

91:3C

Universal Medical Buildings notes - disk 282

- I. **Universal Medical Buildings - Milwaukee, Wisconsin - disk 282**
- II. **General notes - to be updated as project proceeds**
 - A. **Project to be used as model - Lake Charles Memorial Hospital**
 1. Location - Lake Charles, Louisiana
 2. Components
 - Hospital - existing
490,000 sq. ft.
Work to be done only at interfaces with new facility
 - MOB - 160,937 total gross floor area
Medical office building - floors 1 & 2, 4 & 5
Pharmacy - leased - 1st floor
Women's Center - floor 3
 - Parking facilities
 - Parking deck 1
405 spaces
 - Parking deck 2
994 spaces
 3. Lake Charles Memorial Hospital - land owner
 - Own all property
 - Own & operate hospital, Women's Center & parking deck
 4. UMB - developer
 - Lease land from hospital on fee basis
 - Own & operate medical office building
 5. Restraints
 - Hospital must be kept in operation
 - Variances to existing zoning
 - Height
 - Floor area ratio - improvements to land area
 - Easements - none known to clear at present
 - Regional trauma center
 - Services offshore oil facilities
 - Receives many patients from offshore facilities
 - Helicopter service must be kept operative
 - B. **Key dates - as established for targets by umb**
 1. 07/25/91 (145) - Preliminary contract execution
 2. 08/09/91 (156) - Determine ownership structure & rental arrangement
 3. 08/12/91 (157) - Complete qualifying local contractors for parking garage 1
 4. 05/11/92 (348) - Start construction of tenant improvements in mob
 5. 08/16/91 (161) - Present design development dwgs, specs, and final contract (hard money) for parking garage #1
 6. 08/19/91 (162) - Complete doctor's survey
 7. 08/22/91 (165) - Approve master plan, phasing plan & optimal building size data for the mob & parking garage #2
 8. 08/22/91 (165) - Obtain executive committee approval of design development dwgs, specs & final contract for parking garage #1

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9. 08/30/91 (171) - Complete identification of lenders
10. 09/20/91 (185) - Hospital approves working dwgs for parking garage 1
11. 10/04/91 (195) - Obtain building permit for parking garage 1
12. 10/15/91 (202) - Start foundation construction for parking garage 1
13. 11/22/91 (230) - Receive working drawing approval from Lake Charles for the mob & parking garage #2
14. 11/29/91 (234) - Obtain commitments for construction, permanent & equity financing
15. 12/02/91 (235) - Obtain foundation permits for mob & parking garage 2
16. 12/20/91 (249) - Obtain building shell permits for mob & parking garage 2
17. 12/23/91 (250) - Close construction, permanent & equity loan
18. 12/30/91 (254) - Close outpatient services entry
19. 12/30/91 (254) - Start foundation construction for mob
20. 03/13/92 (307) - Place parking garage 1 in service
21. 03/13/92 (307) - Start construction of garage 2 foundations
22. 01/15/93 (521) - Place parking garage 2 in service
23. 06/03/93 (619) - Complete construction of tenant improvements in mob
24. 06/03/93 (619) - Place mob in service
25. 06/03/93 (619) - Reopen outpatient services entry at hospital

C. Those involved

1. Universal Medical Buildings
 - Thomas A. Gourguechon - Vice President of Development
 - Peter L. Morrison - Director of Reports & Documentation
2. Southwest Louisiana Hospital Association - parent of hospital
3. Lake Charles Memorial Hospital

D. Regulatory approvals required

1. Building permits
 - Partial
 - Full
2. Fire marshall approvals
3. Planning department approvals
4. State Public Health department approvals
5. Certificates of occupancy
6. Zoning & variance approvals

E. Abbreviations

1. cli - Client
2. con - Contract negotiations
3. ctr - Contractor
4. dde - Design development
5. des - Design
6. dev - Development
7. dms - David M. Strachan
8. drr - Doctor Recruitment
9. lch - Lake Charles Memorial Hospital
10. mkt - Marketing

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11. mob - Medical Office Building
12. pco - preliminary contract
13. pga - Parking garage
14. plm - Peter L. Morrison
15. pmg - project management
16. pri - Pricing
17. r&d - Reports & Documents
18. s&l - Sales & Leasing
19. spl - Space planning
20. swl - Southwest Louisiana Hospital Association
21. tag - Thomas A. Gourguechon
22. umb - Universal Medical Buildings

F. Responsibility codes

G. Glossary of terms

1. Preliminary contract
2. Building shell work
3. Tenant improvement work

III. 8:34:22 AM - Tuesday, September 24, 1991

A. Lake Charles Memorial Hospital - Lake Charles, Louisiana

B. Tuesday, September 24, 1991

C. Universal Building - Milwaukee, Wisconsin

D. By Ralph J. Stephenson

E. Those attending

1. Peter L. Morrison - Director of Reports & Documentation
2. Thomas A. Gourguechon - Vice President of Development
3. Kirk L. Dunlap - Vice President for Marketing
4. Ralph J. Stephenson - consultant

F. Agenda

1. Print out hard copies of all documents prepared
2. Give Peter Morrison disk of all material
3. Give Peter Morrison names of all software used
4. ✓Review basics of network planning
5. ✓Develop outline of standard work techniques for future projects for umb
6. ✓Run small post it exercise
7. ✓Plan Lake Charles project beginning from start of predevelopment
8. ✓Run the LC project through as far into program and implementation as possible

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Parking facilities

Parking deck 1

405 spaces

Parking deck 2

994 spaces

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Own all property

Own & operate hospital, Women's Center & parking deck

UMB - developer

Lease land from hospital on fee basis

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Restraints

Hospital must be kept in operation

Variances to existing zoning

Height

Floor area ratio - improvements to land area

Easements - none known to clear at present

Regional trauma center

Services offshore oil facilities

Receives many patients from offshore facilities

Helicopter service must be kept operative

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3. Those involved

Universal Medical Buildings

Thomas A. Gourguechon - Vice President of Development

Peter L. Morrison - Director of Reports & Documentation

Southwest Louisiana Hospital Association - parent of hospital

Lake Charles Memorial Hospital

4. Regulatory approvals required

Building permits

Partial

Full

Fire marshall approvals

Planning department approvals

State Public Health department approvals

Certificates of occupancy

Zoning & variance approvals

5. Abbreviations

pga - Parking garage

dde - Design development

mob - Medical Office Building

swl - Southwest Louisiana Hospital Association

lch - Lake Charles Memorial Hospital

pco - preliminary contract

umb - Universal Medical Buildings

plm - Peter L. Morrison

tag - Thomas A. Gourguechon

dms - David M. Strachan

6. Responsibility codes

7. Glossary of terms

Preliminary contract

Building shell work

Tenant improvement work

IV. 3:21:30 PM - Wednesday, September 25, 1991

A. Lake Charles Memorial Hospital - Lake Charles, Louisiana

B. Wednesday, September 25, 1991

C. Universal Building - Milwaukee, Wisconsin

D. By Ralph J. Stephenson

E. Those attending

1. Peter L. Morrison - Director of Reports & Documentation
2. Thomas A. Gourguechon - Vice President of Development
3. Mark Theder - Vice President of Sales & Leasing
4. Ralph J. Stephenson - consultant

F. Documents in effect as of 09/25/91 (188)

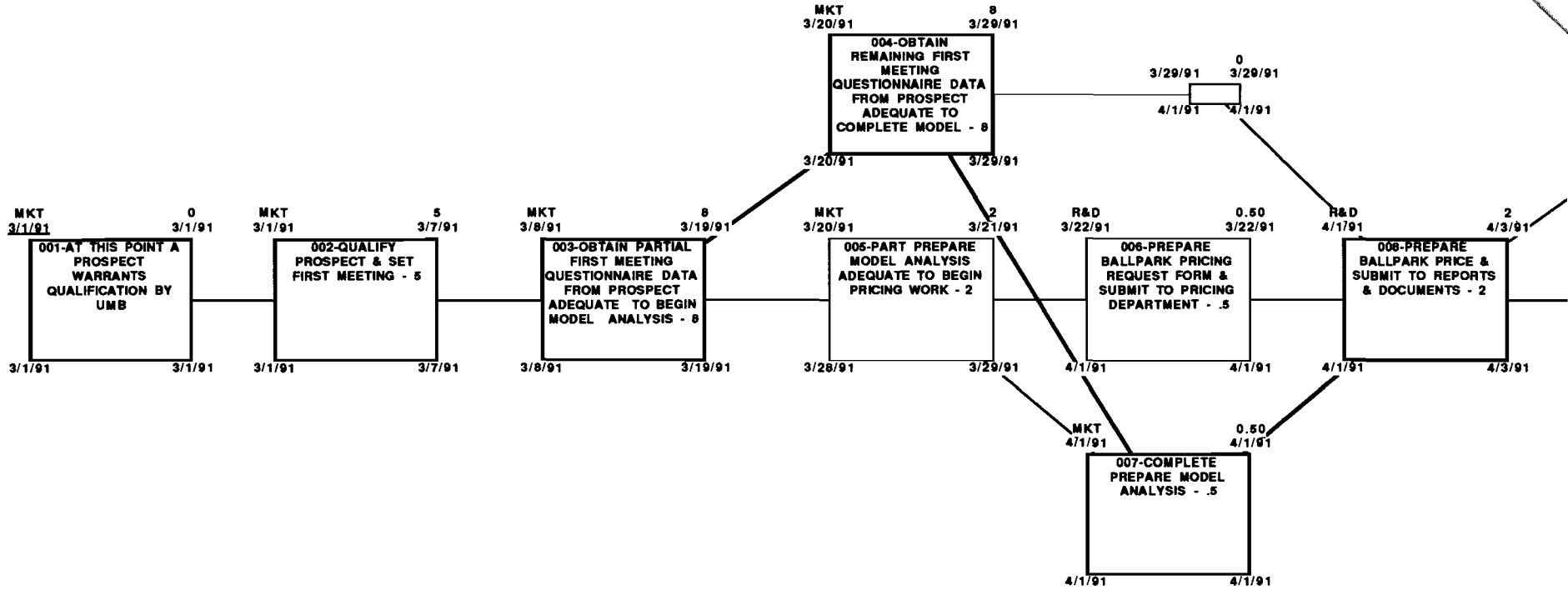
1. Sheet #pco1 - issue #1, dated September 25, 1991
2. Sheet #fce1 - issue #1, dated September 25, 1991

