



RCI, PAL and Army Housing Training

**Construction Draws, 2885 Compliance,
Quality Review**



USC 10 Sections 2884-2885: Development Monitoring & Oversight

- **2885(a)(1)**
 - *“The installation asset manager shall **conduct monthly site visits** and **provide quarterly reports** on the progress of the construction or renovation of the housing units. The reports shall be submitted quarterly to the assistant secretary for installations and environment of the respective military department”*
 - RCI Asset Manager will meet monthly with the construction team and Managing Member to review the construction and renovation delivery schedule and construction spend
 - RCI Asset Manager will collect the construction draws and maintain copies of all reports required under the Development Agreement and Construction Contract
 - Tools: **Monthly RCI AM compliance report**; Monthly asset management meetings; Quarterly asset report; Program evaluation report (PER); Monthly dashboard; Construction draws; Development and construction reports; Change orders



Monthly RCI AM Compliance Report

• Monthly Compliance Report Action Items

- Conduct Drive-by of all Neighborhoods
- Meet with Construction Manager and Third Party Construction Consultant
- Review Construction Draw and Provide Copy to OACSIM
- Review all Proposed Change Orders and Provide Copies to OACSIM
- Review Copies of All Reports Required by Construction Contract (and Development Agreement) and Provide Copies to OACSIM
- Review Compliance Checklists for Development, Construction and Renovation Agreements

Assistant Chief of Staff for Installation Management Public Private Initiatives Division RCI Asset Manager Monthly Compliance Report		
Installation:	Reporting Month:	
OACSIM Program Manager:	RCI Asset Manager:	
Action	Date Completed	Result / Documentation
Conduct Drive-by of all Neighborhoods		
Meet with Construction Manager and Third Party Construction Consultant		
Review Construction Draw and Provide Copy to OACSIM		
Review all Proposed Change Orders and Provide Copies to OACSIM		
Review Copies of All Reports Required by Construction Contract and Provide Copies to OACSIM		
Review Copies of All Reports Required by Development Agreement and Provide Copies to OACSIM		
Review Development Agreement Compliance Checklist		
Review Construction/Renovation Agreement Compliance Checklist		
Review Renovation Agreement Compliance Checklist		
Reviews and inspections completed as noted above: _____ <div style="text-align: right;">Signature: RCI Asset Manager Date</div>		



Monthly RCI AM Compliance Report

- **This report documents that the RCI AM has, on a monthly basis:**

- Received and reviewed Construction Draws, proposed change orders, and any other reports required by the legal documents
 - Ensure that Change Orders are not diminishing scope obligations
- Met with the Construction Manager and Construction Consultant
- Utilized the Compliance Checklists to identify areas of non-compliance with the Operating, Prop Mgmt, Dev, and Construction Agreements
- Has conducted a drive-through of all neighborhoods to identify any issues with construction activity and progress

Assistant Chief of Staff for Installation Management Public Private Initiatives Division RCI Asset Manager Monthly Compliance Report		
Installation:	Reporting Month:	
OACSIM Program Manager:	RCI Asset Manager:	
Action	Date Completed	Result / Documentation
Conduct Drive-by of all Neighborhoods		
Meet with Construction Manager and Third Party Construction Consultant		
Review Construction Draw and Provide Copy to OACSIM		
Review all Proposed Change Orders and Provide Copies to OACSIM		
Review Copies of All Reports Required by Construction Contract and Provide Copies to OACSIM		
Review Copies of All Reports Required by Development Agreement and Provide Copies to OACSIM		
Review Development Agreement Compliance Checklist		
Review Construction/Renovation Agreement Compliance Checklist		
Review Renovation Agreement Compliance Checklist		
Reviews and inspections completed as noted above: _____		
		Signature: RCI Asset Manager _____ Date _____

