

Planning & Zoning Operations Manual SEI Program

August 2011




Lend Lease

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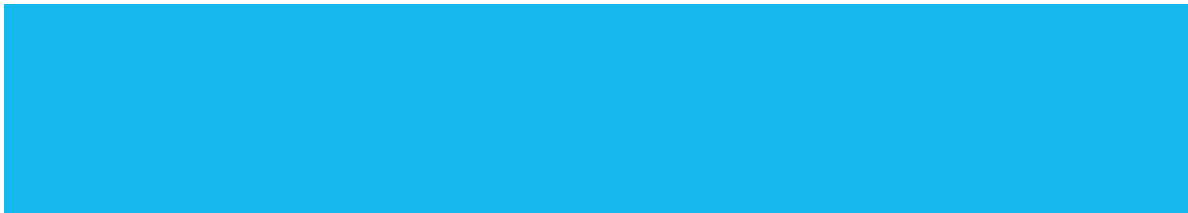
Entitlement Kick-off Authorization

Section 1: Mission, Vision and Values

BLL Multi-Site Group Vision

Mission, Goals and Values

SEI Program Mission Statement



Lend Lease Multi-Site Group Vision



MULTI-SITE GROUP VISION:

To be the recognized leader in

SUSTAINABLE

INNOVATIVE

MULTI-SITE

program solutions.

Lend Lease



Mission, Goals and Values



MISSION Deliver performance driven, integrated, program solutions with our national network of resources and partners.

GOALS

Live Incident and Injury Free	Grow relationships with our partners
Recruit, develop and retain the best people	Innovate to create value
Deliver our promises	Implement sustainable solutions

VALUES Integrity Respect Collaboration Innovation Excellence Trust



SEI Program Mission Statement

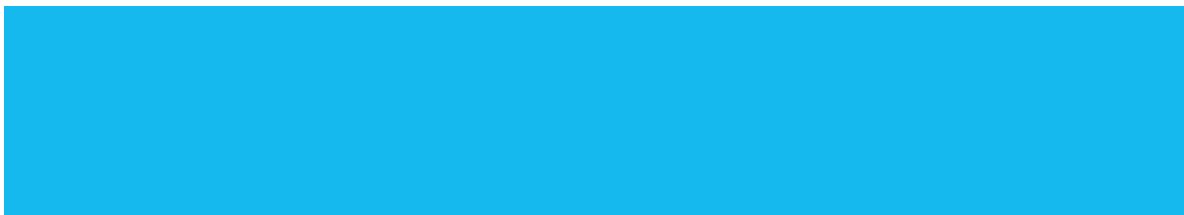
*Accelerating growth
through alignment,
efficiency,
and innovation.*



