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February 15th, 2025

Selection Committee
City of Fort Pierce
100 N. U.S. Highway 1
Fort Pierce, FL 34950

Subject: Proposal Submission for RFP #2025-017 – Fort Pierce Sunrise Theater Operations
Concession

Dear Selection Committee,

I am writing to formally express Boca Black Box’s strong interest in the opportunity to manage the operations and concessions of the Sunrise Theater, as outlined in RFP #2025-017. We recognize the theater’s vital role in Fort Pierce’s cultural landscape and are eager to bring our extensive expertise in venue management, programming, and community engagement to this historic institution.

With a proven track record of operational excellence, audience development, and successful entertainment programming, Boca Black Box is uniquely positioned to enhance the Sunrise Theater’s offerings and ensure its long-term success. In addition to our expertise, our management of Boca Black Box provides a distinct advantage—we can strategically integrate both venues into our marketplace, expanding seating capacity and offering a broader array of performances to benefit both audiences and performers.

By managing both Boca Black Box and Sunrise Theater, we can leverage our network to “cross-book” entertainment, significantly reducing costs while attracting high-quality acts. This approach not only enhances the variety of performances available but also increases efficiency, optimizes artist scheduling, and strengthens the financial sustainability of both venues.

Our team is committed to delivering high-quality performances, innovative experiences, and a thriving concession program that aligns with the theater’s mission and the city’s vision. We would welcome the opportunity to discuss our proposal further and explore how our expertise can contribute to the continued success and growth of the Sunrise Theater.

Thank you for your time and consideration. We look forward to the possibility of collaborating with the City of Fort Pierce on this exciting endeavor.

Sincerely,
Randy Singer
Managing Partner
Boca Black Box



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Year One through five projected operating budget

Here's a projected five-year operating budget based on the historical data you provided. The projections assume moderate growth, inflationary adjustments, and stability in expenses.

Projected Operating Budget (2024/2025 - 2028/2029)

Category	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
Grants					
Federal Grants	50,000	50,000	50,000	50,000	50,000
State Grants	0	100,000	100,000	100,000	100,000
Total Grants	50,000	150,000	150,000	150,000	150,000
Charges for Services					
Ticket Sales	1,300,000	1,350,000	1,400,000	1,450,000	1,500,000
Ticket Rentals	825,000	850,000	875,000	900,000	925,000
Ticket Fees	200,000	210,000	220,000	230,000	240,000
Sponsorship Fees	40,000	45,000	50,000	55,000	60,000
Memberships	130,000	135,000	140,000	145,000	150,000
Donations	30,000	35,000	40,000	45,000	50,000
Total Charges	2,525,000	2,625,000	2,725,000	2,825,000	2,925,000
Personnel Services					
Salaries & Wages	175,000	182,000	190,000	198,000	206,000
Overtime	5,000	5,500	6,000	6,500	7,000
Total Personnel	180,000	187,500	196,000	204,500	213,000
Operating Expenses					
Legal Fees	5,000	5,200	5,400	5,600	5,800
Accounting	5,300	5,500	5,700	5,900	6,100
Custodial	40,000	42,000	44,000	46,000	48,000
House Crew	65,000	67,000	69,000	71,000	73,000
Security	28,000	30,000	32,000	34,000	36,000
Food	32,000	34,000	36,000	38,000	40,000
Lodging	1,100	1,200	1,300	1,400	1,500
Backline	16,000	16,500	17,000	17,500	18,000
Lighting	1,200	1,400	1,600	1,800	2,000
Theater Supplies	1,600	1,700	1,800	1,900	2,000
Advertising	260,000	270,000	280,000	290,000	300,000
Licenses/Fees	26,000	27,000	28,000	29,000	30,000
Admin Charges	100,000	105,000	110,000	115,000	120,000
Cleaning Supplies	7,000	7,500	8,000	8,500	9,000
Total Operating Expenses	570,200	608,500	647,800	687,100	726,400
Total Expenses	750,200	796,000	843,800	891,600	939,400
Net Income (Revenues - Expenses)	1,654,800	1,778,000	1,881,200	1,983,400	2,085,600

Assumptions for 5-Year Projection:

1. **Grants:** Assumes minimal federal grants and a potential increase in state grants after year one.
2. **Ticket Sales & Rentals:** Assumes a steady annual increase of ~4%.
3. **Sponsorship & Memberships:** Gradual growth as engagement increases.
4. **Salaries & Wages:** Estimated annual 4% increase in wages.
5. **Operating Expenses:** Inflationary increase of ~3-5% annually.
6. **Advertising Costs:** Continues to increase due to market competition.

