

# Reimagining 100 N. Main



Building for the 21st Century



**Turner**

100 NORTH MAIN

# CARLISLE DEVELOPMENT COMPANY, LLC



August 31, 2021

## Paul Young

President, Downtown Memphis Commission  
C/O Christine Taylor  
114 N. Main Street  
Memphis, TN 38103  
Submitted via e-mail: [taylor@downtownmemphis.com](mailto:taylor@downtownmemphis.com)

### Dear Selection Committee,

As a Memphis-based development team with a long track record of success, we applaud the City and DMC for creating this process and your direct engagement to reimagine the City's most iconic eyesore. With the potential of public investment, the stakes are high to create a transformative, catalytic redevelopment within the heart of Downtown Memphis. Carlisle Development Company, LLC ("Carlisle") should be selected to redevelop this opportunity.

Previously, I have advocated for 100 N. Main to be demolished. It's a blighted reminder of broken promises from out-of-state developers' showcasing New York-style designs. 100 N Main's towering presence casts a long shadow of failed development attempts and weighs heavily on an otherwise thriving Downtown. 100 N. Main suffers from its immense size, years of abandonment and programming challenges, but there is hope.

Recently, our development team has been validating our proposal and program assumptions and has concluded 100 N Main should be returned to its iconic status. The building can and should be saved, repurposed, and redesigned into a stunningly beautiful example of what's possible with proper prioritization, realistic programming, grit, and determination.

This RFP has created the opportunity to showcase aspirational architecture designed to nurture the dreams of our most impressionable and be a beacon for future generations wondering about Memphis.

As successful Memphis development firms, we have the track record to distinguish between a vision and a hallucination. 100 N. Main deserves a team willing to ascribe to the idiom, "Go Big or Go Home" and also the expertise to get the job done.

100 North Main should be transformed into a vertical village designed to showcase Memphis' commitment to public education, high functioning government services, affordable housing, racial diversity/ownership, minority contracting – and do so in-style.

Sincerely,

## Chance Carlisle

Chief Executive Officer  
Carlisle Development Company, LLC  
[cgcarlisle@carlislecorp.com](mailto:cgcarlisle@carlislecorp.com)



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# Development Team



## **Chance Carlisle, Chief Executive Officer**

A results-driven hospitality and real estate executive, Chance Carlisle started his career working in the kitchen of his father's Wendy's restaurants and subsequently moved through the ranks of Carlisle LLC, ultimately serving as its Chief Executive Officer and sole shareholder. A graduate of Yale University, Chance has been integral to the strategic development of Carlisle's operations, overseeing its family office, real estate development, and restaurant teams for the past 15 years. Chance serves on the board of directors for one of the nation's largest restaurant purchasing cooperatives and has held numerous leadership positions within the Wendy's system. Carlisle's wholly owned subsidiary Wendelta Inc. owns and operates 165 Wendy's restaurants in the southeastern US with annual revenues exceeding \$265 million per year.

Recently, Chance has focused the company on One Beale, a 5.5-acre, \$400 million Memphis riverfront development that includes three Hyatt branded hotels, luxury apartments at The Landing Residences, 15,000 SF of Class A Office, 8 full-service restaurant/bars, and a 465-car garage. In addition to One Beale, Carlisle Development has projects valued over \$300 million in its development pipeline.



## **David Lewis, SVP Commercial Division**

With over 20 years of experience in commercial construction and development, David Lewis provides a full range of development leadership to the Carlisle team, including consultant coordination, contract negotiation, budget/schedule management, and construction administration.

David's experience includes project management and owner's representation on One Beale's Hyatt Centric, Caption by Hyatt, and Grand Hyatt projects. He has been involved in the development and construction of over 2,000 keys of upscale to luxury hotel keys in recent years, and provides expertise in sustainable design & construction, building technology design & implementation, integrated project delivery, Building Information Modeling, and Lean Construction best practices.

David will be responsible for coordination of the design team, prime contractors, project managers, and consultants, and is accountable for all budget, schedule, and WMBE participation target outcomes.



## **Allworld Project Management (AWPM)**

With vast expertise in complex mixed-use developments, specifically those involving Public-Private Partnerships, AWPM will be an integral part of the development team. AWPM will provide construction administration, cost estimating, and owner's representation services to Carlisle Development. With nearly 50 years combined experience in program and project management, Michael Hooks, Jr. as Executive Project Manager and Chris Acuff as Project Manager will provide the expertise, experience, and knowledge to usher this world-class project from concept through completion.



# Design Team - LRK



## **Frank Ricks, FAIA, Founder & Principal**

Frank is a founding principal of LRK and the firm's managing principal. He is actively involved in select projects that require strong leadership in design, engagement, and process of delivery. He also continues to lead the firm into position for increased opportunities for design influence, from simple buildings to entire neighborhoods and urban districts. He relishes projects that present an aesthetic challenge, are uniquely complex or difficult, or are the first of a kind for the firm. In his focus on the design and management of projects, Frank is always concerned with their impact on external/internal communities at all levels and strongly believes in the collective power of the team through collaboration that includes both the client and users. He stays involved in the community by serving on several boards, including working with the Center City Development Corporation for 12 years where he focused on improving access and connection to the Memphis's downtown riverfront.



## **Tony Pellicciotti, AIA, CDT, LEED AP BD+C, Principal**

Tony brings more than 25 years of highly relevant leadership, collaboration, and design experience to LRK. With a broad, diverse portfolio, Tony has focused his professional practice to prove that good design transcends budget and program. He believes that intentional, thoughtful design inspires and motivates people to be, and to achieve, more than they thought possible. This thoughtfulness has led to the social, economic, and critical success of internationally acclaimed Crosstown Concourse, the world's largest historic, adaptive reuse, LEED Platinum certified project. Tony maintains that, as architects, we have a unique responsibility to learn from the rich tapestry of contributions and tailor an individualized response to each project. He is passionate about historic/adaptive reuse work, and he weaves practical, proven sustainability strategies throughout to bring the greatest value to his clients. Tony's representative experience includes projects such as Crosstown Concourse, Believe Memphis Academy Charter School, AutoZone Innovation Zone, Orion Federal Credit Union Headquarters, Tennessee Brewery, and The Chisca on Main.



## **Rebecca Courtney, ASID, IIDA, Principal**

Rebecca is directly responsible for overall leadership of and design direction for the interiors and graphic design studios. She has a commitment to the collaborative process of program identification and resolution by the client, designer, engineering and specialty consultants, contractor, user group and other stakeholders. Rebecca also believes design should express the purpose of the place, the vision and values of the people who use it, and the way the place interacts with or presents itself to the community.



# Construction Team



For the last four years, Turner and UJAMAA have been working together and growing our organizations' relationship. Our combined expertise will ensure the best industry-leading resources are engaged for the 100 N. Main project. The Turner and UJAMAA team is a natural fit that combines people who share similar company cultures and a history of successful working relationships. The Joint Venture will foster collaboration for a project and process that exceeds the expectations of community stakeholders, with an unwavering commitment to providing the highest quality for each project.