Section 2: Organization

SEI Program Regional Map

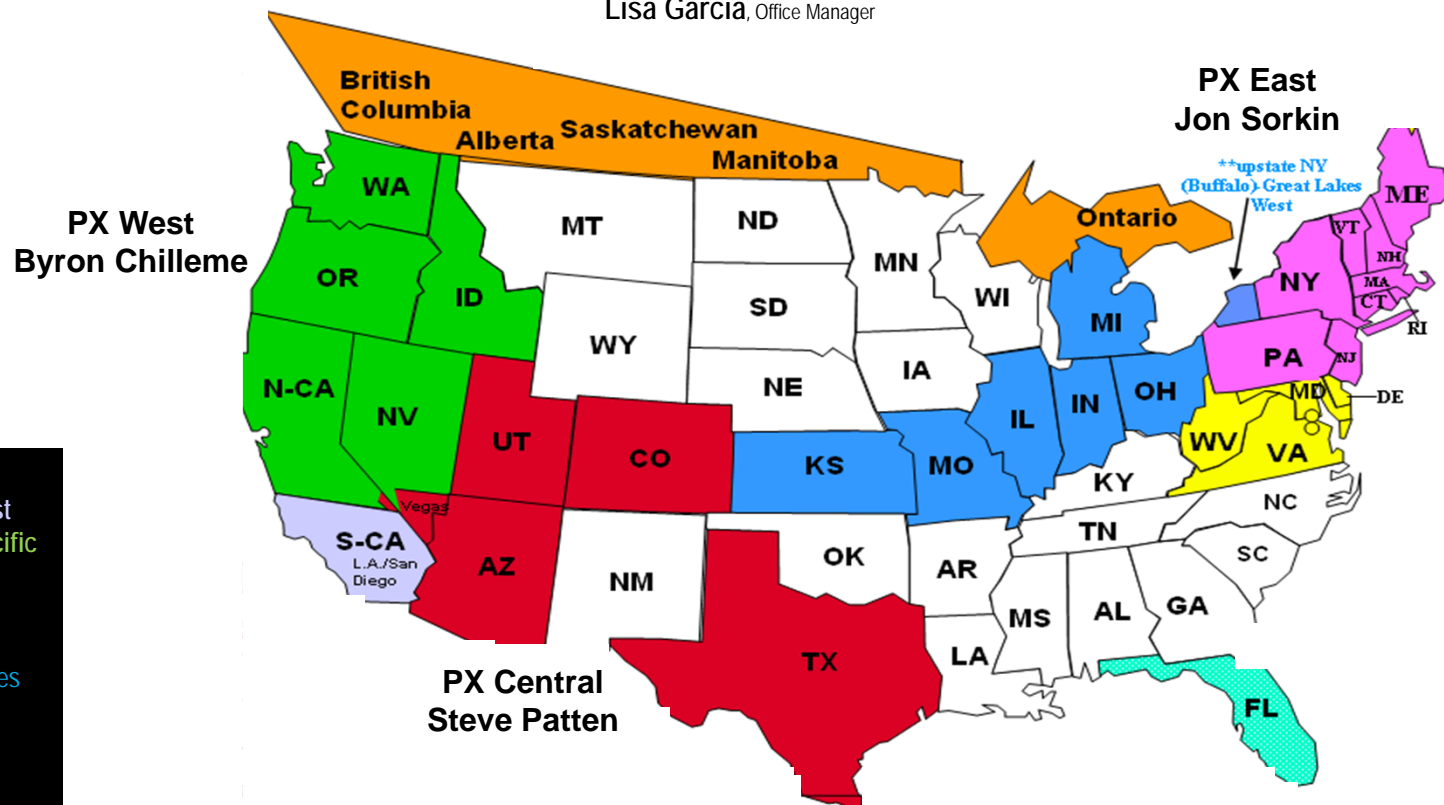
SEI Program Organizational Chart



SEI Program Regional Map



David Hall, Operations Director
Dyer Hill, Analyst
Lisa Garcia, Office Manager

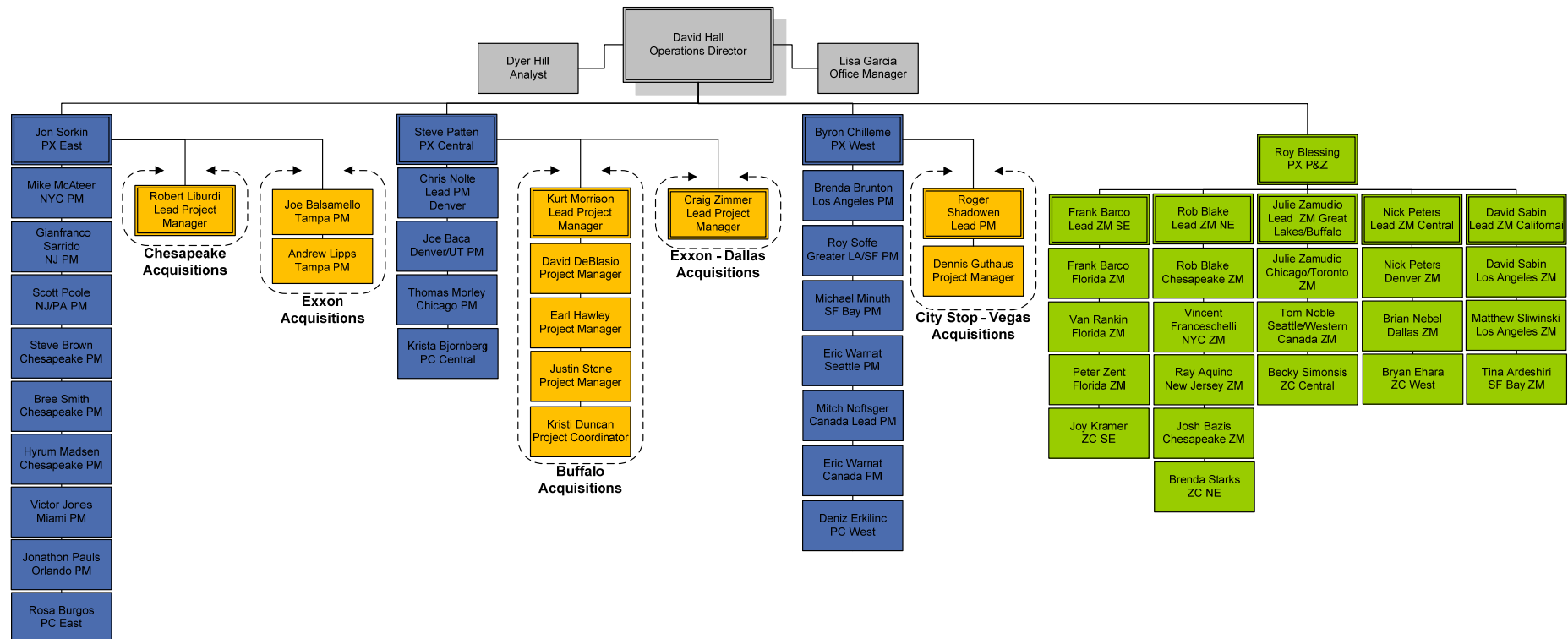


West
Southwest
North Pacific
Canada

Central
Great Lakes
Central

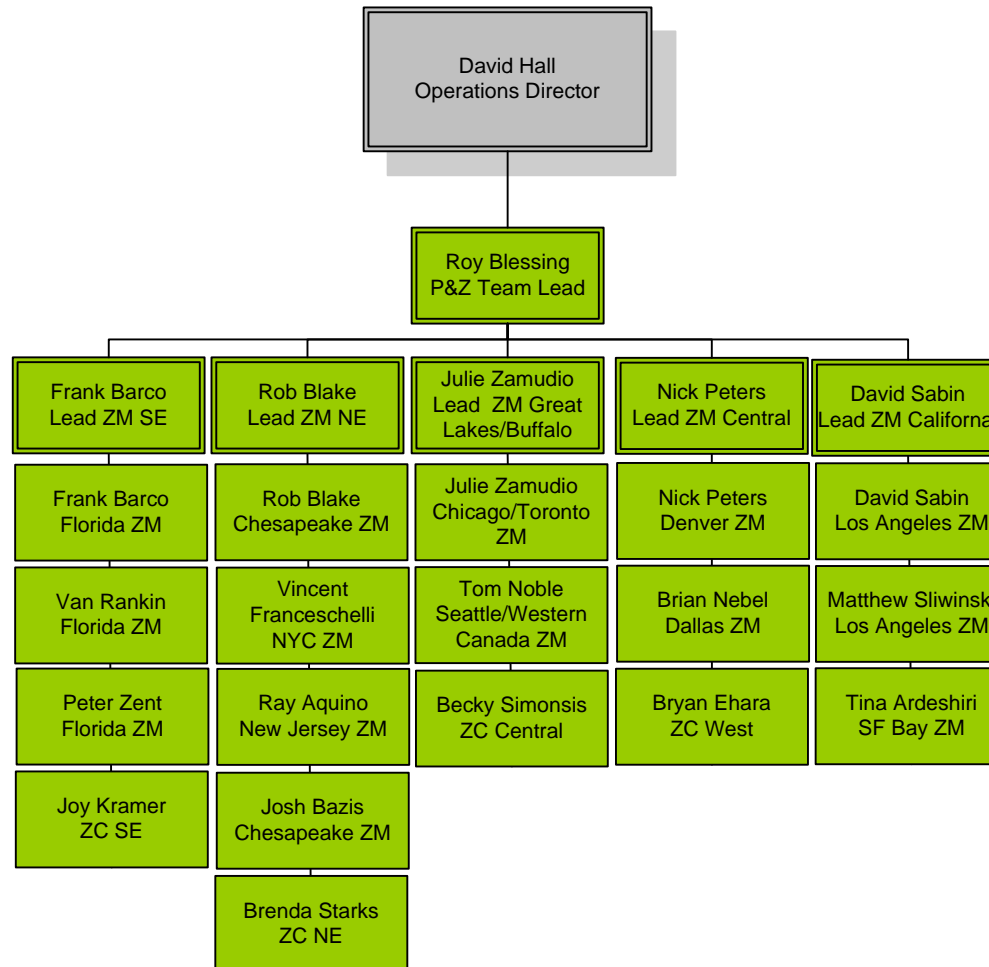
East
Northeast
Chesapeake
Florida

SEI Program Organizational Chart



SEI Overall Program
August 19, 2011

SEI Program Organizational Chart



SEI P&Z Team
August 19, 2011

Section 3: Communications

SEI Communication Flow

Detailed Contact Sheet

Emergency Phone Tree

Major Incident Response Process

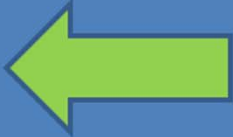

Reporting Structure

Glossary of Terminology



SEI Communication Flow



SEI		LL Employees by Position		LL
All	LL Employees by Position listed Communicates only with those listed to the left 	PX, Ops Dir, Analyst	LL Employees by Position listed Communicates only with those listed to the right 	All
Market Managers, FZ, Turnkey		PM		PX, ZM, PC
—————		PC		PX, PM, Analyst, Finance
RER, REM		ZM		PX, PM, ZC
SEI Accounting		Finance		PX, ZM, PM, Analyst, Ops Dir
IT		P&S		All
Turnkey, HFA		Design		PX, PM, ZM
Turnkey		Estimator		PX, PM, ZM

Detailed Contact Sheet



Lend Lease 7-Eleven

This List: Contacts

7-Eleven > Contacts

Contacts

View All Site Content

General

- Tasks
- Discussion Board
- Contacts
- Calendar
- Wiki
- General Documents
- BLL Document Storage (BLL Eyes Only)
- Safety Documents
- Safety Document Submissions
- Training Material

Dashboards

AQIP

- Drafting Dashboard
- Project Tracking
- AQIP Budgeting
- AQIP SS Drawings

New Actions Settings

View: All contacts

Last Name	First Name	Company	Mobile Phone	Business Phone	E-mail Address	3rd Party Vendor	Type of Vendor
Company: 7-Eleven (4)							
Company: AD ART SIGNS (2)							
Company: AIR-SERV (1)							
Company: ARMSTRONG TILE (1)							
Company: ASA Carlton (1)							
Company: BIG Services (1)							
Company: Big Services USA (1)							
Company: Bohler Engineering (4)							
Company: BUINN (1)							
NAME/TITLE							
Office #							
Mobile #							
Street							
City							
State							
Zip							
Fax #							
E-mail Address							

