

**AGREEMENT BETWEEN THE CITY OF VENICE AND
VENICE INSTITUTE FOR PERFORMING ARTS CENTER MANAGEMENT, INC.
FOR MANAGEMENT SERVICES FOR THE VENICE COMMUNITY CENTER**

THIS AGREEMENT (“Agreement”) is made and entered into as of the ___ day of _____, 2026 by and between:

The City of Venice, a municipal corporation under the laws of the State of Florida, located in Sarasota County, Florida, with a mailing address of 401 West Venice Avenue, Venice, Florida 34285 (the “City”); and

The Venice Institute for the Performing Arts Center Management, Inc., a Florida not-for-profit corporation, with an address of 100 West Venice Avenue, Suite 27, Venice, Florida 34285 (the “Manager” and, together with the City, the “Parties”).

RECITALS

WHEREAS, the City owns the Venice Community Center located at 326 Nokomis Avenue South, Venice, Florida 34285; and

WHEREAS, the mission of the Venice Community Center is to be a state-of-the-art convention center and meeting space that will enhance the Venice community’s quality of life, providing local economic development, and delivering high-quality event services while balancing financial generation and community value; and

WHEREAS, the Venice Community Center will continue to be owned by the City, a governmental entity, and will continue to be used for governmental, municipal or public purposes; and

WHEREAS, the City wishes to have a company to provide management services including booking and scheduling services, marketing services, and other operating and management services to enhance the public use and enjoyment of the community center; and

WHEREAS, the City issued a public Request for Proposal for management services for the Venice Community Center; and

WHEREAS, following the evaluation of submitted proposals, Venice Institute for the Performing Arts Center Management, Inc. was awarded the contract to provide management services for the Venice Community Center; and

WHEREAS, Venice Institute for the Performing Arts Center Management, Inc. is a not-for-profit Florida corporation that has experience in managing and operating performing arts programming, community cultural access, and possesses the qualifications, expertise, and resources necessary to perform the requested services; and

WHEREAS, both Parties wish to memorialize the duties, responsibilities, fee structure and other aspects of the management services.

NOW THEREFORE, in consideration of the mutual covenants and provisions contained herein, the Parties hereto agree as follows:

1. INCORPORATION OF RECITALS

The recitals stated above are true and correct and by this reference are incorporated herein and form a material part of this Agreement.

2. DEFINITIONS

The following definitions apply to this Agreement:

- A. “Adverse Weather Conditions” shall mean inclement weather which has the potential to impact the safety or welfare of the Center, the public or Manager’s employees.
- B. “Agreement” shall mean this Agreement for Management Services for the Venice Community Center and all exhibits and amendments hereto.
- C. “Approved Compensation” shall mean compensation expressly authorized under this Agreement to be paid to or retained by Manager from Facility operations or by the City, including the Management Fee under Section 7.A, the Transition Services compensation under Section 7.D, and any other compensation, reimbursement, cost allocation, or credit expressly permitted under this Agreement and approved in the manner required herein. Approved Compensation does not include any distribution of surplus or net earnings and shall be interpreted consistently with Manager’s nonprofit and public-purpose obligations under this Agreement.
- D. “Center” or “Facility” shall mean and refer to the Venice Community Center located at 326 Nokomis Avenue South, Venice, Florida 34285. The equipment and furnishings listed on **Exhibit “E”** (“Equipment to Remain”). attached hereto and incorporated by reference. shall remain in the Center for use by the Manager.
- E. “Commencement Date” shall mean October 1, 2026 when the Manager shall formally take responsibility for the daily operations of the Facility.
- F. “Contract Year” shall mean each successive twelve (12) month period during the Term, and any renewal thereof, beginning on the Commencement Date or any anniversary of the Commencement Date.
- G. “Effective Date” shall mean the date that this Agreement becomes effective upon execution by both Parties.
- H. “Event Holder” shall mean the individual, group or organization that has entered into a rental agreement for the Facility for the purpose of hosting an event.
- I. “Facility Expenses” shall mean all costs and expenses incurred by Manager in the operation of the Facility during a Contract Year, as provided for within this Agreement.
- J. “Facility Revenues” shall mean all revenues collected by the Manager from the operation of the Facility during a Contract Year, including but not limited to, rental fees, event revenue, concession sales, ticketing fees and add-on services.

- K. "Management Fee" shall mean the contractual compensation payable by the City to the Manager for services rendered in overseeing, operating, and managing the Facility in accordance with this Agreement, which compensation is intended to support the Manager's performance of its nonprofit and public-purpose obligations under this Agreement and shall not be construed as a distribution of profits or net earnings.
- L. "Manager" shall mean and refer to the Venice Institute for the Performing Arts Center Management, Inc.
- M. "Net Operating Deficit" shall mean the amount by which Facility Expenses exceed Facility Revenues for a given Contract Year.
- N. "Net Operating Surplus" shall mean the amount by which Facility Revenues exceeds Facility Expenses for a given Contract Year. For these purposes, any grants or restricted funds shall be excluded to the extent they are restricted to a certain purpose unless such restriction permits the inclusion in the Contract Year operating reconciliation.
- O. "Parties" shall mean, collectively, the City and the Manager, as identified in this Agreement.
- P. "Party" shall mean either the City or the Manager, individually, as the context indicates.
- Q. "Rate Chart" shall mean the agreed to schedule of fees and charges established for the use of the Facility.
- R. "Subcontractor" shall mean any individual, partnership or corporation supplying materials or services for work under subcontract to the Manager.
- S. "Year-end" shall mean September 30 of each calendar year during the Term.

3. VENICE COMMUNITY CENTER

The Venice Community Center ("Facility" or "Center") is located at 326 Nokomis Avenue South, Venice, Florida 34285. The Facility is more fully described and depicted in **Exhibit "A"** (Venice Community Center Facility), attached hereto and incorporated by reference, which includes renderings of floor plans and general room layout. The Facility contains outdoor space to include grass, landscaping and an asphalt parking area.

4. TERM

The term of this Agreement shall be from the Effective Date through September 30, 2031, subject to termination provisions found herein. The Parties may, by mutual written consent, renew this Agreement for two (2) additional twenty-four (24) month extensions ("Renewal Period"). All terms and conditions herein shall apply to any Renewal Period, unless otherwise agreed to in writing by both Parties. A Party must notify the other Party, in writing, of its intent to renew this Agreement at least one-hundred and eighty days (180) days prior to the expiration of the original Term, or subsequent Renewal Term, as applicable. Upon notice of intent, the receiving Party shall provide or withdraw its consent for such renewal within thirty (30) days of its receipt of notice to renew.

The Manager shall be prepared to take responsibility for the daily operations of the Facility, including all services to the general public beginning October 1, 2026.

5. TRANSITION

Although Manager's formal management responsibilities shall begin on October 1, 2026, including the holding of Events, Manager is authorized, beginning on the Effective Date, to provide transition services to prepare the Facility for commencement of operations, including mobilization and startup planning; staffing recruitment, onboarding, and training; development of operating procedures; implementation of ticketing, booking, point-of-sale, financial, and related operating systems; inventory, equipment, and supply setup; vendor and service-provider coordination; marketing, promotional, and booking preparation; event-calendar transition; pre-opening scheduling and logistics; and other reasonable pre-opening activities necessary to prepare the Facility for full operations ("Transition Services"). All Transition Services are to be undertaken in accordance with this Agreement and subject to the City's approval for any binding commitments. To the extent that the physical space becomes accessible ahead of the Effective Date, the Parties agree to work cooperatively to include it in the transition activities.

Manager shall be compensated for Transition Services in accordance with the terms set forth in Section 7.E. of this Agreement.

The Manager may request blackout dates through December 31, 2026 that are reasonably necessary to complete Transition Services. The City shall approve such requested blackout dates without delay or conditions unless the City reasonably determines that a particular requested blackout date would materially interfere with a previously committed public event or essential governmental use. No City priority request or other use shall displace a blackout date previously approved in writing by the City except in the event of an emergency or by mutual written agreement of the Parties.

6. SERVICES

The Manager shall provide professional management for all aspects of the operation and management of the Facility. Resources should be expended efficiently and effectively, and all assets should remain well maintained, in good order. As a manager of City resources, Manager shall provide all services in a professional and ethical manner and operate the Facility in a way that respects and preserves its environmental, historical, recreational and cultural aspects. The Manager shall operate the Facility so that the impacts to the environment are mitigated as much as possible while also meeting all City regulations and ordinances.

Manager is to provide the services which are specified in the Scope of Services described in **Exhibit "B"** ("Services"), attached hereto and incorporated by reference.

All services provided and compensation paid under this Agreement are intended to further Manager's tax-exempt purposes under Section 501(c)(3) of the Internal Revenue Code and to constitute program service revenue. This Agreement does not authorize Manager to engage in any unrelated trade or business or non-exempt activities.

The Manager is responsible for obtaining and paying for all necessary licenses and permits to operate the Facility and must keep all licenses and permits current.

If food or beverage service is provided, Manager must abide by all rules and laws governing food preparation and food service as set forth by the health department and local and state laws, and obtain the appropriate food service license by October 1, 2026.

Manager shall honor all existing reservation requests for the period of October 1, 2026 through September 30, 2027 that are disclosed to Manager in writing by the City on or before the Commencement Date, together with all material terms known to the City, except to the extent performance is prevented by legal noncompliance, unsafe conditions, Force Majeure, facility unavailability caused by City-controlled conditions, or other circumstances outside Manager's reasonable control. The City shall remain responsible for any claim, refund, relocation cost, or other liability arising from any preexisting reservation that was inaccurately described, not timely disclosed, not legally compliant, or not reasonably capable of performance based on the actual condition, availability, or permitted use of the Facility.

Both Parties shall identify one or more representatives who shall be on call, at all times, for emergencies or other matters related to the operations and services at the Facility.

7. COMPENSATION; REVENUE ALLOCATION

A. Management Fee

The comprehensive compensation structure is more fully outlined in Manager's Proposal in Exhibit "C" ("Proposal") attached hereto and incorporated by reference. The Manager will receive an annual Management Fee of Two Hundred Eighty Thousand Dollars (\$280,000). The Management Fee shall be due and payable by the City on a quarterly basis with payments in the amount of Seventy-Thousand Dollars (\$70,000) beginning on October 1, 2026 upon the submission of a complete and accurate invoice.

B. Working Capital Subsidy Fund

The Manager shall collect all revenues generated from Facility operations, including but not limited to, rental fees, concession sales, ticketing fees, add-on services, and other such revenue permitted under this Agreement.

The Manager shall establish and maintain a working capital working reserve account (the "Working Capital Subsidy Fund" or "WCSF") to provide for the coverage of operating deficits incurred in the operation of the Facility. The Manager shall make an initial contribution of Twenty Thousand Dollars (\$20,000) on October 1, 2026 to the WCSF.

At the end of each Contract Year, any Net Operating Surplus shall be deposited in the Fund. The WCSF shall be funded to a maximum balance of One Hundred Thousand Dollars (\$100,000). Any Net Operating Surplus that would exceed that balance shall be deposited in the Capital Improvement Fund (the "CIF") as provided in Section 7.C of this Agreement. Funds from operations or received as gifts or grants may be added to these two funds at the discretion of the Manager.

If at the end of the Contract Year, a Net Operating Deficit exists it shall be funded as follows:

1. A deficit amount of Twenty Thousand Dollars (\$20,000) or less will be funded entirely by the WCSF.
2. A deficit amount greater than Twenty Thousand Dollars (\$20,000) and up to One Hundred Thousand Dollars (\$100,000) will first be funded with Twenty Thousand Dollars (\$20,000) from the WCSF as provided for in Section 7.B.a., then the remaining deficit will be funded at Twenty-Five percent (25%) by the WCSF and Seventy-Five percent (75%) by the City.
3. A deficit amount greater than One Hundred Thousand Dollars (\$100,000) will first be funded with Twenty Thousand (\$20,000) from the WCSF as provided for in Section 7.B.a., then the next \$80,000 would be funded 25% by the WCSF and 75% by the City as provided for in Section 7.B.b., and the remaining deficit funded entirely by the City.

If, after fully funding both the WCSF and the CIF, a Net Operating Surplus remains at the close of a Contract Year, the surplus shall be allocated as follows:

1. Fifty percent (50%) will be retained by the Manager for Facility-related purposes.
2. Fifty percent (50%) shall be applied as a credit against the Management Fee otherwise due and payable to the Manager for the following Contract Year. This credit shall be documented by the Manager on invoices submitted for the quarterly payments for the Management Fee.

To assist the City with future budget planning in order to fund deficits as required by this section, the Manager shall conduct a mid-year financial review of the WCSF and provide a written report of the review to the City no later than One-Hundred and Eighty (180) days from the commencement of each Contract Year outlining the estimated Facility Revenues and Facility Expenses for the duration of the Contract Year, any expected Net Operating Deficit, and the current funding level of the WCSF.

C. Capital Improvement Fund

The Manager shall establish and maintain a working capital improvement reserve account (the "Capital Improvement Fund" or "CIF") to fund Facility capital needs that are not otherwise funded by the City. The CIF shall be funded through grants and donations for capital purposes and any Net Operating Surplus as provided in Section 7.B. The CIF shall be funded to a maximum balance of One Hundred Thousand Dollars (\$100,000) using Net Operating Surplus. The CIF can exceed One Hundred Thousand Dollars (\$100,000) only if funded via grants and/or donations. The Manager may use these funds for capital improvement, repair or replacement projects that are not contained within the City's capital improvement budget. All proposed uses of the CIF funds shall be coordinated with the City in accordance with Section 16.C.

D. Manager's Executive Staff Overhead

The Parties acknowledge that the Facility Expenses may include an allocation for Manager's executive staff support provided for the benefit of the Facility. For the first Contract Year, twenty

percent (20%) of the loaded employment cost of the following Manager’s executive suite personnel may be allocated to Facility Expenses: Executive Director, Director of Marketing, Director of Academic and Administrative Services, Director of Community Outreach, Director of Artistic Operations, Director of Development, and Technical Director. For purposes of this Agreement, “loaded employment cost” means base compensation together with employer-paid payroll taxes, employee benefits, insurance, and other customary employment-related costs attributable to such personnel. The foregoing twenty percent (20%) allocation shall not be increased in any subsequent Contract Year unless the City expressly approves such increase in writing. Nothing herein shall require the City to approve any increase, and any unapproved increase shall remain the sole responsibility of Manager and shall not be charged to Facility Expenses. For the first Contract Year, the Manager will forego up to Twenty Thousand Dollars (\$20,000) (if the Manager’s initial Twenty Thousand Dollars (\$20,000) contribution is exhausted) in allocated executive staff expenses to reduce any Net Operating Deficit.

E. Transition Services Compensation

Transition Services compensation shall be payable to Manager in the following fixed amounts: Ten Thousand Dollars (\$10,000) on June 30, 2026; Twenty Thousand Dollars (\$20,000) on July 31, 2026; Twenty Thousand Dollars (\$20,000) on August 31, 2026; and Twenty Thousand Dollars (\$20,000) on September 30, 2026. Each such payment shall be due and payable by the City to Manager on the day referenced, upon the submission of a complete and accurate invoice, provided that Manager has performed Transition Services in accordance with this Agreement. The Parties acknowledge that these amounts compensate Manager for the Transition Services described in the Transition section of this Agreement.

Unless the Parties otherwise agree in writing, these fixed Transition Services amounts constitute the full compensation payable for Transition Services, and no additional Transition Services compensation shall be payable after September 30, 2026.

8. COST ALLOCATION

A. The City will remain responsible for costs associated with the City’s services and responsibilities as outlined in this Agreement and expressly identified as attributed to the City in this Agreement.

B. The Manager shall be responsible for all costs associated with:

1. All ordinary operating expenses of the Facility including the preparation and outfitting of the Facility for scheduled events, routine cleaning supplies and materials, event-specific security, staffing, and all other costs associated with the Scope of Services in **Exhibit “B,”** or as otherwise identified and expressly allocated to Manager in this Agreement, excluding any costs arising from City-owned structural components, major systems, deferred maintenance, latent defects, code deficiencies not caused by Manager, emergency use by the City, or City-directed work or requirements.

2. The establishment of a Commercial (Dumpster) Account with the City of Venice Solid Waste Division and removal of all waste from the Facility at an appropriate frequency. Manager is required to have a recycling plan and to place bottles, cans and cardboard in specified recycling containers, plus any other applicable materials should the City expand its recycling program.
3. Monthly water, sewer, electric service, garbage, internet, additional utilities and usage fees for ordinary operations, with accounts in the Manager's name and payment made by Manager directly to the provider; provided, however, that the Manager shall not be responsible for unusual utility consumption, interruption costs, or system upgrade costs arising from City-owned system failures, latent deficiencies, casualty, emergency use, or City-required modifications not requested solely for Manager's separate business equipment or operations; and
4. Pest control within the Facility.

9. PAYMENT

Any amounts payable by the City to the Manager under this Agreement shall be invoiced by the Manager and paid within thirty (30) days of receipt of a complete and accurate invoice. The City reserves the right to dispute any invoice or require additional supporting documentation and shall notify the Manager in writing of any good-faith dispute as to a specific invoiced amount within fifteen (15) business days after receipt of the invoice, identifying in reasonable detail the basis of the dispute and any undisputed portion shall be paid when due without offset, deduction, or holdback. If the City does not provide written notice of a dispute within such a period, the invoice shall be deemed approved for payment. All invoices shall be submitted to the City's Public Works Department, to the attention of Ashlee Castle at acastle@venicefl.gov. Payment shall be made by ACH transfer in accordance with City payment procedures. The City abides by the Florida Prompt Payment Act, Section 218.70, *et seq.*, Florida Statutes, for all payments due under this Agreement.

Any amounts payable by the Manager to the City under this Agreement shall be invoiced by the City and paid within thirty (30) days of receipt of a complete and accurate invoice. The Manager reserves the right to dispute any invoice or require additional supporting documentation, and shall notify the City in writing of any good-faith dispute as to a specific invoiced amount within fifteen (15) days after receipt of such invoice, identifying in reasonable detail the basis of the dispute and any undisputed portion shall be paid when due without offset, deduction, or holdback.

10. STAFFING

Manager shall employ a sufficient number of staff to ensure that the Facility is open and operational during the times set forth this Agreement and shall maintain appropriate staffing levels commensurate with the size and nature of each scheduled event. The Manager shall supervise the performance of all personnel employed in the fulfillment of its obligations under this Agreement.

All of the Manager's personnel shall be considered, at all times, employees of the Manager under its sole direction and not employees or agents of the City. The Manager shall control the conduct, demeanor, and appearance of its officers, employees, agents, and representatives, and, upon any

employee related complaints by the City or the public, the Manager shall take immediate steps to rectify the situation. The Manager will be responsible for the discipline, and if necessary, discharge of any or all personnel working for the Facility.

The Manager shall pay all wages, salaries, and/or commissions of all employees, service personnel and maintenance personnel employed or contracted by the Manager with respect to the Facility. The Manager shall pay all related insurance, federal and state taxes, state unemployment taxes and any other applicable taxes with respect to any such employee or personnel and maintain all employment records.

Manager shall comply with all applicable federal, state, and local laws and regulations governing employment practices, including but not limited to background screening requirements, and shall adhere to its internal policies and procedures in the management of personnel.

All leadership members of Manager's team may be subject to a background check which would be performed by the City at the City's expense. The Manager is required to disclose any criminal convictions in the past ten (10) year period for fraudulent or dishonest dealings or those violations involving moral turpitude and will notify the City within five (5) days of any new misdemeanor and/or felony charges and within thirty (30) days of any plea of guilty or nolo contendere to any felony throughout the term of the Agreement.

Manager will provide continual training and evaluation of all employees assigned to support this Agreement, at its own cost, to ensure an appropriate level of proficiency and customer service.

11. FACILITY; EVENTS

A. Hours

The Facility office shall be open and available to the public during hours established by Manager and reasonably communicated to the City. Manager shall ensure there is onsite management during the established office hours and that a Manager on Duty is onsite for all scheduled events. While it is expected that events will normally conclude by 10:00 p.m., Manager may schedule events concluding later than 10:00 p.m. in its reasonable business judgment so long as such events comply with applicable law, noise restrictions, staffing plans, and security requirements. Manager shall notify the City seven (7) days in advance of any events scheduled to conclude later than 10:00 p.m.

B. Parking

The outdoor space and north and south parking areas are open to the public and may be utilized during events; however, availability and exclusive use are not guaranteed. Manager may request the use of either parking area (but not both) for event purposes, subject to City approval. The City reserves the right to dedicate up to fifteen (15) parking spaces for the museum located in the north parking lot and to temporarily close the north and south parking lots at any time during a declared emergency.

C. Outdoor Activities and Live Entertainment; Noise

Any outdoor activities and entertainment require approval by the City at least thirty (30) days prior to the scheduled event and must follow City regulations, including noise regulations. All amplified sound, music, and other event-related noise must conclude by 10:00 p.m. It is Manager's responsibility to ensure that applicable approvals and permits are in place and that all laws and regulations are followed.

D. Prohibitions

No pyrotechnics, fireworks, open flames, candles, sparklers, or other incendiary or combustible devices or materials shall be permitted on the Facility's premises for any purpose.

Smoking is prohibited anywhere inside the Facility. The Manager shall work with the City to designate permitted outdoor smoking areas.

Drones are prohibited unless authorized and approved by the City at least thirty (30) days prior to the scheduled event. Event Holders must also obtain all required approvals, permits, and authorizations and comply with any applicable Federal Aviation Administration regulations and requirements governing the operation of drones.

E. Signage

The Manager may erect or post event-related signs, banners and promotional material in and around the Facility in the ordinary course of operations, subject to applicable law, reasonable City brand standards, and any required permits. Prior City approval shall be required only for permanent exterior signage, use of the City's official logo, or signage that would reasonably be expected to affect structural elements, public rights-of-way, or City Code compliance, and such approval shall not be unreasonably withheld, conditioned, or delayed.

F. Adverse Weather Conditions

Notwithstanding the foregoing, the Manager may, in the Manager's reasonable discretion, close operations or cancel events due to Adverse Weather Conditions. If the Facility is closed for Adverse Weather Conditions, the Manager shall notify the City and post a sign at the Facility and on the website advising the public of the reason for the closure.

G. Security

Manager shall be responsible for determining and arranging appropriate event security for Facility operations, subject to applicable law. The Manager shall consult with the City's Police Department regarding the event schedule so that they are informed of upcoming events and may provide guidance on any events that may require additional security considerations, public safety, traffic, crowd control, or off-duty law-enforcement support. The primary contact is Captain Louis White at lwhite@venicefl.gov. Manager may contract directly with qualified private security providers, off-duty law-enforcement personnel, or other vendors as reasonably appropriate for scheduled events, provided that any such arrangements comply with applicable law and City requirements.

The City Police Department shall provide security for the Facility during non-event hours as it deems necessary, in its sole discretion.

H. Code of Conduct

All events are subject to the City's events Code of Conduct.

1. Except as protected by the First Amendment, the use of profane, obscene, or vulgar language, gestures, decorations, accessories, and signs is prohibited.
2. Indecent exposure, lewd behavior, sexually explicit nudity, and any material or performance that depicts sexually explicit nudity or sexual activity and that taken as a whole is patently offensive to prevailing standards in the adult community concerning what is suitable and lacks serious literary, artistic, political, or scientific value is prohibited.
3. Any activity, attire or conduct inappropriate to the peace and good order of the Event or which may adversely affect the safety of people or property shall be prohibited.
4. There shall be no harassment or discrimination based on age, ancestry, color, gender identity or expression, national origin, physical or mental disability, religion, sexual orientation, or any other characteristic protected by applicable laws, regulations, and ordinances.

12. RENTAL AGREEMENTS

Manager is responsible for executing and managing rental agreements with third-party users of the Facility. All rental agreements shall, at a minimum, include the following provisions to protect the interests of the City as owner of the Facility:

A. Compliance

The Event Holder is responsible for ensuring compliance with all applicable rules, policies, and codes of conduct for the duration of the rental agreement, including the rental period.

B. Insurance requirements

The Event Holder shall provide general liability insurance in the amount of One Million Dollars (\$1,000,000) and property damage liability in the amount of Five Hundred Thousand Dollars (\$500,000), naming the City of Venice, 401 W. Venice Avenue, Venice, Florida 34285, as an additional insured. If alcohol is to be provided at the Event, unless by exception authorized by the City Manager, the Event Holder shall provide liquor liability insurance in the amount of One Million Dollars (\$1,000,000), naming the City as an additional insured. The policies of insurance shall be primary and written on forms acceptable to the City and placed with insurance carriers approved and licensed by the Insurance Department in the State of Florida and meet minimum financial AM Best and Company rating of no less than A. No changes are to be made to these specifications without prior written specific approval by the City.

C. Indemnification

The Event Holder shall agree, at its sole cost and expense, to indemnify, defend and hold harmless the City of Venice, the Manager, and their respective officials, employees, agents and representatives from and against claims damages, losses, and liabilities to the extent arising from the Event Holder's negligence, willful misconduct, breach of the rental agreement, or violation of law in connection with the event. The Event Holder shall also agree that if it becomes necessary to file legal action to enforce any of the provisions of the rental agreement, the prevailing party shall be entitled to recover all reasonable attorney's fees as part of the costs of such action. The venue for any dispute shall be in Sarasota County, Florida.

D. Sovereign Immunity.

The Event Holder shall agree that nothing in the rental agreement shall be deemed as a waiver of immunity or limits of liability of the City beyond any statutory limited waiver of immunity or limits of liability which may have been adopted by the Florida Legislature in Section 768.28, Florida Statutes, or other statute, and nothing in the rental agreement shall inure to the benefit of any third party for the purpose of allowing any claim which would otherwise be barred under the Doctrine of Sovereign Immunity or by operation of law.

E. Alcohol

If alcohol is to be served at the event, the Event Holder shall ensure that all required permits and licenses are obtained and valid.

F. Damage to Facilities

All City property and equipment shall be returned in its original or "pre-event" condition by the Event Holder at the Event Holder's expense. Any damage to City property or equipment will result in additional fees and charges to the Event Holder. No modifications or alterations may be made to the City-owned infrastructure at the Facility without prior written approval of the City.

G. Parking

Outdoor space and the parking area may be available for use during the event. However, these are public spaces and availability or exclusive use cannot be guaranteed.

H. Public records

In accordance with Florida's Public Records Law, the rental agreement and any related documents may be subject to public disclosure upon request.

I. Prohibitions.

No pyrotechnics, fireworks, open flames, candles, sparklers, or other incendiary or combustible devices or materials shall be permitted on the Facility's premises for any purpose. Smoking is prohibited anywhere inside the Facility and is only permitted in designated outdoor smoking areas.

Drones are prohibited unless authorized and approved by the City at least thirty (30) days prior to the scheduled event. Event Holders must also obtain all required approvals, permits, and

authorizations and comply with any applicable Federal Aviation Administration regulations and requirements governing the operation of drones.

No signs, banners, or promotional materials may be used on premises without the prior written approval of the Manager or City, as applicable. Permits may be required for such activities, and any necessary permits are the responsibility of the Event Holder. The City logo may not be used for any events without prior written approval by the City.

J. Code of Conduct

The Event Holder is responsible for ensuring that all participants, sponsors, volunteers, attendees, and exhibitors/vendors comply with the following events Code of Conduct at all times during the event:

1. Except as protected by the First Amendment, the use of profane, obscene, or vulgar language, gestures, decorations, accessories, and signs is prohibited.
2. Indecent exposure, lewd behavior, sexually explicit nudity, and any material or performance that depicts sexually explicit nudity or sexual activity and that taken as a whole is patently offensive to prevailing standards in the adult community concerning what is suitable and lacks serious literary, artistic, political, or scientific value is prohibited.
3. Any activity, attire or conduct inappropriate to the peace and good order of the Event or which may adversely affect the safety of people or property shall be prohibited.
4. There shall be no harassment or discrimination based on age, ancestry, color, gender identity or expression, national origin, physical or mental disability, religion, sexual orientation, or any other characteristic protected by applicable laws, regulations, and ordinances.

K. Force Majeure

With respect to any obligation to be performed by a party during the term of the rental agreement, such party shall in no event be liable for a failure to perform such obligation when such non-performance is attributable to any force majeure event including, but not limited to, adverse weather conditions, fire, flood or other casualty, labor or material shortages, labor disputes, pandemics, or other unforeseen circumstances or events beyond the reasonable control of any party to the rental agreement. The time within which such obligation shall be performed shall be extended for a period of time equivalent to the delay from such cause.

13. RATES; CITY PRIORITY USE

Manager shall establish and administer rates for use of the Facility in its reasonable business judgment, taking into consideration market rates, operational costs, Facility goals, prior year experience, public-purpose objectives, and any other relevant factors. In administering rates, discounts, and use categories, Manager shall act in a manner reasonably consistent with the Facility's public-purpose mission and Manager's applicable tax-exempt operating requirements. The initial annual rate structure is attached hereto as **Exhibit "D"** ("Rate Chart") and incorporated herein by reference. Manager may update the Rate Chart from time to time upon written notice to

the City, provided that Manager shall consult with the City in advance regarding material changes affecting community access, nonprofit use categories, or public-purpose programming. City approval shall not be required for routine pricing adjustments, promotional pricing, package pricing, seasonal pricing, or event-specific negotiated rates in the ordinary course of business.

Use of the Facility by the City for approved City events shall not incur standard facility rental fees. The City shall have the right to use the Facility's audio/visual system (including microphones and screens), room setup and custodial services at no cost, provided that any use of equipment or services beyond the foregoing may be subject to use fees. The City shall provide Manager its priority use date requests no later than ninety (90) days prior to the start of each calendar year, or on an alternative date mutually agreed in writing by the Parties. Such priority use requests shall have priority over other bookings only if such dates are timely delivered to Manager and such dates are not already subject to an executed rental agreement or other binding booking commitment. For any City events not included in the annual listing, Manager and City shall work in good faith to accommodate such events to the extent reasonably practicable, but no such request shall displace an existing executed rental agreement or other binding booking commitment without Manager's written consent. Except for the limited annual priority-use rights expressly stated herein, Manager shall retain exclusive authority over booking and scheduling of the Facility and shall work to maintain a diverse and balanced calendar of events in a manner consistent with the Center's role as a community asset.

14. FACILITY AND PREMISES MAINTENANCE

A. Responsibilities

The City and Manager will share responsibility for the maintenance and upkeep of the Facility in accordance with the allocation of responsibilities expressly set forth in this Agreement. The City shall remain solely responsible for structural components, major building systems, permit-required repairs, capital repairs and replacements, deferred maintenance, latent defects, code deficiencies not caused by Manager, casualty restoration, and City-owned equipment except to the extent damage is directly caused by the negligent or intentionally wrongful acts of Manager. Manager shall be responsible only for ordinary routine maintenance, janitorial work, event turnover, and other day-to-day operational upkeep expressly assigned to Manager. If the Manager adds City-approved improvements, enhancements or upgrades to major operating systems, the Parties shall agree in writing, before installation, which Party is responsible for future repair and maintenance of those items.

B. Documentation

The Manager will maintain appropriate documentation of maintenance activities and will coordinate Facility related issues including larger maintenance issues with the City.

C. Procurement

The Manager is required to use City-approved contractors for City-owned systems. In the event the Manager chooses to add City-approved improvements, enhancements or upgrades to the major

operating systems, City procurement rules and regulations shall not apply if the Manager is responsible for future repair and maintenance.

D. Notification of Building or Equipment Issue and Scheduling

The Manager will perform monthly building and equipment condition reports identifying building or equipment elements showing significant wear or operational evidence of imminent breakdown. These reports shall be shared with the City in a mutually agreed form sufficient to identify issues requiring City action. When a building or equipment problem presents itself with little or no notice, Manager shall report the issue promptly to the City with such information as is reasonably available.

Upon notification of any repair or maintenance issue that falls within the City's responsibilities, the City shall respond within the following timeframes:

1. Immediately for emergencies affecting life safety or materially impairing scheduled operations;
2. Within three (3) business days for urgent non-emergency operational matters; and
3. Within ten (10) business days for non-urgent matters.

If the City fails to timely respond to an emergency condition within its sphere of responsibility, Manager may, after commercially reasonable notice under the circumstances, undertake or procure emergency corrective work reasonably necessary to protect persons, property, or scheduled operations, and the City shall reimburse Manager for the reasonable documented cost thereof within thirty (30) days after invoice.

The City shall diligently perform repairs and maintenance within its responsibilities and shall not defer such work in a manner that materially interferes with Facility operations, public use, or Manager's ability to perform under this Agreement. If maintenance or repairs will be delayed due to procurement or other issues, the City will promptly notify the Manager so that both Parties can collaborate on an interim plan, allocate temporary mitigation costs to the responsible Party, and maintain communication throughout the resolution process.

The City shall provide advance notice of any scheduled maintenance, repair, and replacement so that both Parties can coordinate and minimize disruption to any planned Facility use. Similarly, the Manager shall promptly notify the City of any planned projects or improvements that are of a scope or scale that may impact Facility operations or premises.

E. Deficiencies

If the City finds any deficiencies in the Manager's maintenance of the Facility, the City will promptly notify the Manager in writing. If the Manager fails to correct the deficiencies pursuant to the default procedures set forth in Section 21 of this Agreement, the City reserves the right to correct any deficiencies and invoice the Manager for the related cost.

15. SUBCONTRACTING

Manager may subcontract its operational responsibilities under this Agreement provided that any subcontractors have appropriate experience, references, and insurance. Manager and subcontractors shall comply with all applicable federal, state and local laws and regulations including public records, E-Verify requirements, and any other obligations under this Agreement.

If the City subcontracts to perform services, the services are subject to all applicable City procurement rules and procedures for the services.

16. EQUIPMENT; IMPROVEMENTS

A. City

The City owns all existing equipment at the Facility as of the Effective Date of this Agreement, including inside the building. The City shall be responsible for major capital improvements and repairs to the Facility, including repairs and services that require a permit or exceed Five Thousand Dollars (\$5,000).

B. Manager

New equipment may be added to the Facility at the Manager's expense with prior written approval from the City and shall remain the property of the Manager throughout this Agreement and upon termination. This includes any internet connectivity or networking system, access controls or video systems.

The Manager shall obtain written pre-approval from the City for material structural improvements, alterations, or additions to the existing Facility. The Manager will pay the cost of these approved construction, improvements, alterations or additions. Unless otherwise agreed to in writing, all construction, improvements, alterations or additions will become City-owned assets upon termination or expiration of this Agreement.

Manager shall not be required to obtain prior approval for movable equipment, furnishings, technology, software, networking, point-of-sale systems, ticketing hardware, temporary event infrastructure, or other non-structural operational items used in the ordinary course. Unless otherwise agreed to in writing, all movable equipment and other non-fixture property purchased by Manager shall remain the property of Manager throughout this Agreement and upon termination.

Any approval required under this Section shall not be unreasonably withheld, conditioned, or delayed.

C. Capital Improvements.

The Parties shall collaborate to develop and maintain a Capital Improvement Plan ("CIP") for the Facility. The CIP shall identify anticipated improvements, repairs, replacements and upgrades and shall establish priorities, estimated costs and projected timelines for each identified improvement. The CIP shall serve as a guide for budgeting and planning purposes, and shall be reviewed on an

annual basis. The annual review shall take into consideration the status of previously identified improvements, new needs, updates to cost estimates and timelines, and available funding.

The City shall retain final authority over the prioritization and approval of any capital improvements. The Manager shall provide the City with written recommendations based on observed operational needs and condition of the Facility.

The City shall prioritize and pursue capital improvements that affect safety, code compliance, operability, revenue-generating functionality, or preservation of the Facility. While the City retains final budget authority as a governmental entity, nothing in this Section shall be interpreted to permit the City to delay or refuse repairs, replacements, or improvements that are necessary to maintain the Facility in a reasonably safe, operable, and code-compliant condition for the uses contemplated by this Agreement.

17. EMERGENCY OPERATIONS

In the event of a declared emergency, the Manager will follow the County Emergency Operations Center's plan of action, including any items specifically set forth for the Facility.

During a declared emergency, the City shall have the right to utilize the Facility with no notice for purposes of public health and safety. The Manager will not be required to supply any operating labor if the Facility is used for emergency operations.