## **Andy Davis, Vice President and Mid-South General Manager Turner**

Andy is responsible for overall management and performance of the Turner Memphis office. His leadership and commitment to the community has led the Memphis office to grow to more than 60 full-time employees and a volume of work more than \$100 million a year. During his 20+ years with Turner, he has served as a lean construction champion for the Southeast region and helped implement lean practices companywide. Andy has an extensive background in Memphis and close ties within the community, including serving on the Mid-South American Heart Association board and the Shelby County Schools Career and Technical Education Taskforce, as well as being a member of the Rotary Club of Memphis and the Chairman's Circle of the Greater Memphis Chamber.

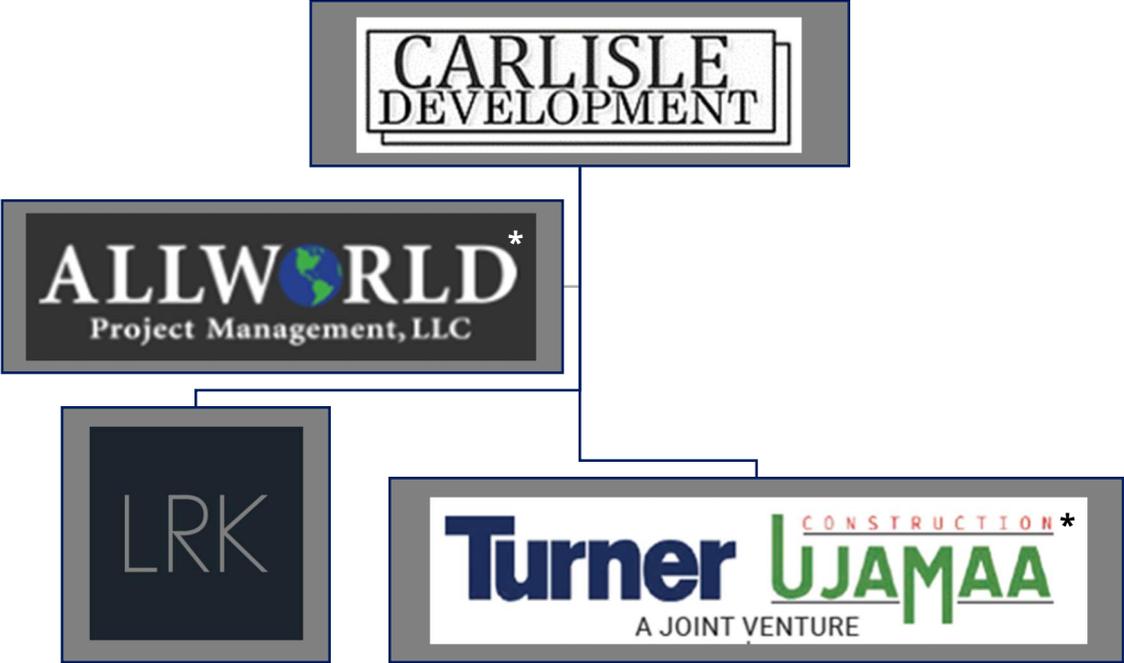


## **Todd Pressley, Co-Principal and Executive Vice President UJAMAA**

Todd offers nearly 30 years of construction industry expertise and has a knowledge of all construction delivery methods. In his role as a co-principal and executive vice president of UJAMAA, his focus is on the efficient management of projects under construction. Todd works hands on with the owner, architect, and entire construction team to deliver a project on time and in budget. Todd continually seeks ways to provide value-engineering solutions to ensure expectations are exceeded.



# Organizational Chart



### Development Team Composition

Development and design consultants will be added to the team as the project moves forward. As with Carlisle’s previous developments in Memphis, special consideration will be made to engage local, woman-owned and minority-owned business enterprise (WMBE) firms. To ensure ample opportunity is given to such firms, the developer, with the assistance of Allworld Project Management and Caissa Public Strategy, will work with the Downtown Memphis Commission’s Chief Diversity Officer, the City and County EBO officers, and local WMBE business organizations to promote such opportunities to all eligible companies.

Neither the developer nor the core Design/Construction team have been sued by a municipal government or governmental agency.

\*Denotes Minority-Owned Business Enterprise

# Team Experience

## One Beale

### Phase I - The Landing Residences

232-Unit Class A, institutional quality riverfront multi-family development. Rooftop club lounge and amenity deck with infinity-edge pool overlooking the Mississippi River. Unit amenities include 10-foot ceilings, quartz countertops, stainless steel appliances, and enhanced building technology. Development includes 16,000 SF of Class A office space, 7,000 SF of restaurant/retail space, and a 465-car parking garage providing direct access to tenant floors.

Budget \$76.5M | \$172/SF

Opened February 2021



### Phase II - Hyatt Centric

Hyatt Centric Beale Street Memphis is a 227-room full-service lifestyle hotel with over 10,000 SF of meeting and event space, upscale restaurant, and rooftop bar with incredible river views.

Budget \$71.4M | \$493/SF

Opened April 2021



# Team Experience

## One Beale

### Phase III – Caption by Hyatt

136-room select-service hotel with over 5,500 SF of restaurant, meeting, and gathering space. Hyatt selected One Beale as the site of the first purpose-built Caption, which is also the tallest Memphis hotel built in over 30 years.

Budget \$42M | \$487/SF

Opening May 2022



## Phase IV – Grand Hyatt

Grand Hyatt Memphis will be a 350-key luxury hotel with over 40,000 SF of meeting and event space, upscale spa and fitness center, two full-service restaurants with stunning river views, and elevated pool deck with bar and .

Budget \$200M | \$541/SF

Opening 2024



100 NORTH MAIN



# Team Experience - LRK

## Crosstown Concourse

1.3 million SF mixed-use development including retail, restaurants, fitness, health, educational, arts, and professional spaces along with market-rate and subsidized housing. Funding sources included philanthropic organizations, historic tax credits, new market tax credits, 20-year PILOT, and other public financing instruments.

Budget \$200M | \$104/SF

Completed 2017

Project Reference

Todd Richardson

Co-director

Crosstown Arts

1350 Concourse Ave

Suite 280



Once a vital distribution center for the Mid-South, the 1,500,000-square-foot historic Sears building (1927) had been dormant for over 20 years. A herculean revitalization effort was completed thanks to an extraordinary collaboration of local institutions. LRK worked with a non-profit arts-based organization and its partners to redevelop the 10-story building into a “vertical urban village” that integrates residential, commercial, retail, health and wellness, arts and culture, and education. The design weaves a purposeful collection of diverse tenants and varied uses into a precedent-setting mixed-use community that has served as an anchor and catalyst for further revitalization and economic development in the surrounding neighborhood.

Crosstown Concourse received LEED CS Platinum certification and is the largest historic adaptive reuse LEED Platinum certified project in the world. It also became the first project in Tennessee to be named a Fitwel three-star certified community, the program’s highest rating. The Fitwel certification program recognizes Crosstown for programming and amenities that increase access, equity, and wellness. Crosstown Concourse is the winner of over 30 prestigious honors, including an AIA Institute Honor Award for Architecture, CNU Charter Award, a National Trust for Historic Preservation Richard H. Driehaus Foundation National Preservation Award, and Architecture Review’s New into Old Awards Finalist.