NAME/TITLE	Office #	Mobile #	Street	City	State	Zip	Fax #	E-mail Address
Headquarters Support								
David Hall, Operations Director	312 208 8227	312 208 8227	6103 Stillwood Drive	Killeen	TX	76544	312 423 1302	david.hall@lendlease.com
Dyer, Hill, Analyst		731 483 9374	1722 Routh St #1000	Dallas	TX	75201		dyer.hill@lendlease.com
Lisa Garcia, Office Manager	303 904 3476	303 947 9047	5952 South Vivian Ct.	Littleton	CO	80127	303 623 8115	lisa.garcia@lendlease.com
West								
Byron Chilleme, Project Executive	213 430 4660	714 936 3100	800 W. 6th Street; 16th Floor	Los Angeles	CA	90017	213 430 4699	byron.chilleme@lendlease.com
Dennis Guthaus - Los Angeles PM		951 204 4488	14365 Sunset Ridge Rd.	Riverside	CA	92503		dennis.guthaus@lendlease.com
Brenda Brunton - Los Angeles PM		714 310 2278	27341 Osuna	Mission Viejo	CA	92691		brenda.brunton@lendlease.com
Roy Soffe - Greater LA/SF PM		818 441 9913	10629 Turnbow Dr	Sunland	CA	91040	818 353 1121	roy.soffe@lendlease.com
Roger Shadowen - San Diego PM		858 353 5277	12596 Sundance Ave	San Diego	CA	92129		roger.shadowen@lendlease.com
Michael Minuth - San Francisco PM		831 206 2940	PO Box 187	Aptos	CA	95001		michael.minuth@lendlease.com
Eric Warnat - Seattle/Canada PM	206 274 8501	360 720 6529	28116 67th Avenue NW	Stanwood	WA	98292	206 299 3032	eric.warnat@lendlease.com
Mitch Noftsgger - Canada Lead PM		206 849 4402	18606 SE 287th Street	Kent	WA	98042		mitch.noftsgger@lendlease.com
Deniz Erkilinc - PC West	562 833 3961	562 833 3961	1131 NW 56th St #B	Seattle	WA	98107		deniz.erkilinc@lendlease.com
Central								
Steve Patten, Project Executive		214 862 5936						steve.patten@lendlease.com
Craig Zimmer - Dallas PM		214 435 1312	7660 Skillman #304	Dallas	TX	75231		craig.zimmer@lendlease.com
Joe Baca - Denver PM		303 229 2517	804 Summer Hawk Dr. #4201	Longmont	CO	80501		joe.bacca@lendlease.com
Chris Nolte - Denver PM		720 308 8176	9849 S. Concord Ct.	Highlands Ranch	CO	80130		chris.nolte@lendlease.com
Thomas Morley - Chicago PM		847 420 7045	555 Tanglewood Ct.	Algonquin	IL	60102		tom.morley@lendlease.com
Krista Bjornberg - PC Central	312 423 1306	312 692 9588	1 North Wacker; Suite 870	Chicago	IL	60606	312 423 1301	krista.bjornberg@lendlease.com
BUFFALO ACQUISITIONS								
Kurt Morrison - Lead PM								
Justin Stone - PM		508 221 3179	6304 Black Hill Ridge Drive	Plainfield	IL	60586		justin.stone@lendlease.com

Emergency Phone Tree



Emergency Defined

An emergency is an incident involving a fatality to a Bovis Lend Lease employee, or contractor's employee, a fatality to a member of the public from Bovis Lend Lease's work-related operations, an injury requiring hospitalization of any employee and/or member of the public, and when press or public agencies are involved. Emergencies also include collapse of equipment or structures, fires that require response by fire department, weather-related (hurricane, tornado or flood) and environmental incidents, such as chemical spills with soil and waterway contamination, requiring notification of the EPA agency. Flash report criteria should be used as a guideline.

*If you are located on a **jobsite**, please place a copy of this procedure in a readily-accessible location and a copy in your site safety plan.

*If you are located in an **area office**, please place a copy of this procedure in a readily-accessible location.

Notification

Should any of the above occur, the following procedures shall be followed, unless project-specific procedure dictates otherwise.

- Initiate Site Emergency Action Plan or Multi-Site Disaster Recovery Plan.
- Notify Ambulance, Police and/or Fire Department – Call 911 or appropriate project specific number.
- Notify the following Bovis Lend Lease Emergency Contacts:

Title	Name	Office	Cell	Home
Operations Director	David MacDonald	312 423 1310	630 965 3980	847 458 7033
Area H&S Manager	Trey Black	770 481 9177	469 964 6519	770 485 9280

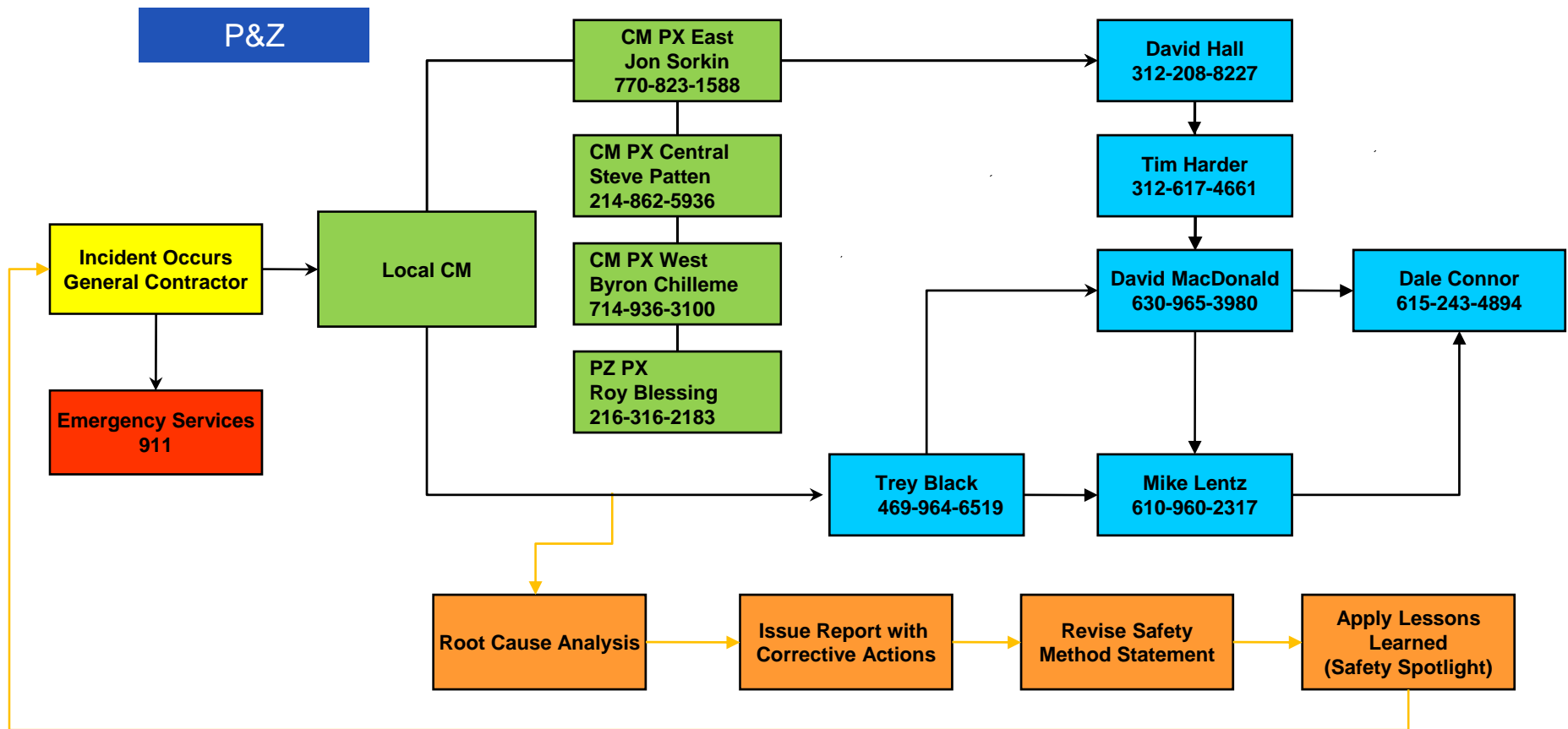
- The Principal-in-Charge/Operations Director/H&S Manager is responsible for notifying the following people immediately upon the occurrence of any of the above emergency situations:

Title	Name	Office	Cell	Home
VP, Head of H&S	Mike Lentz	717 738 1246	610 960 2317	610 960 2317
Director of Fire Prevention	Joel Pickering	212 592 6737	917 440 4613	631 256 6749
SVP, Risk & Insurance	Brian Casey	212 592 6806	607 737 1248	607 737 1248
Director of Claims	Ted Xenakis	212 448 3955	917 379 4765	516 931 6909

- The Principal-in-Charge/Operations Director is responsible for notifying the following people immediately upon the occurrence of any of the above emergency situations:

Title	Name	Office	Cell	Home
COO	Jeff Arfsten	312 245 1545	312 907 3156	847 604 8048
SVP, Corporate Affairs	Mary Costello	212 592 6946	646 261 6394	212 972 8937

