

HUMAN-TO-HUMANOID TRANSITION ORG CHART

Eliminated Roles, Retained Roles, and 3-Phase Migration Plan

Prepared For: Russ

Scope: Modular Plant + Multifamily Community Operations

1) TARGET OPERATING MODEL

Goal

- Transition from labor-heavy execution to robotics-led production and community operations, while preserving strong managerial governance, safety, compliance, and NOI control.

Core Principle

- Humans shift from repetitive execution to exception management, controls, risk governance, commercial strategy, and system reliability oversight.

2) ROLE OUTCOME MATRIX

A) ROLES MOSTLY ELIMINATED / HEAVILY REDUCED

(Automated or robotics-dominant in mature state)

Plant Execution

- Framing Operators
- MEP Rough-In Technicians (electrical/plumbing/HVAC rough-in)
- Interior/Finish Technicians
- Material Handlers / Kitting Labor
- Forklift/Crane/Rigging Operators (if autonomous movement stack deployed)
- Most manual line QA check roles (shifted to machine-vision QA + audit exceptions)

Logistics Execution

- Dispatch clerical execution roles
- Inbound/outbound manual coordination roles (partially absorbed by control systems)
- Load securement labor roles (reduced via automated securement protocols)

Field Install Execution

- Install technicians (major reduction)
- Routine utility tie-in execution labor (partial reduction; licensed sign-off remains)

Community Operations Execution

- Leasing agents (reduced via AI leasing + guided automation)
- Assistant PM admin-heavy functions (automation absorbed)
- Resident service desk repetitive tasks (AI concierge)
- Turn/make-ready repetitive labor (partial reduction with robotics stack)
- Grounds/janitorial repetitive routes (partial autonomous replacement)

B) ROLES RETAINED / CRITICAL MANAGEMENT LAYER

(Required in full autonomous maturity)

Executive & Governance

- CEO / Principal
- COO (robotics + field integration)
- CFO / Controller
- General Counsel / Contracts & Compliance
- Chief Risk / Safety Executive
- CIO / Systems & Cybersecurity Lead

Plant Command & Reliability

- Plant Director (Autonomous Facility GM)
- Robotics Operations Manager
- AI/Automation Reliability Manager
- QA Governance Manager (audit + exception control)
- EHS/Regulatory Manager
- Industrial Cybersecurity Manager

- Digital Twin / Simulation Manager

Supply Chain & Vendor Governance

- Strategic Procurement Director
- Vendor Performance / Quality Manager
- Inventory & Network Planning Manager
- Logistics Control Tower Manager

Field Delivery & Site Governance

- Construction/Deployment Director
- Site Acceptance & Commissioning Manager
- Utility/Code Compliance Manager
- Field Safety/Regulatory Manager

Multifamily Portfolio Command

- Regional Portfolio Director
- Revenue Management Director (pricing/occupancy/NOI)
- Resident Experience Manager (AI service governance)
- Asset Performance Manager
- Facilities Reliability Manager

3) 3-PHASE MIGRATION PLAN

Pilot -> Hybrid -> Autonomous

PHASE 1 — PILOT (0-6 MONTHS)

Objective

- Prove robotics workflow in constrained lanes without risking portfolio continuity.

Operating Mix

- 20-30% robotics-enabled production tasks
- Human primary execution with robotics assist

Primary Actions

- Select 1-2 production lanes for robotics pilot
- Deploy machine-vision QA in pilot lanes
- Establish robotics incident / exception protocol
- Build baseline metrics vs human-only production

People Impact

- Maintain full core labor team
- Add robotics operations lead + reliability lead
- Start cross-training existing supervisors on autonomy stack

Success Gates

- Cycle-time improvement $\geq 10\%$
- Rework reduction $\geq 15\%$
- Safety events non-inferior to baseline
- Stable inspection pass-rate performance

PHASE 2 — HYBRID (6-18 MONTHS)

Objective

- Scale robotics across production and selective field/community functions.

Operating Mix

- 50-70% robotics-enabled repetitive execution
- Humans concentrated in exception handling and quality governance

Primary Actions

- Expand robotics to framing, rough-in assist, finish support, materials flow
- Launch control-tower logistics orchestration
- Introduce AI leasing + resident service automation for communities
- Standardize exception routing and escalation playbooks

People Impact

- Reduce repetitive floor labor through attrition/redeployment
- Increase managers in reliability, controls, and cyber
- Reassign leasing/admin staff to revenue strategy + customer quality touchpoints

Success Gates

- Cycle-time improvement $\geq 25\%$
- First-pass QA / inspection uplift $\geq 20\%$
- Blocker aging reduction $\geq 30\%$
- NOI margin expansion measurable and repeatable

PHASE 3 — AUTONOMOUS (18-36 MONTHS)

Objective

- Run near-fully autonomous execution with management-led control architecture.

Operating Mix

- 80-95% robotics-enabled repetitive execution
- Human role centered on governance, compliance, economics, and exceptions

Primary Actions

- Full robotics orchestration across plant lanes
- Autonomous materials handling and dispatch integration
- AI-led leasing/service workflows at portfolio level
- Digital twin-led predictive planning and maintenance governance

People Impact

- Majority of repetitive execution roles retired/redeployed
- Management/control roles become the dominant human footprint
- Tight executive cadence around risk, compliance, and capital performance

Success Gates

- ≤ 75 -day cycle standard consistently achieved
- High inspection and QA stability
- Predictable weekly throughput with low rework volatility
- Sustained NOI uplift with controlled operating risk

4) EXECUTIVE GOVERNANCE CADENCE

Weekly

- Throughput, inspection pass rate, blocker aging, NOI variance, incident report

Monthly

- Workforce transition progress, robotics uptime, cyber posture, vendor performance

Quarterly

- Capital efficiency review, autonomous expansion gates, compliance audit readiness

5) EXECUTIVE DECISION FRAME

Greenlight each phase only when:

1. Safety is stable or improved
2. Quality and inspections are stable or improved
3. Throughput is measurably better
4. NOI trajectory improves without governance degradation

Final Position

- The winning model is not “no humans.”
- The winning model is “fewer execution humans, stronger management humans.”
- Control, compliance, and capital discipline remain human-accountable.