G. Configurations used

1. Hardware used
 - Macintosh IIfx
 - Laser Writer II printer
2. Software used
 - MacProject II-v1.0
 - Late versions are now available
 - Microsoft File - v2.00
 - More - v1.1
 - Fast Track v1.5

H. Derivation tree for networks & translations

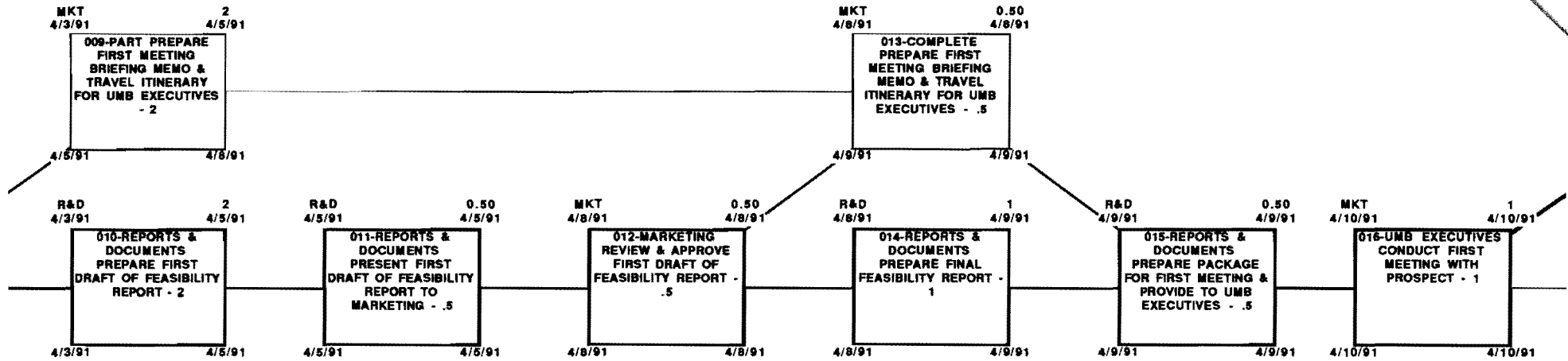
1. Sheets pco1 & fce1
 - MacProject bar chart
 - Microsoft data file
 - Fast Track bar chart



ABBREVIATIONS

- CLI - CLIENT
- DES - DESIGN
- SPL - SPACE PLANNING
- CON - CONTRACT NEGOTIATION
- R&D - REPORTS & DOCUMENTATION
- S&L - SALES & LEASING
- DEV - DEVELOPMENT
- PMG - PROJECT MANAGEMENT
- CTR - CONTRACTOR
- MKT - MARKETING
- PRI - PRICING

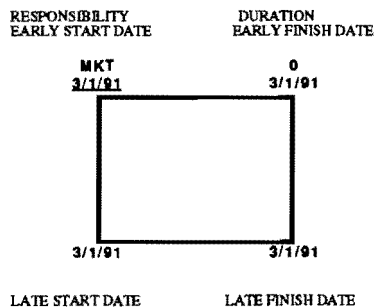
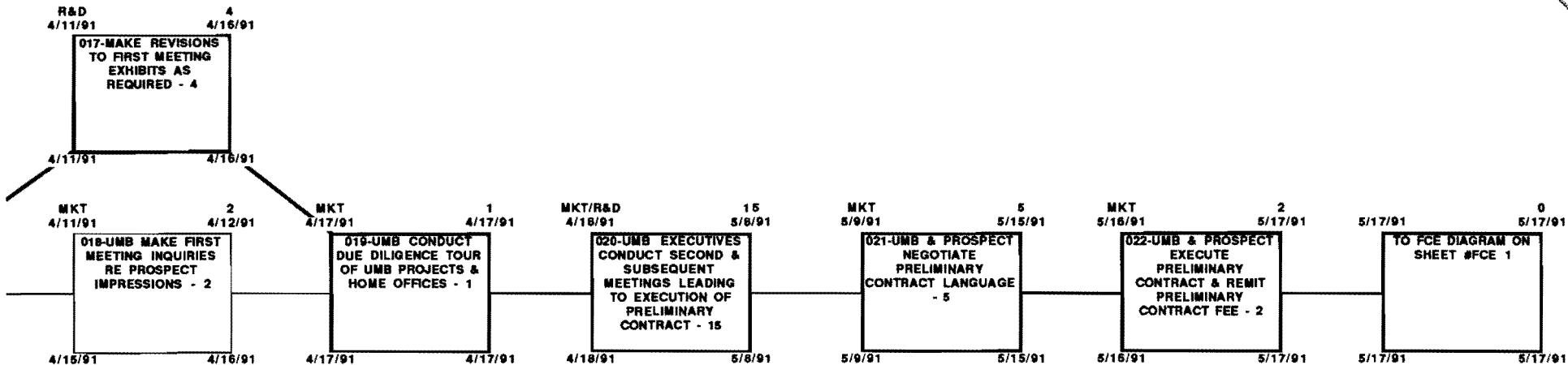
**PRELIM
PLAN -
CONTRACT
EXECUTION
PCO I**



Reserved activity numbers

041 046
 042 047
 043 048
 044 049
 045 050

LAN 001
 HAN 022



ACTIVITY KEY

Preliminary Contract Execution Plan

**NETWORK MODEL
LAKE CHARLES MEMORIAL HOSPITAL
Lake Charles, Louisiana**

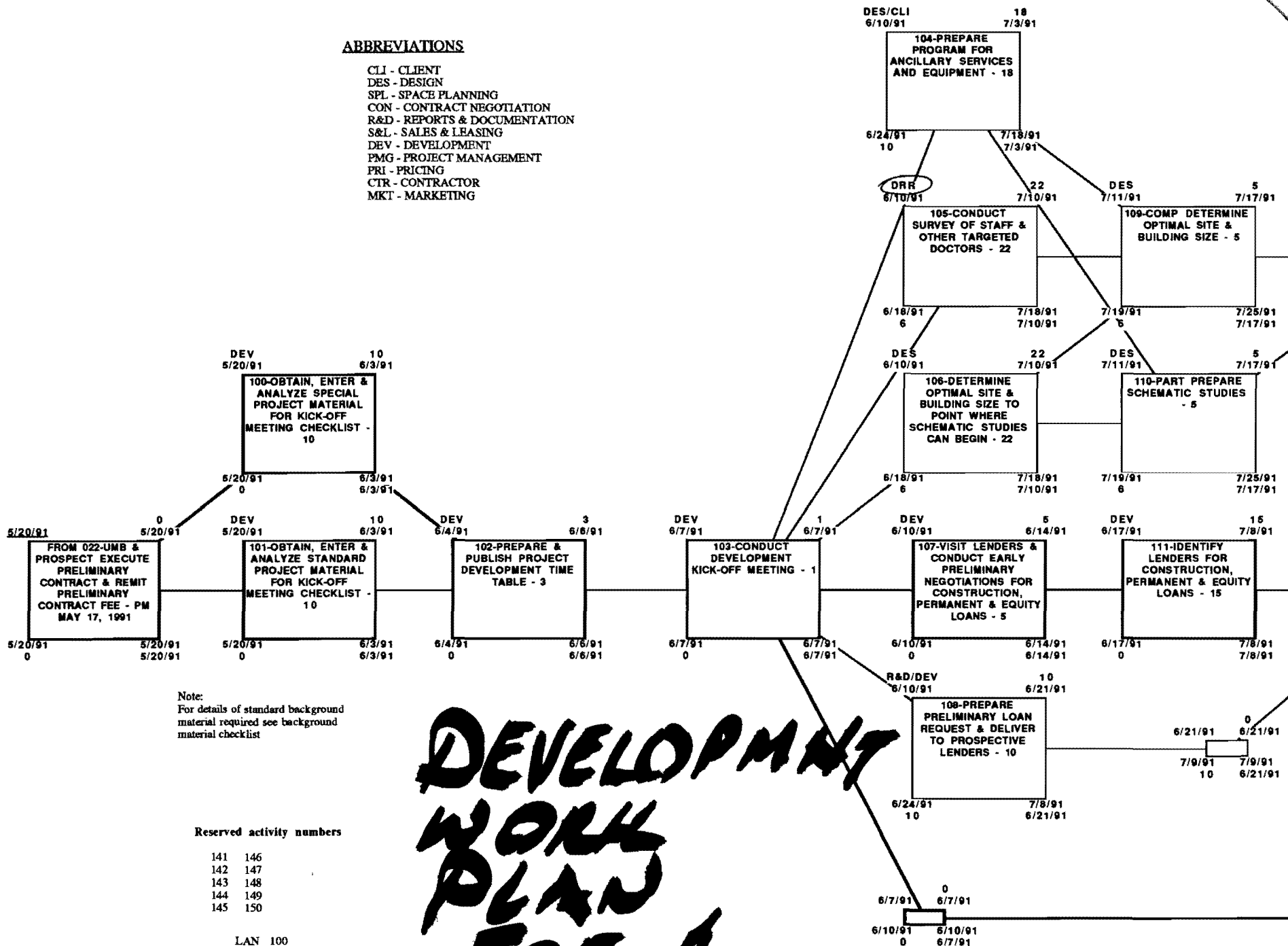
Universal Medical Buildings
Milwaukee, Wisconsin

Issue 1 - September 25, 1991
11sh PCO 1
disk 282

Ralph J. Stephenson PE PC
Consulting Engineer
323 Hiawatha Drive
Mt. Pleasant, Michigan 48858
ph 517 772 2537

ABBREVIATIONS

- CLI - CLIENT
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Note:
For details of standard background material required see background material checklist

