

# Memorandum



**Date:** September 21, 2010

**To:** Honorable Chairman Dennis C. Moss and  
Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

**Subject:** Resolution Approving Annual Operating Agreement between the Public Health Trust and  
Miami Dade County

Agenda Item No. 12(A)(1)

## **Recommendation**

It is recommended that the Board of County Commissioners (Board) approve the attached Annual Operating Agreement (AOA) between the Public Health Trust (PHT) and the County.

## **Scope**

This item will impact the current business practices between the Public Health Trust and Miami-Dade County.

## **Fiscal Impact/Funding Source**

In accordance with Section 212.055 (5), of the Florida Statutes, the County shall continue to provide the Maintenance of Effort (MOE) for the operation, administration, and maintenance of the public general hospital. The MOE for FY2009-10 is \$158.478 million.

## **Track Record/Monitor**

The County Executive Office liaison to the Public Health Trust will be responsible for monitoring the AOA.

## **Background**

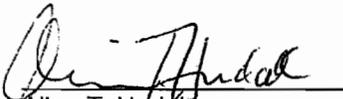
Chapter 25A of the County code that creates the Public Health Trust (PHT or Trust) requires that the operating relationship between the Trust and the County be set forth in an Annual Operating Agreement (AOA) the purpose of which shall be to implement the applicable provisions of Chapter 25A. Once a new AOA is negotiated by the County Manager and the Chief Executive Officer of the Trust, it is to be presented to the Trust/County Committee consisting of the Chairperson of the Trust, the Chief Executive Officer of the Trust, three trustees appointed by the Chairperson of the Trust, the County Mayor, and the Chairperson of the Board of County Commissioners (BCC). After the Trust/County Committee reviews the AOA, it is to make recommendations regarding the AOA to the Trust. The AOA is to be presented to the BCC in March for implementation at the beginning of the new fiscal year. The attached AOA was reviewed and approved by the Trust/County Committee on December 10, 2009. It was approved by the PHT Board on January 25, 2010. The recommended new AOA incorporates several changes from the most recently approved AOA to reflect current practices between the PHT and the County. The proposed AOA differs from the previous AOA as follows:

- Deletes obsolete language regarding the Health Policy Authority of Miami-Dade County and provides for a presentation at the Annual Joint Meeting of the PHT and County Commission to include:
  - Annual recommendations for health care delivery in PHT designated facilities
  - Recommendations for a long range plan (in five year intervals)
  - Changes in service agreements that would increase the cost of medically indigent patient costs
  - Policy changes regarding major health care services
  - Recommendations regarding changes to admissions policies
- Provides a time frame for the Board to consider recommendations from the Annual Joint Meeting