This forecast ensures sustainable growth while keeping expenses under control. Let me know if you'd like to tweak any assumptions!

30/90/120 day transition plan

First 30 Days: Assessment, Transition, & Initial Engagement

Objective: Ensure a smooth transition while assessing current operations, establishing relationships, and laying the groundwork for future improvements.

Operational & Financial Assessment:

- Conduct a full operational audit of the theater, including staff, ticketing systems, vendor contracts, and financial performance.
- Review historical audience data, programming effectiveness, and revenue streams.
- Identify key areas for immediate efficiency improvements.

Staff & Vendor Coordination:

- Meet with current staff and contractors to evaluate roles, responsibilities, and performance.
- Ensure key personnel are retained or transitioned smoothly.
- Review vendor agreements and explore cost-saving opportunities.

Community & Stakeholder Engagement:

- Hold introductory meetings with city officials, community leaders, and stakeholders to understand expectations and priorities.
- Launch an open forum or town hall to gather community input on programming and theater improvements.
- Build relationships with local businesses for potential sponsorships and partnerships.

Marketing & Brand Awareness:

- Audit existing marketing efforts and digital presence (website, social media, email lists, local media partnerships).
- Announce Boca Black Box's management of the Sunrise Theater via press release, email campaigns, and social media.
- Begin developing a refreshed branding and promotional strategy.

Immediate Programming Adjustments:

- Review the current event calendar and optimize scheduling where needed.
- Begin identifying new acts and securing performers that align with audience preferences.
- Implement an initial ticket sales push for upcoming shows.

First 90 Days: Audience Growth, Programming Expansion, & Revenue Development

Objective: Drive ticket sales, optimize operations, and establish stronger financial sustainability.

Expanded Marketing & Outreach:

- Launch a **targeted digital marketing campaign** (social media ads, SEO, influencer collaborations).
- Strengthen email marketing strategy, introducing segmented campaigns for different audience groups.
- Develop and implement an **aggressive group sales strategy** targeting local organizations, retirement communities, and corporate clients.
- Increase PR efforts, securing media coverage in **senior-focused and Jewish community publications** in Boca Raton and surrounding areas.

Programming Enhancement & Audience Engagement:

- Begin diversifying event lineup to **include more high-demand acts** like **comedians, live music, and community events**.
- Introduce **theme nights and specialty events** (local talent showcases, theater tours, industry networking nights).
- Implement **post-show engagement efforts**, such as meet-and-greets, artist Q&As, and VIP experiences.

Operational Efficiency & Infrastructure Enhancements:

- Fully integrate **new ticketing system** with mobile and online capabilities for seamless purchasing.
- Evaluate seating configurations and **optimize pricing strategies** to maximize revenue.
- Implement streamlined **concession and merchandise sales strategies** to enhance per-show earnings.
- Begin assessing needed **venue improvements** (lighting, seating, backstage facilities).

Fundraising & Sponsorship Initiatives:

- Develop and launch a **corporate sponsorship program**, targeting local businesses for naming rights and advertising opportunities.
- Host an exclusive **fundraising gala or VIP launch event** to introduce Boca Black Box's vision for the theater.
- Begin securing grants and partnerships to support long-term growth.

First 120 Days: Financial Optimization & Long-Term Growth Planning

Objective: Solidify the Sunrise Theater as a profitable, high-demand entertainment hub with sustainable operations.

Financial & Revenue Optimization:

- Implement **dynamic pricing strategies** based on ticket demand.
- Expand **venue rental offerings** for private events, corporate functions, and film screenings.
- Optimize staffing models to balance efficiency and cost control.
- Introduce **subscription/membership programs** to drive recurring revenue and audience loyalty.

