate out of its single physical location in downtown Scottsbluff. This central location maximizes foot traffic from local entertainment and dining spots. The focus is on providing an exceptional in-house experience.
 - **Promotion:** The strategy is built on exclusivity and expertise to attract the discerning local customer:
 - **Digital Presence:** Highly visual marketing on platforms like Instagram and Facebook, showcasing the artistry of the **Smoked Old Fashioned** and the stunning presentation of the charcuterie boards. Digital ads will target users based on interest in fine dining, craft spirits, and wine.
 - **Email Newsletter & Outreach:** Develop a weekly or bi-weekly email newsletter for loyalty members and subscribers. Content will include sneak peeks of rare bottle acquisitions, event announcements, cocktail recipes, and exclusive offers, driving repeat visitation.
 - **Local Partnerships:** Partnering with local businesses (e.g., high-end boutiques, theaters, or upscale dining restaurants) for cross-promotions, offering discounts for ticket stubs or receipts.
 - **Experiential Marketing:** Host weekly events focused on education and experience:
 - **"Cigar and Whiskey Nights":** Curated tasting flights and specialized pairing events featuring premium whiskeys and fine cigars.
 - **"Wine & Rind":** Wine pairing events featuring a specific region and unique cheese selections.
 - **Public Relations:** Leverage the unique offering by sending press releases to local news outlets and food/lifestyle blogs, positioning The Tangled Tumbleweed as a cultural addition to the downtown scene.
- **Sales Strategy:** The sales approach is focused on maximizing the **Average Ticket Value (ATV)** through high-quality customer service and suggestive selling of pairings.
 - **Pairing Recommendations:** Bartenders and servers will be extensively trained to recommend specific cocktails and wines to pair with charcuterie components, ensuring customers purchase both food and drink.
 - **Loyalty Program:** Implement a tiered loyalty program rewarding frequent visitors with access to rare bottles or early event ticket sales. **Customer engagement for the loyalty program will be driven primarily through personalized email communication.**
 - **Private Bookings:** Actively promote the intimate space for small corporate events, holiday parties, and private tastings during off-peak hours to secure large guaranteed revenue blocks.

- **Key Metrics:** What metrics will you track to measure success (e.g., Customer Acquisition Cost (CAC), Lifetime Value (LTV), Conversion Rate)?
 - **Average Ticket Value (ATV):** Revenue / Total number of checks (Targeting a high ATV due to premium pricing).
 - **Food Sales Percentage:** Tracking the ratio of Charcuterie/Cheese board sales to total revenue to ensure the pairing concept is being adopted.
 - **Customer Retention Rate:** Measuring repeat visits, which is a strong indicator of service quality and customer satisfaction in this niche.

6. Management Team and Organization

- **Organizational Chart:** Visual representation of the company structure.
- **Key Personnel:** The business is owned by three equal partners:
 - **Jen Green, Co-Owner:** Responsible for brand management, digital marketing, public relations, and executing all promotional events. (15 years in marketing and brand building).
 - **Hayden Green, Co-Owner:** Responsible for financial oversight, cash flow, P&L tracking, and managing supplier relationships for premium inventory. (Over 15 years as a railroad supervisor focusing on sonic rail testing).
 - **Keaton Green, Co-Owner:** Responsible for daily operational execution, staff management, scheduling, regulatory compliance, and maintaining service standards. (18 years in education; 9 years in administration).
- **Gaps:** The most critical immediate hire is a skilled **Head Mixologist/Bar Manager** to ensure the quality and consistency of the premium cocktail program. We will also hire 2-3 trained service staff.
- **Advisors/Board (if applicable):**
 - **Netta Green, Strategic Advisor:** The original owner and developer of The Tangled Tumbleweed. Netta provides invaluable insight into the historical brand identity, operational best practices for the Scottsbluff market, and guidance on re-establishing the original customer loyalty and quality standards.

7. Financial Plan

(All projections should cover at least 3-5 years and include clear assumptions.)

- **Startup Costs:** Detailed list of one-time costs (e.g., equipment, legal fees, initial inventory).