- Clarifies that the Patient Payment Policy is the responsibility of the PHT
- Requires that services provided by the PHT to the County shall be established by separate agreements that are in accordance with the annual budget, and approved through the annual budget process
- Requires that the nature, scope, and cost of support services provided to the PHT by the County shall be specified in the County's annual budget
- Clarifies that the PHT may not use outside contractors for services required by Chapter 25A to be provided by the County
- Eliminates the Joint Contract Committee and replaces the role of this Committee with tasks assigned to Chief Financial Officer, Finance Director, and OSBM Director
  - Responsible for monitoring cash flow at the PHT
  - Responsible for making recommendations to assure sufficient cash flow is maintained at the PHT
- Establishes Chief Financial Officer of PHT tasks:
  - Responsible for monitoring cash flow
  - Responsible for informing the Director of the County's Finance Department, and the Director of the County's Office of Strategic Business Management of any cash flow issues
- Establishes Chief Financial Officer, Finance Director, and OSBM Director's responsibility:
  - Develop recommendations for the President of the PHT and the County Manager, who may administratively adjust payment schedules, allowances, and surcharges, make short-term loans, or take other actions to address the cash flow issues
- Outlines Budget Development
  - Requires County Manager and President of the Trust to meet to discuss the budget before the County's proposed budget is submitted
  - Requires that the budget recommended to the County by the PHT Board be balanced
  - Clarifies that the PHT may include requests and recommendations for additional operating or capital funds
- Eliminates the section regarding the PHT's share of the state mandated County Medicaid Liability
- Eliminates obsolete language regarding a separate quality and utilization review for County patients
- Deletes redundant language that requires the County to provide legal services to the PHT through the County Attorney's Office
- Risk Management
  - Allows the PHT to participate in the County's risk management programs
  - Allows PHT employees to use County vehicles if certain conditions are met
  - Requires the PHT to designate a liaison to coordinate property insurance issues with the County
  - Clarifies payment schedules if the PHT participates in the County's Master Property Insurance Program or under a separate policy through the County
  - Continues the County's commitment to provide up to \$25 million in deductible payments for the PHT in the event of a named storm
    - Requires the PHT and County to negotiate appropriate reimbursement after adjustments are made for state and federal aid
  - Establishes eligibility, payment schedules, and reconciliation procedures regarding PHT participation in County medical, dental, and life insurance programs
  - Requires that at least one representative from the PHT be included on
    - The County's Executive Insurance Committee
    - Any committee or group charged with developing bid documents for group health, dental, or life insurance programs
    - Any selection or negotiating committee for such insurance programs
    - Defines rules and responsibilities for administrative activities related to PHT retirees who participate in group benefit programs

- Adds section regarding procedures for payments between the PHT and the County
- Term of Agreement and renewal
  - One year term
  - Automatic renewal on a yearly basis unless either party notifies the other at least 180 days prior to the then existing termination date
    - in the event of such notification, requires the County Manager and President of the Trust to negotiate a new agreement in accordance with the procedures in Chapter 25A

At its meeting on December 10 the Trust/County Committee also discussed eliminating the Trust/County Committee and special procedures for reviewing and approving the AOA. If approved, this agreement would require an amendment to Chapter 25A to implement this change.

  
Alina T. Hudak  
Assistant County Manager



# MEMORANDUM

(Revised)

**TO:** Honorable Chairman Dennis C. Moss and Members, Board of County Commissioners **DATE:** September 21, 2010

**FROM:** R. A. Cuevas, Jr. County Attorney **SUBJECT:** Agenda Item No. 12(A)(1)

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 Manager'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

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 12(A)(1)  
9-21-10

RESOLUTION NO. \_\_\_\_\_

RESOLUTION AUTHORIZING ANNUAL OPERATING AGREEMENT BETWEEN THE PUBLIC HEALTH TRUST AND MIAMI-DADE COUNTY; AND AUTHORIZING THE MAYOR OR MAYOR'S DESIGNEE TO EXECUTE THE AGREEMENT FOR AND ON BEHALF OF THE COUNTY, TO EXERCISE ANY CANCELLATION AND RENEWAL PROVISIONS, TO EXERCISE ALL OTHER RIGHTS CONTAINED THEREIN

**WHEREAS**, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

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

Section 1. Authorizes the execution of the Annual Operating Agreement between the Public Health Trust and Miami-Dade County, in accordance with Chapter 25A of the Code of Miami-Dade County.

Section 2. Authorizes the Mayor or Mayor's designee to execute the Annual Operating Agreement, to exercise any cancellation and renewal provisions, and all other rights conferred therein.

The foregoing resolution 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:

Dennis C. Moss, Chairman

Jose "Pepe" Diaz, Vice-Chairman

Bruno A. Barreiro

Carlos A. Gimenez

Barbara J. Jordan

Dorrin D. Rolle

Katy Sorenson

Sen. Javier D. Souto

Audrey M. Edmonson

Sally A. Heyman

Joe A. Martinez

Natacha Seijas

Rebecca Sosa

The Chairperson thereupon declared the resolution duly passed and adopted this 21st day of September, 2010. This resolution shall become effective 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.