If the Facility is used during an emergency period or rendered unavailable for normal operations due to emergency use, the Parties shall work in good faith to determine a reasonable reimbursement to the Manager based on its documented monthly overhead and operational costs directly attributable to such interruption, to the extent not otherwise covered by insurance or excused under any applicable force majeure provision. .

18. CITY ACCESS; INSPECTIONS

Quarterly inspections and walk-throughs of the Center shall be conducted to review maintenance and upkeep and to identify areas for improvement. Documentation of each inspection shall be signed by both Parties. Notwithstanding the foregoing, the City reserves the right to access and/or inspect the facility at any time and without prior notification. Any access or inspection shall be performed in a manner that minimizes disruption to scheduled events, customers, and normal business operations.

19. REPORTING

The Manager shall provide regular quarterly reports to the City containing the following information in a commercially reasonable format consistently used by Manager or otherwise mutually agreed by the Parties:

- A. Financial statements, including, but not limited to, a profit and loss statement and gross receipts from all categories of income, through the end of the previous month with comparison to budget line items;

- B. Rentals completed during the month to include a description of the space rented and the time/day occupied along with post-rental checklist;
- C. The approximate number of people for each event;
- D. A breakdown of renters by type (nonprofit, community, commercial);
- E. A summary of new rental requests during the month; and
- F. A facility and equipment condition report.

The Manager shall reasonably cooperate with the City in providing any additional information, surveys, or reports as needed to serve the purposes of this Agreement and that are not unduly burdensome or duplicative; provided, however, that Manager shall not be required to disclose proprietary business information, donor information, customer lists, competitively sensitive pricing methodology, privileged material, or other non-public information except to the extent required by applicable law or expressly required under this Agreement. Reports required under this Section shall be due on the 15th day of the month following the applicable reporting period or filing deadline, as applicable.

20. AUDIT

The Manager will establish and maintain books, records, and documents directly pertinent to performance under this Agreement in accordance with generally accepted accounting principles and any specific recordkeeping requirements expressly set forth in this Agreement. The City and other appropriate government agencies will have access, during normal business hours and upon not less than ten (10) business days' prior notice, to records directly related to this Agreement for audit purposes during the Term of this Agreement and for five (5) years following the Agreement's expiration or termination. Such access shall exclude privileged materials and shall be subject to reasonable protections for proprietary, confidential, donor-related, customer-related, employee-compensation, and competitively sensitive information, except to the extent disclosure is required by law.

Manager is required to keep, at its expense, accurate financial records including revenue and expense reports, tax documentation, ledgers, personnel records to the extent directly allocable to this Agreement, contracts with subcontractors and suppliers relating to the Facility third party rental agreements and other documentation directly pertinent to the services performed hereunder. Manager shall not be required to produce unrelated internal records or broad enterprise-level information that is not reasonably necessary to verify compliance with this Agreement.

21. TERMINATION AND DEFAULT

A. Termination by City

1. Termination With Cause. Except as otherwise provided herein, the City may terminate this Agreement for cause at any time upon written notice to Manager due to Manager's breach of any of the terms of this Agreement. The City shall provide the Manager with thirty (30) calendar days' notice and an opportunity to cure the breach, or a longer

period in the City's sole and absolute discretion if the cure by its nature cannot be reasonably completed within thirty (30) days. If Manager does not cure the breach within the cure period provided, City may, at its option and without releasing or waiving any other right or remedy it may be entitled to under this Agreement, terminate Manager's right to proceed under this Agreement and re-take possession of the Facility.

2. Termination Without Cause. The City may terminate this Agreement without cause only upon not less than two hundred and seventy (270) days prior written notice to Manager.

B. Termination by Manager

1. Termination With Cause. Except as otherwise provided herein, the Manager may terminate this Agreement for cause at any time upon written notice to City due to City's breach of any of the terms of this Agreement. The Manager shall provide the City with thirty (30) calendar days' notice and an opportunity to cure the breach, or a longer period in the Manager's sole and absolute discretion if the cure by its nature cannot be reasonably completed within thirty (30) days. If City does not cure the breach within the cure period provided, Manager may, at its option and without releasing or waiving any other right or remedy it may be entitled to under this Agreement, terminate this Agreement.
2. Termination Without Cause. The Manager may terminate this Agreement without cause at any time upon two hundred and seventy (270) days prior written notice to City.

C. Upon Termination

1. The Management Fee shall be prorated and paid through the date of termination. In addition, the City shall timely pay all undisputed amounts due for reimbursable expenses, approved transition and wind-down costs, amounts payable with respect to pre-booked events, and any other costs expressly required under this Agreement. The Manager shall remain responsible only for expenses and obligations properly incurred by Manager in the performance of its responsibilities under this Agreement through the effective date of termination, except to the extent such expenses or obligations relate to City-owned property, City-directed decisions, preexisting City commitments, or obligations assumed by the City in connection with transition. To the extent a deficit exists upon termination, the provisions of Section 7, as it relates to a deficit, shall apply.
2. No later than the date of termination, Manager shall:
 - a. Deliver to the City all City-owned materials keys, access credentials, and contracts and documents relating to the Facility that are required to remain with the Facility and are in Manager's possession or under Manager's reasonable direct control, excluding Manager-owned proprietary materials, customer databases, donor records, internal methodologies, trade secrets, software systems, and other

Manager business assets unless specifically required by law or necessary to perform existing Facility bookings after transition.

- b. Vacate any portion of the Facility then accessed by Manager pursuant to this Agreement. Manager has the right to remove all personal property, furniture, and equipment that belongs solely to the Manager.
- c. Furnish such information and take such action as is necessary to effect an orderly and systematic ending of Manager's duties and activities hereunder, including reasonable transition cooperation for existing bookings. Within ten (10) business days after the effective date of any such termination, Manager shall deliver any written reports required hereunder for any period not covered by prior reports. Such reports may be delivered electronically.

Cooperate with City in assigning or transferring to City any agreements, contracts, licenses, permits, event files, or other items that are specific to the ongoing operation of the Facility and are reasonably necessary for continuity of confirmed Facility events, but only to the extent transferable by their terms and only if the City assumes the associated obligations from and after the effective date of transfer.

3. The City may, but is not obligated to, purchase any of Manager's equipment or inventory. The City may allow the Manager to leave assets that are not fixtures of City property. All assets not removed prior to the date of termination, or a later date if mutually agreed to by the Parties, shall become the property of the City.

22. INSURANCE; BOND

A. Manager shall, throughout the Term of the Agreement, procure and maintain, at a minimum, the insurance listed below.

1. Commercial general liability insurance with limits of not less than One Million Dollars (\$1,000,000) per occurrence and One Million Dollars (\$1,000,000) aggregate covering all Services performed under this Agreement, and claims for bodily injury, death or property damage occurring on, in, or in conjunction with the business of the Facility. This includes contractual liability, products/completed operations, personal injury, and broad form property damage (care, custody and control);
2. Business automobile liability insurance including bodily injury and property damage for all vehicles leased, hired and non-owned vehicles with limits of not less than One Million Dollars (\$1,000,000) combined single limit covering all Services performed under this Agreement;
3. Workers' Compensation insurance covering all of Manager's employees, including subcontractors, who are to provide a service under this Agreement as required by Chapter 440, Florida Statutes, and Managers working at the Facility, including employer's liability coverage with a limit of at least One Million Dollars (\$1,000,000) per employee per accident, Five Hundred Thousand Dollars (\$500,000) disease

aggregate, and One Hundred Thousand Dollars (\$100,000) per employee per disease, inclusive of coverage under primary and umbrella policies;

4. Employers Liability with limits of not less than One Hundred Thousand (\$100,000) per employee per accident, Five Hundred Thousand (\$500,000) disease aggregate; and One Hundred Thousand (\$100,000) per employee per disease;
5. Crime insurance coverage, including fidelity bond, with reasonable limits as agreed to by City and Manager, covering Manager's employees in job classifications normally bonded in similar Facility, but in no event less than One Million Dollars (\$1,000,000) per occurrence;
6. Liquor liability insurance no less than One Million Dollars (\$1,000,000); and
7. Cyber liability insurance.
8. Manager, may, at its sole discretion and expense, hold business personal property insurance for Manager owned property at the Facility.

With the exception of Workers Compensation, policies required by this Agreement are to be written on an occurrence basis, name the City of Venice, its Elected Officials, Agents, Employees as additional insured. Prior to the provision of Services, and on any renewal basis, Manager shall deliver to the City certificates of insurance with respect to all policies so procured. All certificates of insurance provided pursuant to this section shall state that the insurance shall not be cancelled without thirty (30) days prior written notice to the certificate holder in compliance with the terms of the policies. Manager shall inform the City if at any time its insurance does not meet these requirements.

All such insurance shall be obtained from insurance companies that are duly licensed or authorized, in Florida, to issue insurance policies for the required limits and coverages. All companies that provide insurance policies required under this Agreement shall have an AM. Best rating of A-VII or better.

Insurance requirements shall be provided on behalf of all subcontractors to cover their operations performed under this Agreement. The Manager is responsible for any modifications, deviations, or omissions in these insurance requirements as they apply to subcontractors.

The Manager shall maintain the required levels of insurance as outlined in this Agreement at all times. Failure to maintain required insurance shall constitute a breach of this Agreement only if such failure continues for more than ten (10) business days after written notice from the City, provided that an immediate cure period shall apply where a lapse creates a material uninsured risk to persons or property. During any cure period, operations may continue only to the extent the affected activity remains lawfully and prudently insurable. Otherwise, operations may be suspended as reasonably necessary to protect the Parties and the public.

B. The City shall procure and maintain with insurance companies of recognized responsibility property insurance on the Center's structure as well as City-owned contents.

The City shall deliver to Manager certificates of insurance with respect to all policies so procured and, in the case of insurance policies about to expire, shall deliver certificates with respect to the renewal thereof. All certificates of insurance pursuant to this section shall state that the insurance shall not be cancelled without prior written notice to the certificate holder in compliance with the terms of the policies. The City shall inform Manager if at any time its insurance does not meet these requirements.

C. The procuring party of any given insurance policy shall be responsible for reporting claims relative to said policy and notifying the applicable insurance agent, company or carrier directly. Furthermore, the procuring party shall be the party responsible for administering, managing, overseeing, negotiating, and resolving the respective claims.

D. Prior to the execution of this Agreement, Manager shall obtain a performance bond or alternative security acceptable to the City, in its sole discretion, in the amount of One Hundred Thousand Dollars (\$100,000), issued by a surety or financial institution acceptable to the City.

23. COMPLIANCE WITH LAWS AND REGULATIONS

All services and activity pursuant to this Agreement shall comply with all relevant local, state and federal laws and regulations.

All food related services will be performed pursuant to all federal, state and local health requirements. All food handlers are required to complete a basic food-safety course within thirty (30) days of beginning service. At least one supervisor must hold a recognized Food Protection Manager Certification.

The Manager will not use, or permit any other person to use, the Facilities for any purpose that violates a law, ordinance, or applicable governmental rule or regulation. The Manager will be responsible for supervising the Manager's employees, agents, and customers.

The Manager will not permit the use or storage of any materials that are prohibited by the standard policies of Florida fire insurance companies in any facilities or space used by the Manager.

The Manager will ensure that all required licenses or permissions, including those for BMI, ASCAP or other applicable licensing organizations, are maintained in compliance with royalty and intellectual property laws, protecting the City from liability under local, state, or federal copyright or intellectual property regulations.

Manager acknowledges that the regulation of firearms and ammunition in the State of Florida is preempted to the State pursuant to Chapter 790, Florida Statutes, including Section 790.33, Florida Statutes, and Manager shall not enforce any firearms or weapons policy that conflicts with applicable state law or City policies. Any firearms or weapons policy established or implemented by Manager must be approved by City.

24. PERMITS, LICENSES, AND OTHER APPROVALS.

The Manager, at the Manager's expense, shall timely apply for, obtain, and maintain all applicable permits, licenses, certifications, consents, and other approvals for the Services and from all governmental agencies which have jurisdiction over such Services. In the event an applicable permit, license, certification, consent, or other approval is not obtained for a particular service, or a permit, license, certificate, consent, or other approval necessary for a particular service is rescinded or revoked, Manager shall immediately notify the City and shall immediately terminate that Service. Manager shall be solely responsible for any fees, fines, or other charges incurred by the Manager or the City for the provision of any such Service absent any required permit, license, certification, consent, or other approval, provided that Manager was aware or should have been aware of any related issue or violation and the related correspondence was shared with Manager, that Manager timely received such notice, and that Manager had reasonable time and opportunity to cure any issue or violation.

25. INDEPENDENT CONTRACTOR

The relationship of Manager and its employees, agents, or anyone directly or indirectly employed by Manager to the City is the relationship of an independent manager and not that of an employee, agent, or other relationship of the City. Nothing in this Agreement shall be interpreted or construed as creating or establishing the relationship of employer and employee between the City and Manager or any of its employees, agents, or anyone directly or indirectly employed by Manager. The Parties acknowledge that Manager is not an employee for state or federal tax purposes. Manager shall hire and pay all of Manager's employees, agents, or anyone directly or indirectly employed by Manager, all of whom shall be employees of Manager and not employees of the City and at all times entirely under Manager's supervision, direction, and control.

26. PUBLIC PURPOSE; AD VALOREM TAXATION EXEMPTION

The Facility is owned by a governmental entity and is used for governmental, municipal, or public purposes pursuant to Section 196.199, Florida Statutes. This Agreement is for management services only and does not transfer any ownership, leasehold, or possessory interest in the property to Manager. The Parties intend that the property shall remain exempt from ad valorem taxation under Section 196.199, Florida Statutes, and that the Manager shall render services in a manner consistent with that purpose.

If any taxing authority determines that any interest held by Manager under this Agreement is taxable pursuant to Section 196.199, Florida Statutes, the Parties shall cooperate in good faith to defend the exemption and, if reasonably advisable, to restructure the Agreement and services to restore the property's exempt status. Manager shall be responsible for ad valorem taxes, penalties, interest, or associated defense costs only to the extent a final determination attributes such liability primarily and directly to Manager's material noncompliance with expressly stated tax-exempt operating parameters after prompt written notice and a reasonable opportunity to cure. For purposes of this Section, the Parties acknowledge that Manager is acting solely as a service provider for a City-owned public facility; holds no leasehold, tenancy, or other possessory interest

in the real property; and shall operate the Facility primarily in furtherance of governmental, municipal, and public purposes. Manager shall not be responsible for any tax assessment to the extent resulting from the structure of this Agreement as required by the City, the City's retained rights, mixed public/private uses directed or approved by the City, changes in law or legal interpretation, or a taxing authority's disagreement with the legal characterization of the arrangement despite Manager's compliance with this Agreement.

27. INDEMNIFICATION

A. Manager Indemnification.

Manager shall defend, indemnify, and hold harmless the City and its officers, agents, and employees, from and against third-party claims, losses, damages, costs, and expenses, including reasonable attorney's fees, but only to the extent arising from the negligent, reckless, or intentionally wrongful acts or omissions of the Manager or its personnel in the performance of Services hereunder. Manager shall have no indemnity obligation for claims arising from City-owned structural components, building-system failures, deferred maintenance, latent defects, code deficiencies not caused by Manager, City-directed acts or omissions, or matters outside Manager's direct control. The indemnification provided for herein shall not be deemed exclusive of any other rights to which the City may be entitled and shall continue after the Manager has ceased to be engaged under this Agreement, subject to applicable law.

B. City Indemnification.

To the extent allowable under applicable law (and only to the extent of the limitations of liability set forth in Section 768.28, Florida Statutes), except to the extent caused by the negligence, reckless, and/or willful misconduct of the Manager, the City agrees to indemnify, defend, and hold harmless the Manager and its officers, supervisors, staff, and employees from and against any and all liability, claims, actions, suits, demands, assessments or judgments asserted and any and all losses, liabilities, damages, costs, court costs, and expenses, including attorney's fees, that Manager may hereafter incur, become responsible for, or be caused to pay out arising out of or relating to the negligence or intentionally wrongful acts or omissions of the City. The indemnification provided for herein shall not be deemed exclusive of any other rights to which the Manager may be entitled and shall continue after the Manager has ceased to be engaged under this Agreement. Nothing herein shall constitute or be construed as a waiver of the City's limitations on liability contained in Section 768.28, Florida Statutes, the Florida Constitution, or other statute.

C. The indemnification rights herein contained shall be cumulative of, and in addition to, any and all rights, remedies and recourse to which the City shall be entitled, whether pursuant to some other provision of this Agreement, at law, or in equity. The provisions of this shall survive the termination or expiration of this Agreement.

28. E-VERIFY

The Manager and its subcontractors (if any) shall comply with all federal immigration laws and regulations that relate to their employees. Manager agrees and acknowledges that the City is a

public employer that is subject to the E-Verify requirements as set forth in Section 448.095, Florida Statutes, and that the provisions of Section 448.095, Florida Statutes, apply to this contract.

The Manager shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Manager during the term of this Agreement; and shall expressly require any subcontractors performing work or providing services pursuant to the Agreement to likewise use the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subcontractor during the term of this Agreement.

Further information can be found at the following website: <http://www.uscis.gov/e-verify>.

29. PUBLIC RECORDS

Manager agrees to comply with Florida's public records law: by keeping and maintaining public records that ordinarily and necessarily would be required by the City in order to perform the services of this Agreement; upon the request of the City's Custodian of Public Records, by providing the City with copies of or access to public records on the same terms and conditions that City would provide the records and at a cost that does not exceed the cost provided by Florida law; by ensuring that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law; and, upon completion of the Agreement, by transferring, at no cost, to City all public records in possession of Manager that are required to be transferred under Chapter 119, Florida Statutes, or by keeping and maintaining such public records as permitted by law. Nothing in this Section shall require Manager to disclose or transfer Manager-owned proprietary information, trade secrets, donor information, customer lists, internal business records, or other non-public materials except to the extent such materials constitute public records under applicable law.

IF THE MANAGER HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE MANAGER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CITY'S CUSTODIAN OF PUBLIC RECORDS KELLY MICHAELS, MMC, CITY CLERK, AT 401 W. VENICE AVENUE, VENICE, FLORIDA 34258, (941) 882-7390, KMICHAELS@VENICEFL.GOV.

30. NON COERCED LABOR

Manager shall execute an affidavit of non-coerced labor or services pursuant to Section 787.06, Florida Statutes.

31. THIRD-PARTY BENEFICIARIES

This Agreement is solely for the benefit of the Parties hereto, and no right or cause of action shall accrue upon or by reason of or for the benefit of any third party not a formal party to this Agreement.

32. RULE OF CONSTRUCTION

Both Parties and their legal counsel have reviewed and revised this Agreement and the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Agreement or any amendments thereto.

33. GOVERNING LAW; VENUE

This Agreement shall be construed by and controlled under the laws of the State of Florida, without regard to any conflict of laws provisions. Venue for any dispute between the Parties arising in connection with this Agreement or the City shall lie exclusively within the state courts located in Sarasota County, Florida.

34. RELATIONSHIP OF THE PARTIES

Nothing contained in this Agreement shall be deemed or construed by the Parties, or any third-party, as creating the relationship of a partnership or a joint venture between the Parties, it being understood and agreed that neither any provision contained herein nor any acts of the Parties shall be deemed to create any relationship between the Parties other than the relations of the City and Manager.

35. AMENDMENT

This Agreement may be amended or modified only by a written instrument executed by both Parties.

36. WAIVER

The failure of any party hereto to enforce any provision of this Agreement shall not be construed to be a waiver of such or any other provision, nor in any way to affect the validity of all or any part of this Agreement, or the right of such party thereafter to enforce each and every such provision. A waiver of any breach of this Agreement shall not be held to constitute a waiver of any other or subsequent breach.

37. ASSIGNMENT

This Agreement will be binding upon and inure to the benefit of the City and Manager and their respective successors and assigns. Manager may not assign its rights or obligations under this Agreement without the prior written consent of the City in its sole and absolute discretion.

38. EQUAL OPPORTUNITY

Manager shall be in compliance with Executive Order 11426 Equal Opportunity as amended by Executive Order 11375, and as supplemented by the Department of Labor Regulations as applicable.

39. FORCE MAJEURE

With respect to any obligation to be performed by either party during the Term or applicable Renewal Term, such party shall in no event be liable for a failure to perform such obligation when such non-performance is attributable to any force majeure event including, but not limited to, adverse weather conditions, fire, flood or other casualty, labor or material shortages, labor disputes, pandemics, or other unforeseen circumstances or events beyond the reasonable control of any party to this Agreement. The time within which such obligation shall be performed shall be extended for a period of time equivalent to the delay from such cause.

40. NOTICES

Notices, statements, and other communications to be given under the terms of this Agreement shall be in writing and delivered by hand or sent by certified or registered mail, postage prepaid, return receipt requested, or by a nationally recognized overnight mail carrier:

- To City: James Clinch
Venice City Manager
401 West Venice Avenue
Venice, Florida 34285
Email: jclinch@venicefl.gov

- With a copy to: Kelly Fernandez, Esq.
236 Pedro Street
Venice, Florida 34285
Email: kfernandez@flgovlaw.com

- To Manager: Michael Hartley
President, VIPACM
101 West Venie Avenue, Suite 27
Venice, Florida 34285
Email: Michael.Hartley@vipam.org

- With a copy to: Jason Gaskill, Esq.
1800 2nd Street #765
Sarasota, Florida 34236
Email: jason@gaskillpa.com

Except as otherwise provided in this Agreement, any Notice shall be deemed received only upon actual delivery at the address set forth above. Notices delivered after 5:00 p.m. (at the place of delivery) or on a non-business day, shall be deemed received on the next business day. If any time for giving Notice contained in this Agreement would otherwise expire on a non-business day, the Notice period shall be extended to the next succeeding business day. Saturdays, Sundays, and legal holidays recognized by the United States government shall not be regarded as business days. Counsel for the City and counsel for Manager may deliver Notice on behalf of the City and Manager. Any party or other person to whom Notices are to be sent or copied may notify the other

party and addressees of any change in name or address to which Notices shall be sent by providing the same on five (5) days written notice to the Parties and addressees set forth herein.

41. SEVERABILITY

The invalidity or unenforceability of any one or more provisions of this Agreement shall not affect the validity or enforceability of the remaining portions of this Agreement or any part of this Agreement not held to be invalid or unenforceable.

42. COUNTERPARTS/ELECTRONIC SIGNATURES

This Agreement may be executed in any number of counterparts, each of which when executed and delivered shall be deemed an original; however, all such counterparts taken together shall constitute but one and the same instrument. Any party may execute this Agreement electronically which shall serve as a valid signature.

43. ORDER OF PRECEDENCE

In the event of any conflict or inconsistency between this Agreement and any Exhibit hereto, the Terms of this Agreement shall control and govern.

44. ENTIRE AGREEMENT

This Agreement contains the entire agreement between the Parties with respect to the Center and all other representations, negotiations and agreements, written and oral, are superseded by this Agreement and are of no force or effect.

Remainder of page intentionally left blank

IN WITNESS WHEREOF, the parties hereto have signed this Agreement to be effective on the day and year first written above.

Attest:

CITY OF VENICE

Kelly Michaels, City Clerk

Nick Pachota, Mayor

Approve as to Form:

Kelly M. Fernandez, City Attorney

**VENICE INSTITUTE FOR THE
PERFORMING ARTS CENTER
MANAGEMENT, INC.**

Patricia Reinhart

Witness

By: Michael T Hartley
Print: MICHAEL T HARTLEY
Its: BOARD PRESIDENT

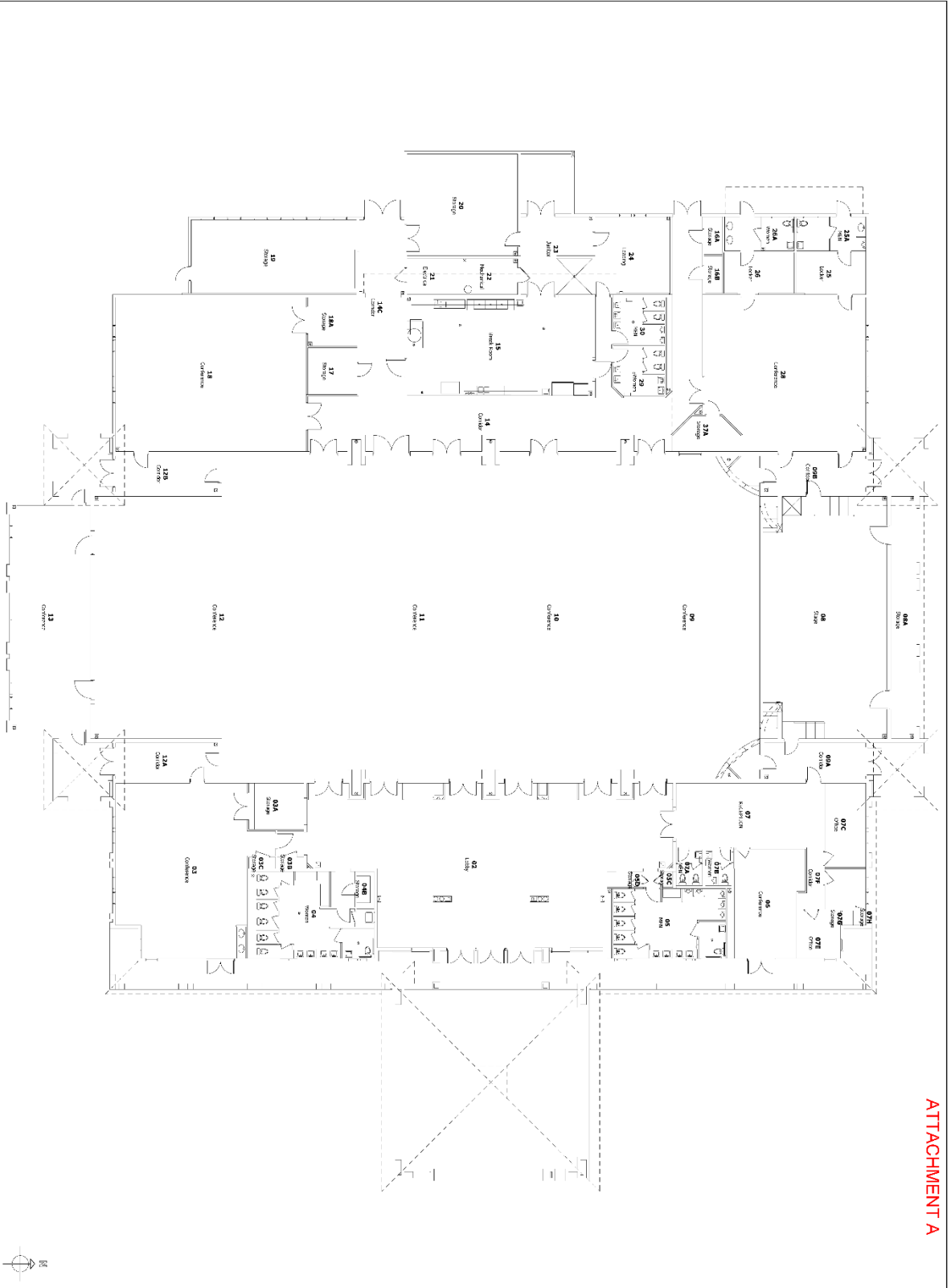
Patricia Reinhart

Print Name of Witness

- EXHIBIT A: Venice Community Center Facility**
- EXHIBIT B: Scope of Services**
- EXHIBIT C: Venice Institute for the Performing Arts Center Management, Inc. Proposal**
- EXHIBIT D: Rate Chart**
- EXHIBIT E: City-Owned Equipment to Remain at Facility**

EXHIBIT A
VENICE COMMUNITY CENTER FACILITY

ATTACHMENT A

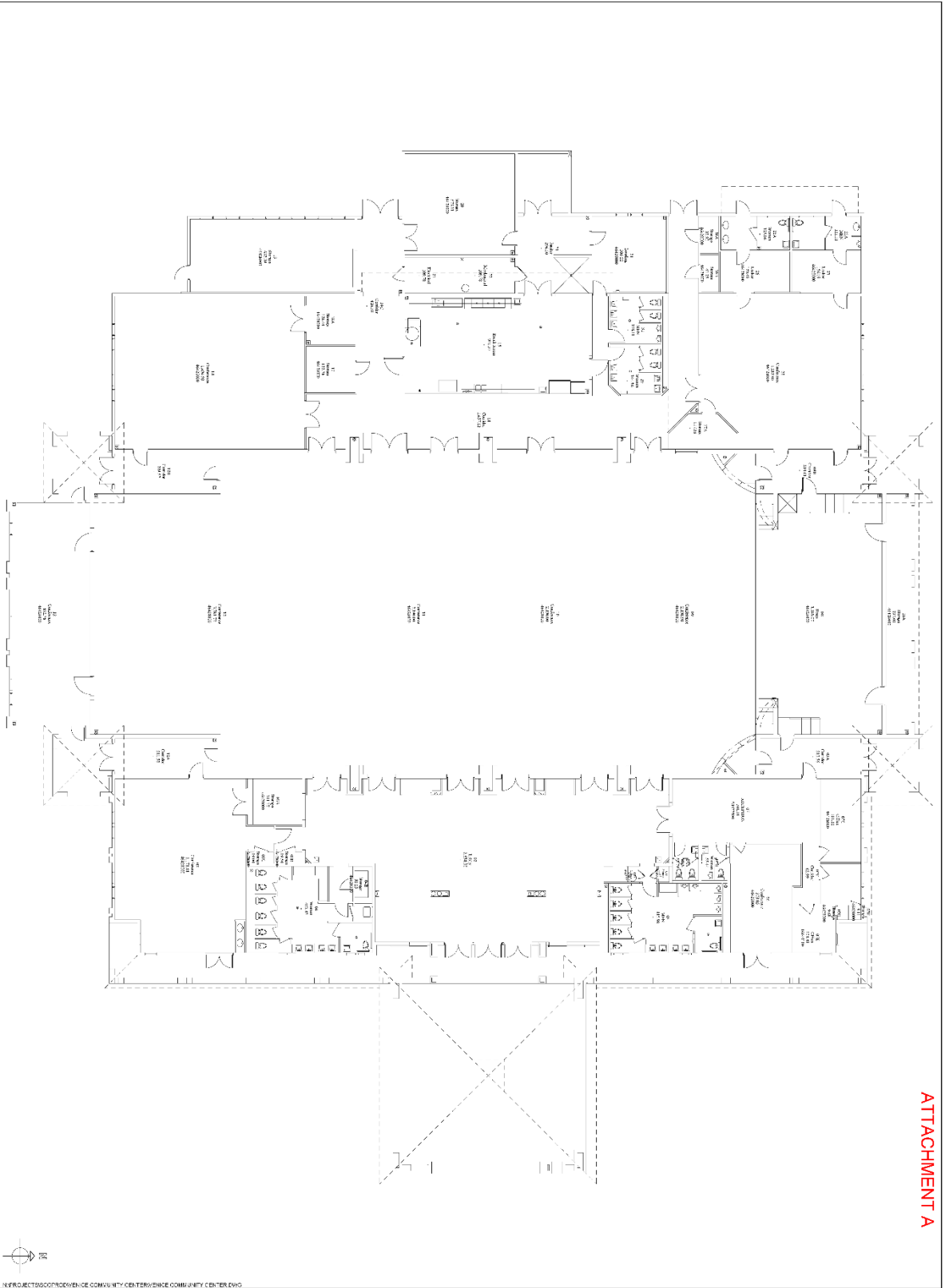


GROSS SF	
External	29,795.06
Internal	29,247.46
FLOOR PLAN	
SCALE: NTS	
REVISED: 2020-09-17	
SHEET SIZE: ARCH-B	
VENICE COMMUNITY CENTER	
FIRST FLOOR	
326 S. NOKOMIS AVE	
VENICE, FL	
BLDG. CODE: 3450	
SITE CODE: 9700	

VENICE COMMUNITY CENTER
 FACILITIES PLANNING
 SPACE MANAGEMENT UPDATE
 2020 ALLOCATION

Sarasota County
 FACILITIES PLANNING
 1451 CATTLEMAN RD.
 BUILDING E
 SARASOTA, FL 34232

ATTACHMENT A

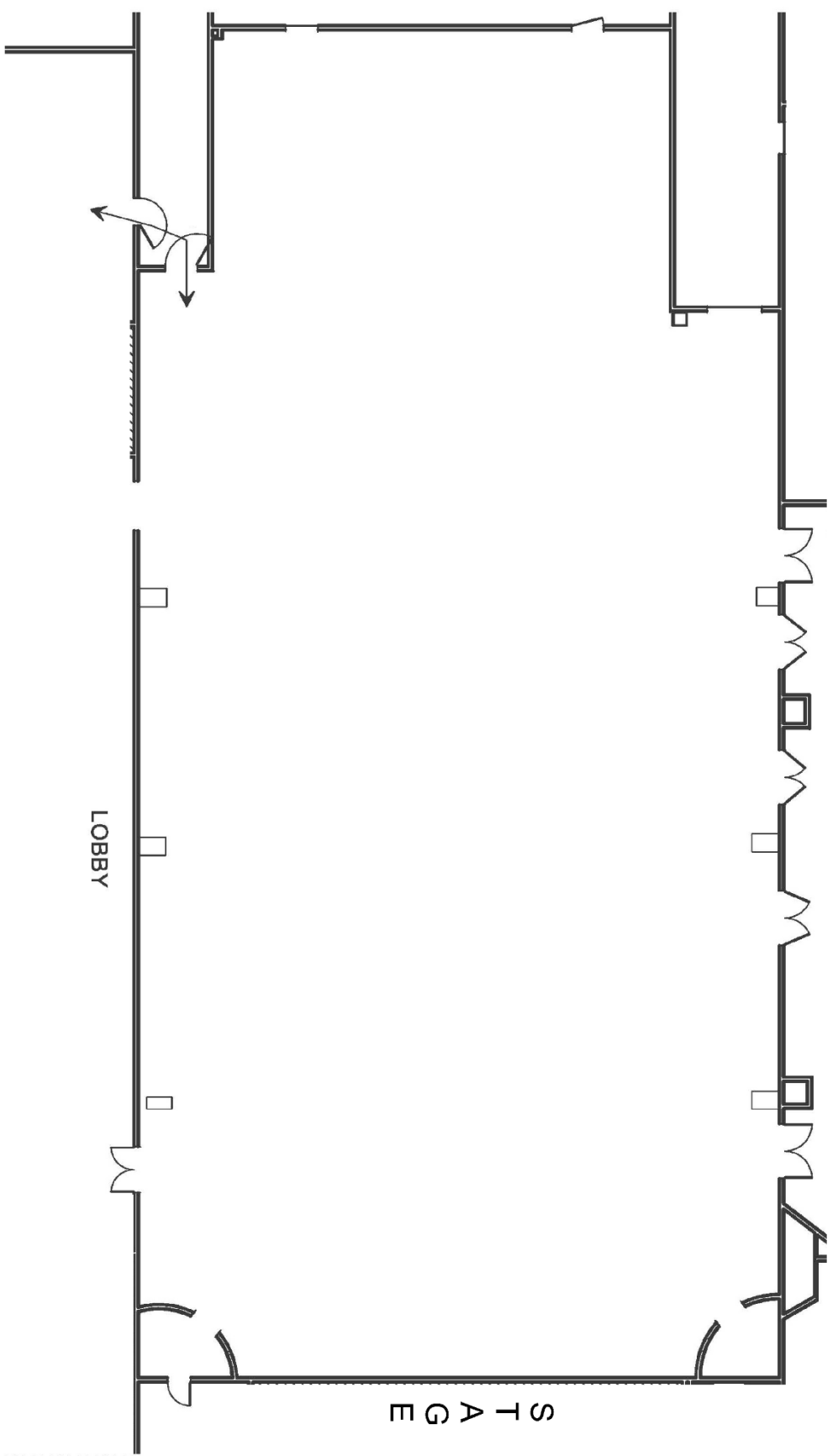


GROSS SF	
External	Internal
29,795.06	29,247.46
OCCUPANCY PLAN	
SCALE: NTS	
REVISED: 2020-09-17	
SHEET SIZE: ARCH-B	
VENICE COMMUNITY CENTER	
FIRST FLOOR	
328 S. NOKOMIS AVE	
VENICE, FL	
BLDG. CODE: 3450	
SITE CODE: 9700	