Reserved activity numbers

- 141 146
- 142 147
- 143 148
- 144 149
- 145 150

LAN 100
HAN 156

**DEVELOPMENT
WORK
PLAN
FCE 1**

RESPONSIBILITY CODES
EARLY START DATE

DURATION
EARLY FINISH DATE

DEV
9/25/91

0
9/25/91

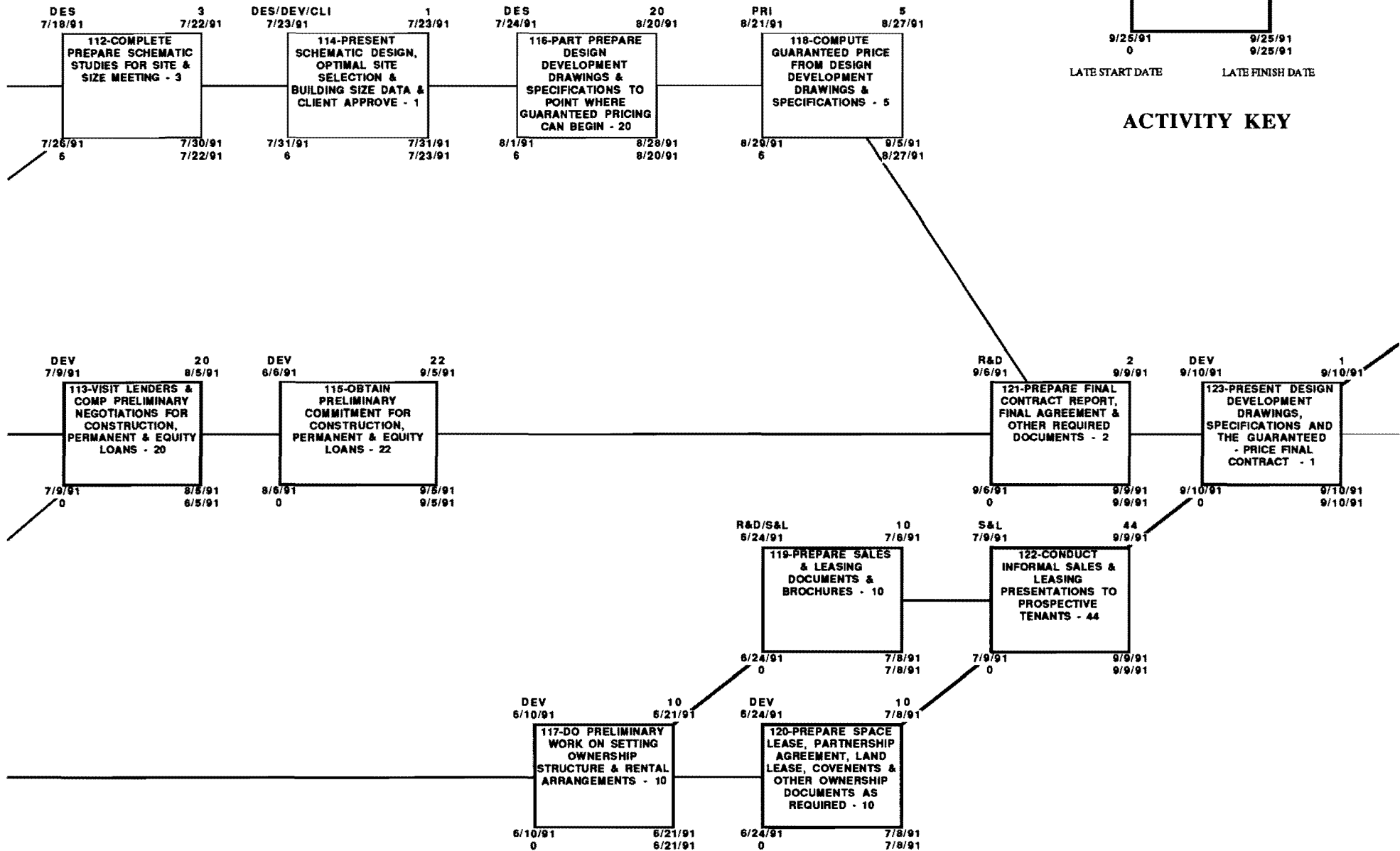
9/25/91
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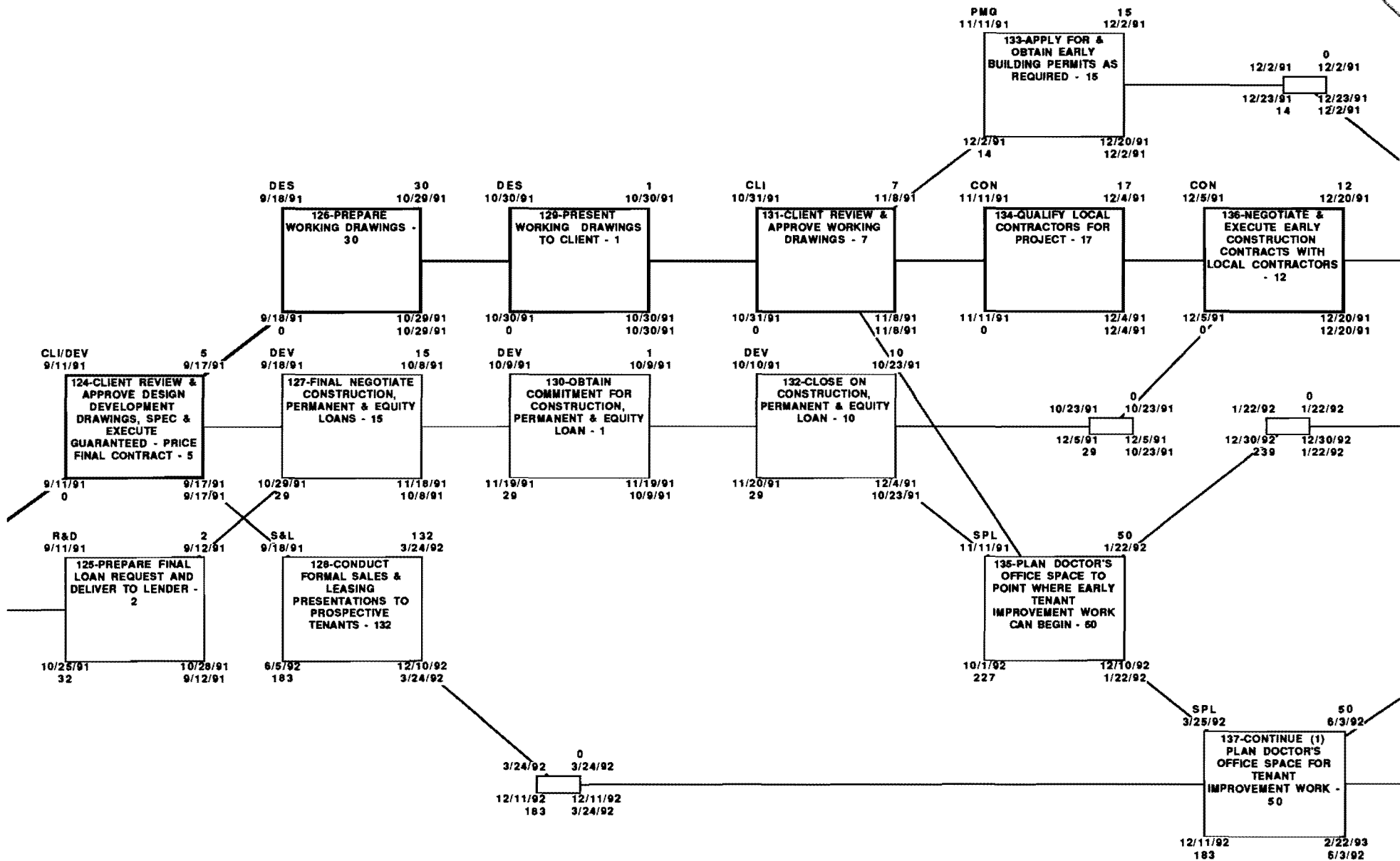
9/25/91
9/25/91

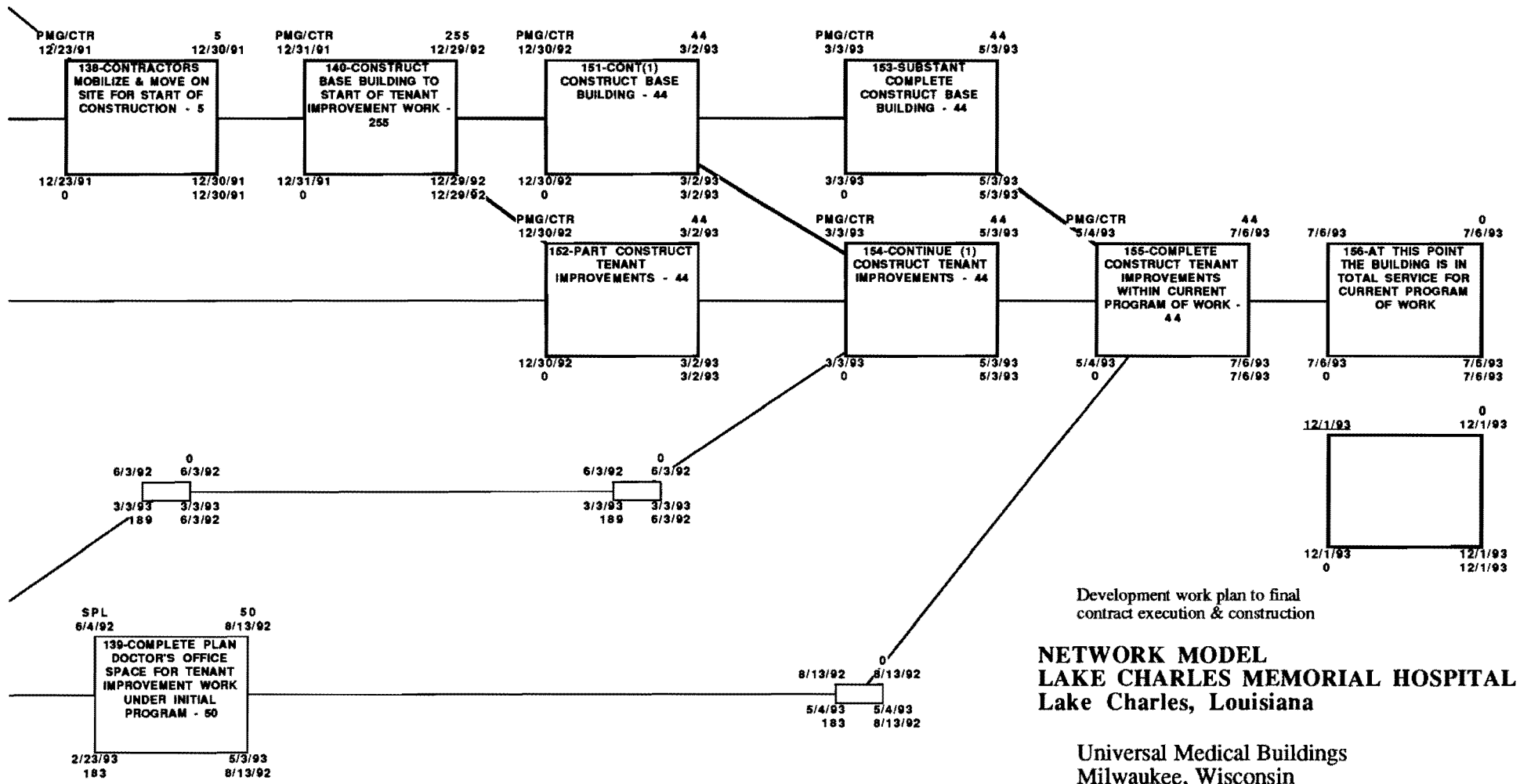
LATE START DATE

LATE FINISH DATE

ACTIVITY KEY







Development work plan to final contract execution & construction

**NETWORK MODEL
 LAKE CHARLES MEMORIAL HOSPITAL
 Lake Charles, Louisiana**

Universal Medical Buildings
 Milwaukee, Wisconsin

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 Consulting Engineer
 323 Hiawatha Drive
 Mt. Pleasant, Michigan 48858
 ph 517 772 2537