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.

ES

Eugene Shy, Jr.

**AGREEMENT BETWEEN**  
**MIAMI-DADE COUNTY, FLORIDA**  
**AND**  
**THE PUBLIC HEALTH TRUST**  
**OF MIAMI-DADE COUNTY, FLORIDA**

THIS AGREEMENT made and entered into as of the 1st day of October \_\_\_\_ by and between MIAMI-DADE COUNTY, FLORIDA, a political subdivision of the State of Florida (hereinafter referred to as the “County”) and the PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, an agency and instrumentality of Miami-Dade County (hereinafter referred to as the “Trust”).

**WITNESSETH:**

WHEREAS, the Legislature of the State of Florida, pursuant to Chapter 154, Part II of the Florida Statutes, authorized the creation and establishment in each county of the State a public health trust, for the operation, governance and maintenance of health-care facilities; and

WHEREAS, pursuant to the foregoing authority, the Board of County Commissioners of Miami-Dade County, Florida (“Board”), by Ordinance No. 73-69 as codified in Chapter 25A of the Code of Miami-Dade County and as amended from time to time, created and established the Public Health Trust of Miami-Dade County, Florida, a public body corporate and politic and an agency and instrumentality of Miami-Dade County, and charged it with responsibility for the operation, governance and maintenance of the designated facilities of Jackson Health System (collectively referred to hereinafter as the “System”); and

WHEREAS, Chapter 29 - Article XII of the Code of Miami-Dade County levied and imposed a one-half percent healthcare surtax on certain sale transactions occurring in Miami-Dade County after approval by a majority of the electorate on September 3, 1991, and provides that Miami-Dade County shall deposit the proceeds from such surtax in a special fund set aside from other County funds and shall remit said funds promptly to the Public Health Trust pursuant to be used only for the operation, maintenance and administration of the County public general hospital; and

WHEREAS, the County shall continue to provide the Maintenance of Effort in accordance with Section 212.055 (5), Florida Statutes for the operation, administration, and maintenance of the County public general hospital; and

WHEREAS, the Trust shall timely submit to the Board a Trust budget request pertaining to operating and capital expenditures, which request shall not be implemented until approved by the Board; and

WHEREAS, pursuant to Chapter 25A the operating relationship between the Trust and the County shall be set forth in an annual agreement the purpose of which shall be to implement applicable provisions of Chapter 25A.

NOW, THEREFORE, in consideration of the promises and the mutual covenants herein contained, the sufficiency of said consideration being hereby acknowledged, the parties hereto agree as follows:

**I. GOALS AND OPERATIONAL OBJECTIVES**

The County and Trust acknowledge and agree that the goals and operational objectives of this Agreement are:

- A. To fulfill the goals and objectives established by the Trust's enabling ordinance and subsequent amendments thereto.
- B. To provide a fiscal relationship between the parties and to maintain adherence to the County's budget system established in accordance with the laws of the State of Florida and resolutions, ordinances and administrative orders of Miami-Dade County.
- C. To negotiate and upon the agreed recommendation of the parties or their designated representatives, implement fiscal adjustments arising during the term of this Agreement.
- D. To maintain a method of payment by the County to the Trust, and by the Trust to the County in a manner administratively approved by both parties.

**II. ANNUAL JOINT MEETING, HEALTH CARE DELIVERY, AND FINANCIAL STATUS**

- A. In accordance with Ordinance No. 73-69 as codified in Chapter 25A of the Code of Miami-Dade County, as amended, the PHT shall present its annual recommendations for health care delivery in its designated facilities at an annual, joint meeting of the PHT Board of Trustees and the Board County Commissioners (BCC). Such meeting to be called by the Chairperson of the BCC.
- B. The agenda for the annual joint meeting shall include the PHT's recommendations of long range plans, in five-year intervals, for the delivery of health care services in the designated facilities.