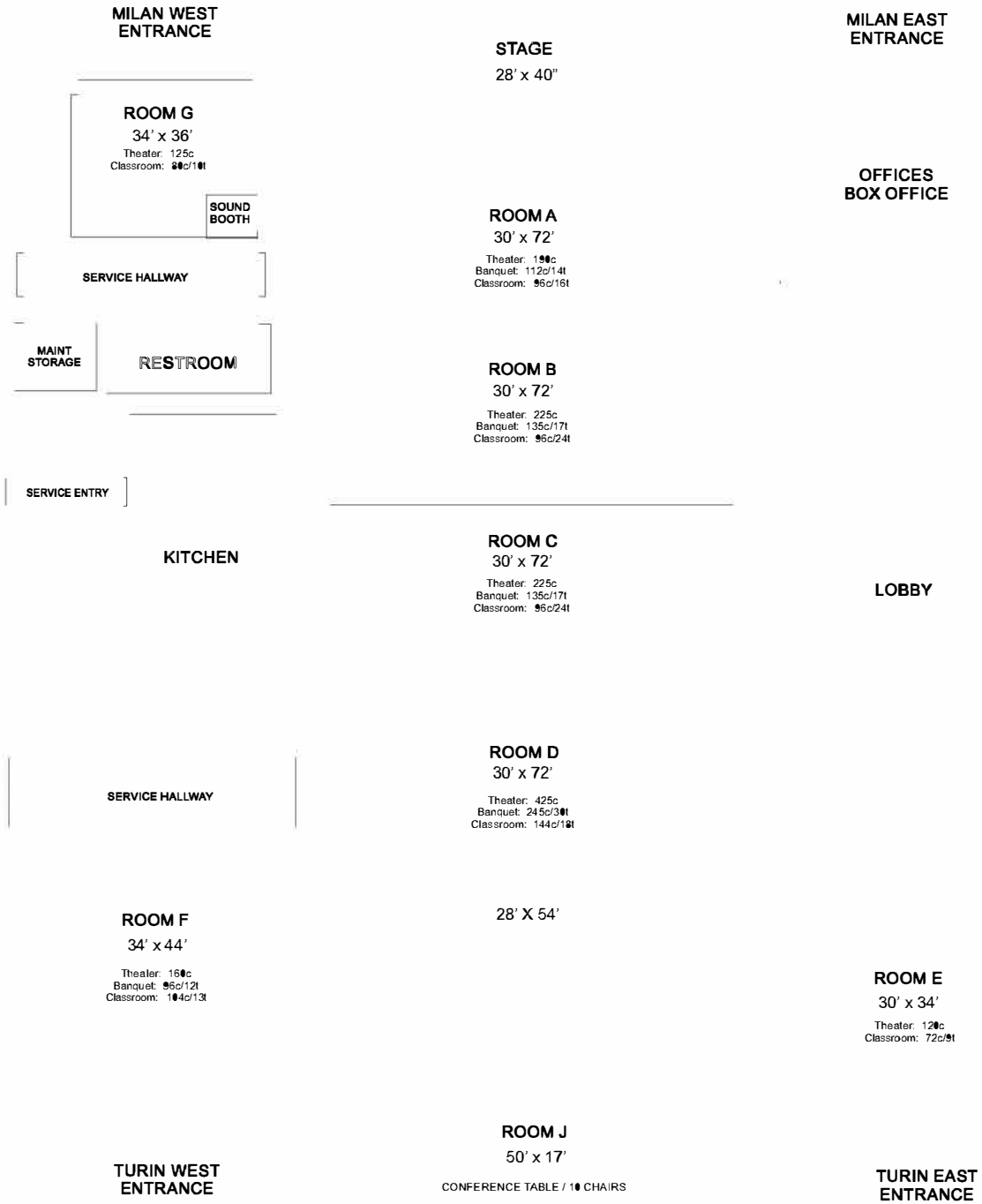
VENICE COMMUNITY CENTER
FACILITIES PLANNING
SPACE MANAGEMENT UPDATE
2020 ALLOCATION

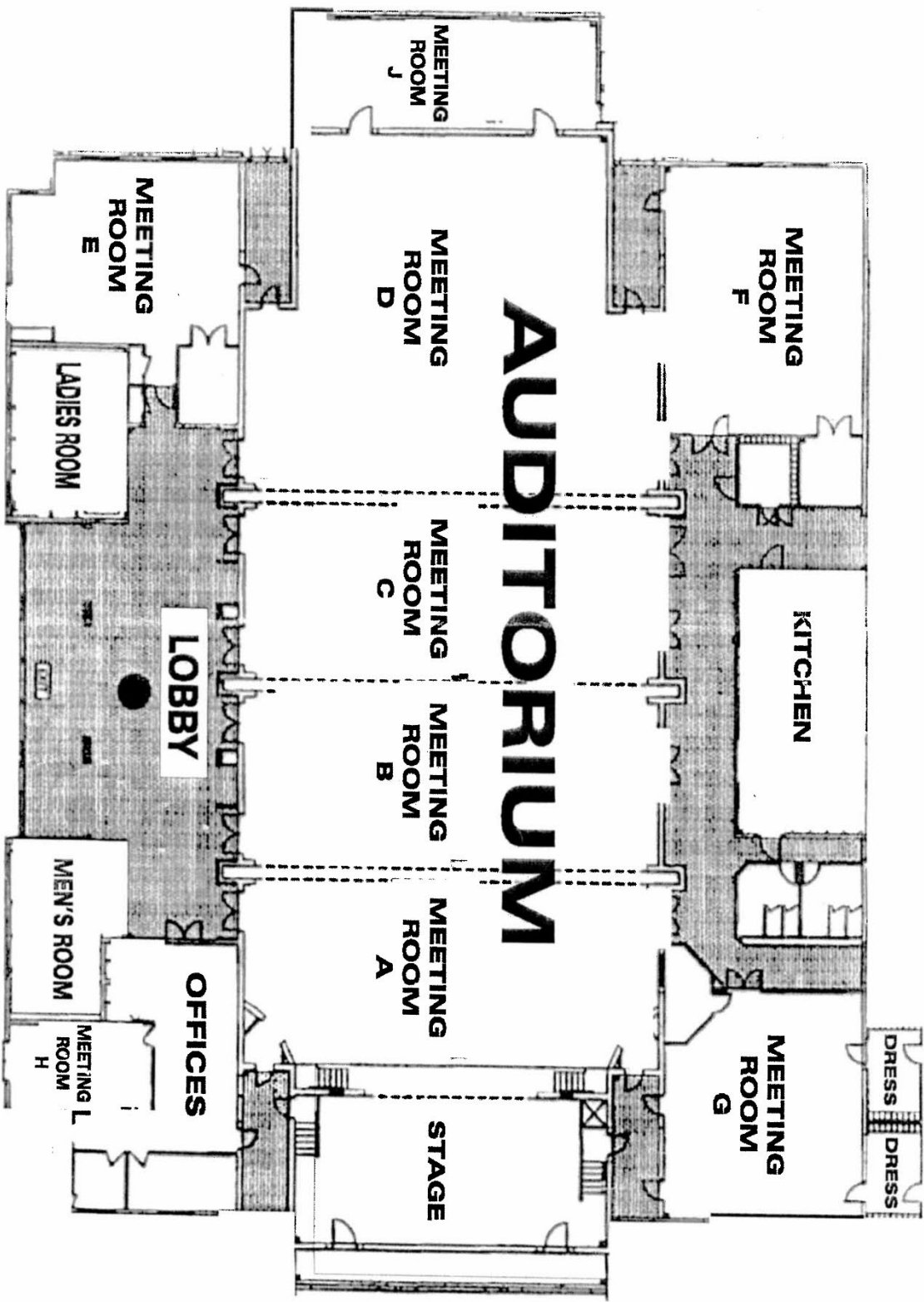
Sarasota County
FACILITIES PLANNING
1451 CATTLEMEN RD.
BUILDING E
SARASOTA, FL 34232

KITCHEN/BACK HALLWAY



VENICE COMMUNITY CENTER





ATTACHMENT A

EXHIBIT B

SCOPE OF SERVICES

A. General Management and Operations. Manager shall provide day-to-day professional management and operational oversight of the Facility, including supervision of personnel, coordination of event activity, customer service, routine operational decision-making, and administration of services necessary to keep the Facility open, orderly, safe, and functional for its intended public and revenue-generating uses, all subject to the terms of the Agreement.

B. Marketing, Promotion, and Community Outreach. Manager shall market and promote the Facility in its reasonable business judgment to support public and community use, nonprofit use, cultural programming, meetings, private events, and other lawful uses consistent with the Agreement. Manager may prepare and distribute promotional materials, maintain online listings and digital marketing, and conduct audience-development and outreach activities, subject to applicable law and any approval requirements expressly stated in the Agreement for permanent exterior signage, use of the City's official logo, or other matters specifically reserved to the City.

All websites, online listings and social media content referencing the City property must comply with City branding standards and be approved prior to publication. To minimize delays, the Manager is encouraged to use the City's style guide when developing marketing materials. The City reserves the right to review content and access such platforms share community programming information. All digital content must be ADA accessible and managed and retained in compliance with Florida's public records requirements. For content requiring PIO approval, Manager shall contact the City's Public Information Officer at landerson@venicefl.gov or (941) 882-7401.

C. Booking, Scheduling, Rates, and Event Administration. Manager shall have responsibility for booking and scheduling the Facility, administering rates, negotiating and executing rental agreements, coordinating event logistics, and managing the event calendar, subject to the City's limited priority-use rights and other specific restrictions contained in the Agreement. Manager shall use rental agreement forms and event procedures that incorporate requirements within this Agreement.

D. Food, Beverage, and Event-Related Services. To the extent food or beverage service is offered at the Facility, Manager shall be responsible for arranging, supervising, or providing such service and for obtaining and maintaining the licenses, permits, staffing, and operational controls required for such service under applicable law. Manager may also coordinate event-related support services, including setup, takedown, custodial reset, event staffing, security arrangements, and vendor coordination, to the extent such services are part of the ordinary operation of the Facility.

E. Staffing and Personnel Management. Manager shall recruit, supervise, train, schedule, and manage such employees, contractors, and service providers as are reasonably necessary to perform the services required under the Agreement. All personnel providing services on behalf of Manager

shall remain under Manager's direction and control, and Manager shall remain responsible for compensation, taxes, employment compliance, training, and performance management except as otherwise expressly provided in the Agreement.

F. Financial Administration, Reporting, and Records. Manager shall maintain books, records, event files, and financial information directly related to the Facility and the services performed under the Agreement; prepare invoices, operating reports, condition reports, and other required reports; and provide the periodic reporting expressly required by the Agreement. Such records and reports shall be maintained in accordance with the accounting, audit, and public-records provisions of the Agreement and applicable law.

G. Routine Operational Upkeep and Janitorial Services. Manager shall be responsible for routine day-to-day operational upkeep of the Facility expressly allocated to Manager under the Agreement, including janitorial work, event turnover, restroom servicing, routine cleaning, supply replenishment, interior housekeeping, trash handling, and ordinary custodial tasks associated with keeping the Facility presentable and operational for scheduled use.

H. Equipment, Systems, and Vendor Coordination. Manager may install, use, and maintain movable equipment, furnishings, software, networking, point-of-sale tools, ticketing systems, access-control tools, and other non-structural operational resources used in the ordinary course of business, subject to the approval requirements and ownership provisions stated in the Agreement. Manager may engage subcontractors and vendors for operational services consistent with the Agreement and shall coordinate use of City-approved contractors where the Agreement requires such coordination.

I. Compliance, Public Purpose, and Public Access. Manager shall perform the services in a manner consistent with the Facility's public purpose, the City's ownership of the Facility, the tax-exempt and public-use objectives described in the Agreement, and all applicable federal, state, and local laws. Manager shall operate the Facility as a public-facing community asset while preserving Manager's independent-contractor status and complying with all licensing, code, safety, employment, public-records, and operational requirements expressly applicable under the Agreement.

EXHIBIT C

VENICE PERFORMING ARTS CENTER MANAGEMENT, INC. PROPOSAL

Venice Institute for Performing Arts Center Management, Inc.
DBA Venice Institute for Performing Arts (VIPA)

MANAGEMENT SERVICES

FOR THE VENICE COMMUNITY CENTER



Venice Community Center (VCC) RFP Requirements & Vendor Response Form

Use this template to respond to each requirement of the City of Venice RFP #3178-25. Provide concise, complete answers in the response tables under each section. Attach any supporting exhibits as appendices and reference them by name here.

12.0 City's Responsibilities

Requirement / Question	Proposer Response
<p>12.1 City will maintain the paved parking area and all landscaping in and around the lease area. Acknowledge and describe any coordination needs.</p>	<p>VIPACM acknowledges that the City will maintain the paved parking area and all landscaping in and around the lease area. VIPACM will work in these areas every day to remove refuse and debris. VIPACM would like to keep in close communication with the City regarding planned dates and times planned for their work in the parking lot and landscaping so we can together create adaptive responses should this work cause potential challenges to planned uses of the facilities.</p>
<p>12.2 City will be responsible for vandalism-related repairs and any repairs that require a building permit. Describe your incident reporting and City coordination process.</p>	<p>Each day VIPACM personnel will patrol the property and buildings and if acts of vandalism are noted a full incident report will be prepared, a copy of which will be transmitted to the appropriate City personnel in the manner the City requests. VIPACM would like to keep in close communication with the City regarding planned dates and times planned for their vandalism-related repairs so we can together create adaptive responses should this work cause potential challenges to planned uses of the facilities.</p> <p>VIPACM also conducts a monthly building and equipment situation report to identify building or equipment elements that are showing significant wear or equipment and systems operational evidence of imminent breakdown. These reports will be shared with the City each month in the manner they direct to help avoid breakdowns or building problems that can be dealt with proactively. When a building or equipment problem presents itself with little or no notice, information describing the problem will be gathered and reported immediately to the City in the manner directed.</p>

13.0 Insurance Requirements

Provide the certificates of insurance naming the City of Venice as Additional Insured for the duration of the contract and any renewals. Confirm compliance with the minimum coverages below and describe any higher limits you propose.

Requirement / Question	Proposer Response
13.2 Commercial General Liability ≥ \$1,000,000 per occurrence and \$1,000,000 aggregate; includes contractual liability, products/completed ops, personal injury, and broad form property damage (care, custody, control). Confirm coverage and attach COI.	All insurance requirements described will be met and confirmed by certificate to the City naming them as an additional named insured. Certificates of Insurance attached T1.8
13.3 Business Auto Policy ≥ \$1,000,000 combined single limit for owned, leased, hired, and non-owned vehicles. Confirm coverage and attach COI.	All insurance requirements described will be met and confirmed by certificate to the City to the City naming them as an additional named insured.
13.4 Workers' Compensation per Florida Chapter 440 and Employers Liability limits ≥ \$100,000 per employee per accident; \$500,000 disease aggregate; \$100,000 per employee per disease. Confirm coverage and attach COI.	All insurance requirements described will be met and confirmed by certificate to the City naming them as an additional named insured.

14.0 Compensation

Submit a Comprehensive Compensation Proposal addressing the items below. Where applicable, include formulas, schedules, and illustrative scenarios.

Requirement / Question	Proposer Response
1) Compensation Structure: Describe base management fee, performance incentives, and all compensation components. Define revenue/expense handling between City and operator.	<p>We propose a management fee of \$280,000 per year plus retaining all rental, ancillary, and surcharge fees. \$70,000 payments to be made each calendar quarter beginning October 1, 2026.</p> <p>Our performance incentive will be the even split of surpluses after fully funding the Working Capital and Subsidy Fund and Capital Improvements Fund have to a total of \$100,000 each.</p> <p>We will pay all expenses as outlined on the provided Profit and Loss statement and per the requirements for City Refuse, and Recycling services.</p>
2) Revenue Sharing / Profit Participation: Provide profit-sharing formula showing percent of net profits remitted to City after approved operating expenses. Include definitions for "approved operating expenses."	<p>We plan to fund the facility's internal capital improvements from our present working capital and through grants sought from area foundations. Once the Capital Improvements Fund is fully funded at \$100,000 we will begin using those funds for improvements.</p> <p>Once the Working Capital and Subsidy Fund and Capital Improvements Fund have received a total of \$100,000 each, the surplus each year will be split evenly between the City and VIPACM.</p> <p>See T2.8.1 Business Plan</p>
3) Subsidy Provisions: Describe subsidy/cost-sharing provisions if the facility operates at a loss and strategies to minimize deficits.	<p>For the stability of the VCC's financial condition we plan to establish a fund for Working Capital and Subsidies. We propose that deficits up to \$20,000 be allocated 75% to VIPACM and 25% to The City of Venice and deficits greater than \$20,000 be funded 25% by VIPACM and 75% by the City of Venice up to \$100,000 and deficits over \$100,000 funded by the City as that will most likely be a situation where a disaster has occurred shutting down the operation of the Center.</p>
4) Community Access and Event Balance: Provide a Community Use Plan (pricing, scheduling, prioritization) for local non-profit/community groups	<p>See T2.8.1 Business Plan</p>

and balance with revenue events.

5) Financial Transparency: Provide annual reporting framework (revenue, expenses, bookings, attendance, community metrics, budget vs. actual) and data-sharing approach with City staff.

By the end of each month we will provide the City with reports including:

- Financial statements through the end of the previous month with comparison to budget line items
- The number of rentals completed during the month with a description of the space rented and the time/day occupied along with post-rental checklist
- The approximate number of people for each event
- A breakdown of renters by type (nonprofit, community, commercial)
- A summary of new rental requests during the month
- A facility and equipment condition report
- We will supply the City with data in the manner they designate: spreadsheets with financial data; .pdf narrative reports

6) Optional Incentive Provisions: Recommend performance-based incentives tied to community satisfaction, utilization, or net revenue goals.

Since VIPACM is a nonprofit, our goals and objectives are completely aligned with the City's desire to improve the value of the VCC to the community and to minimize the impact on the City's finances. Our incentive is to achieve those goals and if we are successful we will split surpluses evenly with the City. VIPACM's split will go toward enhancement of the VCC and the City's share should reduce their fiscal support of VCC.

15.0 Term of Contract

Requirement / Question

Acknowledge a 60-month initial term with two (2) additional 24-month extensions by mutual consent. Note any exceptions.

Proposer Response

VIPACM acknowledges and accepts the condition of a 60-month initial term with two (2) additional 24-month extensions by mutual consent. No exceptions are noted.

16.0 Rejection of Proposals

Requirement / Question	Proposer Response
Acknowledge City's right to waive minor irregularities and reject any/all proposals or parts thereof. Confirm acceptance of this condition.	VIPACM acknowledges and accepts the condition of the City's right to waive minor irregularities and reject any/all proposals or parts thereof.

17.0 Questions During RFP Phase

Requirement / Question	Proposer Response
Submit written questions to pboers@venicefl.gov (Attn: Peter Boers) no later than January 30, 2026, 1:00 P.M. Acknowledge awareness and internal timeline to comply. Note that responses will be posted on www.demandstar.com.	<p>We submitted several questions on January 26, 2026. Most of the questions relate to differing numbers on various reports for revenue and expenses for identical Fiscal Years. We understand that some of the reports may include exterior maintenance and pest control costs that would not be part of our expense burden, and possibly HVAC and roof repairs that would similarly not be expected to be our responsibility. We are just trying to clarify and focus on expected costs so we can create useful projections.</p> <p>On January 30, 2026 we received responses through the portal.</p>

Section 3: RFP Response & Procedures

Package, labeling, delivery, and tab order requirements. Provide responses in the exact tab order below. Where forms/affidavits are required, attach signed versions and reference them here.

TAB 1 — Administrative Submittal

Requirement / Question	Proposer Response
One-Page Letter of Interest (attach and paste summary here).	<p>Summary of Letter of Interest</p> <p>The Venice Institute for Performing Arts Center Management, Inc., a Venice-based 501(c)(3) nonprofit organization, expresses its interest in providing professional management services for the Venice Community Center. The organization highlights its extensive experience operating a public assembly and event production facility in Venice and emphasizes its commitment to improving the Center’s operations, financial outcomes, and value to the community. After reviewing the RFP and fully understanding its requirements, the Institute states its enthusiasm for the opportunity to partner with the City of Venice. The letter is signed by Michael T. Hartley, CFP®, AIF, President of the organization’s Board of Directors.</p> <p>Letter of Interest Attached: Document T1-1</p>
Proposer's Warranty (attach).	Warranty Attached: Document T1-2
Sworn Statement — Section 287.133(3)(a), F.S., Public Entity Crimes (attach).	Sworn Statement Public Entity Crimes Attached: Document T1-3
Non-Collusion Affidavit (attach).	Non-Collusion Affidavit Attached: Document T1-4
Drug-Free Workplace (attach).	Drug-Free Workplace Affidavit Attached: Document T1-5
Conflict/Non-Conflict of Interest and Litigation Statement (attach).	Conflict/Non-Conflict of Interest and Litigation Statement Attached Document T1-6
Human Trafficking Affidavit — S. 787.06, F.S. (attach).	Human Trafficking Affidavit Attached Document T1-7

TAB 1 Attachments

T1-1 Letter of Interest

T1-2 Proposer's Warranty

T1-3 Sworn Statement — Section 287.133(3)(a), F.S., Public Entity Crimes

T1-4 Non-Collusion Affidavit

T1-5 Drug-Free Workplace

T1-6 Conflict/Non-Conflict of Interest and Litigation Statement

T1-7 Human Trafficking Affidavit — S. 787.06, F.S.

T1-8 Certificates of Insurance

T1-1: Letter of Interest



December 17, 2025
City of Venice
Procurement-Finance Department
401 West Venice Avenue, Room 204
Venice, FL 34285

Dear Mr. Peter Boers,

We, The Venice Institute for Performing Arts Center Management, Inc., a Venice Florida not-for-profit corporation qualified as a 501(c)-3 charitable organization by the IRS, are pleased to submit our proposal to provide professional management services for the Venice Community Center. With extensive experience managing a Venice public assembly facility and a commitment to community engagement, we are confident in our ability to enhance the Center's operations, financial performance, and community value.

We have reviewed the RFP documents and fully understand the scope and requirements. We look forward to the opportunity to partner with the City of Venice to deliver exceptional service.

Sincerely,

A handwritten signature in black ink that reads "Michael T. Hartley".

Michael T. Hartley, CFP®, AIF
President
Venice Institute for Performing Arts Center Management, Inc.
Michael.hartley@vipam.org (941) 786-6498

Proposer's Warranty

The undersigned person by his/her signature affixed hereon warrants that: (a) he/she is an officer of the institution submitting the proposal; (b) he/she has fully read and understands this RFP and has full knowledge of the scope, nature, quantity, and quality of work to be performed, the detailed requirements of the services to be provided, and the conditions under which the services are to be performed; and (c) acknowledges that the institution has no objection to incorporating the RFP, addenda, and its proposal response as the formal contract between the Proposer and the CITY.

Anti-Collusion Statement:

THE BELOW SIGNED PROPOSER HAS NOT DIVULGED TO, DISCUSSED OR COMPARED HIS OFFER WITH OTHER PROPOSERS AND HAS NOT COLLUDED WITH ANY OTHER PROPOSER OR PARTIES TO A PROPOSAL WHATSOEVER. NOTE: NO PREMIUMS, REBATES OR GRATUITIES TO ANY EMPLOYEE OR AGENT ARE PERMITTED EITHER WITH, PRIOR TO, OR AFTER ANY DELIVERY OF MATERIALS. ANY SUCH VIOLATION WILL RESULT IN THE CANCELLATION AND/OR RETURN OF MATERIAL (AS APPLICABLE) AND THE REMOVAL FROM THE MASTER BIDDERS LIST.

Name of Bidding Proposer Venice Institute for Performing Arts Center Management, Inc.

Mailing Address 101 W Venice Avenue, Suite 27

Location Address 1 Indian Avenue Building 5

CITY & State Venice, FL **ZIP** 34285

Telephone (941) 218-3779 **Fax Number** _____

Cellular number (941) 786-6498

Federal ID# 81-1190704

E-Mail Address: Michael.Hartley@VIPAM.org

State of Florida Registration to do Business: N16000000555

Name/Title of person authorized to bind the Company:

Name Michael T. Hartley
Printed

Title President of the Board of Directors and Founder

Signature of person authorized to bind the Company: 

Date: 1/30/2026

Sworn Statement Pursuant to Section 287.133 (3) (A)
Florida Statutes on Public Entity Crime

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to the City of Venice Florida.

By Michael T. Hartley, President of the Board of Directors

(print this individual's name and title)

For the Venice Institute for Performing Arts Center Management, Inc.

(print this individual's name and title)

whose business address is 101 W Venice Avenue, Suite 27, Venice FL 34285

and if applicable whose Federal Employer Identification Number (FEIN) is 51-1190704

If the entity has no FEIN, include the Social Security Number of the individual signing this sworn Statement: _____

2. I understand that a "public entity crime" as defined in paragraph 287.133(1)(a), Florida Statutes, mean a violation of any state or federal law by a person with respect to and directly related to the transactions of business with any public entity or with an agency or political subdivision of any other state or with the United States including, but not limited to any bid or contract for goods or services to be provided to any public entity or any agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes means a finding of guilt or a conviction of a public entity crime, with or without adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a Jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in paragraph 287.133(1)(a), Florida Statutes, means:
 - a. A predecessor or successor of a person convicted of public entity crime; or
 - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person.

A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in a relation to the entity submitting this sworn statement. (Indicate which statement applies).

Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or any affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months. AND (Indicate which additional statement applies).

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months. However, there has been a subsequent proceeding before a Hearing Officers of the State of Florida, Division of Administrative Hearings and the Final Order by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attached is a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THE PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED AND FOR THE PERIOD OF THE CONTRACT ENTERED INTO, WHICHEVER PERIOD IS LONGER. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.


Authorized Signature

Sworn and subscribed before me this 30 day of January, 2026

by Michael T. Hartley who is personally known to me, or who
(name of person whose signature is being notarized)

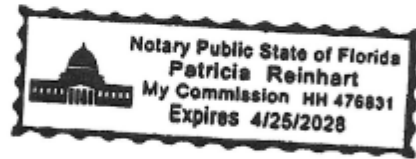
produced identification _____ (type of identification).

NOTARY PUBLIC: [SEAL]

Signature: Patricia Reinhart Date: 1/30/2026

Print Name: Patricia Reinhart

My commission expires 4/25/2028



NON-COLLUSION AFFIDAVIT

State of Florida

CITY of Venice

Michael T. Hartley being first duly sworn, deposes and says that:

1. He/she is the President of the Board of Directors, (Owner, Partner, Officer, Representative or Agent) of Venice Institute for Performing Arts Center Management, the Proposer that has submitted the attached Proposal;
2. He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a collusive or sham Proposal;
4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or have in any manner, directly or indirectly sought by agreement or collusion, or have in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any Proposer, or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposal Work.

Signed, sealed and delivered in the presence of:

[Signature] By: Michael T. Hartley
Michael T. Hartley
 (Printed Name)

President of the Board of Directors
(Title)

ACKNOWLEDGEMENT

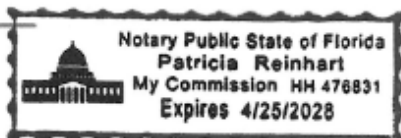
State of Florida
CITY of Venice

On this the 30 day of January, 2026, before me, the undersigned Notary Public of the State of Florida, personally appeared Michael T. Hartley and (Names of individual(s) who appeared before Notary) whose name(s) in/are subscribed to within instrument, and he/she/they acknowledge that he/she/they executed it.

Patricia Reinhart

NOTARY PUBLIC, STATE OF FLORIDA
NOTARY PUBLIC
SEAL OF OFFICE:

Patricia Reinhart



(Name of Notary Public: Print, stamp, or type as commissioned)
 Personally known to me, or Produced Identification: _____
 DID take an oath, or DID NOT take an oath

DRUG FREE WORKPLACE

Preference shall be given to business with drug-free workplace programs. Whenever two or more RFPs, which are equal with qualifications and service, are received by the CITY for the procurement of commodities or contractual services, an RFP received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, your Proposer shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the action that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under a RFP, a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that as a condition of working on the commodities or contractual services that are under RFP, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by an employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this Proposer complies fully with the above requirements.

Concur x

Variance _____

 1/29/2026
Date

 Michael J. Hartley
Proposer's Signature

CONFLICT/NON CONFLICT OF INTEREST AND LITIGATION STATEMENT

CHECK ONE

To the best of our knowledge, the undersigned Proposer has no potential conflicts of interest due to any other clients, contracts, or property interest for this project.

OR

The undersigned Proposer, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts, or property interest for this project.

LITIGATION STATEMENT

IN FLORIDA ONLY, JUDGMENTS AGAINST THE PROPOSER, AND SUITS AGAINST CITY OF VENICE. INCLUDE ACTIONS AGAINST THE PROPOSER BY OR AGAINST ANY LOCAL, STATE, OR FEDERAL REGULATORY AGENCY.


CHECK ONE

The undersigned Proposer has had no litigation adjudicated against the Proposer on any projects in the last five (5) years and has filed no litigation against City of Venice in the last five (5) years.

OR

The undersigned Proposer, BY ATTACHMENT TO THIS FORM, submits a summary and disposition of individual cases of litigation in Florida adjudicated against the Proposer during the past five (5) years; all legal actions against City of Venice during the past five (5) years; and actions by or against any Federal, State and local agency during the past five (5) years.

Company Name: The Venice Institute for Performing Arts Center Management, Inc.

Authorized Signature: 

Name (print or type): Michael T. Hartley

Title: President of the Board of Directors

Failure to check the appropriate blocks above may result in disqualification of your proposal. Failure to provide documentation of a possible conflict of interest, or a summary of past litigation, may result in disqualification of your proposal. Should additional information regarding the above items come to the attention of City of Venice after award, the awarded contract shall be subject to immediate termination.

CITY OF VENICE, FLORIDA
HUMAN TRAFFICKING AFFIDAVIT - S. 787.06, FLORIDA STATUTES

Before me, the undersigned authority, personally appeared Michael T. Hartley
hereinafter referred to as the "Affiant," who after being duly sworn hereby swears or affirms
as follows:

1. Affiant is over eighteen years of age. The following information is given from Affiant's own personal knowledge.
2. Affiant is an officer or representative of The Venice Institute for Performing Arts Center Management, Inc a non-governmental entity, hereinafter referred to as the "Entity." Affiant is authorized to provide this affidavit on behalf of the Entity.
3. Affiant hereby attests, under penalty of perjury, that the Entity does not use coercion for labor or services as defined in s.787.06, Florida Statutes.

FURTHER AFFIANT SAYETH NOT.

Michael T. Hartley
Signature of Affiant

By: Michael T. Hartley

For: The Venice Institute for Performing Arts Center Management, Inc

As its: President of the Board of Directors

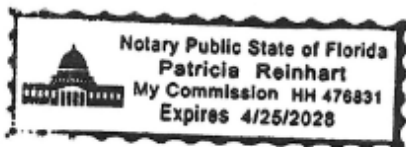
Dated: 1/30/2026

Sworn to (or affirmed) and subscribed before me by means of physical presence or online
notarization, this 30 day of January, 2026
by Patricia Reinhart, on behalf of Michael T. Hartley, who is
personally known to me or who has produced _____ as identification.

Patricia Reinhart

Print Name: Patricia Reinhart
Notary Public of the State of Florida

My Commission Expires: 4/25/2028



Should we become the successful applicant required policy limits will be met and the City of Venice will be noted as an additional named insured on all policies.

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 01/29/2026			
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.							
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).							
PRODUCER RSC Insurance Brokerage, Inc. 455 Lexington Avenue 17th Floor New York NY 10017			CONTACT NAME: Jennifer Brown PHONE (A/C, No, Ext): (212) 297-1445 FAX (A/C, No): E-MAIL ADDRESS: jbrown@risk-strategies.com				
INSURED Venice Institute for Performing Arts Center Management, Inc. 1 Indian Avenue Venice FL 34205			INSURER(S) AFFORDING COVERAGE INSURER A: Navigators Insurance Company NAIC # 42307 INSURER B: Hartford Casualty Insurance Company INSURER C: Travelers Casualty and Surety Company of America INSURER D: INSURER E: INSURER F:				
COVERAGES		CERTIFICATE NUMBER: CL2612934200		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			NY20NCP021264-06	02/01/2026	02/01/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			NY20NCP021264-06	02/01/2026	02/01/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			To Be Advised	02/01/2026	02/01/2027	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	10WEAF0JEA	02/01/2026	02/01/2027	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTT-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Directors & Officers Liability / Employment Practices Liability			107045225	02/23/2025	02/23/2025	Directors & Officers \$1,000,000 Employment Practices \$1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)							
EVIDENCE OF INSURANCE							
CERTIFICATE HOLDER				CANCELLATION			
Evidence of Insurance				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
				AUTHORIZED REPRESENTATIVE 			

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TAB 2 — Information to be Submitted Regarding Manager(s)

Requirement / Question	Proposer Response
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2.1 Applicant Information: Company name, contact, title, address, phone, email.

Company Name: Venice Institute for Performing Arts Center Management, Inc. (VIPACM) also Doing Business As (DBA) Venice Institute for Performing Arts (VIPA).

Contact 1: Michael Hartley, President

Address:

- **Legal and business office address:** 101 W Venice Avenue, Suite 27, Venice, FL 34285

Phone 1:

- Box office (941) 218-3779
- Michael’s cell phone: (941) 786-6498

Email 1: Michael.Hartley@VIPAM.org

Contact 2: Derek Blankenship, Executive Director

Address 2:

- **Legal and business office address:** 101 W Venice Avenue, Suite 27, Venice FL 34285
- **Executive Director’s Office and facility managed:** 1 Indian Ave, Building 5, Venice, FL 34285

Phone 2:

- Box office (941) 218-3779
- Derek’s cell phone (336) 225-4130

Email 2: Derek.Blankenship@VIPAM.org

2.2 Organization description; years under current control/ownership; supporting documentation.

The Venice Institute for Performing Arts Center Management, Inc. (VIPACM) is an IRS designated 501(c)3 Florida nonprofit corporation formed by Michael and Bonnie Hartley in 2016.

The founding Board members [Michael Hartley, Bonnie Hartley, Beatrice Holt, Jane Goodwin, and Jess Fronckowiak] served until FYE 2025 at which time Jane Goodwin and Jess Frankowiak retired from Board service. They were replaced through Board election by Joy Satterlee and Tom Edwards.

The Hartleys and Mrs. Holt continued their Board service. The Board voted to expand the size of the Board to seven and shortly thereafter Peter Fazio was added to the Board bringing the total number of Directors to six.

In 2026 the Board elected Robert Klingbeil as a director bringing the total number of Directors serving on the Board to the desired seven members.

The Board hired and oversees the Executive Director, Derek Blankenship, who in turn manages the employees, contractors, apprentices, and volunteers of the organization.

Supporting documentation

T2.2.1 IRS nonprofit status determination letter

T2.2.2 State of Florida Department of Agriculture registration

T2.2.3 SunBiz listing showing the corporation is in good standing

2.3 Facilities operated in past 5 years; specify those created; include landlord/municipality contacts with phone; 3+ related references.

We have managed the Venice Performing Arts Center continuously since 2016 under a contract with the Sarasota County School District. It is a state-of-the art, 1,090-seat performing arts center. VIPACM managed over 300 events in the VPAC in FYE 6/30/2025.

Landlord/Municipality Reference Contacts

- **Eric Jackson** - Venice High School Principal when VPAC was built and when VIPACM assumed management of the facility operation.
Phone: (941) 915-2530
Email: eajackson1996@gmail.com
- **Zoltan Kerestely** - current Venice High School Principal.
Phone: (941) 488-6726
Email: Zoltan.Kerestely@sarasotacountyschools.net
- **Jody Dumas** - Executive Director of Facilities for Sarasota County Schools.
Phone: (941) 927-9000
Email: jody.dumas@sarasotacountyschools.net

2.4 Legal disputes in past 5 years (status/disposition). None

2.5 Any owner bankruptcy/insolvency/arrangements for benefit of creditors (explain). None

2.6 Experience in business/organizational management; attach relevant licenses/certifications. Several of our Board members have had extensive experience managing businesses. Michael T. Hartley, CFP® AIF, and Bonnie B. Hartley, M.B.A, PhD. Have both served as closely held business consultants for over 30 years. The both are Fellows of the Family Firm Institute, an American professional membership association dedicated to individuals and organizations involved in the field of [family enterprise](#). Established in 1986, FFI offers resources, educational programs, and research insights aimed at advancing the understanding and effectiveness of family-owned businesses and wealth management within family enterprises. The institute is headquartered in [Boston, Massachusetts](#), and provides a platform for professionals, including [consultants](#), advisors, educators, and researchers, to collaborate and share expertise. Both of the Hartleys are Emeritus Instructors for the Institute.

