TO: Honorable Carlos A. Gimenez  
Mayor  

Honorable Jean Monestime, Chairman  
and Members, Board of County Commissioners  

Joe Arriola, Chairman  
and Members, Public Health Trust Board of Trustees  

FROM: José Luis Gómez, PE, Chairman  
Jackson Bond Citizens’ Advisory Committee  

DATE: June 2, 2015  

RE: Jackson Bond Citizens’ Advisory Committee Quarterly Report  

Pursuant to Section 2-2130(e) of the Code of Miami-Dade County, as created by the Board of County Commissioners via Ordinance No. 14-44, it is my pleasure to present the first quarterly report from the Jackson Health System General Obligation Bond Citizens’ Advisory Committee, covering the period from January through March of 2015.

The Committee met four times during the reporting period, and individual members have also participated in both public events and private briefings related to their duties. I can confidently report that our members are upholding the words and spirit of the legislation, and that we are receiving appropriate support from Jackson Health System staff.

If you have any questions, please feel free to contact me.

Attachment

c: Carlos A. Migoya, President & Chief Executive Officer  
Geraldine Lazarre, Vice Chairwoman  
and Members, Jackson Bond Citizens’ Advisory Committee
TO: Jose Luis Gomez, PE, Chairman, and Members, Jackson Bond Citizens’ Advisory Committee
FROM: Carlos A. Migoya
President & Chief Executive Officer
DATE: April 16, 2015
RE: Jackson Miracle-Building Bond Quarterly Report – January to March 2015

Over the last three months, the Jackson Bond Citizens’ Advisory Committee has organized itself, developed a workflow, and begun receiving briefings on the Jackson Health System capital plan and strategic vision. The group met four times and is finalizing a schedule for at least three neighborhood meetings in April, consistent with its charge to inform the community and participate in citizen outreach.

During the first quarter of calendar year 2015, the committee also reviewed 10 projects and contracts submitted by the Jackson Health System leadership team. Nine of those were recommended favorably and subsequently approved by the Public Health Trust Board of Trustees. The other, a contract with an architect to build a new rehabilitation hospital, was brought to the advisory committee retroactively due to schedule constraints – it, too, received a favorable recommendation.

Those 10 projects and contracts are detailed below and, along with equipment and technology purchases under the bond, represent just under $127 million of Miracle-Building Bond proceeds. Far and away the largest commitment was related to Jackson West, the system’s new outpatient campus planned in the City of Doral. Jackson West will become a signature project of this bond program, comprising a free-standing emergency room for adults and children; a pediatric specialty outpatient center; and potentially other ambulatory services. This project will now be tracked by the advisory committee and updated in each quarterly report.

While the bond funds approved in this quarter exceed the first $100 million tranche of bonds, which was sold in January 2015, a large share of the approved funding will not actually be spent until 2016 or later. There is ample capacity in the current year for review and approval of bond projects to continue. This is consistent with Jackson’s public commitment to front-loading much of the bond’s construction program in the first five years of the bond. The voters who approved the bond and who own Jackson expected these projects to be managed aggressively and not linger in excessive bureaucracy. Staff is committed to a process that balances proper due diligence and transparency with an entrepreneurial sense of expediency.
Bond Dashboard

Financial Update

The first tranche of bonds for the Jackson Miracle-Building Bond Program was approved for sale by the Board of County Commissioners on June 3, 2014. Staff from Jackson and the County worked jointly to secure the sale of these bonds on January 21, 2015. The par amount of this 2014 issuance was $94,915,000, with a final maturity on July 1, 2044, and a true interest cost of 3.45 percent. Proceeds from this sale are now being held in escrow by the County and are available for immediate draw-down by Jackson pursuant to appropriately documented requests for reimbursement.

* The categories used in these graphics and throughout this report are administrative in nature and do not necessarily align with line-item purchase within a project. For example, a job may be categorized as an infrastructure project for reporting purposes even if that project includes the purchase of equipment. The above categories are consistent with the way in which funds are reviewed by the Citizens’ Advisory Committee and approved by the Public Health Trust Board of Trustees.
The rehabilitation center is planned as a state-of-the-art facility to unite the clinical work now done at Jackson Rehabilitation Hospital with the research performed by the University of Miami and the development resources of The Miami Project to Cure Paralysis. The scope calls for a facility of at least 135,385 square feet on the Jackson Memorial Medical Center campus. Jackson’s master capital plan envisions the new center being built on the east side of NW 12th Avenue between NW 16th and 18th Streets. That site is currently used as a surface parking lot.

The Public Health Trust Board of Trustees voted on February 2, 2015, to contract with HDR Architecture, Inc., to provide architectural and engineering services to support construction of the new rehabilitation center. The contract, for an amount not to exceed $6,734,687, calls for the architect to participate in all phases of the project. The contract was retroactively recommended by the advisory committee on February 11, 2015.

A substantial gift agreement is now being finalized that will likely include naming rights for a prominent South Florida philanthropist. This agreement would include $5 million toward defraying the bond-funded expenses. It could also include other funding that would allow the University of Miami to build additional research space within the building. Jackson strongly endorses these opportunities, which will help the new center maximize its potential as a global center for cutting-edge care, but the university would be responsible for all additional construction and equipment costs associated with this extra space. To the degree this gift agreement helps the university achieve that goal, it is a win for both institutions, our community, and especially the patients in need of this specialized care.
The advisory committee approved a comprehensive plan on February 27, 2015, to construct a new outpatient campus in the City of Doral. Approval by the Public Health Trust Board of Trustees was received on the same day, followed by the Board of County Commissioners on March 17. The plan includes acquisition of a 27.26-acre site and immediate construction of a free-standing emergency room for adults and children, as well as the children’s specialty outpatient center promised in the bond campaign. Future development of the site could also include services such as ambulatory surgery, outpatient cardiac catheterization, dialysis, infusion, laboratory, optometry, outpatient rehabilitation, a wellness center, or other clinical uses.

More than 500,000 people live within five miles of the property, but the closest full-service emergency rooms are four to six miles away through traffic that is frequently heavy.

The purchase price of $38.5 million was approximately 1 percent below the average independent appraisal of $38.895 million. The City of Doral provided a zoning verification letter to confirm that all intended uses of the site are permissible under existing zoning and land use.

Purchase of the land is being funded with a $15 million capital contribution from Jackson’s own operating revenues, along with $23.5 million from the bond program. The bond will also fund the full $31 million budgeted for construction and equipment associated with the ER/urgent care center and children’s specialty outpatient center. That combined $54.5 million in bond funding comes from three distinct categories that were part of our promise during the bond campaign: $40 million for the children’s specialty outpatient center, $10 million from the $353 million allocated for technology and equipment, and $4.5 million from the $40 million allocated for urgent care centers. A refined budget allocation with breakdowns for design, construction, and equipment will follow as the project develops.

Next steps include completing the land-purchase transaction – scheduled for April 2015 – followed by program planning and contracting with an architect.
Jackson West will be tracked in every quarterly report as a signature project. A detailed explanation of the project was provided in the attached memo, sent February 27 to the County Mayor and Board of County Commissioners.

**Urgent Care Centers**

The Trust Board is currently engaged in strategic discussions regarding the execution of the urgent care center strategy. We anticipate opening at least one center in late 2015. As the Trust Board identifies sites to convert, rent, or purchase, detailed budget, cash-flow, and timeline information will be provided publicly. Locations for the centers will be based on a number of factors, including a formal community-needs assessment now being conducted pursuant to federal law, as well as market research that conforms to industry standards; market opportunities based on access and utilization data; competition from other centers; and availability of desirable sites.

**Equipment and Technology Purchases**

Beginning in June 2014, Jackson launched a major upgrade of its electronic health record system, known as MIRACLE (Medical Information Record Advancing Clinical Excellence). The bond reimbursement process has begun to pursue $10,332,784 in bond proceeds toward that project. An additional $16,596,024 in technology expenses were funded with bond proceeds this quarter, including $15,448,487 for information systems and $1,147,537 for information technology infrastructure.

Bond proceeds were also used this quarter to fund $19,555,719 in equipment, including $19,419,223 from the Technology & Equipment area and $136,496 from Infrastructure. Those funds are being used at the following Jackson sites:

<table>
<thead>
<tr>
<th>Systemwide</th>
<th>Jackson Memorial</th>
<th>Jackson North</th>
<th>Jackson South</th>
<th>Holtz Children's</th>
<th>Other Sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>$529,175</td>
<td>$8,421,663</td>
<td>$3,789,331</td>
<td>$4,064,088</td>
<td>$2,702,312</td>
<td>$49,150</td>
</tr>
</tbody>
</table>

All these equipment and technology purchases that were detailed in the full line-item budget provided to the advisory committee in February and attached to this report.
Additional Project Updates

Patient Floor Renovations

Design has been completed for the renovation of the 10th floor of West Wing at Jackson Memorial Hospital, which is a 25-room patient unit built in 1975. The project is scheduled for completion in late 2015 or early 2016. The project budget includes $2,565,304 in bond funding, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. An additional $71,396 was budgeted from Jackson’s capital contribution.

Until construction of a proposed new transplant pavilion at Jackson Memorial Hospital is completed later in the capital plan, outpatient clinics and physician offices for the Miami Transplant Institute are located in the MTI/Highland Professional Building. Preliminary plans have begun for cosmetic renovations of the third, fifth, and sixth floors, including flooring, painting, and furniture. When MTI moves into the new facility, the renovated space could be converted to medical offices. The project will be funded with $1,643,515 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. The schedule includes two months for design, a month for permitting, and five months for construction.

Two projects are now underway to renovate the third floor of East Tower, which is part of the maternity service for The Women’s Hospital at Jackson Memorial. In the short term, renovations are taking place to eight patient-room bathrooms in unit 3A that are currently closed due to plumbing issues. This project would allow those rooms to be re-open. The project will be funded with $186,700 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. The schedule includes one month for permitting and four months for construction. On a parallel timeline, the entire 3A unit will be renovated to match the new standards set in the adjacent 3B unit, which opened in 2014 as the M.B. Fernandez Family Little Miracles Maternity Unit. The rooms in 3A are more than 30 years old and out of date technologically, functionally, and aesthetically. The project will be funded with $2,954,365 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. The schedule includes three months for design, two months for permitting, and six months for construction.

The seventh floor of East Tower was built at the same time as Unit 3A and suffers from the same shortcomings. Renovations will yield 20 high-end private rooms for the gynecology and gynecological oncology services. The project will be funded with $2,926,004 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. The schedule includes three months for design, two months for permitting, and six months for construction.

When the new patient tower was built at Jackson South Community Hospital, the fourth floor was left as shell space to accommodate future growth. Steadily increasing volumes and new program initiatives have necessitated the build-out of that space. The unit will include 24 private rooms over nearly 20,000 square feet. This project will also create swing space to accommodate patients currently treated in the older patient building, allowing them to move to the new unit when those outdated spaces are renovated. The project will be funded with $6,621,864 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. It also includes $265,299 from Jackson’s capital contribution. The schedule includes three months for design, two months for permitting, and eight months for construction.

Additional details for all these projects are provided in the attached project review forms.
Procedure Space Upgrades

A substantial treatment-area upgrade is underway at Jackson North Medical Center. The nuclear medicine camera project includes both equipment and suite upgrades, with a total budget of $1,164,574 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. The schedule includes two months for design, two months for permitting, and four months for construction. The project is currently in the architect-selection phase via Miami-Dade County’s equitable distribution program. Additional details for the project are provided in the attached project review form.

Other New Projects

As a teaching hospital, Jackson Memorial is woefully strained for modern academic space. The main medical-education hall – an auditorium on the second floor of the Central Building – is dilapidated and includes little technology. A total renovation will include increased capacity, modern finishing, and a technological transformation to allow tele-education at off-site locations.

The project will be funded with $848,982 from the bond, which was approved by the advisory committee on March 20, 2015, and the Trust Board on March 30, 2015. The schedule includes three months for design, two months for permitting, and three months for construction. Additional details for the project are provided in the attached project review form.

Our staff looks forward to continue working with the Citizens’ Advisory Committee to track the progress of the Jackson Miracle-Building Bond Program, ensuring the highest levels of transparency and seeking expert input.

If you have any questions, please feel free to call me.

Attachments

c: Darryl K. Sharpton, Chairman
 and Members, Public Health Trust Board of Trustees
Jackson Miracle-Building Bond Program  
Public Health Trust  
Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name:</th>
<th>West Wing 10 Patient Floor Modernization</th>
<th>Activity # 51014013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope and description:</td>
<td>Renovation and modernization of WW10 patient floor to include new finishes, new furniture, new equipment, new nurse call system, and three ADA-compliant bathrooms, as well as upgrades to mechanical, electrical and plumbing systems.</td>
<td>Statement of Need: The West Wing patient tower was built in 1975 and has had minimal upgrades since then. These renovations will modernize the finishes and deliver code-required infrastructure upgrades of the mechanical, electrical and plumbing systems, as well as enhancing the patient experience and attract physicians and patients to the health system.</td>
</tr>
</tbody>
</table>
| Total Project Cost and Bond Allocation: | Miracle Bonds: $ 2,565,304  
Capital Contribution: $ 71,396 (MEP design)  
Other: $ | Cost Breakdown:  
A/E Services: $ 192,000  
Construction: $ 1,955,000  
Equipment: $ 250,000  
Contingency: $ 239,700  
Total: $ 2,636,700 |
| Compliance with Master Plan (Y/N): Y | Compliance with Strategic Plan: Patient-area renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies:  
#6: Seek new sources of funding to support mission-driven objectives.  
#8: Continue to invest and expand our quality and service initiatives. |
| ROI projections:        | Average Annual ROI = Indirect but expected to increase payer mix | Projected Project Schedule:  
Design Phase: Complete  
Permitting/AHCA: Complete  
Construction Phase: 8 months |

Capital Steering Committee Approval Date: 3/10/15  
Facility Subcommittee Approval Date: 3/19/15  
Citizen’s Advisory Committee Review Date: 3/20/15  
PHT Board of Trustees Approval Date: 3/30/15
<table>
<thead>
<tr>
<th>Bond Project Name:</th>
<th>Activity #</th>
</tr>
</thead>
<tbody>
<tr>
<td>JNMC - Nuclear Medicine Camera Suite Renovation &amp; Equipment</td>
<td>53015016</td>
</tr>
<tr>
<td>Scope and description:</td>
<td></td>
</tr>
<tr>
<td>Professional design and construction services for the nuclear medicine suite, new patient waiting area and relocation of the stress lab. Scope includes complete demolition of the space, environmental remediation, HVAC upgrade, lead lining upgrade, updated finishes and purchase of new nuclear medicine equipment.</td>
<td></td>
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<tr>
<td>Statement of Need:</td>
<td></td>
</tr>
<tr>
<td>The existing nuclear medicine camera is 25 years old and past its useful life and does not deliver the image resolution possible with state-of-the-art equipment. Upgraded cameras include the CT function, which is often requested by radiologists.</td>
<td></td>
</tr>
<tr>
<td>Total Project Cost and Bond Allocation:</td>
<td>Cost Breakdown:</td>
</tr>
<tr>
<td>Miracle Bonds: $1,164,574</td>
<td>Design: $ 110,736</td>
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<tr>
<td>Capital Contribution: $</td>
<td>Construction: $ 564,680</td>
</tr>
<tr>
<td>Other: $</td>
<td>FF &amp; Equipment: $ 383,288</td>
</tr>
<tr>
<td></td>
<td>Contingency: $ 105,870</td>
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<tr>
<td></td>
<td>Total: $1,164,574</td>
</tr>
<tr>
<td>Compliance with Master Plan (Y/N): Y</td>
<td>Compliance with Strategic Plan:</td>
</tr>
<tr>
<td>If no, explain:</td>
<td>Updated equipment at our community hospitals is consistent with the following strategies:</td>
</tr>
<tr>
<td></td>
<td>#4: Pursue service-line growth opportunities that yield high revenue and margins.</td>
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<tr>
<td></td>
<td>#5: Leverage three hospital campuses to position Jackson as a market leader in Miami-Dade.</td>
</tr>
<tr>
<td></td>
<td>#8: Continue to invest and expand our quality and service initiatives.</td>
</tr>
<tr>
<td>ROI projections:</td>
<td>Projected Project Schedule:</td>
</tr>
<tr>
<td>Average Annual ROI = Indirect</td>
<td>Design Phase: 2 months</td>
</tr>
<tr>
<td></td>
<td>Permitting/AHCA: 2 months</td>
</tr>
<tr>
<td></td>
<td>Construction Phase: 4 months</td>
</tr>
</tbody>
</table>

Capital Steering Committee Approval Date: 3/10/15
Facility Subcommittee Approval Date: 3/19/15
Citizen’s Advisory Committee Review Date: 3/20/15
PHT Board of Trustees Approval Date: 3/30/15
### Jackson Miracle-Building Bond Program

**Public Health Trust**

**Project Review & Approval**

<table>
<thead>
<tr>
<th>Bond Project Name:</th>
<th>Activity #</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East Tower 3A Bathroom Repairs (Maternity)</strong></td>
<td><strong>51015001</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scope and description:</th>
<th>Statement of Need:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovation of eight patient-room bathrooms in the 3A post-partum unit. This project is intended to repair the existing plumbing issues as well as updating the finishes to match the adjacent floor modernization in Unit 3B.</td>
<td>Eight rooms in ET3A have not been used for several months due to significant plumbing issues in the bathrooms. The shower pans are fully corroded and plumbing leaks have forced management to take the rooms out of service. This is resulting in capacity constraints for OB patients and patient dissatisfaction due to the lack of available private rooms when requested as well as increasing wait times to occupy the rooms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Project Cost and Bond Allocation:</th>
<th>Cost Breakdown:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miracle Bonds: $186,700.00</td>
<td>Design: $</td>
</tr>
<tr>
<td>Capital Contribution:</td>
<td>Construction: $186,700.00</td>
</tr>
<tr>
<td>Other:</td>
<td>Equipment:</td>
</tr>
<tr>
<td></td>
<td>Contingency:</td>
</tr>
<tr>
<td></td>
<td>Total: $186,700.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliance with Master Plan (Y/N): Y</th>
<th>Compliance with Strategic Plan:</th>
</tr>
</thead>
<tbody>
<tr>
<td>If no, explain:</td>
<td>Patient-area renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies: #6: Seek new sources of funding to support mission-driven objectives. #8: Continue to invest and expand our quality and service initiatives.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROI projections:</th>
<th>Projected Project Schedule:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Annual ROI = Indirect but expected to increase payer mix</td>
<td>Design Phase:</td>
</tr>
<tr>
<td></td>
<td>Permitting/AHCA: 1 month</td>
</tr>
<tr>
<td></td>
<td>Construction Phase: 4 months</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital Steering Committee Approval Date: 3/10/15</th>
<th>Facility Subcommitte Approval Date: 3/19/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen’s Advisory Committee Review Date: 3/20/15</td>
<td>PHT Board of Trustees Approval Date: 3/30/15</td>
</tr>
</tbody>
</table>

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## Bond Project Name:
**East Tower 3A Post-Partum Unit – Maternity**

### Activity #
51015020

### Scope and description:
Renovation of 3A unit to complete the post-partum renovations of the East Tower third floor. Scope includes professional design services to include all current code and regulatory agency requirements. Includes new finishes, furniture, equipment, nurse call system, patient-friendly nursing station, as well as upgrades to mechanical, electrical and plumbing systems.

### Statement of Need:
The existing facilities on unit 3A are more than 30 years old and out of date technologically, functionally and aesthetically. These upgrades will modernize the finishes and deliver code-required infrastructure upgrades of the mechanical, electrical and plumbing systems. This project will double the private-room capacity for the unit and bring it up to the standards set in the Little Miracles Maternity Suites, which have helped increase patient volume and satisfaction.