Long-Term Programming & Expansion Planning:

- Begin negotiations to **secure top-tier entertainment for the next year**, ensuring a strong lineup.

- Explore **additional daytime and community programming**, including senior matinees, local school performances, and cultural festivals.
- Develop a **cross-promotional strategy** with Boca Black Box and other venues for artist-sharing and joint promotions.

Infrastructure Investments & Venue Enhancements:

- Prioritize and execute **critical upgrades**, such as sound/lighting improvements and backstage enhancements.
- Explore grant funding and city partnerships for larger-scale capital projects.

Performance Review & Strategy Adjustments:

- Conduct a **comprehensive performance review**, assessing audience growth, financial improvements, and operational success.
- Hold a formal **progress update meeting with city officials**, presenting achievements and future vision.
- Adjust and refine strategies based on audience feedback and financial performance.

Summary of Milestones

Phase	Key Focus Areas	Major Deliverables
30 Days	Assessment, Transition, and Initial Engagement	<ul style="list-style-type: none"> - Operational Audit & Staff Review - Initial Community Outreach & Town Hall - Marketing Relaunch & PR Push - Programming Review & Quick Wins - Digital Marketing & Email Growth Strategy
90 Days	Audience Growth, Programming Expansion, and Revenue Development	<ul style="list-style-type: none"> - Expanded Show Lineup & Special Events - Ticketing & Pricing Optimization - Fundraising Gala & Sponsorship Kickoff - Sustainable Revenue Models Implemented
120 Days	Financial Optimization & Long-Term Growth Planning	<ul style="list-style-type: none"> - Enhanced Venue Rental & Subscription Programs - Critical Venue Upgrades Initiated - Formal Performance Review & Future Roadmap

This plan ensures **Sunrise Theater** achieves **operational stability, audience expansion, and financial sustainability** while enhancing its reputation as a premier cultural destination.

Proposer Experience and Relevant History

Boca Black Box has a well-established track record in successfully managing entertainment venues, executing strategic marketing initiatives, and optimizing event operations. Our experience in running multiple theaters simultaneously demonstrates our capability to efficiently manage the Sunrise Theater while enhancing its profitability and audience reach.

Multi-Venue Management Experience

We have successfully managed multiple venues, a model similar to how we would operate the Sunrise Theater:

- **Boca Black Box (Ongoing):** A premier entertainment venue in South Florida, consistently delivering top-tier performances and fostering audience growth.
- **Lake Park Black Box (3 Years):** Managed all aspects of operations, programming, and marketing to establish a strong entertainment presence.
- **Town Hall Event Center (5 Years):** Oversaw venue rentals, developed marketing strategies, designed seating charts, implemented pricing plans, and facilitated sell-out performances.

Previous Venue Management Experience

Prior to our focus on Boca Black Box, we managed additional prestigious venues:

- **Coral Springs Center for the Arts (5 Years):** Successfully booked and marketed performances until COVID-19 impacted audience return, leading us to concentrate on Boca Black Box.
- **Aventura Center for the Arts (5 Years):** Managed all aspects of programming, marketing, and audience engagement before redirecting efforts post-pandemic.
- **Mardi Gras Casino (5 Years):** Secured and booked entertainment, including comedy shows, to expand seating capacity and event offerings.

Strategic Expansion & Cost Efficiency

Our extensive multi-venue experience allows us to leverage strategic programming by cross-booking entertainment across multiple locations, increasing efficiency and reducing costs. By incorporating Sunrise Theater into our network, we can:

- Expand seating availability and ticket sales, with the ability to sell 3,000 tickets across four venues in a single evening.
- Optimize talent scheduling and pricing strategies to maximize revenue while maintaining high-quality entertainment.
- Implement proven marketing strategies, seating configurations, and pricing structures tailored to the Sunrise Theater's audience.

Our team's expertise in venue management, event programming, and marketing positions us uniquely to enhance the Sunrise Theater's operations, ensuring long-term growth and success.

Relevant Licenses and Certifications

State of Florida Liquor License

Please let us know if there are any other required licenses/certifications

Key Team Members and Qualifications

Our team is led by experienced professionals who have been instrumental in our success, bringing a deep commitment to excellence in theater management and entertainment programming.