# Team Experience - LRK

## Crosstown Concourse

1.3 million SF mixed-use development including retail, restaurants, fitness, health, educational, arts, and professional spaces along with market-rate and subsidized housing. Funding sources included philanthropic organizations, historic tax credits, new market tax credits, 20-year PILOT, and other public financing instruments.

Budget \$200M | \$104/SF

Completed 2017

Project Reference  
Todd Richardson  
Co-director  
Crosstown Arts  
1350 Concourse Ave  
Suite 280



Parcels at Crosstown is located within Crosstown Concourse, a former Sears distribution center and the world's largest LEED Platinum historic adaptive reuse building. Residents are exposed to countless amenities in this equity-focused community. The residential component comprises 265 apartments on the seventh through tenth floors. To foster a truly integrated community, the apartments were intentionally designed to share infrastructure with and layer horizontally over the arts, education, health, and wellness components on the lower floors - fully connecting residents to amenities and maximizing the potential for spontaneous interaction. Significant design focus was exerted on infusing light throughout deep floor plates and creating a vibrant and authentic community. Studio, one-, two- and three-bedroom apartments in a range of sizes and price points feature exposed brick walls, repurposed building materials, natural finishes, and concrete floors for an eclectic flavor.

Crosstown Concourse also recently became the first project in Tennessee to be named a Fitwel three-star certified community, the program's highest rating. The Fitwel certification program recognizes Crosstown for programming and amenities that increase access, equity, and wellness.



# Team Experience - Turner

## 660 Fifth Avenue

### New York, NY

1.2 million SF, 39-story office building interior & exterior renovation.

Budget \$150M | \$125/SF

Anticipated Completion 2022

Project Reference

[Ernesto Bacalzo](#)

Director, Construction

(646) 739-5515



On behalf of Brookfield Properties, Turner is completing the repositioning of 660 Fifth Avenue, a 40-story commercial tower. Designed by KPF, the 1.2-million-sq. ft. repositioning will feature a custom glass curtain wall; advanced mechanical, electrical, and plumbing infrastructure upgrades; and heating, ventilation, and air conditioning modifications to increase energy efficiency. The new façade maximizes daylight and city views through a mullion-free, column-to-column, floor-to-ceiling glass curtain wall system. The lobby will be reconstructed, and the elevators are being modernized and upgraded to a destination dispatch system. Multiple setbacks have also been carved out to create exterior terraces at varying heights on three sides of the building. Due to the building's tight urban location, the team has developed a comprehensive phasing plan to safeguard pedestrians, the retail storefront, and the building's existing tenants..



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# Team Experience - Turner

## Thomas O'Neill Jr. Federal Office Building

Washington, D.C.

547,000 SF office building  
interior & exterior  
renovation.

Budget \$141M | \$258/SF

Completed 2013

Project Reference

[Tony Lopacki](#)

Project Manager  
(202) 807-9987



The Thomas P. O'Neill Jr. Federal Office Building renovation and modernization project encompassed more than 547,000 sq. ft., with the goal to provide an improved work environment for the building's occupants and reduce the consumption of natural resources. This Class-A office space was renovated to accommodate more than 2,000 Health and Human Services and House Committee staff members.

Before beginning the renovation, the building was stripped down to the structure and skin. The exterior building work included creating a two-story main entrance and security screening addition, removing all windows, modifying the window jambs, and replacing the reconstructed openings with blast resistant windows per anti-terrorism force protection requirements, performing repairs to the existing limestone, installing new granite and metal panels, and adding a green roof. Half of the green roof is covered in vegetation and the other half is allocated to provide stormwater retention for future irrigation needs. The interior construction featured a full height atrium (floors one through eight) in the center of the building that required extensive structural modifications, as well as the punch out of an additional second atrium and a monumental stair to bring light to a previously dark interior. The renovation incorporated natural lighting, utilizing energy and water-efficient fixtures, and low-VOC materials.



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# Development Concept

## Reimagining 100 North Main

### *Building for the 21<sup>st</sup> Century*

As the Request for Proposal profoundly recognizes, 100 North Main powerfully impacts our community. Since its commissioning in 1965, 100 North Main has towered over the City's skyline, a once triumphant structure showcasing Memphis' regional dominance. Today, it is symbol of neglect and blight... a reckoning of where we have been as a community rather than a glimpse of our future.

As a community, we have been here before and found resolve to restore and transform our prior champions by imbuing them with a different purpose. The Chisca on Main changed from a grand hotel into a multi-family development. Metro 67 morphed from an office tower to residential use. And most famously, Sears Crosstown transformed an abandoned million square feet into a vertical village. It is the latter that we use as inspiration for 100 N Main and provides a roadmap on how to repurpose a derelict, abandoned heavy weight into a 21st century development.

Like Sears Crosstown, our proposal creates a vibrant mix of uses – residential, educational, office, retail, workforce housing and training – and combines it with world-class, human-based design. The result is 24/7 vibrancy, security, and effective leveraging of our public infrastructure. Today, 100 N. Main repels people; if selected, our design will be based on and built for people – human beings – and this activation creates a vibrancy that speaks to us on an emotional level and brings us closer together in a diverse and celebrated format. We intend to create a space for everyone.

As humans, we mirror and copy what we see, not necessarily what we aspire to see. Recent studies of human biology & neurological function have discovered the human brain contains mirror neurons that cause us to reflect the people and environment around us. For example, when we yawn, smile, or even take a sip of water at a conference table, those around us reflexively mirror our actions. Similarly, the built environment affects the brain's chemistry, function, and physical composition. In a grand, majestic space, like a redwood forest or a great cathedral, we physically stand taller. We absorb and reflect the character of the space. As Memphians, we deserve to stand tall, shoulder to shoulder with our City's tallest structure and be proud of what it represents about us.

Our proposal provides a civic-focused investment designed to enhance and promote human well-being through a tailored mix of uses, anchored in education, and designed to evoke the community pride of place Memphis deserves.