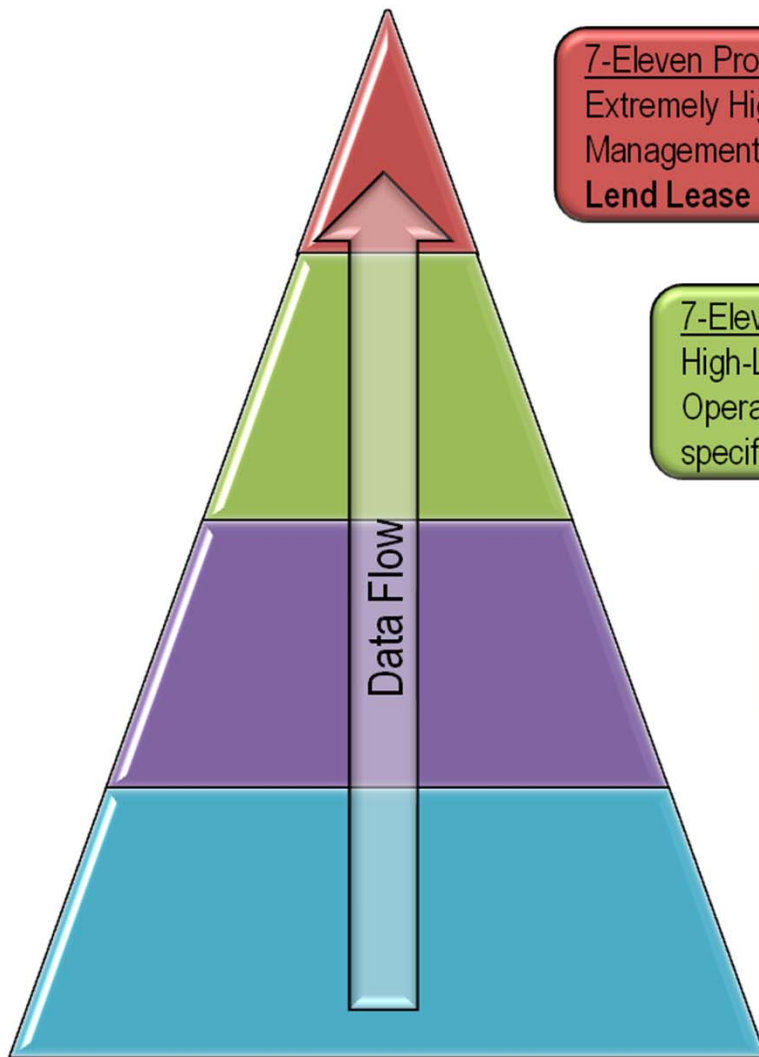
Major Incident Response Process



Project Manager to be Contacted Immediately

Initial report to be with Regional Leadership within 24 hours of Incident.

Reporting Structure



7-Eleven Program – Strategic

Extremely High-Level reports posted to the Workspace and used by Senior Management to track performance against both the **Incentive Scorecard** and **Lend Lease Balanced Scorecard**.

7-Eleven Program – Operational

High-Level “**Dashboard**” reports posted to the Workspace and used by Operational Management to track **Key Performance Indicators** against specific components of the Program.

Lend Lease – Operational

Reports used by Lend Lease Management to manage the SEI Program at the **specific project or job level**. All reports and/or queries are created as needed within Prolog.

Lend Lease – Tactical

This is the level at which all **data** is entered by the Prolog End Users. This data is what feeds all the reporting described in the levels above.

Glossary of Terminology



A

- AHJ - Agency Having Jurisdiction
- AOR - Architect of Record
- AQIP - Asset Quality Improvement Program

B

- BCP - Business Conversion Program
- BTS - Build to Suit

C

- CBD - Central Business District
- CC - City Council
- CCE - Construction Cost Estimate
- CPL - Conditions Precedent Letter
- CD - Construction Drawings
- CM - Construction Manager
- CO - Certificate of Occupancy
- CP - Conditions Precedent
- CUP - Conditional Use Permit

D

- DA - Deal Approved
- DCM - Division Construction Manager
- DFT - Deal Fell Through
- DOW - Division of Work
- DP - Development Plan

E

- EQ - Equipment

F

- FCCE - Final Construction Cost Estimate
- FDD - Franchise Disclosure Document
- FP - Floor Plan

G

- GC - General Contractor
- GDP - General Development Plan
- GL - Ground Lease
- GL - Go Live
- GO - Grand Opening

H

- HFA - Harris & French

I

- IRR - Internal Rate of Return
- ICSC - International Council of Shopping Centers
- ICR - Island Card Reader

J

K

L

- LLC - Limited Liability Company
- LP - Limited Partnership
- LOI - Letter of Intent
- LL - Landlord
- LRP - Lease Renewal Program

M

- MPD - Multiple Pump Dispenser
- MGU - Mid Grade Unleaded
- MM - Market Manager
- MO - Market Office or Money Order
- MSDS - Material Safety Data Sheet
- MTD - Month to Date

N

- NP - Network Plan
- NPV - Net Present Value
- NRV - Non Recommend Vendor
- NSF - Non Sufficient Funds

O

- ODM - Operations Division Manager
- OTS - Operations Training Specialist

P

- PCNC - Police Community Network Centers
- PMA - Product Movement Analysis
- POP - Point of Purchase
- POS - Point of Sale
- PSF - Per Square Foot
- PP - Post Pay
- PPU - Price Per Unit
- PSD - Per Store Day
- PSM - Per Store Month
- PU - Premium Unleaded
- P&L - Profit and Loss
- PCC - Pump Control Console

Q

- QSR - Quick Serve Restaurant
- QV - Quality Visit

R

- REM - Real Estate Manager
- RER - Real Estate Rep
- RI/RO - Right In / Right Out
- RI - Retail Initiative
- RIS - Retail Information System
- RPS - Remote Price Sign
- RU - Regular Unleaded
- RISIM - Retail Information System Implementation Manager

S

- SEI - Seven Eleven Incorporated
- SEJ - Seven Eleven Japan
- SIR - Site Investigation Report
- SNDA - Subordination, Non-Disturbance and Attornment Agreement
- SUP - Special Use Permit
- SA - Site Approved
- SOW - Scope of Work
- SF - Square Foot
- SL - Straight Line
- SSA - Single Site Acquisition
- SSC - Store Support Center
- STP - Spend to Date

T

- TABC - Texas Alcohol and Beverage Commission
- TI - Tenant Improvement (Allowance)
- TIF - Tax Increment Financing
- TCEQ - Texas Commission on Environmental Quality

U

- UCC - Uniform Commercial Code
- UC - Under Construction
- UST - Underground Storage Tank
- UDB - Under Dispenser Buckets

V

- VPD - Vehicles Per Day

W

- WACC - Weighted Average Cost of Capital

Z

- Z&D - Zoning & Development
- ZC - Zoning Coordinator
- ZDM - Zoning & Development Manager

Section 4: Operations

P&Z Phases

SIR/As-Built Process

Zoning /Entitlement Process

Permitting Process

Work Authorization

Project Management (Prolog)