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	activity	resp	early start	early finish	late start	late finish	days
1	001-AT THIS POINT A PROSPECT WARRANTS QUALIFICATION BY UMB	MKT	3/1/91	3/1/91	3/1/91	3/1/91	0
2	002-QUALIFY PROSPECT & SET FIRST MEETING - 5	MKT	3/1/91	3/7/91	3/1/91	3/7/91	5
3	003-OBTAIN PARTIAL FIRST MEETING QUESTIONNAIRE DATA FROM PROSPECT ADEQUATE TO BEGIN MODEL ANALYSIS - 8	MKT	3/8/91	3/19/91	3/8/91	3/19/91	8
4	005-PART PREPARE MODEL ANALYSIS ADEQUATE TO BEGIN PRICING WORK - 2	MKT	3/20/91	3/21/91	3/28/91	3/29/91	2
5	004-OBTAIN REMAINING FIRST MEETING QUESTIONNAIRE DATA FROM PROSPECT ADEQUATE TO COMPLETE MODEL - 8	MKT	3/20/91	3/29/91	3/20/91	3/29/91	8
6	006-PREPARE BALLPARK PRICING REQUEST FORM & SUBMIT TO PRICING DEPARTMENT - .5	R&D	3/22/91	3/22/91	4/1/91	4/1/91	0.5
7	007-COMPLETE PREPARE MODEL ANALYSIS - .5	MKT	4/1/91	4/1/91	4/1/91	4/1/91	0.5
8	008-PREPARE BALLPARK PRICE & SUBMIT TO REPORTS & DOCUMENTS - 2	R&D	4/1/91	4/3/91	4/1/91	4/3/91	2
9	010-REPORTS & DOCUMENTS PREPARE FIRST DRAFT OF FEASIBILITY REPORT - 2	R&D	4/3/91	4/5/91	4/3/91	4/5/91	2
10	009-PART PREPARE FIRST MEETING BRIEFING MEMO & TRAVEL ITINERARY FOR UMB EXECUTIVES - 2	MKT	4/3/91	4/5/91	4/5/91	4/8/91	2
11	011-REPORTS & DOCUMENTS PRESENT FIRST DRAFT OF FEASIBILITY REPORT TO MARKETING - 5	R&D	4/5/91	4/5/91	4/5/91	4/5/91	0.5
12	012-MARKETING REVIEW & APPROVE FIRST DRAFT OF FEASIBILITY REPORT - .5	MKT	4/8/91	4/8/91	4/8/91	4/8/91	0.5
13	013-COMPLETE PREPARE FIRST MEETING BRIEFING MEMO & TRAVEL ITINERARY FOR UMB EXECUTIVES - .5	MKT	4/8/91	4/8/91	4/9/91	4/9/91	0.5
14	014-REPORTS & DOCUMENTS PREPARE FINAL FEASIBILITY REPORT - 1	R&D	4/8/91	4/9/91	4/8/91	4/9/91	1
15	015-REPORTS & DOCUMENTS PREPARE PACKAGE FOR FIRST MEETING & PROVIDE TO UMB EXECUTIVES - .5	R&D	4/9/91	4/9/91	4/9/91	4/9/91	0.5
16	016-UMB EXECUTIVES CONDUCT FIRST MEETING WITH PROSPECT - 1	MKT	4/10/91	4/10/91	4/10/91	4/10/91	1
17	018-UMB MAKE FIRST MEETING INQUIRIES RE PROSPECT IMPRESSIONS - 2	MKT	4/11/91	4/12/91	4/15/91	4/16/91	2

listed in early start/early finish sequence

	activity	resp	early start	early finish	late start	late finish	days
18	017-MAKE REVISIONS TO FIRST MEETING EXHIBITS AS REQUIRED - 4	R&D	4/11/91	4/16/91	4/11/91	4/16/91	4
19	019-UMB CONDUCT DUE DILIGENCE TOUR OF UMB PROJECTS & HOME OFFICES - 1	MKT	4/17/91	4/17/91	4/17/91	4/17/91	1
20	020-UMB EXECUTIVES CONDUCT SECOND & SUBSEQUENT MEETINGS LEADING TO EXECUTION OF PRELIMINARY CONTRACT - 15	MKT/R&D	4/18/91	5/8/91	4/18/91	5/8/91	15
21	021-UMB & PROSPECT NEGOTIATE PRELIMINARY CONTRACT LANGUAGE - 5	MKT	5/9/91	5/15/91	5/9/91	5/15/91	5
22	022-UMB & PROSPECT EXECUTE PRELIMINARY CONTRACT & REMIT PRELIMINARY CONTRACT FEE - 2	MKT	5/16/91	5/17/91	5/16/91	5/17/91	2
23	100-OBTAIN, ENTER & ANALYZE SPECIAL PROJECT MATERIAL FOR KICK-OFF MEETING CHECKLIST - 10	DEV	5/20/91	6/3/91	5/20/91	6/3/91	10
24	101-OBTAIN, ENTER & ANALYZE STANDARD PROJECT MATERIAL FOR KICK-OFF MEETING CHECKLIST - 10	DEV	5/20/91	6/3/91	5/20/91	6/3/91	10
25	102-PREPARE & PUBLISH PROJECT DEVELOPMENT TIME TABLE - 3	DEV	6/4/91	6/6/91	6/4/91	6/6/91	3
26	103-CONDUCT DEVELOPMENT KICK-OFF MEETING - 1	DEV	6/7/91	6/7/91	6/7/91	6/7/91	1
27	107-VISIT LENDERS & CONDUCT EARLY PRELIMINARY NEGOTIATIONS FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 5	DEV	6/10/91	6/14/91	6/10/91	6/14/91	5
28	117-DO PRELIMINARY WORK ON SETTING OWNERSHIP STRUCTURE & RENTAL ARRANGEMENTS - 10	DEV	6/10/91	6/21/91	6/10/91	6/21/91	10
29	108-PREPARE PRELIMINARY LOAN REQUEST & DELIVER TO PROSPECTIVE LENDERS - 10	R&D/DEV	6/10/91	6/21/91	6/24/91	7/8/91	10
30	104-PREPARE PROGRAM FOR ANCILLARY SERVICES AND EQUIPMENT - 18	DES/CLI	6/10/91	7/3/91	6/24/91	7/18/91	18
31	105-CONDUCT SURVEY OF STAFF & OTHER TARGETED DOCTORS - 22	DRR	6/10/91	7/10/91	6/18/91	7/18/91	22
32	106-DETERMINE OPTIMAL SITE & BUILDING SIZE TO POINT WHERE SCHEMATIC STUDIES CAN BEGIN - 22	DES	6/10/91	7/10/91	6/18/91	7/18/91	22
33	111-IDENTIFY LENDERS FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 15	DEV	6/17/91	7/8/91	6/17/91	7/8/91	15
34	119-PREPARE SALES & LEASING DOCUMENTS & BROCHURES - 10	R&D/S&L	6/24/91	7/8/91	6/24/91	7/8/91	10

listed in early start/early finish sequence

	activity	resp	early start	early finish	late start	late finish	days
3 5	120-PREPARE SPACE LEASE, PARTNERSHIP AGREEMENT, LAND LEASE, COVENANTS & OTHER OWNERSHIP DOCUMENTS AS REQUIRED - 10	DEV	6/24/91	7/8/91	6/24/91	7/8/91	10
3 6	113-VISIT LENDERS & COMP PRELIMINARY NEGOTIATIONS FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 20	DEV	7/9/91	8/5/91	7/9/91	8/5/91	20
3 7	122-CONDUCT INFORMAL SALES & LEASING PRESENTATIONS TO PROSPECTIVE TENANTS - 44	S&L	7/9/91	9/9/91	7/9/91	9/9/91	44
3 8	109-COMP DETERMINE OPTIMAL SITE & BUILDING SIZE - 5	DES	7/11/91	7/17/91	7/19/91	7/25/91	5
3 9	110-PART PREPARE SCHEMATIC STUDIES - 5	DES	7/11/91	7/17/91	7/19/91	7/25/91	5
4 0	112-COMPLETE PREPARE SCHEMATIC STUDIES FOR SITE & SIZE MEETING - 3	DES	7/18/91	7/22/91	7/26/91	7/30/91	3
4 1	114-PRESENT SCHEMATIC DESIGN, OPTIMAL SITE SELECTION & BUILDING SIZE DATA & CLIENT APPROVE - 1	DES/DEV /CLI	7/23/91	7/23/91	7/31/91	7/31/91	1
4 2	116-PART PREPARE DESIGN DEVELOPMENT DRAWINGS & SPECIFICATIONS TO POINT WHERE GUARANTEED PRICING CAN BEGIN - 20	DES	7/24/91	8/20/91	8/1/91	8/28/91	20
4 3	115-OBTAIN PRELIMINARY COMMITMENT FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 22	DEV	8/6/91	9/5/91	8/6/91	9/5/91	22
4 4	118-COMPUTE GUARANTEED PRICE FROM DESIGN DEVELOPMENT DRAWINGS & SPECIFICATIONS - 5	PRI	8/21/91	8/27/91	8/29/91	9/5/91	5
4 5	121-PREPARE FINAL CONTRACT REPORT, FINAL AGREEMENT & OTHER REQUIRED DOCUMENTS - 2	R&D	9/6/91	9/9/91	9/6/91	9/9/91	2
4 6	123-PRESENT DESIGN DEVELOPMENT DRAWINGS, SPECIFICATIONS AND THE GUARANTEED - PRICE FINAL CONTRACT - 1	DEV	9/10/91	9/10/91	9/10/91	9/10/91	1
4 7	125-PREPARE FINAL LOAN REQUEST AND DELIVER TO LENDER - 2	R&D	9/11/91	9/12/91	10/25/91	10/28/91	2
4 8	124-CLIENT REVIEW & APPROVE DESIGN DEVELOPMENT DRAWINGS, SPEC & EXECUTE GUARANTEED - PRICE FINAL CONTRACT - 5	CLI/DEV	9/11/91	9/17/91	9/11/91	9/17/91	5
4 9	127-FINAL NEGOTIATE CONSTRUCTION, PERMANENT & EQUITY LOANS - 15	DEV	9/18/91	10/8/91	10/29/91	11/18/91	15
5 0	126-PREPARE WORKING DRAWINGS - 30	DES	9/18/91	10/29/91	9/18/91	10/29/91	30
5 1	128-CONDUCT FORMAL SALES & LEASING PRESENTATIONS TO PROSPECTIVE TENANTS - 132	S&L	9/18/91	3/24/92	6/5/92	12/10/92	132