Category	Cost Detail	Estimated Cost (\$)	Notes
Real Estate/Fixed Assets	Building Acquisition & Existing Equipment	149,000	Purchase price of the building, which includes all necessary kitchen and bar equipment.
Initial Inventory	Spirits, Wine, Beer, Charcuterie Supplies	6,500	Midpoint of the budgeted to range for initial stock.
Working Capital	Licensing, Permits, Initial Rent/Utilities Deposit	4,000	Covers liquor license fees, food service permits, and cash reserves for initial operating float.
TOTAL INITIAL INVESTMENT		159,500	This represents the total capital required to open the doors.

- **Key Assumptions:** List the assumptions underlying your projections (e.g., inflation rate, expected customer growth rate, cost of goods sold percentage).

Category	Assumption	Detail
Operating Days/Hours	Thursday, Friday, Saturday (3 days/week)	Operating Days: 156 days per year (4:00 PM to 11:00 PM).
Average Ticket Value (ATV)	\$55.00	Midpoint of the user-estimated range of to per customer, reflecting

		premium pricing.
Average Daily Customers (Year 1)	30 Customers	Conservative estimate for consistent weeknight and weekend traffic.
Revenue Mix	Beverage: 80%; Food: 20%	Reflects the primary focus on specialty cocktails and wine over the supporting charcuterie menu.
Cost of Goods Sold (COGS)	Beverage: 20%; Food: 30%	High margin on specialty cocktails and wine (20% COGS target) offset by slightly higher food costs (30% COGS target) for premium charcuterie ingredients.
Labor Costs	Total Labor Target: 25% of Gross Revenue (includes management salary, variable staff wages, and payroll taxes).	Assumed owner/manager fixed salary of per year (4,000/month).
Annual Inflation	3.0%	Applied to operating expenses (rent, utilities, minor supplies).
Customer Growth	5% Quarter-over-Quarter (QoQ) growth in Year 1.	Driven by effective marketing and strong local word-of-mouth.

- Projected Income Statement (P&L) - Year 1 Summary**

Category	Calculation Detail	Annual Amount (\$)	Percentage of Revenue
Revenue	ATV daily customers days	257,400	100.0%
Cost of Goods Sold (COGS)	Total 22.0% of Revenue	56,628	22.0%

GROSS PROFIT	Revenue - COGS	200,772	78.0%
Operating Expenses			
Fixed Operating Costs (Utilities, Insurance, Marketing, Misc.)		36,000	14.0%
Owner/Management Salary		48,000	18.6%
Variable Labor (Bartenders/Servers)	Revenue	16,350	6.4%
TOTAL OPERATING EXPENSES		100,350	39.0%
Net Profit (EBITDA)	Gross Profit - Operating Expenses	100,422	39.0%

- **Break-Even Analysis**

Category	Detail	Monthly Amount (\$)
Monthly Fixed Operating Costs	(Management Salary + Fixed OpEx)	7,000
Total Variable Cost Percentage	COGS (22.0%) + Variable Labor (6.4%)	28.4%
Contribution Margin (CM) Percentage		71.6%
Break-Even Revenue	Fixed Costs / CM Percentage	9,776

8. Funding Request (If Seeking Investment)

- **Required Funding:** A conventional business loan of **\$149,000** is sought to be secured through Platte Valley Bank.
- **Use of Funds:**
 - **\$149,000:** Dedicated to the purchase of the real estate (building), which is **fully furnished** and includes all existing restaurant and bar equipment.
 - **Owner Equity:** The three partners (Keaton, Jen, and Hayden Green) will contribute a total of **\$15,000** in owner equity (\$5,000 each). This covers the total non-real estate startup costs of **\$10,500** (Inventory and Working Capital), providing an additional **\$4,500** to be held as a cash reserve and initial operating buffer.
- **Exit Strategy:** The long-term strategy is focused on achieving sustained, profitable operations that provide regular, substantial income to the three owners. The primary goal is to grow the business to a level of stability and high profitability that makes acquisition or sale unnecessary, prioritizing owner dividends and reinvestment into the brand's unique inventory.

WEST

EAST