Program Phases

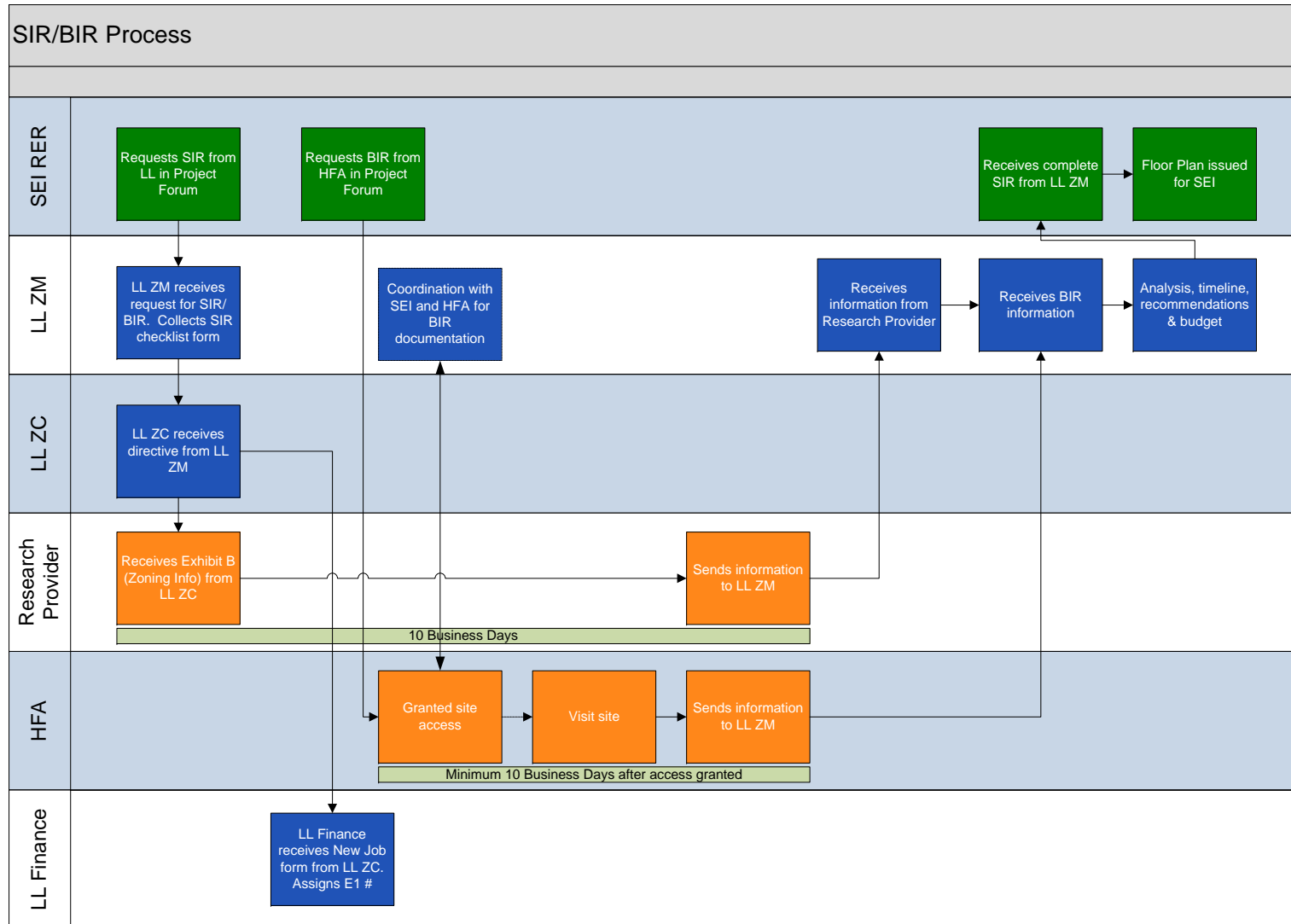


P&Z Phases Milestones/Deliverables



7-Eleven RE Milestones / Gates ----->		1 day		1 day		1 day		1 day	
		SITE APPROVED		DEAL APPROVED		P&Z APPROVED		PERMITTED	
		Internal approval		Internal approval - P&Z Phase officially starts		external approval		external approval	
	duration varies		14 - 60 days		30 - 360 days		30 - 120 days		
Project status/Phase --->	REGISTERED WORKING (aka early due diligence)	Dallas approves RE to go forward with due diligence	DUE DILIGENCE	Dallas approves RE to go forward with entitlements & Permitting	P&Z (aka entitlements)	Site is 100% entitled	PERMITS	Permits IN HAND	
	RER does market tours w/ brokers	RER releases Lend Lease on SIR		RER releases Lend Lease on P&Z		HFA is now able to apply for permits		Construction / Lend Lease obtain permits that HFA has administered	7-Eleven can now go build the store
		The deal itself is no where close to being completed		5 digit Store number assigned		RE closes on property			
	Brokers provide some information	Construction does Preliminary Construction estimate		Lend Lease hosts entitlements kick-off & completes form				Construction / Lend Lease obtain licenses	
	RE does some investigation (nothing like an SIR though)	This is really when Lend Lease first becomes involved	RE runs financials	Lease agreements are signed		turnover to construction			
	RE creates a site approval presentation package	project entered into Prolog		Lend Lease forms the entitlements team		ZM tracks HFA's progress on permitting activities			
	Conceptual site plan completed by HFA (if required)	LL job # set-up	As-builts are done	the clock starts on Conditions Precedent period	P&Z app filed / public hearings / meetings etc.				
	Lend Lease can assist as a consultant		MEP assessment is done	Apply for permits if there are no entitlements	Sometimes this phase is bypassed (if we can go right to building permits)				
	Sites are given 7 digit site # and entered into pipeline		conceptual site plan is done by HFA (if not already)	LOI signed					
			Structural assessments are done (if required)	CDs ordered					
			geotech reports (if required)						
			Phase I ESA (if required)						