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5 2	130-OBTAIN COMMITMENT FOR CONSTRUCTION, PERMANENT & EQUITY LOAN - 1	DEV	10/9/91	10/9/91	11/19/91	11/19/91	1
5 3	132-CLOSE ON CONSTRUCTION, PERMANENT & EQUITY LOAN - 10	DEV	10/10/91	10/23/91	11/20/91	12/4/91	10
5 4	129-PRESENT WORKING DRAWINGS TO CLIENT - 1	DES	10/30/91	10/30/91	10/30/91	10/30/91	1
5 5	131-CLIENT REVIEW & APPROVE WORKING DRAWINGS - 7	CLI	10/31/91	11/8/91	10/31/91	11/8/91	7
5 6	133-APPLY FOR & OBTAIN EARLY BUILDING PERMITS AS REQUIRED - 15	PMG	11/11/91	12/2/91	12/2/91	12/20/91	15
5 7	134-QUALIFY LOCAL CONTRACTORS FOR PROJECT - 17	CON	11/11/91	12/4/91	11/11/91	12/4/91	17
5 8	135-PLAN DOCTOR'S OFFICE SPACE TO POINT WHERE EARLY TENANT IMPROVEMENT WORK CAN BEGIN - 50	SPL	11/11/91	1/22/92	10/1/92	12/10/92	50
5 9	136-NEGOTIATE & EXECUTE EARLY CONSTRUCTION CONTRACTS WITH LOCAL CONTRACTORS - 12	CON	12/5/91	12/20/91	12/5/91	12/20/91	12
6 0	138-CONTRACTORS MOBILIZE & MOVE ON SITE FOR START OF CONSTRUCTION - 5	PMG/CT R	12/23/91	12/30/91	12/23/91	12/30/91	5
6 1	140-CONSTRUCT BASE BUILDING TO START OF TENANT IMPROVEMENT WORK - 255	PMG/CT R	12/31/91	12/29/92	12/31/91	12/29/92	255
6 2	137-CONTINUE (1) PLAN DOCTOR'S OFFICE SPACE FOR TENANT IMPROVEMENT WORK - 50	SPL	3/25/92	6/3/92	12/11/92	2/22/93	50
6 3	139-COMPLETE PLAN DOCTOR'S OFFICE SPACE FOR TENANT IMPROVEMENT WORK UNDER INITIAL PROGRAM - 50	SPL	6/4/92	8/13/92	2/23/93	5/3/93	50
6 4	151-CONT(1) CONSTRUCT BASE BUILDING - 44	PMG/CT R	12/30/92	3/2/93	12/30/92	3/2/93	44
6 5	152-PART CONSTRUCT TENANT IMPROVEMENTS - 44	PMG/CT R	12/30/92	3/2/93	12/30/92	3/2/93	44
6 6	153-SUBSTANT COMPLETE CONSTRUCT BASE BUILDING - 44	PMG/CT R	3/3/93	5/3/93	3/3/93	5/3/93	44
6 7	154-CONTINUE (1) CONSTRUCT TENANT IMPROVEMENTS - 44	PMG/CT R	3/3/93	5/3/93	3/3/93	5/3/93	44
6 8	155-COMPLETE CONSTRUCT TENANT IMPROVEMENTS WITHIN CURRENT PROGRAM OF WORK - 44	PMG/CT R	5/4/93	7/6/93	5/4/93	7/6/93	44

listed in early start/early finish sequence

	activity	resp	early start	early finish	late start	late finish	days
6 9	156-AT THIS POINT THE BUILDING IS IN TOTAL SERVICE FOR CURRENT PROGRAM OF WORK		7/6/93	7/6/93	7/6/93	7/6/93	0

listed in early start/early finish sequence

	activity	phase
1	001 - AT THIS POINT A POTENTIALLY MARKETABLE ASSET COMES TO ATTENTION OF THE DEVELOPER	LAUNCH
2	002 - ROUGH CHECK VALIDITY OF SOURCES & OF INFORMATION	LAUNCH
3	003 - IDENTIFY POSSIBLE USES FOR RAW MATERIAL CONSTITUTING ASSET - LAND, BUILDINGS, ETC.	LAUNCH
4	004 - ESTABLISH ROUGH FINANCIAL FIGURES FOR THE DEVELOPED ASSET - LAND COSTS, RENTS, MAINTENANCE, CONSTRUCTION, ETC.	LAUNCH
5	005 - PREPARE PRELIMINARY LAND USE ALLOCATIONS TO ACCOMPANY ROUGH FINANCIAL FIGURES	LAUNCH
6	006 - INFORMALLY DETERMINE LEVEL OF INTEREST IN DEVELOPED ASSET - FROM FRIENDS, LENDERS, BUSINESS ASSOCIATES, ETC.	LAUNCH
7	007 - SIMULATE VARIOUS FINANCIAL PERFORMANCE SCENARIOS - PRO FORMA	LAUNCH
8	008 - IF OPPORTUNITY SEEMS VALID CARRY OUT EARLY LAND OR BUILDING CONTROL - OPTIONS, FIRST REFUSAL, ETC.	LAUNCH
9	009 - VALIDATE PROJECT AT PRELIMINARY LEVEL WITH EXECUTIVE STAFF & DECIDE TO GO OR NOT TO GO	LAUNCH
10	010 - IF VALIDITY IS PROVEN TO SATISFACTORY LEVEL APPOINT PRINCIPAL IN CHG & PROGRAM MGR	LAUNCH
11	011 - PREPARE PRELIMINARY MARKET STUDIES	PROGRAM
12	012 - PART PREPARE PRELIMINARY LAND USE STUDIES AND DEVELOPMENT PROGRAM OUTLINE	PROGRAM
13	013 - PREPARE PRELIMINARY TRAFFIC STUDIES	PROGRAM
14	014 - INVESTIGATE SITE CONDITIONS IMPACTING ON PROGRAM - ZONING, CODES, POLITICAL INFLUENCES, ETC	PROGRAM
15	015 - REFINE PRELIMINARY FINANCIAL SCENARIOS & SELECT BEST FEW - PROFORMAS, ABSORPTION RATES, ETC.	PROGRAM
16	016 - PREPARE SCHEMATIC LAND USE & BUILDING STUDIES FOR ANALYSIS AND INVESTOR STIMULATION	PROGRAM
17	017 - TIGHTEN CONTROLS ON LAND AND BUILDING	PROGRAM
18	018 - VALIDATE ESTIMATED COSTS & EXPENSES OF POTENTIAL ASSET - LAND COSTS, CARRYING COSTS, FINANCING CHGS, CONST ESTIM.	PROGRAM
19	019 - ORGANIZE PROGRAM AND APPOINT PROGRAM STAGE PROJECT MANAGER	PROGRAM
20	020 - OBTAIN PERMANENT FINANCING COMMITMENTS	PROGRAM
21	021 - PREPARE DEVELOPMENT PROGRAM AND TIME TABLE - BUILDING CHARACTERISTICS, SCHEDULES, ETC	PROGRAM
22	022 - PREPARE DESIGN DEVELOPMENT STUDIES AND PRELIM DEVELOPMENT CONTROL COST ESTIMATES	PROGRAM

listed in activity number order

	activity	phase
2 3	023 - PREPARE EARLY LEASING INFORMATION FOR PROSPECTIVE TENANTS	PROGRAM
2 4	024 - OBTAIN INTERIM FINANCING COMMITMENTS	PROGRAM
2 5	025 - INITIATE FULL LEASING PROGRAM	PROGRAM
2 6	026 - PREPARE SCHEMATIC DEVELOPMENT STUDIES AND REFINE DEVELOPMENT COST ESTIMATES	PROGRAM
2 7	027 - IF VALIDITY IS PROVEN TO MOVE INTO IMPLEMENTATION APPOINT PERM PROJ MGR	PROGRAM
2 8	028 - PROJECT MANAGER PREPARE PRELIMINARY PLAN OF DESIGN AND BUILD ACTION FOR ENTIRE PROJECT	IMPLEMENTN
2 9	029 - PROJECT MANAGER ASSEMBLE BUDGET DESIGN & CONSTRUCTION ESTIMATES AND PUT IN FINAL FORM	IMPLEMENTN
3 0	030 - PROGRAM RETAIN DESIGN TEAM IF NOT DONE EARLIER	IMPLEMENTN
3 1	031 -WHERE APPROPRIATE, IMPLEMENTN RETAIN CONSTRUCTION TEAM	IMPLEMENTN
3 2	032 - PROJECT MANAGER ASSEMBLE PROJECT IMPLEMENTN & DESIGN TEAM AND BRIEF ON WORK TO DATE	IMPLEMENTN
3 3	033 - DESIGN TEAM COMPLETE PREPARE DESIGN DEVELOPMENT STUDIES	IMPLEMENTN
3 4	034 - PREPARE PROJECT COST CONTROL ESTIMATE (PCCE) - A COST ITEMIZATION TOTALLING TO THE ALLOWABLE CAPITAL EXPENDITURE	IMPLEMENTN
3 5	035 - MANAGMT REVIEW & APPROVE DESIGN DEVELOPMENT AND PROJECT COST CONTROL ESTIMATE	IMPLEMENTN
3 6	036 - PLAN AND INITIATE AGGRESSIVE LEASING PROGRAM	LEASING
3 7	037 - COMPLETE OBTAIN PERMANENT AND INTERIM FINANCING COMMITMENTS	IMPLEMENTN
3 8	038 - PREPARE SCHEMATIC DESIGN DOCUMENTS IN CONJUNCTION WITH PREPARATION OF ONGOING CONTROL ESTIMATES	IMPLEMENTN
3 9	039 - PREPARE ONGOING CONTROL ESTIMATES IN CONJUNCTION WITH SCHEMATIC DESIGN	IMPLEMENTN
4 0	040 - OBTAIN LEASING LETTERS OF INTENT FOR 30% OF NET LEASABLE SPACE	LEASING
4 1	051 - MANAGEMENT REVIEW & APPROVE SCHEMATIC DESIGN AND RELATED CONTROL ESTIMATES	IMPLEMENTN
4 2	052 - PART PREP & ISS CONTRACT DOCUMENTS IN CONJUNCTION WITH PREPARATION OF ONGOING CONTROL ESTIMATES	IMPLEMENTN
4 3	053 - PREPARE ONGOING CONTROL ESTIMATES IN CONJUNCTION WITH PREPARATION OF CONTRACT DOCUMENTS	IMPLEMENTN
4 4	054 - OBTAIN LEASING LETTERS OF INTENT FOR 60% & FIRM LEASES FOR 30% OF THE NET LEASABLE SPACE	LEASING