- C. The agenda for the annual joint meeting shall include any recommendations by the PHT regarding substantial changes to health care delivery policies.
- D. The “cost of medically indigent patient care” is defined as that portion of the cost of providing medical care to patients who are unable to pay at the time of service and after all co-payments, and payments by patients and by third parties have been deducted.
- E. The Trust is responsible for the formulation, management and supervision of admission procedures, credit arrangements, and assignments of financial classification, consistent with the provisions of applicable law and this Agreement. The guidelines for establishing patient payment responsibility and patient account collection procedures shall be incorporated into a Patient Payment Policy that is approved by the Board of the Public Health Trust.
- F. Admission of patients shall be in accordance with applicable federal, state and local laws. Pursuant to Ordinance No. 73-69 as codified in Chapter 25A of the Code of Miami-Dade County, as amended, the recommended policies for the admission of hospital patients and the determination of financial status are found in Addenda I, II, and III. Recommendations to change any such policies, including any that result from changes in service agreements with governmental agencies that would increase the cost of medically indigent patient costs, shall be presented to the BCC at the annual joint meeting.
- G. The BCC shall consider at the joint meeting, or at another meeting before the end of the fiscal year, the recommendations of the PHT presented at the joint meeting.

### **III. PUBLIC HEALTH TRUST SERVICES**

- A. The Trust agrees to provide health care services to all residents of Miami Dade County, including indigent, uninsured and underinsured residents to the extent permitted by available resources and hospital capacity.

- B. Services which are provided to the County by the Trust directly, or by subcontracting with other parties, will be established by agreements between the Trust and the County. Those agreements will specify the nature, scope, and cost of the services provided and shall be in accordance with the annual budget as approved through the annual budget process. In the development of such agreements, previous service relationships between the County and the Trust shall serve as precedent and shall be used for additional guidance when necessary.

**IV. COUNTY SERVICES TO THE PUBLIC HEALTH TRUST**

- A. The County shall continue to provide the Trust with certain support services, the nature, scope and cost or value of which shall be specified in the County's annual budget. .
- B. Both parties recognize that historically the cost of support services has been specifically identified as allowable hospital costs for purposes of accounting and third-party reimbursement.
- C. The Trust may obtain, at the Trust's cost, all or a portion of its support services, except those expressly designated in Ordinance No. 73-69 as codified in Chapter 25A of the Code of Miami-Dade County to be provided by the County to the Trust, from sources other than the County in accordance with the provisions of the Miami-Dade County Code.

**V. MISCELLANEOUS PROVISIONS**

**A. Cash Flow**

The Chief Financial Officer of the PHT, or his designee, is responsible for monitoring the cash flow for the Trust. The Chief Financial Officer of the PHT is also responsible for informing the County's Finance Director and the County's Director of

the Office of Strategic Business Management of any issues relating to cash flow.. As necessary the Chief Financial Officer of the PHT, the County's Finance Director and the County's Director of the Office of Strategic Business Management shall develop recommendations to adjust cash flow for review by the President of the PHT and the County Manager, who may administratively adjust the cash flow.

**B. Operating and Capital Budget**

Funding recommendations for the Trust's annual operating budget will be addressed during the budget development process. Capital and operating budget submissions by the Trust shall conform to the requirements of the Office of Strategic Business Management. Before finalizing and submitting the Proposed Budget to the County Commission, the County Manager shall meet with the President of the Trust to discuss any programs or services that are under consideration for inclusion in the Proposed Budget and that are to be funded by the PHT. The Board of the PHT shall review the proposed budget and recommend a balanced budget to the County Commission for its consideration. As part of the budget submittal, the PHT may include requests and recommendations for additional operating funds. In addition, the annual budget submitted to the Board of the PHT and County Commission for consideration shall include a multi-year capital plan that identifies all available capital funds and estimated cost of planned capital projects. The budget submittal may include requests and recommendations for additional capital funds for future or unfunded capital needs.