2.7 Experience in facility/building/lease management (maintenance & operations); attach relevant licenses/certifications.

Michael Hartley also has over 50 years of experience managing real estate, including serving as the general partner for the Venice Company LLLP which developed, owned, and operated over a dozen commercial properties located in downtown Venice, including a property on the National Historic register (Johnson-Schoolcraft Building). He was a member of an appointed citizen advisory group to advise the City on the remodeling of the Venice Community Center in 2004 and 2005. He current serves as president of the Waterfront on Venice Island Condominium Master Association which manages 98 residential units and all of the common areas.

VIPACM’s Executive Staff have tremendous experience managing a complex facility (VPAC), handling rentals, scheduling, facilities, and productions. The team managed over 330 events at the VPAC in the 2024-2025 season alone.

2.8 Business Plan for VCC Management

Requirement / Question	Proposer Response
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2.8.1 Executive Summary: Mission, objectives, keys to success.	
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	The Venice Institute for Performing Arts Center Management (VIPACM) proposes to transform the Venice Community Center (VCC) into a premier cultural, social, and economic asset for the City of Venice. Grounded in VIPA’s mission to inspire communities through arts, education, and exceptional event experiences, the plan focuses on operational excellence, financial sustainability, and enhanced community access. Beginning October 1, 2026, VIPACM will implement a seamless transition that includes proactive outreach to existing renters, facility improvements, a modernized online booking platform, and upgraded amenities such as enhanced AV systems, landscaping, lobby furniture, and coordinated indoor-outdoor event options.
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Financially and operationally, the plan leverages dynamic pricing, key-user incentives, nonprofit discounts, and robust add-on services—including AV, recording, curated catering, and compliant alcohol service—to increase occupancy and revenue over five years. VIPACM’s staffing model incorporates professional event management, specialized technical crews, and a large, trained volunteer corps, supported by a thriving apprenticeship program that provides workforce development for local students. Community engagement is central to

the strategy, with a “Focus on Community” Team guiding ongoing improvements and programming. Together, these initiatives position the VCC as a vibrant, well-managed, community-centered venue delivering exceptional experiences and long-term value to the City of Venice.

See Business Plan Attached T2.8.1

2.8.2 Management Team: We will manage the VCC utilizing a team approach. Our Executive Director Derek Blankenship and his Executive Staff members will help our VCC Facility Manager manage KPIs and strategic plans. Our Director of Marketing and Creative will develop, deploy, and manage marketing and advertising, including digital marketing. Costs for Executive Staff time and attention will be allocated to the P&L of the VCC utilizing authorized time/cost allocations.

Key bios, org structure.

See T2.8.2 Board and Staff Bios for details

2.8.3 Operations Plan: Attached Business Plan document T2.8.1
Facility use, hours, functions, staffing, site layout concept.

2.8.4 Facility Improvement Plans: Attached document T2.8.4
Interior/exterior improvements; estimated cost & timeline.

2.8.5 Cleaning & Maintenance Plans: Bathrooms, common/outdoor/indoor spaces.

VCC Cleaning & Turnover SOP Packet

Scope: Daily (M–F) cleaning, weekly deep-clean tasks, and same-day turnover between back-to-back events. All facility personnel share responsibility for keeping the facility clean; the Building Services Manager (BSM) oversees execution, logs, and compliance.

Daily Checklist (M–F)

- Empty restroom waste receptacles; move waste to City-provided containers
- Sweep and mop restroom floors
- Clean/polish mirrors and brightwork
- Wash/disinfect basins, bowls, urinals
- Wash/clean partitions and dispensers
- Clean and sanitize drinking fountains
- Spot clean doors, switch plates, walls, problem areas
- Clean/dust/wipe telephone area
- Sweep exterior leasehold: floors, decks, stairs, rails
- Refill toilet tissue, soap, towels (start and end of day)
- Plunge toilets as needed
- Check doors, windows, and facility for security/operation
- Report problems/malfunctioning items to City

Weekly Checklist

- Clean interior walls and baseboards
- Auto-scrub ballroom flooring (commercial mechanical floor scrubber)
- Clean windows
- Dust around light fixtures
- Remove interior/exterior cobwebs
- Dust all high horizontal surfaces (doors, windows, etc.)

Same-Day Turnover Between Events

- Break down and store equipment, chairs, and tables not required for next renter
- Empty restroom waste receptacles; move waste to City-provided containers
- Sweep and mop restroom floors
- Clean and sanitize drinking fountains
- Spot clean doors, switches, walls, and problem areas
- Refill restroom supplies
- Check all doors and windows for security and operation

Logs & Audit Templates

Use the following printable templates to document compliance. One page per day/event.

Daily Cleaning Log

Date	Area/Room	Tasks Completed	Issues Found	Initials
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Weekly Audit & Deep Clean Log

Week of (Mon)	Zones Reviewed	Deficiencies/Repairs	Actions/Escalations	BSM Sign-off
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Same-Day Turnover Checklist (Per Event)

Event Name/Time	Outgoing Setup Cleared	Restrooms Reset	Supplies Refilled	MOD/BSM Initials
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2.8.6 Compensation Plan: Mgmt. fee, commission split, other monies, vendor contribution to City (see Section 14.0).

We propose a management fee of \$280,000 per year plus retaining all rental, ancillary, and surcharge fees. \$70,000 payments to be made each calendar quarter beginning October 1, 2026.

The VCC financial plan is driven by subtle rate adjustments and discounts for off-peak usage incentivization, combined with aggressive marketing and community development activities. For the stability of the VCC's financial condition we plan to establish a fund for Working Capital and Subsidies. We propose that deficits up to \$20,000 be allocated 75% to VIPACM and 25% to The City of Venice and deficits greater than \$20,000 be funded 25% by VIPACM and 75% by the City of Venice up to \$100,000 and deficits over \$100,000 funded by the City as that will most likely be a situation where a disaster has occurred shutting down the operation of the Center.

We plan to fund the facility's internal capital improvements from our present working capital and through grants sought from area foundations. Once the Capital Improvements Fund is fully funded at \$100,000 we will begin using those funds for improvements.

Once the Working Capital and Subsidy Fund and Capital Improvements Fund have received a total of \$100,000 each, the surplus each year will be split evenly between the City and VIPACM.

2.8.7 Marketing & Sales
Plan: Advertising efforts
and budget.

Our aggressive marketing program:

The marketing plan for the Venice Community Center is designed to significantly increase **visibility, occupancy, community engagement, and revenue diversification**. It blends **digital marketing, community integration, relationship-based selling, and experience-oriented programming**, ensuring VCC becomes a premier event destination for **residents, nonprofits, businesses, and regional event producers**.

- **1. Branding, Positioning & Messaging**
 - **Brand Positioning**
 - VCC will be positioned as: *“Venice’s premier, community-centered venue for celebrations, conferences, culture, and connection.”*
 - **Key Brand Pillars**
 - **Accessible** — Transparent pricing, friendly staff, easy online booking
 - **Professional** — High-quality AV, modern amenities, reliable service
 - **Community-Focused** — Discounts for nonprofits, local partnerships
 - **Flexible** — Spaces for weddings, expos, meetings, performances, festivals
 - **Messaging Themes**
 - *“Your event, elevated.”*
 - *“Where Venice comes together.”*
 - *“Flexible spaces. Professional support. Exceptional experiences.”*
- **2. Digital Marketing Strategy**
 - **A. Website + Real-Time Booking System**
 - Our new booking system (with availability calendars, pricing, and digital contracts) becomes the **centerpiece of all marketing features**:
 - 24/7 real-time space availability
 - Online rental requests & e-signatures
 - Photo galleries and 360° virtual tours
 - Testimonials and case studies
 - “Plan Your Event” guides
 - Integration with social media
 - **B. Search Engine Optimization (SEO)**

- Focus keywords:
 - *Venice event space*
 - *Ballroom rentals Venice Florida*
 - *Wedding venue Venice FL*
 - *Conference center Sarasota County*
- SEO actions:
 - Metadata optimization
 - Monthly blog posts (e.g., “Top 10 Wedding Tips in Venice”)
 - Local search optimization through Google Business Profile
- **C. Email Marketing Campaigns Target Segments:**
 - Wedding planners
 - Nonprofits
 - HOAs and COAs
 - Local arts & culture groups
 - Realtors & senior communities
 - Business associations
 - Email campaign types:
 - Monthly “What’s New at the VCC”
 - Seasonal promotions (summer discounts, holiday packages)
 - Special “Venue Showcase Invitations”
 - Automated follow-ups to inquiries
- **D. Social Media Strategy Platforms:**
 - Facebook (primary for local audience)
 - Instagram (visual branding & weddings)
 - LinkedIn (corporate rentals & conferences)
 - YouTube (short tours, testimonials, event transformations)
 - Content pillars:
 - Before/after event setup photos
 - Spotlight on local nonprofits & community users
 - Staff “day in the life” features
 - Behind-the-scenes (lighting, catering prep, stage setup)
 - Monthly time-lapse rental transformations
 - Celebration of milestone events
 - Posting frequency:
 - 5–7 posts per week
 - Paid boosts during wedding season and seasonal promotions
 - Paid social

- Geo-targeted ads
- Custom audiences based on:
 - Wedding interest
 - Event planning pages
 - Local community activity

- **3. Community Integration & Relationship Building**

We believe this is one of VCC’s strongest competitive advantages.

- **A. “Focus on Community” Team**
 - We have already built a powerhouse group of:
 - Nonprofit leaders
 - Local business owners
 - Arts leaders
 - Event producers
 - School administrators
 - We will use them to:
 - Co-create new event concepts
 - Give feedback on pricing and facility improvements
 - Expand word-of-mouth marketing
 - Identify community needs for new programs
- **B. Partnerships with Local Organizations - Examples:**
 - Venice Theatre (co-produced dinner theater events)
 - Venice MainStreet (cross-promotion)
 - Venice Chamber of Commerce (business expos, awards dinners)
 - Senior centers, HOAs, and COAs for annual meetings
 - Wedding vendors, florists, DJs, and planners for referral pipelines
- **C. Speaker Outreach Program**
 - Your Executive Director, Marketing Director, and Event Consultant present regularly to:
 - Rotary Club of Venice
 - Kiwanis
 - Lions Club
 - Networking groups
 - Nonprofit boards
 - Realtors associations
 - This keeps VCC top-of-mind for rentals.

- **4. Experiential & On-Site Marketing**
 - **A. Venue Showcase Events**
 - Quarterly open-house events:
 - Live music
 - Demonstrations of lighting/AV capabilities
 - Sample food & beverage from curated vendors
 - Decor mockups
 - Guided tours
 - Bridal open houses
 - Nonprofit planning workshops
 - **B. Themed Public Programs (Produced by VIPACM)**
 - These events increase venue awareness *and* drive revenue:
 - Small “third place” coffeehouse performances
 - Summer dance socials
 - Holiday craft fair
 - Senior prom night
 - Fitness expo
 - Seasonal food & wine events
 - Outdoor festivals combining VCC + Blalock Park
 - **C. Enhanced Visual Presentation**
 - Marketing impact increases with:
 - Digital lobby signage
 - Modern lobby furnishings
 - Branded directional signage
 - Consistent on-site branding (banners, podium signage, staff attire)
- **5. Targeted Sales Strategies**
 - **A. Wedding Market**
 - Partnerships with local wedding planners
 - Bridal showcase events
 - Dedicated wedding packages (space + AV + vendor coordination)
 - Feature VCC on:
 - The Knot
 - WeddingWire
 - Visit Sarasota County listings
 - **B. Conference & Corporate Market**
 - LinkedIn ads targeting Tampa–Fort Myers corridor
 - Partnerships with local banks, title companies, medical networks, law firms

- Hosted “Business Leader Breakfast Series” to attract mid-week rentals
 - **C. Nonprofit Market**
 - Deep nonprofit discount tier
 - Annual “Nonprofit Partners Day”
 - Co-hosting fundraising events (e.g., arts, education, environment)
 - **D. Repeat Event Users / Key User Strategy**
 - Key users (Gun Expo, antique shows, dance recitals, etc.) receive:
 - Advance booking privileges
 - Multi-event discounts
 - Priority scheduling during peak season
- **6. Promotional Offers & Incentives**
 - **Seasonal Pricing**
 - Summer & shoulder season discounts
 - Reduced nonprofit weekday rates
 - Sunday rental specials
 - **Bundled Packages**
 - Room + AV
 - Room + staffing
 - Room + F&B
 - Multiple-day conventions
 - **Referral Rewards**
 - Vendors and renters receive future discounts for referrals
 - Use a simple referral code system
- **7. Performance Measurement & KPI Tracking**
 - Our Director of Marketing and Creative will track:
 - Rental inquiries per month
 - Conversion rate from inquiry → contract
 - Website traffic & booking behavior
 - Social media engagement
 - Event category occupancy (weddings, nonprofits, corporate, expos)
 - Add-on utilization (AV, recording, F&B)
 - Post-event satisfaction scores
 - Key-user retention
 - Monthly results will be included in management reporting to the City.

- **8. Staffing & Execution**
 - The marketing plan is executed by:
 - **Director of Marketing & Creative (Yvette Wasserman)** — strategy lead
 - **Event Consultant** — renter journey, tours, proposals, follow-ups
 - **Executive Director** — partnerships, outreach, presentations
 - **Volunteer & F&B partners** — onsite visibility
 - **Technical team** — support for photo/video marketing

Marketing Plan and Approach Summary Statement

The VIPACM marketing program is designed to transform the Venice Community Center into a **high-visibility, high-occupancy venue** by combining modern digital strategy with deep community integration and professional event marketing. This balanced approach ensures **increased bookings, higher revenue, broader community participation**, and a **strong, sustainable identity** for VCC as the region’s premier gathering hub.

2.8.8 Supporting Documents: Sample menus, product details, concept plans, etc.

See [\(iii\) Menu Details](#)

2.8.9 Five-Year Plan: (i) Financial format for operations/food/beverage; (ii) Detailed booking/scheduling strategy; (iii) Capacity to meet current & grow business for Center and F&B.

2.8.9 Five-Year Plan

(i) Financial Format for Operations / Food & Beverage

Summary of Approach. If we are selected for short-list consideration, we will present a detailed five year pro forma that integrates projections for **rentals, A/V attach revenue, and F&B economics** (both inhouse and vendor/13CT models). The model will show **revenue, direct costs (COGS, labor, supplies/turnover), and gross margin**, plus a combined net contribution view to demonstrate sustainability and surplus potential.

Key elements included in our financial format:

- **Rentals Pro Forma:** Events by year (capacity × occupancy ramp), average rental fee growth, A/V attach rate and revenue, direct supplies/turnover costs, and rental gross margin.
- **F&B Pro Forma:** F&B attach rate, attendees/event, per-capita spend growth, COGS %, labor %, and coordination fee revenue for vendor-run events; outputs include F&B gross margin and **F&B net contribution to VCC**.
- **Five-Year Summary:** Combined rentals + F&B contributions to demonstrate operating leverage as utilization grows.
- **Single-Event P&L (backup):** A reusable **event-level** F&B report (inputs → calculations → print-ready P&L) illustrates pricing, staffing hours, tax, card fees, and permit options—supporting our margin controls at the event level.

(ii) Detailed Booking & Scheduling Strategy

System & Workflow. We operate a **centralized online booking platform** with real-time availability, digital contracts, and automated invoicing/payment, eliminating double-bookings and compressing cycle time from inquiry → contract. The **Event Consultant** owns the renter journey and F&B vendor matching; **Lead/Co-Lead** assign a **Manager on Duty (MOD)** for every event; **BSM** ensures daily/weekly standards and rapid same-day turnovers. (See **Consolidated Staffing Plan** and MOD grid.)

Scheduling tools:

- **90-Day Rolling Weekly Roster** with day/evening coverage columns (Business Hours 8–4; MOD 4–10), plus columns for A/V, F&B, Volunteers, Security/Valet.
- **Event Labor Estimator** to right-size staffing by setup type, duration, A/V package, and attendance (ties directly to quotes and P&L).
- **Cleaning/Turnover SOP Packet** with daily/weekly/turnover checklists and audit logs—shortening room flips and reducing rework.

How we will avoid conflicts and improve speed to contract:

- **Single calendar of record** → automated approvals and e-signatures.

- **Hold/Backfill policy** for peak inventory (ballroom/pkg blocks) and **time-band pricing** to optimize dayparts.
- **MOD assignment** per event grid; **run-of-show** packet linking setup, A/V, F\&B, and security needs (supported by the roster and estimator tools).

(iii) Capacity to Meet Current Demand & Grow Business for Center and F\&B

Operating capacity & coverage. We will maintain onsite management M–F, 8:00 AM–4:00 PM, and MOD coverage up to 10:00 PM, 7 days/week, ensuring the facility can support weekday utilization growth and sustained evening/weekend programming. Our core 4 FTE are leveraged with event-based PT techs, licensed F\&B staff, volunteers (200+ pool), and contracted security/valet, giving us surge capacity for high-volume periods. (See Consolidated Staffing Plan.)

Scalable processes that expand throughput without sacrificing quality:

- **Same-day turnover SOPs** and **autoscrubber usage program** for the ballroom reduce flip time between back-to-back rentals.
- **Pre-built A/V & F\&B packages** with attach-rate targets and labor estimators align staffing cost to event revenue, protecting margins while supporting volume growth.
- **Marketing engine** (digital + community integrations) specifically targets shoulder periods and underutilized dayparts to smooth seasonality and raise occupancy from **16% → 28%** over five years (illustrated in the pro forma).

Facility & process improvements that widen effective capacity:

- **Phased interior/exterior upgrades** (lighting, signage, kitchen reliability, exterior connectivity) accelerate sales in weddings/expos/conferences while improving guest flow and vendor efficiency—timelined in our Gantt view for 24-month execution. (See **Facility Improvement Plan** and **Gan**

F\&B growth capacity (two-path model):

- **In-House (Temp Permit)** for nonprofit/community events where simple bars and buffet service are appropriate—managed with our event P\&L template (cost control, staffing, tax, card fees).
- **Vendor (13CT) Caterer** path for frequent or premium events—VCC collects a **coordination fee** (10% in our model) while the licensee meets

the event-level 51% food-revenue test (documented via our catered-event record). *Financially de-risks labor while growing contribution.* (Quantified in the five-year summary.)

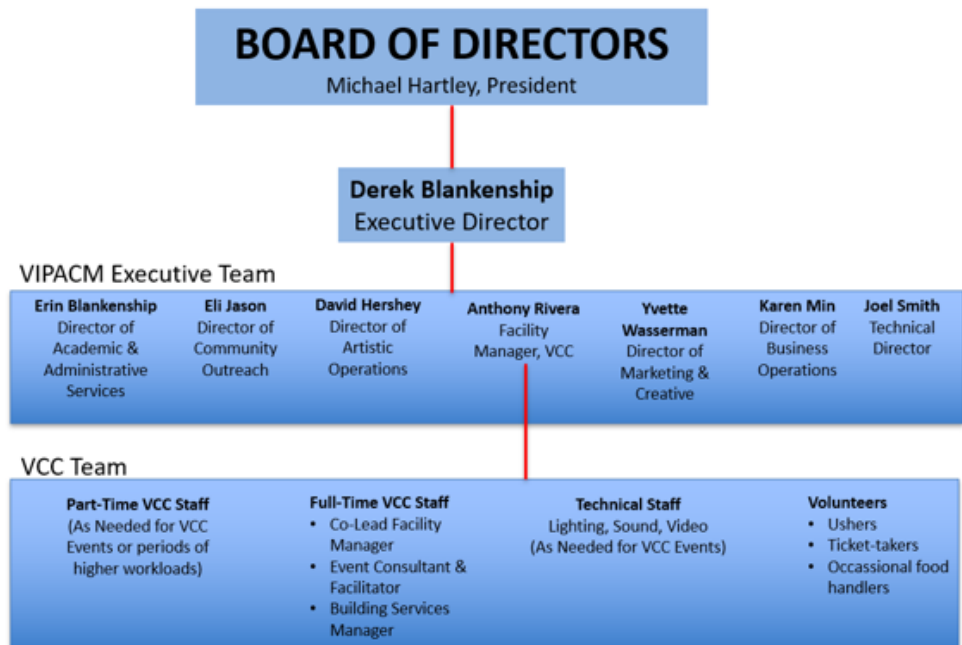
Operations Plan details: See T2.8.1 Business Plan

- (i) Equipment repair & replacement schedule (5-year projection);
- (ii) Organizational chart with staffing & salary schedule;
- (iii) Menu details;
- (iv) Sanitation regs & inspections;
- (v) Quality control/assurance measures.

(i) Equipment repair & replacement schedule: We have been unable to fully evaluate the current condition and expected useful life of the kitchen equipment. Once we have full access, we will have a kitchen equipment specialist evaluate and determine condition, estimated remaining life, and cost to replace so we can setup reserves for equipment replacement.

(ii) Organizational Chart, Staffing and Salary Schedules

VIPACM Organization Chart



Staffing and Salary Schedules

- Lead Facility Manager - \$60-70,000 plus benefits
- Co-Lead Facility Manager - \$60-70,000 plus benefits
- Event Consultant and Facilitator - \$40-50,000 plus benefits
- Building Services Manager - \$40-50,000 plus benefits

(iii) Menu Details

SAMPLE DRINKS MENU

Premium cocktails	\$13.00
Call Brands	\$10.00
Doubles	\$15.00
Wine	\$ 7.00
Hard Seltzers	\$ 7.00
16 oz. Aluminum Canned Beer -Domestic brands	\$6.00, Imported brands \$7.00
Soda/Water	\$ 3.00
Iced Tea	\$ 3.00

SNACKS

Chips	\$1.00
Cookies	\$1.00
Candy	\$2.00

BREAKFAST:

1. Continental: Coffee, Juice, Fresh Fruit Cup, Mini Muffins: \$12.50
2. Buffet: Scrambled Eggs, Bacon or Sausage, Potatoes, French Toast, Pancakes, Coffee: \$15.00
3. Portable coffee and pastry cart: self-serve or attended as needed. Prices based on quantities and whether self-serve or attended.

LUNCH:

1. ½ Assorted Sandwiches (cut in ½ or ¼) – **Choice from 3:** Roast Beef, Turkey, Chicken Salad, Chicken BLT or Vegetarian Wrap, **Choice of 1 Salad:** Fresh Fruit, Potato Salad, Pasta Salad, House Salad, Caesar Salad, Mediterranean Salad, Spinach Salad, Cookies, Iced Tea or Coffee: \$20.00
2. Pot Roast Sliders, Meatball Sliders, **Choice of 2 Salads:** Fresh Fruit, Potato Salad, Pasta Salad, House Salad, Caesar Salad, Mediterranean Salad, Spinach Salad, Cookies, Iced Tea or Coffee: \$20.00
3. Country Buffet - chicken, brisket, pulled pork, corn bread and butter, macaroni and cheese, baked beans, cucumber salad: \$25.00
4. Mexican Buffet – Ground Beef Tacos, Pork Tacos, Chicken Enchiladas, Rice, Beans, Iced Tea or Coffee: \$22.00

LUNCH ADD-ONS:

Cup of Tomato Basil Bisque	\$7.00
Cup of New England Clam Chowder	\$9.00
Homemade Quiche (1 piece)	\$5.00

DINNER:

1. Pot Roast 6 oz. or Grilled Salmon 6 oz. with Mashed Potatoes, Green Beans, Rolls and Butter, Coffee, Mini Desserts: \$45.00
2. Boneless Beef Short Ribs or Chicken Picatta or Chicken Marsala with Mashed Potatoes, Green Beans, Rolls and Butter, Mini Desserts, Coffee: \$45.00
3. House Salad, Chicken Marsala or Chicken Picatta, Penne Pasta Primavera with Pink Vodka Sauce served with Mashed Potatoes, Green Beans, Rolls and Butter, Coffee: \$35.00
4. Buffet of chicken, brisket, pulled pork, corn bread and butter, macaroni and cheese, baked beans, cucumber salad and banana pudding: \$28.00
5. Custom dinner combinations by bid

DESSERTS:

1. Homemade Mini Key Lime Pie \$5.00
2. Homemade Mini Flourless Chocolate Torte \$5.00
3. Mini New York Cheesecake with Raspberry Sauce \$5.00
4. Chocolate Chip Cookies \$1.50
5. Bread Pudding with Ice Cream \$9.00
6. Banana pudding \$4.00

APPETIZERS (Market price):

Turkey Sliders, Pot Roast Sliders, Beef Kabobs, Mini Crab Cakes, Mango BBQ Meatballs, Charcuterie Board, Shrimp Cocktail, Caprese Skewers with Pesto, Beef on Crostini with Spinach and Blue Cheese, Scallops with Bacon, Chicken Salad on Cucumbers with Cranberry Mousse, Phyllo Cups with Brie and Fruit, Stuffed Mushrooms (sausage or veggie), Deviled Eggs, Pork or Shitake Mushroom Pot Stickers, Almond Stuffed Dates and Bacon, Flavored Tater Tots, Shrimp Cakes with Avocado Cream, Ahi Tuna, Smoked Salmon Platter, Mini Salmon Wellington, Oysters on ½ Shell, Mini Beef Wellington, Chicken Tenders, Beef Empanadas, Spanakopita, Shrimp Ceviche, Lollypop Lamb Chops, Arancini Balls, Mini Quiche, Gorgonzola Mousse on Crostini

SPECIAL EVENTS:**(Concerts, Craft Shows, Dance Recitals, etc.)**

1. All Beef Hot Dog ¼ lb. \$7.00
2. Italian Sausage and Peppers \$9.00
3. Chicken Fingers (4) with Ranch Dressing \$7.00
4. Nachos with Cheese and Jalapenos \$6.00
5. Chips \$1.00
6. Chocolate Chip Cookie \$1.50
7. Bottled Water \$3.00
8. Soda (can) \$3.00
9. Candy \$2.00
10. Approved Food Trucks can be provided with patron payment or organization payment after event with guaranteed deposit.

Bartenders, Servers and Kitchen Staff:

\$35 per hour per person plus tip (3 hours minimum).

Set up and Clean Up (other than food trays, chafing dishes, plates, and flatware which will be cleaned up by caterer) by VIPACM staff

(iv)(v) Community Center Food & Beverage Sanitation Regulations and Standards

1. Purpose and Scope

These regulations establish minimum sanitation standards for all food and beverage service operations within the community center, including:

- Staff-run food service
- Volunteer-run events
- Caterer-provided meals
- Public cooking classes
- Concession or snack areas

All individuals handling food must follow these standards to protect public health, prevent foodborne illness, and maintain a safe food service environment.

2. Food Handler Requirements

2.1 Health & Hygiene

All food handlers must:

- Wash hands **before** preparing food, **after** handling raw ingredients, **after** breaks, **after** using the restroom, and **after** touching their face, hair, or phone.
- Keep fingernails clean, trimmed, and unpolished. Artificial nails are prohibited.
- Wear clean clothing and, where appropriate, aprons.
- Use hair restraints (caps, nets, pulled-back hair).

- Not handle food when sick with symptoms such as fever, vomiting, diarrhea, sore throat, or persistent coughing.

Supervisors must immediately exclude or reassign sick individuals.

2.2 Training

- All food handlers must complete a basic food-safety course within 30 days of beginning service.
 - At least one supervisory person must hold a recognized **Food Protection Manager Certification** (e.g., ServSafe).
-

3. Facility & Equipment Sanitation

3.1 Handwashing Stations

Handwashing sinks must:

- Be located in or near all food prep areas.
- Contain hot and cold water.
- Have soap, disposable towels, and signage.

3.2 Food Preparation Areas

- Surfaces must be non-porous, smooth, and easily cleanable.
- Work areas must be cleaned **before, during, and after** food preparation.
- Cutting boards must be color-coded or separated for raw meat, produce, and ready-to-eat food.

3.3 Equipment Use & Maintenance

- All equipment must be cleaned and sanitized after each use.
- Dishwashers must reach appropriate sanitizing temperatures (per manufacturer specs).
- Refrigerators must maintain $\leq 40^{\circ}\text{F}$ (4°C).
- Freezers must maintain $\leq 0^{\circ}\text{F}$ (-18°C).
- Thermometers must be calibrated monthly.

4. Food Handling Standards

4.1 Time & Temperature Control

Foods that require temperature control must follow:

- Hot foods: $\geq 135^{\circ}\text{F}$ (57°C) during holding.
- Cold foods: $\leq 41^{\circ}\text{F}$ (5°C) during holding.
- Reheated foods: $\geq 165^{\circ}\text{F}$ (74°C) for at least 15 seconds.
- Cooling cooked foods:
 - $135^{\circ}\text{F} \rightarrow 70^{\circ}\text{F}$ within 2 hours
 - $70^{\circ}\text{F} \rightarrow 41^{\circ}\text{F}$ within 4 hours

4.2 Cross-Contamination Prevention

- Store raw meats **below** ready-to-eat foods.
- Use dedicated utensils for raw and cooked products.
- Never store chemicals near food or food-contact surfaces.

4.3 Receiving & Storage

- Inspect deliveries for damage, temperature compliance, and cleanliness.
- Reject swollen, dented, or unlabeled cans.
- All food must be stored at least **6 inches off the floor**.
- Use **FIFO (First In, First Out)** rotation.

4.4 Food Preparation

- Avoid bare-hand contact with ready-to-eat foods; use gloves, utensils, or deli paper.
- Gloves must be changed when contaminated or when switching tasks.
- Thaw food:
 - In refrigerators

- Under cold running water
 - In microwave (if cooked immediately after)
-

5. Beverage Service Standards

- Ice scoops must have handles and be stored outside the ice bin.
 - Coffee and beverage dispensing equipment must be cleaned daily.
 - Shared drink stations must have splash guards and accessible hand sanitizers.
 - Single-use cups and lids must be stored in sealed containers.
-

6. Cleaning & Sanitizing Procedures

6.1 Daily Cleaning

- Food contact surfaces sanitized every 4 hours of continuous use.
- Floors swept and mopped.
- Trash removed and bins sanitized.

6.2 Weekly Cleaning

- Deep-clean appliances.
- Wipe walls, ceilings, and light fixtures.
- Sanitize shelving units.

6.3 Approved Sanitizers

Permitted sanitizers:

- Quaternary ammonium (QUATS)
- Chlorine-based solutions
- Food-safe hydrogen peroxide solutions

Sanitizer concentration must be tested and logged daily.

7. Waste & Pest Control

7.1 Waste Handling

- All trash must be closed with fitted lids.
- Outdoor dumpsters must remain closed and placed on concrete pads.
- Grease must be disposed of in designated grease receptacles only.

7.2 Pest Prevention

- No food left uncovered.
- Floors kept free of crumbs and spills.
- All cracks or openings sealed.
- Pest sightings must be logged and reported.

8. Event-Specific Rules

8.1 Community Potlucks

- Only homemade foods that do not require temperature control may be brought (e.g., baked goods, snacks).
- All contributing participants must label allergens clearly.
- Perishable leftovers must be discarded after **2 hours**.

8.2 Catered Events

- Caterers must provide a copy of their food-service license.
- Caterers must use approved warming and cooling equipment.

9. Allergen Management

- All foods must be labeled with common allergens: dairy, eggs, fish, shellfish, tree nuts, peanuts, wheat, soy, sesame.

- Separate utensils for allergen-free meals.
 - Staff must know how to respond to allergic reactions (emergency medical protocol posted).
-

10. Documentation & Compliance

10.1 Required Logs

- Temperature logs (daily)
- Sanitizer concentration logs
- Cleaning schedules
- Incident and illness reports

10.2 Enforcement

Violations may result in:

- Immediate correction
 - Temporary suspension of kitchen privileges
 - Required retraining
 - External health inspection (if applicable)
-

2.8.10 Staffing: Number, qualifications, duties, authority of full-time personnel/managers; source/number of part-time; proposed uniforms across venues.

We propose to staff the VCC with 4 full-time staff members and part-time staff members as needed for renter events. Other management services and marketing will be performed by VIPACM staff with time and expenses allocated to the VCC P&L by approved allocation statements. We will also supply technical support staff (sound, lighting, video) as needed.

The full-time positions include:

- Lead Facility Manager Anthony Rivera
- Co-Lead Facility Manager TBD
- Event Consultant and Facilitator TBD
- Building Services Manager TBD

Consolidated Staffing Plan — Venice Community Center (VCC)

Operating Model:

- **Business hours:** Monday–Friday, **8:00 AM–4:00 PM** (onsite management presence MOD).
- **Event window:** **7 days/week, up to 10:00 PM** (facility manager onsite for all events; part-time tech and FOH as needed).

Core Team (Full-Time, 4 FTE):

- **Lead Facility Manager** — overall operations leadership; City liaison; policy, budget, compliance, and contractor oversight.
- **Co-Lead Facility Manager** — daily readiness; schedules, room turns; acts as manager on duty when Lead is off.
- **Event Consultant & Facilitator** — renter intake → proposal → contract → execution; F&B vendor matching; post-event follow-up.
- **Building Services Manager** — directs daily/weekly cleaning program, same-day turnovers, and light maintenance.
(See detailed bullet descriptions embedded in Tab 2.)

Event/Technical & FOH Bench (Part-Time/Per-Event):

- **A/V, sound, lighting, video technicians (as scheduled)**
- **Food & beverage workers** (licensed/credentialed per event)
- **Volunteer ushers/ticketing (uniformed, trained)**
- **Security/valet via contract** (as required by event risk profile)
- **Source of PT:** We have 4 full-time technical staff members at VIPACM plus 8 Senior Apprentices trained and skilled at these positions. They will be deployed as needed for VCC duties. Senior Apprentices will be charged to P&L based on hourly loaded cost and time for VIPACM full-time staff members working at VCC will be charged based on employee's fully loaded annual cost divided by 2080 times the number of hours worked at VCC or on VCC event or function. All allocations will be supported by time and use statements approved by the VCC Lead Facility Manager and the VIPACM Executive Director.

Coverage & Scheduling Framework

Daytime (Business Hours) — M–F, 8:00 AM–4:00 PM

- Lead Facility Manager (primary) + Building Services Manager present daily; Co-Lead and Event Consultant staggered as workload dictates (tours, contracting, vendor coordination).
- Building services crew executes daily standards (restrooms, interior/exterior touchpoints, supply checks, issue reporting). *(Standards referenced in Section 2.8.5.)*

Evenings/Weekends (Events up to 10:00 PM)

- Manager on Duty (MOD): Lead or Co-Lead assigned per event grid.
- Event Consultant present for complex or first-time renters; otherwise on call.
- A/V techs, F&B staff, volunteers, security/valet scheduled per event order.

Illustrative MOD Grid (sample week)

This is an example pattern; the actual roster flexes to our live calendar.

MOD=Manager on duty

Day	8a–4p	4p–10p (events)
Mon	Lead + BSM + EC	Co-Lead (MOD) + PT techs/vols (as booked)
Tue	Co-Lead + BSM + EC	Lead (MOD) + PT techs/vols
Wed	Lead + BSM + EC	Co-Lead (MOD) + PT techs/vols
Thu	Co-Lead + BSM + EC	Lead (MOD) + PT techs/vols
Fri	Lead + BSM + EC	Co-Lead (MOD) + PT techs/vols
Sat	—MOD for events	Lead or Co-Lead (MOD) + PT techs/F&B/vols
Sun	— MOD for events	Lead or Co-Lead (MOD) + PT techs/F&B/vols

BSM = Building Services Manager; EC = Event Consultant.

Cleaning, Turnover & Light Maintenance Program (Managed by BSM)

- Execute daily (M–F) and weekly cleaning standards and same-day turnover tasks between back-to-back events (restrooms, floors, dispensers, drinking fountains, spot cleaning, exterior sweep, supply refills, security checks). *(As detailed in Section 2.8.5 of the proposal.)*
- Maintain checklists, logs, supplies, and equipment (including ballroom auto-scrubber).
- Coordinate issue reporting and building-system escalations with the City; track to closure.
- Perform light maintenance (minor repairs/consumables); escalate major items.

