



OMNI CRA
Miami Entertainment Center

The TANABI/EDGEWATER JOINT MEC Project Proposal
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“From conception to planning to delivery to transition to sustainable operations.”

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MEC STUDIOS MIAMI JOINT PROPOSAL TANABI HOLDINGS USA/EDGEWATER CONSTRUCTION

I. Introduction

Executive Summary: This document is the written response to a formal request for proposals (RFP) put out by the City of Miami, Omni Community Redevelopment Agency for the Miami Media and Entertainment Complex (MEC) facility. This document has been authored by the executives and staff of the joint venture / legal entity created for the express purpose of making and fulfilling the terms of this proposal.

This joint venture entity is called “TANABI STUDIOS MIAMI/EDGEWATER CONSTRUCTION” / OMNICRA-MEC JOINT VENTURE ENTITY and will be referred to within the proposal as “TANABI” or “EDGEWATER” or “TANABI/EDGEWATER” (both jointly and separately, as the two distinct, but equally constituent parties of the joint venture created for the project, as appropriate).¹

This proposal lays out in the details as to how TANABI/EDGEWATER plans to meet the goals of the project, as described below. It begins by briefly stating, in the ‘Quick Read’ section, how key aspects of the Joint Venture will operate. Finally (in the next section of the INTRODUCTION) for the benefit of the Selection Committee, we list the reasons why we are ELIGIBLE and QUALIFIED to make this proposal.

There are various sections that follow and each section will provide the committees with information as to why TANABI/EDGEWATER is BEST-QUALIFIED to be selected for this particular project. Finally, for the further benefit of the committee, there are appendices that contain essential, supporting documents about the project plans and the background of TANABI/EDGEWATER.

¹ A copy of the Joint Venture Agreement for the project described in this proposal is included in the proposal appendices.

“Quick Read” Facts:

- 1. Name of Project:** Omni CRA Miami Entertainment Center (MEC) Studio Renovation Project
- 2. Construction Project Manager (CPM/EDGEWATER):** Architect/Engineer/General Contractor: Mr. Ulysses Vazquez, Edgewater Construction, Inc. (Miami, FL)
- 3. Proposed Administrative/Operational Project Manager (APM/TANABI):** Tanabi Holdings USA, led by Tanabi Group CEO: Mr. Euros Jones-Evans [Tanabi] and USA Operations Manager: Dr. Mark Woods [Tanabi].
- 4. Project Expenses:** \$10.5 million
- 5. Project Time Period:** Construction: 18 Months-TWO YEARS; Operations contract, 10-year lease.
- 6. This proposal is being made as a Joint Venture between: Tanabi Holdings USA, Inc. (Miami) and Edgewater Construction, Inc. (Miami)** – a description of the joint venture, assignment of duties and responsibilities under this agreement, and a copy of the agreement itself are attached to this proposal.
- 7. Duties of the Administrative/Operational Project Manager (APM/TANABI):** As **Administrative/Operational Project Management (APM/TANABI)**, Tanabi Operations Manager, Mark Woods will be responsible to plan, organize, and manage the project’s constituent parts related to the studio as an institution and its administration. This will be done through a series of timed deliverables:
 - 1) Organize, set up and manage a working office set up from the launch of the MEC Renovation Project, with regular office hours, contact information and staffing. This office will be located in the City of Miami at: **Tanabi Holdings USA Inc., 565 NE 66th Street, Miami, FL 33138 USA.**
 - 2) APM/TANABI will be in charge and accountable for the running of the project. As such, the APM/TANABI will prepare and keep records and budgets related to fiduciary responsibilities as Studio Operations Manager.
 - 3) Develop and deliver plan to execute shared partnership with the community, a government agency, industry and local Miami magnate arts high schools/Miami institutions of higher education.
 - 4) Manage local, national and international relations for MEC.
 - 5) Recruit, train and supervise staff for the project, and be able to be available during daily operations of project in order to see that things run smoothly during the entire MEC Renovation Project.

- 6) Set up and run a Miami-located, National Sales Office for MEC; Set up and run a European-located, Worldwide Sales Office for MEC. The European sales office beginning January 2014 will be located at the Tanabi Entertainment Group Studios, Tonto Film Studio, Fabian Way, Swansea, Wales, UK.
- 7) Worldwide representation will be managed by Tanabi Group Partner TwoFour Productions, Ltd., from production offices/studios in London, England, Los Angeles, California, Abu Dhabi, Cape Town, South Africa, Plymouth, England, and Philadelphia, Pennsylvania, and with special assistance by the UK Trade & Investment arm of the British Consulate, in all of Her Majesty's worldwide British embassies and offices.
- 8) Develop and deliver a plan to attract, contract and maintain international film and television clients and tenants for MEC.
- 9) Develop and deliver a plan to attract, contract and maintain a calendar of profitable and sustainable special events at MEC, in order to diversify our income streams and further support funding and expenses of MEC.
- 10) The APM/TANABI and his team will create documents and records, and these project documents will be archived in the Project Office.
- 11) The APM/TANABI will set up and install a Project Management software program that will facilitate budget controls and acquisitions, and which will streamline communications between the APM/TANABI staff and CPM/EDGEWATER staff.
- 12) The APM/TANABI will create a new JOINT VENTURE AGREEMENT with EDGEWATER CONSTRUCTION, Inc., to carry out the management of this project.
- 13) The role of the Construction Project Manager / CPM/EDGEWATER (Mr. Ulysses Vazquez II) needs to be distinguished from the role of the Administrative/Operational Project Manager / APM/TANABI (Dr. Mark Woods).
- 14) **Separate Areas of Responsibility as per Joint Venture Agreement:** The CPM/EDGEWATER is responsible for running all phases and aspects of the studio renovation and all things related to this physical, studio construction project. The APM/TANABI is responsible for running all phases and aspects of the organizational, Administrative/Operational and institutional studio project.
- 15) The CPM/EDGEWATER and the APM/TANABI will regularly interact, in order to coordinate and synchronize the calendars and schedules of each other.
- 16) The CPM/EDGEWATER will report directly to the Senior Management of Omni CRA about the studio project. The APM/TANABI will report directly to the Senior Management of Omni CRA about the studio project. Both TANABI and EDGEWATER agree that (over the course of the construction, as well as afterward and during the period agreed to in the LEASE AGREEMENT),

“The negotiated Agreement will require ongoing coordination and involvement with the CRA to ensure Project acceptance from both a community and public agency perspective.

- 17) The APM/TANABI will have the authority to make decisions and to direct and manage staff. To this end, the APM/TANABI will engage and consult on these decisions through regular meetings and contact with Senior Omni CRA management.
- 18) The APM/TANABI will set up and establish the MEC as an institution and self-sustaining organization. This will include developing key partnership and financial funding sources from the community, including specific academic partnerships with local universities, schools and colleges. This may also include the development of corporate funding and sponsorships by major businesses, both locally and nationally. The goal will be to bring the MEC up to the levels of community, financial and creative success, that is will become the first ‘revenue generating’ CRA property in Miami.
- 19) The APM/TANABI will develop and deliver a plan to attract national, international film and television clients and tenants. The APM/TANABI and his team will be responsible for all aspects of promoting and attracting prospective clients and tenants, for contracts, leasing and management of these accounts.
- 20) The APM/TANABI will develop and deliver a plan to create for MEC, a support network within the local community, including relationships and agreements with film industry trade unions, guilds, societies, festivals, markets, investment banks and money management advisors, hospitality and tourism, business and economic development agencies and local, cultural arts and vocational groups. The APM/TANABI will further develop and deliver programs to include these groups and to cooperate with their goals and objects within the City of Miami.
- 21) The APM/TANABI will create a system of checks and controls to manage and monitor the project.
- 22) The APM/TANABI will create and organize the communications of the project and will liaise with the Senior Management and staff of Omni CRA and the CPM/EDGEWATER and all other necessary parties, in order to facilitate regular, secure and reliable communications, both internally and externally.
- 23) The APM/TANABI will take over and manage the public relations, brand, image and promotional needs of the studio project. Various subcontractors may be hired as needed for temporary and limited tasks, but otherwise, the APM/TANABI will represent the studio project at the level of press, radio, film, television and Internet, and in all these activities will work in close cooperation with the Senior Management of Omni CRA.
- 24) The APM/TANABI will responsible for documenting the project and for archiving and disseminating projects documents as needed.
- 25) The APM/TANABI will create and execute a plan to promote and market the studio to tenants, visitors, vendors, local neighborhoods, to other government agencies and leaders, and will

manage all aspects of the studio project related to leasing, building usage, and related matters.

- 26) The APM/TANABI will create and execute a parallel and integrated plan to promote the studio project to the local film and television production companies, talent and craftsmen, to promote the project at a state and national level, and to promote the project in international markets. In order to accomplish this, the APM/TANABI will coordinate travel to various film and media festivals and markets, and will organize hosting to prospective tenants and key stakeholders.





I. Introduction (Continued)

- a. **This project encompasses two goals:** 1) The physical, construction of MEC and 2) the establishment MEC as an Institution, with a fully functioning staff and Administrative/Operational structure, and with a list of clients, tenants and academic and media industry partners.
- b. **Project Duration:** The project will begin when agreed to, and will continue for a period of two (2) years. The first 18 months of the project will include the physical construction and renovation of the studio, workshops and offices. The last 6 months of the project will be called the 'Transition to Operations' period and at the end of this period the project will end and the studio will assume full operations under normal management.

Introduction Summary:

- i. The Project will have 2 parts: 1) **Physical, Construction of MEC** and 2) **Administrative/Operational, Institutional MEC**
- ii. These two project parts needed to be jointly coordinated; this will be the responsibility of the TANABI/EDGEWATER JOINT VENTURE, with regular consultation with the Senior Management of Omni CRA and the Board, and any appointed Steering Committees, as assigned.
- iii. These two parts need to be integrated at various key points, and as Administrative/Operational Project Management (APM/TANABI), Mark Woods will be responsible to plan, organize, and manage the project's constituent parts related to the studio as an institution and its administration. This will be done through a series of timed deliverables.

- iv. General Contractor/Architect/Engineer, Mr. Ulysses Vazquez II will serve as Construction Project Management (CPM/EDGEWATER) for the project. Mr. Ulysses Vazquez II and Mark Woods will collaborate, in order to synchronize and align the schedules and timing of their respective project areas, along with facilitating other project goals. Mark Woods will record and report on this collaboration, as part of his responsibilities to manage internal and external project communications.
- v. The APM/TANABI will create documents and records, and these project documents will be archived in the Project Office. This will allow anyone who joins the project during its various timeline intervals to quickly 'come up to speed' and know 'everything known' about the entire project.
- vi. Mark Woods will set up and install a Project Management software program, as needed, that will facilitate budget controls and acquisitions, and which will streamline communications between the APM/TANABI staff and CPM/EDGEWATER staff. This software will likely be OmniPlan for Mac and Microsoft Project for PC.
- vii. Tanabi Holdings USA, Inc. / Operations Manager, Dr. Mark Woods is an registered member of the **Project Management Institute/PMI**, and uses the guidelines and 'good practice' standards of the **PMI Guidebook Principles**, as outlined by the **PMI Code of Ethics and Professional Conduct and PMI Conflict Resolution Procedures.**²
- viii. **An important difference:** The role of the Construction Project Manager / CPM/EDGEWATER (Mr. Ulysses Vazquez II) needs to be distinguished from the role of the Administrative/Operational Project Manager / APM/TANABI (Dr. Mark Woods).
- ix. **Separate Areas of Responsibility:** The CPM/EDGEWATER is responsible for running all phases and aspects of the studio renovation and all things related to this physical, studio construction project. The APM/TANABI is responsible for running all phases and aspects of the organizational, Administrative/Operational and institutional studio project.
- x. **Regular Interaction of CPM/EDGEWATER and APM/TANABI:** The CPM/EDGEWATER and the APM/TANABI will regularly interact, in order to coordinate and synchronize the calendars and schedules of each other. There

² **Dr. Mark Woods is a registered member of the Project Management Institute and his PMI Membership Number ID is 2725761.** PMI is one of the world's largest not-for-profit membership associations for the project management profession. PMI worldwide advocacy (for project management), is reinforced by globally recognized standards and certification programs, extensive academic and market research programs, chapters and communities of practice, and professional development opportunities. Please visit: <http://www.pmi.org/default.aspx>

will also be specific areas where the CPM/EDGEWATER will be asked for expertise and advise by the APM/TANABI and his team, and vice versa, where the APM/TANABI will ask for expertise and advise of the CPM/EDGEWATER and his team.