### Total Project Cost and Bond Allocation:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miracle Bonds</td>
<td>$2,954,365</td>
</tr>
<tr>
<td>Capital Contribution</td>
<td>$</td>
</tr>
<tr>
<td>Other</td>
<td>$</td>
</tr>
</tbody>
</table>

### Cost Breakdown:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>$202,131</td>
</tr>
<tr>
<td>Construction</td>
<td>$2,033,655</td>
</tr>
<tr>
<td>FF &amp; Equipment</td>
<td>$450,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>$268,579</td>
</tr>
<tr>
<td>Total</td>
<td>$2,954,365</td>
</tr>
</tbody>
</table>

### Compliance with Master Plan (Y/N):
Y

If no, explain:

### Compliance with Strategic Plan:
Y

Maternity renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies:

- **#3: Reinvest in our centers of excellence to create superior differentiating experiences.**
- **#6: Seek new sources of funding to support mission-driven objectives.**

### ROI projections:

**Average Annual ROI = Indirect but expected to increase payer mix**

### Projected Project Schedule:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design Phase</td>
<td>3 months</td>
</tr>
<tr>
<td>Permitting/AHCA</td>
<td>2 months</td>
</tr>
<tr>
<td>Construction Phase</td>
<td>6 months</td>
</tr>
</tbody>
</table>

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**Capital Steering Committee Approval Date:** 3/10/15

**Facility Subcommittee Approval Date:** 3/19/15

**Citizen’s Advisory Committee Review Date:** 3/20/15

**PHT Board of Trustees Approval Date:** 3/30/15
# Jackson Miracle-Building Bond Program
## Public Health Trust
### Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name: East Tower 7A - Gynecology &amp; Gynecology/Oncology</th>
<th>Activity # 51015019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope and description:</strong> Renovation of 7A unit to complete the update of the East Tower 7th floor. Scope includes professional design services to include all current code and regulatory agency requirements. Includes new finishes, furniture, equipment, nurse call system, patient friendly nursing station, as well as upgrades to mechanical, electrical and plumbing systems.</td>
<td><strong>Statement of Need:</strong> This unit is more than 30 years old and out of date technologically, functionally and aesthetically. These upgrades will modernize the finishes and deliver code-required infrastructure upgrades of the mechanical, electrical and plumbing systems as well as enhancing the patient experience. The renovation of 7A will provide 20 private beds for the gynecology and gynecology/oncology services.</td>
</tr>
<tr>
<td><strong>Total Project Cost and Bond Allocation:</strong> Miracle Bonds: $2,926,004 Capital Contribution: $ Other: $</td>
<td><strong>Cost Breakdown:</strong> Design: $200,054 Construction: $2,009,946 FF &amp; Equipment: $450,000 Contingency: $266,000 Total: $2,926,004</td>
</tr>
</tbody>
</table>
| **Compliance with Master Plan (Y/N):** Y If no, explain: | **Compliance with Strategic Plan:** Y Patient-area renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies: 
#6: Seek new sources of funding to support mission-driven objectives. 
#8: Continue to invest and expand our quality and service initiatives. |
| **ROI projections:** Average Annual ROI = Indirect but expected to increase payer mix | **Projected Project Schedule:** Design Phase: 3 months Permitting/AHCA: 2 months Construction Phase: 6 months |

Capital Steering Committee Approval Date: 3/10/15 Facility Subcommittee Approval Date: 3/19/15 Citizen’s Advisory Committee Review Date: 3/20/15 PHT Board of Trustees Approval Date: 3/30/15
## Jackson Miracle-Building Bond Program
### Public Health Trust
#### Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name: Highland Professional Building – Transplant Renovation 3rd, 5th &amp; 6th Floors</th>
<th>Activity # 51015015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope and description:</strong> Professional design and construction services for renovations of common area bathrooms on the 3rd, 5th and 6th floors of Highland, renovations of the 5th floor transplant space including new finishes, and modifications on the 6th floor to accommodate additional conference rooms and more efficient layout as well as computer connections for access to the electronic medical records.</td>
<td><strong>Statement of Need:</strong> The Miami Transplant Institute is one of the signature centers of excellence. In the face of increased competition, the outdated facilities must be upgraded to improve patient flow and aesthetics. The common area bathrooms are outdated and partially non-functional, and functional space changes are needed within the administration offices to improve the current space usage and accommodate growth.</td>
</tr>
<tr>
<td><strong>Total Project Cost and Bond Allocation:</strong> Miracle Bonds: $1,643,515 Capital Contribution: $ Other: $</td>
<td><strong>Cost Breakdown:</strong> Design: $101,045 Construction: $1,273,060 FF &amp; Equipment: $120,000 Contingency: $149,410 Total: $1,643,515</td>
</tr>
<tr>
<td><strong>Compliance with Master Plan (Y/N): Y</strong> If no, explain: In later years, when Master Plan calls for transplant programs to move to a new facility, this space will be adapted for other clinical uses.</td>
<td><strong>Compliance with Strategic Plan:</strong> Transplant renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies: #3: Reinvest in our centers of excellence to create superior differentiating experiences. #4: Pursue service-line growth opportunities that yield high revenue and margins.</td>
</tr>
<tr>
<td><strong>ROI projections:</strong> Average Annual ROI = Indirect but expected to increase throughput efficiencies and patient volume.</td>
<td><strong>Projected Project Schedule:</strong> Design Phase: 2 months Permitting: 1 month Construction Phase: 5 months</td>
</tr>
<tr>
<td>Capital Steering Committee Approval Date: 3/10/15</td>
<td></td>
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<tr>
<td>Facility Subcommittee Approval Date: 3/19/15</td>
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<tr>
<td>Citizen’s Advisory Committee Review Date: 3/20/15</td>
<td></td>
</tr>
<tr>
<td>PHT Board of Trustees Approval Date: 3/30/15</td>
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</tbody>
</table>
### Jackson Miracle-Building Bond Program

**Public Health Trust**  
**Project Review & Approval**

| Bond Project Name: | Activity #  
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>JSCH – Patient Tower 4th Floor Build-out</td>
<td>52015021</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scope and description:</th>
<th>Statement of Need:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and build out of the 4th floor shell space into a 24-room medical/surgical patient floor. Project includes professional design and construction services of approximately 19,470 square feet. The project intent is to mimic the existing floor plan and layout of the third floor inpatient unit on the 4th floor.</td>
<td>To meet the growing demand for hospital services and to modernize the aging physical plant, a four-story tower was built four years ago. Sufficient demand now exists to justify build-out of the shell space created on the fourth floor in anticipation of future need. This floor will create additional capacity for patients and decrease the number of patients being placed in the old nursing unit due to insufficient beds in the new tower.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Project Cost and Bond Allocation:</th>
<th>Cost Breakdown:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miracle Bonds: $ 6,621,864</td>
<td>Design: $ 265,299</td>
</tr>
<tr>
<td>Capital Contribution: $ 265,299</td>
<td>Construction: $ 5,466,875</td>
</tr>
<tr>
<td>Other: $</td>
<td>FF &amp; Equipment: $ 528,883</td>
</tr>
<tr>
<td></td>
<td>Contingency: $ 626,106</td>
</tr>
<tr>
<td></td>
<td>Total: $ 6,887,163</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliance with Master Plan (Y/N):</th>
<th>Compliance with Strategic Plan:</th>
</tr>
</thead>
</table>
| Y If no, explain: | Creation of additional inpatient capacity is consistent with the following strategies: 
#3: *Reinvest in our centers of excellence to create superior differentiating experiences.*
#5: *Leverage three hospital campuses to position Jackson as a market leader in Miami-Dade County.* |

<table>
<thead>
<tr>
<th>ROI projections:</th>
<th>Projected Project Schedule:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Annual ROI = 14.8%</td>
<td>Design Phase: 3 months</td>
</tr>
<tr>
<td></td>
<td>Permitting/AHCA: 2 months</td>
</tr>
<tr>
<td></td>
<td>Construction Phase: 8 months</td>
</tr>
</tbody>
</table>

| Capital Steering Committee Approval Date: | 3/10/15 |
| Facility Subcommittee Approval Date: | 3/19/15 |
| Citizen’s Advisory Committee Review Date: | 3/20/15 |
| PHT Board of Trustees Approval Date: | 3/30/15 |
**Bond Project Name:**  
JMH – Central 2 Auditorium Renovation

**Activity #**  
51015018

**Scope and description:**  
Professional design and construction services for renovation of the central auditorium for new technology, ADA code compliance, updated furniture and satellite learning features. The intent of the project is to enhance the residents’ learning experience in a modernized and updated technology-driven learning environment with new seating amenities.

**Statement of Need:**  
The auditorium currently requires repairs to provide a safe learning/working environment for the physician educators and graduate medical students. The space needs to be optimized to allow for a larger number of participants during rounds, continuing medical education classes and other training. The existing carpeting and chairs are beyond repair and the space needs to be upgraded to increase capacity and to allow for tele-education at off-site locations.

**Total Project Cost and Bond Allocation:**  
<table>
<thead>
<tr>
<th></th>
<th>Miracle Bonds</th>
<th>$ 848,982</th>
<th>Capital Contribution</th>
<th>$</th>
<th>Other</th>
<th>$</th>
</tr>
</thead>
</table>

**Cost Breakdown:**  
- Design: $ 46,541  
- Construction: $ 590,761  
- FF & Equipment: $ 134,500  
- Contingency: $ 77,180  
- Total: $ 848,982

**Compliance with Master Plan (Y/N):**  
Y

**If no, explain:**

**Compliance with Strategic Plan:**  
Upgrading in-hospital teaching facilities is consistent with the following strategy:  
#2: *Reshape our academic and community partnerships to ensure long-term sustainability*

**ROI projections:**  
Average Annual ROI = Indirect but expected to increase teaching efficiency.

**Projected Project Schedule:**  
- Design Phase: 3 months  
- Permitting/AHCA: 2 months  
- Construction Phase: 3 months

**Capital Steering Committee Approval Date:** 3/10/15  
**Facility Subcommittee Approval Date:** 3/19/15  
**Citizen’s Advisory Committee Review Date:** 3/20/15  
**PHT Board of Trustees Approval Date:** 3/30/15
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS’ ADVISORY COMMITTEE MEETING MINUTES

Tuesday, November 18, 2014
2:00 p.m. to 4:00 p.m.

Jackson Memorial Hospital
West Wing Board Room – First Floor
1611 N. W. 12th Avenue
Miami, FL 33136

JHS General Obligation Bond Citizens’ Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad Friedman
Carlos A. Gimenez
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

Members Present: Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena, Marcos J. Lapciuc, Martha Baker, RN, and Commissioner Audrey Edmonson

Member(s) Excused: Sigfredo Delgado, Chad Friedman, and Carlos A. Gimenez

In addition to the Committee Members, the following staff members, Miami-Dade County Commission on Ethics and Public Trust (MDC Commission on Ethics and Public Trust) Representative; and Assistant Miami-Dade County Attorneys were present: Carlos A. Migoya, Don S. Steigman, Mark T. Knight, Richard M. Klass, Laura Hunter, Matthew Pinzur, Isa Nunez, Esther Abolila, Donald F. Wolfe, III, Lynn Barrett, and Andre Reid; Joseph Centorino, MDC Commission on Ethics and Public Trust Representative; and Christopher Kokoruda, and Laura Llorente, Assistant Miami-Dade County Attorneys

1. Welcome and Introduction

Carlos A. Migoya, President and Chief Executive Officer welcomed members of the of the Jackson Health System General Obligation Bond Citizens’ Advisory Committee (JHS GOB Citizens’ Advisory Committee) to the orientation and first meeting. Mr. Migoya invited everyone seated at the table to introduce themselves.

As part of the welcome and introduction, Mr. Migoya presented an overview of the structure and purpose of the JHS GOB Citizen’s Advisory Committee. The purpose of the JHS GOB Citizens’ Advisory Committee is to advise the Board of County Commissioners, the Public Health Trust, and the County Mayor regarding Jackson Health System’s General Obligation Bond Program. The JHS GOB Citizens’ Advisory Committee shall consist of nine (9) voting members and two (2) non-voting ex-officio members.

Call To Order Marcos J. Lapciuc, Ex-officio Member officially called the meeting to order at 3:05 p.m.
2. **Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT. (Chapter 2013-227, Laws of Florida)**

There were no requests from the public to be heard.

3. **Overview of JHS General Obligation Bond Program**

Mark T. Knight, Executive Vice President and Chief Financial Officer presented a detailed overview of the JHS General Obligation Bond Program. Highlights included bond development timelines, go forward initiatives, and proposed finances for targeted construction projects. As part of the overview presentation Mr. Knight spoke about the bond proceeds and the importance of remaining transparent throughout the Bond Program process.

4. **JHS Capital Plan Presentation**

Isa Nunez, Vice President, Facilities and Design presented highlights of the JHS Capital Plan including information regarding fund sources and fund uses for Jackson Memorial Hospital, Miami Transplant Institute, Rehabilitation Hospital and Floor Renovations projects. The presentation continued with an overview of the collaborative process and strategic alignments. Illustrations showed the ongoing construction project initiatives at Jackson Memorial Hospital including demolition projects, new construction, modernization projects, and Jackson North Medical Center demolition projects including modernization and Jackson South Community Hospital development plan.

Mr. Migoya stated that the Committee members will be invited to participate in a tour of the JHS facilities. He spoke about JHS partnerships with University of Miami (UM) and Florida International University (FIU) and how overtime the Committee members will better understand the patient strategy and how it ties in with UM and FIU.

5. **Miami-Dade Commission on Ethics and Public Trust**

Joseph Centorino, Executive Director, Miami-Dade County Commission on Ethics and Public Trust presented the Committee with a detailed overview of the requirement and prohibitions as set forth in the Miami-Dade Conflict of Interest and Code of Ethics Ordinance. A copy of the presentation was distributed at the meeting.

6. **Review of JHS GOB Citizens’ Advisory Committee Structure and Rules**

Laura Llorente and Christopher Kokoruda, Assistant Miami-Dade County Attorneys presented the Committee with a detailed overview of the JHS General Obligation Bond Citizens’ Advisory Committee mission, powers and duties, attendance/absence policy, and Sunshine Law and Public Records. The information presented was included with the agenda.
7. **Election of JHS GOB Citizens’ Advisory Committee Officers**

Mr. Lapciuc requested volunteers from the floor to serve as Chairperson and Vice Chairperson.

Jose Luis Gomez volunteered to serve as Chairperson.

Mr. Lapciuc requested a motion to elect Jose Luis Gomez as Chairperson of the JHS GOB Citizens’ Advisory Committee.

*The Committee unanimously elected Jose Luis Gomez as Chairperson of the JHS GOB Citizens’ Advisory Committee.*

Geraldine Lazarre volunteered to serve as Vice Chairperson.

Mr. Lapciuc requested a motion to elect Geraldine Lazarre as Vice Chairperson of the JHS GOB Citizens’ Advisory Committee.

*Jose Luis Gomez moved approval; seconded by Michael O. Mena, and carried without dissent*

Mr. Gomez requested a volunteer to serve as an ex-officio member on the Purchasing and Facilities Subcommittee.

Martha Baker, RN volunteered to serve as an ex-officio member on the Purchasing and Facilities Subcommittee.

Mr. Gomez requested a motion to appoint Martha Baker, RN as an ex-officio member of the Purchasing and Facilities Subcommittee.

*The Committee unanimously elected Martha Baker, RN as an ex-officio member of the Purchasing and Facilities Subcommittee.*

8. **Adjournment**

Jose Luis Gomez, Chairperson at 3:36 p.m.
JHS General Obligation Bond Citizens’ Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad Friedman
Carlos A. Gimenez
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

Members Present: Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena, Martha Baker, RN, Chad Friedman, and Sigfredo Delgado

Member(s) Excused: Carlos A. Gimenez, Audrey Edmonson, and Marcos J. Lapciuc

In addition to the Committee Members, the following staff members, and Assistant Miami-Dade County Attorneys were present: Carlos A. Migoya, Mark T. Knight, Matthew Pinzur, Isa Nunez, Esther Abolila, and Donald F. Wolfe, III; and Christopher Kokoruda, and Eugene Shy Jr., Assistant Miami-Dade County Attorneys

1. Welcome and Introductions

Jose Luis Gomez, Chairperson welcomed everyone to the Jackson Health System General Obligation Bond Citizen’s Advisory Committee meeting (JHS GOB Citizen’s Advisory Committee).

Chad Friedman introduced himself as a member of the JHS GOB Citizen’s Advisory Committee and expressed that he is happy to be part of the committee.

The meeting was officially called to order by Jose Luis Gomez, Chairperson at 3:07 p.m.
2. Approval of the Prior Committee Meeting Minutes – (November 8, 2014)

Eugene Shy, Jr., Assistant Miami-Dade County Attorney recommended that the prior committee meeting minutes be amended removing Marcos J. Lapciuc, Ex-officio Member (non-voting member) as second to motions during the voting of officers (agenda item 7. Election of JHS GOB Citizens’ Advisory Committee Officers) and note that the actions taken were unanimously approved.

Mr. Gomez requested a motion to approve the prior committee meeting minutes as amended.

*Martha Baker, RN moved approval of the prior committee meeting minutes as amended; seconded by Geraldine Lazarre, and carried without dissent.*

3. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT. (Chapter 2013-227, Laws of Florida)

There were no requests from the public to be heard.

4. Overview of JHS General Obligation Bond Program – First Tranche

Mark T. Knight, Executive Vice President and Chief Financial Officer reported the following: The first $100 million was successfully publicly bid and funds will be issued on January 21, 2015. Miami-Dade County (M-DC) will distribute the bond funds and the PHT Board of Trustees (PHT BOT) will request from M-DC reimbursement based on various projects and equipment.

Mr. Knight presented a detailed overview and summary of the Jackson Miracle-Building Bond – Tranche #1 which identified the funding dollars for the following:

- Signature Projects(Rehabilitation Center, Children’s Outpatient Center, and Urgent Care Center)  $13,000,000
- Jackson Memorial Hospital  $24,788,500
- Holtz Children’s Hospital  $6,341,102
- Jackson North Medical Center  $11,900,000
- Jackson South Community Hospital  $13,233,591
- Jackson Behavioral Health Hospital  $250,000
- Nursing Homes and Primary Care Centers  $964,108
- System Wide  $30,419,591

Mr. Knight stated that some of the projects have been approved by PHT BOT and are in the design or selection phase. He further stated that JHS is in a position to begin the reimbursement process once the funding becomes available. The Committee will be kept informed on a quarterly basis with details surrounding the design and construction process regarding the construction projects.

Mr. Migoya stated that the summary of the Jackson Miracle-Building Bond – Tranche #1 is not a formal request for approval. The information presented was a summary outlining in detail the capital projects. The action and ratification process will be done by the PHT BOT.

Isa Nunez, Vice President, Facilities Design and Construction described in detail the categories for each facility and allocated funds for the Signature Projects, Jackson Memorial Hospital, Holtz Children’s Hospital, Jackson North Medical Center, Jackson South Community Hospital, Jackson Behavioral Health Hospital, Nursing Homes and Primary Care Centers and System wide. With the exception of the Signature Projects, Ms. Nunez stated that JHS facilities are scheduled to receive floor modernizations, expansions and renovations, equipment and medical equipment replacements, facility and infrastructure improvements and information technology upgrades. The committee will be kept informed regarding all project changes.
5. **Quarterly Reporting Format**

Matthew Pinzur, Associate Vice President, Communications and Outreach, presented an overview of the quarterly reporting format which described what the content and format will look like to assure that the data element is what the committee is looking for. The goal is to assure that the reports presented provide baseline information needed and minimize the amount of work necessary to report back to the Board of County Commissioners and the Mayor. Mr. Pinzur encouraged members of the Committee to provide data points they feel would enhance the reporting format and report back at the next meeting.

6. **Discussion**

The Committee engaged in discussion regarding some of the powers and duties of the JHS GOB Citizens’ Advisory Committee particularly as it relates to item (d) To participate, along with PHT staff, in citizen outreach efforts relating to the development of JHS capital projects funded in whole or in part with Bond Program funds; and

In a response to the concern raised regarding item (d) of the powers and duties of the JHS GOB Citizens’ Advisory Committee, Eugene Shy, Jr. Assistant Miami-Dade County Attorney stated that the most critical power of the Committee is to review the recommendations that come from the PHT BOT with respect to spending of funds that come from the General Obligation Bond. Based on the present language Mr. Shy stated that the Committee is empowered to approve the projects, report to the Board of County Commissioners (BCC) with respect to the progress being performed, express opinions to the PHT BOT, BCC and Mayor regarding the actions taken that are in line with what was approved by the voters.

The Committee continued their discussion expressing a desire to meet as needed to address matters necessary to move projects forward, show transparency with the Committee’s involvement in the citizen outreach activities, concerns regarding transparency and how it ties in with the public bidding and selection process, Committee’s participation in the vendor selection process meetings, requested an overview of the JHS Procurement Process or individual meetings with members of the Committee to review the procurement process, suggestion to engage the community in the decisions, monitor the spending process, level of responsibility JHS staff has for identifying and completing a project(s), Committee’s responsibility to assure that the community is kept informed and provided with sensible information, suggested to conduct town hall meetings in the north and south ends of the county to get insight from the public and make them feel part of the process, question was raised regarding the modernization plans and how the initial phase of the funding is being spent, requested long term construction plans, pointed out that the Program Manager will be key to moving forward with better controls and better plans, suggested that the Committee’s monitoring responsibility be aligned strategically to make JHS more sustainable, concerns were raised regarding reallocation of funds to complete a project(s), and how the capital plan will evolve, and suggested a tour of JHS facilities.

Following the discussion, Mr. Gomez suggested that the Committee be presented with an overview of the community outreach initiatives and how the initiatives are moving forward in the community.

Ms. Lazarre requested to be provided with more detail including more than a one year tranche, describe how the total costs will interphase with the projects, what is the long term vision for the Rehab project and the cash flow on year-to-year basis.

Mr. Knight stated that the Committee will be provided with detailed information as described by Ms. Lazarre. The information will outline in more detail the projects and cash associated with each project over a 10 year period.

Mr. Gomez questioned if there is a spreadsheet that describes the capital projects that were advertised in the informational pamphlets and media releases prior to the community vote so the Committee can be assured they are funded.

Mr. Pinzur stated that the Committee will be provided with the information released to the public prior to the vote.
6. **Discussion cont…**

For the purpose of transparency, Mr. Gomez suggested that occasionally the Committee take action on an issue(s) with a favorable recommendation to the PHT BOT. The action(s) will show the BCC that the Committee is making recommendations and actively participating in the process.

Mr. Shy explained that several issues that will be going on will clearly be at the PHT BOT level. As it relates to the BCC the Committee will advise what is going on with the projects and expenditures of the bond proceeds, and progress on the development of the projects. The Committee does not have the ability or the power to approve or disapprove projects but can give advice. The quarterly reporting process will be a way to inform the BCC regarding the Committees’ activities. The first report to the BCC and the Mayor will be in March of this year in the form of a resolution or written presentation. Mr. Shy suggested that the Committee get direction from Commissioner Audrey Edmonson on what the expectations are from BCC regarding the JHS GOB Citizens’ Advisory Committee and what the responsibilities are on a go forward basis.

**Next Meeting and Tour**

The Committee agreed that the next meeting and tour will be scheduled in April 2015. The Committee will be contacted to determine their availability for the next meeting.

7. **Adjournment**

Meeting adjourned at 4:19 p.m.

**Meeting Minutes Prepared by** Ivenette Cobb-Black  
Executive Assistant  
Public Health Trust Board of Trustees
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS’ ADVISORY COMMITTEE MEETING MINUTES

Wednesday, February 11, 2015
11:00 a.m. to 12:30 p.m.

Jackson Memorial Hospital
Ira C. Clark Diagnostic Treatment Center
Conference Room 251 - Second Floor
1080 N. W. 19th Street
Miami, FL 33136

JHS General Obligation Bond Citizens’ Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad Friedman
Carlos A. Gimenez
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

Members Present: Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena, Martha Baker, RN, Chad Friedman, and Commissioner Audrey Edmonson

Member(s) Excused: Sigfredo Delgado, Alina Hudak, and Marcos J. Lapciuc

In addition to the Committee Members, the following staff members, and Assistant Miami-Dade County Attorneys were present: Carlos A. Migoya, Mark T. Knight, Matthew Pinzur, Isa Nunez, Esther Abolila, and Donald F. Wolfe, III; and Eugene Shy Jr., Jeffrey Poppel and Christopher Kokoruda, Assistant Miami-Dade County Attorneys

1. Meeting Call to Order

   Jose Luis Gomez, Chairperson at 11:03 a.m.

2. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT. (Chapter 2013-227, Laws of Florida)

   There were no requests from the public to be heard.