These standards are reflected in our Tab 2 text (2.8.5) and mirrored in the Building Services Manager job description already included.

Event Sales, Coordination & F&B Integration (Led by EC)

- Own the renter journey: inquiry → tour → proposal → contract → add-ons (A/V, recording, staffing) → event day brief → post-event survey.
- Vendor matching: Curate and assign approved food & beverage partners by capacity, menu, dietary needs, and compliance; coordinate kitchen access, timing, and sanitation adherence.
- Leverage online scheduling/booking to eliminate conflicts and accelerate approvals and invoicing.
- Report monthly to management on pipeline, bookings, add-on uptake, and renter satisfaction (ties to KPIs below).

Staffing Quantities & Utilization

- Full-time (4 FTE): Lead Facility Manager; Co-Lead Facility Manager; Event Consultant & Facilitator; Building Services Manager.
- Part-time/event-based:
 - A/V & production techs (scope/complexity-driven)

- F&B service staff (licensed; per event)
- Volunteers (200+ pool available via VIPA) for ushers/ticketing as needed
- Security/valet (contracted, risk-based)

Training, Compliance & Readiness

- Onboarding: Safety, ADA, incident reporting, customer service, radio/comm protocols.
- Food safety: All F&B workers trained; at least one Food Protection Manager certified on site for staff-run service; caterers must furnish licenses; sanitizer logs maintained. *(Aligned with our Food & Beverage Sanitation Regulations in Tab 2.)*
- Crowd management/first aid: Volunteers and FOH trained and credentialed per VIPA standards.
- A/V competencies: Tech pool cross-trained for basic packages, with specialists assigned for advanced lighting, video capture, and streaming.

KPIs & Reporting Cadence

- Utilization & Revenue: Occupancy rate; rental revenue; add-on attach rate (A/V, recording, F&B). (Targets per 5-year plan.)
- **Operational Quality:** Same-day turnover success; incident resolution time; cleaning audit scores.
- **Customer Experience:** Post-event survey results (Likert averages; NPS proxy). (Survey included in Tab 2 attachments.)
- **Community Access:** Nonprofit bookings share; key-user retention; volunteer engagement hours.
- **Reporting: Monthly** packet to City: financials vs. budget, bookings/attendance, renter mix, facility condition, and incident logs (as already committed in Section 14.0/5).

Escalation & Continuity

- **Manager on Duty** authority to approve on-site adjustments within defined thresholds; larger deviations escalated to Lead Facility Manager.

- **Redundancy:** Co-Lead fully cross-trained to cover Lead; checklists & run-of-show packets ensure continuity.
- **Emergency readiness:** Adherence to safety/emergency plan; coordination with Venice Police/off-duty officers when required.

Full-Time Position Job Descriptions (Bulleated)

1. Lead Facility Manager (\$60-70,000 plus benefits)

Primary Purpose: Provide overall leadership for facility operations, rental execution, staffing coordination, maintenance oversight, and event readiness for a 46,000 sq. ft. community center with ballroom, stage, and meeting rooms.

Key Responsibilities

- Oversee all daily operations of the facility, ensuring safety, cleanliness, and professional presentation at all times.
- Supervise and support the Co-Lead Facility Manager, Building Services Manager, and Event Consultant.
- Develop and manage facility schedules, including staff assignments for events occurring evenings, weekends, and holidays.
- Ensure seamless coordination between facility setup, AV/technical support, food and beverage providers, and janitorial services.
- Serve as the primary liaison to the City of Venice on operational matters, maintenance requests, and incident reporting.
- Lead weekly operational meetings to review KPIs, scheduling, renter needs, and problem resolution.
- Maintain compliance with ADA requirements, safety and security protocols, and emergency preparedness programs.
- Oversee contractor coordination including security, valet, and specialized technicians.
- Monitor and enforce facility policies, procedures, and rental contract terms.
- Assist with budget development, cost controls, and operating plan execution.

- Uphold a proactive, service-oriented culture among all facility personnel.

2. Co-Lead Facility Manager (\$60-70,000 plus benefits)

Primary Purpose: Support the Lead Facility Manager in operational oversight, focusing on facility readiness, renter coordination, and staff supervision.

Key Responsibilities

- Assist in supervising day-to-day building operations, ensuring facility quality and readiness for all scheduled events.
- Share responsibility for staffing schedules, evening/weekend event coverage, and operational problem-solving.
- Oversee room setups, breakdowns, and transitions, ensuring accuracy with renter specifications.
- Serve as acting facility manager when the Lead Facility Manager is off duty.
- Support enforcement of safety, ADA access, and emergency response procedures.
- Coordinate with Building Services Manager to ensure cleaning and maintenance tasks are completed daily, weekly, and between rentals.
- Conduct walkthroughs before and after events to verify cleanliness, setup accuracy, and equipment placement.
- Maintain strong communication with the Event Consultant & Facilitator regarding rental needs, special requests, and food & beverage coordination.
- Assist with tracking equipment condition, reporting facility issues, and logging maintenance needs.
- Help implement operational improvements, SOPs, and KPI monitoring.

3. Event Consultant and Facilitator (\$40-50,000 plus benefits)

Primary Purpose: Act as the primary renter-facing representative responsible for the full rental process, event coordination, and matching food and beverage vendors and other services with renter needs.

Key Responsibilities

- Serve as the first point of contact for prospective renters seeking ballroom, stage, and meeting room usage.
- Provide consultative guidance to renters on room selection, layouts, schedules, AV needs, and event flow.
- Manage all rental inquiries, tours, proposals, reservations, contracts, and deposit processing.
- Use the facility's online booking and scheduling software to secure reservations and avoid conflicts.
- Collaborate with approved food and beverage providers to match each renter with the most suitable vendor(s) based on menu, capacity, dietary needs, and event type.
- Coordinate vendor access, kitchen usage requirements, schedules, and compliance with all sanitation rules and City regulations.
- Communicate timelines, setup requirements, staffing needs, and add-on services to internal teams.
- Prepare final event worksheets and distribute to facility managers, technical staff, and janitorial teams.
- Conduct renter follow-ups, satisfaction surveys, and post-event evaluations.
- Support marketing outreach efforts by representing rental opportunities to community organizations, planners, and event producers.
- Maintain accurate records of contracts, vendor interactions, and event data.

4. Building Services Manager (\$40-50,000 plus benefits)

Primary Purpose: Direct and ensure the execution of all janitorial, sanitation, and light maintenance duties necessary for a clean, safe, and fully functional facility, consistent with the daily, weekly, and event-turnover standards provided.

Key Cleaning Responsibilities

Daily Responsibilities (M–F)

- Ensure staff:
 - Empty all restroom waste receptacles and take waste to City-provided containers.
 - Sweep and mop restroom floors.
 - Clean mirrors, brightwork, basins, bowls, urinals, partitions, and dispensers.
 - Sanitize drinking fountains.
 - Spot clean doors, switches, walls, and problem areas.
 - Dust/wipe telephone areas.
 - Sweep exterior floors, decks, stairs, rails.
 - Refill all restroom supplies at least twice daily.
 - Plunge toilets as needed.
 - Check doors, windows, and facility security/operation status.
 - Report malfunctioning items to the City immediately.

Weekly Responsibilities

- Ensure personnel:
 - Clean interior walls and baseboards.
 - Mechanically scrub ballroom floors with the provided floor scrubber.
 - Clean windows.
 - Dust light fixtures and high horizontal surfaces.
 - Remove interior and exterior cobwebs.

Between-Event Same-Day Turnover

- Direct team to:
 - Break down and store equipment, chairs, tables not required for the next event.
 - Empty restroom waste receptacles.
 - Sweep and mop restroom floors.
 - Clean and sanitize drinking fountains.
 - Spot clean doors, switches, walls, and problem areas.
 - Refill restroom supplies.
 - Check all doors and windows for security and operation.

General Responsibilities

- Maintain cleaning schedules, supply inventories, and equipment logs.
- Train janitorial personnel on sanitation procedures, safety standards, and emergency protocols.
- Conduct daily facility walkthroughs to ensure professional presentation.
- Coordinate with the Lead Facility Manager on maintenance requests and City interactions.
- Oversee light maintenance tasks (minor repairs, replacement of consumables, reporting major issues).
- Ensure compliance with all food-service sanitation requirements when events involve catering.
- Support other facility team members in maintaining cleanliness throughout the building.

Uniforms:

We will have a business-casual dress code for our managerial staff onsite, including a nametag,

Cleaning and janitorial staff will wear light-colored work shirt over long dark trousers, and wear a name tag. We may embroider names and positions on these work shirts.

For events:

- Technical staff will wear dark shirts and pants, with a nametag;
- Food workers will wear white tops over dark pants or skirts, with name tags;
- Ushers and ticket takers will wear the same uniform they wear for VPAC events.

2.8.11 Collaboration: How proposer participates in the total effort to make the Center a successful food service operation.

2.8.11 Collaboration: Participating Fully in the Success of the Center’s Food Service Operation

VIPACM is committed to ensuring that the Venice Community Center’s food and beverage (F&B) services operate at the highest standards of quality, safety, efficiency, and customer satisfaction. Our approach is collaborative, integrative, and grounded in both professional expertise and community relationships. We participate in the total F&B effort through five core commitments:

1. Integrated F&B Coordination Through a Dedicated Event Consultant

Our **Event Consultant and Facilitator** serves as the operational hub for all food and beverage activities at the Center. This role:

- Works directly with renters to identify their event goals, culinary preferences, dietary needs, and service expectations.
- Matches each renter with the best-fit partner from our curated list of vetted food and beverage providers—selected for quality, reliability, unique strengths, appropriate scale, and compliance with Florida food-service regulations.
- Coordinates kitchen access, load-in/load-out timing, storage needs, and adherence to sanitation and safety rules.
- Ensures all vendors understand facility expectations and key deadlines, reducing renter burden and elevating consistency.

This consultative model elevates the renter’s experience and maximizes the effectiveness of our food service partners.

2. A Curated Food & Beverage Provider Network

VIPACM has already developed relationships with respected local providers whose “unique abilities” match the needs of VCC events. Working only with vetted providers ensures:

- Reliable food quality and presentation
- Safe service and proper licensing
- Professional staffing of bartenders, servers, and kitchen crew
- Efficient kitchen workflow and compliance with Center regulations
- High guest satisfaction and consistent experiences across all event types

We actively maintain and expand this network to elevate the VCC’s culinary reputation.

3. Strong Compliance With Food Safety, Sanitation, and Regulatory Requirements

VIPACM’s **Food & Beverage Sanitation Regulations and Standards** provide a comprehensive, consistent framework to ensure public safety. We:

- Train all staff, volunteers, and vendors on food safety requirements, including glove use, temperature control, handwashing, allergen management, and cross-contamination prevention.
- Ensure at least one Food Protection Manager–certified staff member is present during any staff-run food service.
- Require all caterers to provide proof of appropriate food-service licensing and follow VCC’s posted sanitation procedures.
- Oversee proper storage, labeling, and cleaning of kitchen areas and equipment before and after each event.
- Offer guidance to nonprofits on obtaining Florida’s temporary permit for beer and wine service or, when appropriate, support certified vendors using a 13CT Caterer’s License.

These standards protect the Center, the City, our staff, and the public.

4. High-Quality Staff Support for All Food & Beverage Events

The VCC benefits from a deep bench of trained personnel, including:

- **Licensed bartenders, servers, and kitchen support**, available per event
- **Professional A/V** and production support to enhance dining experiences
- **Uniformed volunteer ushers and FOH personnel** to support guest flow
- **Senior Apprentices** for additional operational capacity

All F&B staff are required to meet dress standards, maintain sanitation codes, and provide professional, courteous service.

5. Operational Systems That Strengthen Food Service Success

VIPACM invests in systems and tools that elevate F&B operations and reduce risk:

- **Online booking and event management software** integrates room setup, catering needs, rental equipment, and staffing, ensuring no detail is missed.
- **Point-of-sale and inventory tracking systems** help manage supplies, prevent waste, and improve cost visibility.
- **Kitchen equipment evaluations** will inform a five-year replacement plan to ensure reliability and reduce downtime.
- **Detailed cleaning and turnover SOPs** guarantee that kitchen and service areas are always in ready condition.
- **Post-event evaluations** gather feedback from renters and vendors, building continuous improvement into every part of the process.

6. Collaboration With the City and Community Partners

Successful food service at the VCC also requires a strong working relationship with the City of Venice. VIPACM will:

- Coordinate with the City on any maintenance issues, inspections, or building needs impacting food service.
- Maintain communication with local nonprofits, schools, and civic groups to understand emerging needs and ensure accessibility.

- Participate in community programming, festivals, and co-produced events that utilize food service as a key engagement tool.
- Use our **“Focus on Community” Team** to identify opportunities for culinary events, community meals, fundraisers, outdoor festivals, and vendor showcases—expanding both usage and community benefit.

7. Commitment to Quality, Innovation, and Continuous Improvement

To ensure long-term food service excellence, VIPACM will:

- Establish clear KPIs for food service satisfaction, vendor performance, on-time service, and compliance.
- Track and analyze F&B sales, attach rates, revenue contribution, and labor costs to refine offerings.
- Explore new food and beverage opportunities—such as premium coffee carts, themed bar service, seasonal concessions, or outdoor culinary events.
- Continuously update menus, pricing, and service models based on renter feedback, community trends, and economic conditions.

Summary

VIPACM’s collaborative approach combines professional staffing, vendor partnerships, robust safety and sanitation systems, efficient event coordination, and strong community relationships. Through this integrated strategy, we contribute fully to making the Venice Community Center’s food service operation successful, sustainable, and aligned with community expectations and City priorities.

Key Performance Indicators for Food and Beverage Services

These KPIs for Food Service Success align with our operational plan, sanitation standards, curated vendor model, and financial reporting structure.

Key Performance Indicators (KPIs) for Food Service Success

VIPACM will measure, track, and report specific Key Performance Indicators (KPIs) to ensure that food and beverage operations at the Venice Community Center remain safe, profitable, efficient, and aligned with City expectations. These KPIs are integrated into our monthly reporting structure and support continuous improvement across all areas of service.

1. Customer Satisfaction & Experience Metrics

- **Post-Event F&B Satisfaction Score**
Collected through after-event surveys (Likert scale 1–5).
- **Catering/Vendor Satisfaction Score**
Measures whether renters felt supported, informed, and well-served.
- **Food Quality Rating**
Renter-rated metrics on taste, freshness, temperature, and presentation.
- **Service Quality Rating**
Evaluates professionalism, responsiveness, and courtesy of bartenders, servers, and FOH teams.
- **Issue Resolution Speed**
Time required to resolve any F&B-related renter concerns before or during events.

2. Operational Efficiency Metrics

- **On-Time Service Performance**
% of events where food and beverage service began at the contracted time.
- **Setup/Breakdown Compliance**
Successful completion of F&B setup and kitchen staging within scheduled windows.
- **Kitchen Readiness Score**
Checklist compliance ensuring the kitchen is turned over clean, sanitized, and stocked after each event.
- **Staffing Efficiency Ratio**
Actual staffing vs. planned staffing based on attendance and service model (buffet, plated, concessions).
- **Supply Usage Variance**
Tracks accuracy of supply ordering and reduces waste of disposables, glassware, and perishables.

3. Food Safety & Compliance KPIs

- **Food-Safety Compliance Score**
Derived from internal audits based on our Food & Beverage Sanitation Standards.
- **Temperature Log Compliance**
% adherence to required food holding, cooling, and serving temperature logs.
- **Handwashing & PPE Compliance Rate**
Audit checklists for all staff and vendors.
- **Vendor Licensing & Paperwork Completion**
% of events where all required documents (food license, ABT permits, insurance, etc.) are submitted on time.
- **Incident Reports**
Tracking of any sanitation, equipment, or safety issues (target: zero preventable incidents).

4. Financial Performance KPIs

- **F\&B Attach Rate**
Percentage of overall rental events that include food and beverage service.
- **Revenue per Event (F\&B)**
Tracks average gross and net F\&B revenue per event.
- **Per-Capita Spend**
Measures effectiveness of menu offerings and upselling.
- **COGS Percentage**
Food cost and beverage cost percentages relative to sales.
- **Labor Cost Percentage**
Tracks labor efficiency for bartenders, servers, and kitchen staff.
- **Event Contribution Margin**
Net operating income per event (our Event P\&L model).
- **Coordination Fee Revenue (Vendor Model)**
Tracks financial benefit to VCC for vendor-run (13CT) events using the coordination fee structure.

5. Vendor Performance KPIs

- **Vendor On-Time Delivery/Setup Rate**
Ensures punctuality and readiness for service.
- **Vendor Quality Score**
Derived from renter feedback and staff observations and interviews (food quality, presentation, professionalism).
- **Vendor Compliance Score**
Confirming that vendors follow all sanitation, temperature, serving, alcohol-handling, and equipment rules.
- **Repeat Vendor Retention Rate**
Higher retention indicates stable, trusted partnerships and smooth operations.

6. Alcohol Service & Compliance Metrics

- **Permit Compliance Accuracy**
Ensures each event uses the correct permit (temporary nonprofit vs. 13CT caterer licensing).
- **Alcohol Inventory Control Accuracy**
Tracks waste, spoilage, and discrepancies for bars operated under VCC's temporary permits.
- **Staff Alcohol-Safety Certification Rate**
% of bartenders with appropriate training (e.g., SafeStaff/ServSafe).
- **Incident-Free Alcohol Events**
Tracks any alcohol-related safety or compliance issues (goal: 100% incident-free).

7. Strategic Growth KPIs

- **New Culinary Program Launches**
Tracks additions such as coffee carts, seasonal concessions, themed dinners, and festival food operations.
- **Community Nonprofit F&B Partnerships**
Measures outreach success to nonprofits for fundraisers, receptions, and galas.

- **Year-Over-Year F&B Revenue Growth**
Compares growth against occupancy targets and marketing initiatives.
- **Event Mix Optimization**
Tracks expansion into higher-yield F&B categories (galas, weddings, conferences, festivals).

Summary

These KPIs ensure that food and beverage operations at VCC are safe, financially strong, customer-focused, compliant, and continuously improving. VIPACM’s integrated systems, curated vendors, trained staff, and detailed reporting structure allow the City of Venice to monitor performance clearly and transparently, ensuring that the Center’s food service program becomes a consistent source of excellence, community value, and financial sustainability.

2.8.12 Capital Investments: Outline proposed capital investments to increase efficiency, usage, and customer experience; include any additional helpful information.

See **T2.8.4 Facility Improvement Plan for details**

- High-quality lobby furnishings \$25-60,000
- Digital sign boards
- Facility management and scheduling software \$10,000
- Janitorial and equipment tracking software
- Robust website providing public access to information and rental requests
- Point-of-sale software and equipment
- Portable coffee and pastry/snack carts, both self-service and attended
- Manual double-scissor lift to move equipment onto the stage

2.8.13 Evaluation Criteria: Address quality control (incl. HACCP), safety/emergency programs, recycling, ADA conformance; high-volume venue/F&B background; management qualifications; business/operational plan; community engagement plan; GM candidate interview

We have established several Key Performance Indicators to assure quality and satisfaction. These include:

- Overall occupancy increases (see 5-year targets in business plan)
- Overall revenue increases (see 5-year projections in business plan)
- Likert-scale after-event satisfaction surveys of event sponsors (see sample satisfaction survey in business plan)
- Our safety/emergency plan is attached T2.8.13
- We plan to recycle as many materials as possible through the City’s recycling program
- We will fully comply with standards within the Americans with Disability Act (ADA). If a rule changes that affects or requires a change in the building or grounds we will notify the City as soon as possible.

readiness (provide at least three GM resumes).

- Our after-event satisfaction survey attached as Tab 2 Attachments

2.9 Additional Comments

Requirement / Question

Provide any additional information to assist the City: entertainment/music, community value, special events, or other differentiators.

Proposer Response

VIPACM, in addition to managing the VPAC facilities, rentals, marketing, and scheduling, also is a production company. Over the past 10 years we have produced over 250 shows and events, the surplus from which we have invested back into the VPAC lighting and sound and video equipment and into our Apprentice Program.

VIPACM-produced shows

We propose to produce high-quality programs and concerts at the VCC, especially in the low occupancy portions parts of the of the season. We do not want to disrupt the use of the VCC by our Key Users, rather we will find and promote currently underutilized times in order to elevate occupancy rates and revenue for VCC reinvestment.

We will also produce dinner theatre events in conjunction with Venice Theatre.

We are evaluating outdoor festival events that could include the VCC building, outdoor spaces, and the Blalock park property. Multi-day events of this type would serve to raise money for reinvestment into VCC facilities and equipment and draw participants from out of our area that will increase hotel and restaurant revenue in the area.

Performance Rights Management

We have been attentive to performance rights management at the VPAC. We maintain blanket licenses from BMI and ASCAP to assure compliance with royalty and intellectual property laws for music played in the VPAC. We will similarly maintain performance rights compliance for the VCC through similar blanket licenses since non-compliance can be costly and disrespects the rights of the creators of art.

Unauthorized music use at a venue is a violation of the U.S. Copyright Act—specifically the public performance right for musical compositions. **Venues** (not the producers of a show or the musicians) are routinely sued in federal court for this type of infringement when licenses are missing or lapsed. U.S. copyright rules do apply to city-owned, government-operated, and not-for-profit facilities when they publicly perform copyrighted music. Being municipal or non-profit does *not* create a blanket exemption. Courts have consistently held that public ownership and non-profit status are irrelevant to whether a public performance license is

required. The statute focuses on whether there is a “public performance,” not who owns the building.

Violating copyright laws for music use at a multi-purpose venue can expose the venue to penalties:

- \$750–\$30,000 per song
- Up to \$150,000 per song if willful
- Plus legal fees, costs, and injunctions

These penalties are federal, strict-liability, and routinely enforced by ASCAP, BMI, and SESAC.

A legal guidance article notes that *“even without charging admission, copyright still applies”* to public performances of music. This includes concerts, DJ events, or any music played in the VCC.

The cost of compliance through the payment for Performance Rights Organization (PROs) blanket licenses depends on the class of license (our would be a multipurpose venue); whether we allow live or recorded music (which we would); occupancy and space size; and how often events with music occur. The fees are not based on the rental fees we charge, ticket sales for third-party events and concerts, or whether there is any profit from an event.

Packaging, Copies & Delivery Instructions

Requirement / Question

Submit one (1) original and four (4) copies (total five) in a sealed envelope marked: "SEALED REQUEST FOR PROPOSALS, RFP # 3178-25, MANAGEMENT SERVICES FOR THE VENICE COMMUNITY CENTER".

Deliver to: City of Venice,
Procurement – Finance Department,
Room 204, City Hall, 401 West
Venice Avenue, Venice, FL 34285.

Arrange proposal contents with tabs
in the same order as specified.
Confirm compliance.

We have complied with the specified tab order.

TAB 2 Attachments

T2.2.1 IRS nonprofit status determination letter

T2.2.2 State of Florida Department of Agriculture registration

T2.2.3 SunBiz listing showing the corporation is in good standing

T2.4 After-event Satisfaction Survey

T2.8.1 Business Plan

T2.8.2 Management Team: Key bios, org structure

T2.8.4 Facility Improvement Plan

T2.8.13 Security Plan

IRS 501(c)3 Nonprofit Determination Letter

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **AUG 09 2016**

VENICE INSTITUTE FOR PERFORMING
ARTS CENTER MANAGEMENT INC
C/O MICHAEL THOMAS HARTLEY
100 W VENICE AVE STE G
VENICE, FL 34285

Employer Identification Number:
81-1190704
DLN:
17053168315046
Contact Person:
RAMACHANDRAN MANOHAR ID# 31344
Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
December 31
Public Charity Status:
509(a)(2)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
January 20, 2016
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

VENICE INSTITUTE FOR PERFORMING

Sincerely,

A handwritten signature in black ink, appearing to read "J. Cooper", written in a cursive style.

Jeffrey I. Cooper
Director, Exempt Organizations
Rulings and Agreements

Florida Department of Agriculture Nonprofit Registration

DIVISION OF CONSUMER SERVICES
(850) 410-3800



THE RHODES BUILDING
2005 APALACHEE PARKWAY
TALLAHASSEE, FLORIDA 32309-6500

FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES COMMISSIONER WILTON SIMPSON

September 11, 2025

Refer To: CH49263

VENICE INSTITUTE FOR PERFORMING ARTS CENTER
MANAGEMENT INC.
101 W VENICE AVE STE 27
VENICE, FL 34285-1940

RE: VENICE INSTITUTE FOR PERFORMING ARTS CENTER MANAGEMENT INC.
REGISTRATION#: CH49263
EXPIRATION DATE: September 7, 2026

Dear Sir or Madam:

The above-named organization/sponsor has complied with the registration requirements of Chapter 496, Florida Statutes, the Solicitation of Contributions Act. A COPY OF THIS LETTER SHOULD BE RETAINED FOR YOUR RECORDS.

Every charitable organization or sponsor which is required to register under s. 496.405 must conspicuously display the registration number issued by the Department and in capital letters the following statement on every printed solicitation, written confirmation, receipt, or reminder of a contribution:

"A COPY OF THE OFFICIAL REGISTRATION AND FINANCIAL INFORMATION MAY BE OBTAINED FROM THE DIVISION OF CONSUMER SERVICES BY CALLING TOLL-FREE (800-435-7352) WITHIN THE STATE. REGISTRATION DOES NOT IMPLY ENDORSEMENT, APPROVAL, OR RECOMMENDATION BY THE STATE."

The Solicitation of Contributions Act requires an annual renewal statement to be filed on or before the date of expiration of the previous registration. The Department will send a renewal package approximately 30 days prior to the date of expiration as shown above.

Thank you for your cooperation. If we may be of further assistance, please contact the Solicitation of Contributions section.

Sincerely,

Tamara Conyers
Regulatory Consultant
850-410-3705
Fax: 850-410-3804
E-mail: tamara.conyers@fdacs.gov



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

Detail by Entity Name

Florida Not For Profit Corporation

VENICE INSTITUTE FOR PERFORMING ARTS CENTER MANAGEMENT INC.

Filing Information

Document Number N16000000555
FEI/EIN Number 81-1190704
Date Filed 01/20/2016
State FL
Status ACTIVE

Principal Address

100 W Venice Ave
Suite 27
Venice, FL 34285

Changed: 01/25/2026

Mailing Address

101 W VENICE AVE
VENICE, FL 34285

Changed: 01/25/2026

Registered Agent Name & Address

Venice Institute for Performing Arts
101 W Venice Ave
Suite 27
Venice, FL 34285

Name Changed: 01/11/2021

Address Changed: 01/11/2021

Officer/Director Detail

Name & Address

Title STD

HARTLEY, BONNIE
101 VENICE AVENUE WEST SUITE 27
VENICE, FL 34285



Title DIRE

HOLT, BEATRICE
147 TAMPA AVENUE EAST,
VENICE, FL 34285

Title PD

HARTLEY, MICHAEL
100 W VENICE AVE SUITE G
VENICE, FL 34285

Annual Reports

Report Year	Filed Date
2024	02/07/2024
2025	02/09/2025
2026	01/25/2026

Document Images

01/25/2026 -- ANNUAL REPORT	View image in PDF format
02/09/2025 -- ANNUAL REPORT	View image in PDF format
02/07/2024 -- ANNUAL REPORT	View image in PDF format
08/09/2023 -- AMENDED ANNUAL REPORT	View image in PDF format
03/06/2023 -- ANNUAL REPORT	View image in PDF format
03/07/2022 -- ANNUAL REPORT	View image in PDF format
01/11/2021 -- ANNUAL REPORT	View image in PDF format
01/23/2020 -- ANNUAL REPORT	View image in PDF format
01/25/2019 -- ANNUAL REPORT	View image in PDF format
01/24/2018 -- ANNUAL REPORT	View image in PDF format
03/15/2017 -- ANNUAL REPORT	View image in PDF format
01/20/2016 -- Domestic Non-Profit	View image in PDF format

T2.4 After-event Satisfaction Survey

Venice Community Center After-Event Satisfaction Survey

Thank you for hosting your event at the Community Center. Please rate your experience below.

Event Date _____ Renter contact _____

Section 1 — Booking & Reservation Process

Statement	1	2	3	4	5
The online or in-person booking process was easy to navigate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The rental information provided was clear and accurate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The pricing and policies were clearly explained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The rental contract and required documents were easy to complete.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I received confirmation of my reservation in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 2 — Pre-Event Communication

Statement	1	2	3	4	5
Staff responded promptly to my questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were professional, courteous, and helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes or updates to my reservation were handled efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pre-event instructions were clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I felt well-supported throughout the planning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3 — Facility Setup & Condition

Statement	1	2	3	4	5
The rooms were set up correctly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The facility was clean and well-maintained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment and furnishings were in good condition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Requested items (A/V, podium, etc.) were provided as agreed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff verified setup details before the event began.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 4 — Event-Day Personnel & Support

Statement	1	2	3	4	5
Staff were available when needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff were professional and courteous.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff resolved issues quickly and effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff ensured the event ran smoothly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall support met my expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5 — Overall Experience

Statement	1	2	3	4	5
The Community Center met the needs of my event.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The value for the rental cost was excellent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would rent the Community Center again.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend this facility to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Open-Ended Questions

1. What went particularly well during your event?

2. What challenges did you experience, if any?

3. How can we improve future renter experiences?

4. Additional comments or suggestions:

T2.8.1 Venice Community Center Business Plan

Executive Overview

The Venice Community Center (VCC) proposal outlines a comprehensive plan for operational excellence, financial sustainability, and community engagement. The center will serve as a premier venue for cultural, social, and economic activities in Venice, Florida.

Key Highlights

State-of-the-art 45,000 sq. ft. facility with a 10,000 sq. ft. ballroom and multiple meeting rooms. Professional AV and lighting systems, commercial-grade kitchen, and ample parking. Flexible event spaces for weddings, conferences, expos, and community programs.

Pricing Model & Add-Ons

Competitive base rental rates with optional add-on services including catering, AV packages, and video recording. Nonprofit discounts apply to base rates.

AV & Video Recording Packages

Basic AV Package: (lectern and microphone, handheld wireless microphone, speakers, projector, screen).

Included in base rental price.

Advanced AV Package: (full sound system, theatrical lighting, tech support). Bid per event depending on size, complexity, and time required

Video Recording: Standard, Premium, and Live Streaming. Bid per event depending on size, complexity, and time required

Terms & Insurance

50% deposit upon booking; balance due 14 days prior to event.

Cancellation: Full refund <30 days after booking; deposit forfeited within 30 days of scheduled event.

Liability: Client responsible for damages; VCC not liable for personal injuries.

Renter's Insurance: \$1M per occurrence, \$2M aggregate; City of Venice and VIPACM named as additional insureds.

Value Proposition

Our plan is to increase facility rental through robust marketing strategies, and community-focused and responsive programming. We plan to position VCC as a cultural and economic hub for Venice. The proposal ensures financial sustainability and revenue neutrality through surplus-sharing with the City after funding accounts for Working Capital & Subsidies, and Capital Improvements.

Business Plan Table of Contents

1. Executive Summary
2. Market Analysis
3. Operations Plan
4. Marketing Strategy
5. Financial Plan
6. Community Engagement
7. Venice Community Center Pricing Model with AV and Video Recording Packages and other Ala Carte services
8. EXHIBITS

Business Plan for Venice Community Center Management Proposal

Prepared for: City of Venice, Florida

1. Mission and Vision

Venice institute for Performing Arts Center Management Mission Statement:

“Sustaining the arts through innovative education programs and inspiring local communities with first-class entertainment, events, and experiences.”

We envision a community that increasingly functions in creative collaborations and by finding ways to promote community gathering. We believe that our mission to inspire local communities with first-class entertainment, events, and experiences can be achieved through the management of the Venice Community Center.

Transition Philosophy

We understand that no rentals have been confirmed past October 1, 2026. Rather, request for rentals have been gathered by the county management team. We propose contacting all requesters of rentals and to confirm their rental as close to any terms that have been offered as possible. We propose to continue operations on October 1, 2026 and begin making our improvements, like new lobby furniture, by the end of 2026. We will have the website for reservations and rental confirmations in operation on October 1, and depending on the amount of time between the granting of the contract and October 1, we will have achieved a good portion of our goals for the website, although the lead time and cost prohibits us from pursuing this investment until we are sure we have a contract.

Focus on Excellent Experiences

We believe that excellent experiences are crafted through creative designs and flawless execution. An event participant’s experience starts before they enter the event, including good directions to the event space and parking areas. Good signage and access to good information before, during, and after an event is crucial to an excellent experience. Likewise, we want to provide excellent experiences for renters and event sponsors.

Rather than positioning ourselves as “order-takers” for event space, depending on a potential user to happen upon a website where they can start the process, we will employ robust marketing channels (website, social media, and print) to make it clear to potential users what we have available for event spaces, the value-added services we offer, and the different ways to access both.

Blending Technology and Personal Services

To meet the challenge of efficiently managing hall rentals, meeting rooms, and multipurpose spaces across dozens of weekly booking requests, we plan to employ specialized facility-management software based on a centralized calendar with automated approvals and variable rate pricing for nonprofits, community and private residents, as well as for-profit commercial users. A robust website that describes spaces available in real time will allow users to request rentals that can be quickly approved by staff and moved forward to a rental and event agreement. The website will provide access to a state-of-the art software service that provides:

- Self-serve booking so renters book online 24/7
- Real-time availability prevents scheduling conflicts
- Automated approvals, invoices, and payment collection
- Digital rental agreements with e-signatures

Access to the system can be through the website remotely, at the VCC with the guidance of one of our event/sales coordinators, or through a kiosk at the VCC. The system is designed to completely prevent double bookings, allows for payments with automated invoices and online payment processing, and to make booking simple with digital rental agreements with e-signatures replacing paper forms and filing cabinets. This system features:

- Digital signatures that are legally binding
- Custom terms and conditions per facility use type
- Automatic documentation storage
- Automated invoice generation
- Online payment processing via Stripe
- Separate damage deposit tracking
- One-click deposit refunds
- Visual booking status dashboard
- Automated status change notifications
- Complete rental history
- Post-rental inspection tracking

Online Booking Page

1 Select Time
Pick booking time

2 Your Details
Enter your details

3 Complete additional form
Provide additional information

4 Finalize
Review your booking

Complete additional form

What type of event are you hosting? *

How many people will be at your event? *

Are you serving alcohol?

Yes

No

Click Below to Review the Rental Terms and Conditions:

Review Conditions

I, the Renter, have thoroughly read, understand and agree to the Lease Agreement including all permitted uses, fees, and waivers. The information provided is true and accurate to the best of my knowledge.

I Agree

How Facility Scheduling Software Process Works

A simple 4-step process that eliminates booking chaos.

1

Renter Checks Availability

Renters view your live calendar and see real-time availability for all your facilities.

2

Submit Booking Request

They complete your custom rental form and submit their booking request online.