- xi. **Project Authority and Hierarchy:** The CPM/EDGEWATER together with the APM/TANABI will report directly to the Senior Management of Omni CRA about all relevant phases of the studio project.
- xii. **Building Collaboration:** The relationship between the CPM/EDGEWATER and APM/TANABI will be collaborative and interactive, as well as mutually supportive. At all times the work and responsibilities of the CPM/EDGEWATER will be separate and distinguished from the work and responsibilities of the APM/TANABI.
- xiii. **Authority and Decision-making: As per the JOINT VENTURE AGREEMENT,** Authority to make decision and to direct and manage staff will be regulated to the appropriate Project Manager (CPM/EDGEWATER or APM/TANABI) – in other words, the staff of the CPM/EDGEWATER will not be asked or expected to do the work of the APM/TANABI and vice versa. This distribution of responsibilities will be communicated to all staff and visitors, as appropriate to facilitate good communications and avoid confusion.
- xiv. **Overlap of Responsibilities:** Some staff will assist both the CPM/EDGEWATER and APM/TANABI as needed, but this will be limited and rare. For example, the security staff and cleaning staff will interact with both CPM/EDGEWATER and APM/TANABI during the course of the Renovation Project and Transition to Operation period.

OVERVIEW: The Omni CRA Senior Management and Board have already made a significant investment, and are committing a greater investment in the physical renovation and construction of the new studio at Miami Entertainment Center.

Now the time has come to carefully choose an appropriate **Construction/Operational Project Manager (APM/TANABI)**, with the finances, qualifications, talent, energy and industry connections needed to construct the new studios and then build a profitable and sustainable institution within the physical studio.

We hope that after reading this proposal, the committee will have scrutinized their options and made a careful decision to choose as **Construction Project Manager (CPM/EDGEWATER)**, Mr. Ulysses Vazquez II and his company in a **JOINT VENTURE with TANABI HOLDINGS USA, Inc.**, as Operations Manager, under the direction of Mr. Euros Jones-Evans and Dr. Mark Woods.

We (TANABI/EDGEWATER) is proposing that our JOINT VENTURE company be chosen to manage and carry out this project. Our companies have studied the project and are submitting this joint-proposal in

order to give the Omni CRA Senior Management and Board a clear idea of how we would complete a successful studio project, on time, and on budget.

To this end, TANABI/EDGEWATER is asking for a contract from the Omni CRA Senior Management and Board to have the funding, along with the responsibility and authority needed to manage and run this project properly.

If we are successful with this proposal, it will lead immediately to meetings where the final details of this business relationship (between TANABI/EDGEWATER and the Omni CRA Senior Management and Board) can be discussed, negotiated and agreed to in the NEGOTIATED AGREEMENT. Then, in a short period of time the project will begin.

Eligibility: The following outline provides the Selection Committee with a quick checklist of each aspect of eligibility contained within the MEC Project RPF. This checklist is created in the form of an outline to assist the work of the Selection Committees and of subsequent panels and agency decision makers.

By reading the following outline, the committee will be able to quickly agree that TANABI/EDGEWATER is eligible and legally suited to make this proposal. There are four sections of eligibility that we address in this part of the proposal:

Eligibility I:

- 1) **General Information and Requirements:** The Omni Redevelopment District Community Redevelopment Agency (OMNI CRA) is seeking proposals from qualified developers for a Design, Build, Operate and Manage Bid project to develop a Film/TV Studio at the OMNI CRA owned property located at 50 NW 14 Street. This proposal by TANABI/EDGEWATER is in response to the OMNI CRA RFP mentioned above.
- 2) **This proposal demonstrates how TANABI/EDGEWATER as the selected firm intends to provide the following services:**
 - a) Design,
 - b) Construction,
 - c) Financing,

- d) Operations,
- e) Management and maintenance of the facility.³

3) TANABI/EDGEWATER's "team" demonstrates within this proposal how all plans and specifications contained herein are **SUBSTANTIALLY CONSISTENT** with the OMNI CRA Design Criteria Package for the facility, and provide the studios and amenities **OUTLINED [FOR OUTLINE, PLEASE SEE DESIGN CRITERIA FILE / "DESIGN NARRATIVES"]** in the proposed MEC project.

4) This proposal by TANABI/EDGEWATER includes:

- a. A detailed description of the project, site plan and renderings (**Edgewater/ AE**)
- b. Management/operations/maintenance plan (**Tanabi**),
- c. Background information on the developer's proposed development team and development expertise (specifically related to studios) (**Tanabi**),
- d. A list of all persons with an interest in the developer (**Tanabi**).
- e. And recommendations from recent clients, (**Tanabi**).

5) This proposal also:

- a. Demonstrates the financial and legal ability of the TANABI/EDGEWATER to carry out the project.
- b. Including information on the financial status of the developer (**Edgewater / Tanabi**).
- c. Includes a **PROJECT BUDGET** consisting of
 - i. A detailed pro forma demonstrating sources and uses of funds **by Edgewater / Tanabi**),
 - ii. Including funding for management/operations and maintenance,
 - iii. Details of the "teams" experience in the Film and Entertainment Industry and

³ The OMNI CRA will own the land and the existing building as part of the development package.

iv. A detailed statement of all financial assistance needed from any/all sources.

- 6) TANABI/EDGEWATER agrees that as the Successful bid respondent, they will be expected to enter into a **Professional Services Agreement**;
- 7) And TANABI/EDGEWATER further agrees that as the Operator, TANABI is expected to enter into a **Lease Agreement** with the OMNI CRA.
- 8) **Building Purpose/Proposed Project:** The intent of the project is to develop a state of the art film studio complex that will provide the infrastructure necessary to attract TV series, Commercials and Big Screen film productions, as tenants for the use of the facilities year round.
- 9) TANABI/EDGEWATER's "team" demonstrates within this proposal how they will provide the following minimum characteristics:
- a) Raise the entire or portions of the buildings present roof.
 - b) Provide for "FLEX" office space in the N. E. quadrant.
 - c) Build at least two fully operational Film Sound Stages.
 - d) Provide "Motion Capture Stage"- Special Visual Effects Green Screen Stage.
 - e) Provide new Electrical Grids, Plumbing, HY AC, Sound Proofing/Insulation, Vibration mitigation
 - f) Lighting and a Cat Walk Grid.
- 10) **Agreement "Not to Sue":** Together with their Proposal and Response, TANABI/EDGEWATER has executed the attached **Agreement Not to Sue** and agree to be bound by its terms.
- 11) **TANABI/EDGEWATER's "team"** demonstrates within this proposal how the Project includes the demolition of the bulk of the existing Skills Building structure with primarily the existing building's north, east and west facades being preserved. Most interior building elements (i.e., walls, roof deck, beams, columns, etc.) will be demolished to allow for the introduction of three

(3) new sound stage structures within the footprint of the existing building. In addition, all building systems (i.e., HVAC, fire suppression, electrical distribution, plumbing, soundproofing and insulation, etc.) will be modernized to comply with current codes and as required by the use of the MEC facility.

12) TANABI/EDGEWATER's "team" demonstrates within this proposal how that, in addition to the MEC building, construction may include improvements to the existing FDOT Parcel 117 surface parking lot immediately south of and adjacent to the MEC site; improvements to the existing asphalt pavement and drainage structures is potentially an option, if required.

13) TANABI/EDGEWATER's "team" demonstrates within this proposal how the completed Project shall be substantially agreeable with the design, layout and requirements provided in the Design Criteria Package accompanying the RFP and this proposal offers the following building and site program elements and/or requirements:

- a. One (1) 100' x 150' Sound Stage Studio with catwalk grid system and a min. clear ceiling height of 55' measured to the underside of the catwalk structure;
- b. One (1) 80' x 125' Sound Stage Studio with catwalk grid system and a min. clear ceiling height of 35' measured to the underside of the catwalk structure;
- c. One (1) 80' x 80' Motion Capture Stage Studio with catwalk grid system and a min. clear ceiling height of 25' measured to the underside of the catwalk structure;
- d. Three (3) flex-use Wood Shop I Props Storage rooms with overhead doors accessible from the south exterior wall;
- e. Three (3) Wardrobe Rooms;
- f. Multipurpose "technical offices" with acoustical treatments making them suitable for studio support space uses such as film and sound editing rooms, control rooms, private offices, etc.;
- g. Dining Hall and Warming Kitchen;
- h. Two (2) Star's Lounging Quarters;
- i. Talent Dressing and Make-up rooms;
- j. Two (2) Breakout Rooms.

- k. Two (2) Theater Screening Rooms;
- l. Administrative offices (as needed to support operations);
- m. Associated support facilities (lobby, restrooms, storage, MEP operations, etc., as needed to support operations);
- n. Vehicle staging, loading and unloading on existing surface parking facilities.

14) TANABI/EDGEWATER's "team" demonstrates within this proposal how they will provide, at a minimum, the following Design-Build, Operate-Manage services:

- a. Architecture (**Edgewater / AE**),
- b. Structural Engineering (**Edgewater / AE**),
- c. Mechanical (HVAC), (**Edgewater / AE**),
- d. Electrical, (**Edgewater / AE**),
- e. Plumbing and (**Edgewater / AE**),
- f. Fire Protection Engineering (**Edgewater / AE**),
- g. Civil Engineering (**Edgewater / AE**),
- h. Landscape Architecture (as applicable/required) (**Edgewater / AE**),
- i. Acoustics and Vibration Consultant(s) (**Edgewater / AE**),
- j. Special Systems Consultant for Studio and Production Spaces Design (i.e., lighting, sound, low voltage, etc. systems) (**Edgewater / AE**),
- k. General Contractor/Construction Management and all required sub-contractor trades (**Edgewater / AE**),
- l. Materials testing, specialty engineering and/or threshold inspection services (as applicable/required) (**Edgewater / AE**),
- m. Site (Boundary) Surveying (**Edgewater / AE**),
- n. Geotechnical Exploration and Recommendations (**Edgewater / AE**),
- o. Phase I and Phase II Environmental Property Assessment and Testing (as applicable/required) (**Edgewater / AE**),
- p. Furnishing of "As-Built" Documents and Final Site (Boundary) Survey (**Edgewater / AE**),

2) Additionally, TANABI/EDGEWATER's "team" includes within this proposal a:

- a. **Facility Operations Plan, (Tanabi);**
- b. **Management Plan (Tanabi)** and
- c. **Marketing Plan (Tanabi)** for the CRA's consideration.