C. **Capital Funds**

Bond funds and capital outlay reserve funds may be provided to the Trust by the County. Capital fund requests must conform to the requirements of the County Manager's Office. The County shall pay bond interest and principal on those general obligation bonds issued on behalf of the Trust. The County shall provide the Trust with a statement of bond interest paid by the County on such bond funds except for that interest which is required to be capitalized in accordance with generally accepted accounting principles, and except for proprietary facility development debt service for which the Trust shall be billed for both principal and interest, unless specifically modified by the County Commission. Capital depreciation and bond interest shall be considered to be a cost of the Trust to be included as a factor in the setting of rates and charges for the System, and shall be recovered by the Trust from payments made by all payers for services provided. Proprietary facility bond interest and principal billings shall be paid out of current revenues. Capital depreciation shall be funded by the Trust, provided the cash position of the Trust permits.

D. **Risk Management**

The PHT may participate in any of the County's risk management programs, including property insurance, workers' compensation insurance, and liability insurance upon the approval of the County Manager and the President of the PHT. At this time, the Trust is responsible for handling its own liability claims and for administering its own Workers' Compensation Program.

E. **Property Insurance**

The PHT will designate a liaison who will coordinate all functions relating to the Property Insurance program for the PHT. The individual will be responsible for:

- Providing an accurate schedule of values.
- Providing timely additions and deletions to the schedule with appropriate information.
- Coordinating Loss Control visits for PHT properties.
- Replying to Loss Control recommendations on PHT properties in a timely manner.
- Reporting, promptly, any losses to Miami-Dade County Risk Management Division, GSA.

On an annual basis, after contacting the insurance market, Miami-Dade County and the PHT will determine if it is in their best interest to continue to cover PHT properties under the County's master program or have the carriers provide a separate program for PHT properties only.

a) If PHT properties are covered under Miami-Dade County's Master Property Insurance Program:

- PHT will be charged an annual premium based on the percentage of value of PHT properties to the total insured values.
- PHT will be charged a fee in proportion to the County's fee.
- PHT will reimburse the County for the annual premium for the program within twelve months of receiving the invoice from the County.

- Miami-Dade County's property insurance program will not name any party as a loss payee or additional insured with the exception of Turner Construction and only for the Holtz Center Pediatric Intensive Care Unit renovation contract.
  - The County will provide up to \$25 million in deductible payments for the PHT in the event of damage from a named storm. In the event that a deductible payment is needed from the County, the PHT and County will negotiate an appropriate reimbursement after adjusting for federal and state aid.
- b) If PHT properties are covered under a separate policy placed by the County:
- PHT will be charged the full premium for the policy.
  - PHT will be charged the applicable fee.
  - PHT will reimburse the County for the annual premium for the program within twelve months of receiving the invoice from the County.
  - The County will provide up to \$25 million in deductible payments for the PHT in the event of damage from a named storm. In the event that a deductible payment is needed from the County, the PHT and the County will negotiate an appropriate reimbursement after adjusting for federal and state aid.

F. **Employee Group Insurance Programs**

Miami-Dade County will allow Public Health Trust employees and retirees to participate in the medical, dental, and life insurance programs procured by the

County. The Trust agrees to be bound by the eligibility and effective date rules established by the County.. The contracts for these plans are on a calendar year basis. Should the Trust wish to discontinue participation in any of these programs, written notice must be provided to the County, in accordance with contracts with third parties and not later than 180 days prior to January 1<sup>st</sup>.

For all self-insured products, and the life insurance program, the Trust will remit biweekly premiums directly to Miami-Dade County in a format mutually agreed to between the County and the Trust. The Trust will provide the carriers with all enrollment, plan changes, and termination information. For all other products, the Trust will remit biweekly premiums directly to the plan provider, in accordance with the contractual requirements entered into with the carrier.