- **RCI AMs should have these reports available for review at ASV**



USC 10 Sections 2884-2885: Development Monitoring & Oversight

- **2885(a)(2)**
 - *“The installation asset manager, and, as applicable, the resident construction manager, privatization asset manager, bondholder representative, project owner, developer, general contractor, and construction consultant for the project **shall conduct meetings to ensure that the construction or renovation of the units meets performance and schedule requirements and that appropriate operating and ground lease agreements are in place and adhered to**”*
 - RCI Asset Manager will participate in monthly meetings and will **review the construction draws**
 - RCI Asset Manager will review the compliance checklist on a monthly basis and will report areas of non-compliance to the OACSIM Program Manager as identified
 - USACE will conduct annual Ground Lease site visits and will provide a report to the OACSIM Program Manager identifying any areas of non-compliance



Draw Review Suggestions

- **Don't drive yourself crazy with details – it's only cash flow**
 - Validate total complete matches observed progress
 - Do scratch pad summary of variances
 - Interested in the bottom line, not details
 - Raise substantive variances for discussion
 - Not confrontational, in project's interests
 - Focus on systematic or cumulative effects, not isolated issues
- **Briefly review overall Development Draw**
 - Similar to contractor SOV
 - Includes soft costs, contingency, fees, closing costs, etc.
 - Normally very little volatility
- **Promote non-intrusive engagement with Contractor & Owner**
 - Observe Lender's Inspector visit if possible
 - Brief meeting to discuss observations/questions
 - Recognize most issues can be corrected the following month
- **Should take no more than a half hour to review**
 - After initial familiarization and without follow-up discussions



Cover Page of Contractor Pay Application

APPLICATION AND CERTIFICATE FOR PAYMENT			AIA DOCUMENT G702	PAGE 1 of 6 PAGES				
TO (OWNER) Ft XYZ Housing XXXXXXXXXXXXX Anywhere, CA		PROJECT: 1,200 PPV Housing Units Job No. XXXXXXXXXXXX Fort XYZ, CA	<table border="1" style="margin-left: auto;"> <tr> <td style="padding: 2px;">Request #</td> <td style="padding: 2px;">42-A</td> </tr> <tr> <td style="padding: 2px;">PERIOD TO:</td> <td style="padding: 2px;">30-Nov-08</td> </tr> </table>		Request #	42-A	PERIOD TO:	30-Nov-08
Request #	42-A							
PERIOD TO:	30-Nov-08							
CONTRACTOR: ABC Construction XXXXXXXXXXXXX XXXXXXXXXXXXX	LENDER: XYZ 100 S. Main Anytown, USA	Portfolio Manager Tel: 555-555-5555	Inspection By :					
CONTRACTOR'S APPLICATION FOR PAYMENT Application is made for Payment, as shown below, in connection with the Contract Continuation Sheet, AIA Document G703, is attached			<div style="border: 2px solid black; padding: 10px; display: inline-block; background-color: #333; color: white; font-size: 1.2em; font-weight: bold;"> Contract Value, Change Orders and Total Billed to Date </div>					
1. ORIGINAL CONTRACT SUM		\$201,779,082.00	The undersigned Contractor certifies that to the best of the Contractors knowledge, information and belief the Work has progressed as indicated, the quality of the work is in accordance with the Contract Documents, and the Contractor is entitled to payment in the AMOUNT CERTIFIED. By _____ State of XXXXXXXXXXXX Subscribed and sworn to before me this _____ day of _____, 2008 Notary Public: My Commission expires: _____					
2. NET CHANGE BY CHANGE ORDERS		\$122,000.00						
3. CONTRACT SUM TO DATE (Line 1+2)		\$201,901,082.00						
4. TOTAL COMPLETED AND STORED TO DATE		\$87,202,416.49						
4a. TOTAL CHANGE ORDERS COMPLETED TO DATE		\$136,000.00						
5. RETAINAGE			PROJECT MANAGERS CERTIFICATE FOR PAYMENT In accordance with the Contract Documents, based on on-site observations and the data comprising this application, the Project Manager certifies to the Owner that to the best of his/her knowledge, information and belief the Work has progressed as indicated, the quality of the work is in accordance with the Contract Documents, and the Contractor is entitled to payment in the AMOUNT CERTIFIED. AMOUNT CERTIFIED \$3,389,227.70 <i>(Attach explanation of amount certified if differs from the amount applied for. Initial all figures on the Application and on the Continuation Sheet that are changed to conform to the amount certified.)</i>					
a. Value of Completed Work Being Retained	\$3,766,916.62							
b. 0% of Stored Material	\$0.00							
Total Retainage (Line 5a+5b)		\$3,766,916.62						
6. TOTAL EARNED LESS RETAINAGE (Line 4 less Line 5 Total)		\$83,571,499.87						
7. LESS PREVIOUS CERTIFICATES PAYMENT (Line 8 from prior Certificate)		\$80,182,272.17						
8. CURRENT PAYMENT DUE		\$3,389,227.70						
9. BALANCE TO FINISH, PLUS RETAINAGE (Line 3 less Line 6)		\$118,329,582.13						
CHANGE ORDER SUMMARY			PROJECT MANAGERS CERTIFICATE FOR PAYMENT By: Joe Manager, Project Manager This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this contract.					
Change Orders approved in previous months by Owner	0.00	0.00						
Approved this month *(see explanation attached)	145,000.00	23,000.00						
TOTALS	\$145,000.00	-\$23,000.00						
Net change by Change Orders		\$122,000.00						
<small>DOCUMENT G702 * APPLICATION AND CERTIFICATE FOR PAYMENT * MAY 1983 EDITION * AIA * 1983 THE AMERICAN INSTITUTE OF ARCHITECTS, 1735 NEW YORK AVENUE, N.W., WASHINGTON, D.C. 20006</small>								