Eligibility II: Documents related to PROJECT COST -- The estimated Design-Build project cost for all Work and Services is ten million dollars (\$10,500,000). If the price exceeds the estimated project cost, at TANABI/EDGEWATER's sole discretion,

- A) A voluntary **Proposal Alternate to Finance** the overage and difference in project cost may be presented for the CRA's consideration **(Edgewater / AE), (Tanabi);**
- B) We have not chosen option A, consequently, the **Price Proposal Form** contained in this proposal includes all design and construction services, labor, materials, equipment, tools, utilities, permit fees, approvals, authorizations, certificates, including applicable taxes and all facilities necessary for the completion of the Work **(Edgewater / AE),**
- C) Additionally, The **Facility Operations and Management Plan** contained in this proposal projects and forecasts all future costs and revenue associated with operation and management of the Facility **(Tanabi).**

Eligibility III: Proposer's Obligations: TANABI/EDGEWATER's "team" demonstrates within this proposal their obligations to generally include all efforts required to design and build the Project as well as operate and manage the Facility in accordance with the CRA's expressed goals, the requirements of the **Negotiated Agreement** and the accompanying Design Criteria Package.

The Agreement developed for this project obligates TANABI/EDGEWATER to:

- A. Design and build the Project;
- B. Operate and manage the Facility; and
- C. Collect revenues from users of the Facility and
- D. Offer to enter into a proposed **Lease Agreement**

with the CRA that, at TANABI/EDGEWATER's discretion, will provide for

- a) A **Security Escrow Account**;

- b) **Payment Agreement and Schedule**

- Including upfront concession payments to the CRA at regular intervals;

- c) A **Revenue Sharing Agreement** with the CRA; or

- d) Some combination thereof.

TANABI/EDGEWATER's "team" demonstrates within this proposal how CRA will be able to evaluate said proposal considering the best financial interest of the CRA. TANABI/EDGEWATER agrees that the **Negotiated Agreement** will require ongoing coordination and involvement with the CRA to ensure Project acceptance from both a community and public agency perspective.

Eligibility IV:

1) Occupational License Requirement: TANABI/EDGEWATER's "team" demonstrates within this proposal how they meet the **City Occupational License** requirements in accordance with Chapter 31, Article II of the City of Miami Code, as amended. "Proposer(s) with a business location outside the City of Miami shall meet the applicable local Occupation a License requirements." A copy of the license has been submitted with the Response and is contained within the Appendices.

2) Minimum Qualification Requirements:

- a. **Proof of Ownership:** TANABI/EDGEWATER's "team" demonstrates within this proposal how they have a minimum of five (5) years experience under our current name(s) and

ownership providing the required professional and construction services as stipulated in Florida Statute 287.055 (CCNA).

- b. **Track Record/ List of Previous Clients:** TANABI/EDGEWATER's "team" demonstrates within this proposal how they have a proven record of successfully completing projects (Edgewater / AE), (Tanabi).
- c. **TANABI:** TANABI/EDGEWATER's "team" demonstrates within this proposal how they have past experience with the planning, design and construction of a film/movie/TV studio, sound stage or a directly related development project within the past 5 years.
- d. **EDGEWATER:** TANABI/EDGEWATER's "team" demonstrates within this proposal experience with designing and constructing of a similar facility within the constraints of an established construction budget.
- e. **TANABI:** TANABI/EDGEWATER's "team" demonstrates within this proposal past operational and managerial experience of a film/movie/TV studio, sound stage or a directly related development project of similar size and consistent with the CRA's intended use, scope and goals.

TANABI/EDGEWATER's "team" demonstrates within this proposal how the applicable trades for the construction portion of the project will consist of concrete and masonry; framing, drywall and finishing; painting; heating, ventilation and air conditioning systems; building management systems; electrical/electronic systems; security systems; and fire protection.

TANABI/EDGEWATER's "team" demonstrates within this proposal how the General Contractor (GC) EDGEWATER CONSTRUCTION, INC. has been in business for a minimum of five years. The GC also has verifiable experience in fast tract delivery for remodel/renovations. (Compliance with the above experience and qualifications shall be at the sole discretion of the CRA.)

Design / Build Team:

- 1) Architect -- TANABI/EDGEWATER's "team" demonstrates within this proposal how the design team leader has experience with at least one facility of similar use, size and complexity, which has been built within ten years prior to the submittal date of this solicitation.
- 2) TANABI/EDGEWATER's "team" demonstrates within this proposal details of the project's Mechanical, Electrical and Fire Protection Sub-consultant Engineering.
- 3) TANABI/EDGEWATER's "team" demonstrates within this proposal how the sub-consultant providing mechanical, electrical and fire protection engineering services to the design team can demonstrate to have participated in the design of at least one project of similar use, size and complexity which has been built within ten years prior to the submittal date of this solicitation, with a total minimum project cost of \$5 million.
- 4) TANABI/EDGEWATER's "team" demonstrates within this proposal how the projects mentioned above are used to demonstrate relevant experience that must involve HVAC and electrical systems and loads of similar designs and complexity.
- 5) Acoustical and Vibration and Special Systems Consultants -- TANABI/EDGEWATER's "team" demonstrates within this proposal how they have had 5 years work experience in these "specialized" industry applications on previous work sites, of a similar size, scope of work, and professional demands.

Eligibility Summary: The information provided so far in this proposal has introduced the project and demonstrated how TANABI/EDGEWATER is eligible to make this proposal. Finally, we end this section by confirming that this proposal meets and answers all requirements raised by the project's stated "Scope of Services".

The scope of services will include, but may not be limited to, planning, schematic design, design development, construction documents, permitting, construction administration, labor, materials, equipment, services and incidentals for the intended legal occupancy and use of The Miami Entertainment Complex.

These services shall include all design disciplines and construction trades deemed necessary to complete the Design and Construct the Project as well as all Operation and Management services and staffing necessary to achieve the OMNI CRA's goals and satisfy the requirements of this RFP.

Goals of this project: In keeping with the Project History and Background, Goals and Objectives, Summary of Findings and Recommendations published in the "Design Criteria and Recommendations Report prepared by Bermello Ajamil and Patners, Inc. for the Omni CRA, this proposal is made as to how the Joint Venture entity herein referred to as "TANABI/EDGEWATER" plans to carry out and meet specific goals, as stated in the report:

"The mission of the Omni Community Redevelopment Agency (CRA) for the Media and Entertainment District is to help enhance, create and advance the objectives for the area as outlined in the Omni CRA Redevelopment Plan. With the acquisition of the Miami Media and Entertainment Complex (MEC) facility and its planned re-development into a multi-purpose film/media facility, the CRA will be satisfying and accomplishing its objectives for the OMNI District and joins the Adrienne Arsht Center for the Performing Arts in establishing a sustainable regional destination."

INTENT OF THE MEC PROJECT: "The intent of the MEC is to provide a facility within the Omni CRA and City of Miami boundaries that will offer the media, film, TV, music, sound, animation and entertainment industries a suitable environment within the Media and Entertainment District of

Miami.” “The proposed complex is to be located at the recently CRA-acquired property previously known as the Miami Skills Center located at 50 NW 14 Street, just 5 blocks west of the Performing Arts Center. The complex will provide a year-round facility for multiple venues.”

This proposal explains how TANABI/EDGEWATER plan to develop the MEC into “a ‘general revenue’ generating facility, one of the first for any Miami CRA”:

“It is the CRA’s goal to outsource the day-to-day programming of the facility once it has been built-out. No specific business and/or operational plans have been developed at this time, but the CRA anticipates that the facility will operate as a self-supporting entity. From its onset, the Omni-CRA has anticipated that the MEC will be a “general revenue” generating facility, one of the first for any Miami CRA.”

“If accomplished, these revenues will help augment the Omni-CRA’s general funds and provide additional financial sources to help augment the TIF revenue. It was originally projected by the Omni-CRA that this facility would be self-supporting and, when leased at maximum capacity, will have paid for itself in less than a 10-year period and be capable of providing annual revenues in excess of \$2 million dollars.”

1. Provide a facility that will offer the media, film, TV, music, sound, animation and entertainment industries a suitable environment within the Media and Entertainment District of Miami;
2. Refurbish the existing structure and property previously known as the Miami Skills Center Building located at 50 NW 14 Street, Miami, FL;
3. Enhance, create and advance the objectives for the area as outlined in the Omni CRA Redevelopment Plan;
4. Minimize impacts to the public, business, communities and adjacent property owners during construction through effective communication, cooperation and coordination;
5. Secure quality design, construction, and operating services which meet or exceed the CRA's expectations and the technical requirements provided in this RFP, including its appendices, at the lowest responsible and responsive construction and operations

cost to ensure fair and competitive use fees and to optimize the Facility's life cycle performance as described in this RFP and its appendices;

6. Develop a "general revenue" producing Facility that provides a use-fee structure, which maximizes CRA annual revenues and returns;
7. Develop a flexible Facility conducive to year-round uses and programming as well as being viable for varied and multiple productions;
8. Develop a Facility that will enhance investment growth in the OMNI area, and set the tone for the entire Omni-CRA District area and entice new businesses along the corridor;
9. Construct the project safely;
10. Expedite delivery of the completed Project;
11. Facilitate participation by Local Business Enterprises;
12. Cooperate and coordinate with Project Stakeholders identified by the CRA
13. Proposer shall consider programs of Community benefit to enhance the Miami Dade School's Board initiatives for higher education and technical assistance.
14. ****MEC shall mean: a multi entertainment complex that shall include, but not be limited to Film, Television, and Sound Production. It shall be flexible to include, Photo Shoots, Music Videos, Staged Events and other such Media and Entertainment Events.**

Edgewater Construction Group, Inc.
1510 Northwest 79 Avenue, Miami, Florida 33126

Telephone: 305 463 7700

FAX: 305 463 7058

E-mail: administration@edgewatercg.com

Edgewater Construction Group, Inc. is located in the heart of Miami, Florida with easy access to all of South Florida using the Palmetto Expressway, I95, and the Turnpike. Even though we are located in Miami we have ongoing and completed projects throughout Florida such as Orlando and Tampa. Edgewater Construction Group is a member of the following Associations:



BUILDERS
ASSOCIATION of
SOUTH FLORIDA



Background information on the developer's proposed development team and development expertise (specifically related to studios): The principal operator of the TANABI/EDGEWATER joint venture OMNI CRA MEC will be **Tanabi Holdings USA** (Miami, Florida), supported, and so far as technical matters are concerned, by its partner **TwoFour Limited** (London/Philadelphia/Los Angeles).



ABOUT TANABI: Tanabi Executives has over 11 years of producing Film, TV, online and music commercials across the globe. Tanabi is an Entertainment Group founded in 2006 by **Euros Jones-Evans**. As an integrated entertainment agency, Tanabi provides a multidisciplinary design, development and production service. Tanabi works closely with Tonto Films (recent producer of *Da Vinci's Demons* in conjunction with **Starz USA**) in Swansea and with BBC Worldwide. Tanabi Entertainment Group is working on developing a creative hub, in cooperation with **Tonto Film Studio** in Swansea, where Tanabi will soon share studio and office space at the Fabian Way studio site,⁴ with

⁴ "Having decided on the Fabian Way site, the following months have seen a rapid transformation of the site, with the current location potentially being one of the largest production facilities in Europe. Initially, the plan was to secure working space of around 70,000 square feet, but the site has provided an opportunity too big for the filmmakers to ignore. At approximately 265,000 square feet, with a further 8,000 of adjacent office space, the former industrial premises provide plenty of room for creativity to attract further productions. The site also boasts another 70,000 sq ft of office space and 12 acres of land which could provide opportunities for other productions, offices and related creative businesses to be attracted and develop as this series forges ahead." Please see: <http://www.swanseasound.co.uk/news/local/da-vincis-demons/>

the capacity to generate more than 1,000 jobs over the next 5 years, and works with the Welsh Government to position the City for **European Culture Capital status in 2017**.⁵ In this capacity, Tanabi and Tonto Film will be partners in the new studio space located in Swansea, about three hours outside metropolitan London and also located near the scenic Gower Peninsula Coastline, where Tanabi has recently filmed several Bollywood video recordings, while Tanabi partner Tonto Films continues to use both the new studio space and the rugged Welsh countryside for filming new episodes of the hit Starz US cable TV series, DaVinci's Demons. The new studio space shared and operated by Tanabi and Tonto Films is the largest such indoor studio complex, in all of Europe.