listed in activity number order

	activity	phase
4 5	055 - MANAGEMENT RELEASE EARLY PROJECT WORK FOR CONSTRUCTION	IMPLEMENTN
4 6	056 - COMP PREPARE & ISSUE CONTRACT DOCUMENTS IN CONJUNCTION WITH PREPARATION OF ONGOING CONTROL ESTIMATES	IMPLEMENTN
4 7	057 - PREPARE ONGOING CONTROL ESTIMATES IN CONJUNCTION WITH PREPARATION OF CONTRACT DOCUMENTS	IMPLEMENTN
4 8	058 - PART CONSTRUCT PROJECT LANDLORD WORK (BASE BUILDING)	IMPLEMENTN
4 9	059 - MANAGEMENT RELEASE ALL PROJECT WORK FOR CONSTRUCTION	IMPLEMENTN
5 0	060 - CONTINUE CONSTRUCT PROJECT LANDLORD WORK (BASE BUILDING)	IMPLEMENTN
5 1	061 - PART PREPARE AND HAVE APPROVED TENANT WORK CONTRACT DOCUMENTS	TENANT
5 2	062 - COMPLETE LEASING 100% OF NET LEASABLE SPACE	LEASING
5 3	063 - COMPLETE CONSTRUCT PROJECT LANDLORD WORK (BASE BUILDING)	IMPLEMENTN
5 4	064 - PART CONSTRUCT TENANT IMPROVEMENTS	TENANT
5 5	065 - COMPLETE PREPARE AND HAVE APPROVED TENANT WORK CONTRACT DOCUMENTS	TENANT
5 6	066 - COMP CONSTRUCT TENANT IMPROVEMENTS	TENANT
5 7	067 - CLOSE OUT PROJ & TURN OVER TO PROPERTY MGMT FOR ONGOING BUILDING CARE	IMPLEMENTN

listed in activity number order

	pro j	item	date	wkg day	resp codes	oen	sup oen
1	hyp	umb make prospect enquiry re first meeting impressions				51.01	
2	hyp	umb make revisions to first meeting exhibits as required				51.01	
3	hyp	umb executives participate in second & subsequent meetings leading to execution of preliminary contract				51.012	
4	hyp	umb & prospect negotiate preliminary contract language				51.012	
5	hyp	Generate lead				51.001	
6	hyp	Qualify lead				51.002	
7	hyp	Schedule first meeting resulting from lead				51.003	
8	hyp	Build preliminary economic model of project				51.006	
9	hyp	Build preliminary project program				51.005	
10	hyp	Prepare ballpark pricing from economic model				51.007	
11	hyp	Prepare survey of competing facilities				51.004	
12	hyp	Prepare ballpark pricing request form				51.006	
13	hyp	Prepare feasibility report				51.008	
14	hyp	Obtain site physical data				51.004	
15	hyp	Obtain prospect financial data				51.004	
16	hyp	Obtain prospect space expectation for doctors, outpatient services & other facility uses				51.004	
17	hyp	Obtain prospect background info on competing hospitals				51.004	

listed in project, date, oen and supp oen

	pro j	item	date	wkg day	resp codes	oen	sup oen
18	hyp	Obtain prospect background info on prospect's future goals & objectives				51.004	
19	hyp	Prepare first meeting briefing memo for umb executives				51.008	
20	hyp	Prepare executive travel itinerary for first meeting				51.008	
21	hyp	umb executives conduct first meeting with prospect				51.009	
22	hyp	umb invite prospect to participate in due diligence tour of umb projects & home office				51.011	
23	lch	Execute preliminary contract (for LCH)	7/25/91	145		1	
24	lch	Determine ownership structure & rental arrangement	8/9/91	156		2	
25	lch	Complete qualifying local contractors for parking garage 1	8/12/91	157		3	
26	lch	Present design development dwgs, specs, and final contract (hard money)for parking garage #1	8/16/91	161		4	
27	lch	Complete doctor's survey	8/19/91	162		5	
28	lch	Approve master plan, phasing plan & optimal building size data for the mob & parking garage #2	8/22/91	165		6	
29	lch	Obtain executive committee approval of design development dwgs, specs & final contract for parking garage #1	8/22/91	165		7	
30	hyp	umb & prospect execute preliminary contract & prospect remits preliminary contract fee	8/23/91	166		51.013	
31	hur	umb & prospect execute preliminary contract & prospect remits preliminary contract fee	8/23/91	166		51	1
32	hur	Arrange & conduct development kick-off meeting	8/27/91	168	dev	52	1
33	hur	Prepare preliminary loan request & deliver to prospective lenders	8/27/91	168	dev/r&d	52	2
34	hur	Receive, enter & analyze project background material from project kick- off meeting checklist	8/27/91	168	dev	52	3

	pro j	item	date	wkg day	resp codes	oen	sup oen
35	hur	Prepare & publish project development timetable	8/27/91	168	dev	52	4
36	hur	Obtain special material for kick-off meeting checklist	8/27/91	168	dev	52	5
37	hur	Obtain existing soils reports, boundary surveys, plot maps, site plans, topo surveys & utility maps for proposed site	8/27/91	168		52	6
38	hur	Order additional site information as required	8/27/91	168		52	7
39	hur	Obtain complete set of architectural plans & specifications for existing facilities?	8/27/91	168		52	8
40	hur	Begin work on setting ownership structure & rental arrangements	8/27/91	168		52	9
41	hur	Begin preparation of space lease, general or limited partnership agreement, land lease, covenants & other ownership & rental documents	8/27/91	168		52	10
42	hur	Begin determination of optimal site & building size	8/27/91	168		52	11
43	hur	Begin preparation of schematic design drawings	8/27/91	168		52	12
44	hur	Survey staff and other targeted doctors	8/27/91	168		52	13
45	hur	Prepare program for ancillary services and equipment	8/27/91	168		52	14
46	hur	Prepare preliminary applications for construction loan, permanent mortgage & equity loans for doctors	8/27/91	168		52	15
47	hur	Identify lenders	8/27/91	168		52	16
48	hur	Begin leasing and selling space to doctors identified prior to kick-off meeting date	8/27/91	168		52	17
49	lch	Complete identification of lenders	8/30/91	171		8	
50	hur	Begin preliminary negotiations with lenders for construction loans, permanent mortgage & equity loans for doctors	9/3/91	172		53	1
51	hur	Complete preparation of preliminary applications for construction loan, permanent mortgage & equity loans for doctors & submit to lenders	9/4/91	173		54	1

listed in project, date, oen and supp oen

	pro j	item	date	wkg day	resp codes	oen	sup oen
5 2	hur	Complete setting ownership structure & rental arrangements	9/6/91	175		55	2
5 3	hur	Complete preparation of space lease, general or limited partnership agreements, land lease covenants & other ownership & rental documents	9/13/91	180		56	1
5 4	hur	Complete survey of staff and other targeted doctors	9/19/91	184		57	1
5 5	lch	Hospital approve working dwgs for parking garage 1	9/20/91	185		9	
5 6	lch	Obtain building permit for parking garage 1	9/20/91	195		10	
5 7	hur	Present schematic design drawings, optimal site selection and building size data	9/20/91	185		58	1
5 8	hur	Approve schematic design drawings, optimal site selection and building size data	9/20/91	185		58	2
5 9	hur	Complete identification of lenders	9/20/91	185		58	3
6 0	hur	Begin preparation of design development drawings & specifications	9/25/91	188		58	1
6 1	hur	Start leasing & selling space to doctors identified after kick-off meeting date	10/2/91	193		59	1
6 2	lch	Start foundation construction for parking garage 1	10/15/91	202		11	
6 3	hur	Complete prepare program of ancillary services and equipment	10/29/91	212		60	1
6 4	hur	Complete preliminary negotiations with lenders for construction loan, permanent mortgage & equity loans for doctors	10/29/91	212		60	2
6 5	hur	Begin final negotiations with lenders for construction loan, permanent mortgage & equity loans for doctors	10/29/91	212		60	3
6 6	hur	Start computing guaranteed price	10/31/91	214		61	1
6 7	hur	Complete prepare design development drawings & specifications	11/4/91	216		62	1
6 8	hur	Begin preparation of final applications for construction loan, permanent mortgage and equity loan for doctors. Submit as replacements of preliminary loan described above	11/8/91	220		63	1