Schedule of Values - Summary & CO's

SUMMARY

42-A

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ORIGINAL CONTRACT

PERIOD TO: 30-Nov-08

Line Item Ref. No.	Description of Work Items	Original Contract Amount	Total Units	Unit	Value per Unit	Value Completed This Period	Value Completed to Date	Total Percent Complete
1	OVERHEAD	\$24,950,451.00	1	Each	\$24,950,451.00	\$345,877.81	\$11,980,156.49	48.02%
2	SITWORK	\$50,736,162.00	1	Each			\$23,054,602.11	45.44%
3	BUILDINGS	\$117,699,629.00	1	Each			\$50,235,995.39	42.68%
4	Community Center	\$2,487,700.00	1	Each			\$0.00	0.00%
5	Maintenance Building	\$419,640.00	1	Each			\$419,640.00	100.00%
6	Guard Station	\$210,000.00	1	Each			\$0.00	0.00%
7	Renovate Existing Housing Units	\$5,275,500.00	1	Each			\$1,512,022.50	28.66%
	Total Original Contract	\$201,779,082.00				\$3,987,285.68	\$87,202,416.49	43.22%

If summary provided use % complete as reality check for field observations

CHANGE ORDERS

C.O. Ref. No.	Description of Work Items	CHANGE ORDER VALUES			TOTAL COMPLETED TO DATE	
		AMOUNT	AMOUNT of ADDITIVE ITEMS	AMOUNT of DEDUCTIVE ITEMS	Amount Completed	Percentage
1	Unforeseen debris removal	\$145,000.00	\$145,000.00		\$145,000.00	93.79%
2	Delete tennis courts	\$23,000.00			\$0.00	0.00%
		\$0.00			\$0.00	0.00%
		\$0.00			\$0.00	0.00%

Review detailed listing of change orders and ensure you understand them



U.S. ARMY

General Conditions & Fees

TO: XYZ
100 S. Main
Anytown, USA

Project Location: Fort XYZ, CA

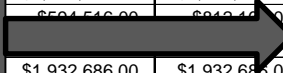
Project No. # Job No. XXXXXXXXXXXXX	Contract No. XXXXXXXXXXXX	Contract Awarded February 1, 2007		
--	------------------------------	--------------------------------------	--	--