3. Approval of the Previous Committee Meeting Minutes – (January 8, 2015)

   The meeting minutes of January 8, 2015 was unanimously approved as presented.
4. **Bond Project Approval Process**

Isa Nunez, Vice President, Capital Projects presented a general overview of the Bond Project approval process. The Bond Project approval process was established to ensure transparency and accountability, to properly and thoroughly evaluate projects and spending, and provide community updates. The initial approval process begins with internal steps (User Department request and defined scope of need; requests reviewed by the Chief Strategy Officer to assure request(s) are in line with Jackson Health System (JHS) Strategic and Business Plans; Facilities/Engineering Teams evaluate a project(s) for estimated costs and timeline for completion; projects are reviewed by the Chief Financial officer; a funding source for each project is assigned by the Budget Department; and the User Department confirms the scope and cost for each project). A Capital Committee was created to set system-wide project priorities, ensure consistency with the Strategic Plan and review projects and equipment requests. The Capital Committee is made up of the JHS Executive Team and is scheduled to meet on a monthly basis. The project approval process include the following steps: (1) Project(s) reviewed by the Capital Steering Committee; (2) Project(s) are presented to the PHT Purchasing and Facilities Subcommittee (approve, modify, defer, or reject); (3) Project(s) are forwarded by the Purchasing and Facilities Subcommittee to the JHS GOB Citizens Advisory Committee (recommend favorably or unfavorably); and (4) Project(s) are forwarded by the JHS GOB Citizens’ Advisory Committee to the PHT Board of Trustees (approve, modify, defer, or reject). Upon completing the approval process a project(s) is entered in the financial system, assigned an activity number, and the preplanning stage begins. The contract approval process for under ($3 million threshold) delegated authority and outside ($3 million threshold) delegated was outlined in the presentation. Ms. Nunez described the Bond Program website and how to access the site to view agendas, meeting minutes and reports, and how to subscribe to receive committee activity announcements.

Mr. Mena questioned how will the Committee evaluate and determine whether a contract is in the best interest of JHS.

Commissioner Edmonson stated that it will be the responsibility of JHS staff to establish the contract review process, thoroughly evaluate contracts, produce positive and sustainable results, and favorably present the contract(s) to the Committee. Based on the Committee’s evaluation will determine whether the contract is recommended favorably or unfavorably to the PHT Board of Trustees.

Mr. Migoya pointed out that there is a specific procurement process that is done under the Miami-Dade County Ordinance describing how approving a contract(s) is done. From a procurement perspective JHS is governed to adhere to the Ordinance.

As it relates to check and balance, Mr. Gomez stated that the Committee will make an independent review on all contracts that are presented to the committee to assure that the approval processes are being followed; and Committee members will receive information in advance of a meeting regarding a contract(s) to be able to favorably recommend a project that is consistent with what the voters approved.

Mr. Friedman questioned if the Committee will review an RFP before it is solicited to the public.

Mr. Migoya stated that the Committee will be presented with the concept of all RFP’s including the concept of an RFP that exceeds the $3 million threshold which will require approval by the PHT Board of Trustees.

9. **Future Meeting Dates**

On an as needed basis Mr. Migoya recommended that the Committee meet on a date between the PHT Board of Trustees One-Day Committee meetings and PHT Board of Trustees televised meetings. If there is not a need to meet the Committee would be advised (one to two weeks) prior to the meeting date scheduled.

Following the discussion Mr. Gomez stated that the Committee will meet following the PHT Board of Trustees One-Day Committee meetings. The next JHS GOB Citizens’ Advisory Committee meeting will be scheduled for Friday, March 20, 2015.
9. Future Meeting Dates cont…

With regards to a future meeting Mr. Migoya reminded everyone that JHS is currently involved in real estate negotiations and requested that a special meeting of the Committee be scheduled on the morning of February 27, 2015.

The Committee agreed to tentatively schedule a special meeting on Friday, February 27, 2015 at 9:00 a.m. for the sole purpose of discussing JHS real estate negotiations. The Committee will be advised if there is a need to change the date or time of the tentative special meeting.

On a go forward basis Mr. Migoya stated that the Committee will receive calendar invites for all of the Committee meetings scheduled for the remainder of the year with a 9:00 a.m. start time.

5. Discussion on the Powers and Duties of the Citizens’ Advisory Committee

In a response to the Committee’s discussion at the previous meeting regarding Powers and Duties of the Citizens’ Advisory Committee Commissioner Edmonson stated for clarity that the Committee was created to advise the PHT Board of Trustees on all financial expenditures of the bond funds. The Committee will periodically advise the Board of County Commissioners, the Public Health Trust and the Mayor, and assist in informing the community, of the Bond Program’s accomplishments regarding completion of JHS capital projects funded in whole or in part by the Bond Program.

In a response to the concerns raised at the previous Committee meeting particularly as it relates to the Committee’s participation, along with JHS staff, in citizen outreach efforts relating to the development of JHS capital projects funded in whole or in part with Bond Program funds, Commissioner Edmonson stated that the Committee will insure that all Bond Program activities remain transparent and the community is made aware of what and how bond monies are being spent. Commissioner Edmonson further stated that community meetings should occur and representation from the Committee and PHT Board of Trustees is present at the meetings. Commissioner Edmonson reminded everyone that the JHS GOB Citizens’ Advisory Committee is a separate entity from the PHT Board of Trustees.

Ms. Baker questioned the responsibility of the Committee with respect to participating along with JHS staff, in citizen outreach efforts relating to the development of JHS capital projects.

Commissioner Edmonson stated that the citizen outreach can be done through meetings, websites, etc.. Citizen’s outreach meetings is an opportunity for the citizens to voice their opinion on the front end, Committee to better understand the citizen’s concerns and needs, and opportunity to hear about what the Committee is doing.

After discussion regarding participating along with JHS staff, in citizen outreach efforts relating to the development of JHS capital projects, the Committee agreed to conduct its regular meetings on a rotating basis at JHS facilities throughout Miami-Dade County. The meetings would be highly advertised to create awareness and encourage citizen’s turnout to the meetings.

6. Campaign Material Review

In response to a request made at the prior meeting Matthew Pinzur, Associate Vice President, Communications and Outreach presented an overview of the primary documents that were set forth in informational pamphlets and media releases distributed by Miami-Dade County and JHS prior to the bond election. As part of the campaign material overview were snapshots of documents that were circulated to the public by JHS that included a high level spreadsheet and preliminary cash flow, list of major construction projects and major equipment purchases. Highlighted in the presentation were the following broad categories: New Facilities, Hospital Upgrades, Technology and Equipment and Other. Each of the broad categories contained specific projects or subcategories. Copies of the campaign materials were included in the agenda.

After discussion regarding how the community sees the Committee as conducting checks and balances and decision makers for the Bond Program, reeducating the community regarding the ballot, Bond Program being voter approved, marketing initiatives for new facilities, and project updates being an important part of social media strategy, Mr. Gomez requested that as new facility campaigns are developed Mr. Pinzur present back to the Committee.
6. **Campaign Material Review cont…**

Ms. Lazarre requested the percentage of the community that voted.

With regards to Ms. Lazarre’s request Commissioner Edmonson stated that the opportunity for citizen’s to vote was highly advertised, therefore the Committee cannot go on the percentage of citizen’s who voted and did not vote.

Mr. Gomez stated that regardless of the percentage of the voter’s turnout the item was voter approved and it is up to the Committee to inform and further educate the citizen’s regarding the Bond Program.

With regards to further checks and balances Mr. Friedman requested that a pie chart be incorporated in the review materials to show that in each of the categories (New Facilities, Hospital Upgrades, Technology and Equipment and Other) the measures are being met. Mr. Friedman suggested that the same information be made available to the citizen’s via JHS GOB Citizens’ Advisory Committee website.

There was some discussion regarding the percentage of bond funds for strategic initiatives. Mr. Gomez requested that the Chief Strategy Officer be invited to present an overview at the next Committee meeting.

Eugene Shy, Jr. Assistant Miami-Dade County Attorney reminded everyone that much of what is being done with respect to the strategic initiatives is discussed out of the sunshine.

Mr. Gomez requested that the Committee be presented with a general overview of the strategic initiatives without getting into any specific details.

7. **Cerner, Capital Listing & Rehabilitation Hospital Architect**

In response to a prior meeting discussion, Mark T. Knight, Executive Vice President and Chief Financial Officer presented additional detail regarding the total Capital Plan for JHS with highlights of several different sources, supplemental schedules relative to the initial Bond Campaign, cash flow schedule (other bond proceeds) back to JHS based on its spend over the next ten years, and detail on every project and equipment items. Copies of the information was included in the agenda and circulated during the committee meeting.

Mr. Knight provided information with a recommendation to favorably accept Tranche #1 totaling $100 million and description of what it will fund; Cerner Project totaling $10.3 million, and Rehabilitation Hospital Project architect. Mr. Knight reminded the Committee that the initial draw down of funds and selection of the architect would normally be presented to the Committee on the front end. Because the items ran concurrent with the issuance, the establishment, and the funding are reasons for the items being presented at the meeting. On a go forward basis information regarding items recommended to favorably accept an item(s) will be presented at the front end.

Ms. Lazarre questioned if HDR Architect, Inc. is a local firm.

Mr. Knight stated that HDR Architect, Inc. is a national firm that has a local office and has ability for local preference.

Mr. Gomez requested a motion for a favorable recommendation to the PHT Board of Trustees for the initial drawdown and architect selection.

*Chad Friedman moved approval; seconded by Geraldine Lazarre, and carried without dissent.*
8. Quarterly Report Template

Mr. Pinzur presented the quarterly bond report template which was created to serve as the primary reporting mechanism for projects funded with the Bond Program. The features in the template would be consistent from quarter to quarter to compare information and track progress. Highlights of the quarterly bond report template included a bond dashboard, financial update, and status of major projects, review of equipment and technology purchases, and additional project updates. Mr. Pinzur encouraged the Committee to provide input regarding the template content and on a quarter-by-quarter basis recommend changes before it becomes an official report.

Following review of the bond report template the Committee raised concern and engaged in discussion regarding public interaction and the need to fast forward the process of informing the public, scheduling dates for community outreach meetings, by way of the bond report track what is being done through community outreach, and for purposes of community outreach create a pie chart to describe how the bond funds are distributed for new facilities, hospital upgrades, technology equipment, and other projects.

With regards to scheduling community outreach meetings it was suggested that one week be scheduled to conduct the community outreach meetings; regular committee meetings will be held every other month at Jackson Memorial Hospital and at a JHS facility on alternate months; depending on the issue it may require more staff presence which would require a meeting to be held at Jackson Memorial Hospital; timely advertise the community outreach meetings; and conduct a tour when meeting at a JHS facility.

10. Other Business/Discussion

Mr. Gomez spoke about the incredible experience he had during the Jackson Memorial Hospital tour and to see first-hand the incredible work that is being done. Mr. Gomez expressed thanks for the tour, and stated that he is proud to be a member of the committee and look forward to continuing the work the committee is doing.

11. Adjournment

Jose Luis Gomez, Chairperson adjourned the meeting at 12:57 p.m.

Meeting Minutes Prepared by Ivenette Cobb-Black
Executive Assistant
Public Health Trust Board of Trustees
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS’ ADVISORY COMMITTEE MEETING MINUTES

Friday, February 27, 2015
9:00 a.m. to 11:00 a.m.

Jackson Memorial Hospital
Ira C. Clark Diagnostic Treatment Center
Conference Room 251 - Second Floor
1080 N. W. 19th Street
Miami, FL 33136

JHS General Obligation Bond Citizens’ Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad S. Friedman
Alina T. Hudak
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

Members Present:        Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena, Chad S. Friedman, Alina T. Hudak, and Marcos J. Lapciuc

Member(s) Excused:      Martha Baker, RN, Sigfredo Delgado

In addition to the Committee Members, the following staff members, and Assistant Miami-Dade County Attorneys were present: Carlos A. Migoya, Mark T. Knight, Matthew Pinzur, Isa Nunez, Esther Abolila, Richard Klass, and Donald F. Wolfe, III; and Eugene Shy Jr., Christopher Kokoruda, and Laura Llorente, Assistant Miami-Dade County Attorneys

1. Meeting Call to Order
   Jose Luis Gomez, Chairperson at 9:09 a.m.

2. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA. STAT. (Chapter 2013-227, Laws of Florida)
   There were no requests from the public to be heard.

3. West Strategy
   Carlos Migoya, President and Chief Executive Officer, Jackson Health System, recommended that the Jackson Health System General Obligation Bond Citizens’ Advisory Committee (JHS GOB Citizens’ Advisory Committee) favorably recommend that the Public Health Trust Board of Trustees (PHT BOT) approve a resolution urging the Board of County Commissioners (BCC) to authorize the purchase of property located at 7800 N. W. 29th Street, Doral, Florida, from AAAA Universe, LLC, a Florida Limited Liability Company. The proposed land purchase would be used for the expansion of healthcare services, including programs presented as part of the General Obligation Bond approved by voters in November 2013.
3. **West Strategy cont…**

Mark T. Knight, Executive Vice President and Chief Financial Officer presented the JHS GOB Citizens’ Advisory Committee with detailed information regarding the proposed land acquisition located in West Miami-Dade County (Doral, Fontainebleau, Sweetwater, and west corridor of Highway 826). The property comprises approximately 27.26 acres, and is located in District 12 which is represented by Commissioner Jose “Pepe” Diaz. The purchase price of for the property is $38,500,000 plus closing costs. The property is approximately one percent (1%) lower than the average appraised value of $38,895,000, obtained from independent appraisals consistent with Miami-Dade County regulations and procedures.

Proposed construction, equipment, and other capital needs on the property are expected to cost an additional $31 million. Funding of approximately $15,000,000 would be a capital contribution from Jackson Health System (JHS) operating budget. The balance of approximately $54,500,000 would be funded through the Bond Program. The funding would include the $40,000,000 allocated for a children’s ambulatory center; $10,000,000 from the $353,000,000 allocated for technology and equipment; and $4,500,000 from the $40,000,000 allocated for urgent care centers. After a thorough and extensive review of market data, demographics, land availability, and programmatic strategy, JHS staff identified that the property presents substantial opportunity to create a new JHS campus in West Miami-Dade County. The location would serve an area that is growing geographically, increasing its medical utilization, and is medically underserved by having no nearby emergency room and no JHS facility of any kind. The City of Doral has provided a zoning verification letter that confirms the JHS proposed uses of the site are permissible under existing zoning and land use.

When decisions are made regarding other capital needs on the property Mr. Knight stated that JHS GOB Citizens’ Advisory Committee will be presented with an overview of schematics and specific construction and development costs for consideration and favorable recommendation to the PHT BOT.

Mr. Migoya stated that the University of Miami Miller School of Medicine (UMMSOM) has a specific agreement with the Public Health Trust where all of the Pediatric Physicians practice at JHS facilities only. UMMSOM is very involved and interested in being part of the JHS campus in West Miami-Dade County for both pediatric and adult services.

Due to the limited public transportation in the area where the proposed land is located Ms. Lazarre requested that staff work with Miami-Dade Transit (MDT) to increase public transportation in the area.

Ms. Hudak stated that she would speak with the appropriate MDT personnel regarding the type of services currently in the area and how to increase public transportation in the area.

Relative to the property Ms. Hudak questioned if the vision for the remainder of the property be related to children services.

Mr. Migoya stated that the vision is to develop a Children’s Ambulatory Center that will include adult services, along with standalone pediatric and adult Emergency Rooms. The vision for the remainder of the property is to develop a Medical Mall that would provide MRI, CT Scan, Cath Lab, Optometry, Chemotherapy, Dialysis, etc. services as well as same day surgery services. Over the next four to six months JHS along with a third party consultant will thoroughly review the costs involved to develop a Medical Mall. The JHS GOB Citizens’ Advisory Committee will be kept informed as the process to develop a JHS West Miami-Dade Campus continues.

Due to the proposed amount of money to purchase the property Ms. Hudak stated that it is important to highlight the development of a Medical Mall that will be adjacent to the Children’s Ambulatory Center.
3. West Strategy cont…

Relative to the projected cost for construction Ms. Hudak is of the opinion that the cost is low and questioned if the cost include project management costs, and total cost for construction.

Mr. Knight stated that the consultants used a benchmark per square foot cost relative to the development. Because the Children’s Ambulatory Center is a medical office building the cost to develop is lower than an Emergency Room. Due to hospital codes an Emergency Room is more costly to develop.

Ms. Hudak questioned the timeline for completion of the Children’s Ambulatory Center and Medical Mall.

Mr. Migoya stated that the goal is to complete both facilities over the next two to three years.

Following the discussion regarding the proposed land acquisition for a JHS campus in West Miami-Dade County Mr. Gomez requested a motion to favorably recommend that the PHT BOT approve a resolution urging the BCC to authorize the purchase of property located at 7800 N. W. 29th Street, Doral, Florida, from AAAA Universe, LLC, a Florida Limited Liability Company.

Michael O Mena moved approval; seconded by Chad S. Friedman, and carried without dissent.

The item will be forward to the PHT BOT by the JHS GOB Citizens’ Advisory Committee with a favorable recommendation.

4. Other Business/Discussion

There was no other business or discussion.

5. Adjournment

Jose Luis Gomez, Chairperson adjourned the meeting at 10:06 a.m.

Meeting Minutes Prepared by Ivenette Cobb-Black
Executive Assistant
Public Health Trust Board of Trustees
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS’ ADVISORY COMMITTEE

MEETING AGENDA

Thursday, January 8, 2015
3:00 P.M. to 4:00 P.M.

Jackson Memorial Hospital
West Wing Board Room
First Floor
1611 N. W. 12th Avenue
Miami, Florida 33136
Jackson Health System  
General Obligation Bond Citizens' Advisory Committee  

AGENDA  

January 8, 2015  
3:00 p.m. to 4:00 p.m.  

Jackson Memorial Hospital  
West Wing Board Room  
First Floor  
1611 N. W. 12th Avenue  
Miami, Florida 33136  

1. Welcome and Introductions

Jose L. Gomez  
Chairperson, JHS GOB Advisory Committee

2. Approval of the Prior Meeting Minutes  
(November 18, 2014)

Jose L. Gomez  
Chairperson, JHS GOB Advisory Committee

3. Reasonable Opportunity for the Public to be Heard

Jose L. Gomez  
Chairperson, JHS GOB Advisory Committee

4. Overview of JHS General Obligation Bond Program – First Tranche

Mark T. Knight  
Executive Vice President and Chief Financial Officer  
Isa Nunez  
Vice President  
Facilities Design and Construction

Matthew Pinzur  
Associate Vice President  
Communications and Outreach

Jose L. Gomez  
Chairperson, JHS GOB Advisory Committee

Jose L. Gomez  
Chairperson, JHS GOB Advisory Committee

5. Quarterly Reporting Format

6. Discussion

7. Adjournment
1. Welcome and Introductions

*Jose L. Gomez, Chairperson*
2. Approval of the Prior Meeting Minutes (November 18, 2014)
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS' ADVISORY COMMITTEE MEETING MINUTES

Tuesday, November 18, 2014
2:00 p.m. to 4:00 p.m.

Jackson Memorial Hospital
West Wing Board Room – First Floor
1611 N. W. 12th Avenue
Miami, FL 33136

JHS General Obligation Bond Citizens' Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad Friedman
Carlos A. Gimenez
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

Members Present: Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena, Marcos J. Lapciuc, Martha Baker, RN, and Commissioner Audrey Edmonson

Member(s) Excused: Sigfredo Delgado, Chad Freidman, and Carlos A. Gimenez

In addition to the Committee Members, the following staff members, Miami-Dade County Commission on Ethics and Public Trust (MDC Commission on Ethics and Public Trust) Representative; and Assistant Miami-Dade County Attorneys were present: Carlos A. Migoya, Don S. Steigman, Mark T. Knight, Richard M. Klass, Laura Hunter, Matthew Pinzur, Isa Nunez, Esther Abolila, Donald F. Wolfe, III, Lynn Barrett, and Andre Reid; Joseph Centorino, MDC Commission on Ethics and Public Trust Representative; and Christopher Kokoruda, and Laura Llorente, Assistant Miami-Dade County Attorneys

1. Welcome and Introduction

Carlos A. Migoya, President and Chief Executive Officer welcomed members of the of the Jackson Health System General Obligation Bond Citizens' Advisory Committee (JHS GOB Citizens’ Advisory Committee) to the orientation and first meeting. Mr. Migoya invited everyone seated at the table to introduce themselves.

As part of the welcome and introduction, Mr. Migoya presented an overview of the structure and purpose of the JHS GOB Citizen's Advisory Committee. The purpose of the JHS GOB Citizens’ Advisory Committee is to advise the Board of County Commissioners, the Public Health Trust, and the County Mayor regarding Jackson Health System’s General Obligation Bond Program. The JHS GOB Citizens’ Advisory Committee shall consist of nine (9) voting members and two (2) non-voting ex-officio members.

Call To Order Marcos J. Lapciuc, Ex-officio Member officially called the meeting to order at 3:05 p.m.
2. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT. (Chapter 2013-227, Laws of Florida)

There were no requests from the public to be heard.

3. Overview of JHS General Obligation Bond Program

Mark T. Knight, Executive Vice President and Chief Financial Officer presented a detailed overview of the JHS General Obligation Bond Program. Highlights included bond development timelines, go forward initiatives, and proposed finances for targeted construction projects. As part of the overview presentation Mr. Knight spoke about the bond proceeds and the importance of remaining transparent throughout the Bond Program process.

4. JHS Capital Plan Presentation

Iza Nunez, Vice President, Facilities and Design presented highlights of the JHS Capital Plan including information regarding fund sources and fund uses for Jackson Memorial Hospital, Miami Transplant Institute, Rehabilitation Hospital and Floor Renovations projects. The presentation continued with an overview of the collaborative process and strategic alignments. Illustrations showed the ongoing construction project initiatives at Jackson Memorial Hospital including demolition projects, new construction, modernization projects, and Jackson North Medical Center demolition projects including modernization and Jackson South Community Hospital development plan.

Mr. Migoya stated that the Committee members will be invited to participate in a tour of the JHS facilities. He spoke about JHS partnerships with University of Miami (UM) and Florida International University (FIU) and how overtime the Committee members will better understand the patient strategy and how it ties in with UM and FIU.

5. Miami-Dade Commission on Ethics and Public Trust

Joseph Centorino, Executive Director, Miami-Dade County Commission on Ethics and Public Trust presented the Committee with a detailed overview of the requirement and prohibitions as set forth in the Miami-Dade Conflict of Interest and Code of Ethics Ordinance. A copy of the presentation was distributed at the meeting.