SIR/As-Built Process

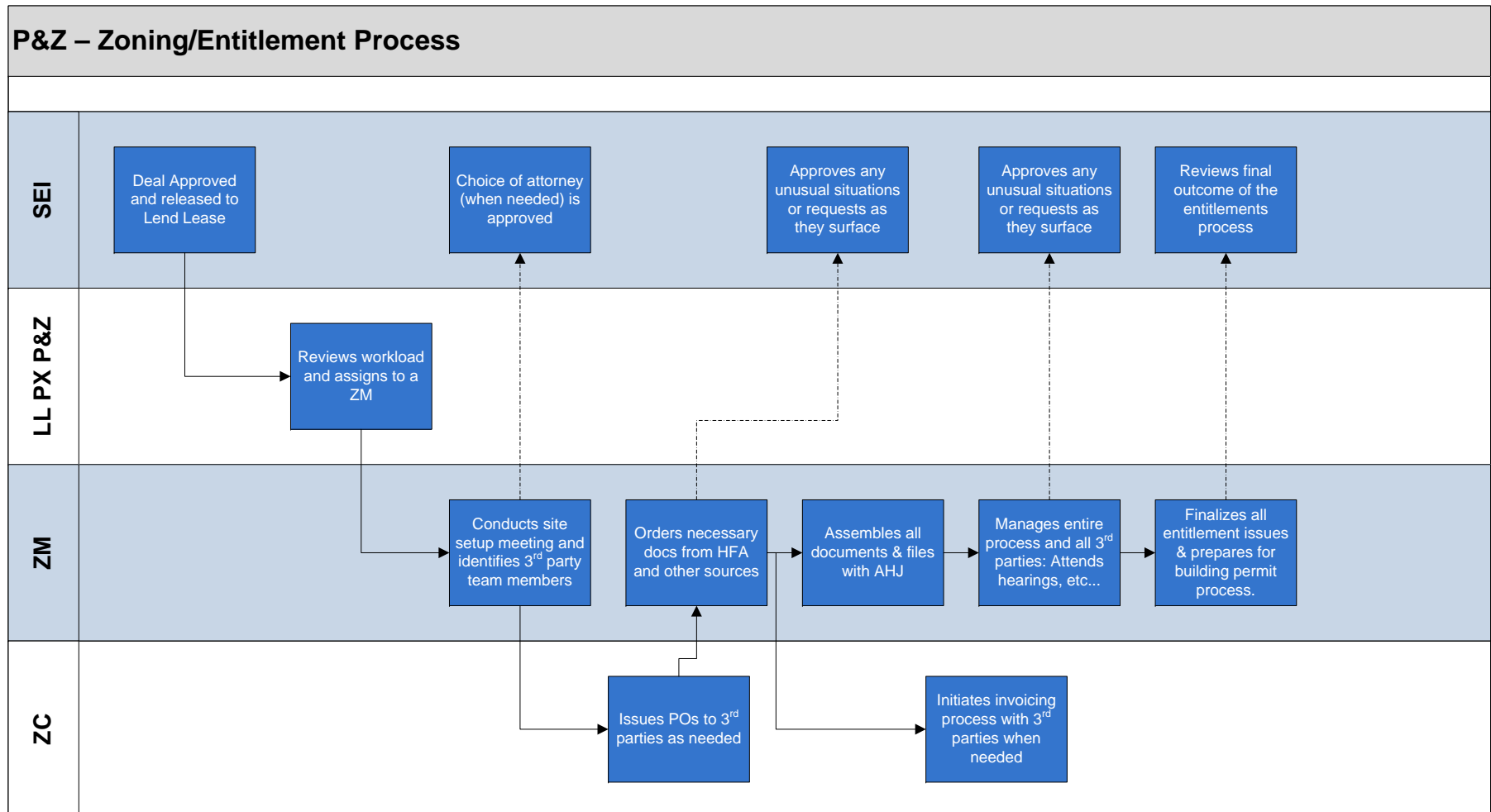


Lend Lease

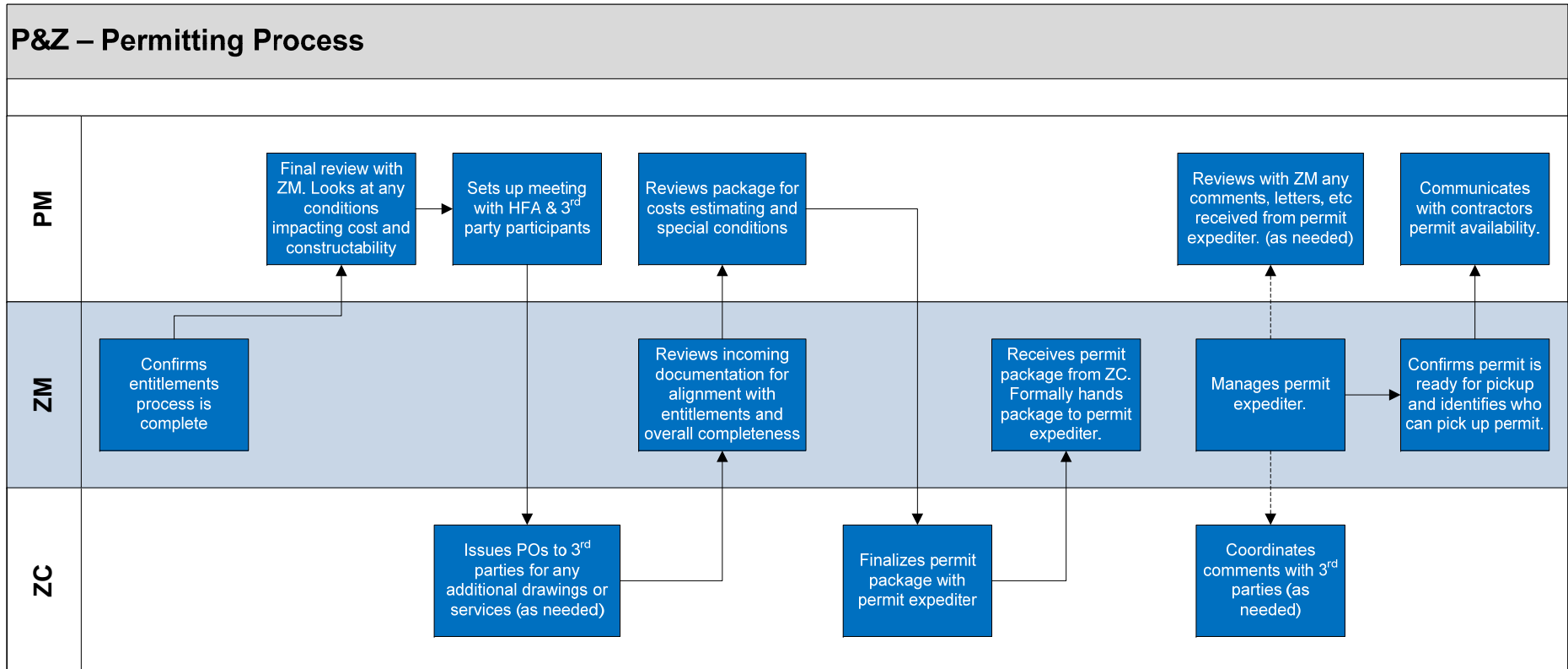
SEI

3rd Party

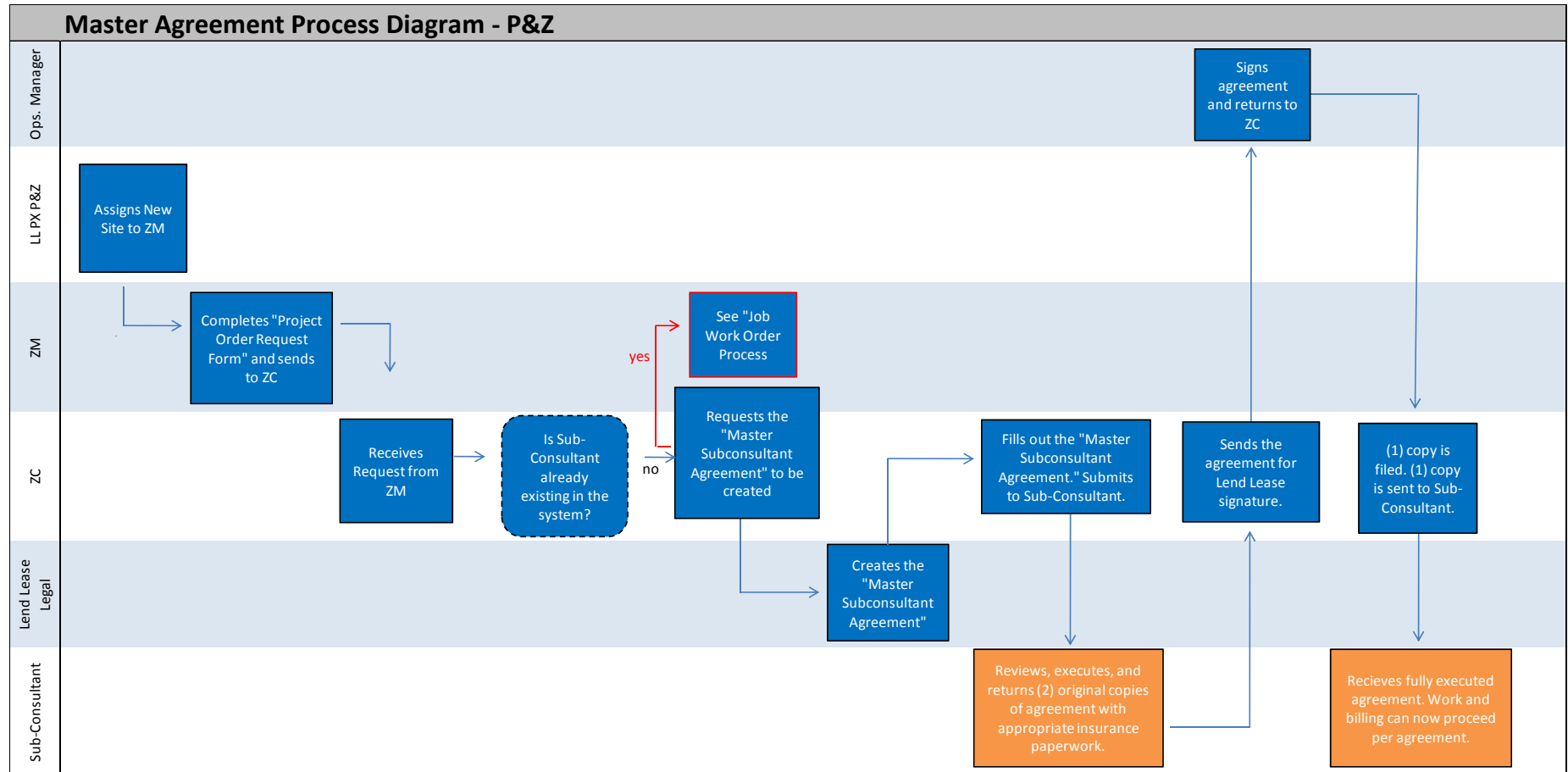
Zoning/Entitlement Process



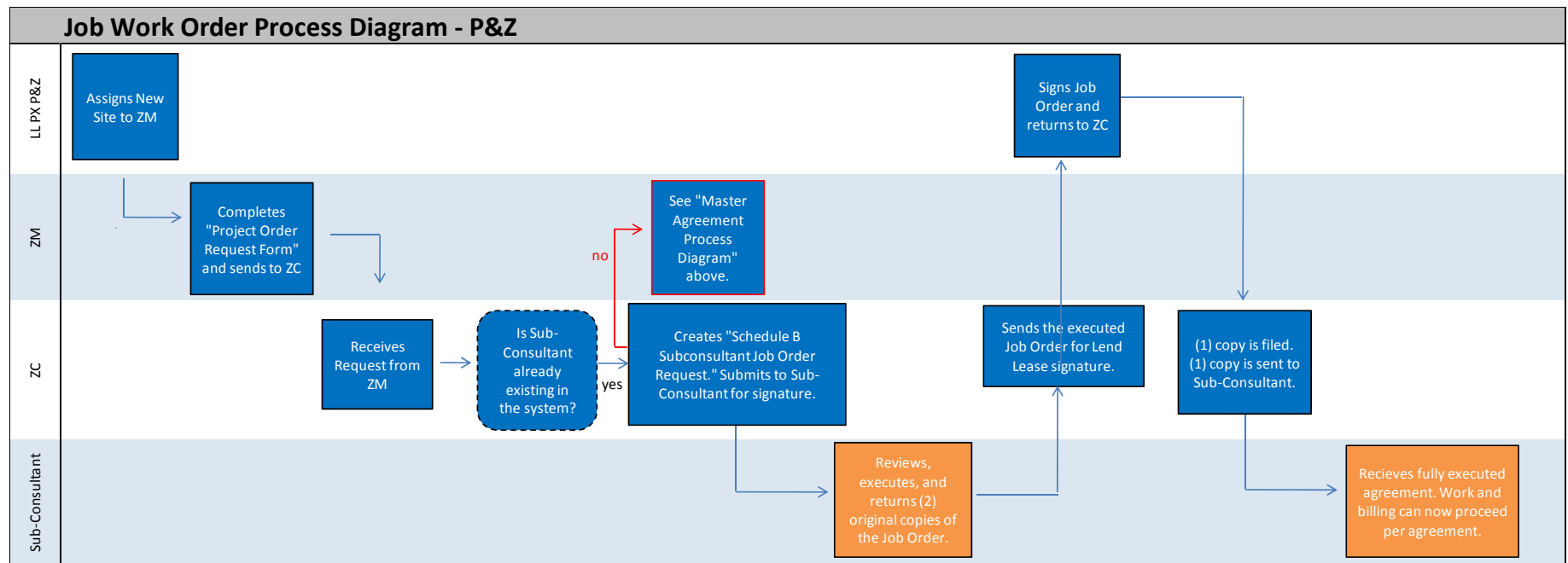
Permitting Process



Work Authorization (Master Agreement Process)



Work Authorization (Job Work Order Process)



Lend Lease

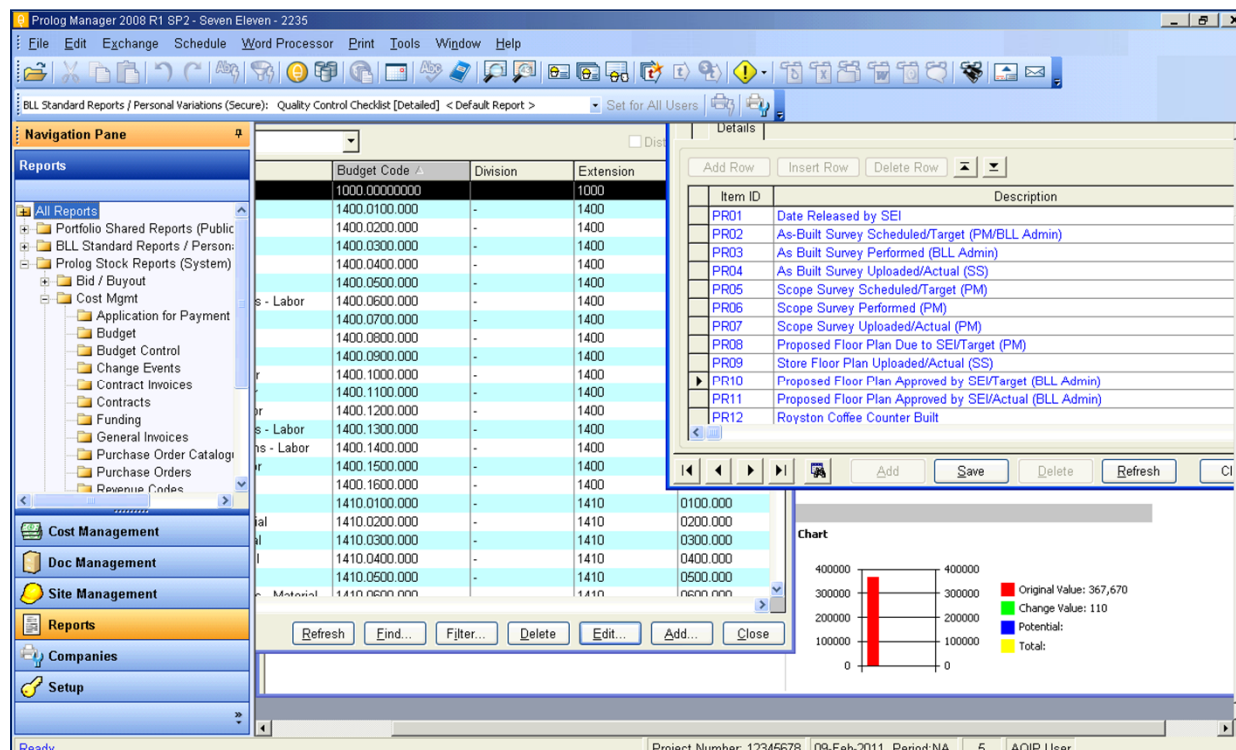
SEI

3rd Party

Project Management (Prolog)