Contract: ABC Construction XXXXXXXXXXXX XXXXXXXXXXXX	Description of Contract 1,200 PPV Housing Units Fort XYZ, CA
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Original Contract Completion Date:

Item Ref.	Description of Work Items	Original Contract Value	Total % of Constr or # of Units	Unit of Measure	Value per Unit of Measure	Total 'Units' Complete Last	Amount Complete This Period	Total Complete	Value Complete This Period	Previous Balance Complete	Value Complete to Date	Total % Complete
OVERHEAD												
1	General Conditions	\$3,000,000.00	53	Months	\$56,603.00					\$1,584,905.56	\$1,641,509.33	54.72%
2	CCIP Insurance	\$1,743,089.00	1	LS	\$1,743,089.00					\$1,699,522.00	\$1,699,522.00	97.50%
3	Bond	\$1,660,164.00	1	LS	\$1,660,164.00					\$584,546.00	\$812,744.00	48.92%
4	Site Design	\$777,314.00	1	LS	\$777,314.00					\$777,314.00	\$777,314.00	100.00%
5	Bldg Design	\$1,932,686.00	1	LS	\$1,932,686.00					\$1,932,686.00	\$1,932,686.00	100.00%
6	Construction Overhead	\$3,796,180.00	53	Months	\$71,626.00					\$2,005,529.12	\$2,077,155.16	54.72%
7	Permits & Utility Connect Fees	\$4,458,624.00	1	LS	\$4,458,624.00					\$3,039,806.00	\$3,039,806.00	68.18%
8	Profit	\$7,582,394.00	1	LS	\$7,582,394.00					\$0.00	\$0.00	0.00%
Total Overhead		\$24,950,451.00							\$345,877.81	\$11,634,278.68	\$11,980,156.49	48.02%

Review % complete in broad terms versus time elapsed in project



SITWORK												
9	Hazardous Material Abatement	\$6,107,895.00	1000.00	Units	\$6,107.90	160.00	32.00	192.00	\$195,452.64	\$977,263.20	\$1,172,715.84	19.20%
10	Demolition of Existing Housing	\$7,022,355.00	1000.00	Units	\$7,022.36	153.00	22.00	175.00	\$154,491.81	\$1,074,420.32	\$1,228,912.13	17.50%
11	SWPPP Dust & Erosion Control	\$426,607.00	1.00	LS	\$426,607.00	0.66	0.01	0.67	\$4,266.07	\$281,560.62	\$285,826.69	67.00%
12	Rough Grade, Mass Cut / Fill	\$3,982,101.00	340.00	Acres	\$11,712.06	215.00		215.00	\$0.00	\$2,518,093.28	\$2,518,093.28	63.24%
13	Blue Top Building Pads	\$812,744.00	500.00	Bldgs	\$1,625.49	253.00		253.00	\$0.00	\$411,248.46	\$411,248.46	50.60%
14	Sanitary Sewer Mains	\$3,586,388.00	1.00	LS	\$3,586,388.00	0.71	0.02	0.73	\$71,727.76	\$2,546,335.48	\$2,618,063.24	73.00%
15	Sanitary Sewer Manholes	\$390,000.00	200.00	EA	\$1,950.00	129.00	3.00	132.00	\$5,850.00	\$251,550.00	\$257,400.00	66.00%
16	Sanitary Sewer Unit Laterals	\$820,000.00	500.00	Units	\$1,640.00	446.00		446.00	\$0.00	\$731,440.00	\$731,440.00	89.20%
17	Storm Drain Lines	\$1,864,285.00	1.00	LS	\$1,864,285.00	0.62		0.62	\$0.00	\$1,155,856.70	\$1,155,856.70	62.00%
18	Storm drain Structures	\$700,000.00	1.00	LS	\$700,000.00	0.65		0.65	\$0.00	\$455,000.00	\$455,000.00	65.00%