3

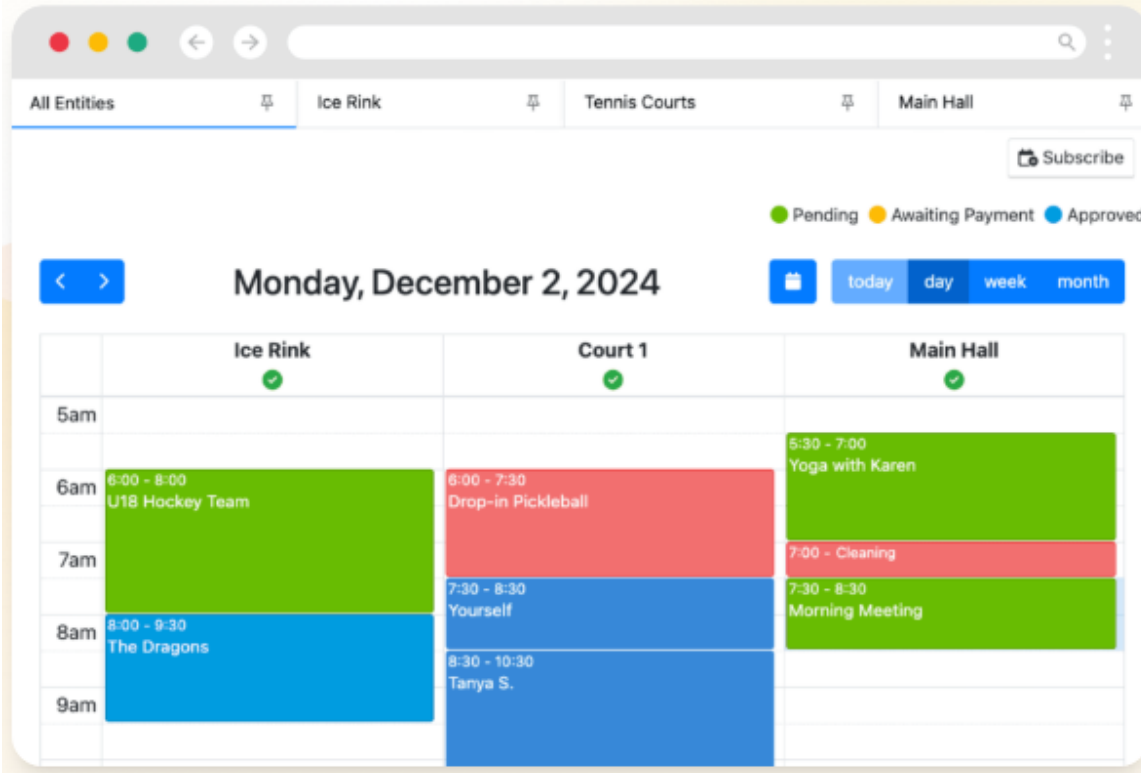
Approve & Invoice

Review and approve with one click. Invoices and agreements are sent automatically.

4

Collect Payment

Renters pay online. Deposits are tracked and refunded automatically after the rental.



The Venice Community Center (VCC) will be transformed into a premier event venue that balances community access with revenue generation. The VCC and Blalock Park Gazebo will be marketed as complementary spaces for weddings and special events. We will implement dynamic pricing based on day and time, and launch an aggressive marketing campaign targeting local groups, small conventions, expos, and weddings. Event planning expertise will be embedded in our staff structure to ensure exceptional user experience.

2. Market Analysis

Venice, Florida, is a vibrant Gulf Coast community with a strong demand for cultural, social, and recreational events. The VCC is strategically located near historic downtown, Blalock Park, and the Venice Cultural Corridor offering unique opportunities for integrated event experiences. Competitor analysis shows limited venues with combined indoor and outdoor capabilities, positioning VCC as a distinctive choice for weddings, expos, and community events.

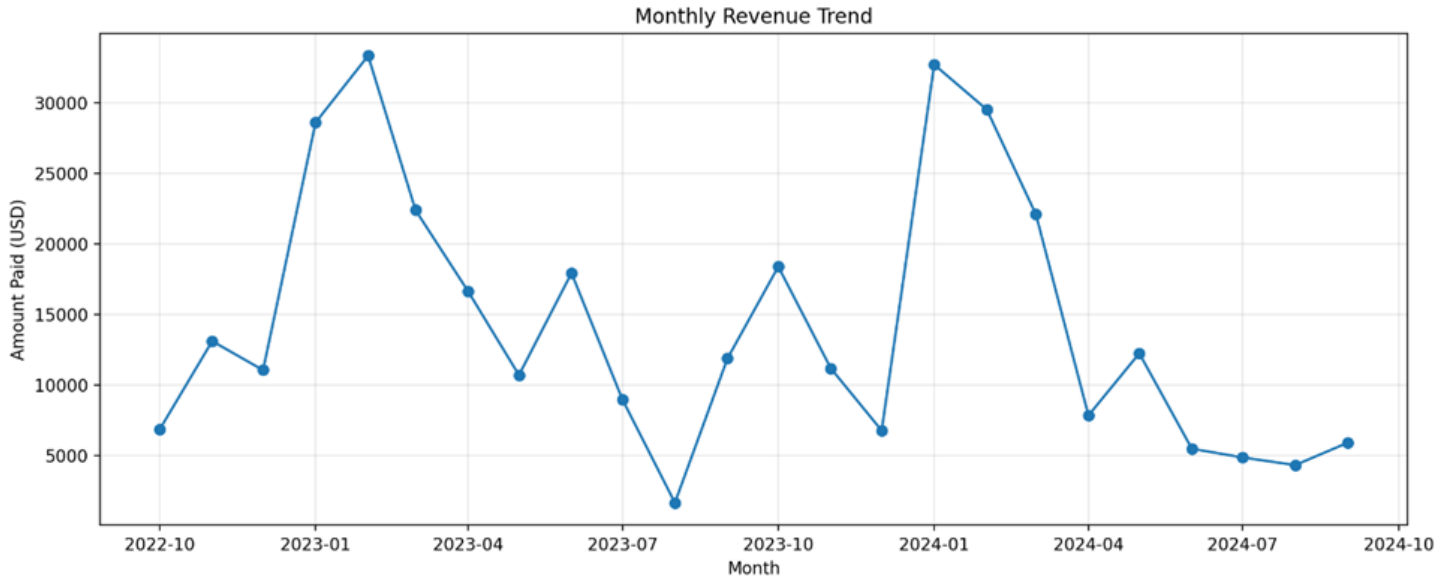
Through interviews with members of our growing Focus on Community Team, we have found that:

- Finding information about the VCC is difficult. A potential renter has to first know that the County manages the facility.
- Then, once on their website the VCC information can be found under Parks and Recreation.
- The availability and rate structure are not well known in the community, so some smaller non-profits do not consider the VCC as a viable alternative.
- There has not been a creative thinking employed by potential users that might include outdoor spaces for fairs, or concerts, or possibly including the adjacent Blalock Park property with its pavilion with VCC usage.
- VCC literature says that the use of the sound and light equipment control room is available with approved audio/AV companies but does not provide a way to find out how to contact those companies or get information about how much they might cost.
- Some users have complained about the sound quality of concerts.

Analysis of Historical Usage

- Total revenue (Amount Paid): \$344,591.86 across 1,765 reservations (Oct 2022–Sep 2024). That's ≈ \$195 per reservation, covering 17 facilities and 147 renters.
- Top revenue months: Feb 2023 – \$33,361, Jan 2024 – \$32,731, Feb 2024 – \$29,543, confirming a strong winter peak.
- Revenue mix: Packages contribute \$157,306.75 (≈45.6%) vs. non-package rentals \$187,285.11 (≈54.4%).
- Facility leaders (lifetime revenue): PKG3 \$63,360, BRWS \$60,732.71, PKG4 \$41,698.75, RM A \$41,696.03, PKG1 \$38,445.

Customer concentration: Top renters by revenue include Sun Events \$30,432.94, Florida Gun Expo \$28,890, Antique Shows of Florida \$19,260, Venice Theatre \$18,521.74 (among others). The top 10 renters drive 47.25% of total revenue; the top 15 drive 56.33%—a moderate concentration that merits a key-account program.

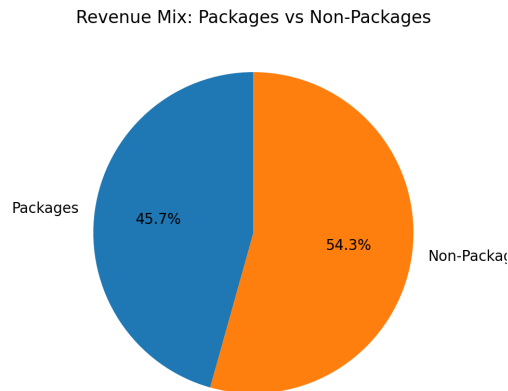


Trend & seasonality

- Monthly trend: The time series shows consistent winter strength (Jan–Mar) with Feb often peaking, and relative summer softness (Apr–Jul).
- YoY highlights (2024 vs 2023): Biggest gains are Jan +\$4,107.99, Aug +\$2,674.71, May +\$1,542.38; the largest declines are Jun –\$12,461.27, Apr –\$8,805.67, Sep –\$5,971.40. These shifts spotlight shoulder-season headwinds and opportunities to program demand.

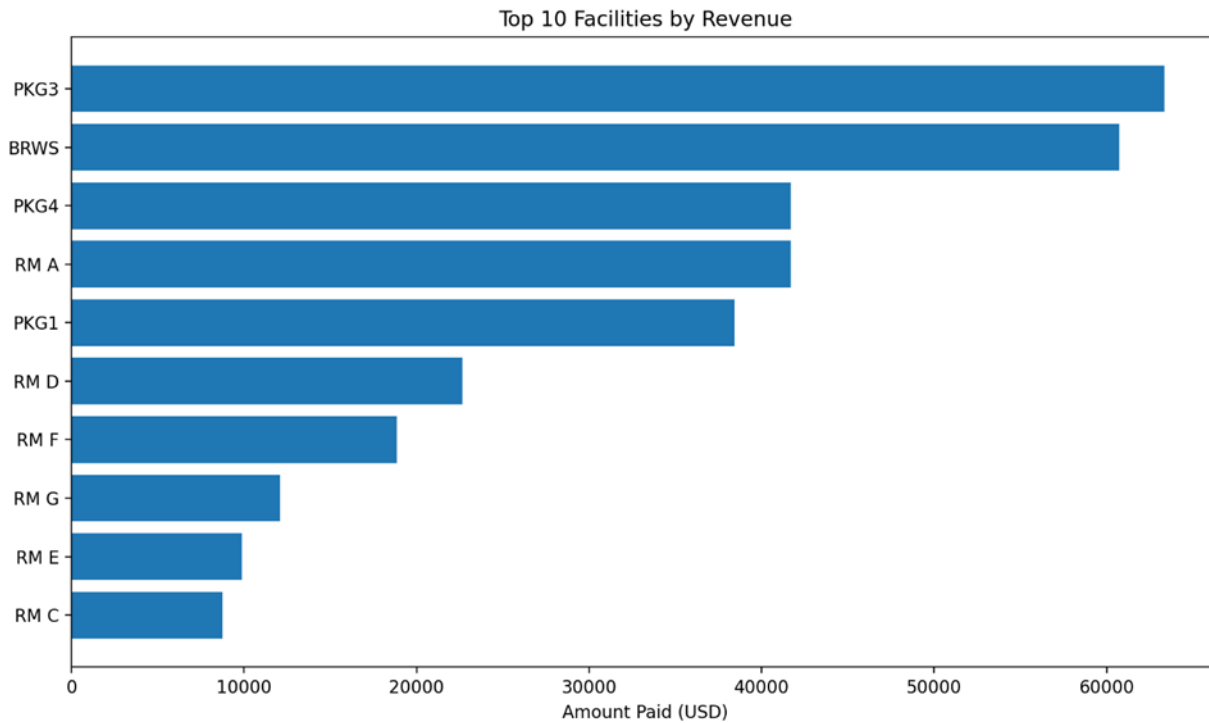
Product mix (Packages vs. non-package rentals)

Packages (PKG1/3/4/6, etc.) account for ≈46% of revenue, indicating bundled offerings (space + services) are a major driver of larger transactions.



Facility performance

Top 10 facilities by revenue (cumulative): PKG3, BRWS, PKG4, RM A, PKG1 lead by a wide margin; among rooms, RM A and RM D are notable performers, while RM F and RM G are solid mid-tier contributors. This informs pricing, availability, and scheduling priorities.



Key customers (Renters) & concentration

- Largest contributors include Sun Events, Florida Gun Expo, Antique Shows of Florida, Venice Theatre, and Venice Area Orchid Society—all with multi-event footprints that correlate with peak months. Top 10 Renters (Revenue & Events)

#	Renter	• Revenue (USD)	• Events
1	Sun Events	• \$30,432.94	• 24
2	Florida Gun Expo	• \$28,890.00	• 9
3	Antique Shows of Florida	• \$19,260.00	• 3

#	Renter	• Revenue (USD)	• Events
4	Venice Theatre	• \$18,521.74	• 22
5	Venice Area Orchid Society	• \$15,070.50	• 44
6	Sarasota Institute of Lifetime Learning	• \$14,703.84	• 120
7	East Coast Consumer Showcase	• \$10,700.00	• 2
8	A Wholly Owned Subsidiary	• \$ 8,560.00	• 5
9	Renata Gaona (Attitudes in Dance)	• \$ 8,447.65	• 21
10	MaryLynn Szerbin (Zumba Class)	• \$ 8,223.25	• 293

- Note: “Events” here equals the count of reservation rows per renter
- Concentration insight: With 47.25% (top 10) and 56.33% (top 15) of revenue consolidated, structured key-account plans can materially stabilize cash flow and secure prime calendar dates.

Day-of-week pacing

- Friday is the revenue anchor (\$105,207.65), followed by Saturday (\$57,673.83) and Wednesday (\$70,872.97)—a mix of weekend events plus strong mid-week community/corporate activity. Sunday is under-utilized (\$10,685.02).

Risks & opportunities

- Seasonal dependence: Winter strength is a plus—but Apr–Jul softness raises utilization risk and suggests that we target programming (education/HOA/COA training, non-profits, regional seminars) and bundled discounts for shoulder months.
- Calendar optimization: Given outsized Friday revenue, consider time-of-day premiums and enhanced services to lift Friday/Saturday ASP, while driving Sunday with community showcases or faith-based gatherings.
- Package leverage: With ≈46% of revenue in packages, we will consider a refined Good/Better/Best package ladder (e.g., A/V, staging, livestreaming, staffing) that can lift margins. Add weddings and conventions once parking lot and landscaping is upgraded. We will consider a contract with an event/wedding planner, as well as training our personnel on event planning and logistics.

- **Facility focus:** Capacity and pricing for **BRWS** and **PKG categories** warrant priority—we will protect high-yield windows from low-value bookings; fill off-peak slots with right-sized events.

Strategic considerations

- Lock winter blocks early: Offer advanced-commit contracts (Jan–Mar) with tiered pricing and service add-ons; secure repeat anchor events (Sun Events, Theatre, shows).
- Shore up shoulders (Apr–Jul): Launch bundle promotions (room + A/V + staffing), and outbound campaigns to schools, non-profits, HOAs/COAs, training groups—aim for 10–15 incremental events across those months.
- Key-account (super-user) program: For top 10–15 renters, introduce multi-event agreements, priority calendar access, and value-add bundles; set quarterly business reviews to track pipeline and satisfaction.
- Pricing optimization: Add Friday/Saturday ASP premiums and Sunday incentives; pilot time-band pricing (morning/afternoon/evening) to align with demand curves.
- Package ladder & upsell: Formalize Good/Better/Best with clear inclusions (tech, staging, catering coordination) and targeted upsell scripts for sales staff.
- Facility yield management: Maintain a hold/backfill policy for BRWS/PKG during high-demand weeks; fill smaller rooms mid-week with community orgs at value pricing.
- Offer event/wedding planning services. Outsource at first, develop in-house capabilities later.
- Develop a comprehensive food service and catering capability. Refreshment packages for all types of meetings.
- Develop aggressive marketing program to promote additional and more regular usage of VCC
- Produce dinner theatre events in conjunction with Venice Theatre.
- Produce smaller (50-75 people) “third place” food, beverage, and light entertainment events in Space A along with the Stage. Imagine 1950s-60s coffee houses with light theatre, acoustic ensemble or solo musicians, poetry readings, etc.

3. Operations Plan

Facility Enhancements Summary: (See attachment 2.8.4 for details)

- Landscaping remediation and upgrades are required to support premium events like conferences, weddings, proms, and semi-formal nonprofit fundraising banquets. One idea we had is to improve some near-building landscaping featuring native Florida plants and educational kiosks to create an arboretum-like experience. This might be sponsored by local citizens, much like the trees were in the Arboretum.
- Coordination with Blalock Park Gazebo for joint wedding packages. This might require the placement of pavers connecting the delivery driveway to the sidewalk near the outdoor restrooms so parties can move from the park to the front entrance of the VCC efficiently. Directional signage (perhaps temporary) can be used to guide groups.
- The Parking Lot and sidewalks also require upgrading before we can market premium events. This is already on the City's CIP.
- We plan to replace the lobby furniture with coordinated upscale pieces.
- We plan to provide fine art from our collection on loan to the VCC. These will include a very large-format Everglades photo by local National Medal of Arts and Florida Artist Hall of Fame artist Clyde Butcher.
- We plan to add some lighting effects and stage hazers to enhance the production of concerts.
- We plan to add electronic marketing and announcement boards to replace tripods with posters.

We have conducted a preliminary evaluation of the VCC's stage lighting technology:

The current VCC light board does have 2 DMX outputs and 5-pin DMX input is available on-Stage Right. Sadly, I didn't see any other DMX inputs. On a site visit to the VCC, a production company was setting up and we spoke about power. There is NO shore-power outside and the power for the stage wasn't much better, so we will need additional evaluation of capacity. If the power a controller capacity is sufficient (TBD) we plan the following additions:

Accent Lighting Wedge Tri from Chauvet

- DMX Controllable and programmable up-lighting that can also be "set and forget" These types of lights are useful in many types of events because of their multi-color ability, ease of placement, and their subtle impact on an event's aesthetic. We use these for many events around the VPAC and in external locations around Venice.

- These run about \$300 per fixture.
- <https://www.chauvetdj.com/products/wedge-tri/>

COLORbrand Spectra ILS from Chauvet

- This moving Strip Light packs a punch for any sort of stage show. They work best when paired with others of their kind.
- Typically runs about \$580 per fixture.
- <https://www.chauvetdj.com/products/colorband-spectra-ils/>
- Check out the linked video to see them in action. <https://www.youtube.com/watch?v=jpTIViSN0Is>

LED Beam 8x12W RGBW from SHEHDS

- Another style of strip light with 8 tight LED beam lights. These look amazing when grouped together.
- These run about \$180 per fixture.
- <https://shehds.com/products/led-8x12w-bar-beam-moving-head-light-rgbw-perfect-for-dj-party-nightclub-disco-light-christmas-sound-active-dmx-disco-1?ref=puybuisz>
- <https://www.youtube.com/watch?v=NZa4VqR4Ev8>

LED Stage wash Light Bar by OPPSK

- Great for scenic and curtain lighting. RGBW. 120W
- These cost about \$160 per fixture.
- https://oppsk.com/products/1m-led-stage-wash-light-bar?srsId=AfmBOop_um5IcCnAl4Kow5PMwxzNcij3WNkXitN-XBS2CD_akzmksp23
- <https://www.youtube.com/watch?v=dx0NDmm4gH8>

Wash Lighting FUZE PAR Z175 by Elation

- These are our primary stage wash lights for our stage. We have 10 hanging above our stage and they are capable of completely washing the stage in RGBW
- These are typically around \$1,050 per fixture.
- <https://www.elationlighting.com/products/fuze-par-z175>

LED Stage Strobe RGBW 48 Zones Chasing by OPPSK

- Area wash lights. I have seen these used for audience lighting at a church. They have a small footprint with a decent output.
- They are roughly \$120 per fixture.
- <https://oppsk.com/products/led-stage-strobe-effect-lights>

VIZI Hex Wash 7 by ADJ

- Moving head wash that has a beam angle from 5-55 degrees. 105W fixture that is RGBWA+UV
- It is similar to the FUZE but adds the A+UV option
- These cost about \$1,300 per fixture.

- <https://www.stagespot.com/lights/fixtures/movinglights-fix/adj-vizi-hex-wash7.html>
- <https://www.youtube.com/watch?v=2ku5kifsViY>

Spot Lighting

Focus Spot 5Z by ADJ

- A solid light for the price and great for the size of the venue. We have 6 of them at the VPAC and utilize them in nearly all of our events. They have two color wheels, 1 GOBO wheel, and 2 styles of prism.
- These typically cost around \$1,800 per fixture. Due to the complexity of installation and power availability these may become 2nd-year additions.
- <https://www.adj.com/products/focus-spot-5z>

Intimidator Spot 375ZX from Chauvet

- 200W fixture that is comparable to the Focus Spot 5z. It has 1 color wheel and 1 GOBO wheel, and 2 styles of prism.
- These run about \$1,460 per fixture. Due to the complexity of installation and power availability these may become 2nd-year additions.
- <https://www.chauvetdj.com/products/intimidator-spot-375zx/>

Atmospheres

Hurricane Haze 2D by Chauvet

- This is the same style and brand of hazer we have at the VPAC. It is a continuous output Water-base haze machine. It is DMX controllable or controlled by a connected remote. We use two of them to fill our stage area.
- These run about \$450 each.
- <https://www.chauvetdj.com/products/hurricane-haze-2d/>

Magma Prime by Elation

- Water-based hazer that is DMX controllable or controlled by a connected remote.
- These run about \$600 each.
- <https://www.elationlighting.com/products/magma-prime>

Spatial Flats 50W

- Multi-color RGBW house lights will give normal house lights the ability to turn colors and set ambiance.
- These run about \$150 per fixture.
- <https://www.springtree.net/springtreeled-spatial-flats/>

Staffing:

- 2 Facility Managers with hospitality and event management experience available:
 - Onsite daily with posted hours
 - Phone access
 - Video chat by appointment
- Event Planning Specialist to assist clients with logistics and design available:
 - Onsite daily with posted hours
 - Phone access
 - Video chat by appointment
- Facility Manager onsite for all events
- Marketing Coordinator for outreach and promotions on staff
- Daily janitorial and light maintenance
 - Onsite M-F 8:00 AM to 4:00 PM
 - Post event
- Food and beverage workers (with proper licenses) provided per event charged hourly
- Lighting, sound, and AV technicians provided per event charged hourly
- Volunteer ushers and ticket takers provided as required per event. Our volunteer usher program is described below:
 - At VIPA, the magic of live performance is made possible by the generosity of our volunteers, our true champions. Whether welcoming patrons at the door, guiding guests at special events, supporting education programs, or assisting behind the scenes, volunteers are at the heart of everything we do.
 - More than helpers, our volunteers are ambassadors of the arts. With every smile, kind gesture, and hour of service, they create a sense of belonging that enriches the experience for everyone who walks through our doors. Their passion brings warmth, connection, and joy to our community.
 - We currently have over 200 active volunteers and are welcoming more members to our family every season.
 - Our ushers have a uniform (black and white with green scarf or tie) and wear nametags.
 - Each usher has received certification in crowd management.
- Anyone handling food, paid or volunteer will receive food safety and handling training and certification:
 - If anyone (paid or volunteer) is adding food to a buffet line at an event in Venice, Florida:
 - They are considered a food handler.
 - They are therefore expected to complete approved food-safety training and hold a Food Handler's Permit, unless the food is strictly pre-packaged and not potentially hazardous (which doesn't apply to most buffet items).
- Valet parking service provided by contract
- VIPACM personnel will be onsite M-F 8:00 AM to 4:00 PM and for each event.

- Security provided per event by contract (Venice Police Department off-duty officer with marked vehicle and private security company)
 - Level of security determined by renter
 - May include hand-held magnetometer wand of patrons before entry and personal security details for artists and dignitaries
- Front-of-house and back-of-house personnel may be provided from our pool of Senior Apprentices or Apprentice Program graduates. Having access to this pool of trained workers will allow us to easily provide staff for large and small events as needed. The Apprentice Program is described below:
 - The VIPA Apprenticeship Program is more than an education initiative—it is a transformative opportunity for Venice High School juniors and seniors to step directly into the world of professional performing arts. As a true **Education Lab**, this program provides paid, hands-on experience across every facet of event production—lighting, sound, rigging, front of house, box office, hospitality, and now, with the exciting addition of a dedicated AV Team, cutting-edge training in audio-visual technology, one of the fastest-growing fields in the industry.
 - Building on this success, the program continues to expand, most recently welcoming a **Marketing Apprentice** and **Intern** position. These new roles allow students to develop skills in communications, outreach, and audience engagement—critical areas that support both the arts and countless career paths beyond the stage.
 - Working side-by-side with industry professionals, apprentices gain real-world knowledge that translates into meaningful career pathways both within and beyond the arts. They also benefit from exclusive masterclasses and workshops, receiving one-on-one mentorship from experts who nurture not only technical expertise but also essential life skills—creativity, communication, collaboration, and leadership.
 - Our Apprentices achieve several certifications, including:
 - OSHA safety certifications
 - Rigging training
 - Crowd management certification
 - First Aid training
 - Stage tech training on lights, sound, and video systems
 - Front-of-house management skills
 - The results speak for themselves. Our graduates have gone on to join the International Alliance of Theatrical Stage Employees (IATSE), manage successful local bands, and pursue higher education in performing and non-performing arts alike.

Pricing Strategy:

- **Rental Fees**
 - Variable pricing based on day and time to maximize utilization and revenue and discounts to promote off-peak period usage. Analysis of historical rental patterns concluded that there were two peaks in use per year, with a “shoulder” period of less than peak rentals on either side of the peaks, and a dead portion of the season. Additionally, this analysis showed a preference for certain days and times of day. We plan to discount the lower-demanded times and days to encourage usage.
 - We have added a lower-price tier for non-profit organizations.
 - We will employ a Key-User strategy to encourage advance bookings in exchange for additional discounts.
 - Special consideration and preferences shall be applied in the event there are competing rental requests from local nonprofits and commercial entities
- **Ala Carte Services**
 - All food and beverage services will provide revenue to the VCC through a 10% surcharge
 - Food and beverage workers, with proper licenses, will be charged hourly
 - Technical support specialists (lights, sound, video, special effects) will be charged hourly
 - Uniformed volunteer ushers and ticket takers can be supplied for a fee based on size of event and need
 - Valet parking will be supplied by contract (information on valet parking company to be supplied) for a fixed fee depending on the size of the event and tips to be retained by contractor
 - A Management coordination fee of 10% of contract fee will be applied based on outside vendors charged.
 - Valet parking
 - Rentals like pianos, table cloths, up-market flatware, up-market chairs, fancy chafing dishes, etc.

Area	Non-profit Base Hourly Rates	Community & Social Base Hourly Rates	Commercial & Private Base Hourly Rates
Ballroom (rooms A,B,C,D) & Stage	\$ 125	\$ 130	\$ 275
Ballroom (rooms A,B,C,D) & Stage & Exclusive Lobby	\$ 140	\$ 145	\$ 300
Room A	\$ 20	\$ 25	\$ 55
Room B	\$ 20	\$ 25	\$ 55
Room C	\$ 20	\$ 25	\$ 55
Room D	\$ 25	\$ 30	\$ 60
Room E	\$ 20	\$ 25	\$ 55
Room F	\$ 20	\$ 25	\$ 55
Room G	\$ 20	\$ 25	\$ 55
Room J	\$ 20	\$ 25	\$ 55

Additional Services

Lobby check-in table with skirting	\$ 2	\$ 5	\$ 10
Audio and Lighting Technicians	\$ 50	\$ 55	\$ 65
Usher crew / ticket checkers	\$ 50	\$ 55	\$ 65
Security services	Bid per event	Bid per event	Bid per event
Valet parking services	Bid per event	Bid per event	Bid per event
Pop-up coffee shop	Bid per event	Bid per event	Bid per event
Coat and umbrella check - volunteer manned	\$ 2	\$ 5	\$ 10
Lobby standing cocktail tables with skirts (7)	\$ 10	\$ 12	\$ 15
Front of house manager	\$ 50	\$ 55	\$ 65

Discounts (may be combined).

April 1 to September 30	7%
Sunday	10%
Thursday	8%
Tuesday	8%
Monday	10%
8-noon	10%
noon-4:00PM	5%
5 advance commit reservations	5%
10 advance commit reservations	7%
Key-account users - 15+ advance commit reservations	15%

4. Marketing Strategy

Our aggressive marketing program will include:

Marketing Plan and Approach Summary Statement

The VIPACM marketing program is designed to transform the Venice Community Center into a **high-visibility, high-occupancy venue** by combining modern digital strategy with deep community integration and professional event marketing. This balanced approach ensures **increased bookings, higher revenue, broader community participation**, and a **strong, sustainable identity** for VCC as the region's premier gathering hub.

- Digital email campaigns targeting local organizations, wedding planners, and small convention organizers.
- Regular social media postings
- Strong connections with local businesses, nonprofits, and tourism boards.
- Showcase events and open houses to attract community engagement
- Speaker presentations to local service groups highlighting the changes in VCC management and promoting its expanded use
- Focus on our consultative process that will help users understand what spaces and services are available so they can make the most informed choices to enhance the experience of attendees and achieve their organizational goals

See answer to inquiry 2.8.7 for details of our robust marketing plan.

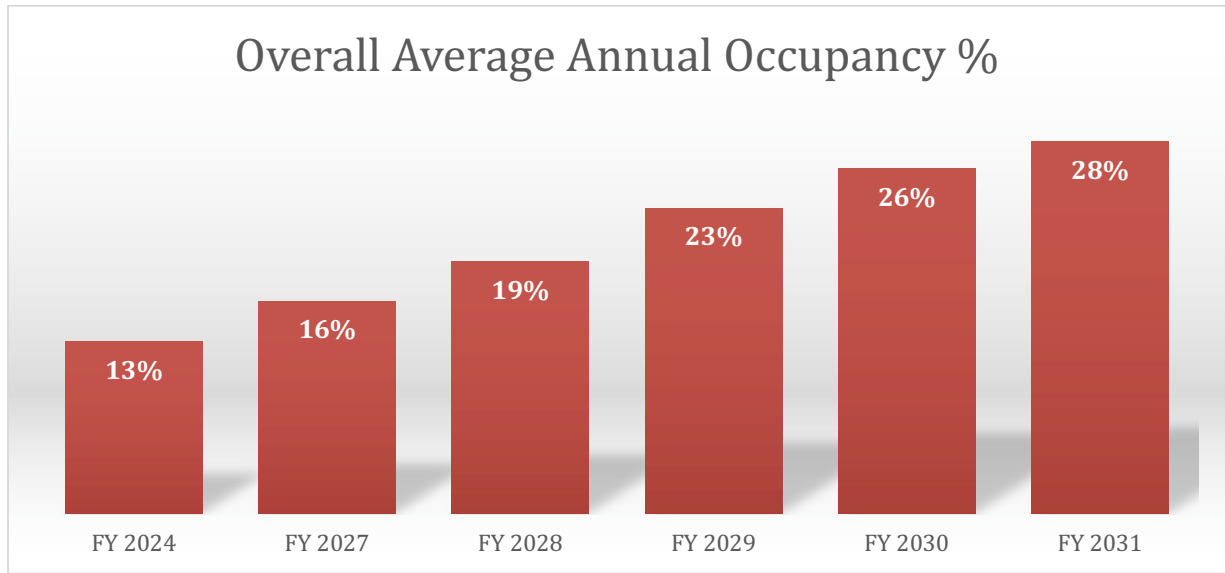
5. Financial Plan

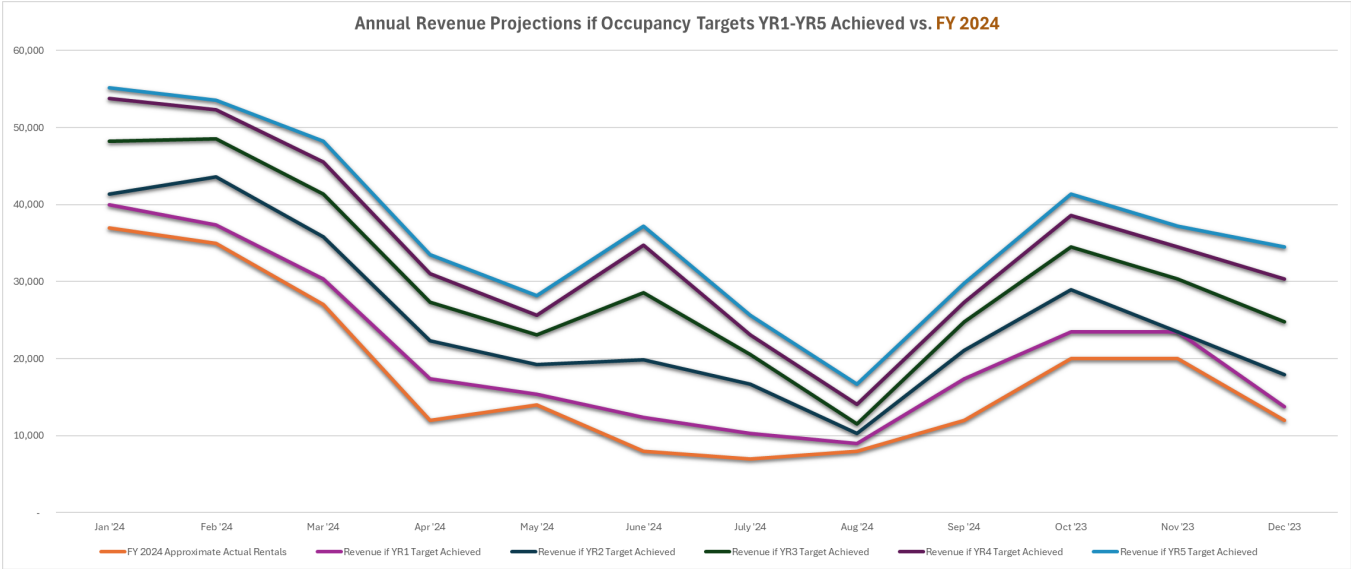
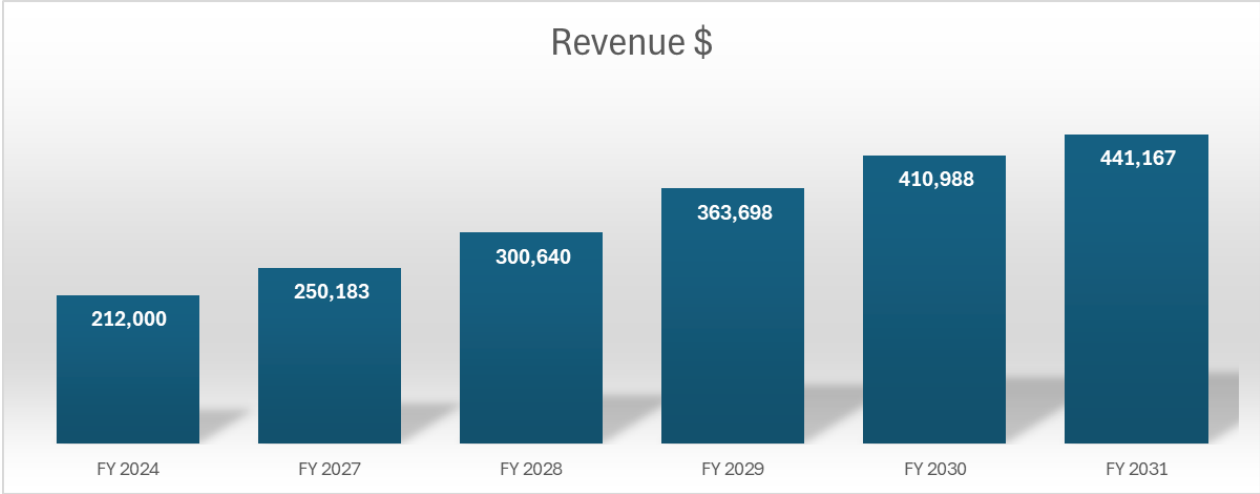
Revenue Streams:

Our plan is to improve on historical occupancy rates through marketing and promotion and value-added event planning consultations with our staff specialists. Based on our proposed rate and discount structure and our targeted improvements in occupancy averages, we project improvements in occupancy rates and revenue totals over the next five years as shown on the following table and charts:

Assumptions: using Community Social Rates to reflect equal mix of commercial & private and non-profit renters
 Room hourly rates only
 Assumes 4 of each day per month
 No Key user discounts assumed
 No packages assumed
 No add-on services assumed

	Jan '24	Feb '24	Mar '24	Apr '24	May '24	June '24	July '24	Aug '24	Sep '24	Oct '23	Nov '23	Dec '23		
Full occupancy Revenue under new rate plan	137,913	124,566	137,913	124,122	128,259	124,122	128,259	128,259	124,122	137,913	137,913	137,913	1,571,272	Annual at Full Occupancy
FY 2024 Approximate Actual Rentals	37,000	35,000	27,000	12,000	14,000	8,000	7,000	8,000	12,000	20,000	20,000	12,000	212,000	
Approximate Actual Occupancy % by Revenue	27%	28%	20%	10%	11%	6%	5%	6%	10%	15%	15%	9%	13%	Average Occupancy by new rate rev
Occupancy Rate Improvement Target YR1	29%	30%	22%	14%	12%	10%	8%	7%	14%	17%	17%	10%	16%	Average Occupancy by new rate rev
Revenue if YR1 Target Achieved	39,995	37,370	30,341	17,377	15,391	12,412	10,261	8,978	17,377	23,445	23,445	13,791	250,183	Annual at 16% Occupancy
Occupancy Rate Improvement Target YR2	30%	35%	26%	18%	15%	16%	13%	8%	17%	21%	17%	13%	19%	Average Occupancy by new rate rev
Revenue if YR2 Target Achieved	41,374	43,598	35,857	22,342	19,239	19,859	16,674	10,261	21,101	28,962	23,445	17,929	300,640	Annual at 19% Occupancy
Occupancy Rate Improvement Target YR3	35%	39%	30%	22%	18%	23%	16%	9%	20%	25%	22%	18%	23%	Average Occupancy by new rate rev
Revenue if YR3 Target Achieved	48,269	48,581	41,374	27,307	23,087	28,548	20,521	11,543	24,824	34,478	30,341	24,824	363,698	Annual at 23% Occupancy
Occupancy Rate Improvement Target YR4	39%	42%	33%	25%	20%	28%	18%	11%	22%	28%	25%	22%	26%	Average Occupancy by new rate rev
Revenue if YR4 Target Achieved	53,786	52,318	45,511	31,030	25,652	34,754	23,087	14,108	27,307	38,616	34,478	30,341	410,988	Annual at 26% Occupancy
Occupancy Rate Improvement Target YR5	40%	43%	35%	27%	22%	30%	20%	13%	24%	30%	27%	25%	28%	Average Occupancy by new rate rev
Revenue if YR5 Target Achieved	55,165	53,564	48,269	33,513	28,217	37,236	25,652	16,674	29,789	41,374	37,236	34,478	441,167	Annual at 28% Occupancy





Recap of Revenue Projections, Expense Projections, Net Surplus, and Distribution of Surplus

Cost inflation assumption	2.75%
Working Capital Fund Target	100,000
COV Profit Share After Funding	50%

	2024 avg occupancy rate 13%	2024 revenue 212,640			2024 expenses 521,030	
Rentals	Avg Occ. Rate	Rental Revenue	City Contract Payment to MGR	Total Revenue to Support VCC	Manager's Costs	Projected Surplus
Revenue at Occupancy Target YR1	16%	250,183	280,000	530,183	535,358	(5,175)
Revenue at Occupancy Target YR2	19%	300,640	280,000	580,640	550,081	30,560
Revenue at Occupancy Target YR3	23%	363,698	280,000	643,698	565,208	78,490
Revenue at Occupancy Target YR4	26%	410,988	280,000	690,988	580,751	110,237
Revenue at Occupancy Target YR5	28%	441,167	280,000	721,167	596,722	124,446

**NOTE: Surplus is split when Working Capital and Subsidy Fund exceeds \$100,000*

***NOTE: Net Cost to City does not include their costs to maintain items excluded from the Manager's responsibility, i.e. parking lots, grounds, roof, HVAC*

		DISTRIBUTION OF SURPLUS			
Rentals	Projected Surplus	Working Capital and Subsidy Fund Total (1st \$100k)	Capital Improvements Fund Total (2nd \$100k)	Surplus Share to COV 50%*	Surplus Share to VIPACM 50%*
Net Operating Result @ Target YR1	(5,175)	(5,175)	-	-	-
Net Operating Result @ Target YR2	30,560	25,385	-	-	-
Net Operating Result @ Target YR3	78,490	100,000	9,050	-	-
Net Operating Result @ Target YR4	110,237	100,000	88,727	-	-
Net Operating Result @ Target YR5	124,446	100,000	100,000	17,341	17,341

*NOTE: Surplus is split when Working Capital and Subsidy Fund exceeds \$100,000

**NOTE: Net Cost to City does not include their costs to maintain items excluded from the Manager's responsibility, i.e. parking lots, grounds, roof, HVAC

The financial plan is driven by subtle rate adjustments combined with aggressive marketing and community development activities. For the stability of the VCC's financial condition we plan to establish a fund for Working Capital and Subsidies. We propose that deficits up to \$20,000 be allocated 75% to VIPACM and 25% to The City of Venice and deficits greater than \$20,000 be funded 25% by VIPACM and 75% by the City of Venice up to \$100,000 and deficits over \$100,000 funded by the City as that will most likely be a situation where a disaster has occurred shutting down the operation of the Center.