⁵ <http://swanseametdigitalfilm.wordpress.com/2013/01/23/tonto-film-studios/>
<https://www.mediaacademywales.org/da-vincis-demons>
<http://www.swanseabaypartnership.com/en/creative.htm>
<http://www.theguardian.com/tv-and-radio/2013/apr/04/da-vinci-demons-drama-swansea>



[Pictured above: **Tanabi Entertainment Group** partner, **Tonto Films** shoots hit series, '*Da Vinci's Demons*'. Tonto Films has started production at the former Visteon factory on Fabian Way of '*Da Vinci's Demons*', an eight-part historical fantasy series about Leonardo Da Vinci's early life in Florence. The brainchild of Hollywood writer, producer and director David S. Goyer; whose credits include the '*Blade*' trilogy, '*Ghost Rider*' and the latest Batman films including recent blockbuster '*The Dark Knight Rises*'; the series is set to hit screens across the globe next year.]

TANABI ENTERTAINMENT GROUP: With the five core businesses within the group – Entertainment, Transmedia, Associates, Advertising, and Digital. The international network of selected partners affords a complete range of solutions to help create, manage and implement projects. Tanabi Entertainment (part of the Tanabi Entertainment Group) is a leading agency based in the UK and US. We operate at the convergence point where brands and their consumers connect with film, TV, sports, music and the technology that delivers them. Tanabi Services offers sponsorship negotiation, strategic partnership, event management, original content creation, print and broadcast, as well as traditional analog and digital promotions.

TANABI FILMS: Tanabi has extensive experience ranging from independent feature films and documentaries to commercials, music videos through to digital strategy, mobile application development, social and experience design. Tanabi's award winning films have been distributed globally and we are among the youngest and most successful union of creative talent in Europe.

Tanabi has created a niche in filming extreme sport in more than 25 countries over the past 10 years through. With the rapid change in delivery of content, Tanabi has for 5 years developed strong credentials for producing and delivering online VOD productions and mobile content. Tanabi can also provide camera crews and editing facilities for any location in the world within 3 days for all manner of events including documenting media launches, sales missions and any corporate entertaining / conferences.

Tanabi's most recent and current clients include: Sony, Virgin, Diageo Group, BBC, Channel 4, SKY, Discovery Channel, S4C, IMG, Welsh Government, Netflix US, Clipper Round the World Yacht Race, National Water Industry, Talisker, University of Wales, NHS Trust, National Grid for Learning, Swansea University, Criminal Justice Board, Durham University, Input Media, Gravells, Wind Power Wales, Mace Group. Additionally, Tanabi has the full support of the British Consulate in Miami and access to all the British film agencies around the globe.



[Pictured above: Euros Jones-Evans, President Tanabi Holdings USA Inc. and CEO Tanabi Group meets with Mr. Matthew Waldron, UK Trade & Investment, British Consulate, Miami.]

The principal operator of the TANABI/EDGEWATER joint venture OMNI CRA MEC will be **Tanabi Holdings USA** (Miami, Florida), supported, and (so far as technical and operational matters are concerned) by its partner, **TwoFour Limited** (London/Abu Dhabi/Philadelphia/Los Angeles).

Tanabi's Studio Operations partner, TwoFour Limited is the largest independent TV production company in the United Kingdom with offices in London and Plymouth. It also has prestigious production and administrative centers in Los Angeles, Philadelphia and London.⁶ The Tanabi Group and its partners will leverage their international network of film and television industry affiliates to bring new productions to Miami, along with connecting Miami filmmakers to new sources of international finance and distribution territories and audiences.

Tanabi's Studio Operations partner, TwoFour Limited's clients include: BBC, ITV, SKY, UK Channel 4, S4C-TV and UK Channel 5:



⁶ Latest news about Tanabi Entertainment Group partner, TwoFour Limited: <http://www.twofour-rights.co.uk/NewsAndEvents/Show/8287727a-ea47-4e4b-a2e0-320ac985c54d>

Through our direct partnership with the UK's largest Independent Television Producer, **TWOFOUR Productions**, TANABI/EDGEWATER's "team" demonstrates within this proposal past operational and managerial experience of film/movie/TV studios, sound stages and directly related development projects of similar size and consistent with the City of Miami/Omni CRA's intended use, scope and goals. Tanabi's Studio Operations partner, TwoFour Limited's most significant operations of relevance to the proposed City of Miami Omni CRA MEC project set-up include: **TwoFour Production Studios, Plymouth, England**. Tanabi Studio Operations partner **TwoFour Limited** has production offices / studios located in London, Abu Dhabi, Cape Town, Philadelphia, Plymouth, England and Los Angeles, California.⁷



[Pictured: Tanabi's Studio Operations partner, TwoFour Production Studios, Plymouth, England.]

Background on Tanabi's Studio Operations partner, TwoFour Production Studios: TwoFour is an international award-winning factual, features & entertainment television producer and digital agency rolled into one, with offices in the UK, USA, South Africa and Abu Dhabi. Its experience since its

⁷ To discover **Tanabi's Studio Operations partner TwoFour Limited's** exciting portfolio of recent television and screen productions, please see: <http://www.twofour.co.uk/our-work/>

founding in 1989, of operating and managing the TwoFour Studios in Plymouth and London stands it in good stead as a key Studio Operations partner to Tanabi.

In 2012, **Tanabi's Studio Operations partner TwoFour Limited's** turnover was \$75.2 million making it the largest "Indie" Production Company in the UK, with over 350 staff working worldwide. **Tanabi's Studio Operations partner TwoFour Limited** produced 250 hours of original broadcast programming across all major UK broadcasters, from provocative documentaries to studio comedy and entertainment, ambitious fixed rig to slot-winning features formats.⁸ Twofour's digital division produces video, events, online channels and learning media for brands, broadcasters and the public sector, as well as bespoke media rich training and e-learning packages for the defense sector. Twofour's specialist events division, Rocket Science, produces corporate events as well as an off-the-shelf events package, Rocket Lite.

⁸ **Tanabi's Studio Operations partner TwoFour Limited** is a UK independent media group that was founded in 1989 by Charles Wace, a former TV news producer. It has grown to become the largest independent media group in the UK and turning over £47 million in 2012. Twofour is known for its diversity, specializing in creative content including broadcast TV production, corporate video, events and training media. With headquarters in Plymouth, Twofour has offices across the globe including London, Los Angeles, Philadelphia and Abu Dhabi. Twofour Broadcast supplies programming to the [BBC](#), [ITV](#), [Channel 4](#), [Channel 5](#), [BSkyB](#), [Discovery Channel](#) and a variety of other UK and international channels.



[Pictured: Tanabi's Studio Operations partner TwoFour Limited's Plymouth, England Studio.]

Tanabi's Studio Operations partner TwoFour Limited's television shows include Splash! (ITV), Educating Yorkshire and BAFTA-nominated ob-doc Educating Essex (Channel 4), fixed rig doc Happy Families, Harry's Mountain Heroes (ITV), Harry's Arctic Heroes (BBC One), Cornwall with Caroline Quentin (ITV), Alex Polizzi – The Fixer (BBC Two), long-running format The Hotel Inspector (Channel 5), A Night of Heroes (ITV), Britain's Biggest Hoarders (BBC One), James Nesbitt's Ireland (ITV), and Bradley Wiggins – A Year in Yellow (Sky Atlantic HD).



[Pictured above: Tanabi's Studio Operations partner TwoFour Limited's state-of-the-art fully integrated digital dubbing suites, TwoFour Studios, Plymouth, England. Tanabi brings a worldwide film and television industry network to the City of Miami / Omni CRA MEC Studios Project, in cooperation with its direct Studio Operations partner TwoFour Limited.]

TwoFour Rights,⁹ the company's in house rights distribution arm, focuses on bringing TwoFour's extensive catalogue of programming to the international marketplace. TwoFour's digital work includes the official web TV channel for European Parliament, events and corporate communications for Volkswagen and Audi; on-going work for HSBC; multiplatform projects for BBC Worldwide, channel build and management for Olympian Tom Daley and BAFTA Television Craft Award-winning project in conjunction with Channel 4 Paralympics. We were also a supplier of web design and streaming services to the London 2012 Games. TwoFour held the prestigious title 'Best Indie Production Company' in 2010 and secured 2nd place in Broadcast Magazine's True Indie Survey 2013.¹⁰



[Pictured above: Tanabi's Studio Operations partner TwoFour Limited has offices and studios in London (Soho), Plymouth, England, Los Angeles and Abu Dhabi.]

⁹ Please see: <http://www.twofour-rights.co.uk/>

¹⁰ Broadcast Magazine reported that **Tanabi's Studio Operations partner TwoFour Limited** "... grew its revenues by more than a third to £28.5m in 2008, and chief executive Charles Wace promises that 2009 has built on that, ranking as the group's best ever year. Its television division has found astonishing new levels of success with Five's *The Hotel Inspector*, which made a virtue out of Ruth Watson's departure by casting the marvellous Alex Polizzi. Although in the fifth series, *Inspector's* most recent run scored its highest-ever rating - an impressive 2.6 million average and 11.4% share - and has become one of the broadcaster's most important ratings bankers." Please see: <http://www.broadcastnow.co.uk/news/indies/best-independent-production-company/5010235.article>

Section V: A list of all persons with an interest in the developer

Euros Jones-Evans, President Tanabi Holdings USA Inc. and CEO Tanabi Group



Tanabi's Studio Operations leader and CEO Tanabi Group, Mr. Euros Jones-Evans [pictured above], has significant global production experience and he provides an effective combination of international business development and project management skills along with his expertise in film finance and film production. He firmly believes in honesty and integrity and this always pervades through his work. He has the ability to gain the trust and credibility with co-workers and associates, and this has put him on a firm basis to deal and work with major feature film production companies filming in the UK, US and across Asia. He has also got a stellar track record in development of commercial and residential development and headed a \$180 million project in Cyprus, Middle East in 2006 and 2007.

Euros maintains homes in Swansea, Wales and also in Miami's Upper East Side MiMo District, and in both places he is a patron of neighborhood gyms, while in the UK he is a prize-winning champion Mixed Martial Arts fighter. When in Miami he can be found working out most mornings at the Biscayne Boxing Club, and is fluent in English and Welsh. In Wales he has led with sponsorship of the Welsh Air Ambulance Service and other charities.



Dr. Mark Woods – Project Manager and Head of USA/UK Co-Productions



Tanabi Entertainment Group and Tanabi's Studio Operations partner TwoFour Limited are pleased to introduce Dr. Mark Woods as the proposed City of Miami / OMNI CRA MEC Project Manager and current Head of USA/UK Co-Productions for Tanabi Holdings USA Inc., located in Miami, Florida, which if accepted, will become as the new American production base and studio complex for the British company, **Tanabi Entertainment Group**. Mark Woods will oversee the finances, development, day-to-day operations and launch of the new Omni CRA MEC

Film Studios, and will organize and run a parallel film education program in cooperation with local Miami universities, magnet art schools / programs and with the support of local film and TV labor unions, guilds and film societies. Dr. Mark Woods possesses a diverse background in business, academia, and public services is uniquely qualified to lead the **City of Miami / OMNI CRA MEC Project**.