Detailed Progress of the Work

CONTRACT PAYMENT REQUEST

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42-A		30-Nov-08										
TO: XYZ 100 S. Main Anytown, USA		Project Location: Fort XYZ, CA										
Project No. # Job No. XXXXXXXXXXXX		Contract No. XXXXXXXXXX		Contract Awarded February 1, 2007								
Contractor: ABC Construction XXXXXXXXXXXXXX XXXXXXXXXXXXXX		Description of Contract:			1,200 PPV Housing Units Fort XYZ, CA							
Original Contract Completion: Date												
Item Ref.	Description of Work Items	Original Contract Value	Total % of Constr or # of Units	Unit of Measure	Value per Unit of Measure	Total Complete Last Period	Amount Complete This Period	Total Complete	Value Complete This Period	Previous Balance Complete	Value Complete to Date	Total % Complete
BUILDINGS												
49	Underslab Plumbing	\$2,404,660.00	1000						\$9,618.64	\$1,046,027.10	\$1,055,645.74	43.90%
50	Excavate / Form Bldg Slab	\$4,379,615.00	1000						\$0.00	\$1,922,653.18	\$1,922,653.18	43.90%
51	Post-Tension Cables Set	\$1,400,325.00	1000						\$0.00	\$614,744.87	\$614,744.87	43.90%
52	Soil Poison	\$398,205.00	1000						\$0.00	\$174,814.19	\$174,814.19	43.90%
53	Place / Finish Conc Bldg Slab	\$12,020,505.00	1000						\$0.00	\$5,277,003.89	\$5,277,003.89	43.90%
54	Frame 1st Floor Walls	\$13,821,990.00	1000						\$345,549.75	\$5,639,371.92	\$5,984,921.67	43.30%
55	Frame 2nd Flr Trusses & Deck	\$4,137,888.00	500									78.20%
56	Frame 2nd Floor Walls	\$6,916,000.00	500						\$0.00	\$5,408,312.00	\$5,408,312.00	78.20%
57	Exterior Wall Sheathing	\$2,182,376.00	1000						\$54,559.50	\$879,499.14	\$934,058.64	42.80%
58	Roof Trusses / Deck / Fascia	\$4,925,685.00	1000						\$137,919.32	\$1,960,424.62	\$2,098,343.94	42.60%
59	Aluminum Windows	\$1,203,445.00	1000						\$24,069.00	\$469,345.50	\$493,414.50	41.00%
60	Exterior Doors / Patio Doors	\$1,694,196.00	1000						\$33,884.00	\$660,738.00	\$694,622.00	41.00%
61	Dry-In Roof / Roof Flashing	\$2,436,950.00	1000						\$63,360.70	\$926,041.00	\$989,401.70	40.60%

Review % complete for each line item vs observed progress, look for major disconnects, don't sweat the small stuff



Development Draw Summary

Development Budget Summary								
Item	Closing Pro Forma	Budget Adjustments	Updated Budget	Prior Draws	Current Draw	Billed to 3/4/14	Percent Complete	Balance to Bill
GMP Total	184,743,123	1,536,508	186,279,631	180,632,892	1,930,286	182,563,178	98.00%	3,716,453
Developer Base Fee	3,454,510	-	3,454,510	3,194,567	23,385	3,217,952	93.15%	236,558
Developer Incentive Fee	3,454,510	-	3,454,510	3,157	-	2,418,157	70.00%	1,036,353
3rd Party Const Consultant	671,600	-	671,600	4,689	10,943	1,135,632	101.52%	(17,032)
Transition Costs	1,000,000	-	1,000,000	-	-	-	100.00%	-
Relocation Costs	88,750	-	88,750	0,392	-	220,392	98.94%	2,358
Deferred Maintenance	600,000	-	600,000	9,844	-	599,844	100.00%	-
Managing Member Reimb	700,000	-	700,000	3,267	3,135	606,402	97.93%	12,798
Other Owner Funded Work	-	-	-	5,206	-	55,206	100.00%	-
Costs of Issuance	742,926	-	742,926	2,926	-	742,926	100.00%	-
Lender Legal Expenses	500,000	-	500,000	500,000	-	500,000	100.00%	-
Title Fees/Transfer Tax	719,235	(368,653)	350,582	350,582	-	350,582	100.00%	-
Borrowers Counsel	250,000	-	250,000	250,000	-	250,000	100.00%	-
Liquidity Facility Fee	128,000	-	128,000	-	-	-	100.00%	-
Rating Agency Fees	132,996	(6,596)	126,400	-	-	-	100.00%	-
Trustee Fees	6,000	-	6,000	-	-	-	100.00%	-
Third Party Reports	156,541	(92,541)	64,000	-	-	-	100.00%	-
Reserves	1,198,685	-	1,198,685	1,198,685	-	1,198,685	100.00%	-
Contingency	2,000,000	(1,618,402)	381,598	-	-	-	0.00%	381,598
Total Development Budget	200,546,876	(0)	200,546,876	193,210,041	1,967,749	195,177,790	97.32%	5,369,086