Randy Singer

Owner

Founder of Boca Black Box, Randy established the venue a decade ago and has since transformed it into one of South Florida's premier entertainment destinations. Under his leadership, the venue consistently attracts top-tier talent and delivers high-quality performances.

Hannah Dickinson

General Manager

With three years of dedicated service, Hannah oversees all aspects of venue operations, including artist coordination, agent and rental negotiations, customer relations, and staff management. Her attention to detail ensures seamless event execution and exceptional audience experiences.

Brittnee McGrath

Marketing Manager & Group Sales

Brittnee has been a key member of our team for three years, managing marketing initiatives, group sales, customer engagement, and financial administration. She also oversees social media strategy, website maintenance, and brand development, driving audience growth and community engagement.

Together, our leadership team brings a wealth of industry expertise, operational excellence, and a passion for delivering outstanding entertainment. We are committed to fostering a vibrant, community-focused atmosphere that sets our venue apart.

Company History

Boca Black Box is a premier provider of venue management and event programming services, boasting a decade of experience in delivering exceptional entertainment to diverse audiences. Located in Boca Raton, our 299-seat venue has become a cultural landmark in South Florida. Last year alone, we achieved 2.2 million in sales, and we're projected to reach 3 million for the 2024/2025 season. Boca Black Box is renowned for hosting a wide range of performances, including comedy shows, concerts, magic, and more.

Our mission is to bring joy and enrichment to our community through high-quality entertainment. Our motto, "We sell happiness," embodies our deep commitment to this goal. It stems from our belief that even if someone is having the worst day, they can come to see a show, escape their worries for 90 minutes, and either laugh until their stomach hurts, dance the night away, or be amazed by the talent on stage. Our customers are always our top priority, and we strive to make every visit to Boca Black Box a memorable and uplifting experience.

Over the years, we have built a loyal and diverse audience by consistently offering high-quality performances and events that resonate with people of all ages and backgrounds. Our success is largely attributed to our dedicated team of highly qualified professionals who bring extensive experience in venue management, marketing, finance, and event production. As a small business that puts on over 300 shows a year, and only holds up to 299 guests we pride ourselves on our personal touch, ensuring that every performer, attendee, and partner leaves our venue happy. Our approach emphasizes efficiency, innovation, and a strong commitment to community engagement, guaranteeing that every event we host is a memorable experience for all involved.

Capabilities and Resources

The **Sunrise Theater** is more than just a venue—it is a cultural cornerstone of the local community, a gathering place where audiences experience the magic of live performances. We recognize the significance of this project and are committed to **enhancing operational efficiency, elevating the quality and diversity of programming, and ensuring financial sustainability**. Our approach is designed to achieve these objectives while **preserving the theater’s rich history and unique character**.

Our Strategic Approach

- **Targeted Marketing & Community Outreach:**
We will implement a **multi-channel marketing strategy** to boost awareness and attendance, leveraging **digital marketing, social media campaigns, and strategic partnerships** with local media and businesses to maximize exposure.
- **Proven Fundraising & Sponsorship Initiatives:**
We will cultivate partnerships with **local businesses, philanthropists, and community organizations** to drive fundraising efforts that support the theater’s long-term success. Through **corporate sponsorships, naming rights, and special fundraising events**, we will establish a strong financial foundation for the venue.
- **Seamless Ticketing & Customer Experience Enhancements:**
We will introduce a **state-of-the-art ticketing system** with **online and mobile purchasing options, streamlined box office operations, and superior customer service**, ensuring a seamless experience for every patron.
- **Diverse & High-Quality Programming:**
Our team will curate a **dynamic, well-balanced event schedule** featuring a mix of **renowned performers, emerging talent, theatrical productions, and community-based events**. We will ensure programming remains fresh, diverse, and aligned with the preferences of the local audience.

Why Boca Black Box is the Ideal Partner

Boca Black Box brings **extensive expertise in venue management, audience development, and event production**, making us uniquely qualified to lead the transformation of the **Sunrise Theater**.