# Development Concept

## Mixed Use

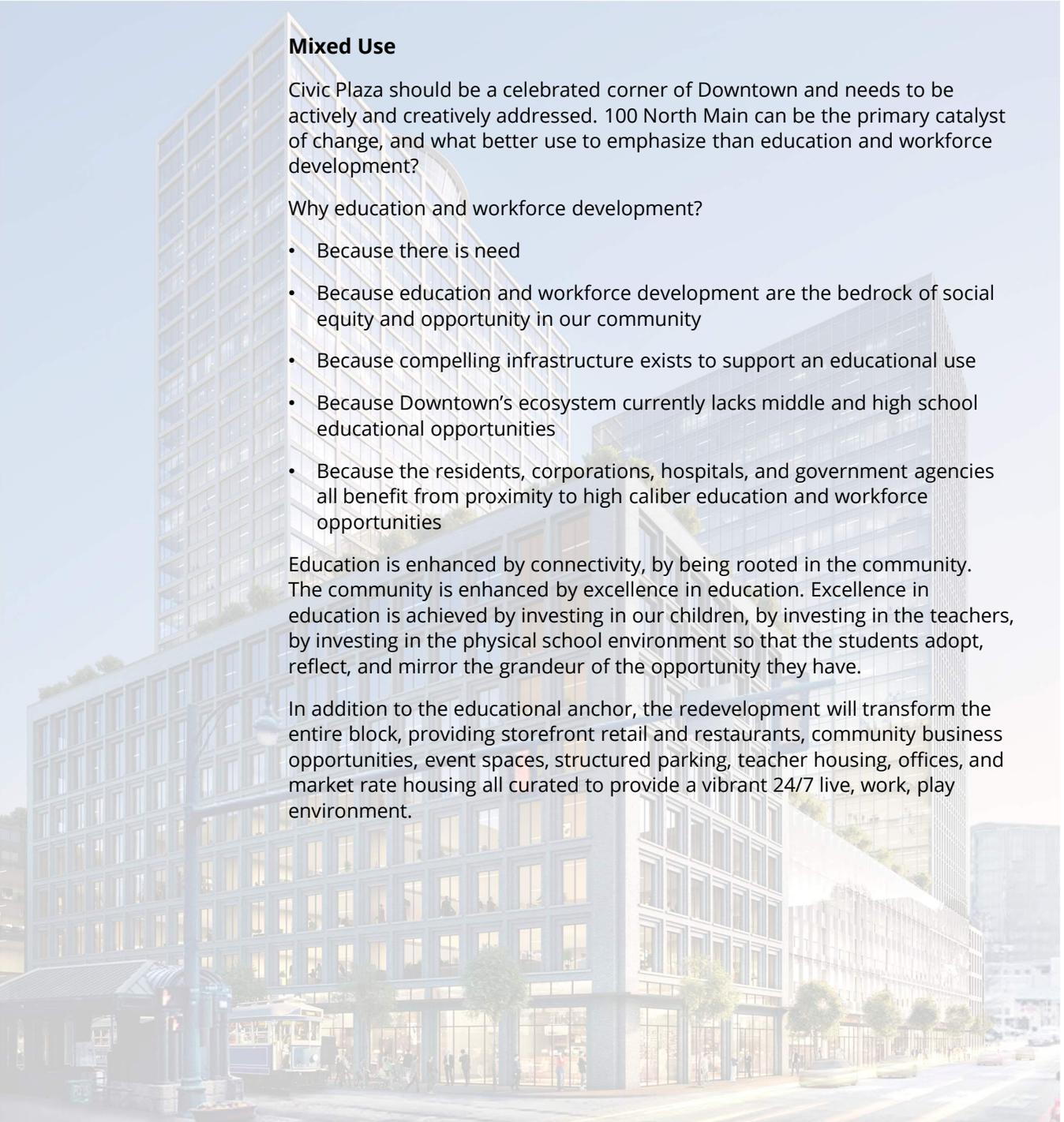
Civic Plaza should be a celebrated corner of Downtown and needs to be actively and creatively addressed. 100 North Main can be the primary catalyst of change, and what better use to emphasize than education and workforce development?

Why education and workforce development?

- Because there is need
- Because education and workforce development are the bedrock of social equity and opportunity in our community
- Because compelling infrastructure exists to support an educational use
- Because Downtown's ecosystem currently lacks middle and high school educational opportunities
- Because the residents, corporations, hospitals, and government agencies all benefit from proximity to high caliber education and workforce opportunities

Education is enhanced by connectivity, by being rooted in the community. The community is enhanced by excellence in education. Excellence in education is achieved by investing in our children, by investing in the teachers, by investing in the physical school environment so that the students adopt, reflect, and mirror the grandeur of the opportunity they have.

In addition to the educational anchor, the redevelopment will transform the entire block, providing storefront retail and restaurants, community business opportunities, event spaces, structured parking, teacher housing, offices, and market rate housing all curated to provide a vibrant 24/7 live, work, play environment.



# Development Concept

## Physical Transformation

The City of Memphis must use 100 N. Main's size to its advantage and resist the temptation see the blighted structure as a relic of the Segregated South. We must continue to build upon the City's investments in the Convention Center, Civic Plaza, Tom Lee Park, the Riverfront, and more to build a more resilient economy and provide a brighter future to our most vulnerable.

100 N. Main remains important because of its structural significance as the City's tallest skyscraper but also because of the power of its symbolic importance to our civic psyche. Today, if you mention 100 N. Main, the building evokes a visceral reaction related to neglect and despair. Tomorrow, it will be symbol for hope and prosperity. A towering example of what we can do as a community when we prioritize the public good. It is only possible to be such a beacon because of its structural significance, location and importance.

To create a best-in-breed, world class educational icon, 100 North Mian will be transformed into an inspirational environment – an environment that positively energizes the students and teachers – to create mirror neurons that reassure and reaffirm that our collective futures are bright and bold. Together, we can aspire and achieve great heights, and that the foundation to dream remains alive.

As such, 100 N Main will be reimagined into a multipurposed tower with exterior glass skin and sleek new façade. The glass façade creates a magical interconnectivity among our students, workforces, and citizens. The exterior skin will also provide natural sunlight, increasing energy efficiency and a window into the student's dreams.

## Structural Changes

Our design will provide seismic improvements and address the core building infrastructure needs. We will remove the existing, dilapidated garage and replace the structure with a comprehensive seismic upgrade to the tower as well as removing non-core structural eccentricities designed nearly 50 years ago. All mechanical, electrical, and plumbing systems will be replaced with new high efficiency, sustainable systems.

Full block ground floor neighborhood retail and restaurant spaces will be integrated into a new podium, car park, liner office, and liner residential buildings. This street level storefront activation is essential to Downtown life and will knit together the new and existing development aspects.

# Development Program

## Class A Luxury High-Rise Apartments

Our proposal converts floors 22 to 38 into Downtown's most exclusive residential development. Elevated nearly 430 feet above Downtown, 100 N. Main's height offers future residents unparalleled 360-degree views and long-sought after amenities including a Penthouse Club Lounge, rooftop pool, creative meeting areas, dog park and more. As part of a vertical village, residents will truly be able to live, work and play within their community, like Crosstown Concourse.

The 200 to 225 residential units will be targeted to the nearly 1,450 and 10,538 households within the two- and five-minute drive time radii, respectively, but will also be attractive to newly arrived Memphians seeking to secure a truly urban apartment home. With up to 63.7% of households in the target market renter-occupied, there is robust demand for more residential housing, particularly in a sub-market that is 95% occupied.

## Educational Uses

Our proposal creates the opportunity to have a meaningful conversation for a Shelby County School, charter or University of Memphis related educational use. Downtown Memphis needs to expand its educational offering, particularly with regards to a middle and high schools. A purpose-built education facility will be a gamechanger for the future of Memphis' workforce, particularly related to STEM and on the job training.

Workforce Development is another community need that fits well with our ability to provide workforce housing, job training and related facilities.

## Class A or B Office

Being responsive to the RFP, our development has a 100,000 GSF Class A or B office development to be used by the City of Memphis. We have the ability and desire to expand this office footprint should the demand materialize.

## Parking Garage

A new 800+ car garage will provide parking for the overall development, the general public, and 100 N. Main's tenants.

