

# SUNRISE THEATRE OPERATIONS CONCESSION

Recommendation for Award

**RFP 2025-017**

July 21, 2025



# Overview

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The Sunrise Theatre has traditionally operated as a City-managed department under an enterprise fund structure. To explore a new management approach, the City issued **RFP No. 2025-017** seeking proposals from qualified concessionaires to assume full operational responsibility for the Theatre.

**RFP Issue Date:** January 28, 2025

**Pre-Proposal Meeting/Site Visit:** February 18, 2025

**Submittal Deadline:** March 27, 2025



# Scope of Services

The concessionaire will be responsible to manage the day-to-day operations of the Sunrise Theatre, including but not limited to:



## Programming

Plan, book, and manage all programming and events, balancing profitability with community-centered and culturally relevant offerings.



## Maintenance

The concessionaire will be responsible for ongoing routine facility maintenance and cleanliness of the venue, while the City will retain responsibility for capital systems like HVAC.



## Marketing

Lead all marketing efforts, including maintaining the website, promoting events, and pursuing sponsorships to increase visibility and revenue.



## Back Office Management

Oversee all HR, accounting, IT, and compliance, ensuring fully independent and auditable operations. As well as implementing and operating security measures.



## Ticketing/Customer Relations

Operate all ticketing platforms and provide responsive customer service for patrons, performers, and vendors.



## Food and Beverage

Manage all food and beverage operations, ensuring licensing compliance, and explore opportunities to enhance catering capabilities on site.



# Proposal Requirements

- Cover letter, table of contents and signed affidavits
- 5-year operating budget
- Transition plan and timeline for implementation
- Company history, experience and financial stability
- Key personnel bios and organizational structure
- Relevant licenses, certifications and financials
- Detailed response to scope of services, including in-house capacity or third party partnerships
- Past litigation or criminal charges
- References



# RFP Response Summary

**BOCA BLACK BOX**

Boca Raton, Florida

**EMPRISE  
PARTNERS, LLC**

Apopka, Florida

**HZIP, LLC**

Dania Beach, Florida

**RYAN  
MANAGEMENT  
GROUP, INC.**

Boca Raton, Florida

**VENUWORKS**

Ames, Iowa



# Evaluation Committee

**Charlotte Bireley**

*Director of Tourism + Marketing*  
St. Lucie County

**Jon Moses**

*Executive Producer/CEO*  
Riverside Theatre

**Wendy Rydzewski**

*Accountant*  
City of Fort Pierce



# Evaluation Criteria

## ■ **Relevant Experience and Organizational History**

Evaluates the proposer's demonstrated success in delivering services similar to those outlined in the RFP within comparable event venues. It also considers the proposer's overall business history, including company longevity, growth, stability, and legal/claims history.

## ■ **Team Qualifications**

Evaluates the qualifications, experience, and professional backgrounds of the key project team members, as well as their ability to contribute to the success of the theatre.

## ■ **Financial Projections + Economic Impact**

Assesses the proposer's projections related to exceeding the City's expectations for revenue, operating profitability, and community economic impact as well as their overall financial stability and capacity to manage the theatre effectively.

## ■ **Implementation Plan**

Evaluates the proposer's ability to effectively implement the scope of services through a clear and detailed plan. The evaluation will focus on the proposer's approach to managing key resources related to physical maintenance, technology, financial management, marketing, event management, community engagement – and their ability to execute a sustainable programming strategy. Proposals will also be assessed on the detailed 30/90/120-day rollout plans, and evaluation of their in-house capabilities and reliance on subcontractors.

## ■ **Alignment with Preferred Elements**

Assesses the extent to which the proposer has incorporated or addressed the preferred elements outlined in § 1.3 of the RFP.