- **Proven Success in Managing Multiple Venues** – We have successfully operated **Boca Black Box, Lake Park Black Box, and Town Hall Event Center**, demonstrating our ability to **manage multiple entertainment spaces efficiently and profitably**.
- **Strong Financial & Operational Management** – We have a history of **maximizing revenue streams while optimizing costs**, ensuring financial sustainability for the venues we oversee.
- **Deep Community Engagement** – We prioritize **local partnerships, community-based programming, and audience engagement initiatives** to keep venues thriving as cultural hubs.
- **A Track Record of Revitalization** – We have transformed underperforming venues into **successful, in-demand entertainment destinations** by enhancing operations, curating top-tier programming, and implementing innovative marketing strategies.

Our **collaborative, community-first approach** ensures that the Sunrise Theater remains a **vibrant and financially sustainable** part of Fort Pierce’s cultural landscape. We look forward to the opportunity to bring our expertise, passion, and innovative strategies to this historic venue.

Financial Audit

Financial Performance Overview

2023 Financial Summary:

- **Tickets Sold:** 49,000
- **Revenue:** \$2.2 million
- **Total Shows:** 900+
- **Bar Sales Growth:** 30% year-over-year increase

2024 Financial Summary (Projected & Ongoing Performance):

- **Tickets Sold:** 56,331
- **Revenue:** \$3 million
- **Total Shows:** 1,000+
- **Bar Sales Growth:** 30% year-over-year increase

2025 Financial Projection:

- **Projected Revenue:** \$4 million
- **Projected Growth Rate:** 30% increase in ticket sales and overall revenue
- **Continued 30% Year-over-Year Growth in Bar Sales**

Key Business Strengths & Strategic Advantages

Strong Relationships with Acts and Agents

- **Low Deposit Agreements:** 80% of shows secured with little to no deposits due to long-standing relationships with acts and booking agents.
- **Extensive Network:** Over 500 acts available within the \$750-\$1,500 price range, optimizing cost efficiency and variety in programming.

High Retention of Venue Renters

- **Consistent Venue Partnerships:** 90% of theater renters are consecutive annual clients, ensuring reliable and recurring revenue.
- **Strategic Dealer Relationships:** Strong engagement with dealers and promoters, reinforcing sustained rental commitments.

Management & Operational Strategy

- **Revenue Optimization:** Leveraging industry relationships to minimize upfront costs while maximizing ticket sales and bar revenue.
- **Event Programming Efficiency:** Curating high-value, cost-effective acts to maintain a strong, diverse lineup tailored to audience demand.
- **Theater Growth & Market Expansion:** Implementing proven sales strategies to increase attendance, enhance customer experience, and boost profitability.

Proposal for Theater Management

Given the consistent financial growth and our extensive network of talent and industry partners, we propose to extend our expertise in managing another theater venue. Our track record of revenue expansion, cost-effective show acquisitions, and long-term client retention positions us as the ideal choice for sustainable growth and enhanced profitability.

We look forward to the opportunity to bring our successful strategies to a new venue, ensuring its long-term financial success and audience engagement.

Litigation History




Boca Black Box is not currently involved in any litigation, nor have we been involved in any litigation related to the provision of services for other jurisdictions, venues, or organizations within the past four years.

Criminal History Statement

Boca Black Box and its key personnel have no history of criminal activity and have never been involved in any criminal proceedings.

References

To further attest to our ability to maintain the high level of service desired, please find below references from industry professionals who can speak to our expertise in venue management, talent booking, and ticketing operations:

1. **Brooks Wilkerson**
Client Success Manager
Showare Ticketing
 Brooks.Wilkerson@accesso.com
2. **Jackie Howard**
Talent Booker
Jac-Ron Enterprises, Inc.
 jacronent@yahoo.com
3. **Roger Paul**
Talent Booker
Roger Paul Inc.
 rogerpaul@rogerpaulinc.com

These individuals have worked closely with us and can provide insight into our operational capabilities, professionalism, and commitment to delivering exceptional entertainment experiences.

Timeline for Implementing Scope of Services

Boca Black Box is committed to a structured and results-driven approach to managing the Sunrise Theater. During the initial **12-month period**, we will focus on key objectives that lay the foundation for long-term success.