For the past 10 years Mark Woods has been managing film and television projects in the UK, also conducting doctoral and post-doctoral research, while lecturing on UK film academy university courses. Originally from Youngstown, Ohio, he has lived in South Florida since 1981, where he attended film school at the Miami-Dade College School of Entertainment Technologies, and received his Film Studies Certificate from F.I.U. in 2003. His first film crew assignment was on the Miami production of *Ali* (2001), directed by Michael Mann, starring Will Smith and Jamie Foxx (produced by **Sony Pictures / Columbia / Tristar**). While completing his doctoral research, which is now housed in the National Library, he represented as film agent a selected portfolio of feature films co-produced by **BBC-Wales, ITV and S4C-TV**. Dr. Mark Woods taught film students on various UK Skillset / Screen Academy Wales film courses, located at the Cardiff School of Creative and Cultural Industries in the ATRiuM Creative Arts School at the University of Glamorgan.¹¹ Dr. Woods holds a Ph.D. in Film Studies and is a Master

¹¹ The £35m ATRiuM Creative Arts Cardiff development in Cardiff became home to around 2,000 students studying subjects including art and design, media and communication, drama and music. The

of Laws (LL.M.) in Intellectual and Industrial Property Law. Mark Woods is a peer-reviewed contributor to professional film journals and in 2006 won a £14,000 grant Learning & Teaching Award for “Film Education Innovations”. For many years, Mark Woods sang in the church choir, where he is still an active member at Unity-by-the-Bay, located in Miami’s Omni Redevelopment District. Mark Woods has been active in the South Florida Film & Television Industry, including work with Film Florida, Miami/IFP Independent Feature Project, the FIU Film Studies Study Abroad Program, and the City of Miami, Office of Film & Special Events. Mark has managed hundreds of volunteers and staff members for numerous film festivals and production conferences, with numerous crew credits on independent film shoots, TV commercial shoots and music video preps, shoots and wraps. Mark Woods is multilingual, with fluency in English and Italian.

Mark Woods first served as an intern for the Miami International Film Festival (FIU), and has since held fiduciary responsibilities on the boards of regional/international film festivals, has managed and directed film shoots, organized annual conferences, musical festivals, subscription concert series, sporting events, and managed large-scale, public events. Mark’s work has led him into many of the world’s most famous film studios, where he has conducted feasibility studies and management / marketing analyses. Dr. Woods was also film festival adjudicator on festivals in Italy, where he taught at university. Dr. Mark Woods is a registered member of the Project Management Institute and his PMI Membership Number ID is 2725761.¹² Dr. Mark Woods is a member of The British Academy of Film and Television Arts (BAFTA/BAFTA-CYMRU).¹³

development has a cinema, theatre, TV, radio, film and animation studios, performance spaces and computer labs. Please see: <http://cci.glam.ac.uk/campus/>

¹² PMI is one of the world’s largest not-for-profit membership associations for the project management profession. PMI worldwide advocacy (for project management), is reinforced by globally recognized standards and certification programs, extensive academic and market research programs, chapters and communities of practice, and professional development opportunities. Please visit: <http://www.pmi.org/default.aspx>

¹³ The Academy is proud of its expert membership of approximately 6,500 individuals in the UK and the US and of its vast collective experience across film, television and games. The Academy identifies, rewards and celebrates excellence at its internationally-renowned, annual BAFTA Awards ceremonies whilst providing many opportunities for the public – as well as industry practitioners and emerging talent – to find information and inspiration through its year-round programme of events, initiatives and activities. <http://www.bafta.org/>



Mr. Mark Hawkins is Managing Director of the Twofour Group, responsible for day to day operations, as well as overseeing the company's digital division. Mark has led the partnership agreement enjoyed between **Tanabi Entertainment Group and TwoFour Limited**. TwoFour Limited is the UK's largest independent producer, and will assist technical operations with Tanabi Holdings

USA, Inc. for the proposed **City of Miami / OMNI CRA MEC Film Studios Project**. As part of this group responsibilities, Mark is spearheading the group's growth through investment in talent and the development of celebrity led TV channels, the Middle East and emerging markets. Mark is also developing international partnerships and acquiring new businesses, which build on Twofour's overall strategic vision, and launching a new international academy to develop the next generation of media skills. Mark oversees the company's digital and event divisions, creating digital channels and content for brands, broadcasters and businesses keen to engage audiences across multiple platforms. Mark's career started in FMCG with Unilever as a graduate trainee and then he moved to Meyer International and became Marketing Director of Jewson and Business Development Director of the group. While at Meyer International, he acquired and integrated international businesses (investing over \$1bn), and launched new high growth formats and catalogue / online businesses.



John Walter-Jones OBE – Tanabi Group Chairman



John Walter Jones is best known as Chairman of S4C-TV, along with various other leadership roles in the Welsh and British governments. He was the first Chief Executive of the Welsh Language Board, a post that he held between 1993 and 2004. An economics graduate, he worked in the Welsh Office in Cardiff and London, where he was a private secretary to three Welsh Office Ministers. He also received an **OBE (Order of the British Empire)** from HM the Queen, for services to the Welsh language in the same year. In April 2006, he was appointed **Chairman of Welsh-language television channel S4C-TV**, a post which he held until 2010. Between 2010 and 2012 he was the Chair of Noah's Ark Appeal Charity where Welsh actress and Hollywood A-Listed **Catherine Zeta-Jones** is a Patron, and this was followed in 2013 when **John Walter Jones was appointed as Tanabi Group Chairman.**



*Tanabi is a full service creative firm dedicated to helping other people excel.
We create meaningful experiences through development in a wide range of mediums.
We love quality, innovation and performance, and when it comes to projects,
Tanabi makes them happen.*

THE TANABI GROUP:

“A very British commitment to quality, excellence and innovation.”

*Tanabi Holdings USA, Inc. is a
British-American Company based in the
City of Miami and
wholly owned by the
Tanabi Entertainment Group with
film studios in the United Kingdom.*



But what exactly does TANABI/EDGEWATER envision for this project?

Let's review those and other key points:

- 1) **There needs to be a working office set up from the launch of the MEC Renovation Project, with regular office hours, contact information and staffing:** This new office becomes the headquarters for the entire project and first contact point for anyone related to the project. Tanabi/Edgewater will fulfill this need.
- 2) **On-Site Manager:** Tanabi personnel are present throughout the construction and development, and then become the onsite, resident managers of the new studio complex.
- 3) **This is not just a complicated partnership with the community, a government agency, the film industry and higher education -- It's a combination of these things:** First of all, our US Operations Manager, Dr. Mark Woods has a rare background of both film industry and academic work experiences, which seem tailor made for this project, which intends to be a three-way partnership between the media industry, a local government agency, and local institutions of higher education.
- 4) **There needs to be leaders in charge who have both local and international expertise:** Mark Woods has served in leadership roles for two decades, for the first ten years on the Boards of film and arts groups in Miami-Dade, and for the more recent ten years on committees, Boards and Faculties of screen academies and universities in Great Britain, Italy and other European countries. Euros Evans-Jones and Mark Woods as Tanabi's young, energetic management team

have a reputation for being fair, reliable and diplomatic, balanced with punctuality, efficiency and high values.

- 5) **The Tanabi Group brings ready-made networks of business contacts to this project:** Tanabi has more than 17 years experience in film and television sales and film finance that have allowed Tanabi to create an extensive network of key stakeholders in the international audiovisual industries. Tanabi Operations Manager, Dr. Mark Woods, has maintained his academic and industry connections in the US and throughout Florida, and will be able to ‘hit-the-ground-running’ on the first day, which is important since with this project, time is ‘of the essence’. This means in the first month Tanabi will create for the new studio a strong and self-perpetuating network of clients, customers, community and academic supporters, which will ensure the success of the new studio project.
- 6) **The Tanabi Group, with our operations partner, TwoFour Productions, Ltd., has offices in Swansea, Wales and in Soho, London, with studios in Plymouth, England, minutes from the major film studios and financial centers of metropolitan London, England:** Tanabi’s European branch offices are conveniently located close to three of the world’s largest airports, and less than a 1-2 hour flight to all the major media markets, studios and production centers of Europe and the Middle East. We operate affiliate production studios in Swansea, Wales, in Abu Dhabi, in Cape Town, South Africa and in Los Angeles, California.
- 7) **The MEC Studio needs international film and television clients and tenants:** Tanabi’s decade of European film and television production, and producer for independent feature and documentary films and television productions, has allowed Tanabi to build relationships with commissioning editors, producers, directors, production companies and broadcasters in Britain and across Europe, with a network including past and present executive producers from the **BBC, S4C-TV, ITV, Sky Studios** and major television format producers in Britain, as well as **Czech Barrandov Studios, French Canal +, German television studios Zweites Deutsches Fernsehen/ZDF** and **Italian broadcasters RAI and Mediaset**, as well as numerous independent producers throughout the continent.
- 8) **Film Industry Credentials:** Tanabi Group Associates and Film Units are currently shooting in Los Angeles, with co-productions scheduled to be shot next year (2014) in Miami with **Southern Indian (Gujarat), Bollywood (Bombay)** and **British feature film productions**. **Tanabi executives have the international expertise, linguistic advantages and connects to make the new, Omni CRA MEC Studios an internationally-renowned, world-class company:** We are members of **The British Academy of Film and Television Arts (BAFTA)**.¹⁴

¹⁴ **Mr. Euros Jones-Evans and Dr. Mark Woods are members of The British Academy of Film and Television Arts (BAFTA).** The Academy is proud of its expert membership of approximately 6,500 individuals in the UK and the US and of its vast collective experience across film, television and games. The Academy identifies, rewards and celebrates excellence at its internationally-renowned, annual BAFTA Awards ceremonies whilst providing many opportunities for the public – as well as industry practitioners and emerging talent – to find information and inspiration through its year-round programme of events, initiatives and activities. <http://www.bafta.org/>

- 9) **Tanabi Group executives have many years of experience film production shoots, television studio management and in international Film and Television Product Sales:** For more than 17 years, the Tanabi Group executives have been contracted by S4C-TV International, BBC Films and affiliated British producers to represent a selected portfolio of feature documentaries films at major film markets in Europe and North America, and developed business relationships for these entities with PBS-TV in the United States, and other international broadcasters, in Europe and South America.
- 10) The employees and staff of TANABI/EDGEWATER are fluent in more than 10 languages, including Spanish, French, Italian, Welsh and Arabic.
- 11) **The Omni CRA MEC Studios needs successful and rigorous partnerships with key local universities and colleges, first in the City of Miami, and beyond:** Tanabi Holdings USA Operations Manager, Dr. Mark Woods has Miami roots. He worked for two years as assistant to Prof. Weitz and the **FIU Film Studies Summer Study Abroad Program**. He completed a film studies internship for the FIU Miami International Film Festival, for Corporate Sponsorship. He has lectured for the Skillset Screen Academy in the UK/Britain for 8 years and has lectured and held faculty assignments or university posts in 5 other countries.
- 12) **The Omni CRA MEC will be unique, as a public/private partnership that doubles as a ‘Teaching Studio’ with a curriculum and graduate intern placement program that will make Miami even more famous:** Tanabi Group executives are filmmakers, as well as academic experts. They enjoy the prestige and respect after having authored critically-defended articles and peer-reviewed studies on film policy, finance, aesthetics and audiences in Europe, the US and Canada, and will be able to naturally build strong partnerships with the local universities and colleges in greater Miami. Dr. Mark Woods has plans to develop alliances with the M-D Schools ‘Choice’ Magnet Schools program, to help establish arts educations, making the new MEC studio a ‘feeder’ hub for student interns and industry apprenticeships.¹⁵
- 13) **The Omni CRA MEC will be unique, as a public/private partnership that doubles as a ‘Graduate Entrepreneur Training and Placement Center’ for the Creative Industries with a curriculum and graduate intern placement program that will make Miami even more famous:** As part of the unique Omni CRA ‘Teaching Studio’ feeder program, Dr. Mark Woods will work closely with academic partners to secure their economic support and collaboration for the studio. Mark Woods and our local and international Tanabi partners will design and deliver a long-term program to reverse the current ‘brain drain’ of tax-payer subsidized Miami university graduates, who, for lack of direction, guidance and practical opportunities, leave Miami and relocate to other competing media markets. The Tanabi Group is currently involved in the

1) ¹⁵ Plans for the Omni CRA MEC to collaborate with the **Town Square Neighborhood Development Corporation/ Arsht Center Performing Arts High School** are being discussed. Please see: <http://townsquaremiami.org/about-us/>

development of a £75 million studio complex and creative industries hub in Swansea, Wales, with the goal of creating more than 1,000 new jobs in the five years.