We plan to fund the facility's internal capital improvements from our present working capital and through grants sought from area foundations. Once the Capital Improvements Fund has received \$100,000 we will begin using those funds for improvements.

Once the Working Capital and Subsidy Fund and Capital Improvements Fund has received a total of \$100,000 each, the surplus each year will be split evenly between the City and VIPACM.

These projections do not include festival events, conferences, weddings, or add-on services. Growth projections for this model are based on increases in marketing spending, and our community speaking engagements designed to inform a wider spectrum of the community about the VCC facilities and how to access them.

Cost Management:

We plan to closely manage costs in a variety of ways by employing software information systems to remain aware of current and expected:

Cost Management Strategies for the Venice Community Center (VCC)

Managing the 46,000 sq. ft. VCC efficiently requires a multilayered approach that controls operating expenses, prevents waste, and leverages staff expertise and technology. Below are the strongest levers available to VIPACM.

1. Staffing Efficiency & Labor Cost Control

Labor is typically the largest controllable expense in venue operations. VIPACM can reduce costs while preserving quality through:

Optimize Full-Time vs. Part-Time Mix

- Use **4 full-time staff** for operational continuity; rely on **event-based part-time technicians, F&B workers, and volunteers** during peak seasons.
- Avoid unnecessary overtime by using our **Manager on Duty rotation** and scheduled part-time event labor.

Use Trained Volunteers

- Our 200-plus volunteer corps reduces FOH staffing costs for:
 - Ticketing
 - Ushers
 - Crowd management
 - Lobby support
 - Buffet line replenishment (requires food-handler's permit)
- Volunteers already hold certifications in **crowd management, CPR/first aid**, reducing need for paid support.

VIPACM Apprenticeship Program

- Senior Apprentices fill roles typically requiring hourly paid technical staff (A/V, backstage, FOH support).
- Provides coverage for large events without additional wage burden.

2. Technology-Driven Operational Efficiency

Leveraging systems reduces administrative expenses, eliminates errors, and improves staff productivity.

Centralized Booking & Management Software

Our software platform:

- Prevents **double bookings**
- Automates **invoicing, payments, e-signatures, deposits, and confirmations**
- Reduces manual admin hours
- Provides **automatic renter documentation**, reducing risk and staff time

Maintenance & Janitorial Tracking Software

- Reduces waste through inventory tracking
- Avoids over-ordering cleaning supplies
- Helps forecast replacement cycles (consumables, equipment)
- Prevents costly breakdowns through **preventative maintenance scheduling**

3. Cleaning & Maintenance Cost Controls

Our SOP packet provides detailed standards—these also drive cost efficiencies.

Daily & Weekly Checklists

- Reduce premature wear on flooring, restrooms, and fixtures
- Minimize emergency clean-ups
- Ensure consistent quality without adding staff

Same-Day Turnover Efficiency

- Standardized turnover tasks help staff transition rooms quickly, keeping labor hours predictable
- Proper supply staging eliminates repeated trips and wasted motion

Preventative Maintenance

- Regular inspections and quick issue reporting to the City prevents:
 - HVAC failures

- Roof leaks
- Plumbing issues
- Electrical malfunctions
- Early escalation means **no surprise repair expenses** on the manager's side.

4. Energy & Utilities Management

With large indoor spaces, energy represents a major cost center.

Event-Based HVAC & Lighting Scheduling

- Use programmable thermostats/zone control to match occupancy
- Restrict HVAC operation during non-event hours
- Use LED fixtures (especially in ballroom & lobby) to reduce electrical consumption
- Limit theatrical lighting/hazers to essential event usage

Smart Cleaning Timing

- Evening cleaning only when events require it
- No full-building sanitation if only one room was used

Water Conservation

- Fix restroom leaks quickly
- Use sensor-activated faucets where feasible (reduces water + maintenance)

5. Purchasing & Vendor Management

Centralize and Coordinate Purchasing

- Buy consumables (soap, toilet paper, trash liners) in bulk
- Use standardized product lines to simplify orders and control costs

Strategic F&B Partnerships

Our curated vendor pool improves cost management by:

- Reducing staff time required for menu planning and coordination
- Simplifying compliance (one set of sanitation expectations)

- Leveraging vendor pricing for disposables, tableware, and serving equipment

Competitive Bidding

- For items like A/V equipment maintenance, specialty cleaning, pest control
- Ensures best pricing without compromising quality

6. Revenue-Tied Labor Model

Match labor cost directly to event revenue:

- Technicians billed **per hour**
- Servers & bartenders billed **per hour per event**
- Additional A/V packages billed **per event**
- Valet & Security passed directly to renter

This means labor scales with revenue rather than increasing baseline operational expense.

7. Facility Scheduling Optimization

Block Scheduling

- Group similar events back-to-back to reduce turnaround and cleaning time
- Avoid split-day rentals that require additional setup/teardown labor

Revenue-Weighted Prioritization

- Give high-yield events (weddings, conferences, expos) priority on high-value days
- Reserve low-yield days for nonprofit/community use
- Improves occupancy AND protects the labor budget

8. Financial Monitoring & Transparency

Our monthly reporting to the City also improves cost control:

- Budget vs. actual variance tracking
- Utilization and occupancy review
- Equipment condition reports
- Expense pattern analysis to catch anomalies early

Summary: The VIPACM Cost-Management Philosophy

VIPACM minimizes costs through:

- **Labor efficiency** (volunteers, apprentices, event-based staffing)
- **Smart technology** (booking, maintenance, inventory)
- **Preventative maintenance** (avoids expensive emergency repairs)
- **Energy and utilities discipline**
- **Strategic purchasing and vendor partnerships**
- **Revenue-scaled staffing**
- **Scheduling optimization**
- **Monthly financial transparency**

6. Community Engagement

We will foster strong community ties by:

- **Listening** and involving local citizens, non-profit, and business leaders in our “Focus on Community” Team
- Hosting cultural and educational events in partnership with local nonprofits. *(a list of local nonprofits that we will communicate with included as EXHIBIT 1 to this Business Plan)*
- Providing discounted rates for local community organizations.
- Hosting local area governmental functions and training
- To facilitate a seamless transition for the Venice community, we will implement a multi-tiered engagement strategy focused on transparency and renter support.
 - **Strategic Support:** Renters activity leaders will receive a 'Welcome Kit' to ensure continuity and provide formal assurance of their long-term placement.
 - **Digital Transparency:** A dedicated social media campaign will provide 'behind-the-scenes' insights into our progress and upcoming enhancements.

“Focus on Community” Team

We have established a “Focus on Community” Team to help us connect the VCC better to our community in a variety of ways. The team, which is growing in number weekly, comprises non-profit leaders, community leaders, and business leaders that can provide ideas from their field of expertise such as food and beverage services and event production expertise. We plan to convene this group at least semi-annually to receive and share their observations, insights, and suggestions.

Our hope is that as we expand this team we can become:

- Better informed about needs in the community that can be addressed by employing VCC and VIPACM resources
- Better informed about ways we can improve services and experiences at VCC
- Aware of community-oriented programs and events we might add

Community Leaders and business specialists that have signed on to our team through January 28, 2026 include:

Alphabetized List (by Last Name)

1. **Michael Bacon** – Owner and Founder: Bacon Brands (BrewBurgers, part of our curated “Unique Ability Food and Beverage Service” team)
2. **Dave Dunn-Rankin** – President: Sun Coast Media Group & D-R Media & Investments LLC (Sun Events – a VCC “Super User”)
3. **Roger Effron** – President of the Venice Symphony Board of Directors
4. **Kristofer Geddie** – Executive Director: Venice Theatre (community pillar and VCC space user)

5. **Darrell Hornberger** – Owner: Darrell’s BBQ (part of our curated “Unique Ability Food and Beverage Service” team)
6. **Dan Johnston** – Owner: VisionLoft Events (multiple event spaces operator in Indiana)
7. **Christine Kasten** – President & CEO: The Venice Symphony (community pillar and VCC space user)
8. **Zoltan Kerestely** – Current Venice High School principal
9. **Kay Ann Kropac** – Owner: Café Venice (part of our curated “Unique Ability Food and Beverage Service” team)
10. **Kathy Lehner** – Executive Director: Venice Chamber of Commerce
11. **Becky Leake** – Branch Manager: Crews Bank & Trust
12. **Kara Morgan** – CEO: Venice MainStreet
13. **Nick Sperry** – Owner: Daisy Does It Productions
14. **Justin Stancil** – President: Thunder City Production Solutions (stage lighting and sound equipment)

7. Venice Community Center Pricing Model

Area	Non-profit Base Hourly Rates	Community & Social Base Hourly Rates	Commercial & Private Base Hourly Rates
Ballroom (rooms A,B,C,D) & Stage	\$ 125	\$ 130	\$ 275
Ballroom (rooms A,B,C,D) & Stage & Exclusive Lobby	\$ 140	\$ 145	\$ 300
Room A	\$ 20	\$ 25	\$ 55
Room B	\$ 20	\$ 25	\$ 55
Room C	\$ 20	\$ 25	\$ 55
Room D	\$ 25	\$ 30	\$ 60
Room E	\$ 20	\$ 25	\$ 55
Room F	\$ 20	\$ 25	\$ 55
Room G	\$ 20	\$ 25	\$ 55
Room J	\$ 20	\$ 25	\$ 55

Additional Services

Lobby check-in table with skirting	\$ 2	\$ 5	\$ 10
Audio and Lighting Technicians	\$ 50	\$ 55	\$ 65
Usher crew / ticket checkers	\$ 50	\$ 55	\$ 65
Security services	Bid per event	Bid per event	Bid per event
Valet parking services	Bid per event	Bid per event	Bid per event
Pop-up coffee shop	Bid per event	Bid per event	Bid per event
Coat and umbrella check - volunteer manned	\$ 2	\$ 5	\$ 10
Lobby standing cocktail tables with skirts (7)	\$ 10	\$ 12	\$ 15
Front of house manager	\$ 50	\$ 55	\$ 65

Discounts (may be combined).

April 1 to September 30	7%
Sunday	10%
Thursday	8%
Tuesday	8%
Monday	10%
8-noon	10%
noon-4:00PM	5%
5 advance commit reservations	5%
10 advance commit reservations	7%
Key-account users - 15+ advance commit reservations	15%

Add-On Service	Description	Price
AV Package - Basic	Microphones (beyond a podium & microphone and 1 wireless microphone), speakers, projector & screen	\$75 per event
AV Package - Advanced	Full sound system, theatrical lighting, hourly charge technician support	\$250 per event for setup and setting lights plus technicians charged per hour or user-paid approved AV company
Technician Support	On-site AV technician for event duration	\$50 per hour
Additional Microphones	Extra wireless or wired microphones with stands	\$25 each per event
Video Recording - Standard	Single camera recording, basic editing	\$500 per event
Video Recording - Premium	Multi-camera setup, professional editing, highlight reel	\$1,200 per event or custom bid for complicated or lengthy events
Live Streaming	Real-time broadcast to online platforms	\$1,000 per event
Special Lighting Effects	Customized lighting design and effects	\$200 per event

Curated Unique-Ability Food and Beverage Service Team

Users can enhance their event attendees experience with food and beverage service. Pricing is structured to provide flexibility and transparency. It is our goal to significantly increase the amount of food and beverages provided.

Food services will be provided by carefully curated local food service operators to match their unique abilities and capacities with the unique needs of renters. Rather than being order takers asking renters “what do you want in the way of food and beverage service,” VIPACM staff will work to educate renters as to what they can want from among an array of quality, pre-vetted choices, and perhaps help them making better choices about what they “should” want to achieve their specific goals and objectives. Our goal is that each event sponsor achieves the highest-quality experience for their budget and ultimate event goals.

VIPACM event specialists will develop a complete menu for the indicated best fit food service vendor and coordinate the details with the vendor, allowing them to avoid what is often a time-consuming and frustrating interaction with clients. VIPACM event specialists will manage logistics of arrival times and kitchen needs and will arrange for special event rentals like tablecloths, special dinner and flatware, and table decorations.

Our staff will work with our curated list of vendors to determine on-site needs for storage and access to kitchen facilities. Current Vendors include: Café Venice, Brewburgers, and Darrells BBQ. Others will be added. We will conduct detailed interviews

Bar and Beverage Service

Alcohol will be sold pursuant to Temporary nonprofit Liquor Permits under F.S. 561.422 for each event. Florida law provides **two primary pathways** for nonprofits (including those operating a community center) to sell or serve alcohol:

1. **Temporary permits (up to 3 days per event)** – governed by **F.S. 561.422**.
2. **Permanent club licenses (if the nonprofit qualifies as a “club” like the American Legion or Moose)** – license type **11C**, requiring more extensive documentation. Most city-owned or nonprofit community centers use **temporary permits**, unless operating an actual private “club.” The VCC operations as imagined will not qualify as a club, so the only option remaining will be the use of temporary permits unless the VCC wants to offer regular alcohol sales.
3. **Regular Alcohol sales** will require a standard COP License (1COP/2COP/4COP), but **these are for bars/restaurants**, not general community centers. Additionally, **liquor (spirits) licenses** require a **quota license**, which is expensive and limited—typically not practical for nonprofits. As a result, most community centers stick to **temporary permits**.

Many of our event sponsors (renters) are likely to be nonprofit organizations and our staff can guide them to obtaining the inexpensive (\$25) permit for their event. To obtain a temporary permit (FORM **DBPR ABT-6003**):

Completed Application (DBPR ABT-6003)

- Fill Sections 1–6 (temporary permit)
- Notarized applicant affidavit

State & Local Approvals

- **Sales Tax Certification** from the FL Dept. of Revenue (confirming the nonprofit is registered for sales/use tax)
- **Zoning and other event approvals** from the city for the event location

Application Fee

- **\$25 per permit**

Filing Deadline

- File **at least 7 days before** the event with the district ABT office

For-profit event sponsors (renters) or nonprofits or community groups that do not have Sales Tax Certification will either use a temporary permit applied for by VIPACM, subject to the 12 per year limitation, or an approved Food and Beverage provider with a 13CT Caterer’s License. The 13CT License permits them to operate off site to serve beer, wine, and liquor as long as they also provide prepared food.

The 13CT Caterer’s License has a requirement that 51% of event revenue comes from food and beverages. The 51% food-revenue rule for a **13CT Caterer’s License** applies **only to the specific catered events where alcohol is served**, *not* to all events at a community center.

Here's the breakdown:

51% Rule Applies Per Alcohol-Service Event — Not to the Facility Overall

Florida's 13CT license requires that **for each catered event where the licensee serves alcohol**, at least **51% of the gross revenue for that event** must come from food and non-alcoholic beverages.

Florida's updated enforcement rules further clarify this:

- The caterer must maintain a **Catered Event Form (DBPR BLE-202)** for **each individual event**.
- The form must include **event-specific food and alcohol sales records**.

These obligations apply only **when the 13CT license is being used** at a given event.

What This Means for the Community Center

If the community center hosts:

Events with alcohol served under a 13CT license

You must show that **each of those events individually** satisfies the 51% food-revenue rule.

Events without alcohol

No food-revenue requirement applies. These events **do not count** toward the 51% standard.

Events where alcohol is served under a nonprofit temporary permit (561.422)

The 51% rule **does not apply**—that rule exists only for 13CT license holders.

Why It's Event-Specific (Not Annual or Facility-Wide)

Florida's 2025 rule update explicitly requires:

- **Per-event documentation,**
- **Per-event compliance demonstrations,** and
- **Per-event on-site presence by the 13CT licensee.**

This confirms the state treats compliance as **event-level**, not organization-level or venue-level.

Conclusion

The 51% rule applies only to the specific catered events where the 13CT license is used to serve alcohol.

It does *not* apply to all events at the community center, nor to events without alcohol, nor to events held under nonprofit temporary permits.

We will employ a **Decision Tree** for each event offering alcohol to determine when to Use 13CT vs. Temporary Nonprofit Permits.

1. Is the event hosted by a nonprofit, municipality, or county? - Yes → Temporary nonprofit permit. - No → 13CT license required.
2. Who will serve the alcohol? - Nonprofit staff/volunteers → Temporary permit. - Caterer providing bartending → 13CT license.
3. Will the event meet the 51% food revenue rule? - Yes → Either option may be possible (depending on host). - No → Temporary permit (13CT cannot be used).
4. How many alcohol events per year are planned? - 12 or fewer → Temporary permits acceptable. - More than 12 → 13CT recommended.

- 5. Compliance ability: - Can meet strict recordkeeping & on-site presence rules → 13CT viable. - Prefer low-cost, low-admin option → Temporary permits.

Summary: We will use a 13CT permit when caterers serve alcohol, food is primary revenue source, and events are frequent; use Temporary Permits for nonprofit-hosted, occasional events with minimal compliance burden. When the number of events that require more permits than the nonprofit limit (12) are foreseeable VPACM will seek a 13CT license.

Below is an event-specific 51% compliance template we will use as a DBPR BLE-202–style catered event record.

It incorporates the compliance elements required under Florida’s updated Rule 61A-3.057, including:

- maintaining a catered event form at the event location,
- attaching contracts and receipts,
- documenting food vs. alcohol sales, and
- retaining records for 3 years.

We will use this template for each individual catered event whenever a 13CT license is used.

A Sample Event-Specific 51% Compliance Template (Modeled on DBPR BLE-202 Requirements) follows as EXHIBIT 2 to this Business Plan

Bartenders and wait staff will all wear uniforms comprising black pants or skirts and white long-sleeved shirts and black shoes. All service personnel will wear name tags.

SAMPLE MENUS

SAMPLE DRINKS MENU

- Premium cocktails \$13.00
- Call Brands \$10.00
- Doubles \$15.00
- Wine \$ 7.00
- Hard Seltzers \$ 7.00
- 16 oz. Aluminum Canned Beer -Domestic brands \$6.00, Imported brands \$7.00
- Soda/Water \$ 3.00
- Iced Tea \$ 3.00

SNACKS

- Chips \$1.00
- Cookies \$1.00
- Candy \$2.00

BREAKFAST:

- Continental: Coffee, Juice, Fresh Fruit Cup, Mini Muffins \$12.50
- Buffet: Scrambled Eggs, Bacon or Sausage, Potatoes, French Toast, Pancakes, Coffee \$15.00
- Portable coffee and pastry cart: self-serve or attended as needed. Prices based on quantities and whether self-serve or attended.

LUNCH:

1. ½ Assorted Sandwiches (cut in ½ or ¼) – **Choice from 3:** Roast Beef, Turkey, Chicken Salad, Chicken BLT or Vegetarian Wrap, **Choice of 1 Salad:** Fresh Fruit, Potato Salad, Pasta Salad, House Salad, Caesar Salad, Mediterranean Salad, Spinach Salad, Cookies, Iced Tea or Coffee \$20.00
2. Pot Roast Sliders, Meatball Sliders, **Choice of 2 Salads:** Fresh Fruit, Potato Salad, Pasta Salad, House Salad, Caesar Salad, Mediterranean Salad, Spinach Salad, Cookies, Iced Tea or Coffee \$20.00
3. Country Buffet - chicken, brisket, pulled pork, corn bread and butter, macaroni and cheese, baked beans, cucumber salad: \$25.00
4. Mexican Buffet – Ground Beef Tacos, Pork Tacos, Chicken Enchiladas, Rice, Beans, Iced Tea or Coffee \$22.00

LUNCH ADD-ONS:

Cup of Tomato Basil Bisque	\$7.00
Cup of New England Clam Chowder	\$9.00
Homemade Quiche (1 piece)	\$5.00

DINNER:

1. Pot Roast 6 oz. or Grilled Salmon 6 oz. with Mashed Potatoes, Green Beans, Rolls and Butter, Coffee, Mini Desserts: \$45.00
2. Boneless Beef Short Ribs or Chicken Picatta or Chicken Marsala with Mashed Potatoes, Green Beans, Rolls and Butter, Mini Desserts, Coffee: \$45
3. House Salad, Chicken Marsala or Chicken Picatta, Penne Pasta Primavera with Pink Vodka Sauce served with Mashed Potatoes, Green Beans, Rolls and Butter, Coffee: \$35
4. Buffet of chicken, brisket, pulled pork, corn bread and butter, macaroni and cheese, baked beans, cucumber salad and banana pudding: \$28
5. Custom dinner combinations by bid

DESSERTS:

1. Homemade Mini Key Lime Pie \$5.00
2. Homemade Mini Flourless Chocolate Torte \$5.00
3. Mini New York Cheesecake with Raspberry Sauce \$5.00
4. Chocolate Chip Cookies \$1.50
5. Bread Pudding with Ice Cream \$9.00
6. Banana pudding \$4.00

APPETIZERS (Market price):

Turkey Sliders, Pot Roast Sliders, Beef Kabobs, Mini Crab Cakes, Mango BBQ Meatballs, Charcuterie Board, Shrimp Cocktail, Caprese Skewers with Pesto, Beef on Crostini with Spinach and Blue Cheese, Scallops with Bacon, Chicken Salad on Cucumbers with Cranberry Mousse, Phyllo Cups with Brie and Fruit, Stuffed Mushrooms (sausage or veggie), Deviled Eggs, Pork or Shitake Mushroom Pot Stickers, Almond Stuffed Dates and Bacon, Flavored Tater Tots, Shrimp Cakes with Avocado Cream, Ahi Tuna,

Smoked Salmon Platter, Mini Salmon Wellington, Oysters on ½ Shell, Mini Beef Wellington, Chicken Tenders, Beef Empanadas, Spanakopita, Shrimp Ceviche, Lollypop Lamb Chops, Arancini Balls, Mini Quiche, Gorgonzola Mousse on Crostini

SPECIAL EVENTS:

(Concerts, Craft Shows, Dance Recitals, etc)

1. All Beef Hot Dog ¼ lb. \$7.00
2. Italian Sausage and Peppers \$9.00
3. Chicken Fingers (4) with Ranch Dressing \$7.00
4. Nachos with Cheese and Jalapenos \$6.00
5. Chips \$1.00
6. Chocolate Chip Cookie \$1.50
7. Bottled Water \$3.00
8. Soda (can) \$3.00
9. Candy \$2.00

Approved Food Trucks may be provided with patron payment or organization payment after event with guaranteed deposit.

Bartenders, Servers and Kitchen Staff:

\$35 per hour per person plus tip (3 hours minimum).

Set up and Clean Up (other than food trays, chafing dishes, plates, and flatware which will be cleaned up by caterer) by VIPACM staff.

All will wear approved uniforms described in this RFP.

Integration with Base Pricing

Add-ons are billed in addition to base venue rental rates. Discounts for nonprofits apply only to base rates, not add-ons. Custom packages can be created for multi-day events or large conventions or conferences. Sales taxes will be charged unless a nonprofit supplies a current Consumer's Certificate of Exemption (Form DR-14).

Discounts can be combined.

9. Sample Rental Agreement Overview

a) Terms and Conditions

Payment Terms:

- A 50% deposit is required upon booking confirmation. Remaining balance is due by 14 days prior to the event.

Cancellation Policy:

- Cancellations made more than 30 days prior to the event will receive a full refund of the deposit. Cancellations 30 days or less will forfeit the deposit.

Liability:

- The client assumes responsibility for any damage to the facility or equipment during the event. The Venice Community Center is not liable for personal injuries or loss of property.

Additional Insurance Requirements for Renters

All renters must provide proof of liability insurance for their event. The policy must meet the following requirements:

- Minimum coverage of \$1,000,000 per occurrence and \$2,000,000 aggregate.
- Policy must include coverage for bodily injury, property damage, and personal injury.
- The City of Venice must be named as an additional insured.
- Certificate of insurance must be submitted at least 30 days prior to the event.
- Failure to provide proof of insurance will result in cancellation of the reservation without refund.

Compliance with City Regulations:

- All events must comply with City of Venice ordinances, including noise restrictions and occupancy limits. Permits for alcohol service and outdoor entertainment must be obtained by the client.

Force Majeure:

- The Venice Community Center shall not be held responsible for cancellations or interruptions due to circumstances beyond its control, including natural disasters, government actions, or public health emergencies.

b) Rental Agreement

This Rental Agreement outlines the terms and conditions for renting the Venice Community Center, including venue usage, add-on services, payment terms, insurance requirements, and compliance obligations.

Client Information

Client Name: _____

Event Date: _____

Event Type: _____

Prepared By: _____

Non-profit Organization

Community/Social Group

Commercial/Private

Venue and Services

The Client agrees to rent the Venice Community Center for the specified event date and time. Optional add-on services such as catering, audiovisual (AV) packages, and video recording may be included as per the pricing model.

Payment Terms

- A 50% deposit is required upon booking confirmation. Remaining balance is due 14 days prior to the event.
- Accepted payment methods include check, credit card, or ACH transfer.

Cancellation Policy

- Cancellations made more than 30 days prior to the event will receive a full refund of the deposit.
- Cancellations within 30 days will forfeit the deposit.

Liability and Compliance

- The Client assumes responsibility for any damage to the facility or equipment during the event.
- All events must comply with City of Venice requirement for permits and City ordinances, including noise restrictions and occupancy limits.

Insurance Requirements

The Client must provide proof of liability insurance meeting the following requirements:

- Minimum coverage of \$1,000,000 per occurrence and \$2,000,000 aggregate.
- Coverage for bodily injury, property damage, and personal injury.
- City of Venice named as additional insured.
- Certificate of insurance submitted at least 30 days prior to the event.
- Failure to provide proof of insurance will result in cancellation without refund.

Force Majeure

The Venice Community Center shall not be held responsible for cancellations or interruptions due to circumstances beyond its control, including natural disasters, government actions, or public health emergencies.

Signatures

Client Signature: _____

Date: _____

Authorized Representative: _____

Date: _____

NOTE: The online booking system collects the information as shown above, and provides the user with the Terms and Conditions. Electronic signatures are affixed and invoices are distributed electronically. The form factor will be different online.

EXHIBIT 1 to Business Plan: Local Nonprofits Contact List

Agape Flights	Sarasota County Croquet Club
All Faiths Food Bank	Sarasota Institute of Lifetime Learning Inc
America First SWFL	Senior Friendship Centers
American Legion No-Vel Post 159	Sertoma Club of Venice
Attitudes in Dance	Sheriffs Activities League of Sarasota County Inc
Big Brothers Big Sisters	Simple Seaside Ceremonies
Big Waters Land Trust	SMH Venice
Blue Breaks LLC	South County Food Pantry Inc
Cat Depot	St. Francis Animal Rescue of Venice
Catholic Charities - Our Mother's House	START of SC, Inc
Child Protection Center	Starz Choice Dance Academy
Children First	Suncoast Humane Society
Coldwell Bankers Realty	Sunrise Sunset Weddings
Collective Cubed - Cards	Tamiami Amateur Radio Club
DBA The Haven	The Long Walk Home
Dynasty Dance Clubs Venice	The Twig Cares
Elizabeth Mission of Dance	The Venice Chorale
Embracing Our Differences	The Venice Symphony, Inc
Family Promise of South Sarasota County	the Warehouse of Venice Inc
Florida Gun Expo	To Honor You ... Weddings and Special Events
Florida Sheriffs Youth Ranches Inc	United Way of South Sarasota County
FourThought Private Wealth	Venice Area Audubon Society
Fred Astaire Dance Studios	Venice Area Beautification Inc. (VABI)
Friends of Legacy Trail Inc	Venice Area Garden Club

Girls Incorporated of Sarasota County	Venice Area Historical Society
Girls on the Run of Southwest Florida	Venice Area Mobile Meals
Gulf Coast Community Choir	Venice Area Orchid Society
Gulf Coast Community Foundation	Venice Area Quilters Guild
Gulf Coast FCA	Venice Art Center
Gulf Coast Mineral, Fossil and Gem Club	Venice Cat Coalition
Gulf Shores Realty	Venice Coin and Currency Club
Habitat for Humanity South Sarasota County	Venice Concert Band Inc
Healthy Teens, Inc	Venice Florida Corvettes
Humane Society of Sarasota County	Venice Fossil Museum
Hungers End Inc	Venice Heritage, Inc.
Impact100 SRQ	Venice Lions Club, Inc.
Italian American Club of Venice	Venice Masonic Lodge
Kiwanis Club of Venice	Venice Musicale Inc.
Knights of Columbus of Venice Florida	Venice Newcomers Club
Laurel Civic Association, Inc.	Venice Region AACA (Antique Automobile Club of America)
Loveland Center	Venice Sailing Squadron
Loveland Center, Inc.	Venice Sports Cards & Collectibles
Manasota Fossil Club	Venice Theatre
Moms Incredible	Venice Youth Boating Association Inc
Mr. and Mrs. Carcioppolo - Ballroom Classes	Venice-Nokomis Rotary Club
Nancy Dellamura - Tai Chi Class	Venice-Nokomis Woman's Club
Nova Republican Club	Wildlife Center of Southwest Florida
Pregnancy Solutions Inc	Women's Sertoma Club of Venice, Inc.
Protect Our Defenders Foundation	Young Life Sarasota

EXHIBIT 2 to Business Plan: **DBPR BLE-202 — Catered Event Record (Sample Template)**

For 13CT License Holders — Event-Specific Documentation

1. Licensee Information

- **Business Name (13CT Licensee):** _____
- **DBPR License Number (13CT):** _____
- **Contact Person / Event Representative (who must be on-site):** _____
- **Phone Number:** _____
- **Email:** _____

2. Event Details

- **Event Name:** _____
- **Event Date(s):** _____
- **Event Hours:** _____
- **Event Location / Address:** _____
- **Type of Event:** Wedding Fundraiser Corporate Private Party Other: _____

3. Contracts & Documentation (Attach Copies)

(Required to be on-site during event and retained for 3 years)

Attach:

- Event contract
- Catering agreement
- Food service invoices
- Alcohol purchase receipts (from licensed retail vendor)
- Any addendums or amendments

4. Food & Beverage Sales Summary (51% Rule Compliance)

(13CT license requires ≥51% of event revenue from food + non-alcoholic beverages)

Revenue Summary

Category	Amount (\$)
Food Sales Total	\$ _____
Non-Alcoholic Beverage Sales Total	\$ _____
Alcohol Sales Total	\$ _____
TOTAL Event Sales	\$ _____

Compliance Calculation

- **Food + Non-Alcoholic Total:** \$ _____
- **Percentage of Total Revenue:** $\frac{\text{Food + Non-Alcoholic Sales}}{\text{Total Event Sales}} \times 100$ %
- **Calculated Percentage:** _____ %

Does percentage meet or exceed 51%?

- Yes (Compliant) No (Not compliant — 13CT use prohibited)

5. Alcohol Service Details

- **Retail Vendor(s) Used for Alcohol Purchases:** _____
(13CT requires purchase from licensed retail vendors)
- **Alcohol Types Served:** Beer Wine Spirits
- **Service Style:** Open Bar Cash Bar
(Cash bar allowed only under 13CT; not permitted under typical COP sales)

6. On-Site Representation

Name of On-Site 13CT Representative: _____

- **Arrival Time:** _____
- **Departure Time:** _____
- **Signature:** _____

(Required under updated enforcement rule — representative must be physically present for entire alcohol-service period.)

7. Event Notes (Optional)

Use this section for inspections, incidents, amendments, or unusual situations.

8. Certification

I certify that the information in this event record is accurate and that all statutory requirements under **F.S. 561.20(2)(a)5** and Rule **61A-3.057** were met for this catered event.

Licensee Signature: _____

Date: _____

Record Retention Requirements (Summary Block)

- Must retain this form + contracts + receipts for **3 years**.
- Must produce documentation during any on-site inspection.

T2.8.2 Board and Executive Staff Biographical Information and Organization Chart

VIPACM Board of Directors

Michael Hartley: Executive Producer & Board President

Michael T. Hartley, CFP®, AIF is the Chairman of DKE, Inc, Comprehensive Wealth Counsel, with over 35 years' experience in portfolio design and investment management. He was named a Fellow of the Family Firm Institute in 2018. Michael has an extensive background in philanthropy and chaired boards of Venice area charitable organizations including the Venice YMCA and Village on the Isle. He served multiple terms as the Chair of the Venice Planning Commission and represented the City of Venice on the Regional Metropolitan Planning Agency. His book, "Master Plan: Integrating Your Financial Planning, Legal and Estate Planning, and Life Planning," is used by estate planners and investment advisors nationwide. Michael was the co-founder and funder of the non-profit Venice Institute for Performing Arts that that operates the \$15 million Venice Performing Arts Center and currently serves as President of the Board of Directors.