listed in project, date, oen and supp oen

	pro j	item	date	wkg day	resp codes	oen	sup oen
69	hur	Complete compute guaranteed price	11/8/91	220		63	2
70	hur	Complete prepare final applications for construction loan, permanent mortgage & equity loans for doctors	11/12/91	222		64	1
71	hur	Present design development drawings, specifications & the guaranteed-price final contract to hospital	11/12/91	222		64	2
72	hur	Complete final negotiations with lenders for construction loan, permanent mortgage & equity loans for doctors	11/21/91	229		65	1
73	hur	Obtain approval of design development drawings, specifications and execute guaranteed-price final contract from hospital	11/21/91	229		65	2
74	hur	Begin preparing working drawings	11/21/91	229		65	3
75	lch	Receive working drawing approval from Lake Charles for the mob & parking garage #2	11/22/91	230		12	
76	hur	Obtain commitments for construction loan, permanent mortgage and equity loans for doctors	11/22/91	230		66	1
77	hur	Begin qualification of local contractors	11/26/91	232		67	1
78	lch	Obtain commitments for construction, permanent & equity financing	11/29/91	234		13	
79	lch	Obtain foundation permits for mob & parking garage 2	12/2/91	235		14	
80	hur	Begin planning office space for doctors identified prior to kick-off meeting date	12/17/91	246		68	1
81	lch	Obtain building shell permits for mob & parking garage 2	12/20/91	249		15	
82	hur	Complete qualification of local contractors	12/20/91	249		69	1
83	lch	Close construction, permanent & equity loan	12/23/91	250		16	
84	hur	Begin negotiation of construction contracts with local contractors	12/23/91	250		70	1
85	hur	Complete prepare working drawings	12/27/91	253		71	1

	pro j	item	date	wkg day	resp codes	oen	sup oen
86	lch	Close outpatient services entry	12/30/91	254		17	
87	lch	Start foundation construction for mob	12/30/91	254		18	
88	hur	Submit applications for permits	1/7/92	259		72	1
89	hur	Complete negotiate construction contracts with local contractors	1/10/92	262		73	1
90	hur	Close construction loan, permanent mortgage and equity loans for doctors	1/13/92	263		74	1
91	hur	Start construction of MOB & parking garage	1/21/92	269		75	2
92	hur	Obtain full building permit for MOB & parking garage	1/21/92	269		75	1
93	hur	Begin planning office space for doctors identified after kick-off meeting date	1/31/92	277		76	1
94	hur	Complete leasing & selling space to doctors identified prior to kick-off meeting date	2/21/92	292		77	1
95	hur	Complete construction of foundations for MOB and parking garage	3/6/92	302		78	1
96	hur	Begin construction of MOB & parking garage building shell	3/6/92	302		78	2
97	lch	Place parking garage 1 in service	3/13/92	307		19	
98	lch	Start construction of garage 2 foundations	3/13/92	307		20	
99	lch	Start construction of tenant improvements in mob	5/11/92	348		21	
100	hur	Complete planning space for doctors identified prior to kick-off meeting date	5/29/92	361		79	1
101	hur	Complete leasing & selling space to doctors identified after kick-off meeting date	6/29/92	382		80	1
102	hur	Begin construction of tenant improvements in MOB	6/29/92	382		80	2

	pro j	item	date	wkg day	resp codes	oen	sup oen
103	hur	Complete planning space for doctors identified after kick-off meeting date	10/23/92	464		81	2
104	hur	Complete construction of building shell for MOB	10/23/92	464		81	1
105	hur	Complete construction of building shell for parking garage	11/20/92	484		82	1
106	hur	Place parking garage in service	11/20/92	484		82	2
107	lch	Place parking garage 2 in service	1/15/93	521		22	
108	hur	Complete construction of MOB tenant improvements	1/21/93	525		83	1
109	hur	Place MOB in service	1/21/93	525		83	2
110	lch	Complete construction of tenant improvements in mob	6/3/93	619		23	
111	lch	Place mob in service	6/3/93	619		24	
112	lch	Reopen outpatient services entry at hospital	6/3/93	619		25	

Lake Charles Memorial Hospital

derived from sheets pco1 & fce1- issue #1 dated September 25, 1991

Lake Charles, Louisiana

Activities	Jan '92				Feb '92				Mar '92				Apr '92				May '92				Jun '92				Jul '92				Aug '92				Sept '92				Oct '92																	
	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26										
001-AT THIS POINT A PROSPECT WARRANTS QUALIFICATION BY UMB																																																						
002-QUALIFY PROSPECT & SET FIRST MEETING - 5																																																						
003-OBTAIN PARTIAL FIRST MEETING QUESTIONNAIRE DATA FROM PROSPECT ADEQUATE TO BEGIN MODEL ANALYSIS - 8																																																						
005-PART PREPARE MODEL ANALYSIS ADEQUATE TO BEGIN PRICING WORK - 2																																																						
004-OBTAIN REMAINING FIRST MEETING QUESTIONNAIRE DATA FROM PROSPECT ADEQUATE TO COMPLETE MODEL - 8																																																						
006-PREPARE BALLPARK PRICING REQUEST FORM & SUBMIT TO PRICING DEPARTMENT - 5																																																						
007-COMplete PREPARE MODEL ANALYSIS - 5																																																						
008-PREPARE BALLPARK PRICE & SUBMIT TO REPORTS & DOCUMENTS - 2																																																						
010-REPORTS & DOCUMENTS PREPARE FIRST DRAFT OF FEASIBILITY REPORT - 2																																																						
009-PART PREPARE FIRST MEETING BRIEFING MEMO & TRAVEL ITINERARY FOR UMB EXECUTIVES - 2																																																						
011-REPORTS & DOCUMENTS PRESENT FIRST DRAFT OF FEASIBILITY REPORT TO MARKETING - 5																																																						
012-MARKETING REVIEW & APPROVE FIRST DRAFT OF FEASIBILITY REPORT - 5																																																						
013-COMplete PREPARE FIRST MEETING BRIEFING MEMO & TRAVEL ITINERARY FOR UMB EXECUTIVES - 5																																																						
014-REPORTS & DOCUMENTS PREPARE FINAL FEASIBILITY REPORT - 1																																																						
015-REPORTS & DOCUMENTS PREPARE PACKAGE FOR FIRST MEETING & PROVIDE TO UMB EXECUTIVES - 5																																																						
016-UMB EXECUTIVES CONDUCT FIRST MEETING WITH PROSPECT - 1																																																						
018-UMB MAKE FIRST MEETING INQUIRIES RE PROSPECT IMPRESSIONS - 2																																																						
017-MAKE REVISIONS TO FIRST MEETING EXHIBITS AS REQUIRED - 4																																																						
019-UMB CONDUCT DUE DILIGENCE TOUR OF UMB PROJECTS & HOME OFFICES - 1																																																						
020-UMB EXECUTIVES CONDUCT SECOND & SUBSEQUENT MEETINGS LEADING TO EXECUTION OF PRELIMINARY CONTRACT - 15																																																						
021-UMB & PROSPECT NEGOTIATE PRELIMINARY CONTRACT LANGUAGE - 5																																																						
022-UMB & PROSPECT EXECUTE PRELIMINARY CONTRACT & REMIT PRELIMINARY CONTRACT FEE - 2																																																						
100-OBTAIN, ENTER & ANALYZE SPECIAL PROJECT MATERIAL FOR KICK-OFF MEETING CHECKLIST - 10																																																						
101-OBTAIN, ENTER & ANALYZE STANDARD PROJECT MATERIAL FOR KICK-OFF MEETING CHECKLIST - 10																																																						
102-PREPARE & PUBLISH PROJECT DEVELOPMENT TIME TABLE - 3																																																						

- open bars show early starts & early finishes
- shaded bars show late starts & late finishes

Activities	Jan '92			Feb '92				Mar '92				Apr '92				May '92				Jun '92				Jul '92				Aug '92				Sept '92				Oct '92							
	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19
128-CONDUCT FORMAL SALES & LEASING PRESENTATIONS TO PROSPECTIVE TENANTS - 132																																											
130-OBTAIN COMMITMENT FOR CONSTRUCTION, PERMANENT & EQUITY LOAN - 1																																											
132-CLOSE ON CONSTRUCTION, PERMANENT & EQUITY LOAN - 10																																											
129-PRESENT WORKING DRAWINGS TO CLIENT - 1																																											
131-CLIENT REVIEW & APPROVE WORKING DRAWINGS - 7																																											
133-APPLY FOR & OBTAIN EARLY BUILDING PERMITS AS REQUIRED - 15																																											
134-QUALIFY LOCAL CONTRACTORS FOR PROJECT - 17																																											
135-PLAN DOCTOR'S OFFICE SPACE TO POINT WHERE EARLY TENANT IMPROVEMENT WORK CAN BEGIN - 50																																											
136-NEGOTIATE & EXECUTE EARLY CONSTRUCTION CONTRACTS WITH LOCAL CONTRACTORS - 12																																											
138-CONTRACTORS MOBILIZE & MOVE ON SITE FOR START OF CONSTRUCTION - 5																																											
140-CONSTRUCT BASE BUILDING TO START OF TENANT IMPROVEMENT WORK - 255																																											
137-CONTINUE (1) PLAN DOCTOR'S OFFICE SPACE FOR TENANT IMPROVEMENT WORK - 50																																											
139-COMPLETE PLAN DOCTOR'S OFFICE SPACE FOR TENANT IMPROVEMENT WORK UNDER INITIAL PROGRAM - 50																																											
151-CONT(1) CONSTRUCT BASE BUILDING - 44																																											
152-PART CONSTRUCT TENANT IMPROVEMENTS - 44																																											
153-SUBSTANT COMPLETE CONSTRUCT BASE BUILDING - 44																																											
154-CONTINUE (1) CONSTRUCT TENANT IMPROVEMENTS - 44																																											
155-COMPLETE CONSTRUCT TENANT IMPROVEMENTS WITHIN CURRENT PROGRAM OF WORK - 44																																											
156-AT THIS POINT THE BUILDING IS IN TOTAL SERVICE FOR CURRENT PROGRAM OF WORK																																											

- open bars show early starts & early finishes
- shaded bars show late starts & late finishes