Review % complete for each line item, do reality check on balance to bill, identify overbillings

Check contingency balance vs overall status for adequacy



Draw Reviews - Summary

- **Verify % complete vs. field observations**
 - Quick scan of line items in schedule of values
 - Look for major or cumulative excessive billings
 - Discuss observations with Partner to clarify and resolve
- **Monitor Change Orders listed in draws**
 - Ensure listing matches info provided to RCI team
 - Verify understanding of each Change Order
 - Ensure scope is not substantively altered
- **Verify Uses side of development budget**
 - Understand items still accruing costs
 - Discuss adequacy of line items and contingency balance
 - Relate observations to updates on Sources projections



USC 10 Sections 2884-2885: Development Monitoring & Oversight

- **2885(a)(3)**
 - *“If a project is 90 days or more behind schedule or otherwise appears to be substantially failing to adhere to the obligations or milestones under the contract, the assistant secretary for installations and environment of the respective military department shall submit a notice of deficiency to the Deputy Under Secretary of Defense (Installations and Environment), the Secretary concerned, the managing member, and the trustee for the project”*
 - Progress will be indicated in the monthly dashboard and include a chart that describes construction and renovation status
 - For projects triggering this metric, **the OACSIM Program Manager will prepare a Concept Paper** for processing in accordance with the Major Decision process
 - Areas of non-compliance with Construction or Renovation Agreements should be identified through monthly RCI AM reports
 - A **Development Review** may be commissioned to identify the drivers of the delay if necessary



Schedule Monitoring & Development Review

- **Monitor construction schedule vs. pro forma obligations**
 - Understand how contractor's schedule links to pro forma deliveries
 - Monitor monthly for early indicators of delay
 - NTP dates and initiation of phases
 - Production against construction schedule in early site & vertical trades
 - Participate in monthly discussions with Managing Member
 - Receive monthly construction reports summarizing schedule status
 - Concept paper for excusable delay over 90 days
- **Development reviews**
 - Scheduled as requested by ACSIM PM as a support tool
 - Midway through major projects or in response to specific challenges
 - Evaluate progress and performance to scope, schedule & budget
 - Proactively identify risks and evaluate mitigations with the team
 - Ensure appropriate management processes are in place
 - Evaluate effectiveness of the teams and share best practices



USC 10 Sections 2884-2885: Development Monitoring & Oversight

- **2885(b): Contractor qualifications**
 - Will need to address appropriate requirements for out-year projects
 - Different profile of projects vs IDP
- **2885(c): Bonding requirements**
 - “The Secretary concerned shall ensure that the project owner, developer, or general contractor responsible for a military housing privatization initiative project has **sufficient payment and performance bonds or suitable instruments in place for each phase of a construction or renovation portion of the project** to ensure successful completion of the work in amounts as agreed to in the project’s legal documents, **but in no case less than 50 percent of the total value of the active phases of the project**, prior to the commencement of work for that phase”
 - Managing Member is required to send copies of payment and performance bonds to the OACSIM Program Manager and the RCI Asset Manager in advance of the issuance of a notice to proceed on any work