6. Review of JHS GOB Citizens’ Advisory Committee Structure and Rules

Laura Llorente and Christopher Kokoruda, Assistant Miami-Dade County Attorneys presented the Committee with a detailed overview of the JHS General Obligation Bond Citizens’ Advisory Committee mission, powers and duties, attendance/absence policy, and Sunshine Law and Public Records. The information presented was included with the agenda.
7. **Election of JHS GOB Citizens' Advisory Committee Officers**

Mr. Lapciuc requested volunteers from the floor to serve as Chairperson and Vice Chairperson.

Jose Luis Gomez volunteered to serve as Chairperson.

Mr. Lapciuc requested a motion to elect Jose Luis Gomez as Chairperson of the JHS GOB Citizens’ Advisory Committee

*Michael O. Mena moved approval; seconded by Marcos J. Lapciuc, and carried without dissent.*

Geraldine Lazarrre volunteered to serve as Vice Chairperson

Mr. Lapciuc requested a motion to elect Geraldine Lazarrre as Vice Chairperson of the JHS GOB Citizens’ Advisory Committee.

*Jose Luis Gomez moved approval; seconded by Michael O. Mena, and carried without dissent*

Mr. Gomez requested a volunteer to serve as an ex-officio member on the Purchasing and Facilities Subcommittee.

Martha Baker, RN volunteered to serve as an ex-officio member on the Purchasing and Facilities Subcommittee.

Mr. Gomez requested a motion to appoint Martha Baker, RN as an ex-officio member of the Purchasing and Facilities Subcommittee.

*Marcos J. Lapciuc moved approval; seconded by Geraldine Lazarrre, and carried without dissent.*

8. **Adjournment**

Jose Luis Gomez, Chairperson at 3:36 p.m.

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**Meeting Minutes Prepared by**

Ivenette Cobb-Black
Executive Assistant
Public Health Trust Board of Trustees
3. Reasonable Opportunity for the Public to be Heard

Jose L. Gomez, Chairperson
4. Overview of JHS General Obligation Bond Program – First Tranche

Mark T. Knight, Executive Vice President and Chief Financial Officer
Isa Nunez, Vice President, Facilities Design and Construction
## Jackson Miracle-Building Bond
### Tranche #1

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| GRAND TOTAL                          |                        | $100,943,198 |
MEMORANDUM

TO: Honorable Chairwoman Rebeca Sosa and Members, Board of County Commissioners

DATE: May 6, 2014

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Ordinance creating Jackson Health System General Obligation Bond Citizens’ Advisory Committee for Purpose of advising the County Commission, Public Health Trust and Mayor regarding Jackson Health System’s General Obligation Bond Program Ordinance No. 14-44

The accompanying ordinance was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson and Co-Sponsor Commissioner Barbara J. Jordan.

R. A. Cuevas, Jr.
County Attorney

RAC/jjs
Date: May 6, 2014

To: Honorable Chairwoman Rebeca Sosa and Members, Board of County Commissioners

From: Carlos A. Gimenez Mayor

Subject: Ordinance creating Jackson Health System General Obligation Bond Citizens’ Advisory Committee for purpose of advising the County Commission, Public Health Trust, and Mayor regarding Jackson Health System’s General Obligation Bond Program; providing for purpose, powers and duties, composition and organization of board, and staff and counsel to support board; providing for qualifications and appointment of board members

The proposed ordinance amends Section 2-2129 of the Code allowing the creation of Jackson Health System General Obligation Bond Citizens’ Advisory Committee. Implementation of this ordinance will not have a fiscal impact to the County.

Alina Hiedak
Deputy Mayor

Fls6514
Memorandum

Date: May 6, 2014

To: Honorable Chairwoman Rebeca Sosa
   and Members, Board of County Commissioners

From: Carlos A. Gimenez
   Mayor

Subject: Jackson Health System General Obligation Bond Citizens' Advisory Committee

Pursuant to Section 2-11.37 of the Miami-Dade County Code, the attached report provided by the President and Chief Executive Office of Jackson Health System, provides an overview of the guidelines of the proposed new board called the Jackson Health System General Obligation Bond Citizens' Advisory Committee (Committee). The Committee will be responsible for advising the public and elected leaders about Jackson's General Obligation Program, which was approved by voters in November 2013.

Alena T. Hudak
Deputy Mayor
TO: Honorable Carlos A. Gimenez  
Mayor
FROM: Carlos A. Migoya  
President & Chief Executive Officer
DATE: March 20, 2014
RE: Jackson Health System General Obligation Bond Citizens’ Advisory Committee

On February 19th 2014, the Board of County Commissioners, (BCC), passed on first reading an ordinance creating the Jackson Health System General Obligation Bond (GOB) Citizens’ Advisory Committee, which will be responsible for advising the public and elected leaders regarding Jackson’s GOB program, which was approved by voters in November 2013.

We are in receipt of your recent memorandum which refers to the Miami-Dade County Mayor’s obligation under Section 2-11.37 of the County Code to submit to the BCC, after passage on the first reading of an ordinance creating a new advisory board and prior to conducting the public hearing for said ordinance, a report setting forth information concerning the proposed new board. Please see the mandated questions and responses below.

1. Whether the establishment of the board will create sufficient betterment to the community to justify the Board of County Commissioners’ delegation of a portion of its authority;

Jackson currently has direct oversight provided by the Public Health Trust Board of Trustees (Trust Board), which is itself subordinate to the BCC under the Code of Miami-Dade County. The Advisory Committee will enhance the work of the BCC and Trust Board by publicly reviewing and discussing:

- The use of bond program funds in Jackson’s capital program;
- The bond program’s contribution to completion of Jackson’s capital projects funded in whole or in part by the GOB;
- Performance and program achievements related to the bond program;
- Citizen outreach efforts relating to GOB-funded capital projects; and
- Preparation of regular reports describing the progress of the bond program.

Additionally, a member of the Advisory Committee shall be strategically connected to the Trust Board by participating in monthly meetings of the Trust Board committee with jurisdiction over facilities and construction.
Jackson Health System General Obligation Bond Citizens' Advisory Committee
Page 2 of 2

2. Whether another board or agency, either public or private, which is already in existence, could serve the same purpose;

No other board or agency in existence could serve the same purpose as the Advisory Committee.

3. The costs, both direct and indirect, of establishing and maintaining the board;

The establishment and maintenance of the Advisory Committee would not result in any additional costs, as existing Jackson staff can administer the creation and support of the Advisory Committee, and existing Jackson facilities are sufficient for holding Advisory Committee meetings.

4. Whether the board is necessary to enable the County to obtain State or federal grants or other financing;

The Advisory Committee is not necessary to enable the County to obtain any state or federal financing.

5. Whether the board should have a bonding authority;

The Advisory Committee should not have a bonding authority.

6. Whether the board should have final authority to enter into contracts and spend County funds, or whether its contracts and expenditures must be ratified by the Board of County Commissioners;

The Advisory Committee should not have final authority to enter into contracts and spend county funds.

7. Whether the creation of a new board is the best method of achieving the desired benefit.

The creation of the Advisory Committee is the best method of achieving the desired result.

If you have any questions, please do not hesitate to contact me.

c: Alina Hudak, Deputy Mayor
MEMORANDUM
(Revised)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

DATE: May 6, 2014

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Amended Agenda Item No. 7(B)

Please note any items checked.

___ “3-Day Rule” for committees applicable if raised

✔ 6 weeks required between first reading and public hearing

___ 4 weeks notification to municipal officials required prior to public hearing

___ Decreases revenues or increases expenditures without balancing budget

___ Budget required

___ Statement of fiscal impact required

✔ Ordinance creating a new board requires detailed County Mayor’s report for public hearing

___ No committee review

___ Applicable legislation requires more than a majority vote (i.e., 2/3’s ____, 3/5’s ____, unanimous ____ ) to approve

___ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required
Amended
Agenda Item No. 7(B)
5-6-14

ORDINANCE NO. 14-44

ORDINANCE CREATING JACKSON HEALTH SYSTEM GENERAL OBLIGATION BOND CITIZENS' ADVISORY COMMITTEE FOR PURPOSE OF ADVISING THE COUNTY COMMISSION, PUBLIC HEALTH TRUST, AND MAYOR REGARDING JACKSON HEALTH SYSTEM'S GENERAL OBLIGATION BOND PROGRAM; PROVIDING FOR PURPOSE, POWERS AND DUTIES, COMPOSITION AND ORGANIZATION OF BOARD, AND STAFF AND COUNSEL TO SUPPORT BOARD; PROVIDING FOR QUALIFICATIONS AND APPOINTMENT OF BOARD MEMBERS; PROVIDING SEVERABILITY, INCLUSION IN THE CODE, AND AN EFFECTIVE DATE

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. To support the Jackson Health System’s General Obligation Bond Program as approved by the electorate on November 5, 2013, Chapter 2, Article CXLIV of the Code of Miami-Dade County, Florida, is hereby created to read as follows:

Sec. 2-2129. Creation of Jackson Health System General Obligation Bond Citizens’ Advisory Committee.

There is hereby created and established pursuant to the Home Rule Amendment and Charter of Miami-Dade County, as amended, an advisory board of Miami-Dade County to be known as the Jackson Health System General Obligation Bond Citizens’ Advisory Committee (hereinafter the “Advisory Committee”). The Advisory Committee is established solely for the purpose of advising the Board of County Commissioners (“County Commission”), the Public Health Trust, and the County Mayor (“Mayor”) regarding Jackson Health System’s general obligation bond program (the “Bond Program”). The Advisory Committee may exercise only those duties specifically granted in this article or necessary in the exercise of the duties enumerated in this article.
Sec. 2-2130. Powers and Duties of Advisory Committee.

The Advisory Committee shall have the following powers, duties, responsibilities and functions:

(a) To review and monitor performance and program achievements related to the Bond Program; and

(b) To periodically advise the County Commission, the Public Health Trust and the Mayor, and assist in informing the community, of the Bond Program’s accomplishments regarding completion of Jackson Health System capital projects funded in whole or in part by the Bond Program; and

(c) To review recommendations of the Public Health Trust on the use of any Bond Program funds to fund Jackson Health System capital projects, including those set forth in informational pamphlets and media releases distributed by the County and/or the Public Health Trust to the public prior to said November 5, 2013 election; and

(d) To participate, along with Public Health Trust staff, in citizen outreach efforts relating to the development of Jackson Health System capital projects funded in whole or in part with Bond Program funds; and

(e) To assist in the preparation of quarterly reports to the County Commission and Mayor describing the progress of the Bond Program and to periodically provide advice, by either written resolution or oral presentation, as may be requested by the County Commission, the Public Health Trust or the Mayor in accordance with the terms of this section; and

(f) To appoint an Advisory Committee member to participate in monthly meetings of the Public Health Trust governing board committee with jurisdiction over facilities and construction; and

(g) To promulgate rules consistent with this article for the conduct of its meetings and the discharge of its responsibilities; provided, however, the Advisory Committee shall not create or establish any subcommittees to address the work of the Advisory Committee; and
(h) To comply with the laws and regulations of the United States, the State of Florida, and Miami-Dade County, including, but not limited to, the laws relating to the keeping of records including the preservation of all audit rights.

Sec. 2-2131. Governing Committee.

(a) Composition and appointment. The Advisory Committee shall consist of nine (9) voting members ("Member(s)") and two (2) non-voting, ex officio members ("Ex Officio Member(s)") appointed as follows:

(1) Five (5) Members shall be appointed by resolution of the County Commission after having been selected by the County Commission from persons nominated by the Public Health Trust Nominating Council, as established and described in Section 25A-3(d) of the County Code. The Nominating Council shall submit to the County Commission a list of nominees containing a total number of names which is equal to one (1) nominee for each County Commission selected vacancy on the Advisory Committee plus, in the discretion of the Nominating Council, up to two (2) additional nominees for each County Commission selected vacancy. Each nominee for a particular vacancy shall have the profession or professional experience required for that vacancy by subsection (a)(2) hereof. The County Commission shall select and appoint its five (5) Advisory Committee Members from the list of nominees who meet the qualifications in the succeeding paragraph (b) submitted by the Nominating Council. The Nominating Council shall select each nominee by individual majority vote. In the event of a tie vote, the candidate shall not be designated as a nominee.

(2) Each Advisory Committee Member shall have an outstanding reputation for professional ability with substantial professional accomplishment and shall hold a senior or prominent position in his/her field. The Advisory Committee shall include at least: one (1) Member with experience in the medical or health care field; one (1) Member shall be a professional engineer; one (1) Member shall be a Florida certified public accountant; one (1) Member
shall be a Florida Bar admitted attorney; one (1) Member with experience in real estate development; one (1) Member with experience in finance; one (1) Member with managerial experience; one (1) Member with experience in the emergency medical services field; and one (1) Member shall be a professional architect.

(3) The County Commission may ratify appointment of the remaining four (4) Advisory Committee Members as follows: the Member of the Advisory Committee experienced in finance shall be designated by the President of the Miami-Dade County League of Cities in writing, and a copy thereof shall be filed with the Clerk of the County Commission; the Member of the Advisory Committee with managerial experience shall be designated by the Mayor in writing, and a copy thereof shall be filed with the Clerk of the County Commission; the Florida Bar admitted attorney Member of the Advisory Committee shall be designated by the Chairperson of the Miami-Dade Legislative Delegation in writing, and a copy thereof shall be filed with the Clerk of the County Commission; and the Member of the Advisory Committee with experience in the medical or health care field shall be designated by a representative of the Jackson Health System labor unions in writing, and a copy thereof shall be filed with the Clerk of the County Commission.

(4) When making a selection, the County Commission shall consider that the Advisory Committee as a whole should generally reflect the geographic, gender, racial, ethnic or cultural make-up of the community.

(5) The two (2) Ex Officio Members shall be appointed as follows: A Commissioner who shall be appointed by the Chairperson of the County Commission; and a member of the Board of Trustees of the Public Health Trust who shall be appointed by the Chairperson of the Board of Trustees.
(b) **Qualifications.** Each Member of the Advisory Committee shall (i) be a United States citizen, a permanent resident and duly qualified elector of Miami-Dade County, (ii) have an outstanding reputation for civic pride, integrity, responsibility and community service, (iii) comply with the requirements of Chapter 2-11-38 of the Code of Miami-Dade County; and (iv) have no financial interest, direct or indirect, in any of the capital projects that are to be funded by the Bond Program as determined by the Miami-Dade County Commission on Ethics and Public Trust (the “Commission on Ethics”). The following persons shall not serve as Members of the Advisory Committee: except as permitted by Section 2-2131(a)(5), elected officials; or persons whose livelihood or their immediate family member’s livelihood depends on the area administered or dealt with by the Advisory Committee as determined by the Commission on Ethics. Immediate family means and shall have the definition set forth in the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance (the “Conflict of Interest Ordinance”), Section 2-11.1 of the Code of Miami-Dade County, Florida. Before taking any official action, each voting Member shall take the prescribed oath of office.

(c) **Term.** Three (3) of the County Commission appointments to the Advisory Committee shall be for an initial term which begins on the day of appointment and expires three (3) years from such appointment date. Two (2) of the County Commission appointments to the Advisory Committee shall be for an initial term which begins on the day of appointment and expires one (1) year from such appointment date. The designees of the President of the Miami-Dade County League of Cities, the Mayor, the Chairperson of the Miami-Dade Legislative Delegation and the representative of the Jackson Health System labor unions shall be for initial terms which begin on the day of appointment and expire two (2) years from such appointment date, provided further that such terms shall each be coterminal with that of the designating official as set forth in (ii) below. The term of any Advisory Committee Member appointed or re-appointed pursuant to this article after the initial terms shall be for a term of three (3) years each. The foregoing notwithstanding, (i) the term of any Advisory Committee Member appointed or re-appointed pursuant to this article shall be subject to automatic expiration as provided in Section 2-11.38.2 of this Code and (ii) the term of any Advisory Committee
Member designated by the President of the Miami-Dade County League of Cities, the Mayor, the Chairperson of the Miami-Dade Legislative Delegation, or the representative of the Jackson Health System labor unions shall expire when the designating official’s term of office expires or the designating official leaves office and until the successor official replaces the designee. Each Advisory Committee Member shall be permitted to serve no more than two (2) consecutive and complete terms of three (3) years each, and, in no event, more than the maximum number of years provided in Section 2-11.38.2 of this Code.

(d) **Vacancies.** The President of the Miami-Dade County League of Cities, the Mayor, the Chairperson of the Miami-Dade Legislative Delegation, and the representative of the Jackson Health System labor unions shall designate a new representative qualified pursuant to paragraph (b) to serve on the Advisory Committee within sixty (60) days of taking office and shall fill vacancies by designating a new representative qualified pursuant to paragraph (b) within sixty (60) days after an appointee resigns or is removed. In the event of a vacancy during the term of a County Commission designated Member of the Advisory Committee, the Advisory Committee shall notify the County Commission of the vacancy and shall request that a special meeting of the Public Health Trust Nominating Council be convened within ninety (90) days of the vacancy notification in order to designate at least two nominees qualified pursuant to paragraph (b). The County Commission shall fill the Advisory Committee vacancy by designating a new representative from the nominees presented by the Nominating Council within one hundred eighty (180) days after the special meeting of the Nominating Council.

(e) **Unexcused Absences.** Any Advisory Committee Member shall be automatically removed if, in a given calendar year, he/she (i) incurs two (2) unexcused absences from Advisory Committee meetings; or (ii) is absent from three (3) consecutive Advisory Committee meetings; or (iii) is absent from more than fifty percent (50%) of all the Advisory Committee meetings. A Member shall be deemed absent when he/she is not present at the meeting for at least seventy-five percent (75%) of its duration.
(f) **Applicability of Conflict of Interest and Code of Ethics Ordinance.** The Conflict of Interest Ordinance shall be applicable, as determined by the Commission on Ethics, to the Members of the Advisory Committee. Moreover, neither Members of the Advisory Committee nor their employers nor corporations in which they hold an ownership stake may, as determined by the Commission on Ethics, obtain, seek or bid on projects at Public Health Trust Designated Facilities, whether funded by the Bond Program or other sources, during the Advisory Committee Member’s term on the Advisory Committee or for two (2) years after said individual leaves Advisory Committee membership. Members of the Advisory Committee may not, as determined by the Commission on Ethics, lobby members of the Public Health Trust Board of Trustees or Jackson Health System employees during service on the Advisory Committee. It is declared to be the intent of the County Commission, as expressed in this subsection, to provide that the Conflict of Interest Ordinance shall not operate to preclude individuals from serving as Advisory Committee Members on the basis of interests relating to Miami-Dade County when such interests do not conflict with the matters administered or dealt with by the Advisory Committee or the Public Health Trust.

(g) **Organization and Procedure.** The Advisory Committee shall elect one (1) of its Members as chairperson and one (1) of its Members as vice-chairperson and both shall serve as officers for a term of two (2) years. The Members shall also elect such other officers as the Members may determine to be necessary and such officers shall also serve a term of two (2) years. The Advisory Committee shall hold regular meetings no less than four (4) times per calendar year and such other meetings as it deems necessary. A majority of the appointed Members of the Advisory Committee shall constitute a quorum. All meetings of the Advisory Committee shall be public and the Advisory Committee shall maintain written minutes of all proceedings that shall be promptly prepared and recorded by the Clerk of the Public Health Trust Board of Trustees. Copies of all minutes and resolutions of the Advisory Committee shall be forwarded to the Clerk of the Board of County Commissioners no later than thirty (30) days subsequent to any meeting of the Advisory Committee.
(h) **Compensation.** Members of the Advisory Committee shall serve without compensation.

**Sec. 2-2132. Staff Support and Counsel.**

The Public Health Trust shall provide the Advisory Committee with adequate staff to perform its powers and duties. The Advisory Committee shall utilize the County Attorney’s Office for legal services. The Public Health Trust shall make all Advisory Committee meeting agenda, meeting minutes and reports available to the public electronically.

**Sec. 2-2133. Modifications and Term.**

It is the intent of the County Commission to create by this article and for the purposes set forth in this article an Advisory Committee that may be modified or revoked in whole or in part by duly enacted ordinance of the County Commission.

**Section 2.** If any section, subsection, sentence, clause or provision of this ordinance is held invalid, the remainder of this ordinance shall not be affected by such invalidity.

**Section 3.** It is the intention of the Board of County Commissioners, and it is hereby ordained that the provisions of this ordinance, including any sunset provision, shall become and be made a part of the Code of Miami-Dade County, Florida. The sections of this ordinance may be renumbered or relettered to accomplish such intention, and the word "ordinance" may be changed to "section," "article," or other appropriate word.

**Section 4.** This ordinance shall become effective ten (10) days after the date of enactment unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.
Section 5. This ordinance shall stand repealed ten (10) years from its effective date.

PASSED AND ADOPTED: May 6, 2014

Approved by County Attorney as to form and legal sufficiency:

Prepared by:

Eugene Shy, Jr.
Geri Bonzon-Keenan

Prime Sponsor: Commissioner Audrey M. Edmonson
Co-Sponsor: Commissioner Barbara J. Jordan
RESOLUTION RECOMMENDING THE BOARD OF COUNTY COMMISSIONER’S APPROVAL AND ADOPTION OF THE ORDINANCE CREATING THE JACKSON HEALTH SYSTEM CAPITAL EXPEDITE PROGRAM; ESTABLISHING POLICY TO ACCELERATE THE PROCESSING AND PROCUREMENT OF CONTRACTS; AUTHORIZING THE PUBLIC HEALTH TRUST TO ADVERTISE AND AWARD CONTRACTS FOR PROFESSIONAL SERVICES AND CONSTRUCTION AND DESIGN-BUILD SERVICES; AND PROVIDING FOR AMENDMENT OF THE PUBLIC HEALTH TRUST’S PROCUREMENT POLICY AND IMPLEMENTATION

(Mark T. Knight, Executive Vice President and Chief Financial Officer, Jackson Health System)

WHEREAS, the Public Health Trust ("PHT") is projected to spend $1.4 billion on capital projects over the next decade, including $830 million from the Jackson Miracle-Building Bond Program approved in 2013 by Miami-Dade voters; and

WHEREAS, the PHT seeks, through open, competitive and transparent processes, to expedite the design, construction and improvement of the capital facilities of the Jackson Health System to enhance its delivery of health care services throughout Miami-Dade County; and

WHEREAS, this Board seeks to accomplish the purposes set forth in the attached memorandum through the Board of County Commissioner’s adoption of the attached ordinance.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby recommends that the Miami-Dade Board of County Commissioners approve and adopt the ordinance creating the Jackson Health System Capital Expedite Program; establishing policy to accelerate the processing and procurement of contracts; authorizing the Public Health Trust to advertise and award contracts for professional services and construction and design-build services; and providing for amendment of the Public Health Trust’s procurement policy and implementation.
The foregoing resolution was offered by Joe Arriola and the motion was seconded by Irene Lipof as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Vote</th>
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<tbody>
<tr>
<td>Joe Arriola</td>
<td>Aye</td>
</tr>
<tr>
<td>Michael Bileca</td>
<td>Absent</td>
</tr>
<tr>
<td>Mojdeh L. Khaghan</td>
<td>Absent</td>
</tr>
<tr>
<td>Marcos Jose Lapcione</td>
<td>Absent</td>
</tr>
<tr>
<td>Irene Lipof</td>
<td>Aye</td>
</tr>
<tr>
<td>Ralph G. Patino</td>
<td>Aye</td>
</tr>
<tr>
<td>Darryl K. Sharpton</td>
<td>Aye</td>
</tr>
</tbody>
</table>

The Chairperson thereupon declared the resolution duly passed and adopted this 28th day of July 2014.

PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA

BY: [Signature]
Irene Lipof, Secretary

Approved by the Miami-Dade County Attorney’s Office as to form and legal sufficiency
RESOLUTION NO. PHT – 07/14 - 053

RESOLUTION REQUESTING ISSUANCE OF SERIES OF BONDS FOR THE JACKSON GENERAL OBLIGATION BOND PROGRAM UNDER COUNTY COMMISSION RESOLUTION NO. R-497-14; ESTABLISHING PUBLIC HEALTH TRUST POLICY RELATED TO THE JACKSON GENERAL OBLIGATION BOND PROGRAM; AND DIRECTING THE PRESIDENT TO PROVIDE APPROPRIATE SUPPORTING INFORMATION, REPORTS AND DOCUMENTS FOR BOARD OF TRUSTEE CONSIDERATION IN ADOPTING RESOLUTIONS REQUESTING THE COUNTY COMMISSION TO EFFECTUATE ISSUANCE OF SUBSEQUENT SERIES OF BONDS UNDER THE PROGRAM

(Darryl K. Sharpton, Chairperson, Public Health Trust Board of Trustees)

WHEREAS, on June 24, 2013, the Board of Trustees adopted Resolution No. PHT 06/13-006 requesting the Board of County Commissioners (“County Commission”) to call a countywide special election regarding a bond referendum question to the electorate for the issuance of General Obligation Bonds to fund the modernization, improvement and equipping of Jackson Health System’s facilities; and

WHEREAS, on July 2, 2013, the County Commission approved Resolution R-590-13 calling for the countywide special election held on November 5, 2013, and at such special election 65% of the electorate who participated voted to approve the issuance of the bonds; and

WHEREAS, on June 3, 2014, the County Commission adopted Ordinance No. 14-52 authorizing the issuance of Miami-Dade County General Obligation Bonds for the Public Health Trust in the amount not to exceed $830,000,000 for the Jackson Health System Facilities Program (“Jackson General Obligation Bond Program”); and

WHEREAS, also on June 3, 2014, the County Commission adopted Resolution No. R-497-14 authorizing issuance of the first series of bonds for the Jackson General Obligation Bond Program in an amount not to exceed $101,000,000 (the “2014 Series Resolution”); and

WHEREAS, Section 25A-5(b) of the Code of Miami-Dade County provides, in part, that “…The Trust shall be permitted to request the County Commission to effectuate the issuance of bonds by submitting to the Commission a duly enacted resolution of the Board of Trustees...”; and
WHEREAS, in accordance with Section 25A-5(b) of the Code, this Board seeks: (i) to request the issuance of the first series of bonds for the Jackson General Obligation Bond Program under the 2014 Series Resolution; (ii) to establish a policy that by resolution this Board, upon due consideration, requests the County Commission to effectuate the issuance of subsequent series of bonds; and (iii) to direct the President to provide to the Board of Trustees such supporting information, reports and documents necessary or requested by the Board of Trustees for adoption of resolutions requesting issuance of subsequent series of bonds under the Jackson General Obligation Bond Program.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE, FLORIDA, that, in accordance with Section 25A-5(b) of the Code of Miami-Dade County, this Board hereby: (i) requests the issuance of the first series of bonds for the Jackson General Obligation Bond Program under the 2014 Series Resolution (County Commission Resolution No. R-497-14); (ii) establishes a policy that the Board of Trustees shall from time to time consider, discuss and debate the adoption of a resolution or resolutions to request the County Commission to effectuate the issuance of subsequent series of bonds for the Jackson General Obligation Bond Program; and (iii) directs the President to prepare and provide to the Board of Trustees such supporting information, reports and documents necessary or requested by the Board of Trustees for the adoption of such resolutions of the Board of Trustees regarding the issuance of subsequent series of bonds.
The foregoing resolution was offered by Joe Arriola and the motion was seconded by Irene Lipof as follows:

Joe Arriola
Michael Bilec
Mojdeh L. Khaghan
Marcos Jose Lapiiec
Irene Lipof
Ralph G. Patino
Darryl K. Sharpton

Aye
Absent
Absent
Absent
Aye
Aye
Aye

The Chairperson thereupon declared the resolution duly passed and adopted this 28th day of July 2014.

PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA

BY: [Signature]

Irene Lipof, Secretary

Approved by the Miami-Dade County Attorney's Office as to form and legal sufficiency [Signature]
MEMORANDUM

TO: Honorable Chairwoman Rebeca Sosa and Members, Board of County Commissioners

FROM: R. A. Cuevas, Jr.
County Attorney

DATE: July 2, 2013

SUBJECT: Resolution calling Countywide Special Election on Tuesday, November 5, 2013 for the purpose of submitting to the electors the bond referendum question of whether to approve issuance of General Obligation Bonds of the County payable from ad valorem taxes for purpose of providing bond proceeds to the Public Health Trust to fund modernization, improvement and equipping of Jackson Health System’s facilities located throughout the County.

The substitute differs from the original in that the ballot language has been amended to provide that improvement, modernization or equipping of emergency rooms, a children’s ambulatory pavilion and urgent care centers, shall be among the projects funded with general obligation bonds. The sponsoring Commissioner has requested that this resolution become effective upon the earlier of: (1) ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson.

R. A. Cuevas, Jr.
County Attorney

RAC/cp
MEMORANDUM
(Revised)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

DATE: July 2, 2013

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(19)

Please note any items checked.

_____ “3-Day Rule” for committees applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Ordinance creating a new board requires detailed County Mayor’s report for public hearing

_____ No committee review

_____ Applicable legislation requires more than a majority vote (i.e., 2/3’s ____, 3/5’s ____ , unanimous ____ ) to approve

_____ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required
RESOLUTION NO.

RESOLUTION CALLING A COUNTYWIDE SPECIAL ELECTION IN MIAMI-DADE COUNTY, FLORIDA, TO BE HELD ON TUESDAY, NOVEMBER 5, 2013, FOR THE PURPOSE OF SUBMITTING TO THE ELECTORS OF MIAMI-DADE COUNTY THE BOND REFERENDUM QUESTION OF WHETHER TO APPROVE ISSUANCE OF GENERAL OBLIGATION BONDS OF THE COUNTY PAYABLE FROM AD VALOREM TAXES FOR PURPOSE OF PROVIDING BOND PROCEEDS TO THE PUBLIC HEALTH TRUST TO FUND MODERNIZATION, IMPROVEMENT AND EQUIPPING OF JACKSON HEALTH SYSTEM’S FACILITIES LOCATED THROUGHOUT THE COUNTY

WHEREAS, at the request of the Public Health Trust, this Board finds it necessary and appropriate and in the best interest of the County and its citizens to hold a special election to submit a bond referendum to the electors of Miami-Dade County to authorize the issuance of general obligation bonds (the "Bonds") in a principal amount not to exceed $830,000,000.00, as needed, in one or more series from time to time, which Bonds will be payable from ad valorem taxes collected within the County; and

WHEREAS, proceeds from such Bonds will be made available to the Public Health Trust so that it may fund a substantial portion of its capital needs without negatively affecting its revenues which are needed to maintain and operate the Jackson Health System, including Jackson Hospital’s main, south and north campuses; and

WHEREAS, Section 100.201, Florida Statutes, provides that whenever the Board of County Commissioners shall have the power to call such a bond referendum special election, “the election costs of such referendum shall be paid … out of the County … treasury;” and
WHEREAS, if the issuance of the Bonds is approved by a majority of the County's qualified electors, the County may issue such Bonds only after Board approval of such issuance in accordance with State and local law,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The preamble to this Resolution is approved and incorporated in this Resolution by reference.

Section 2. A countywide special election is hereby called and shall be held on Tuesday, November 5, 2013 for the purpose of submitting to the qualified electors of the County the bond referendum question as set forth below in Section 4 of this Resolution.

Section 3. Notice of such special election shall be published in accordance with Section 100.342, Florida Statutes.

Section 4. The result of such election shall be determined by a majority of the qualified electors of Miami-Dade County voting upon the proposal. The polls at such election shall be open from 7:00 a.m. until 7:00 p.m. on the day of such election. All qualified electors of Miami-Dade County, Florida shall be entitled to vote at said election. The County registration books shall remain open at the Office of the Miami-Dade County Supervisor of Elections until twenty-nine (29) days prior to the date of such election, at which time the registration books will close in accordance with the provisions of general election laws. The question shall appear on the ballot in substantially the following form:
FUNDING MODERNIZATION AND IMPROVEMENT OF JACKSON HEALTH SYSTEM THROUGH ISSUANCE OF GENERAL OBLIGATION BONDS

SHALL MIAMI-DADE COUNTY FUND [[THE]]1 MODERNIZATION, IMPROVEMENT AND EQUIPPING OF JACKSON HEALTH SYSTEM’S FACILITIES LOCATED THROUGHOUT [[MIAMI-DADE]] >> THE << COUNTY, INCLUDING, BUT NOT LIMITED TO, EMERGENCY ROOMS, CHILDREN’S AMBULATORY PAVILION AND URGENT CARE CENTERS, << BY ISSUING, FROM TIME TO TIME, GENERAL OBLIGATION BONDS PAYABLE FROM AD VALOREM TAXES COLLECTED IN MIAMI-DADE COUNTY IN [[A]] PRINCIPAL AMOUNT NOT EXCEEDING >> $830,000,000 << [[$830,000,000]], BEARING INTEREST NOT EXCEEDING [[THE]] MAXIMUM LEGAL RATE AND MATURING WITHIN 30 YEARS FROM [[THE]] ISSUANCE DATE?

FOR BONDS       

AGAINST BONDS   

Section 5. The form of the ballot shall be in accordance with the requirements of general election laws and Section 100.341, Florida Statutes.

Section 6. Early voting shall be conducted for fourteen days ending on November 3, 2013. There shall be twenty early voting sites whose locations and hours of operation shall be at the discretion of the Supervisor of Elections.

Section 7. Absentee paper ballots may be used by qualified electors of Miami-Dade County for voting on this question. The form of such absentee ballot shall be in accordance with the requirements prescribed by general election laws.

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1 The differences between the substitute and the original item are indicated as follows: Words stricken through and/or [[double bracketed]] shall be deleted, words underscored and/or >>double arrowed<< are added.
Section 8. A sample ballot showing the manner in which the question or proposal aforesaid will appear at this election shall be published and provided in accordance with the applicable provisions of general election laws.

Section 9. This special election on the bond referendum aforesaid shall be held and conducted in accordance with applicable provisions of the general laws relating to elections and the provisions of the Miami-Dade County Home Rule Charter. The County Mayor or his or her designee, the Finance Director, and the Clerk of the County Commission are hereby authorized and directed to take all appropriate actions necessary to carry into effect and accomplish the provisions of this resolution. Election officials in connection with this election shall be appointed in accordance with the provisions of general election laws.

Section 10. The ballots for this election shall be canvassed by the County Canvassing Board and the returns shall be reported to the Board of County Commissioners which shall [[ratify-the]] canvass the returns and declare the results of the bond referendum.

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson.

It was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Rebeca Sosa, Chairwoman
Lynda Bell, Vice Chair

Bruno A. Barreiro Jose "Pepe" Diaz Sally A. Heyman Jean Monestime Sen. Javier D. Souto Juan C. Zapata

Esteban L. Bovo, Jr. Audrey M. Edmonson Barbara J. Jordan Dennis C. Moss Xavier L. Suarez
The Chairperson thereupon declared the resolution duly passed and adopted this 2nd day of July, 2013. This resolution shall become effective immediately upon the earlier of (1) ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: ______________________
   Deputy Clerk

Approved by County Attorney as to form and legal sufficiency.

Oren Rosenthal
5. Quarterly Reporting Format

Matthew Pinzur, Associate Vice President
Communications and Outreach
6. Discussion

Jose L. Gomez, Chairperson
7. Adjournment

Jose L. Gomez, Chairperson
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS’ ADVISORY COMMITTEE

MEETING AGENDA

Wednesday, February 11, 2015
11:00 A.M. to 12:30 P.M.

Ira C. Clark Diagnostic Treatment Center
Conference Room 251
Second Floor
1080 N. W. 19th Street
Miami, Florida 33136
Jackson Health System
General Obligation Bond Citizens’ Advisory Committee

AGENDA

February 11, 2015
11AM

Jackson Memorial Hospital
Diagnostic Treatment Center
Room 251
1611 N. W. 12th Avenue
Miami, Florida 33136

1. Meeting Call to Order        Joe Gomez
   Chair, JHS GOB Advisory Committee

2. Reasonable Opportunity for the Public to be Heard     Joe Gomez
   Chair, JHS GOB Advisory Committee

3. Approval of Minutes        Joe Gomez
   Chair, JHS GOB Advisory Committee

4. Bond Project Approval Process
   Carlos Migoya
   President & CEO, Jackson Health System
   Isa Nunez
   Vice President of Capital Projects

5. Discussion on the Powers and Duties of the Citizens’ Advisory Committee
   Commissioner Audrey Edmonson
   Miami-Dade County Commissioner, District 3
   Ex-Officio Member, JHS GOB Advisory Committee

6. Campaign Material Review    Matthew Pinzur
   Associate VP, Communications and Outreach
   Jackson Health System

7. Cerner and Equipment Listing
   Mark Knight
   SVP & CFO, Jackson Health System

8. Quarterly Report Template    Matthew Pinzur
   Associate VP, Communications and Outreach
   Jackson Health System

9. Future Meeting Dates
   Carlos Migoya
   President & CEO, Jackson Health System

10. Other Business/Discussion    Joe Gomez
    Chair, JHS GOB Advisory Committee

11. Adjournment         Joe Gomez
    Chair, JHS GOB Advisory Committee
1. Meeting Call To Order

Joe Luis Gomez, Chairperson
2. Reasonable Opportunity for the Public to be Heard

Joe Luis Gomez, Chairperson
1. Welcome and Introductions

Jose Luis Gomez, Chairperson welcomed everyone to the Jackson Health System General Obligation Bond Citizen’s Advisory Committee meeting (JHS GOB Citizen’s Advisory Committee).

Chad Friedman introduced himself as a member of the JHS GOB Citizen’s Advisory Committee and expressed that he is happy to be part of the committee.

The meeting was officially called to order by Jose Luis Gomez, Chairperson at 3:07 p.m.
2. Approval of the Prior Committee Meeting Minutes – (November 8, 2014)

Eugene Shy, Jr., Assistant Miami-Dade County Attorney recommended that the prior committee meeting minutes be amended removing Marcos J. Lapciuc, Ex-officio Member (non-voting member) as second to motions during the voting of officers (agenda item 7. Election of JHS GOB Citizens’ Advisory Committee Officers) and note that the actions taken were unanimously approved.

Mr. Gomez requested a motion to approve the prior committee meeting minutes as amended.

Martha Baker, RN moved approval of the prior committee meeting minutes as amended; seconded by Geraldine Lazarre, and carried without dissent.

3. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT. (Chapter 2013-227, Laws of Florida)

There were no requests from the public to be heard.

4. Overview of JHS General Obligation Bond Program – First Tranche

Mark T. Knight, Executive Vice President and Chief Financial Officer reported the following: The first $100 million was successfully publicly bid and funds will be issued on January 21, 2015. Miami-Dade County (M-DC) will distribute the bond funds and the PHT Board of Trustees (PHT BOT) will request from M-DC reimbursement based on various projects and equipment.

Mr. Knight presented a detailed overview and summary of the Jackson Miracle-Building Bond – Tranche #1 which identified the funding dollars for the following:

- Signature Projects(Rehabilitation Center, Children’s Outpatient Center, and Urgent Care Center) $13,000,000
- Jackson Memorial Hospital $24,788,500
- Holtz Children’s Hospital $6,341,102
- Jackson North Medical Center $11,900,000
- Jackson South Community Hospital $13,233,591
- Jackson Behavioral Health Hospital $250,000
- Nursing Homes and Primary Care Centers $964,108
- System Wide $30,419,591

Mr. Knight stated that some of the projects have been approved by PHT BOT and are in the design or selection phase. He further stated that JHS is in a position to begin the reimbursement process once the funding becomes available. The Committee will be kept informed on a quarterly basis with details surrounding the design and construction process regarding the construction projects.

Mr. Migoya stated that the summary of the Jackson Miracle-Building Bond – Tranche #1 is not a formal request for approval. The information presented was a summary outlining in detail the capital projects. The action and ratification process will be done by the PHT BOT.

Isa Nunez, Vice President, Facilities Design and Construction described in detail the categories for each facility and allocated funds for the Signature Projects, Jackson Memorial Hospital, Holtz Children’s Hospital, Jackson North Medical Center, Jackson South Community Hospital, Jackson Behavioral Health Hospital, Nursing Homes and Primary Care Centers and System wide. With the exception of the Signature Projects, Ms. Nunez stated that JHS facilities are scheduled to receive floor modernizations, expansions and renovations, equipment and medical equipment replacements, facility and infrastructure improvements and information technology upgrades. The committee will be kept informed regarding all project changes.
5. **Quarterly Reporting Format**

Matthew Pinzur, Associate Vice President, Communications and Outreach, presented an overview of the quarterly reporting format which described what the content and format will look like to assure that the data element is what the committee is looking for. The goal is to assure that the reports presented provide baseline information needed and minimize the amount of work necessary to report back to the Board of County Commissioners and the Mayor. Mr. Pinzur encouraged members of the Committee to provide data points they feel would enhance the reporting format and report back at the next meeting.

6. **Discussion**

The Committee engaged in discussion regarding some of the powers and duties of the JHS GOB Citizens’ Advisory Committee particularly as it relates to item (d) To participate, along with PHT staff, in citizen outreach efforts relating to the development of JHS capital projects funded in whole or in part with Bond Program funds; and

In a response to the concern raised regarding item (d) of the powers and duties of the JHS GOB Citizens’ Advisory Committee, Eugene Shy, Jr. Assistant Miami-Dade County Attorney stated that the most critical power of the Committee is to review the recommendations that come from the PHT BOT with respect to spending of funds that come from the General Obligation Bond. Based on the present language Mr. Shy stated that the Committee is empowered to approve the projects, report to the Board of County Commissioners (BCC) with respect to the progress being performed, express opinions to the PHT BOT, BCC and Mayor regarding the actions taken that are in line with what was approved by the voters.

The Committee continued their discussion expressing a desire to meet as needed to address matters necessary to move projects forward, show transparency with the Committee’s involvement in the citizen outreach activities, concerns regarding transparency and how it ties in with the public bidding and selection process, Committee’s participation in the vendor selection process meetings, requested an overview of the JHS Procurement Process or individual meetings with members of the Committee to review the procurement process, suggestion to engage the community in the decisions, monitor the spending process, level of responsibility JHS staff has for identifying and completing a project(s), Committee’s responsibility to assure that the community is kept informed and provided with sensible information, suggested to conduct town hall meetings in the north and south ends of the county to get insight from the public and make them feel part of the process, question was raised regarding the modernization plans and how the initial phase of the funding is being spent, requested long term construction plans, pointed out that the Program Manager will be key to moving forward with better controls and better plans, suggested that the Committee’s monitoring responsibility be aligned strategically to make JHS more sustainable, concerns were raised regarding reallocation of funds to complete a project(s), and how the capital plan will evolve, and suggested a tour of JHS facilities.

Following the discussion, Mr. Gomez suggested that the Committee be presented with an overview of the community outreach initiatives and how the initiatives are moving forward in the community.

Ms. Lazarre requested to be provided with more detail including more than a one year tranche, describe how the total costs will interphase with the projects, what is the long term vision for the Rehab project and the cash flow on year-to-year basis.

Mr. Knight stated that the Committee will be provided with detailed information as described by Ms. Lazarre. The information will outline in more detail the projects and cash associated with each project over a 10 year period.

Mr. Gomez questioned if there is a spreadsheet that describes the capital projects that were advertised in the informational pamphlets and media releases prior to the community vote so the Committee can be assured they are funded.

Mr. Pinzur stated that the Committee will be provided with the information released to the public prior to the vote.
6. **Discussion cont…**

For the purpose of transparency, Mr. Gomez suggested that occasionally the Committee take action on an issue(s) with a favorable recommendation to the PHT BOT. The action(s) will show the BCC that the Committee is making recommendations and actively participating in the process.

Mr. Shy explained that several issues that will be going on will clearly be at the PHT BOT level. As it relates to the BCC the Committee will advise what is going on with the projects and expenditures of the bond proceeds, and progress on the development of the projects. The Committee does not have the ability or the power to approve or disapprove projects but can give advice. The quarterly reporting process will be a way to inform the BCC regarding the Committees’ activities. The first report to the BCC and the Mayor will be in March of this year in the form of a resolution or written presentation. Mr. Shy suggested that the Committee get direction from Commissioner Audrey Edmonson on what the expectations are from BCC regarding the JHS GOB Citizens’ Advisory Committee and what the responsibilities are on a go forward basis.

**Next Meeting and Tour**

The Committee agreed that the next meeting and tour will be scheduled in April 2015. The Committee will be contacted to determine their availability for the next meeting.

