

Monday Pre–Little Rock Command Agenda

Owner-ready execution agenda | consolidated from Russ notes | 2026-04-25

1) Immediate Monday Focus

- Texarkana letter status confirmation.
- Shift from “running” to accomplishment mode: this-week deliverables and owners.
- Clubhouse postmortem (Russ / Zac / Tracy / Jeremy / Caleb / Luke): what was mismanaged and corrective actions.
- Plant operations leadership activation: Beverly + NWA + Tex integration track.
- Dylan + Zac report review: support/resources needed to scale.
- Lease review using actual leases (not summaries).
- NOI setup meeting: Russ, Zac, Tracy, Dylan, David, Johnny + Connor + 2 others.
- GoPro talks + staff changes (Track 1 and Track 2).
- Apply gate: Go/No-Go Readiness + Escalation process.

2) Closings + HUD Priority Track

- Sign and start HUD loan process immediately.
- CL #1: Texas start in ~1 week (close-readiness review).
- Little Rock spend cap until refi (safe-play control).
- CL #3: LR target Oct | CL #4: TX target Nov | CL #5: NWA target Nov.
- CL #6: LR final HUD loan 2027 | CL #7: NWA final HUD loan 2027.

3) Before Leaving Little Rock — Decision Lock

- Load trust 1.1M and finalize fund routing.
- Execute Tex land trust + 4.5 trust allocation into project charges as needed.
- Finalize trust updates across 3 docs (insurance + 2 trust docs).
- Train buckets and align people to roles and cadence.
- Finalize office/ops structure: accounting timing, Tex office, plant crews, Dallas family-office style design.

4) New Deal Structure (Board-Level)

- Close out current jobs/material obligations and reset operating model.
- Define carry/no-loan exposure thresholds and capital policy.
- Define staff payout/stock scale triggers tied to execution outcomes.
- Define funding terms for owner capital returning to projects (minimum return + set fees + investment cadence).
- Set stop/scale criteria and board decision gates (D/J/Z/R/D/C).

5) 24-Hour Priority Order

- Lock Apr 28 owner roster and meeting sequence.
- CL #1 close packet readiness and blocker resolution.
- HUD sign/start package finalized.
- Trust documents and capital routing approved.
- GoPro and signage execution checklist issued.