RESIDENTIAL  
EXISTING TOWER  
14 FLOORS WITH  
ROOFTOP AMENITIES

EDUCATION  
EXISTING TOWER  
14 FLOORS

EDUCATION  
NEW PODIUM  
6 FLOORS WITH ROOF  
TOP AMENITY

7 FLOORS WITH  
GROUND FLOOR RETAIL

100 NORTH MAIN SITE  
VIEW TO NORTHEAST



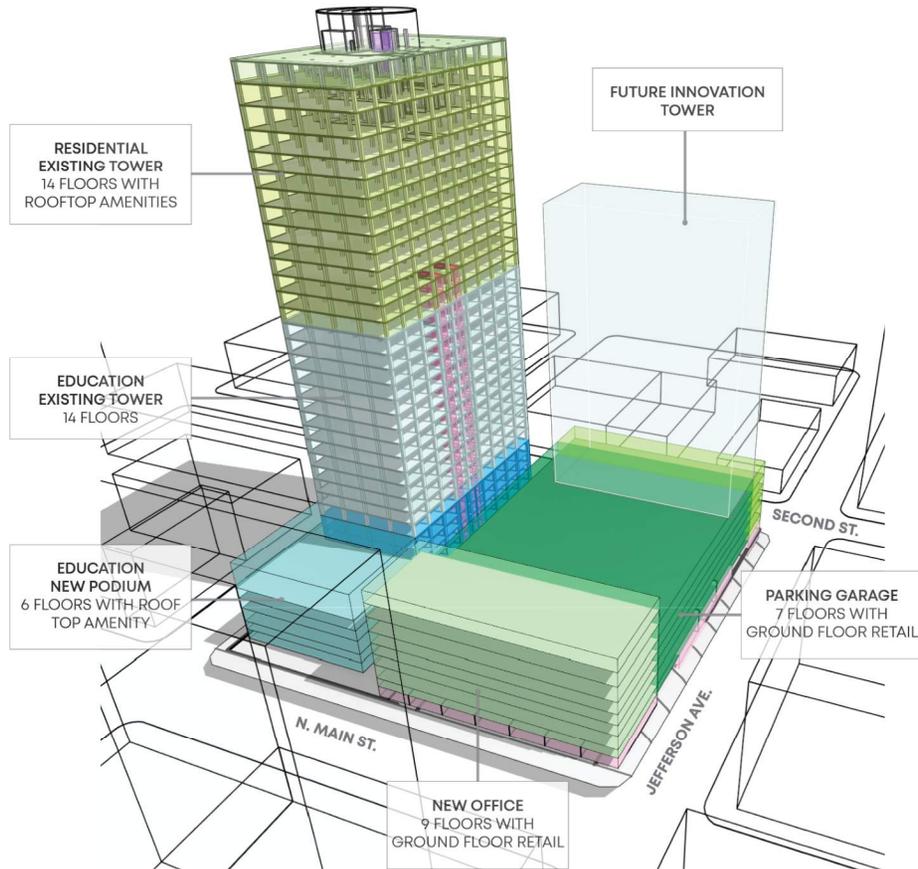
# Conceptual Plans



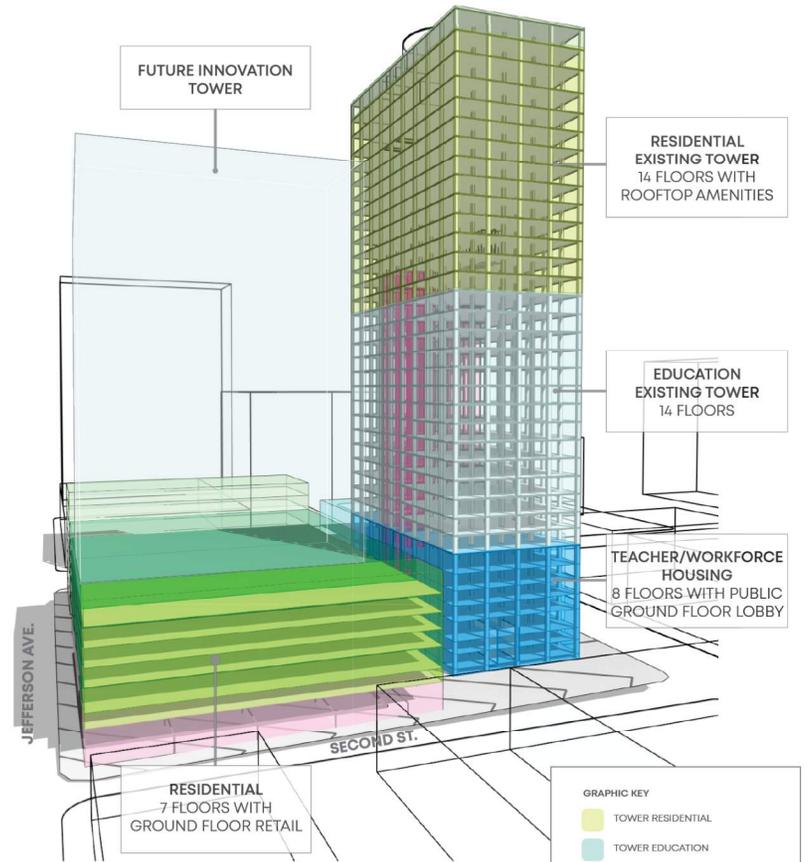
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100 NORTH MAIN

# Conceptual Plans



100 NORTH MAIN SITE  
VIEW TO NORTHEAST



100 NORTH MAIN SITE  
VIEW TO WEST

GRAPHIC KEY

<span style="color: yellow;">■</span>	TOWER RESIDENTIAL
<span style="color: lightblue;">■</span>	TOWER EDUCATION
<span style="color: cyan;">■</span>	EDUCATION PODIUM
<span style="color: blue;">■</span>	TEACHER/WORKFORCE HOUSING
<span style="color: lightgreen;">■</span>	PROPOSED OFFICE
<span style="color: green;">■</span>	PROPOSED PARKING
<span style="color: darkgreen;">■</span>	PROPOSED RESIDENTIAL
<span style="color: pink;">■</span>	PROPOSED COMMERCIAL
<span style="color: lightgrey;">■</span>	PROPOSED INNOVATION TOWER