7. **Adjournment**

Meeting adjourned at 4:19 p.m.

**Meeting Minutes Prepared by** Ivenette Cobb-Black  
Executive Assistant  
Public Health Trust Board of Trustees
4. **Bond Project Approval Process**

*Carlos A. Migoya, President and Chief Executive Officer*
*Jackson Health System*
5. Discussion on the Powers and Duties of the JHS GOB Citizens’ Advisory Committee

Commissioner Audrey Edmonson
TO: Jose Luis Gomez, PE, Chairman, and Members, Jackson Bond Citizens’ Advisory Committee

FROM: Matthew I. Pinzur
Associate Vice President, Communication & Outreach

DATE: February 11, 2015

RE: Official Materials Distributed During Bond Campaign

During the Citizen’s Advisory Committee meeting of January 8, 2015, the committee discussed its responsibilities under Section 2-2130(c) of the Board of County Commissioners’ ordinance that created the committee. That section specifically charged the Committee with reviewing the funding of bond projects set forth in “information pamphlets and media releases distributed by the County and/or the Public Health Trust” before the bond election of November 5, 2013.

Attached are the primary documents that were widely circulated to the public by the Trust during that time. They primarily lump the bond program into four broad categories with nine specific projects or subcategories:

- New Facilities
  o Urgent Care Clinics
  o Children’s Ambulatory Center (one piece mentions a possible on-campus expansion to Holtz Children’s Hospital as part of this project)
  o Rehab Hospital
- Hospital Upgrades
  o Operating & Emergency Rooms
  o Patient Rooms
- Technology & Equipment
  o Medical Equipment
  o Computers & Systems
- Other
  o Infrastructure
  o Parking

A high-level spreadsheet and preliminary cash flow, also attached, listed 10 major construction projects (largely mirroring those listed above) and 10 major equipment purchases (which are more detailed dives into the “Technology & Equipment” areas listed above). The original draft of
this document was provided to the County Mayor and Board of County Commissioners on June 27, 2013.

It is important to recall that the language approved by voters did not limit the scope of the bond to these projects. Instead, it required that the bonds be spent on “modernization, improvement, and equipping” of Jackson facilities, “including but not limited to emergency rooms, children’s ambulatory pavilion, and urgent care centers.”

For that reason, public statements during the campaign included the explanation that the capital plan was highly preliminary and subject to change based on market conditions and strategic guidance provided by the Trust Board, provided, of course, that spending would always be consistent with the letter and spirit of the language approved by voters.

If you have any questions, please feel free to call me.

Attachments
# JACkSON HEALTH SYSTEMS

## FY 2013-14 New Project and Equipment Requests

| Entity | Subentity | Division | Subdivision | Item Description | TOTAL FY 2013-14
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>JHS</td>
<td>Jackson Main</td>
<td>ORN</td>
<td>Rehab Routine</td>
<td>Rehabilitation Hospital</td>
<td>70,000,000</td>
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<td>JHS</td>
<td>All Facilities</td>
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<td>OR and ER Rebuild/Modernizations</td>
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<td>JHS</td>
<td>Women Children</td>
<td>Pediatrics</td>
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<td>Children's Ambulatory Pavilion (CAP)</td>
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<td>JHS</td>
<td>Capital_Projects</td>
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<td>JHS</td>
<td>Support_Svc</td>
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<td>Two additional parking floors to Park Plaza East structure</td>
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<tr>
<td>JHS</td>
<td>South</td>
<td>3South</td>
<td>3S_Other</td>
<td>Build out of additional ICU beds</td>
<td>14,821,100</td>
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<tr>
<td>JHS</td>
<td>South</td>
<td>3South</td>
<td>3S_Routine</td>
<td>Elevator Replacement/Modernization - JHS System Wide</td>
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<td>JHS</td>
<td>All Facilities</td>
<td>Capital_Projects_Division</td>
<td>Capital_Projects_Admin</td>
<td>Other Projects</td>
<td>127,492,000</td>
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</table>

**Total Projects**

| Entity | Subentity | Division | Subdivision | Item Description | TOTAL FY 2013-14
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<tr>
<td>JHS</td>
<td>Corporate</td>
<td>IT</td>
<td>IT general</td>
<td>Center: Software License, Internal Implementation, Professional Services and Equipment</td>
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<td>JHS</td>
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<td>IT</td>
<td>IT general</td>
<td>Network/Storage Infrastructure</td>
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<tr>
<td>JHS</td>
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<td>Radiology</td>
<td>XRay</td>
<td>CT Scanners</td>
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<td>JHS</td>
<td>All Facilities</td>
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<td>CVS_Ancillary</td>
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<td>IT general</td>
<td>Bedside Patient Solution</td>
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<td>XRay</td>
<td>Neuro Interventional Biplane Neuro Angiography</td>
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<td>Other Equipment</td>
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**Total Equipment**

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<th>Category</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>TOTAL FY 14-22</th>
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<td>Total Projects</td>
<td>36,139,000</td>
<td>39,692,140</td>
<td>51,316,100</td>
<td>51,622,000</td>
<td>54,572,000</td>
<td>22,005,910</td>
<td>27,177,910</td>
<td>27,177,910</td>
<td>27,177,910</td>
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<td>Total Equipment</td>
<td>59,436,545</td>
<td>50,749,618</td>
<td>41,861,138</td>
<td>36,948,258</td>
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<td>26,945,984</td>
<td>26,750,894</td>
<td>29,809,894</td>
<td>26,978,604</td>
<td>355,130,031</td>
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<td>GRAND TOTAL</td>
<td>90,555,446</td>
<td>89,441,758</td>
<td>93,170,138</td>
<td>89,570,258</td>
<td>78,467,984</td>
<td>56,943,894</td>
<td>55,927,804</td>
<td>56,987,794</td>
<td>53,357,604</td>
<td>830,594,131</td>
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JACKSON'S TRANSFORMATION

Financial Transformation

- After losing nearly $430 million from mid-2006 through mid-2011, we earned an $8.2 million surplus in 2012 and estimate more than $35 million in surplus for 2013.
- Reduced staff by roughly 10 percent and cut overtime.
- Worked with unions to freeze salaries and have employees start contributing to retirement funds.
- Substantially improved cash collections from insurance providers.
- Began paying bills on time, even earning discounts for prompt payment.

(*) Audit revealed miscalculations, no real surplus in 2008

Miracles made daily.

Jackson HEALTH SYSTEM
JACKSON'S TRANSFORMATION

Clinical Transformation

- Higher quality; fewer complications

Infection Rate

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<th>2012</th>
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Compliance Rate

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<td></td>
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<tr>
<td>2012</td>
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</tr>
<tr>
<td>2013</td>
<td></td>
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</tr>
</tbody>
</table>
TRANSFORMACIÓN DEL JACKSON

Transformación Financiera

Después de perder casi $430 millones desde mediados de 2006 hasta mediados de 2011, en el 2012 tuvimos un superávit de $8.2 millones y estimamos un superávit de más de $35 millones para el 2013.

- Reducción de personal por aproximadamente 10 por ciento y cortes de horas extras.
- Mejorando la manera en que cobramos a los proveedores de seguros.
- Pagando las facturas a tiempo, incluso obteniendo descuentos por pagar a tiempo.

(*) Los resultados de la auditoría demostraron errores de cálculos, sin ningún superávit en el 2008.
TRANSFORMACIÓN DEL JACKSON

Transformación clínica

- Más alta calidad; menos complicaciones

Índice de Infecciones

Índice de Cumplimiento

CLABSI  CAUTI  VAP

0  0.5  1  1.5  2  2.5  3

2011  2012  2013

AMI  HF  PN  SCIP

Haciendo milagros.
Transformación Académica

Entrenando a los doctores del futuro

MI  MILLER SCHOOL OF MEDICINE
UNIVERSITY OF MIAMI

FLORIDA INTERNATIONAL UNIVERSITY
Miami's public research university

Florida

Page 19 of 36
PROGRAMA DE BONOS DEL SISTEMA DE SALUD DEL JACKSON

Infraestructura

Estacionamiento

Clínicas de Cuidado Urgente

Centro Ambulatorio de Niños

Hospital de Rehabilitación

Salas de Cirugía y Emergencia

Cuartos de Pacientes

Tecnología y Equipos $353M

Actualizaciones Hospitalarias $150M

Nuevas Instalaciones $150M

Otros $177M

Computadoras y Sistemas

Haciendo milagros.
7. Cerner and Equipment Listing
TO: Jose Luis Gomez, PE, Chairman, and Members, Jackson Bond Citizens’ Advisory Committee

FROM: Carlos A. Migoya
President & Chief Executive Officer

DATE: February 11, 2015

RE: Quarterly Bond Report Template

To assist the Jackson Bond Citizens’ Advisory Committee with its duties, staff has prepared this proposed template to serve as the primary reporting mechanism for projects funded with the Jackson Miracle-Building Bond Program. Most of the features in this template would be consistent from quarter to quarter, allowing committee members, other stakeholders, and the public to easily compare information and track progress.

The Committee will clearly have detailed interests on particular projects, and staff is eager to address those needs with independent oral and written reports. For example, we expect to supplement this update summary during your quarterly meetings with a deeper dive into one of the bond-funded projects. Staff can also prepare function-specific reports, such as the overview you have already requested about the procurement process created by the Board of County Commissioners and used at Jackson Health System.

This introductory section of the report will be used for updates that cut across all projects. For example, staff is completing the procurement process to retain a project manager and owner’s representative, which will be responsible for assisting Jackson staff with total oversight and coordination of all projects in Jackson’s master capital plan. This vendor is expected to play a central role in the program, including assisting with the proper sequencing of projects to ensure maximum financial and time efficiency while minimizing disruptions to our clinical operations.
Bond Dashboard

Financial Update

The first tranche of bonds for the Jackson Miracle-Building Bond Program was approved for sale by the Board of County Commissioners on June 3, 2014. Staff from Jackson and the County worked jointly to secure the sale of these bonds on January 21, 2015. The par amount of this 2014 issuance was $94,915,000, with a final maturity on July 1, 2044, and a true interest cost of 3.45 percent. Proceeds from this sale are now being held in escrow by the County and are available for immediate draw-down by Jackson pursuant to appropriately documented requests for reimbursement.

Status of Major Projects

Rehabilitation Center

The rehabilitation center is planned as a state-of-the-art facility to unite the clinical work now done at Jackson Rehabilitation Hospital with the research performed by the University of Miami and the development resources of The Miami Project to Cure Paralysis. The scope calls for a facility of at least 135,385 square feet on the Jackson Memorial Medical Center campus.
Jackson’s master capital plan envisions the new center being built on the east side of NW 12th Avenue between NW 16th and 18th Streets. That site is currently used as a surface parking lot.

The Public Health Trust Board of Trustees voted on February 2, 2015, to contract with HDR Architecture, Inc., to provide architectural and engineering services to support construction of the new rehabilitation center. The contract, for an amount not to exceed $6,734,687, calls for the architect to participate in all phases of the project. The resolution as approved by the Trust Board is attached.

In the next 90 days, we expect to finalize a gift agreement with a donor, which will offset some bond funding for the project and finance some of the University of Miami’s research operations in the new building. That agreement would include a proposed resolution for the Board of County Commissioners to formally name the new facility.

*Children’s Ambulatory Center*

The Trust Board is currently engaged in strategic discussions regarding the execution of the children’s ambulatory center project. We are eager to reach the point at which high-level details can be publicly announced, along with a budget and timeline.

*Urgent Care Centers*

The Trust Board is currently engaged in strategic discussions regarding the execution of the urgent care center strategy. We anticipate opening at least one center in late 2015. As the Trust Board identifies sites to convert, rent, or purchase, detailed budget, cash-flow, and timeline information will be provided publicly. Locations for the centers will be based on a number of factors, including a formal community-needs assessment now being conducted pursuant to federal law, as well as market research that conforms to industry standards; market opportunities based on access and utilization data; competition from other centers; and availability of desirable sites.

*Equipment and Technology Purchases*

Beginning in June 2014, Jackson launched a major upgrade of its electronic health record system, known as MIRACLE (Medical Information Record Advancing CLinical Excellence). The bond reimbursement process has begun to pursue $11.6 million in bond proceeds toward that project.

Numerous medical-equipment purchases – including new equipment and replacement items – are also being processed now based on prioritizations determined by clinical and operational leaders.
Additional Project Updates

Patient Floor Renovations

Design has been completed for the renovation of the 10th floor of West Wing at Jackson Memorial Hospital, which is a 25-room patient unit. The procurement process for construction on that project will begin this month and is expected to take 120 days. The project budget includes $2 million in bond funding, which represents all construction costs. Design fees were budgeted from other funding sources.

The following project will be a three-floor package for renovations of floors 9, 11, and 12 of the West Wing. Staff is currently negotiating with an approved architect for design of those projects. Design costs are estimated at $300,000 to $500,000, depending largely upon final operational needs – for example, possibly conversion of some medical/surgical rooms into intensive-care rooms would increase costs. Design is scheduled to be completed near the end of 2015, including permitting.

Until construction of a proposed new transplant pavilion at Jackson Memorial Hospital is completed later in the capital plan, outpatient clinics and physician offices for the Miami Transplant Institute are located in the MTI/Highland Professional Building. Preliminary plans have begun for cosmetic renovations of the fifth and sixth floors, including flooring, painting, and furniture. When MTI moves into the new facility, the renovated space could be converted to medical offices. The preliminary budget for the project is $1.6 million.

Preliminary planning has begun for an expansion to the crisis emergency room entrance of the Jackson Behavioral Health Hospital. This is a heavily trafficked space needs to be expanded to ensure safe and effective processing of patients and visitors. The capital staff is reviewing options with the operational team at Behavioral Health to determine the best configuration for the renovation, which will subsequently be used to determine budget and timeline.

Procedure Space Upgrades

Two substantial treatment-area upgrades are underway at Jackson North Medical Center, both scheduled for completion in early 2016. The fluoroscopy project includes new medical equipment and a renovated procedure suite. Fluoroscopy is a medical imaging technique that is essentially a moving x-ray, and it is used in a variety of diagnostic and interventional procedures. The project has a budget of $790,000.

The nuclear medicine camera project also includes both equipment and suite upgrades, with a total budget of $1.2 million. Both projects are currently in the architect-selection phase via Miami-Dade County’s equitable distribution program.

Our staff looks forward to continue working with the Committee to track the progress of the Jackson Miracle-Building Bond Program, ensuring the highest levels of transparency and seeking expert input.

If you have any questions, please feel free to call me.
## JACKSON MIRACLE-BUILDING BOND
### TRANCHE #1

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<th>Jackson South Community Hospital</th>
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<td>CT Scanner IC INNOVA 2100IQ Single Plane/REP/RMS equipment and renovation</td>
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<td>Fit out 7th Floor ICU</td>
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<td>Trauma / Operating Room/ Intervention Radiology</td>
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<td>Trauma 4th floor, 15-Bed Rehab unit</td>
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<td>Radiology, Diagnostic Testing, 2nd Floor, Fluoroscopic Replacement</td>
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<td>East Tower, 1st Floor, Ortho Suite &amp; Emergency Room A</td>
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<td>Radiology Special Procedures, Angio Suite, West Wing, 2nd Floor</td>
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<td>Park Plaza West, Network Support 2 UPS Install at CW IT Power</td>
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<td>East Tower Replace Paralleling Gear</td>
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<td>Air Handler Unit replacements- Diagnostic Testing Center, Rehab Building, West Wing, and Ambulatory Centers</td>
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<td>Backflow &amp; Bypass Domestic Water</td>
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<td>Patient Ventilators adult and pediatrics</td>
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<td>(11) Ultrasound Machines</td>
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<tr>
<td></td>
<td>Fluoroscopic C-arms Portable Unit</td>
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<td>Two additional parking floors to Park Plaza East Structure</td>
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<td>Radiography and Fluoroscopy radiology rooms</td>
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<td>0</td>
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<td>Neuro Interventional Biplane Neuro Angiography</td>
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<tr>
<td></td>
<td>Replace exterior campus fencing to include total wide lock down</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4,600,000</td>
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<tr>
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<td>Resurfaces parking areas, streets, side walks, bricked pavers for JHS, and Satellites buildings</td>
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<td>0</td>
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<td>Replacement Steam Return and supply pipes</td>
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<td>Infrastructure &amp; Site Utilities</td>
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<td>Hospital patient room furniture</td>
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<td>Other Medical Equipment, Environmental Services Scrubbers/floor cleaners, hospital supply carts, operating room tables, sterilizers, patient monitors, medical instruments, surgical scopes, echocardiogram machines, etc.</td>
<td>0</td>
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<td>0</td>
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<td>Other Plant Operations and Infrastructure, fire alarm systems, emergency power, security systems</td>
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<td>1,375,000</td>
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<td>Campus-wide exterior and interior camera and access control installation</td>
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<td>Pneumatic Tube system</td>
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<td>0</td>
<td>0</td>
<td>2,000,000</td>
<td></td>
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<td></td>
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<td></td>
<td>Trash Linen Upgrades to the control room, System upgrades (motors, blowers, controls) and Pipe Replacements.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,800,000</td>
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<tr>
<td></td>
<td>Renovation to Radiology</td>
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<td>0</td>
<td>0</td>
<td>1,500,000</td>
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<td></td>
<td>Install Backflow preventors</td>
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<td>0</td>
<td>1,350,000</td>
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<td>Security systems equipment end-of-life replacements</td>
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<td>0</td>
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<td>Jackson Memorial Hospital Sub-Total</td>
<td>25,702,292</td>
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<td>643,158,284</td>
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**Jackson North Medical Center**

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Prior FY14</th>
<th>FY14</th>
<th>FY15</th>
<th>TOTAL FY14-FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Floor Modernizations and Telemetry Monitoring expansion</td>
<td>0</td>
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<td>Labor and Delivery Patient Floor Modernization</td>
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<td>Expansion of Emergency Room</td>
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<td>Operating Room Renovations and Universal Care/ Surgery Master Plan initiative</td>
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<td>Operating Room Renovations and Universal Care/ Surgery Master Plan initiative</td>
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<td>Emergency Generator</td>
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<td>Pneumatic Tube System, Laboratory Department</td>
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<td>12 Room Vacuum Line Add</td>
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<td>Elevators</td>
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<td>Oxygen Tank Farm Enclosure</td>
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<td>498,421</td>
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<td>Kitchen Hood Replacement</td>
<td>231,936</td>
<td>26,693</td>
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<td>3,707,348</td>
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<td>Helistop relocation</td>
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<td>Department Description</td>
<td>Item Description</td>
<td>Prior</td>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------</td>
<td>-------</td>
<td>------</td>
<td>------</td>
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<td>Cardiovascular Cath Lab Replacement</td>
<td>127,335</td>
<td>1,288,277</td>
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<td>Reheat Coils in Patient Rooms</td>
<td>3,139</td>
<td>347,803</td>
<td>149,058</td>
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<td>Critical Power Circuit, 6th Floor patient rooms</td>
<td>31,449</td>
<td>168,551</td>
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<td>Replace Air Handler Units</td>
<td>92,358</td>
<td>907,642</td>
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<td>Air Conditioning Replacement, Laboratory Department</td>
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<td>105,000</td>
<td>0</td>
<td>105,000</td>
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<tr>
<td>Plant Maintenance, Hot Water/Boiler/Chiller</td>
<td>2,074,396</td>
<td>1,286,876</td>
<td>0</td>
<td>3,361,272</td>
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<td>Replace Air Handler Units</td>
<td>184,831</td>
<td>35,145</td>
<td>0</td>
<td>219,976</td>
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<tr>
<td>Various Medical Equipment, GE Bedside Monitors and Licenses for Emergency Room, patient beds, ventilators, surgical instruments, endoscopy and surgical scopes, stretchers, etc.</td>
<td>0</td>
<td>0</td>
<td>3,413,306</td>
<td>3,413,306</td>
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<tr>
<td>Interventional Radiology Suite equipment &amp; room renovation (includes monitors, table, DNA, and CT, monitors, PACS station, new Angie suite)</td>
<td>0</td>
<td>0</td>
<td>1,345,000</td>
<td>1,345,000</td>
</tr>
<tr>
<td>Nuclear Medicine Scanner Room renovation &amp; Digital Single Head Nuclear Medicine Scanner and workstation integration</td>
<td>0</td>
<td>0</td>
<td>625,000</td>
<td>625,000</td>
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<tr>
<td>Echocardiogram machine for Non-Invasive Vascular Department</td>
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<td>0</td>
<td>0</td>
<td>1,230,000</td>
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<td>Renovations in compliance with Americans with Disability Act</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,700,000</td>
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<td>Plant maintenance, Line domestic water floors</td>
<td>0</td>
<td>0</td>
<td>300,000</td>
<td>1,100,000</td>
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<tr>
<td>Paint Building exterior and add exterior LED lighting</td>
<td>0</td>
<td>0</td>
<td>800,000</td>
<td>800,000</td>
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<td>Cooling tower repair (3 towers), air handler units, air conditioning improvements, coolers and condensors</td>
<td>0</td>
<td>0</td>
<td>837,000</td>
<td>837,000</td>
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<tr>
<td>Door Repairs and replacements, fire doors</td>
<td>0</td>
<td>0</td>
<td>350,000</td>
<td>350,000</td>
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<tr>
<td>Various infrastructure updates: electrical outlets, flooring, etc.</td>
<td>0</td>
<td>0</td>
<td>330,000</td>
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<tr>
<td>Relocation of Ambulatory Medical Surgical Unit</td>
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<td><strong>Jackson North Medical Center Sub-Total</strong></td>
<td><strong>3,084,334</strong></td>
<td><strong>9,563,077</strong></td>
<td><strong>16,117,531</strong></td>
<td><strong>59,671,307</strong></td>
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</tbody>
</table>

