

90-Day Owner Execution Plan

LR • NWA • Texarkana • Plant Operations

Date: 2026-04-14

Objective: Lock ownership, deadlines, and execution rhythm for the next 90 days.

1) Owner Responsibilities

Zac

- Finalize waterline path (NWA to ADOH/BOB)
- Confirm contract and completion timeline for waterline
- Manage permits, plant execution, and Texarkana progress
- Coordinate with Gerardo and enforce 90-day field agenda

Tracy

- Own completion governance for the full 90-day plan
- Follow up and close loops with Nathan and Ian
- Maintain accountability tracking and escalation discipline

Dylan

- Build NOI process workflow through Excel-in-bot
- Manage HUD and leasing reporting/process execution

Jeremy

- Lead large-scale Phase 3 and Phase 4 execution
- Tighten materials management (ordering, staging, waste, shortages)

Stephan

- Finish R Plan immediately
- Finalize plant plan set and release-ready package

Russ

- Execute refinance capital strategy
- Advance plant and Texarkana operations
- Lead tech/software formation for scalable operations

2) 90-Day Cadence Controls

- Weekly owner review and milestone updates
- No open-end tasks (owner + due date + acceptance criteria)
- Blockers escalated within 48 hours

- Daily status updates on HUD, NOI, permits, and materials

3) Post-90-Day Transition Focus

- Operational cuts/restructure where planned
- Move office/file control toward Texarkana + plant model
- Ongoing management focus:
- HUD management
- Texarkana execution
- LR buildings (14)
- NWA buildings (12)

4) Weekly Reporting Format

1. Completed this week
2. KPI movement (NOI, schedule, permits, materials)
3. Blockers and owner accountability
4. Next-week top 3 priorities

Executive Signoff

- Russ: _____ Date: _____
- Tracy: _____ Date: _____
- Zac: _____ Date: _____
- Dylan: _____ Date: _____
- Jeremy: _____ Date: _____
- Stephan: _____ Date: _____