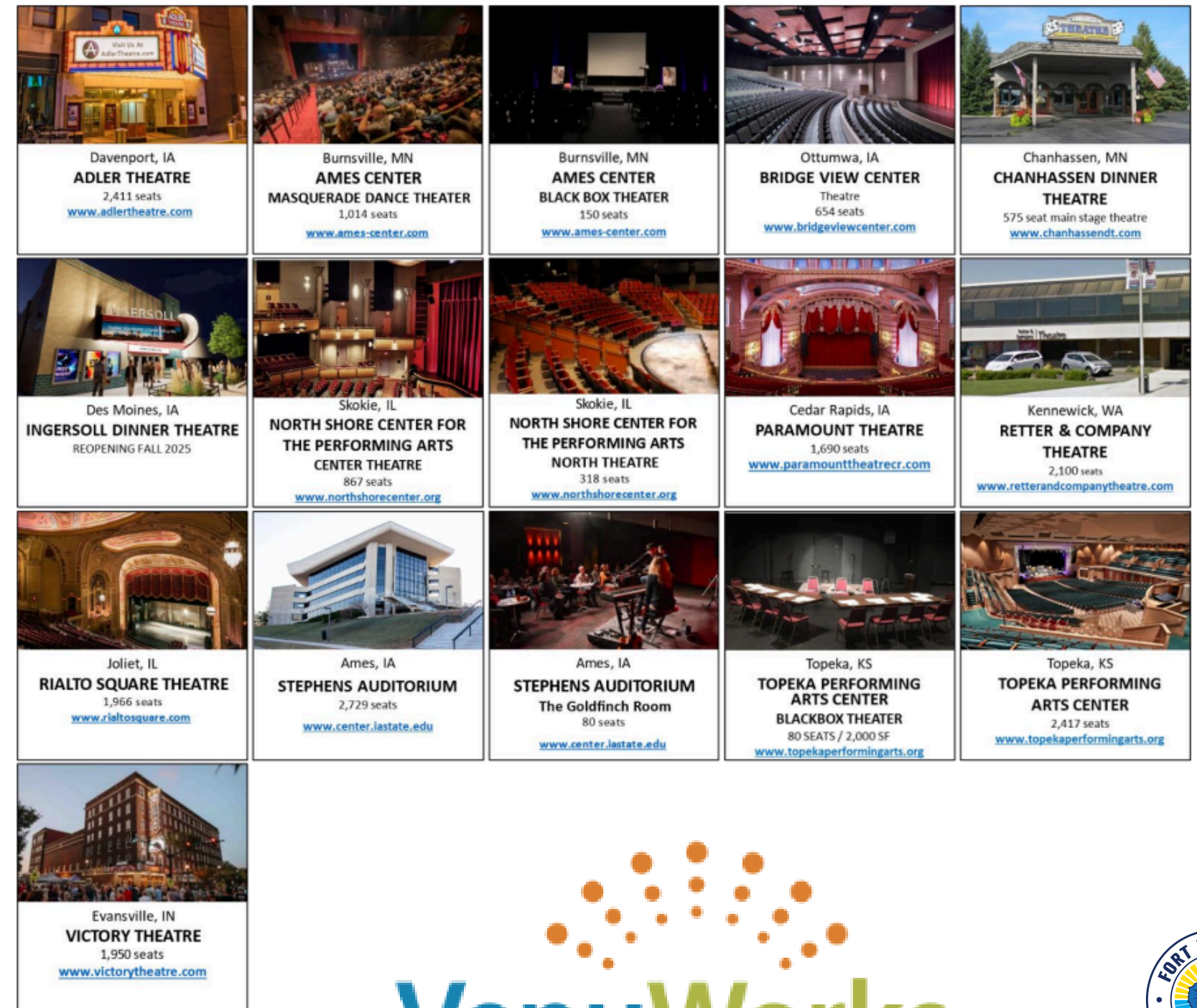
# Cumulative Evaluation Matrix



Firms	Charlotte Bireley	Jon Moses	Wendy Rydzewski	Totals
<b>Boca Black Box</b> <i>(Boca Raton, FL)</i>	49	67	29.5	<b>145.5</b>
<b>Emprise Partners LLC</b> <i>(Apopka, FL)</i>	48	69	36	<b>153</b>
<b>HZIP LLC</b> <i>(Dania Beach, FL)</i>	41	58	20.25	<b>119.25</b>
<b>Ryan Management Group, Inc</b> <i>(Boca Raton, FL)</i>	63	81	44.5	<b>188.5</b>
<b>VenuWorks</b> <i>(Ames, IA)</i>	84	85	75.5	<b>244.5</b>

## Key Points from Cover Letter:

- Operates **50+** venues, specializing in **historic theatres**
- Focuses on **exceptional programming, operational efficiency, and financial success**, ensuring accessibility and affordability
- Balances **historic preservation with modern operations**
- Curates **diverse, community-centered programming** that reflects local identities
- Maximizes Theatre use with **private events on low-demand days**
- Proven history of **turning financial deficits into gains**, reducing taxpayer burden, and creating self-sustaining cultural hubs
- Aims to reimagine the Theatre as an **inclusive and vibrant cultural and economic driver** for future generations



  
**VenuWorks**



# Recommendation:

It is recommended that RFP 2025-017 be awarded to the highest-ranked respondent, VenuWorks, and that staff be authorized to enter into contract negotiations. The final agreement will be presented to the City Commission for approval.