**Jackson South Community Hospital**

4th Floor Tower Build-out, Medical/Surgical Unit and Pediatric Unit | 0 | 0 | 2,343,088 | 22,735,112 |
2nd Floor Obstetrics & Gynecology Patient Floor Modernization | 0 | 0 | 425,793 | 7,112,001 |
1st Floor Psychiatric Unit Renovations and Lab Entrance Remodel (3 Phased Project) | 0 | 0 | 192,623 | 2,944,373 |
2nd Floor South Wing A Patient Floor Modernizations | 0 | 0 | 0 | 5,167,030 |
2nd Floor Intensive Care Unit Build-out Master Plan Strategic Initiative | 0 | 0 | 0 | 3,947,200 |
Helistop | 444,098 | 1,275,474 | 0 | 1,719,572 |
2nd Cardiovascular Cath Lab | 40,088 | 652,219 | 0 | 692,307 |
Radiology Cat Scan (CT Scan)-Fluoroscopy & Laboratory | 0 | 60,000 | 2,703,386 | 2,763,386 |
CEP Noise Reduction | 0 | 364,311 | 0 | 364,311 |
Plant Operations Facility & Infrastructure Improvement, relocation of Administrative areas, Pneumatic Tube system, air conditioning and other | 0 | 0 | 1,680,000 | 1,680,000 |
Pharmacy, Omnicell Cabinets | 0 | 0 | 950,000 | 3,777,000 |
Trauma equipment | 0 | 0 | 1,500,000 | 3,350,000 |
DaVinci unit - Robot upgrade, Surgery Unit | 0 | 0 | 1,200,000 | 2,400,000 |
GE - Optima 660, 120 CT Scanner, Fluoroscopic Buildout and Patient Holding Expansion/Renovation | 0 | 0 | 1,800,000 | 5,400,000 |
Surgical Instruments replacement | 0 | 0 | 362,000 | 362,000 |
Other Medical Equipment, ultrasound machines, x-ray equipment, C-Arm, monitors, ventilators, patient beds | 1,465,088 | 1,465,088 |
<table>
<thead>
<tr>
<th>Department Description</th>
<th>Item Description</th>
<th>Prior</th>
<th>FY14</th>
<th>FY15</th>
<th>TOTAL FY14-FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radiology, GE- Optima 660, 120 slice CT scanner</td>
<td></td>
<td>0</td>
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<td>120,000</td>
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<tr>
<td>Vascular lab construction</td>
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<td></td>
<td></td>
<td>695,000</td>
<td>695,000</td>
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<td>Remote Diagnosis Fluor-RXI Precision includes construction, Radiology</td>
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<td>0</td>
<td>0</td>
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<td>1,050,000</td>
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<td>Jackson South Community Hospital Sub-Total</td>
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<td>484,186</td>
<td>2,352,004</td>
<td>15,936,977</td>
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<td><strong>Nursing Homes &amp; Primary Care Centers</strong></td>
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<td>Air Conditioning improvements, emergency power generator, and kitchen improvements</td>
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<td>0</td>
<td>0</td>
<td>573,000</td>
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<td>Fire alarm installation and panel replacement, North Dade Health Center</td>
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<td>Nurse Call Light system, Jackson Memorial Long Term Care Center</td>
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<td>Room and Facility Renovation- Jackson Memorial Long Term Care Center and Jackson Memorial Perdue Medical Center</td>
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<td>Ultrasound Equipment, Penalver Medical Center, and Jefferson Reeves Health Center</td>
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<td>Jefferson Reeves Health Center Wind Retro</td>
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<td><strong>Nursing Homes and Primary Care Centers Sub-Total</strong></td>
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<td><strong>Other Locations</strong></td>
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<td></td>
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<tr>
<td>Highland Pavilion, 2nd &amp; 7th Floor Doctor Suites</td>
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<td>7,200</td>
<td>200,000</td>
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<td>3,234,382</td>
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<td>Highland Pavilion, 6th Floor, Transplant</td>
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<td>142,620</td>
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<td>Complete Buildout Furnish Office (Exam Tables, X-ray, Offices, Waiting Room, EKG, etc.), New Orthopedics area</td>
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<td>Jackson Medical Towers Apartments Mold Remediation</td>
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<td>Jackson Medical Towers Lobby Renovations</td>
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<td>Jackson Medical Towers West Mold Remediation</td>
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<td>1,325</td>
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<td>Jackson Medical Towers Human Resources Relocation</td>
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<td>Jackson Medical Towers Revenue Cycle Relocation</td>
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<td>Jackson Medical Towers Air Handler Units Replacement</td>
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<td>Jackson Medical Towers Building Envelope and Parking Garage Structural Repairs with Window Replacements</td>
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<td>Jackson Medical Towers Common Area Upgrades</td>
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<td>OTHER TECHNOLOGY &amp; EQUIPMENT</td>
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<td>MISCELLANEOUS OTHER</td>
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<td><strong>Other Locations Sub-Total</strong></td>
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9. Future Meeting Dates
10. Other Business/Discussion
11. Adjournment
Jackson Health System  
General Obligation Bond Citizens’ Advisory Committee  

AGENDA  

February 27th, 2015  
9AM  

Jackson Memorial Hospital  
West Wing Board Room  
1611 N. W. 12th Avenue  
Miami, Florida 33136  

1. Meeting Call to Order  
   Joe Gomez  
   Chair, JHS GOB Advisory Committee  

2. Reasonable Opportunity for the Public to be Heard  
   Joe Gomez  
   Chair, JHS GOB Advisory Committee  

3. West Strategy  
   Carlos Migoya  
   President/CEO, Jackson Health System  
   Mark Knight  
   EVP & CFO, Jackson Health System  

4. Other Business/Discussion  
   Joe Gomez  
   Chair, JHS GOB Advisory Committee  

5. Adjournment  
   Joe Gomez  
   Chair, JHS GOB Advisory Committee
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS’ ADVISORY COMMITTEE

MEETING AGENDA

Friday, March 20, 2015
12:00 P.M. to 1:00 P.M.

Jackson Memorial Hospital
West Wing Board Room
First Floor
1611 N. W. 12th Avenue
Miami, Florida 33136
Jackson Health System
General Obligation Bond Citizens’ Advisory Committee

AGENDA

March 20, 2015
12:00 p.m. to 1:00 p.m.

Jackson Memorial Hospital
West Wing Board Room
First Floor
1611 N. W. 12th Avenue
Miami, Florida 33136

1. Welcome and Introductions
   Joe Gomez
   Chair, JHS GOB Advisory Committee

2. Approval of Meeting Minutes
   Joe Gomez
   Chair, JHS GOB Advisory Committee

3. Reasonable Opportunity for the Public
   Joe Gomez
   Chair, JHS GOB Advisory Committee

4. Capital Steering Committee Projects
   David Clark
   Corporate Director, Construction Services

5. Discussion
   Joe Gomez
   Chair, JHS GOB Advisory Committee

6. Adjournment
   Joe Gomez
   Chair, JHS GOB Advisory Committee
1. Welcome and Introductions

Joe Gomez, Chair, JHS GOB Advisory Committee
2. Approval of the Meeting Minutes

Joe Gomez, Chair, JHS GOB Advisory Committee
JACKSON HEALTH SYSTEM
GENERAL OBLIGATION BOND CITIZENS' ADVISORY COMMITTEE MEETING MINUTES

Wednesday, February 11, 2015
11:00 a.m. to 12:30 p.m.

Jackson Memorial Hospital
Ira C. Clark Diagnostic Treatment Center
Conference Room 251 - Second Floor
1080 N. W. 19th Street
Miami, FL 33136

JHS General Obligation Bond Citizens’ Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad Friedman
Carlos A. Gimenez
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

_____________________________________________________________________________________________

Members Present: Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena,
Martha Baker, RN, Chad Friedman, and Commissioner Audrey Edmonson

Member(s) Excused: Sigfredo Delgado, Alina Hudak, and Marcos J. Lapciuc

In addition to the Committee Members, the following staff members, and Assistant Miami-Dade County
Attorneys were present: Carlos A. Migoya, Mark T. Knight, Matthew Pinzur, Isa Nunez, Esther Abolila, and
Donald F. Wolfe, III; and Eugene Shy Jr., Jeffrey Poppel and Christopher Kokoruda, Assistant Miami-Dade County
Attorneys

_____________________________________________________________________________________________

1. Meeting Call to Order
   Jose Luis Gomez, Chairperson at 11:03 a.m.

2. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT.
   (Chapter 2013-227, Laws of Florida)

   There were no requests from the public to be heard.

3. Approval of the Previous Committee Meeting Minutes – (January 8, 2015)

   The meeting minutes of January 8, 2015 was unanimously approved as presented.
4. **Bond Project Approval Process**

Isa Nunez, Vice President, Capital Projects presented a general overview of the Bond Project approval process. The Bond Project approval process was established to ensure transparency and accountability, to properly and thoroughly evaluate projects and spending, and provide community updates. The initial approval process begins with internal steps (User Department request and defined scope of need; requests reviewed by the Chief Strategy Officer to assure request(s) are in line with Jackson Health System (JHS) Strategic and Business Plans; Facilities/Engineering Teams evaluate a project(s) for estimated costs and timeline for completion; projects are reviewed by the Chief Financial officer; a funding source for each project is assigned by the Budget Department; and the User Department confirms the scope and cost for each project). A Capital Committee was created to set system-wide project priorities, ensure consistency with the Strategic Plan and review projects and equipment requests. The Capital Committee is made up of the JHS Executive Team and is scheduled to meet on a monthly basis. The project approval process include the following steps: (1) Project(s) reviewed by the Capital Steering Committee; (2) Project(s) are presented to the PHT Purchasing and Facilities Subcommittee (approve, modify, defer, or reject); (3) Project(s) are forwarded by the Purchasing and Facilities Subcommittee to the JHS GOB Citizens Advisory Committee (recommend favorably or unfavorably); and (4) Project(s) are forwarded by the JHS GOB Citizens’ Advisory Committee to the PHT Board of Trustees (approve, modify, defer, or reject). Upon completing the approval process a project(s) is entered in the financial system, assigned an activity number, and the preplanning stage begins. The contract approval process for under ($3 million threshold) delegated authority and outside ($3 million threshold) delegated was outlined in the presentation. Ms. Nunez described the Bond Program website and how to access the site to view agendas, meeting minutes and reports, and how to subscribe to receive committee activity announcements.

Mr. Mena questioned how will the Committee evaluate and determine whether a contract is in the best interest of JHS.

Commissioner Edmonson stated that it will be the responsibility of JHS staff to establish the contract review process, thoroughly evaluate contracts, produce positive and sustainable results, and favorably present the contract(s) to the Committee. Based on the Committee’s evaluation will determine whether the contract is recommended favorably or unfavorably to the PHT Board of Trustees.

Mr. Migoya pointed out that there is a specific procurement process that is done under the Miami-Dade County Ordinance describing how approving a contract(s) is done. From a procurement perspective JHS is governed to adhere to the Ordinance.

As it relates to check and balance, Mr. Gomez stated that the Committee will make an independent review on all contracts that are presented to the committee to assure that the approval processes are being followed; and Committee members will receive information in advance of a meeting regarding a contract(s) to be able to favorably recommend a project that is consistent with what the voters approved.

Mr. Friedman questioned if the Committee will review an RFP before it is solicited to the public.

Mr. Migoya stated that the Committee will be presented with the concept of all RFP’s including the concept of an RFP that exceeds the $3 million threshold which will require approval by the PHT Board of Trustees.
9. **Future Meeting Dates**

On an as needed basis Mr. Migoya recommended that the Committee meet on a date between the PHT Board of Trustees One-Day Committee meetings and PHT Board of Trustees televised meetings. If there is not a need to meet the Committee would be advised (one to two weeks) prior to the meeting date scheduled.

Following the discussion Mr. Gomez stated that the Committee will meet following the PHT Board of Trustees One-Day Committee meetings. The next JHS GOB Citizens’ Advisory Committee meeting will be scheduled for Friday, March 20, 2015.

With regards to a future meeting Mr. Migoya reminded everyone that JHS is currently involved in real estate negotiations and requested that a special meeting of the Committee be scheduled on the morning of February 27, 2015.

The Committee agreed to tentatively schedule a special meeting on Friday, February 27, 2015 at 9:00 a.m. for the sole purpose of discussing JHS real estate negotiations. The Committee will be advised if there is a need to change the date or time of the tentative special meeting.

On a go forward basis Mr. Migoya stated that the Committee will receive calendar invites for all of the Committee meetings scheduled for the remainder of the year with a 9:00 a.m. start time.

5. **Discussion on the Powers and Duties of the Citizens’ Advisory Committee**

In a response to the Committee’s discussion at the previous meeting regarding Powers and Duties of the Citizens’ Advisory Committee Commissioner Edmonson stated for clarity that the Committee was created to advise the PHT Board of Trustees on all financial expenditures of the bond funds. The Committee will periodically advise the Board of County Commissioners, the Public Health Trust and the Mayor, and assist in informing the community, of the Bond Program’s accomplishments regarding completion of JHS capital projects funded in whole or in part by the Bond Program.

In a response to the concerns raised at the previous Committee meeting particularly as it relates to the Committee’s participation, along with JHS staff, in citizen outreach efforts relating to the development of JHS capital projects funded in whole or in part with Bond Program funds, Commissioner Edmonson stated that the Committee will insure that all Bond Program activities remain transparent and the community is made aware of what and how bond monies are being spent. Commissioner Edmonson further stated that community meetings should to occur and representation from the Committee and PHT Board of Trustees is present at the meetings. Commissioner Edmonson reminded everyone that the JHS GOB Citizens’ Advisory Committee is a separate entity from the PHT Board of Trustees.

Ms. Baker questioned the responsibility of the Committee with respect to participating along with JHS staff, in citizen outreach efforts relating to the development of JHS capital projects.

Commissioner Edmonson stated that the citizen outreach can be done through meetings, websites, etc., Citizen’s outreach meetings is an opportunity for the citizens to voice their opinion on the front end, Committee to better understand the citizen’s concerns and needs, and opportunity to hear about what the Committee is doing.

After discussion regarding participating along with JHS staff, in citizen outreach efforts relating to the development of JHS capital projects, the Committee agreed to conduct its regular meetings on a rotating basis at JHS facilities throughout Miami-Dade County. The meetings would be highly advertised to create awareness and encourage citizen’s turnout to the meetings.
6. **Campaign Material Review**

In response to a request made at the prior meeting Matthew Pinzur, Associate Vice President, Communications and Outreach presented an overview of the primary documents that were set forth in informational pamphlets and media releases distributed by Miami-Dade County and JHS prior to the bond election. As part of the campaign material overview were snapshots of documents that were circulated to the public by JHS that included a high level spreadsheet and preliminary cash flow, list of major construction projects and major equipment purchases. Highlighted in the presentation were the following broad categories: New Facilities, Hospital Upgrades, Technology and Equipment and Other. Each of the broad categories contained specific projects or subcategories. Copies of the campaign materials were included in the agenda.

After discussion regarding how the community sees the Committee as conducting checks and balances and decision makers for the Bond Program, reeducating the community regarding the ballot, Bond Program being voter approved, marketing initiatives for new facilities, and project updates being an important part of social media strategy, Mr. Gomez requested that as new facility campaigns are developed Mr. Pinzur present back to the Committee.

Ms. Lazarre requested the percentage of the community that voted.

With regards to Ms. Lazarre’s request Commissioner Edmonson stated that the opportunity for citizen’s to vote was highly advertised, therefore the Committee cannot go on the percentage of citizen’s who voted and did not vote.

Mr. Gomez stated that regardless of the percentage of the voter’s turnout the item was voter approved and it is up to the Committee to inform and further educate the citizen’s regarding the Bond Program.

With regards to further checks and balances Mr. Friedman requested that a pie chart be incorporated in the review materials to show that in each of the categories (New Facilities, Hospital Upgrades, Technology and Equipment and Other) the measures are being met. Mr. Friedman suggested that the same information be made available to the citizen’s via JHS GOB Citizens’ Advisory Committee website.

There was some discussion regarding the percentage of bond funds for strategic initiatives. Mr. Gomez requested that the Chief Strategy Officer be invited to present an overview at the next Committee meeting.

Eugene Shy, Jr. Assistant Miami-Dade County Attorney reminded everyone that much of what is being done with respect to the strategic initiatives is discussed out of the sunshine.

Mr. Gomez requested that the Committee be presented with a general overview of the strategic initiatives without getting into any specific details.
7. Cerner, Capital Listing & Rehabilitation Hospital Architect

In response to a prior meeting discussion, Mark T. Knight, Executive Vice President and Chief Financial Officer presented additional detail regarding the total Capital Plan for JHS with highlights of several different sources, supplemental schedules relative to the initial Bond Campaign, cash flow schedule (other bond proceeds) back to JHS based on its spend over the next ten years, and detail on every project and equipment items. Copies of the information was included in the agenda and circulated during the committee meeting.

Mr. Knight provided information with a recommendation to favorably accept Tranche #1 totaling $100 million and description of what it will fund; Cerner Project totaling $10.3 million, and Rehabilitation Hospital Project architect. Mr. Knight reminded the Committee that the initial draw down of funds and selection of the architect would normally be presented to the Committee on the front end. Because the items ran concurrent with the issuance, the establishment, and the funding are reasons for the items being presented at the meeting. On a go forward basis information regarding items recommended to favorably accept an item(s) will be presented at the front end.

Ms. Lazarre questioned if HDR Architect, Inc. is a local firm.

Mr. Knight stated that HDR Architect, Inc. is a national firm that has a local office and has ability for local preference.

Mr. Gomez requested a motion for a favorable recommendation to the PHT Board of Trustees for the initial drawdown and architect selection.

Chad Friedman moved approval; seconded by Geraldine Lazarre, and carried without dissent.

8. Quarterly Report Template

Mr. Pinzur presented the quarterly bond report template which was created to serve as the primary reporting mechanism for projects funded with the Bond Program. The features in the template would be consistent from quarter to quarter to compare information and track progress. Highlights of the quarterly bond report template included a bond dashboard, financial update, and status of major projects, review of equipment and technology purchases, and additional project updates. Mr. Pinzur encouraged the Committee to provide input regarding the template content and on a quarter-by-quarter basis recommend changes before it becomes an official report.

Following review of the bond report template the Committee raised concern and engaged in discussion regarding public interaction and the need to fast forward the process of informing the public, scheduling dates for community outreach meetings, by way of the bond report track what is being done through community outreach, and for purposes of community outreach create a pie chart to describe how the bond funds are distributed for new facilities, hospital upgrades, technology equipment, and other projects.

With regards to scheduling community outreach meetings it was suggested that one week be scheduled to conduct the community outreach meetings; regular committee meetings will be held every other month at Jackson Memorial Hospital and at a JHS facility on alternate months; depending on the issue it may require more staff presence which would require a meeting to be held at Jackson Memorial Hospital; timely advertise the community outreach meetings; and conduct a tour when meeting at a JHS facility.
10. **Other Business/Discussion**

    Mr. Gomez spoke about the incredible experience he had during the Jackson Memorial Hospital tour and to see first-hand the incredible work that is being done. Mr. Gomez expressed thanks for the tour, and stated that he is proud to be a member of the committee and look forward to continuing the work the committee is doing.

11. **Adjournment**

    Jose Luis Gomez, Chairperson adjourned the meeting at 12:57 p.m.

**Meeting Minutes Prepared by**  
Ivenette Cobb-Black  
Executive Assistant  
Public Health Trust Board of Trustees
Friday, February 27, 2015
9:00 a.m. to 11:00 a.m.

Jackson Memorial Hospital
Ira C. Clark Diagnostic Treatment Center
Conference Room 251 - Second Floor
1080 N. W. 19th Street
Miami, FL 33136

JHS General Obligation Bond Citizens' Advisory Committee
Jose Luis Gomez, Chairperson
Geraldine Lazarre, Vice Chairperson
Martha Baker, RN
Sigfredo Delgado
Chad S. Friedman
Alina T. Hudak
Michael O. Mena

Ex-officio Members
Audrey Edmonson, Commissioner, Miami-Dade County
Marcos J. Lapciuc, Member, PHT Board of Trustees

Members Present:
Jose Luis Gomez, Chairperson, Geraldine Lazarre, Vice Chairperson, Michael O. Mena,
Chad S. Friedman, Alina T. Hudak, and Marcos J. Lapciuc

Member(s) Excused:
Martha Baker, RN, Sigfredo Delgado

In addition to the Committee Members, the following staff members, and Assistant Miami-Dade County
Attorneys were present:
Carlos A. Migoya, Mark T. Knight, Matthew Pinzur, Isa Nunez, Esther Abolila, Richard
Klass, and Donald F. Wolfe, III; and Eugene Shy Jr., Christopher Kokoruda, and Laura Llorente, Assistant Miami-
Dade County Attorneys

1. Meeting Call to Order
   Jose Luis Gomez, Chairperson at 9:09 a.m.

2. Reasonable Opportunity for the Public to be Heard as Required by Section 286.0114.FLA.STAT.
   (Chapter 2013-227, Laws of Florida)
   There were no requests from the public to be heard.
3. **West Strategy**

Carlos Migoya, President and Chief Executive Officer, Jackson Health System, recommended that the Jackson Health System General Obligation Bond Citizens’ Advisory Committee (JHS GOB Citizens’ Advisory Committee) favorably recommend that the Public Health Trust Board of Trustees (PHT BOT) approve a resolution urging the Board of County Commissioners (BCC) to authorize the purchase of property located at 7800 N. W. 29the Street, Doral, Florida, from AAAA Universe, LLC, a Florida Limited Liability Company. The proposed land purchase would be used for the expansion of healthcare services, including programs presented as part of the General Obligation Bond approved by voters in November 2013.

Mark T. Knight, Executive Vice President and Chief Financial Officer presented the JHS GOB Citizens’ Advisory Committee with detailed information regarding the proposed land acquisition located in West Miami-Dade County (Doral, Fontainebleau, Sweetwater, and west corridor of Highway 826). The property comprises approximately 27.26 acres, and is located in District 12 which is represented by Commissioner Jose “Pepe” Diaz. The purchase price of the property is $38,500,000 plus closing costs. The property is approximately one percent (1%) lower than the average appraised value of $38,895,000, obtained from independent appraisals consistent with Miami-Dade County regulations and procedures. Proposed construction, equipment, and other capital needs on the property are expected to cost an additional $31 million. Funding of approximately $15,000,000 would be a capital contribution from Jackson Health System (JHS) operating budget. The balance of approximately $54,500,000 would be funded through the Bond Program. The funding would include the $40,000,000 allocated for a children’s ambulatory center; $10,000,000 from the $353,000,000 allocated for technology and equipment; and $4,500,000 from the $40,000,000 allocated for urgent care centers. After a thorough and extensive review of market data, demographics, land availability, and programmatic strategy, JHS staff identified that the property presents substantial opportunity to create a new JHS campus in West Miami-Dade County. The location would serve an area that is growing geographically, increasing its medical utilization, and is medically underserved by having no nearby emergency room and no JHS facility of any kind. The City of Doral has provided a zoning verification letter that confirms the JHS proposed uses of the site are permissible under existing zoning and land use.