Monitoring of Quality

- **QA/QC process overview**
 - Systematic & comprehensive inspections
 - Validate code compliance for design & construction
 - Effective documentation (punch lists, QC records, tests, inspections)
- **RCI Asset Manager role**
 - Oversight to ensure team members fulfill their obligations
 - Scope approved through design approvals (validate amenities)
 - Periodic (monthly) walk of construction with Construction Manager
 - Monitor documentation – contractor QC & code compliance records
 - Review & sign off on as-builts (coordinate installation requirements)
 - Review work in progress for quality levels, standards & CDMP
 - Acceptance reviews – ensure certificates of occupancy received
 - Monitor environmental compliance – LBP, ACM, mold, pesticides
 - Review site logistics – traffic patterns, storage, site security, trash



The Good, the Bad and the Ugly

- Look behind the walls
- Ask questions
- Not inspecting, just checking



Baffles for blown-in insulation in place



Crushed duct in congested installation



Well-organized professional piping job



Window sill properly flashed



Window sill with no flashing



IDP Close-out

- Close-out process outlined in PAM Handbook
- Implementing Development Reviews to facilitate
 - Schedule 3-6 months before construction completion
 - Verifies final performance to scope, schedule & budget objectives
 - Develop Close-out Action Plan
 - Clarifies expectations
 - List activities and suspense dates
 - Documentation expected
 - Developer & Contractor actions
 - Recognize timing of actions
 - Construction scope completion
 - Financial close 3-6 months later
 - Major Decision for IDP Close-out
 - GC executes at scope completion
 - Finalize when documentation collection is complete

FORT LEE CLOSE-OUT REQUIREMENTS ACTION PLAN					
Ref	Item	Responsible Party	Target Date	Completed Date	Notes / Issues
A	-	Appendix A – General Close-out Information			
A	1	JLL	4/15/2014		
A	2	Developer	4/15/2014		
A	3	JLL	3/30/2014	3/13/2014	This updated action plan with agreed target dates
A	4	Developer	4/15/2014	3/13/2014	Support lease on office space
A	5	Dev/JLL	4/15/2014	N/A	None
A	6	Dev/JLL	12/15/2014		Rick to establish FTP site and will post in folders numbered per this Action Plan
A	7	JLL	4/15/2014		JLL to post upon creation of FTP site
A	8	Developer / Installation	6/30/2014		Review alternatives to screen back yards, conclude strategy with Installation and implement during IDP
A	9	Developer / Installation	6/30/2014		Evaluate alternatives to respond to Installation request for a swimming pool that would be compatible with the PO position on liabilities
B	-	Appendix B – Owner's Close-out Documentation			
B	1	Developer	4/15/2014		Any additional requirements related to loan or other Partner obligations
B	2	Developer	4/15/2014		Even to post his file and JLL to verify
B	3	Developer	11/30/2014		Even post interim update to support ODP discussions
B	4	Developer	6/30/2014		Identify any required property line adjustments and the plan to implement the changes
B	5	Developer	12/15/2014		
B	6	Installation Army Team	9/30/2014		Becomes the basis of the MD to close the IDP
B	7	Developer	11/30/2014		With final draw
B	8	Developer	11/30/2014		
B	9	Developer	4/15/2014	N/A	All under DVB
B	10	Developer	11/30/2014		
B	11	Developer	11/30/2014		Trish to provide interim summary 3/30 for purposes of the DBV report
B	12	Installation Army Team	9/30/2014		Post final report from the RCI team
B	13	Developer	11/30/2014		
B	14	Installation Army Team	6/30/2014		Ancillary lease on the Hunt office area, determine plan to vacate or retain
B	15	Developer / DASA	12/15/2014		Request includes item B-6 plus this completed action plan with supporting documentation
C	-	Appendix C – Owner's Outyear Planning			