Prolog 2008 is the primary project management tool being used by the Project Management Team for the SEI Program. The usage of Prolog 2008 includes, but is not limited to, document management, cost management, site management, and reporting.



Detailed training and instructional literature on Prolog's capabilities and specific uses can be found outside this operations manual on the 7-Eleven Workspace.

Section 5: Commercial

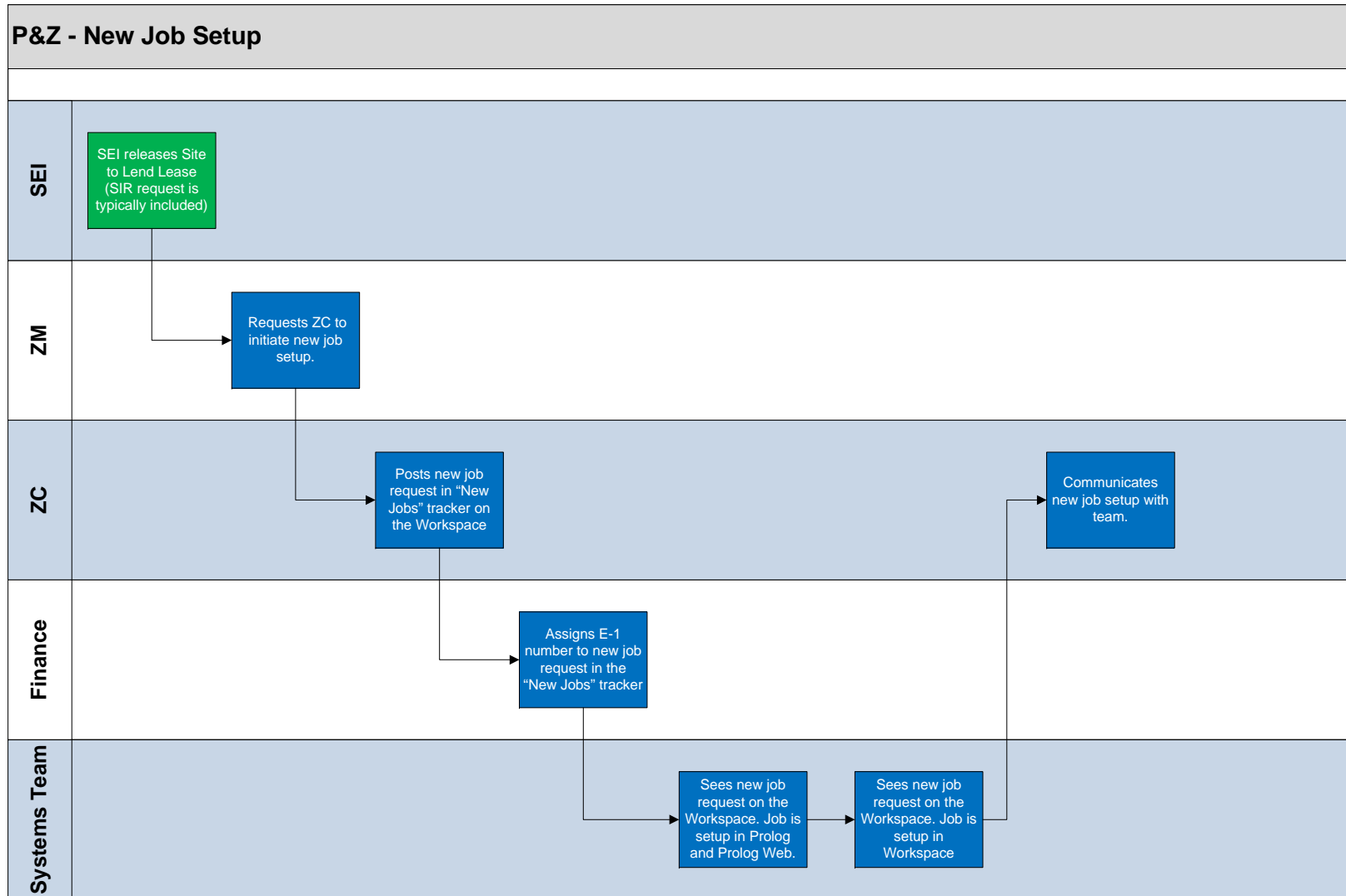
New Job Set-up

Invoicing Process Overview (LL to SEI)