Universal Medical Building Schedule of Support Activities

Lake Charles Memorial
Hospital

Lake Charles, Louisiana

derived from sheets pco1 & lca1 - issue #1 dated September 25, 1991

Activities	Nov '92			Dec '92				Jan '93				Feb '93				Mar '93				Apr '93				May '93				Jun '93					
	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	
001-AT THIS POINT A PROSPECT WARRANTS QUALIFICATION BY UMB																																	
002-QUALIFY PROSPECT & SET FIRST MEETING - 5																																	
003-OBTAIN PARTIAL FIRST MEETING QUESTIONNAIRE DATA FROM PROSPECT ADEQUATE TO BEGIN MODEL ANALYSIS - 8																																	
005-PART PREPARE MODEL ANALYSIS ADEQUATE TO BEGIN PRICING WORK - 2																																	
004-OBTAIN REMAINING FIRST MEETING QUESTIONNAIRE DATA FROM PROSPECT ADEQUATE TO COMPLETE MODEL - 8																																	
006-PREPARE BALLPARK PRICING REQUEST FORM & SUBMIT TO PRICING DEPARTMENT - 5																																	
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011-REPORTS & DOCUMENTS PRESENT FIRST DRAFT OF FEASIBILITY REPORT TO MARKETING - .5																																	
012-MARKETING REVIEW & APPROVE FIRST DRAFT OF FEASIBILITY REPORT - .5																																	
013-COMplete PREPARE FIRST MEETING BRIEFING MEMO & TRAVEL ITINERARY FOR UMB EXECUTIVES - .5																																	
014-REPORTS & DOCUMENTS PREPARE FINAL FEASIBILITY REPORT - 1																																	
015-REPORTS & DOCUMENTS PREPARE PACKAGE FOR FIRST MEETING & PROVIDE TO UMB EXECUTIVES - .5																																	
016-UMB EXECUTIVES CONDUCT FIRST MEETING WITH PROSPECT - 1																																	
018-UMB MAKE FIRST MEETING INQUIRIES RE PROSPECT IMPRESSIONS - 2																																	
017-MAKE REVISIONS TO FIRST MEETING EXHIBITS AS REQUIRED - 4																																	
019-UMB CONDUCT DUE DILIGENCE TOUR OF UMB PROJECTS & HOME OFFICES - 1																																	
020-UMB EXECUTIVES CONDUCT SECOND & SUBSEQUENT MEETINGS LEADING TO EXECUTION OF PRELIMINARY CONTRACT - 15																																	
021-UMB & PROSPECT NEGOTIATE PRELIMINARY CONTRACT LANGUAGE - 5																																	
022-UMB & PROSPECT EXECUTE PRELIMINARY CONTRACT & REMIT PRELIMINARY CONTRACT FEE - 2																																	
100-OBTAIN, ENTER & ANALYZE SPECIAL PROJECT MATERIAL FOR KICK-OFF MEETING CHECKLIST - 10																																	
101-OBTAIN, ENTER & ANALYZE STANDARD PROJECT MATERIAL FOR KICK-OFF MEETING CHECKLIST - 10																																	
102-PREPARE & PUBLISH PROJECT DEVELOPMENT TIME TABLE - 3																																	

- open bars show early starts & early finishes
- shaded bars show late starts & late finishes

Lake Charles Memorial
Hospital

Lake Charles, Louisiana

Activities	Nov '92					Dec '92					Jan '93					Feb '93					Mar '93					Apr '93					May '93					Jun '93				
	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5				
103-CONDUCT DEVELOPMENT KICK-OFF MEETING - 1																																								
107-VISIT LENDERS & CONDUCT EARLY PRELIMINARY NEGOTIATIONS FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 5																																								
117-DO PRELIMINARY WORK ON SETTING OWNERSHIP STRUCTURE & RENTAL ARRANGEMENTS - 10																																								
108-PREPARE PRELIMINARY LOAN REQUEST & DELIVER TO PROSPECTIVE LENDERS - 10																																								
104-PREPARE PROGRAM FOR ANCILLARY SERVICES AND EQUIPMENT - 18																																								
105-CONDUCT SURVEY OF STAFF & OTHER TARGETED DOCTORS - 22																																								
106-DETERMINE OPTIMAL SITE & BUILDING SIZE TO POINT WHERE SCHEMATIC STUDIES CAN BEGIN - 22																																								
111-IDENTIFY LENDERS FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 15																																								
119-PREPARE SALES & LEASING DOCUMENTS & BROCHURES - 10																																								
120-PREPARE SPACE LEASE, PARTNERSHIP AGREEMENT, LAND LEASE, COVENANTS & OTHER OWNERSHIP DOCUMENTS AS REQUIRED - 10																																								
113-VISIT LENDERS & COMP PRELIMINARY NEGOTIATIONS FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 20																																								
122-CONDUCT INFORMAL SALES & LEASING PRESENTATIONS TO PROSPECTIVE TENANTS - 44																																								
109-COMP DETERMINE OPTIMAL SITE & BUILDING SIZE - 5																																								
110-PART PREPARE SCHEMATIC STUDIES - 5																																								
112-COMPLETE PREPARE SCHEMATIC STUDIES FOR SITE & SIZE MEETING - 3																																								
114-PRESENT SCHEMATIC DESIGN, OPTIMAL SITE SELECTION & BUILDING SIZE DATA & CLIENT APPROVE - 1																																								
116-PART PREPARE DESIGN DEVELOPMENT DRAWINGS & SPECIFICATIONS TO POINT WHERE GUARANTEED PRICING CAN BEGIN - 20																																								
115-OBTAIN PRELIMINARY COMMITMENT FOR CONSTRUCTION, PERMANENT & EQUITY LOANS - 22																																								
118-COMPUTE GUARANTEED PRICE FROM DESIGN DEVELOPMENT DRAWINGS & SPECIFICATIONS - 5																																								
121-PREPARE FINAL CONTRACT REPORT, FINAL AGREEMENT & OTHER REQUIRED DOCUMENTS - 2																																								
123-PRESENT DESIGN DEVELOPMENT DRAWINGS, SPECIFICATIONS AND THE GUARANTEED - PRICE FINAL CONTRACT - 1																																								
125-PREPARE FINAL LOAN REQUEST AND DELIVER TO LENDER - 2																																								
124-CLIENT REVIEW & APPROVE DESIGN DEVELOPMENT DRAWINGS, SPEC & EXECUTE GUARANTEED - PRICE FINAL CONTRACT - 5																																								
127-FINAL NEGOTIATE CONSTRUCTION, PERMANENT & EQUITY LOANS - 15																																								
126-PREPARE WORKING DRAWINGS - 30																																								

- open bars show early starts & early finishes
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Universal Medical Building Schedule of Support Activities

Lake Charles Memorial Hospital

derived from sheets pco1 & fce1- issue #1 dated September 25, 1991

Lake Charles, Louisiana

Activities	Nov '92				Dec '92				Jan '93				Feb '93				Mar '93				Apr '93				May '93				Jun '93									
	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5		
128-CONDUCT FORMAL SALES & LEASING PRESENTATIONS TO PROSPECTIVE TENANTS - 132																																						
130-OBTAIN COMMITMENT FOR CONSTRUCTION, PERMANENT & EQUITY LOAN - 1																																						
132-CLOSE ON CONSTRUCTION, PERMANENT & EQUITY LOAN - 10																																						
129-PRESENT WORKING DRAWINGS TO CLIENT - 1																																						
131-CLIENT REVIEW & APPROVE WORKING DRAWINGS - 7																																						
133-APPLY FOR & OBTAIN EARLY BUILDING PERMITS AS REQUIRED - 15																																						
134-QUALIFY LOCAL CONTRACTORS FOR PROJECT - 17																																						
135-PLAN DOCTOR'S OFFICE SPACE TO POINT WHERE EARLY TENANT IMPROVEMENT WORK CAN BEGIN - 50																																						
136-NEGOTIATE & EXECUTE EARLY CONSTRUCTION CONTRACTS WITH LOCAL CONTRACTORS - 12																																						
138-CONTRACTORS MOBILIZE & MOVE ON SITE FOR START OF CONSTRUCTION - 5																																						
140-CONSTRUCT BASE BUILDING TO START OF TENANT IMPROVEMENT WORK - 255																																						
137-CONTINUE (1) PLAN DOCTOR'S OFFICE SPACE FOR TENANT IMPROVEMENT WORK - 50																																						
139-COMPLETE PLAN DOCTOR'S OFFICE SPACE FOR TENANT IMPROVEMENT WORK UNDER INITIAL PROGRAM - 50																																						
151-CONT(1) CONSTRUCT BASE BUILDING - 44																																						
152-PART CONSTRUCT TENANT IMPROVEMENTS - 44																																						
153-SUBSTANT COMPLETE CONSTRUCT BASE BUILDING - 44																																						
154-CONTINUE (1) CONSTRUCT TENANT IMPROVEMENTS - 44																																						
155-COMPLETE CONSTRUCT TENANT IMPROVEMENTS WITHIN CURRENT PROGRAM OF WORK - 44																																						
156-AT THIS POINT THE BUILDING IS IN TOTAL SERVICE FOR CURRENT PROGRAM OF WORK																																						

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BACKGROUND MATERIAL CHECKLIST

1. A list of hospital admissions, occupancy and outpatient utilization statistics by department for the last three years.
2. The hospital's gross revenue per doctor.
3. The most current medical staff data including:

Name	Office Address
Age	Phone Number
Specialty	Group Affiliation
Admissions	Senior Group Member
4. A list of department heads and key physicians who will provide medical staff input for the project.
5. A description of hospital programs and services.
6. An initial estimate of project size.
7. An estimate of hospital space requirements in the building.
8. A description of future recruitment plans.
9. A hospital Long-Range Strategic Plan.
10. The hospital's initial attitude toward project ownership, subsidy, inventoried space, financing vehicles and restrictions on tenants.
11. A campus Master Plan or Land-Use Plan.
12. All existing surveys, plat maps, sub-soil tests, consultant's reports, appraisals and any other information regarding the potential medical office building site or sites and the hospital campus in general.
13. The location and capacity of present parking.
14. All architectural and planning requirements.
15. A list of zoning restrictions and a summary of the current neighborhood attitude concerning the hospital.
16. A list of key members of the hospital management and of the Board of Trustees who will be involved in the project.
17. A schedule of regular board and committee meetings and the approval process which will be followed for the project.
18. The hospital's relationship with regulatory agencies.

19. All Certificate of Need requirements, including a copy of the most recent CON application.
20. All indentures and other loan documents.
21. All audited financial statements for the last three years.
22. The hospital's relationship with local lending institutions, underwriters and mortgage bankers, including where accounts are maintained and the board members' association with lending institutions.
23. A list of the hospital's major competitors.
24. Universal's use of hospital office space and telephone lines for the tenant recruitment program.

Other issues will undoubtedly arise as the development of your project progresses, but this list will provide a good starting point.