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# Conceptual Plans



100 NORTH MAIN  
GROUND FLOOR SITE PLAN

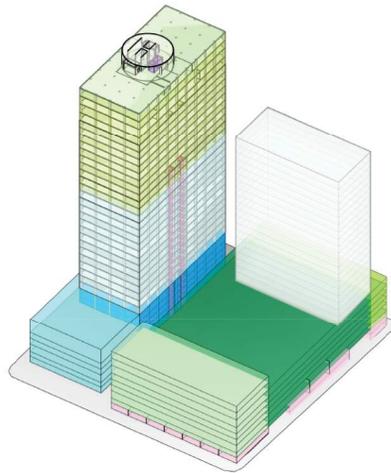


100 NORTH MAIN



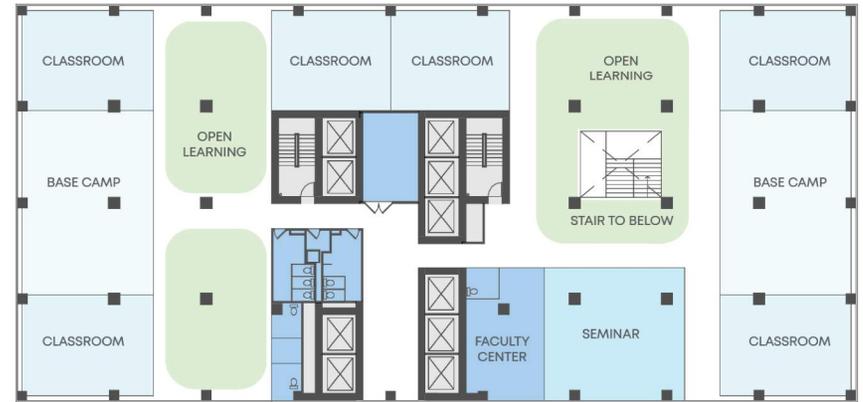
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# Conceptual Plans

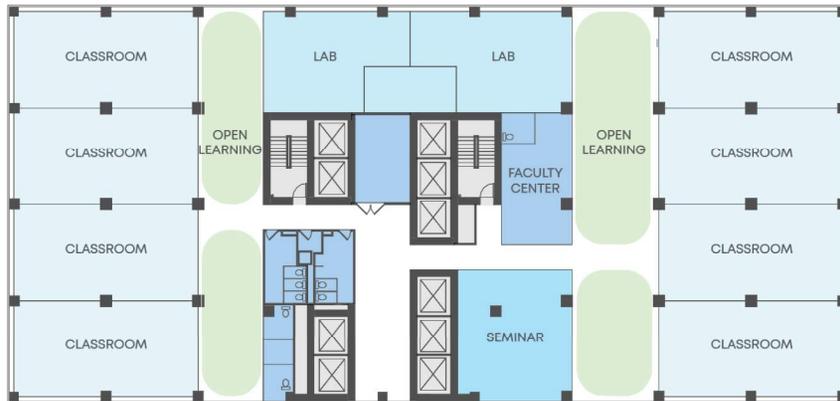


- GRAPHIC KEY
- TOWER RESIDENTIAL
  - TOWER EDUCATION
  - EDUCATION PODIUM
  - TEACHER/WORKFORCE HOUSING
  - PROPOSED OFFICE
  - PROPOSED PARKING
  - PROPOSED RESIDENTIAL
  - PROPOSED COMMERCIAL
  - PROPOSED INNOVATION TOWER

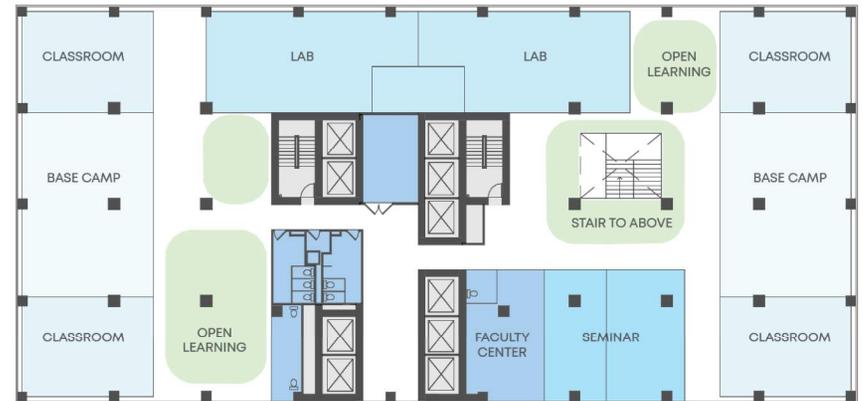
PROGRAM AXONOMETRIC



EDUCATION FLOOR PLAN  
SPLIT LEVEL - FLOOR 2



EDUCATION FLOOR PLAN  
SINGLE LEVEL



EDUCATION FLOOR PLAN  
SPLIT LEVEL - FLOOR 1



# Conceptual Plans



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# Conceptual Plans



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# Financing

**The following RFP response components will be submitted under separate cover, as they contain proprietary data.**

- **Financing Strategy**
- **Preliminary Development Budget**
- **Proposed Capital Stack with Sources & Uses**
- **Public Incentive Strategy**
- **Estimated Value of Completed Development**
- **Estimated Property Taxes Generated**
- **The above components will be transmitted upon execution of a mutually agreeable confidentiality agreement. Developer understands that, if successful, all or part of the confidential materials may be made public.**



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# Preliminary Timeline

The Development Team anticipated the following milestone dates:

