

CEO Role Spec + Interview Scorecard + 90-Day Mandate (v1)

Built for an 8-bucket operating model: construction + close + NOI + capital discipline

1) Role Mission

- Own execution velocity across all 8 buckets with direct accountability for schedule, close confidence, and NOI performance.
- Convert strategic intent into a daily operating system with clear owner/due-time discipline.
- Run blocker elimination and cross-bucket handoff control to prevent avoidable stoppages.

2) Required Profile (non-negotiable)

- Has operated a \$250M+ development / operations pipeline with multi-site complexity.
- Can manage construction + asset operations + financing/close tracks simultaneously.
- Demonstrated NOI recovery leadership (occupancy, concessions, delinquency control).
- Comfortable in lender/investor rooms; can produce reliable weekly executive reporting.
- Known for hard cadence, clean accountability, and escalation discipline.

3) What this CEO owns weekly

- 8-bucket command review (red/yellow/green + blocker aging + owner actions).
- Close pipeline confidence and deadline risk map.
- NOI variance control plan by property.
- Capital deployment sequencing and trust/funding actions.
- People alignment: right role/right owner/right timeline.

4) Interview Scorecard (100 points)

- Execution systems design (20): can they install operating cadence rapidly?
- Cross-bucket dependency control (15): evidence of reducing stoppages.
- Construction + close integration (15): proof of managing both under pressure.
- NOI and property operations command (15): measurable results history.
- Capital/lender credibility (10): quality of financing and close outcomes.
- Team leadership and accountability culture (15): performance management track record.
- Communication clarity and reporting rigor (10): concise, decision-grade output.

5) 90-Day Mandate (hire de-risk plan)

- Days 0–30: Audit all buckets, lock owner map, stand up 12-line command board + go/no-go gate.
- Days 31–60: Reduce >48h blockers by 50%; implement reliable cross-bucket handoff tickets; stabilize reporting.
- Days 61–90: Improve close confidence score, publish NOI variance recovery plan, and deliver weekly lender-ready briefs.
- End of 90 days: keep / expand / replace decision based on KPI scorecard performance.

6) Compensation structure recommendation

- Base salary + milestone bonus tied to blocker reduction, close execution, and NOI variance improvement.
- Equity or profit-share vesting tied to 12-month execution targets (not tenure alone).
- Include clear termination/transition clauses if KPI milestones miss.

7) Immediate next step

- Launch CEO search with this spec + scorecard and evaluate top 5 candidates through a 90-day operating mandate model.