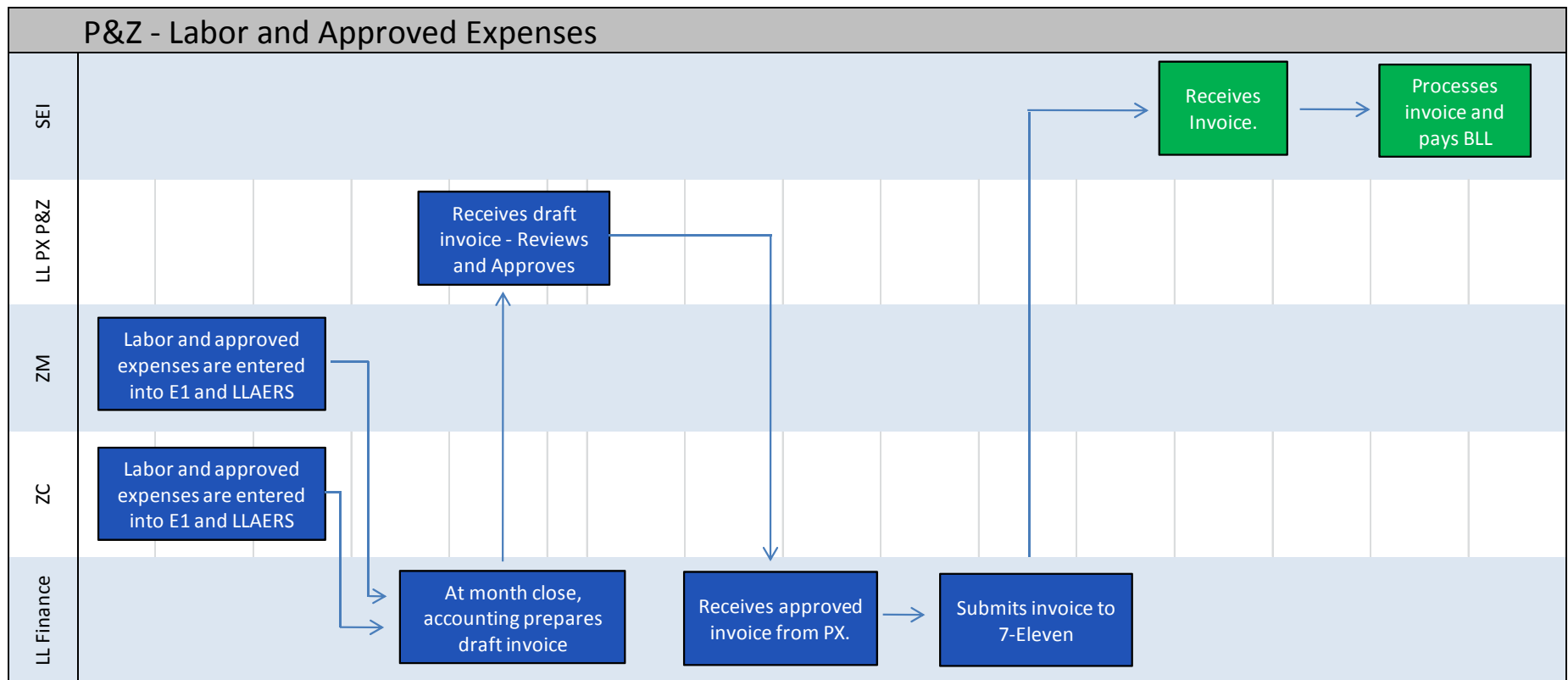
Entitlement Kick-off Authorization



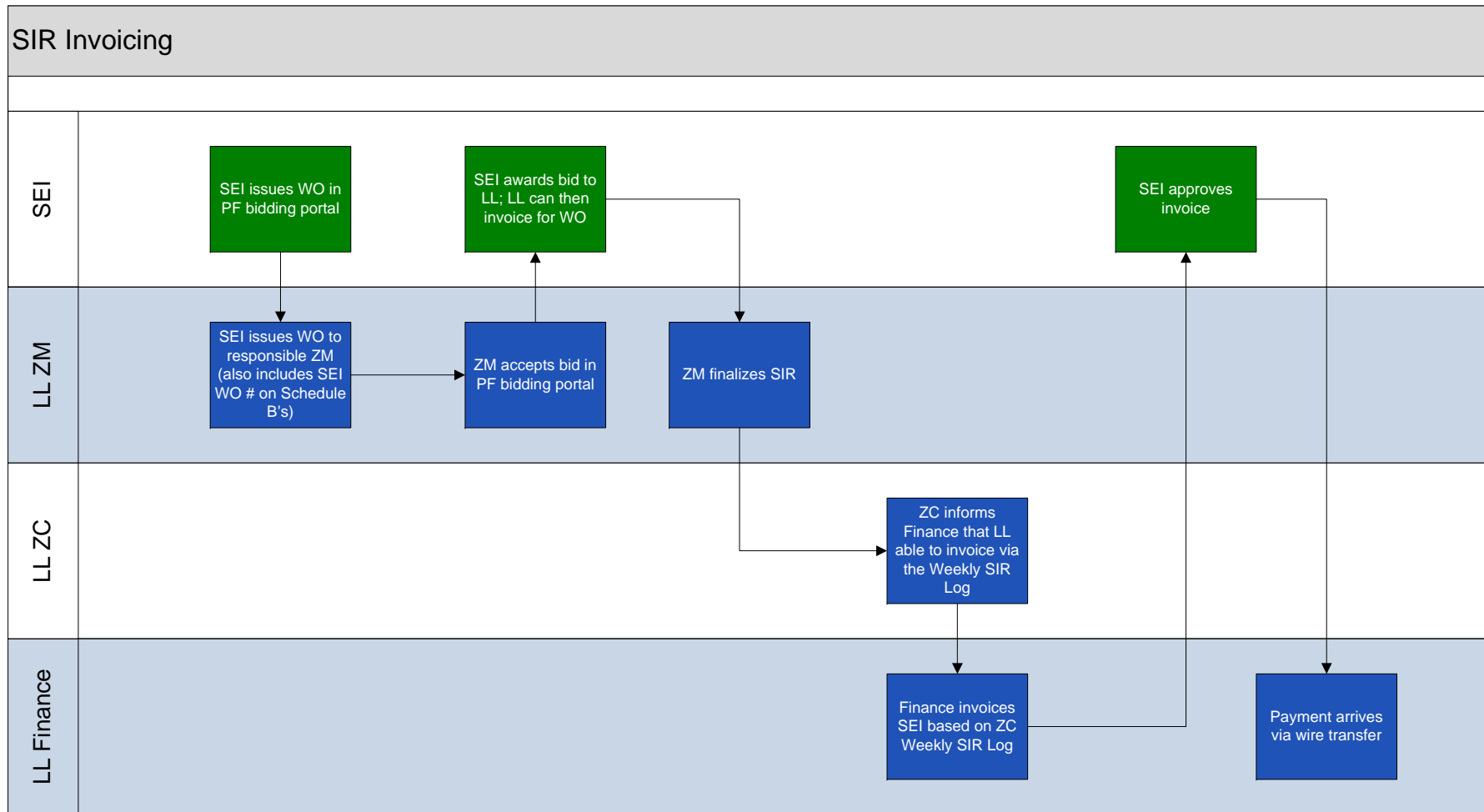
New Job Set-up



Invoicing Process Overview (LL to SEI) Labor and Approved Expenses



Invoicing Process Overview (LL to SEI) SIRs



Entitlement Kick-off Authorization