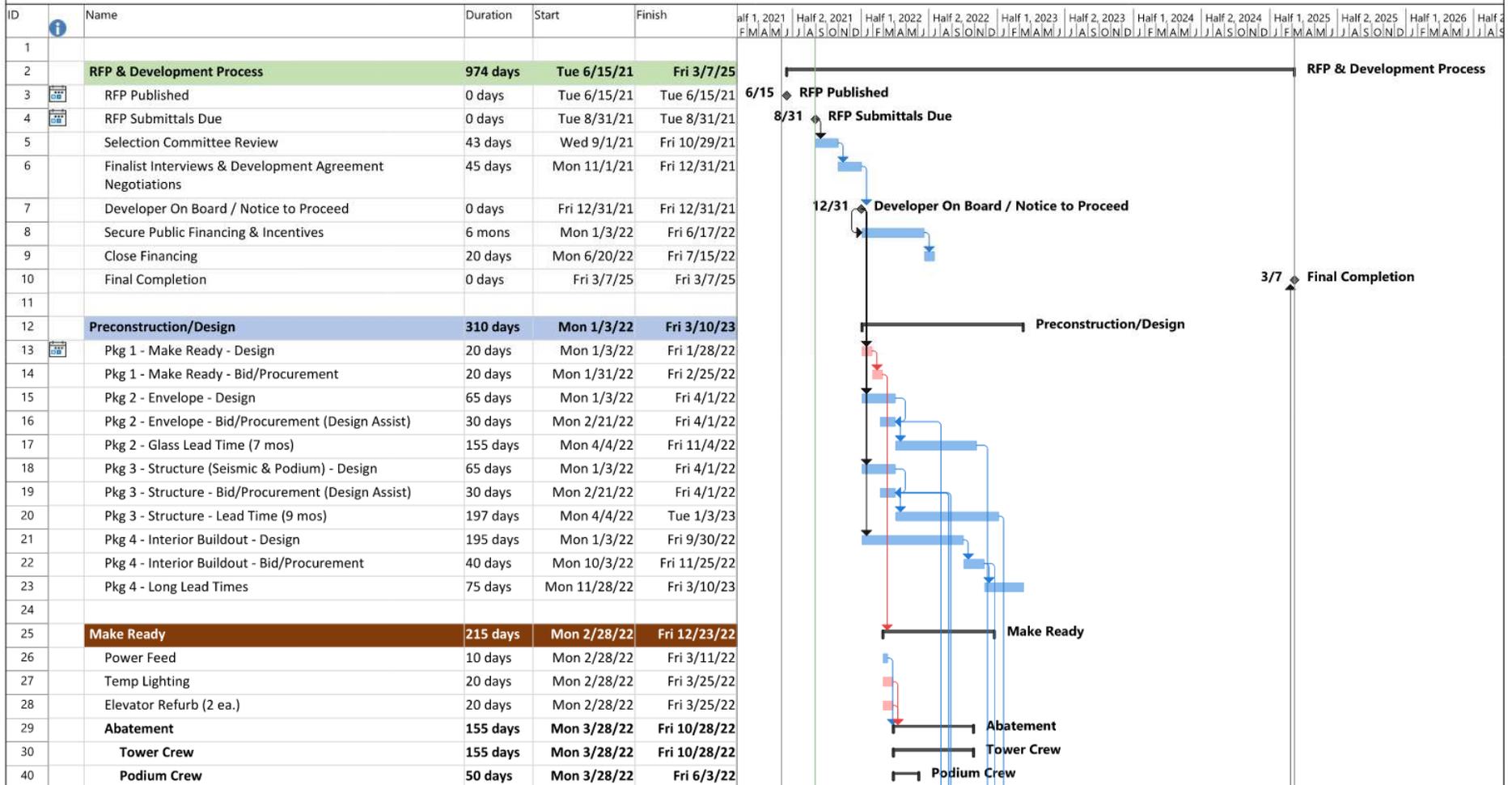
<b>12/31/21</b>	<b>Award &amp; Notice To Proceed</b>
<b>02/28/22</b>	<b>Begin “Make Ready” Tower Package</b>
<b>03/22/22</b>	<b>Begin Environmental Remediation &amp; Demo</b>
<b>04/01/22</b>	<b>Envelope/Structural Design Package Issued</b>
<b>08/08/22</b>	<b>Begin Façade Replacement</b>
<b>08/29/22</b>	<b>Begin Seismic Upgrades &amp; Podium Construction</b>
<b>10/28/22</b>	<b>Complete Environmental Remediation</b>
<b>09/30/22</b>	<b>Interior Buildout Design Package Issued</b>
<b>12/23/22</b>	<b>Complete Tower Interior &amp; Podium Demolition</b>
<b>12/30/22</b>	<b>Begin Tower MEP Rough-In</b>
<b>03/10/23</b>	<b>Complete Seismic Upgrades</b>
<b>05/25/23</b>	<b>Begin Tower Interior Finishes</b>
<b>05/31/23</b>	<b>Begin Parking Garage and Office Building Construction</b>
<b>11/15/23</b>	<b>Begin Liner Residential Construction</b>
<b>04/02/24</b>	<b>Parking Garage Substantial Completion</b>
<b>05/28/24</b>	<b>Office Core &amp; Shell Substantial Completion</b>
<b>09/24/24</b>	<b>Education Components Substantial Completion</b>
<b>11/12/24</b>	<b>Liner Residential Substantial Completion</b>
<b>02/07/25</b>	<b>Tower Residential Substantial Completion</b>
<b>03/07/25</b>	<b>Final Completion of All Components</b>

Note: By planning, contracting, and executing the tower “make ready” work (temporary power & lighting, refurbish 2 elevators), environmental remediation, and interior demo directly, the City could effectively reduce the overall timeline of the development by 2 or more months. This work must be done, regardless of the ultimate disposition of the tower.



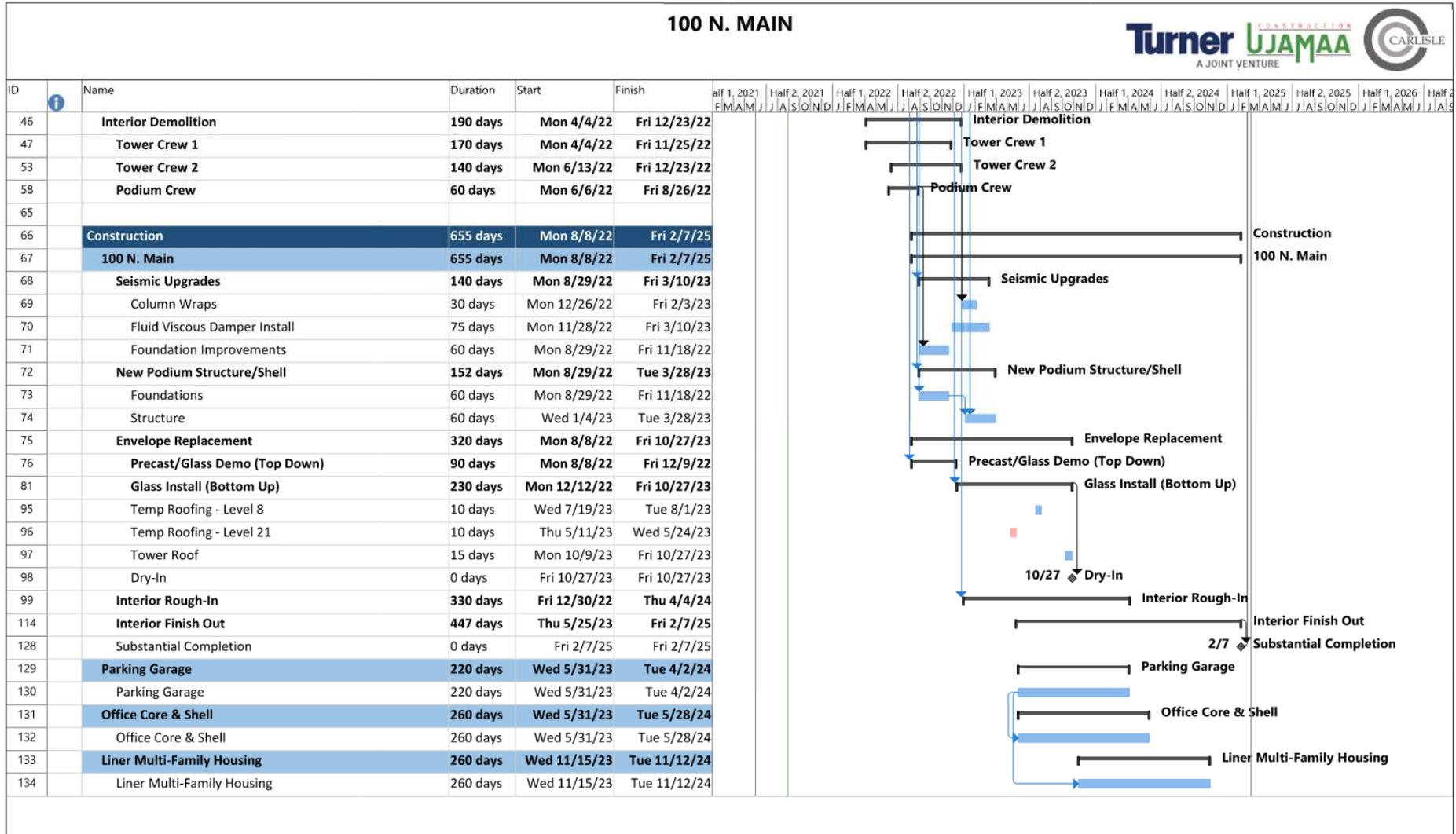
# Project Timeline

## 100 N. MAIN



# Project Timeline

## 100 N. MAIN



# Diversity & Inclusion

Our team understands the importance of diverse and inclusive representation in every facet of community life. If an organization truly wants to help the Memphis community overcome issues like inequity and disenfranchisement, it must utilize minority- and women-owned enterprises. Each member of our development team actively supports and promotes this mission in its day-to-day operations and will ensure optimal MWBE engagement in its respective area for the 100 N. Main project.