- 14) **The Omni CRA MEC Studio will create jobs, stimulate the local economy and become the regional ‘hub’ for film, television and creative industries in Miami:** Aspects of the proposed **‘Graduate Entrepreneur Training and Placement Center’ for the Creative Industries** will likely take the form of a vocational and entrepreneur training and placement program. Euros Jones-Evans and Mark Woods have envisioned creating cooperative agreements with Miami schools, colleges, trade unions and guilds, and with our selected group of film industry craftsmen colleagues and tenants, to place our Miami students directly on working professional film and television shoots.
- 15) **Teaching Studio with ‘Entertainment Legal Clinic’:** Beyond this, Tanabi intends to engage the university departments for Intellectual Property and Entertainment Law, to possibly create a Omni CRA MEC Studio **‘Entertainment Legal Clinic’** to offer reduced-fee legal advice services to local independent filmmakers, media and hospitality studio providers and vendors and to other small businesses in the Omni CRA district, focusing on Copyright and Trademarks, Employment Law, Film & TV Indemnification and Insurance Law, etc. Tanabi Operations Manager, Dr. Mark Woods is uniquely qualified as he holds a recent **Master of Laws in Intellectual & Industrial Property Law**, cum laude (Glamorgan Law School, Cardiff, UK) and is about to become a qualified British lawyer, with a **Graduate Diploma in Law** as part of the Common Professional exam for British Solicitors and Barristers (University of South Wales, UK).
- 16) **Omni CRA MEC Studio will provide both local, independent filmmakers and national film production companies with FILM FINANCING assistance:** Tanabi proposes that there could be, established within the studio offices, a center for film financing assistance, in order to entice productions to Miami. Tanabi will work closely with regional economic development agencies (**CAMACOL, Beacon Council, DDA, Knight Foundation, etc.**) and with Miami’s major investment banks and money managers to create a **Business Angels** scheme hosted within the studio, to connect our local filmmakers and visiting tenants with funds and resources.¹⁶
- 17) Tanabi is currently conducting extensive research into the **US Government’s EB5 Federal Investment & Development Program**, and hopes to cooperate with the Miami City Commissioner and Mayor’s Office to help establish a **Miami Regional EB5 Investment Center** in downtown Miami. Tanabi has an outline of ideas to facilitate direct benefits and income for the Omni CRA MEC Studios from this initiative over the next 10 years or more.

¹⁶ **The Tanabi/Edgewater Joint Venture supports “Miami of the 21st Century”:** Miami 21 represents the “Miami of the 21st Century” and entails a holistic approach to land use and urban planning. It provides a clear vision for the City that is supported by specific guidelines and regulations so that future generations can reap the benefits of well-balanced neighborhoods and rich quality of life. **Miami 21** takes into account all of the integral factors that make each area within the City a unique, vibrant place to live, learn, work and play. Six elements served as the lynchpins in the development of the blueprint of Miami: Zoning (Miami 21 Zoning Code), Economic Development, Historic Preservation, Parks and Open Spaces, Arts and Culture, and Transportation. <http://www.miami21.org/>



II. Definition of the Project / Facilities Operations and Film Studios Management Plan

- a. **Major Investment:** The Omni CRA has acquired a building in close proximity to the Omni CRA offices called the Skills Center, and plans to convert this building into a working and functioning film and television studio and event center. Plans have been drawn up, and now a Construction Project Manager / CPM/EDGEWATER has been contracted to begin the renovation of the building.
- b. **Major Renovation Project:** The Skill Building will be renovated to contain various components of an industry standard studio, including sound stages, editing and control rooms and areas for all the usual support departments of any production (make-up, set construction, lighting, sound, etc.)
- c. The completed studio will also include a main office for the APM/TANABI and their staff, along with some rented parcels with selected tenants.
- d. **What the project lacks:** The project is well-supported and organized regarding design, architecture and design by CPM/EDGEWATER, based upon the design criteria of Architect, Mr. Bermello. It lacks many important things beyond the construction aspects, and these things define the role of APM/TANABI as Operations Manager for the project.
- e. **Role of the APM/TANABI:** The APM/TANABI will take over management for the duration of the project:
 - i. **DESCRIPTION:** Duties will include creating a name and brand for the studio and then organizing the institution of the studio with the identity and values of that chosen brand and name.

- ii. **DELIVERABLE:** Branded logo to be used in signage, stationery, advertising specialties, online official website and blogs, social media presence, mailing list and direct mail management, media buying and execution of promotional activities. Begin process of registering name and logo as registered trademarks and Intellectual Property of Omni CRA.
- iii. **DESCRIPTION:** Organizing the staffing of the studio, opening and closing times of the office and facilities, leasing of stages and rented units, logistical needs of staff, tenants and visitors, and other normal daily routines will be created and organized by the APM/TANABI and his company for this project.
- iv. **DELIVERABLE:** Organize and create a reliable core staff, promote the studio to prospects and have signed tenants lined up to use the studio on the day we open. Coordinate with tenants (both long term and short term) and with visitors all logistical and Administrative/Operational needs. Cooperated closely with the staff of the Omni CRA, to set up and run BILLING, LEGAL/CONTRACTUAL, SCHEDULING and other institutional functions of the studio.
- v. **DESCRIPTION:** As this is being done, the APM/TANABI will organize and execute cooperative relationships with local educational partners, who will help the APM/TANABI to set up a functioning 'TEACHING STUDIO' within the studio project. This will involve conducting meetings with academic heads and organizing agreements with these partners.
- vi. **DESCRIPTION:** The APM/TANABI will work directly with these educational partners to create a program and curriculum that benefits our local students, faculty and graduates while also aiding the goals of our tenants, staff and visitors.
- vii. **DELIVERABLE:** Agreements with Higher Education partner(s) to create vocational 'feeder' program, to integrate curriculum and create jobs for local graduates.
- viii. **DESCRIPTION:** Also concurrently, the APM/TANABI will organize and create overlapping networks of persons who have a 'location interest' in the studio, and the APM/TANABI will create schemes and programs to integrate these persons into the studio operations and marketing plans.
- ix. **DELIVERABLE:** APM/TANABI will plan and execute program to engage support of local stakeholders, including unions, guilds, film societies, production companies, vendors, tourism and hospitality, etc.
- x. **DESCRIPTION:** The APM/TANABI will create a system of checks and controls to manage and monitor the project. The APM/TANABI will align this to a MASTER CALENDAR and appointment schedule and also to the Project TASK SCHEDULE.

- xi. **DELIVERABLE:** APM/TANABI will plan and execute Administrative/Operational flow chart and related MASTER CALENDAR and Project TASK SCHEDULE.
- xii. **DESCRIPTION:** The APM/TANABI will create and organize the communications of the project and will liaise with the Senior Management and staff of Omni CRA and the CPM/EDGEWATER and all other necessary parties, in order to facilitate regular, secure and reliable communications, both internally and externally.
- xiii. **DESCRIPTION:** The APM/TANABI will take over and manage the public relations, brand, image and promotional needs of the studio project. Various subcontractors may be hired as needed for temporary and limited tasks, but otherwise, the APM/TANABI will represent the studio project at the level of press, radio, film, television and Internet, and in all these activities will work in close cooperation with the Senior Management of Omni CRA.
- xiv. **DESCRIPTION:** The APM/TANABI will be responsible for planning and executing the entire Renovation Project and the Transition to Operations. This shall exclude those specific responsibilities related to construction, architecture and design, and all related logistical and control needs of this area (material acquisition and deliveries, etc.)
- xv. **DESCRIPTION:** The APM/TANABI will create and execute a plan to promote and market the studio to tenants, visitors, vendors, local neighborhoods, to other government agencies and leaders, and will manage all aspects of the studio project related to leasing, building usage, and related matters.
- xvi. **DESCRIPTION:** The APM/TANABI will create and execute a parallel and integrated plan to promote the studio project to the local film and television production companies, talent and craftsmen, to promote the project at a state and national level, and to promote the project in international markets. In order to accomplish this, the APM/TANABI will coordinate travel to various film and media festivals and markets, and will organize hosting to prospective tenants and key stakeholders.

Summary: There needs to be ‘one brain’, i.e., a team of ‘one mind’, working together with itself, with two parts (APM/TANABI and CPM/EDGEWATER), each specialized on either the **Construction/Physical MEC** or the **Administrative/Operational/Institutional MEC**, but always working together, providing leadership and accountability toward shared goals.

As the Administrative/Operational Project Manager, Tanabi Operations manager Mark Woods and his company would work closely with the CPM/EDGEWATER and Omni CRA Senior Management, to bring together the scattered parts of this project, and facilitate good communication, as a whole. In the end, this will avoid ‘headaches’, save money and give higher ‘value for money’ within the entire project. It will also improve the public image of the project, which is discussed below.



III. Stages of the Project

The project encompasses the management and marketing plan for the studio complex, and will contain several stages that will follow a calendar:

[This calendar is based upon the tentative agreement to approve a contract by Jan. 1, 2014.]

- 1) **Starting the Project, dates to be determined:** During this period Mark Woods would be present each day in Miami and will organize his office there. An Executive Assistant will be hired at this time, which also will share offices with Mark Woods, and serve as his primary point of contact within the project management. Office Hours and other particulars will be agreed at this time. New releases will be created and distributed to the press and legal affairs will be settled. Meetings with EDGEWATER, various sub-contractors and permitting officials will occur as preliminary construction begins.
- 2) **Launching the Project, dates to be determined:** During this period, Mark Woods will split his time between meetings at the Omni CRA offices, and holding meetings with key partners. By the end of this period, it is our intention to secure an agreement with a local Higher Education institution, as a key project partner. The Executive Assistant will

be on site and as needed, Mark Woods, Euros Jones-Evans and other Tanabi representatives will travel to agreed industry events.

MEC STUDIO MARKETING PLAN -- Suggested events:

La Biennale di Venezia – The exclusive Venice Film Festival (*August 28 – September 7, 2013*);

Toronto International Film Festival – This festival is one of the most popular in the world and runs screenings at over 300 venues (*September 5 -15, 2013*).

- 3) 1st Stage of the Project**, with scheduled tasks, which lasts for an average of two months each. Reviews follow each scheduled tasks, with control/risk reports and analysis. This stage will last for one year, dates to be arranged. Toward the end of this stage, a general review will be conducted. Throughout this stage, Mark Woods and the Executive Assistant will be on site, to oversee and administrate all aspects of the project. As needed, Tanabi representatives will travel to agreed events.

Between 1997 and 2012, Mark Woods has represented a selected portfolio of film and television products at international film festival and markets in North America and in Europe. He has industry connections because of these events, and will continue, along with other Tanabi Group agents to represent Omni CRA MEC Studios at future events, as part of the Tanabi contract. Travel time and total nights lodging is usually a maximum of 2-3 days for each event. While Mark Woods is briefly away at these important industry events, the Executive Assistant to Mark Woods will be responsible and liaise with other staff as needed, providing staffing during office hours, etc.