He also has over 50 years of experience managing real estate, including serving as the general partner for the Venice Company LLLP which developed, owned, and operated over a dozen commercial properties located in downtown Venice, including a property on the National Historic register. He was a member of an appointed citizen advisory group to advise the City on the remodeling of the Venice Community Center in 2004 and 2005. He current serves as president of the Waterfront on Venice Island Condominium Master Association which manages 98 residential units and all of the common areas.

Bonnie Hartley: Secretary & Treasurer

Bonnie Brown Hartley, M.B.A., Ph.D., is President of Transition Dynamics Inc, and specializes in leveraging change in family enterprises. She is a Fellow in the Family Firm Institute and holds their certificate in family wealth advising. In 2010 she and husband, Michael T. Hartley, released the two-CD series, "Think Ahead." Her books, "Sudden Death" and "Unexpected Wealth," were published in 2006. In 2009, she co-authored "Family Wealth Transition Planning." Bonnie co-founded and funded the Venice Institute for Performing Arts with her husband, Michael Hartley, in 2016 and recently served as Executive Director of VIPA for several years.

Tom Edwards: Board Member

Tom Edwards is a dedicated advocate for academic excellence, student welfare, and community impact. Elected to the Sarasota County School Board in 2020 and re-elected in 2024, he consistently puts students and their educational experience first.

With more than 40 years of entrepreneurial experience and 11 years advocating for small businesses at the New York State General Assembly, Tom brings proven leadership to public service. In 2025, he was named Executive Director of Project Pride SRQ, helping guide its expanded focus on community impact and inclusion.

An avid Masters rower, Tom is a co-founder of the Newtown Rowing Initiative, which introduces rowing to Title I students, and serves on the board of the Sarasota Scullers.

Peter Fazio: Board Member

Peter Fazio is an entrepreneur and technical professional with a long-standing commitment to business leadership and community service. Originally from Avalon, New Jersey, he relocated to Sarasota, Florida in 1999 and now resides on Casey Key.

He is the founder of Avalon Electronics, where he spent over 20 years engineering and servicing commercial audio-visual systems, and later served as an operating partner at Renaissance Motor Cars in Sarasota for two decades, retiring in 2024. A Certified Electronic Technician, Commercial Pilot, 100-Ton U.S. Coast Guard Captain, and Eagle Scout, Peter has also served on numerous nonprofit and civic boards. He enjoys flying, fishing, boating, and supporting the arts, including the Venice Institute for Performing Arts.

Beatrice Holt: Board Member

Bea Holt has been an active community volunteer with numerous Venice-area nonprofits since relocating to Southwest Florida in 2004. She currently serves on the VIPA and VABI Boards and supports organizations focused on the arts, conservation, and women's rights. Her guiding purpose is simple: 'Make the world a better place.'

Robert Klingbeil: Board Member

Robert T. (Bob) Klingbeil, Jr. is a native of Florida and has resided and practiced law in Venice since 1983. Bob attended the University of Florida in Gainesville and majored in accounting, obtaining a BSBA, with High Honors, in 1979. Bob then went to work in the Orlando office of Deloitte, Haskins & Sells, CPAs, a national accounting firm, and spent approximately a year and a half there, during which he sat for and passed the CPA exam and obtained his certification.

In the fall of 1980, Bob returned to the University of Florida and entered the College of Law from which he obtained his law degree, with honors, in 1982. Bob began practicing law in Venice in January 1983 and, effective January 1993, established his own law firm with Greg Roberts, known as Klingbeil & Roberts, P.A. In his law practice, Bob concentrates in the area of estate planning, wills and trusts, probate administration, and guardianship. In addition, he does general corporate work for clients and is a member agent of Attorneys' Title Insurance Fund, Inc., preparing real estate contracts, handling real estate closings and issuing title insurance.

Bob married his wife Nancy in 1981, and they have two grown sons, Ben and Zach. Bob is an active member of Grace United Methodist Church and the Sertoma Club of Venice, past club President. He is the past president of the Kiwanis Club of Venice, past Board Member and Treasurer of Southwest Florida Retirement Center, Inc. (d/b/a Village on the Isle), past President and past member of the Board of Directors of the South County Family YMCA, and is the past president and current board member of the South County Division of the Sarasota County Bar Association. Bob is also a past chair of The Florida Bar's Grievance Committee C for the Twelfth Judicial Circuit of the State of Florida.

Joy Satterlee: Board Member

Joy Satterlee retired in December 2023 as Executive Director of the Art and Culture Center/Hollywood after 21 years of service. During her tenure, the organization presented premier contemporary art exhibitions with related programming, robust educational programming for children and adults, and managed a 500-seat theater. The Center, which opened its doors in 1975, is the third-oldest arts organization in Broward County.

A magna cum laude graduate of Florida International University, Joy completed Harvard Business School's Strategic Perspectives in Nonprofit Management and the Jim Moran Institute for Global Entrepreneurship Nonprofit Executive Program at Florida State University. Previously, she worked for a Fortune 500 company. She and her husband of more than 40 years reside in Venice, Florida, where she remains involved with numerous arts, cultural, and civic organizations while enjoying domestic and international travel.

VIPACM Executive Staff

Derek Blankenship: Executive Director

Derek was appointed Executive Director of the Venice Institute for Performing Arts Center Management (VIPACM) in 2023, following his tenure as Director of Education and General Operations beginning in 2022. In this capacity, he has played a pivotal role in advancing VIPACM’s mission through strengthened community engagement, elevated production standards, and the integration of innovative technologies. Under his leadership, the Venice Performing Arts Center (VPAC) has further established itself as a premier cultural institution within Sarasota County, serving as a hub for artistic excellence and community connection.

A lifelong performing artist, Derek spent over two decades performing and teaching professionally around the world before transitioning to arts management. He earned his degrees in Trumpet Performance from Appalachian State University and the University of South Florida, with post-graduate studies at the University of Oklahoma. Throughout his artistic studies and career, he has been deeply involved in not only participating in, but also coordinating intricate, multi-day events. These experiences, ranging from regional competitions to international music festivals, have allowed him to understand bridging the gap between artistic vision and operational execution.

Erin Blankenship: Director of Academic & Administrative Services

Erin joined the Venice Institute for Performing Arts (VIPA) staff in 2022. She served as the Executive Assistant for 1 year before being elevated to the Director of Academic and Administrative Services in 2023. In her current role, Erin has overseen a thriving apprenticeship program, coordinated with local teachers and organizations, and managed VIPA’s Box Office.

Before joining VIPA, Erin was a Middle School and Elementary Music/Choir Teacher for 11 years. In this roll she directed musicals, had multiple superior rated and award-winning choirs, and served on the board and facilitated multiple honor choirs. She taught for 6 years in Oklahoma before moving to Florida and teaching her last 5 years in Hillsborough County. She has a bachelor’s degree in Vocal Music Education from Oklahoma State University and a master’s degree in Library Science from the University of South Florida. She also holds certifications in Crowd Management and CPR/First Aid.

Eli Jason: Director of Community Outreach

Eli Jason is a community leader and adaptive strategist dedicated to cultivating spaces where the next generation can thrive. A Venice native, Eli’s professional journey is rooted in a lifelong

commitment to public service—from founding the Venice chapter of Drug-Free Youth to his current role on the Board of Directors for The Warehouse of Venice.

Currently, Eli serves as the Front of House Manager and Director of Community Outreach, a dual mandate that requires both operational precision and strategic vision. In this capacity, he oversees the daily guest experience and facility flow while simultaneously spearheading long-term engagement initiatives. By bridging the gap between internal operations and external partnerships, he ensures the facility remains a welcoming, efficient, and vital resource for the Venice area.

Having served as a state leader for DeMolay and maintaining an active role within the Venice Masonic Lodge, Eli brings a unique blend of traditional leadership values and modern operational expertise to his work. He is an "adaptive leader" who excels at building authentic relationships while leveraging a deep technical aptitude to solve complex problems on the fly. Guided by the desire to pay forward the positive experiences of his youth, Eli focuses on creating sustainable, inclusive environments that serve as a "home" for local community growth.

David Hershey: Director of Artistic Operations

David Hershey offers over 40 years of experience in the music and production industry to his role as the Director of Artistic Operations for VIPACM. A retired Army Master Sergeant with 24 years of service, he previously directed the Music Support Division at West Point, where he supervised a staff of 25 and maintained 100% accountability for over \$400,000 in technical equipment. His background encompasses the logistical planning for national broadcasts and conferences, as well as 15 years as a Chief Audio Engineer. Formally trained at the Oberlin Conservatory and CalArts, David's extensive history in facility oversight, technical operations, and personnel management ensures the seamless execution of complex productions and high-level venue operations.

Yvette Wasserman: Director of Marketing & Creative

Yvette Wasserman is an award-winning creative and marketing leader with over 20 years of experience advancing mission-driven organizations through strategic branding, communications, and community engagement. She holds a Bachelor of Science in Graphic Design from The Art Institute of Fort Lauderdale, where she graduated with honors. Currently serving as Director of Marketing and Creative for the Venice Performing Arts Center, she leads organization-wide marketing, branding, and digital strategy initiatives that support fundraising, audience development, and community outreach.

Her background in senior creative leadership and as Founder and Creative Director of a full-service marketing and advertising agency provides deep expertise in strategic planning, partnership development, donor engagement, budget management, and program visibility. Recognized with multiple Silver Addy Awards and NACIO Superior and Meritorious Awards, Yvette brings a strong record of creative excellence and organizational leadership that directly supports sustainable growth, equitable access to the arts, education and youth initiatives

Joel Smith: Technical Director

Joel has been involved with the performing arts since he was about six years old, beginning on stage as an actor. Around the age of sixteen, he developed an interest in set construction and technical work. After graduating from the Osceola County School for the Arts, he began working full-time in technical theatre. He started as a crew lead and later advanced to the role of Assistant Technical Director at the Osceola Center for the Arts. Over several seasons, he designed sets and lighting before joining the Army National Guard (ARNG) at age 24 as a Combat Medic.

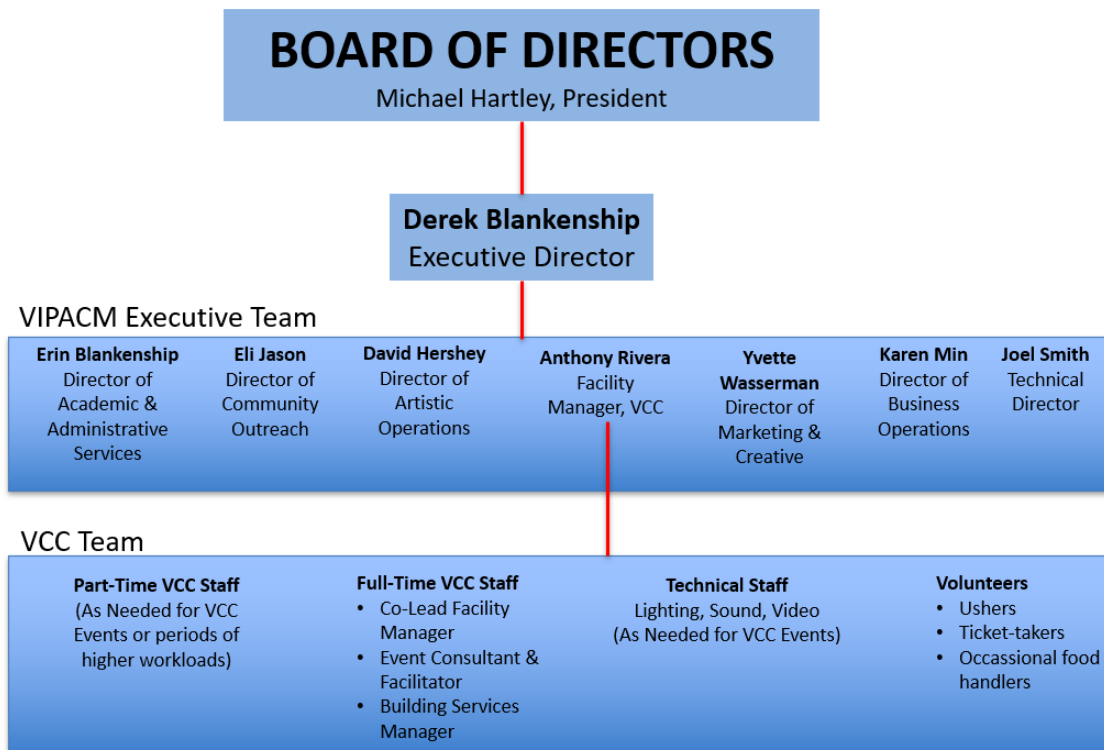
During his service in the ARNG, he deployed to Afghanistan, where he earned a Combat Action Badge and carried out his duties as a combat medic. He also developed a strong interest in instructing Soldiers, eventually becoming a Senior Medic and instructional NCO for his unit. While in the Guard, he met his wife Brittany, and they became a family with two wonderful children, all of whom are involved in the Arts.

Passionate about teaching others, he continued his education and earned a BA in Education. He taught 4th and 5th grade Math and Science at Fruitville Elementary until a medical issue required him to change direction. Fortunately, he was introduced to the Venice Institute of Performing Arts Management and their team. He looks forward to supporting the growth of the institute and helping to produce incredible experiences in the arts.

Anthony Rivera: VCC Lead Facility Manager

A dedicated and dynamic professional with over 20 years of multifaceted experience with a focus on safety and security. He has been in charge of VIPACM's security services for more than 5 years and has served to organize and manage the work of security personnel. He has experience in community outreach, law enforcement (Lee County Sheriff's Deputy), and national security. In addition to duties during public events at the VPAC he serves as a Park Ranger for the City of Cape Coral and as an Independent Security Contractor for high-profile individuals, Anthony excels at bridging the gap between public safety and community relations through expert education. When required he is skilled in proven de-escalation techniques. With a background ranging from high-level tactical operations to managing community pet food initiatives, he offers a unique blend of safety expertise and a commitment to enhancing public welfare through strong public relations.

VIPACM Organization Chart



T2.8.4 Facility Improvement Plan — Interior & Exterior Enhancements

VIPACM proposes a phased, cost-efficient, and high-impact improvement plan designed to elevate both the aesthetic appeal and functional performance of the Venice Community Center. These upgrades support increased rental demand, improved visitor experience, and greater operational efficiency, while aligning with the City of Venice’s long-term goals for the facility.

I. Interior Improvement Plan

1. Lobby & Public Areas

Objective: Modernize and elevate the guest arrival experience.

- Replace outdated lobby furniture with stylish, coordinated, durable, hospitality-grade furnishings.
- Install digital signage/announcement boards to replace poster tripods and improve real-time information flow.
- Add lobby accent lighting and soft décor elements (e.g., art on loan from VIPA, including large-format pieces) to create a welcoming, contemporary environment.
- Improve wayfinding signage throughout the building for clearer navigation to restrooms, ballroom, meeting rooms, and exits.

2. Ballroom & Meeting Rooms

Objective: Enhance functionality, flexibility, and marketability.

- Implement upgraded LED lighting controls and add event-appropriate accent lighting (up-lights, strip lights, wash fixtures).
- Upgrade moveable wall systems and storage to reduce turnaround time and increase room-use flexibility.
- Replace or deep-restore ballroom flooring as needed, supported by weekly auto-scrubbing SOPs.
- Evaluate and upgrade furnishings (tables, chairs, carts) to support weddings, conferences, expos, and premium rentals.
- Install standardized room-setup signage and storage labeling to reduce staff time and renter confusion.

3. Stage, AV, and Theatrical Systems

Objective: Expand technical capability for performances, conferences, dance recitals, and special events.

- Install programmable DMX-controlled lighting systems where power and board capacity allow.

- Add wedge LEDs, moving wash fixtures, strip floods, and hazers for flexible stage designs.
- Conduct an electrical capacity assessment to determine feasibility for additional lighting or power drops.
- Improve sound system reliability and clarity in response to user feedback.
- Upgrade or replace projection equipment to support conferences and hybrid/streamed events.

4. Kitchen & Catering Spaces

Objective: Improve catering flexibility and compliance with food-service standards.

- Conduct a professional evaluation of all kitchen equipment to determine lifespan and replacement schedule.
- Repair or replace aging refrigeration, warming, and prep units.
- Reorganize layout for more efficient vendor flow: storage, prep, staging, and cleanup.
- Install signage and compliance postings aligned with food-safety regulations.

5. Restrooms & Back-of-House Areas

Objective: Enhance cleanliness perception and operational reliability.

- Deep-clean and re-caulk restroom fixtures; evaluate and replace worn partitions or dispensers.
- Upgrade restroom lighting to brighter, energy-efficient LED fixtures.
- Add supply-storage closets close to high-usage areas for efficient restocking.
- Paint back-of-house hallways and storage rooms for improved staff experience and safety.

II. Exterior Improvement Plan

1. Landscaping & Grounds

Objective: Improve curb appeal and event viability for weddings, festivals, and photo opportunities.

- Remediate and refresh landscaping around the building, including incorporation of Florida-native plants to reduce long-term water and maintenance needs.
- Add artistic or educational garden elements, possibly through local sponsorship.
- Create visually attractive paths between Blalock Park, the pavilion, and VCC entrances.

2. Parking Lots, Driveways & Walkways

Objective: Enhance safety, accessibility, and event logistics.

- Re-stripe parking lots and repaint curbs for ADA compliance and improved visibility.
- Repair or replace damaged pavement, sidewalks, and trip-hazard areas.
- Add paver paths or temporary ramps to support wedding parties moving between the gazebo and VCC main entrance.
- Improve exterior lighting in parking and walkway areas.

3. Building Exterior & Entrances

Objective: Modernize the first impression of the facility.

- Power-wash building exterior, soffits, and overhangs.
- Add directional signage to entrances, loading dock, and event access doors.
- Evaluate exterior doors and hardware for condition, security, and ADA compliance.
- Install exterior digital signage or branded banners during high-traffic event days.

4. Event-Support Improvements

Objective: Increase the variety and scale of events the VCC can host year-round.

- Develop infrastructure to support outdoor festivals such as food truck pads, power outlets, and trash/recycling stations.
- Add outdoor seating clusters and shade structures for breaks between indoor sessions.
- Assess feasibility of expanding shore-power or temporary power access for large expos and touring events.

III. Implementation Strategy & Funding Approach

1. Phased Implementation

- Phase 1: Lobby, signage, ballroom lighting, digital systems, and cosmetic updates (0–6 months).
- Phase 2: Kitchen upgrades, AV expansions, and meeting-room improvements (6–18 months).
- Phase 3: Exterior landscaping, paths, signage, and festival infrastructure (12–24 months).

2. Funding Approach

- Prioritize improvements funded by the Capital Improvements Fund once it reaches \$100,000.
- Supplement funding with:
 - Targeted grants from cultural, educational, and community-focused foundations
 - Local business sponsorships
 - In-kind donations (e.g., décor, furnishings, art, landscaping)
 - Revenue from VIPACM-produced programs and events

3. Impact on Revenue & Utilization

- Improved interior aesthetics enhance marketability for weddings, galas, conferences, and trade shows.
- Upgraded technology expands compatibility with modern A/V, streaming, stage shows, and educational programming.
- Enhanced landscaping and exterior connectivity increase viability for outdoor/indoor combined events.
- Overall improvements support occupancy gains projected in the five-year plan, positioning VCC as a premier regional event venue.

These ranges are based on industry-standard pricing for public assembly facilities in Florida, commercial construction benchmarks, and recent venue upgrade projects. They are planning-level estimates suitable for an RFP response—detailed costing would follow full vendor assessments.

Technical Facility Improvement Plan to Consider - – With Estimated Cost Ranges

I. Interior Improvements

1. Lobby & Public Areas

Improvement	Technical Scope	Estimated Cost Range
Lobby furniture replacement	Hospitality-grade seating, tables, durable commercial fabrics	\$25,000–\$60,000
Digital signage system	2–4 commercial digital displays, CMS software, mounting hardware	\$8,000–\$20,000

Improvement	Technical Scope	Estimated Cost Range
Accent lighting upgrades	LED wall-washers, lobby feature lights, dimming controls	\$5,000–\$15,000
Wayfinding signage	ADA-compliant interior directional signage package	\$7,500–\$18,000
Decorative art installation	Framing, mounts, insurance, security fixtures	\$2,000–\$6,000

2. Ballroom & Meeting Rooms

Improvement	Technical Scope	Estimated Cost Range
LED lighting upgrades	RGBW fixtures, wall-wash units, DMX integration	\$300,000–\$350,000
Furniture upgrades	Tables, carts, stacked chairs (300–600 units)	\$30,000–\$90,000
Movable wall refurbishment	Track systems, panels, acoustic seals	\$20,000–\$65,000
Storage optimization	Shelving, labeling, layout redesign	\$3,500–\$10,000

3. Stage, A/V, and Theatrical Systems

Improvement	Technical Scope	Estimated Cost Range
DMX Lighting Expansion	DMX distribution, wedge uplights, wash fixtures	\$25,000–\$100,000
Accent & effects lighting	Strip lights, hazers, special effects	\$5,000–\$25,000
Sound system improvements	PA tuning, additional speakers, upgraded DSP	\$10,000–\$60,000
Electrical capacity upgrades	Circuit additions, stage power enhancements	\$8,000–\$45,000

4. Kitchen & Catering Spaces

Improvement	Technical Scope	Estimated Cost Range
Equipment replacement	Refrigeration, warmers, prep tables, ovens	\$20,000–\$120,000
Layout reorganization	Reconfiguration for vendor flow, shelving	\$7,500–\$25,000
Compliance signage	Food-safety postings, allergen guidance	\$500–\$1,500
Flooring or wall repairs	Slip-resistant flooring, washable wall panels	\$5,000–\$22,000

5. Restrooms & Back-of-House Areas

Improvement	Technical Scope	Estimated Cost Range
Recaulking & deep cleaning	Professional remediation of fixtures	\$1,500–\$4,000
New partitions & dispensers	ADA-compliant partitions & stainless fixtures	\$10,000–\$35,000
LED restroom lighting	Energy-efficient fixtures	\$3,000–\$12,000
BOH paint & organization	Painting, safety signage, storage improvements	\$5,000–\$15,000

We are also evaluating portable coffee/pastry/bar carts that can be used in various parts of the building. Carts of the type we are evaluating are shown below:



Self-serve



Attended cart (inside or outside)

II. Exterior Improvements to Consider – With Estimated Cost Ranges

1. Landscaping & Grounds

Improvement	Technical Scope	Estimated Cost Range
Landscaping refresh	Native plants, mulch, irrigation adjustments	\$10,000–\$35,000
Arboretum-style enhancements	Educational signage, specimen plantings	\$5,000–\$20,000
Pathway enhancements	Pavers, edging, lighting	\$15,000–\$60,000

2. Parking Lots, Driveways & Walkways

Improvement	Technical Scope	Estimated Cost Range
Re-striping & ADA markings	Restriping, curb painting, ADA layout	\$4,000–\$15,000
Asphalt/pavement repair	Crack fill, patching, resurfacing	\$220,000–\$240,000
Walkway repair & ramps	Sidewalk replacement, accessibility ramps	\$8,000–\$45,000
Exterior lighting upgrades	LED pole fixtures, bollard lights, wiring	\$10,000–\$55,000

3. Building Exterior & Entrances

Improvement	Technical Scope	Estimated Cost Range
Power washing & cleaning	Soft-wash façade, roof overhangs	\$3,500–\$12,000
Directional & entry signage	Branded signage package	\$6,000–\$22,000
Door/hardware replacements	ADA-compliant handles, closures	\$5,000–\$25,000
Exterior digital messaging	LED sign or kiosks (3-4)	\$18,000–\$80,000

4. Event-Support Infrastructure

Improvement	Technical Scope	Estimated Cost Range
Outdoor festival pads	Power boxes, ground preparation	\$12,000–\$40,000
Trash/recycling stations	Permanent stations, concrete pads	\$3,000–\$10,000
Outdoor furniture	Seating clusters, shade structures	\$15,000–\$50,000
Temporary power expansion	Additional circuits, generator inputs	\$10,000–\$45,000

III. Phasing & Financial Strategy

Phase 1 (0–6 months)

Lobby updates, signage, ballroom baseline upgrades, cleaning/restroom refurbishments
Estimated cost: \$85,000–\$250,000

Phase 2 (6–18 months)

A/V systems, kitchen upgrades, meeting room improvements
Estimated cost: \$150,000–\$500,000

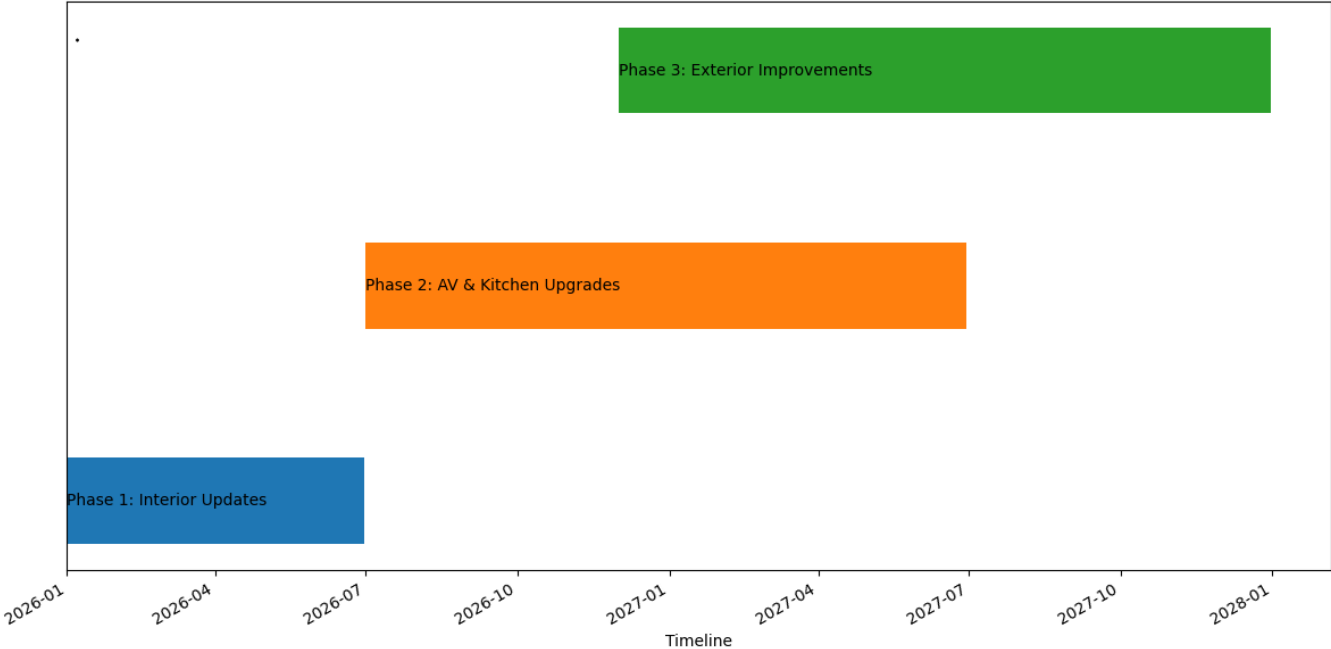
Phase 3 (12–24 months)

Exterior landscaping, pathways, festival infrastructure
Estimated cost: \$100,000–\$350,000

Funding Approach

- City Capital Improvement Program
 - FY 2026
 - \$115,000 HVAC/Air Handlers
 - \$350,000 Electrical (Light Systems)
 - FY 2027
 - \$115,000 HVAC/Air Handlers
 - \$250,000 Site (Pavement and walkways)
 - FY 2028
 - \$350,000 Sound System Replacement
 - FY 2030
 - \$350,000 Partition Replacement
- VCC Capital Improvements Fund (once funded to \$100,000)
- Grants from arts foundations, tourism and community development programs
- Sponsorships (landscape features, signage, lobby elements)
- In-kind donations (furnishings, décor, art)
- Net Revenue from VIPACM-produced shows and festivals

Gantt Scheduling Chart



T2.8.13 Security Plan

VCC Security Plan —Summary

Prepared by VIPACM (Venice Institute for Performing Arts Center Management, Inc.)

Purpose. Provide a layered, risk-based security program that protects guests, staff, vendors, and City assets while supporting smooth event operations at the Venice Community Center (VCC).

1) Governance & Roles

- Security Owner: Anthony Rivera, Facility Manager, VCC — leads daily security, risk assessments, and incident reporting; primary liaison to Venice Police Department (VPD) and City staff.
- Manager on Duty (MOD): Lead/Co-Lead Facility Manager — executes the event security plan, authorizes on-site adjustments, and coordinates emergency response.
- Front-of-House (FOH)/Volunteers: Trained in crowd management and guest flow; report issues to MOD immediately.
- Contracted Security & Law Enforcement: VPD off-duty officers (as required by risk profile) and licensed private security; used for screening, cash-handling events, VIP protection, and high-attendance programs.

2) Operating Hours & Coverage

- Business Hours (M–F, 8:00 AM–4:00 PM): Facility presence with scheduled patrols, delivery/vendor control, and incident logging.
- Event Window (7 days/week, up to 10:00 PM): MOD on site for all events; security staffing scaled by risk level; radios issued to key posts.

3) Access Control & Perimeter

- Entrances: Public entry points staffed during ingress/egress; all non-public doors remain locked.
- Back-of-House & Loading: Vendor check-in required; temporary badges issued; time-limited access.
- Perimeter Walks: Pre-, mid-, and post-event walkthroughs of parking areas, lobbies, meeting rooms, and service corridors with findings logged.

4) Event Risk Assessment (Pre-Event Checklist)

Each event is classified Low / Moderate / High risk based on: attendance, alcohol service, cash sales, vendor count, VIP presence, time of day, prior history, and exterior activity.

Outputs:

- Required security headcount and VPD/off-duty necessity
- Screening needs (bag checks/wanding)
- FOH staffing levels and door posts
- Evacuation/shelter adjustments and comms plan

5) Crowd Management & Alcohol Controls

- Capacity Control: Strict adherence to posted room limits; staffed chokepoints for peak movement.
- Queueing: Stanchions and signage at doors, concessions, and restrooms; ADA access preserved.
- Responsible Alcohol Service: ID checks; staff trained in safe service and refusal; floor supervision near bars; no-reentry policy enabled as needed.

6) Emergency Response (All-Hazards)

- Triggers: Medical emergencies, fire/smoke, severe weather, active threat, power loss, hazardous spills, missing person/child.
- Actions (MOD-led):
 1. Assess & Alert (911 as needed; radio all posts)
 2. Stabilize & Isolate (stop entry, secure area)
 3. Evacuate or Shelter-in-Place per posted routes/areas
 4. Account & Assist (aid to patrons; reunification point)
 5. Document & Notify (City/VPD; incident report)
- Comms: Two-way radios for staff; PA announcements coordinated with AV; backup via mobile.

7) Parking Lot & Exterior Safety

- Lighting & Lines of Sight: Report outages; deploy temporary lighting for evening events.
- Traffic Flow: Staff or contracted personnel for large-scale arrivals/departures; VPD assist for festivals.
- Patrols: Exterior checks each hour during high-attendance events; focus on blind spots and cash-handling routes.

8) Training & Credentials

- All Staff/Volunteers: Crowd management, radio etiquette, basic emergency procedures, ADA and de-escalation.
- Supervisors/MOD: Incident command basics, evacuation leadership, decision thresholds for VPD activation.
- Annual Exercises: Tabletop review with VPD and targeted drills (evacuation, shelter-in-place, medical response).

9) Incident Reporting & Continuous Improvement

- Report Types: Medical, behavioral, theft/loss, vandalism, suspicious activity, facility failures.
- Workflow: Immediate written report → Facility Manager review → City notification → Corrective actions tracked to closure.
- Monthly Security Review: Trends, repeat risks, mitigation actions; included in VIPACM's monthly reporting packet.

10) Scalability by Event Tier (Examples)

- Low Risk (meetings/classes ≤150, no alcohol): MOD + FOH; perimeter walks; no screening.
- Moderate (dances/recitals/gala dinners ≤600, alcohol): Add 1–2 security, bar supervision, optional bag checks.
- High (expos/cash-intensive/VIP or contentious topics): VPD off-duty presence, controlled entry, wandering, secure cash-out, expanded patrols.

11) Key Artifacts (On File/Available)

- Evacuation maps (posted in all rooms)
- Manager-on-Duty checklist
- Event risk assessment form
- Incident report template
- Radio call signs & emergency scripts
- Post-event security debrief form

Outside Safety Repair and Signage Suggestions:

-Paint outside curbing and sidewalk trip hazards safety yellow (City Responsibility)

- Recommend: (2) bigger reflective FIRE RISER ROOM signs that 12in.x18in = \$32.00 per sign or 3 @ \$30.00

Company; ULINE 1800-295-5510

-Recommend: (1)12"x6" Arrow (Red) sign from Signs Direct = \$8.99

Item Description:

Size: 12" x 6"

This sign can be mounted to point either direction.

Engineer Grade Reflective on .080 Aluminum

Meets the DOT's MUTCD design specifications.

Two 3/8" pre-drilled holes for easy mounting.

Outside Security Camera System:

(3) 180-degree 4k Panoramic Cameras: \$300.00 - \$1400.00 (per camera)

(8) single view 4k CCTV Cameras: \$250.00-\$500.00 (per camera)

Inside Safety Update Suggestions:

-(2) Glow in the Dark **EXIT Signs** (OSHA compliant) for side stage doors

Company; ULINE 1800-295-5510

MODEL NO.	DESCRIPTION	SIZE H x W	PRICE EACH		
			1	3	5+
S-15600	Exit	7 x 10"	\$16	\$15	\$14

-ADD FIRE EXTINGUISHER SIGNS = \$20.45 per sign

GlowSmart Projecting is ideal for blackouts where Flat, along-the-wall signs are not suitable when you approach the message from an angle.

Company: My Safety Signs



101 W. Venice Ave., Suite 27, Venice, FL 34285 | 941-218-3779

EXHIBIT D
RATE CHART

VENICE COMMUNITY CENTER PRICING MODEL

Area	Non-profit Base Hourly Rates	Community & Social Base Hourly Rates	Commercial & Private Base Hourly Rates
Ballroom (rooms A,B,C,D) & Stage	\$125	\$130	\$275
Ballroom (rooms A,B,C,D) & Stage & Exclusive Lobby	\$140	\$145	\$300
Room A	\$20	\$25	\$55
Room B	\$20	\$25	\$55
Room C	\$20	\$25	\$55
Room D	\$25	\$30	\$60
Room E	\$20	\$25	\$55
Room F	\$20	\$25	\$55
Room G	\$20	\$25	\$55
Room J	\$20	\$25	\$55
Stage	\$40	\$50	\$75

Additional Services	Non-profit Base	Community & Social Base	Commercial & Private Base
Lobby check-in table with skirting	\$2	\$5	\$10
Audio and Lighting Technicians	\$50	\$55	\$65
Usher crew / ticket checkers	\$50	\$55	\$65
Security services	Bid per event	Bid per event	Bid per event
Valet parking services	Bid per event	Bid per event	Bid per event
Pop-up coffee shop	Bid per event	Bid per event	Bid per event
Coat and umbrella check - volunteer manned	\$2	\$5	\$10
Lobby standing cocktail tables with skirts (7)	\$10	\$12	\$15
Front of house manager	\$50	\$55	\$65

DISCOUNTS (may be combined)

Discount Type	Percentage
April 1 to September 30	7%
Sunday	10%
Thursday	8%
Tuesday	8%
Monday	10%
8-noon	10%
noon-4:00PM	5%
5 advance commit reservations	5%
10 advance commit reservations	7%
Key-account users - 15+ advance commit reservations	15%
Bundled rooms discount bid per event for configuration up to	25%

EXHIBIT E

CITY OWNED EQUIPMENT TO REMAIN AT FACILITY

1. Scissor lift
2. Floor scrubber
3. Tables, chairs, and racks
4. All maintenance and janitorial equipment including ladders
5. All kitchen equipment
6. Furniture
7. Office Equipment and Furniture
8. All sound, video, and lighting equipment