We commit to not only meeting but also exceeding the 25% engagement target. To that end, the Turner/UJAMAA joint venture is a 75/20 partnership, with the remaining 5% of the joint venture set aside for a third party. The intent for the third-party joint venture partner is to select a MWBE firm that both firms can help to further develop and succeed. We will also provide qualified MWBE firms with access to bidding information and a reasonable opportunity to propose on consulting scopes. We acknowledge we will be responsible for all required monthly reporting.

Above all, our approach will be to maximize participation on the project, ensure success, and bolster the MWBE construction community. Our approach involves three areas of focus: outreach, procurement, and support.

## Outreach

- Leverage our internal database of local and MWBE prequalified firms, as well as coordinate with our local diversity councils to identify potential bidders.
- Hold outreach informational meeting(s) about the project apprising our trades community on the timing and type of scope packages that will be available for bid. We will also review our prequalification process and introduce our purchasing team to answer any questions.
- Implement measures that encourage majority subcontractors in the larger trades to team up with local minority subcontractors by making personal introductions with MWBE trade partners in our community. This will help provide opportunities to our MWBE trade partners as second-tier subcontractors.
- Hold person-to-person meetings with our MWBE trade partners to help break down the scope of work, better understand their capacity as our trade partners, and discuss the schedule and timing of the project.
- Deploy a website to provide updates and key information to MWBE firms about the status of the project. This website will allow the community to see the project progression, learn of upcoming MWBE outreach activities, learn when bid submissions are due, and keep abreast of other pertinent information as it relates to this project.



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## Procurement

- Determine during preconstruction the areas where local and MWBE firms can best execute the specific scopes of work while still meeting our quality, safety, and schedule requirements.
- Arrange, coordinate, divide, and structure multiple trade packages to maximize participation among MWBE subcontractors and vendors. These packages will be tailored to satisfy the express interest and financial capabilities of the MWBE subcontractors and vendors.

## Support

- Provide access to training opportunities through Turner's School of Construction Management, OSHA 30 Certification Class for workers, and individual classes on subjects including lean and estimating.
- Offer subcontractors the Turner Accelerated Payment Program™ (APP), which expedites payments to subcontractors, improving cash flow and strengthening balance sheets. Through APP, subcontractors are expected to reap substantial benefits, including known payment timing and a low-cost, non-debt source of working capital.

Mary Bright, Turner's community and citizenship manager, will work directly with Turner Procurement Manager Khalif Johnson and Project Executive Jeff Borgsmiller to ensure the development team exceeds the diversity requirements of this project. We will continue to engage our diversity council partners such as the City of Memphis Office of Business Diversity and Compliance, Shelby County Equal Opportunity Compliance Office, Mid-South Minority Business Council, Memphis Area Minority Contractors Association, and National Association of Women Business Owners to learn about newly certified trade partners so our outreach activities reach the widest audience. Because communication is one of the key factors for success, our team will host a monthly call with all project partners, including the DMC, to ensure we are aligned as we continue to find opportunities for MWBE trade partners. Project updates will be shared during our monthly call, in addition to being posted on a website for community awareness.



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## **Timing for MWBE Firm Engagement**

### *Design Development Phase (3-4 months)*

Conduct initial outreach meetings with MWBE firms to determine the following:

- What firms have interest in project
- Identify trade packages for the project, right sized to maximize engagement
- Foster joint ventures or partnerships while conducting meetings

### *Construction Document Phase (3-5 months)*

Conduct follow-up meetings with MWBE firms to determine the following:

- Prepare to finalize MWBE firms' engagement
- Identify and connect MWBE firms with majority firms to establish joint ventures or partnerships
- Identify MWBE protégé to partner with during the construction phase

### *Construction Phase (Timeline varies for each project component)*

Routinely meet with MWBE firms to determine the following:

- Confirm Turner is providing key support to ensure each MWBE is successful
- Continue to seek engagement of local small MWBEs in the (i.e., photography, food, miscellaneous supplies and services, etc.)

## **Workforce Engagement**

Lastly, because the construction industry needs a larger pool of qualified workers, the 100 N. Main project provides a great opportunity to implement Turner's workforce development (WFD) program. The WFD program creates a pipeline of qualified entry-level workers ready for immediate hire that are from underserved parts of the Memphis community.

This program leverages Turner project sites as hands-on training grounds to produce skilled labor for the future. The primary focus of this program is to recruit people to the construction trades and provide participants with fundamental knowledge relevant to all construction trade occupations. Every participant who completes the program is offered full-time employment with Turner or project trade partners. While the goal is long-term industry employment, continued employment is based upon the participant's performance as full-time employees and the business needs of trade partners.

Together, these collaborative efforts will ensure the 100 N. Main project is successful and positively impacts our community even before opening its doors.



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## Additional Steps

Carlisle Development Company (CDC) has a track record of providing opportunities to and engaging WMBE firms in a range of development roles, including professional services, prime contracts, services, and material purchases. All phases of One Beale have met the WMBE engagement goals set by Downtown Memphis Commission; the Reimagine 100 North Main development provides an excellent opportunity to exceed the DMC Equal Business Opportunity standards.

Carlisle Development Company will seek and achieve a minimum of 25% participation of WMBE firms for professional services, consulting, and architecture & engineering, through direct engagement, subconsultant selection, and partnering. Along with Allworld Project Management and Adrian Bond (Caissa Public Strategy, LLC), David Lewis (CDC) will be responsible for identifying potential partners, negotiating agreements, and reporting overall WMBE participation to the Downtown Memphis Commission Chief Diversity Officer.

## WMBE Ownership

Carlisle has recently applied special focus on engaging women and minority community and business leaders as investment partners, providing equity ownership opportunities to groups that, historically, may not have had access to such high-quality investment instruments. As with the 7 Vance Ave development, Carlisle will seek and secure a significant percentage of woman and minority ownership partners on the 100 North Main project.



## Mary Bright, Turner

### Diversity, Outreach, & Inclusion Primary Coordinator

Mary Bright, community & citizenship manager at Turner, will have primary responsibility for diversity, outreach, and inclusion during the construction phase. She will be responsible for development, preparation, and execution of individual subcontracting plans; monitoring performance relative to contractual subcontracting requirements; and communicating project expectations and deliverables with MWBE firms. Her expertise will enhance the success of these programs in conjunction with this project.

Mary has 17 years of experience working with local and state governmental entities in the areas of MWBE programs/supplier diversity, contract negotiations, and legal compliance. She has actively worked to decrease the disparity among MWBEs competing and receiving both public- and private-sector contract opportunities. Mary has negotiated and drafted contracts for more than 20 different governmental departments. She has also rendered advice and legal opinions to elected officials on local governmental matters.