Phase 1: Initial Assessment & Strategic Planning (Months 1-3)

1. Comprehensive Assessment:

- Evaluate current operations, financial performance, audience demographics, and programming history.
- Identify areas for improvement and growth opportunities.

2. Community Engagement:

- Host town hall meetings and forums to gather feedback from residents, businesses, and stakeholders.
- Develop programming and operational strategies that reflect community needs.

3. Operational Transition & Integration:

- Implement venue management best practices to streamline scheduling, staffing, and technology adoption.
- Ensure a seamless transition with minimal disruption to existing operations.

Phase 2: Programming & Audience Development (Months 4-6)

4. Diverse Entertainment & Event Curation:

- Develop a well-balanced lineup of performances, including mainstream acts, emerging talent, and community-driven productions.
- Introduce special events such as film screenings, educational workshops, and local artist showcases.

5. Marketing & Branding Strategy:

- Launch a multi-channel promotional campaign, leveraging digital marketing, social media, and partnerships with local media.
- Build brand recognition and expand audience reach.

6. Operational Efficiencies & Cost Optimization:

- Implement cost-effective staffing models and resource allocation.
- Utilize advanced ticketing and concession systems to improve revenue streams.

Phase 3: Financial Growth & Sustainability (Months 7-12)

7. Revenue Diversification & Sponsorship Development:

- Identify and secure corporate sponsorships, naming rights, and strategic partnerships.
- Develop new revenue streams, such as merchandise sales and venue rentals.

8. Cross-Venue Entertainment Strategy:

- Leverage Boca Black Box and Sunrise Theater to optimize artist scheduling and reduce entertainment costs.
- Offer expanded seating capacity and sell 3,000 tickets across multiple venues in a single evening.

9. Performance Review & Future Planning:

- Assess progress and key performance metrics.
- Meet with city officials to present findings, successes, and future expansion plans.

Long-Term Vision for the Sunrise Theater

At the conclusion of the 12-month period, Boca Black Box will present a detailed report outlining our achievements, community impact, and financial performance. Our long-term vision is to establish the Sunrise Theater as a **thriving cultural hub** that attracts top-tier talent and serves as a dynamic entertainment destination.

Future Goals & Enhancements

- **Expansion of Programming:**
 - Introduce new genres, formats, and community-driven initiatives such as educational programs and artist collaborations.
 - Launch themed events and special series reflecting the cultural diversity of Fort Pierce.
- **Investment in Infrastructure:**
 - Collaborate with city officials on capital improvements, including sound and lighting enhancements, seating upgrades, and backstage facility improvements.
 - Preserve the theater's historical charm while modernizing its functionality.
- **Community Outreach & Accessibility:**
 - Offer discounted tickets for low-income families, senior programming, and youth engagement initiatives.
 - Create flexible membership options to encourage community participation.
- **Partnerships & Sponsorships:**
 - Actively seek sponsorships, rentals, and collaborations to enhance the theater's influence and financial sustainability.
 - Explore opportunities for corporate events, weddings, and content creation partnerships to maximize venue utilization.

Our goal is to **ensure that the Sunrise Theater thrives as a cultural and economic asset for Fort Pierce**, fostering community engagement while maintaining financial sustainability. We are confident that our expertise, combined with our commitment to excellence, will position the theater for long-term success.

Closing

At **Boca Black Box**, we are deeply committed to working in **partnership with city officials and community stakeholders** to bring this vision to life. Our approach prioritizes **collaboration and inclusivity**, ensuring that every decision we make reflects the needs and aspirations of the community we serve.

Through **expanded programming, infrastructure enhancements, and strengthened community engagement**, we aim to transform the **Sunrise Theater** into a **thriving cultural hub** that provides exceptional entertainment experiences while fostering a deeper connection with the residents of Fort Pierce.

We are excited about the potential of this partnership and the opportunity to contribute to the theater's long-term success. Please feel free to reach out at any time should you have any questions, require additional information, or wish to discuss our proposal further.

Thank you for your time and consideration. We look forward to the possibility of working together to ensure the **Sunrise Theater** continues to shine as a **beacon of cultural excellence** for years to come.

Sincerely,
Randy Singer
Managing Partner
Boca Black Box