When decisions are made regarding other capital needs on the property Mr. Knight stated that JHS GOB Citizens’ Advisory Committee will be presented with an overview of schematics and specific construction and development costs for consideration and favorable recommendation to the PHT BOT.

Mr. Migoya stated that the University of Miami Miller School of Medicine (UMMSOM) has a specific agreement with the Public Health Trust where all of the Pediatric Physicians practice at JHS facilities only. UMMSOM is very involved and interested in being part of the JHS campus in West Miami-Dade County for both pediatric and adult services.

Due to the limited public transportation in the area where the proposed land is located Ms. Lazarre requested that staff work with Miami-Dade Transit (MDT) to increase public transportation in the area.

Ms. Hudak stated that she would speak with the appropriate MDT personnel regarding the type of services currently in the area and how to increase public transportation in the area.
3. **West Strategy cont…**

Relative to the property Ms. Hudak questioned if the vision for the remainder of the property be related to children services.

Mr. Migoya stated that the vision is to develop a Children’s Ambulatory Center that will include adult services, along with standalone pediatric and adult Emergency Rooms. The vision for the remainder of the property is to develop a Medical Mall that would provide MRI, CT Scan, Cath Lab, Optometry, Chemotherapy, Dialysis, etc. services as well as same day surgery services. Over the next four to six months JHS along with a third party consultant will thoroughly review the costs involved to develop a Medical Mall. The JHS GOB Citizens’ Advisory Committee will be kept informed as the process to develop a JHS West Miami-Dade Campus continues.

Due to the proposed amount of money to purchase the property Ms. Hudak stated that it is important to highlight the development of a Medical Mall that will be adjacent to the Children’s Ambulatory Center.

Relative to the projected cost for construction Ms. Hudak is of the opinion that the cost is low and questioned if the cost include project management costs, and total cost for construction.

Mr. Knight stated that the consultants used a benchmark per square foot cost relative to the development. Because the Children’s Ambulatory Center is a medical office building the cost to develop is lower than an Emergency Room. Due to hospital codes an Emergency Room is more costly to develop.

Ms. Hudak questioned the timeline for completion of the Children’s Ambulatory Center and Medical Mall.

Mr. Migoya stated that the goal is to complete both facilities over the next two to three years.

Following the discussion regarding the proposed land acquisition for a JHS campus in West Miami-Dade County Mr. Gomez requested a motion to favorably recommend that the PHT BOT approve a resolution urging the BCC to authorize the purchase of property located at 7800 N. W. 29th Street, Doral, Florida, from AAAA Universe, LLC, a Florida Limited Liability Company.

> **Michael O Mena moved approval;**
> **seconded by Chad S. Friedman,**
> **and carried without dissent.**

The item will be forward to the PHT BOT by the JHS GOB Citizens’ Advisory Committee with a favorable recommendation.

4. **Other Business/Discussion**

There was no other business or discussion.

5. **Adjournment**

Jose Luis Gomez, Chairperson adjourned the meeting at 10:06 a.m.

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**Meeting Minutes Prepared by**  
Ivenette Cobb-Black  
Executive Assistant  
Public Health Trust Board of Trustees
3. **Reasonable Opportunity for the Public**

*Joe Gomez, Chair, JHS GOB Advisory Committee*
4. Capital Steering Committee Projects

David Clark, Corporate Director, Construction Services
Recommendation
Staff recommends that the Jackson Bond Citizens’ Advisory Committee recommend favorably to the Public Health Trust Board of Trustees the approval of the following eight projects for funding under the Jackson Miracle-Building Bond program, approved by voters in November 2013: West Wing 10 Patient Floor Modernization, Highland Professional Building Transplant Renovation, JMH Central Auditorium Renovation, East Tower 7A Gynecology & Gynecology/Oncology Renovation, East Tower 3A Post-Partum Unit Renovation, East Tower 3A Bathroom Repairs, Jackson North Nuclear Medicine Camera Equipment & Suite Renovation, Jackson South Patient Tower 4th floor build-out. Details for the individual projects are attached.

Scope
The Jackson Miracle-Building Bond program is the foundation of the capital plan, which includes work at all existing Jackson campuses and the creation of new facilities across Miami-Dade County. The scope of the individual projects is attached.

Fiscal Impact/Funding Source
The fiscal impact of individual projects is attached. The total fiscal impact for projects in this report is $19,248,042. This includes $18,911,347 from the Miracle-Building Bond program and $336,695 from Jackson’s capital contribution.

Track Record/Monitoring
Isa M. Nuñez, vice president, facilities design and construction, would oversee these capital projects, which have been approved by the staff Capital Steering Committee. If approved by the Purchasing & Facilities Subcommittee, these projects would be presented to the Jackson Bond Citizens’ Advisory Committee before final consideration by the full Public Health Trust Board of Trustees.

Background
Jackson Health System’s $1.4 billion capital plan is funded in large part by the $830 million Jackson Miracle-Building Bond Program approved by Miami-Dade County voters in 2013. Consistent with the spirit of that program and subsequent policy set by the Board of County Commissioners, all projects funded wholly or in part with funds from the Miracle-Building Bond are reviewed by the Capital Steering Committee, Purchasing & Facilities Subcommittee, Citizens Advisory Board, and Public Health Trust Board of Trustees, regardless of any applicable delegated authority.

Specific information on each project is attached.
## Jackson Miracle-Building Bond Program
### Public Health Trust
#### Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name:</th>
<th>Activity #</th>
</tr>
</thead>
<tbody>
<tr>
<td>JMH – Central 2 Auditorium Renovation</td>
<td>51015018</td>
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</tbody>
</table>

### Scope and description:

Professional design and construction services for renovation of the central auditorium for new technology, ADA code compliance, updated furniture and satellite learning features. The intent of the project is to enhance the residents’ learning experience in a modernized and updated technology-driven learning environment with new seating amenities.

### Statement of Need:

The auditorium currently requires repairs to provide a safe learning/working environment for the physician educators and graduate medical students. The space needs to be optimized to allow for a larger number of participants during rounds, continuing medical education classes and other training. The existing carpeting and chairs are beyond repair and the space needs to be upgraded to increase capacity and to allow for tele-education at off-site locations.

### Total Project Cost and Bond Allocation:

| Miracle Bonds: | $ 848,982 |
| Capital Contribution: | $ |
| Other: | $ |

### Cost Breakdown:

| Design: | $ 46,541 |
| Construction: | $ 590,761 |
| FF & Equipment: | $ 134,500 |
| Contingency: | $ 77,180 |
| Total: | $ 848,982 |

### Compliance with Master Plan (Y/N): Y

If no, explain:

### Compliance with Strategic Plan:

Upgrading in-hospital teaching facilities is consistent with the following strategy:

#2: Reshape our academic and community partnerships to ensure long-term sustainability

### ROI projections:

Average Annual ROI = Indirect but expected to increase teaching efficiency.

### Projected Project Schedule:

| Design Phase: | 3 months |
| Permitting/AHCA: | 2 months |
| Construction Phase: | 3 months |

### Capital Steering Committee Approval Date: 3/10/15
Jackson Miracle-Building Bond Program  
Public Health Trust  
Project Review & Approval  

<table>
<thead>
<tr>
<th>Bond Project Name: East Tower 3A Bathroom Repairs (Maternity)</th>
<th>Activity #</th>
<th>51015001</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope and description:</strong></td>
<td>Statement of Need:</td>
<td></td>
</tr>
<tr>
<td>Renovation of eight patient-room bathrooms in the 3A post-partum unit. This project is intended to repair the existing plumbing issues as well as updating the finishes to match the adjacent floor modernization in Unit 3B.</td>
<td>Eight rooms in ET3A have not been used for several months due to significant plumbing issues in the bathrooms. The shower pans are fully corroded and plumbing leaks have forced management to take the rooms out of service. This is resulting in capacity constraints for OB patients and patient dissatisfaction due to the lack of available private rooms when requested as well as increasing wait times to occupy the rooms.</td>
<td></td>
</tr>
<tr>
<td><strong>Total Project Cost and Bond Allocation:</strong></td>
<td>Cost Breakdown:</td>
<td></td>
</tr>
<tr>
<td>Miracle Bonds: $186,700.00</td>
<td>Design: $</td>
<td></td>
</tr>
<tr>
<td>Capital Contribution: $</td>
<td>Construction: $186,700.00</td>
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<td>Other: $</td>
<td>Equipment: $</td>
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<td></td>
<td>Contingency: $</td>
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<td></td>
<td>Total: $186,700.00</td>
<td></td>
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<tr>
<td><strong>Compliance with Master Plan (Y/N): Y</strong></td>
<td>Compliance with Strategic Plan:</td>
<td></td>
</tr>
<tr>
<td>If no, explain:</td>
<td>Patient-area renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies: #6: Seek new sources of funding to support mission-driven objectives. #8: Continue to invest and expand our quality and service initiatives.</td>
<td></td>
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<tr>
<td><strong>ROI projections:</strong></td>
<td>Projected Project Schedule:</td>
<td></td>
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<tr>
<td>Average Annual ROI = Indirect but expected to increase payer mix</td>
<td>Design Phase:</td>
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<tr>
<td></td>
<td>Permitting/AHCA: 1 month</td>
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<td></td>
<td>Construction Phase: 4 months</td>
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Capital Steering Committee Approval Date: 3/10/15  
Facility Subcommittee Approval Date:  
Citizen’s Advisory Committee Review Date:  
PHT Board of Trustees Approval Date:
Jackson Miracle-Building Bond Program  
Public Health Trust  
Project Review & Approval

**Bond Project Name:**  
Highland Professional Building –  
Transplant Renovation 3rd, 5th & 6th Floors

**Activity #**  
51015015

<table>
<thead>
<tr>
<th>Scope and description:</th>
<th>Statement of Need:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional design and construction services for renovations of common area bathrooms on the 3rd, 5th and 6th floors of Highland, renovations of the 5th floor transplant space including new finishes, and modifications on the 6th floor to accommodate additional conference rooms and more efficient layout as well as computer connections for access to the electronic medical records.</td>
<td>The Miami Transplant Institute is one of the signature centers of excellence. In the face of increased competition, the outdated facilities must be upgraded to improve patient flow and aesthetics. The common area bathrooms are outdated and partially non-functional, and functional space changes are needed within the administration offices to improve the current space usage and accommodate growth.</td>
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<table>
<thead>
<tr>
<th>Total Project Cost and Bond Allocation:</th>
<th>Cost Breakdown:</th>
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<tbody>
<tr>
<td>Miracle Bonds: $1,643,515</td>
<td>Design: $101,045</td>
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<tr>
<td>Capital Contribution: $</td>
<td>Construction: $1,273,060</td>
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<tr>
<td>Other: $</td>
<td>FF &amp; Equipment: $120,000</td>
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<td>Contingency: $149,410</td>
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<td></td>
<td>Total: $1,643,515</td>
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**Compliance with Master Plan (Y/N):**  
Y

If no, explain:  
In later years, when Master Plan calls for transplant programs to move to a new facility, this space will be adapted for other clinical uses.

**Compliance with Strategic Plan:**  
Transplant renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies:

#3: Reinvest in our centers of excellence to create superior differentiating experiences.  
#4: Pursue service-line growth opportunities that yield high revenue and margins.

**ROI projections:**  
Average Annual ROI = Indirect but expected to increase throughput efficiencies and patient volume.

**Projected Project Schedule:**  
Design Phase: 2 months  
Permitting: 1 month  
Construction Phase: 5 months

Capital Steering Committee Approval Date: 3/10/15
Facility Subcommittee Approval Date:  
Citizen’s Advisory Committee Review Date:  
PHT Board of Trustees Approval Date:  

Jackson Miracle-Building Bond Program
Public Health Trust
Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name:</th>
<th>Activity #</th>
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<tbody>
<tr>
<td>JSCH – Patient Tower 4th Floor Build-out</td>
<td>52015021</td>
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</table>

<table>
<thead>
<tr>
<th>Scope and description:</th>
<th>Statement of Need:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and build out of the 4th floor shell space into a 24-room medical/surgical patient floor. Project includes professional design and construction services of approximately 19,470 square feet. The project intent is to mimic the existing floor plan and layout of the third floor inpatient unit on the 4th floor.</td>
<td>To meet the growing demand for hospital services and to modernize the aging physical plant, a four-story tower was built four years ago. Sufficient demand now exists to justify build-out of the shell space created on the fourth floor in anticipation of future need. This floor will create additional capacity for patients and decrease the number of patients being placed in the old nursing unit due to insufficient beds in the new tower.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Project Cost and Bond Allocation:</th>
<th>Cost Breakdown:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miracle Bonds: $6,621,864</td>
<td>Design: $265,299</td>
</tr>
<tr>
<td>Capital Contribution: $265,299</td>
<td>Construction: $5,466,875</td>
</tr>
<tr>
<td>Other:</td>
<td>FF &amp; Equipment: $528,883</td>
</tr>
<tr>
<td></td>
<td>Contingency: $626,106</td>
</tr>
<tr>
<td></td>
<td>Total: $6,887,163</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Compliance with Master Plan (Y/N):</th>
<th>Compliance with Strategic Plan:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>Creation of additional inpatient capacity is consistent with the following strategies: #3: Reinvest in our centers of excellence to create superior differentiating experiences. #5: Leverage three hospital campuses to position Jackson as a market leader in Miami-Dade County.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROI projections:</th>
<th>Projected Project Schedule:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Annual ROI = 14.8%</td>
<td>Design Phase: 3 months</td>
</tr>
<tr>
<td></td>
<td>Permitting/AHCA: 2 months</td>
</tr>
<tr>
<td></td>
<td>Construction Phase: 8 months</td>
</tr>
</tbody>
</table>

Capital Steering Committee Approval Date: 3/10/15
Facility Subcommittee Approval Date: 
Citizen’s Advisory Committee Review Date: 
PHT Board of Trustees Approval Date: 

20
## Jackson Miracle-Building Bond Program
### Public Health Trust
#### Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name: West Wing 10 Patient Floor Modernization</th>
<th>Activity #</th>
<th>51014013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope and description:</strong></td>
<td>Statement of Need:</td>
<td></td>
</tr>
<tr>
<td>Renovation and modernization of WW10 patient floor to include new finishes, new furniture, new equipment, new nurse call system, and three ADA-compliant bathrooms, as well as upgrades to mechanical, electrical and plumbing systems.</td>
<td>The West Wing patient tower was built in 1975 and has had minimal upgrades since then. These renovations will modernize the finishes and deliver code-required infrastructure upgrades of the mechanical, electrical and plumbing systems, as well as enhancing the patient experience and attract physicians and patients to the health system.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Project Cost and Bond Allocation:</th>
<th>Cost Breakdown:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miracle Bonds: $2,565,304</td>
<td>A/E Services: $192,000</td>
</tr>
<tr>
<td>Capital Contribution: $71,396 (MEP design)</td>
<td>Construction: $1,955,000</td>
</tr>
<tr>
<td>Other: $</td>
<td>Equipment: $250,000</td>
</tr>
<tr>
<td></td>
<td>Contingency: $239,700</td>
</tr>
<tr>
<td></td>
<td>Total: $2,636,700</td>
</tr>
</tbody>
</table>

| Compliance with Master Plan (Y/N): Y | Compliance with Strategic Plan: |
| If no, explain:                                | Patient-area renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies: |
|                                         #6: Seek new sources of funding to support mission-driven objectives. |
|                                         #8: Continue to invest and expand our quality and service initiatives. |

<table>
<thead>
<tr>
<th>ROI projections:</th>
<th>Projected Project Schedule:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Annual ROI = Indirect but expected to increase payer mix</td>
<td>Design Phase: Complete</td>
</tr>
<tr>
<td></td>
<td>Permitting/AHCA: Complete</td>
</tr>
<tr>
<td></td>
<td>Construction Phase: 8 months</td>
</tr>
</tbody>
</table>

Capital Steering Committee Approval Date: 3/10/15
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### Jackson Miracle-Building Bond Program
#### Public Health Trust
#### Project Review & Approval

<table>
<thead>
<tr>
<th>Bond Project Name:</th>
<th>Activity #</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Tower 3A Post-Partum Unit – Maternity</td>
<td>51015020</td>
</tr>
</tbody>
</table>

**Scope and description:**
Renovation of 3A unit to complete the post-partum renovations of the East Tower third floor. Scope includes professional design services to include all current code and regulatory agency requirements. Includes new finishes, furniture, equipment, nurse call system, patient-friendly nursing station, as well as upgrades to mechanical, electrical and plumbing systems.

**Statement of Need:**
The existing facilities on unit 3A are more than 30 years old and out of date technologically, functionally and aesthetically. These upgrades will modernize the finishes and deliver code-required infrastructure upgrades of the mechanical, electrical and plumbing systems. This project will double the private-room capacity for the unit and bring it up to the standards set in the Little Miracles Maternity Suites, which have helped increase patient volume and satisfaction.

**Total Project Cost and Bond Allocation:**

| Miracle Bonds: | $2,954,365 |
| Capital Contribution: | $ |
| Other: | $ |

**Cost Breakdown:**

| Design: | $202,131 |
| Construction: | $2,033,655 |
| FF & Equipment: | $450,000 |
| Contingency: | $268,579 |
| Total: | $2,954,365 |

**Compliance with Master Plan (Y/N):** Y
If no, explain: Compliance with Strategic Plan: Y
Maternity renovations are necessary to attract a broader range of patients to Jackson facilities.
This is consistent with the following strategies:

#3: Reinvest in our centers of excellence to create superior differentiating experiences.
#6: Seek new sources of funding to support mission-driven objectives.

**ROI projections:**
Average Annual ROI = Indirect but expected to increase payer mix

**Projected Project Schedule:**
Design Phase: 3 months
Permitting/AHCA: 2 months
Construction Phase: 6 months

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### Project Review & Approval

**Bond Project Name:**
East Tower 7A - Gynecology & Gynecology/Oncology  

**Activity #**
51015019

**Scope and description:**
Renovation of 7A unit to complete the update of the East Tower 7th floor. Scope includes professional design services to include all current code and regulatory agency requirements. Includes new finishes, furniture, equipment, nurse call system, patient friendly nursing station, as well as upgrades to mechanical, electrical and plumbing systems.

**Statement of Need:**
This unit is more than 30 years old and out of date technologically, functionally and aesthetically. These upgrades will modernize the finishes and deliver code-required infrastructure upgrades of the mechanical, electrical and plumbing systems as well as enhancing the patient experience. The renovation of 7A will provide 20 private beds for the gynecology and gynecology/oncology services.

**Total Project Cost and Bond Allocation:**

<table>
<thead>
<tr>
<th>Bond Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miracle Bonds</td>
<td>$2,926,004</td>
</tr>
<tr>
<td>Capital Contribution</td>
<td>$</td>
</tr>
<tr>
<td>Other</td>
<td>$</td>
</tr>
</tbody>
</table>

**Cost Breakdown:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>$200,054</td>
</tr>
<tr>
<td>Construction</td>
<td>$2,009,946</td>
</tr>
<tr>
<td>FF &amp; Equipment</td>
<td>$450,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>$266,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,926,004</strong></td>
</tr>
</tbody>
</table>

**Compliance with Master Plan (Y/N): Y**

**If no, explain:**

**Compliance with Strategic Plan:**
Patient-area renovations are necessary to attract a broader range of patients to Jackson facilities. This is consistent with the following strategies:

#6: Seek new sources of funding to support mission-driven objectives.

#8: Continue to invest and expand our quality and service initiatives.

**ROI projections:**
Average Annual ROI = Indirect but expected to increase payer mix

**Projected Project Schedule:**
- **Design Phase:** 3 months
- **Permitting/AHCA:** 2 months
- **Construction Phase:** 6 months

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## Jackson Miracle-Building Bond Program
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<th>Bond Project Name:</th>
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<tbody>
<tr>
<td>JNMC - Nuclear Medicine Camera Suite Renovation &amp; Equipment</td>
<td>53015016</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Scope and description:</th>
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<tbody>
<tr>
<td>Professional design and construction services for the nuclear medicine suite, new patient waiting area and relocation of the stress lab. Scope includes complete demolition of the space, environmental remediation, HVAC upgrade, lead lining upgrade, updated finishes and purchase of new nuclear medicine equipment.</td>
<td>The existing nuclear medicine camera is 25 years old and past its useful life and does not deliver the image resolution possible with state-of-the-art equipment. Upgraded cameras include the CT function, which is often requested by radiologists.</td>
</tr>
</tbody>
</table>

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<tr>
<th>Total Project Cost and Bond Allocation:</th>
<th>Cost Breakdown:</th>
</tr>
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<tbody>
<tr>
<td>Miracle Bonds: $1,164,574</td>
<td>Design: $110,736</td>
</tr>
<tr>
<td>Capital Contribution: $</td>
<td>Construction: $564,680</td>
</tr>
<tr>
<td>Other: $</td>
<td>FF &amp; Equipment: $383,288</td>
</tr>
<tr>
<td></td>
<td>Contingency: $105,870</td>
</tr>
<tr>
<td></td>
<td>Total: $1,164,574</td>
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<th>Compliance with Strategic Plan:</th>
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<tbody>
<tr>
<td>Y</td>
<td>Updated equipment at our community hospitals is consistent with the following strategies:</td>
</tr>
<tr>
<td></td>
<td>#4: Pursue service-line growth opportunities that yield high revenue and margins.</td>
</tr>
<tr>
<td></td>
<td>#5: Leverage three hospital campuses to position Jackson as a market leader in Miami-Dade.</td>
</tr>
<tr>
<td></td>
<td>#8: Continue to invest and expand our quality and service initiatives.</td>
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<tr>
<th>ROI projections:</th>
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<tbody>
<tr>
<td>Average Annual ROI = Indirect</td>
<td>Design Phase: 2 months</td>
</tr>
<tr>
<td></td>
<td>Permitting/AHCA: 2 months</td>
</tr>
<tr>
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<td>Construction Phase: 4 months</td>
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5. Discussion

Joe Gomez, Chair, JHS GOB Advisory Committee
6. Adjournment

Joe Gomez, Chair, JHS GOB Advisory Committee