Suggested events during project:

October

- **BFI London Film Festival 2013** -- Wednesday 8 October to Thursday 23 October 2013 London, United Kingdom

November

- American Film Market 2013; 11/05/2013 - 11/12/2013
Santa Monica, CA 90401

January

- **Sundance Film Festival** – Park City, Utah (*January 18-24, 2013*)
- *NATPE* 27 January, 2014 - 29 January, 2014. Content Television & Content Digital, Fontainebleau Hotel Resort, Miami Beach, Florida.

February

- **Berlinale** – The Berlin Film Festival is one of the premiere film festivals in the world (*February 7 – 17, 2013*)

March

- ***Miami International Film Festival's 31st Edition*** (March 7-16, 2014)

April

- **Tribeca Film Festival** – New York (*April 17- 28, 2013*)

May

- **Cannes Film Festival** (*May 15 – 26, 2013*)
- **Miami Media Film Market**

- 1) **2nd Stage of the Project**, with scheduled tasks, which lasts for an average of two months each. Reviews follow each scheduled tasks, with control/risk reports and analysis. This stage will last for six months, dates to be arranged. Toward the end of this stage, a general review will be conducted. Throughout this stage, Tanabi staff will be on site, to oversee and administrate all aspects of the project. As needed, Tanabi representatives will travel to agreed events. Suggested events:

October

- **BFI London Film Festival 2014** -- Wednesday 8 October to Thursday 23 October 2014 To be confirmed London, United Kingdom

November

- **American Film Market 2014**; 11/05/2014 - 11/12/2014
Santa Monica, CA 90401

- 2) **Transition to Operations Period**: 3rd Stage of the Project, with scheduled tasks, which lasts for an average of two months each. Reviews follow each scheduled tasks, with control/risk reports and analysis. This stage will last for six months, dates to be arranged. Toward the end of this stage, a general review will be conducted.
- 3) **Project ends, hand-off period to Operations Staff (dates to be arranged).**

Notes about Starting the Project -- dates to be arranged: This stage of the project will last one month, and will be a key planning period. In addition to planning the APM/TANABI will initiate a portfolio of other programs that will start at this point and continue for the life of the project, and on into full operations, including promotion of the project, public relations, agreements with academic partners, leasing to short and long term tenants, etc.

Major Deliverables will include: To organize the project, the Tanabi Group has created an outline, that will help the Selection Committee and Omni CRA staff, to quickly understand the most important things about any project: what needs to be done, when it needs to be done, how it needs to be done, who needs to do it, who is in charge, and who has the authority to make timely and critical decisions,

and finally, how we will know and audit the completed tasks of the successful project. An outline of the plan will be:

Definition of the Project:

A. Is it the Project? What are the delimiters between ‘project’ and ‘operations’?

B. Establishing priorities of the Project:

1. Clear Objectives / Specific and Measurable
2. Risk assessment and risk management
3. Senior Management and Stakeholder ‘Buy-in’
4. Adequate Planning
5. Milestones and Progress Reports
6. Scope and Purpose of the Project; staying on track
7. Communications rules and structure
8. Value for Money / Lean and Mean / Resource Management
9. Timescales, deadlines and calendars; job management
10. Change control (avoiding scope or mission creep)

C. Produce project outline with control points:

1. Scope: What will we deliver with this project?
2. Time:
 - a. When will the jobs, tasks, stages and outcomes of the project be delivered?
 - b. When will it begin and when will it end?
 - c. How will the project cope with contingencies and changes?
3. Quality: ‘Balancing Goals with Resources’
 - a. How will we define this dimension of ‘quality’?
 - b. How will we train and maintain it?
 - c. How will we market and brand it?
4. **Resources needed to run studio:**
 - a. People
 - A. Roles, job Descriptions, Duties, Person Specifications
 - B. Hierarchy and chain of command
 - C. Extent and limits of responsibility and authority

b. Funds

A. Salaries

1. Project Manager
2. Executive Assistant / Project Secretary
3. Staffing (custodial and security)
4. Honorariums, Fees and related expenses

B. Expenses

1. Office
2. Services and vendors
3. Staff Training
4. Travel and Vacations

C. Costs (Fixed, contingencies and ongoing)

c. Equipment

- A. Fixed and permanent
- B. Shared, rented and in kind exchanges
- C. Cell Phones, computers, gadgets and software
- D. Documentation, subscriptions and filing/archives

d. Accommodations

- A. Miami location
- B. Temporary and Remote locations

e. In kind and intangibles

- A. Gifts, Donations, Volunteers, Interns, memberships and goodwill, reputation, IP and public image

f. Other resources

Efficiency, Quality, ‘Value for Money’ and Excellence: When we begin writing and executing the Project Business Plan and Project Plan (during the ‘Starting the Project’ period, described above) this outline and those documents we create will serve as an archive of helpful information, to quickly explain the project to anyone who joins in the work, after the initial development, and to help the project stay ‘on track’ – and by the way, this process of documenting and disseminating information about the project constitutes ‘good practice’ in keeping with the standards of the Project Management

Institute/PMI, as outlined by the **PMI Code of Ethics and Professional Conduct and PMI Conflict Resolution Procedures.**¹⁷ Among his other degrees and professional affiliations, Tanabi Operations Manager, Mark Woods is a registered member of the Project Management Institute. **During the 1st month, the APM/TANABI will produce:**

The Project Outline

1. Introduce scope and resources
2. Time projections

The Business Case – full justification of project, overview of costs and benefits. This report will also contain details of Quality Control: MEC is all about thinking outside the box, about seizing the day, and the rewards of careful planning, wise investment, and steady, strategic development and management of resources. In this context, we must ask during the planning stages, ‘Why is this project needed?’ This question will be considered at the start of the project, and the outcome will be a Quality Control Plan, Project Business Plan and Mission Statement:

1. Quality
 - a. Methods leading from planning to delivery
 - b. Controls and reporting
 - i. Mechanisms and rules
 - ii. Schedule and calendar
 - iii. Planned audits

The Project Plan – high level plan with delivery stages, calendar, closure dates and protocols; full breakdown of roles and responsibilities:

1. Organizing and Preparing
2. Documentation and Communications
 - a. Internal

¹⁷ PMI is one of the world’s largest not-for-profit membership associations for the project management profession. PMI worldwide advocacy (for project management) is reinforced by globally recognized standards and certification programs, extensive academic and market research programs, chapters and communities of practice, and professional development opportunities. Please visit: <http://www.pmi.org/default.aspx>

b. External

The Project Charter – Clear definitions, designation of management, steering committees and advisors, and the following documented for staff training, public relations and later reference. Having these documents and plans created at the beginning and then held in the Project Center files, will allow any new employee or new team member to be quickly oriented about the project and its important stages.

1. Objectives
2. Scope
3. Business Case
4. Roles and Responsibilities
5. Communications management plan

Carrying out the Work

1. Administration and task management
2. Progress
3. Quality control
4. Stage reporting
5. Closing the project





IV. Delivery of the Project

I. Delivery of the Project:

- A. Budget limits of each stage (\$10.5 million spending cap)
- B. Time limit of each task (two month limit)
- C. Breaks and Analysis, Reflecting, inventories and reporting

Notes on how the plans would be carried out on a daily basis -- Here then, is how the plans outlined here would work:

A. Physical MEC -- Architecture and construction management - Edgewater Construction would meet with Tanabi and their team to coordinate and synchronize key events in the project timeline. Tanabi would produce reports about these meetings and will collaborate with Edgewater, whose role on this project will be called PROJECT MANAGER for CONSTRUCTION/AE/PHYSICAL MEC. When we say 'Physical MEC' we are referring to that part of the MEC Project that involves the specialized construction, architectural and related critical path project management, leading from the renovation of the property into a working media studio and production center, ending with a transfer to full operations, and this area will be under the responsibility and authority of Edgewater Construction, Inc.

B. Location and Security – Early Days of the Project: Edgewater Construction, Inc.; Later Days of the Project: Edgewater Construction, Inc., but then gradually handing-off roles to Tanabi Project Staff, probably reaching a critical 'tipping point' on or near the milestone called 'Transition to Operations'. Tanabi company will use our offices in

Miami at the beginning of this project and will set up an office physically located near the construction site, and when appropriate, will move into the MEC, on as early a date as possible (under Health & Safety rules) in order to have the best access to all aspects of the project.

- C. Tenant Leasing / Client and Customer Hospitality** – This would be the sole responsibility of **ADMINISTRATIVE PROJECT MANAGER (APM/TANABI), Mark Woods and staff.**
- D. Tenant Leasing:** During the early stage of the project this will be managed and executed by the Tanabi Group that will develop and deliver a tenant development plan. Tenants will include a) the constantly changing, individual, short-term film and TV productions shooting at MEC, b) the craftsmen workshop and other vendors who locate in the studio/retail units of the renovated MEC, and c) academic partners who provide an integrated media studies course and graduate internship program with on-site offices, as possible. During the timeline event called ‘Transition to Operations’ an assessment will be made and then it will be decided how to transition to a full-time sales, leasing and marketing assistant, who will be recruited and hired.
- E. Client and Customer Hospitality:** The Tanabi Group has created a policy framework for MEC, regarding who are our CLIENTS, namely, the senior management in the Omni CRA. Tanabi has also modified a 3-part customer service concept about ‘*who* are the folks we work *for*’. This is described in full later, but includes our 1) ‘Clients’ – the Omni CRA, our 2) ‘Customers’ – anyone we contract with, i.e., who rents or leases time or space from us, our academic partners and our 3) ‘Concerns’ – our vendors and suppliers, our neighbors in business and in the community, including taxpayers, audiences, tourists and the general public. Tanabi will develop and train all staff in a unique customer service policy and level of standards for behavior, ethics, at every level of human relations.



V. Transition to Operations

This is the last stage of the project, during the final six months. During this stage, the final problems would be tested and worked out, and newly constructed systems and facilities would be tested and evaluated, and it needed, adjustments would be made. We will agreed to a planned level of leasing and scheduling that is reduced at first (25%-50%), and which increases with each month, until at the end of this six month stage we will be up to 50%-100% capacity.

VI. Transition to Operations:

a. Physical MEC

- i. Architecture and construction management; follow-up, maintenance, repairs, guarantees and snagging. (This is the responsibility of the CPM/EDGEWATER).
- ii. Location and Security
- iii. Tenant Leasing / Client and Customer Hospitality

b. Institutional MEC

Daily Operations and Administration, Staff recruitment

Sales and Leasing, Students and Tenant Relations, Tours and Events

Costs, Milestones and Areas of Measurement for the Success of the Administrative/Operational and Institutional MEC:

Customers – this area is the remit of Tanabi and company.

1. **OMNI CRA and her stakeholders** – we report solely to the Senior Management and Board of the Omni CRA, and to any party assigned to us by this agency (that falls within the remit of this project, as agreed).

Clients – this area is the remit of Tanabi and company:

2. Tenants

- b. **Short term film and TV production shoots** – Tanabi Group staff will be located to Miami at the beginning of this project and will develop and deliver a strategy to attract and retain contracted tenants within the film industry. This will require some travel to industry events, and the costs of this travel will be part of the Tanabi project management budget, unless otherwise indicated. **[This is one of our primary income and funding streams.]**
- c. **Special event promoters and organizers** – the MEC location and facility make it perfect not only for film, television and digital media production, but possibly for the filming of live audiences during cultural events staged at the MEC, i.e., concerts, stage performances, etc. This will be studied and if feasible, integrated into the project ‘sales and marketing’ plan. Additionally, Tanabi will introduce a strategy to brand MEC as the regional and local media ‘hub’ – to this end various film student groups, societies, guilds and independent film production groups will be invited to locate events and visits to the MEC, as part of a larger program to build LOCAL FILM INDUSTRY SUPPORT. **[This is one of our primary income and funding streams.]**
- d. **Long-term retail and industrial workshop tenants** – this involves the marketing, public relations, and the usual principles of sound real estate management. Tanabi will create a policy and procedure for attracting and retaining these

tenants, with special attention paid to creating the right 'mix' that compliments the goals and values of the project, and which showcases its unique brand and services. **[This is one of our primary income and funding streams.]**

- e. **Academic and Business Partners** – Tanabi will develop and deliver a plan to build a network of Academic and Business Partners, who will provide direct, financial support to the long-term functions and operation of the MEC. These partners will form a key part of the identity and activities of the MEC studios, which will operate with a unique identity as a **'TEACHING STUDIO'** (similar in concept to a 'teaching hospital'), including mutually-beneficial agreements with MEC to regularly place students and graduates of these partners in projects and productions contracted as tenants at MEC. This will become part of the unique, global branding of MEC and will enhance reliability of its income and budgeting, and its future sales and marketing, and overall sustainability of the project and long-term operations.¹⁸ **[This is one of our primary income and funding streams.]**

Community – this area is the remit of Tanabi and company:

1. Film and TV Industry:

¹⁸Key partnerships for the MEC could be developed by Tanabi with the University of Miami:

http://www.miami.edu/index.php/academicbulletin/undergraduate_academic_programs/communication/motion_pictures/

Miami Dade College School of Entertainment & Design Technology (SEDt):

<http://www.mdc.edu/sedt/>

Florida International University, Film Studies: <http://english.fiu.edu/certificate-programs/film-studies/>

Miami New World School of the Arts: <http://nwsa.mdc.edu/>

Miami International University of Art & Design / Art Institute:

<http://www.artinstitutes.edu/miami/>

Barry University, School of Communications: <https://www.barry.edu/departments-of-communication/>

Local – The MEC will not succeed if it does not build from the beginning, a strategic network of local, industry supporters. Many studios with enormous funding have opened and soon gone ‘out-of-business’ because they neglected this important element. The Tanabi Group has a reputation as a ‘consensus builder’ and will work to create excitement, enthusiasm and visible support from Miami’s local:

- i. Trade Unions and Guilds
- ii. Vendors and service providers
- iii. Film Societies and Audiences

National – The launch of MEC will begin a process of re-branding Miami’s already established image as a desirable shooting location. The Tanabi Group will create and deliver a national program, to promote MEC to:

- iv. Governmental funding bodies and political bodies
- v. Industry Events, Organizations and affiliates

International – The Tanabi Group will create and deliver a program to represent and market MEC to international clients, and will integrate this program with other key projects, already underway in Miami, including:

- vi. Miami ‘Gateway’ to Latin America and the Americas
- vii. Sister Cities and other cooperative exchanges
- viii. European and Asian Sales and Finance Offices

PRESS, ONLINE PRESENCE and PUBLIC RELATIONS – The Tanabi Group will develop and deliver a coordinated strategy to proactively interact with the press. To this end, The Tanabi Group may at times employ the use of a part-time PR assistant, to manage news releases and direct mailings, etc. but to the extent possible, will coordinate this with the Omni CRA and in house communications offices. Dr. Mark Woods, as Administrative/Operational Project Manager, will organize press relations and hold

meetings in order to disseminate accurate information to the printed and broadcast media, whether local or national/international.

Online Presence and Social Media: Finally, The Tanabi Group will develop a deliver a plan to create an ‘ONLINE PRESENCE’ for MEC, with the particular deliverables as might be anticipated, to include for example, an official MEC website, social media branding, mobile phone apps, and other digital marketing devices. “Shooting at MEC? There’s an app for that!”

Organizations and businesses – this area is the remit of The Tanabi Group and company. The Business Plan and Mission Statement of MEC will be written and published during the ‘Starting the Project’ event. Keeping in mind the need to MEC to always comply with and support the Mission and Purpose of our Senior Management Sponsor, Omni CRA, our goals will emphasize the economic regeneration of the Omni CRA and the City of Miami.

To this end, The Tanabi Group will create and build alliances with strategic community partners, specifically focusing upon organizations, charities, churches and not-for-profit entities which promote in the City of Miami:

- b. Social inclusion
- c. Job Creation
- d. Equality and access
- e. Miami Cultural and Ethnic Heritage
- f. Education and Vocational Training

Neighborhoods – this area is the remit of Tanabi and company. Many times the film and television industry of an area grows without sensitivity to the needs of the adjacent residential and commercial neighborhoods. The Tanabi Group will develop aspects of the plan and deliver a project that sets up regular mechanisms to liaise with the public, with business interest, and with taxpayers and visitors. The purpose of this will be to proactively anticipate and mitigate problems related to the impact of locating a working film studio in downtown Miami, i.e., avoiding nuisance complaints related to noise, parking, crowds, set construction, logistical transport, etc. This will include but not be limited to:

- g. Businesses, churches and schools
- h. Homeowners, residents, tourists and taxpayers

History of the Project: The Tanabi Group will develop and publish a history of the project that will become the public record of this historic project. This history will be published in our official website, and disseminated to the public through advertising, brand marketing, social media and press releases. It will be developed as a consistent, single narrative that will allow MEC to present a unified, ‘single face’ to the public and to prospective clients and customers and the community.

An Eye for Detail: Building on past victories ‘Knowing who we are and where we are going’ -- The Tanabi Group will compile and deliver a report on past successes, leading to the launch of the MEC Project as part of the project history. This will showcase and celebrate the vision and foresight of those leaders who made this project possible.

Onsite Studio “Hall of Fame”: Eventually, an onsite ‘Hall of Fame’ will be positioned in some public venue of the MEC, to showcase and discreetly display our anticipated awards, certificates of excellence, and other professional ‘trophy’, including an elegant ‘celebrity photo wall’, to highlight for visitors the directors, stars and world famous producers working at MEC. A virtual copy of this Hall of Fame will be digitally scanned and upload into our official website, as part of our overall brand and marketing strategy.

IMPROVE ORGANISATION KNOWLEDGE SHARING / MANAGE INTERNAL AND EXTERNAL COMMUNICATIONS: Learning from and avoiding repetition of past mistakes: The Tanabi Group and company will represent the MEC Project in cases of negative press and controversy, which occurs in the normal course of running such a public project. The Tanabi Group will create internal reports and external newsletters, updates and other mechanism to proactively present the desired image and brand of MEC to staff, clients, customers, and the public.

IMPROVE EXTERNAL COMMUNICATIONS: The Tanabi Group will work to counteract any negative publicity, while he will use our legal expertise (with our compnay specialties in press relations, journalism, ethics, intellectual property law and international commerce) to proactively and

aggressively defend MEC against frivolous and malicious slander, libel and defamatory activities. The Tanabi Group will consult with Omni CRA and City of Miami legal counsel as needed, to develop strategies to promote and defend the MEC brand, against infringement and malicious misuse, pirating or other related occurrences.

DUE DILIGENCE; ANALYSIS; CONTROLS; Brief comparison with other projects: In the interest of responsible Project Management Planning norms and professional ethics, The Tanabi Group will practice all DUE DILIGENCE to fully evaluate and study and analyze the MEC project during the ('Starting the Project' period and thereafter at regular, planned intervals) for purposes of feasibility, costs control, risk management, economic impact, and other methods of audit and control, with the purpose being, before and during the course of the project, to find savings and to control costs and avoid waste or losses.

Efficiency and Cost Controls: As the Administrative/Operational Project Manager (APM/TANABI), The Tanabi Group will schedule times to regularly look across the organization to identify opportunities to improve the efficiency of management and of resourcing/acquisition processes. In this same context, Mark Woods is will provide a report that consider the successes and failure of comparable film studio construction projects, and will guide the daily progress of the project, in the light of conclusions from this study.

The Unique and Sustainable Vision for MEC and why this project is needed: The Tanabi Group will produce a cohesive and clear VISION for MEC, and then articulate and publish this VISION everywhere needed for our goals. This VISION will answer the question, "Why does the City of Miami, through the Omni CRA want to construct/renovate, develop and manage and operating media studio in the downtown area?" This VISION will have key points, including:

- f. A convincing explanation, as to how there are 'special projects' that a government agency can do better and more fairly than a private, commercial company.

- g. The data to date is anecdotal, but The Tanabi Group will compile with DUE DILIGENCE new data that shows that there are continuing and future needs for this project, if built and managed along sustainable lines.
- h. The Tanabi Group will expand a process that involves local and national experts, local and international community and industry input, to build support, goodwill and consensus for MEC.
- i. A concise list of our 'values' and how this will affect the brand, our management and commitment to customer service.

Summary: The leaders of the Omni CRA and the members of the City of Miami Commissioners, Omni CRA Board Members and other advisors, have 'stuck their necks out' with the MEC Project. They sensed a business opportunity and now the project has seized their original idea and grown into an ever-expanding VISION: MEC will be an engine for JOB GROWTH, MEC will be a 'Hub' for NEW BUSINESS START-UPS, MEC will be an asset to the community. Not only that, but the MEC will quickly come to define the Omni CRA as an even bigger player on the world stage, as major motion pictures and emerging independent producers shoot and produce at MEC, bringing sustainable income, fame and acclaim to this Miami neighborhood.

Creating JOBS, and Building Economic Capacity: Currently, taxpayers in the City of Miami and surrounding areas subsidize through their tax dollars the educational institutions, including schools, colleges, and universities. Once the graduates of these institutions matriculate, they are left hanging, without adequate support, to help them 1) Find sufficient and high-enough paying jobs in Miami, 2) Gain essential work experience and business contact to help them launch their careers, and 3) Acquire the skills and assistance needed in case they decide to stay in Miami and go into business for themselves.

Reversing the 'Brain-drain': As a result, every year, a net total of Miami taxpayer-subsidized students graduate and leave, and consequently, it could be argued that the taxpayers of Miami are subsidizing the economies of other cities and regions, those cities and regions where OUR graduates go to find work and settle. MEC will create a unique program to support our local graduates, and reverse the 'Brain-drain'.

Educational ‘Feeder’ System: As Administrative/Operational Project Manager Mark Woods will create and organize a program, in cooperation with major academic partners, to integrate their curriculum for courses including media, arts, crafts, business management and marketing (including tourism and hospitality) and intellectual property law – in order to create a ‘feeder system’ where our local education institutions can be assured of placement opportunities and internships on working film and television and related industry companies at MEC. Mark Woods will use his extensive contacts and experience in Higher Education to organize and contract with these partners, being sensitive to their special missions and the needs of their faculty, staff and students.

VII. **Closure of the Project**

At this time, the construction project will have ended, after a period of approximately 18 months. In the time leading up to this point, as gradual ‘hand-off’ of responsibilities from the MEC Construction Project and the MEC Administrative/Operational Project will merge, as the projects’ teams hand-over responsibilities to the Operation Team. This culminates the prior, six-month period called ‘Transition to Operations’ which should have allowed ample time for testing and controlling all systems, facilities and equipment, and for training of any new staff.



VIII. **Budget and Costs / Tanabi Studio Operations**

Estimate of studio office operating costs for the Tanabi Group: Here is a breakdown table of these costs:

Salary, insurance, training, supervision, equipment and other costs for Secretary/Receptionist	\$ 50,000
Office Rental & Maintenance	\$ 25,000
Furnishings & Computers	\$ 10,000
Telephone	\$ 10,000
Security - alarms	\$ 2,500
Misc. Office expense	\$ 2,500
Copier lease	\$ 4,000
Postage	\$ 4,000
WiFi costs	\$ 2,000
IT, Software / Internet	\$ 2,000

Part 2: Edgewater Construction, Inc.