For all fully insured products, premiums for Trust employees and retirees will be those established by the plans, and consistent with the rates charged to County employees. For all self insured products, rates for the Trust will be determined annually by the County's Executive Insurance Committee based on the actuarial development of rates provided by the County's benefit consultant and in accordance with the policies regarding rates for County employees and retirees. The rates will include required reserves in accordance with State Statutes.

The County reserves the right to terminate or modify the current programs in accordance with the contractual agreements which exist with these plans. The County will provide sufficient notice to the Trust of any proposed changes.

For self-insured products, the PHT will be responsible for the cost of the program, including administrative costs, incurred by members of the program who are PHT employees or retirees and their covered dependents. A reconciliation of the amount paid to the County by the PHT and actual costs will be done at least annually within 30 days of the County receiving the actual costs for the year. Annually, the PHT and County Risk Management Division may agree to a more frequent reconciliation at the request of the PHT.

A Trust representative will serve on the County's Executive Insurance Committee, which meets annually to review rate renewals and establish rates for our self-insured plan(s). At least one representative of the PHT will be included on any committee or group charged with developing bid documents for group health, dental, or life insurance programs. At least one representative of the PHT will be included on any selection committee or negotiating committee for such insurance programs. The President of the PHT shall appoint the representatives of the PHT.

Retirees of the Trust will be allowed to continue participation in the group benefit programs consistent with the rules established for County retirees. The Trust will be responsible for all activities related to enrolling the employee in the retiree group and

providing appropriate notice to the plans. The Trust will handle the receipt of premiums, and will provide billing statements annually, or as needed to Trust retirees. The Trust will remit all premiums collected for all self insured plans, as well as life insurance premiums, to the County along with the remittance for active employees submitted for the first pay period of each month.

**G. Examination of Records**

The Trust agrees that the Internal Auditor of the County or his duly authorized representatives shall have access to and the right to examine any pertinent books, documents, papers and records of the Trust.

**H. County Payment Procedures**

- The County shall disburse to the Trust the amount of funds budgeted for the Trust for the fiscal year, in twelve (12) equal installments, unless otherwise approved in writing by the County Manager or his designee. The Trust shall deposit to the County's account an amount equal to the Trust's portion of any payments the County must make for employee fringe benefits, property insurance, or any other similar disbursements. The Trust will be notified of the date and amount of such disbursements by the County Finance Director.
- Funds received by the County from other governmental sources pertaining to operations of the System and for hospital services provided to patients for whom the Trust has not been reimbursed will be transferred to the Trust.

- Payments between the parties, including those specified above, may be negotiated based on current cash positions, recognizing that it is the intent of both the County and the Trust to maintain cash flow for operations consistent with the budgets of the Trust and of the County.

**VI. TERM OF AGREEMENT, EXTENSIONS, AND AMENDMENTS**

The term of this Agreement shall be for the Fiscal Year commencing October 1, \_\_, and terminating on September 30, \_\_. The Agreement shall automatically renew annually unless either party notifies the other of the desire to terminate the agreement, such notification to occur at least one hundred eighty days prior to the termination date of the then existing Agreement. Following such notification, the County Manager and the President of the Trust shall negotiate a new agreement in accordance with the provisions of Chapter 25A for consideration by the Trust and the Board before the termination date of the then existing Agreement. In the event of an automatic extension in accordance with this paragraph, all related issues in the then existing Agreement shall be considered amended in accordance with any and all actions of the Board, or, where applicable, actions of the Trust in accordance with the authority granted by County Code or other provision of this agreement and, where appropriate in accordance with County Code or other provision of this agreement, administrative actions of the County Manager and of the President of the Trust. Amendments to this agreement may be made upon the joint approval of the PHT and the Board at any time. Unless otherwise provided, amendments shall be effective when adopted and in any automatic extension of the Agreement.

**VII. GENERAL PROVISIONS**

Nothing in this agreement shall be interpreted to violate any covenants included in the Trust's bond documents.

The failure of the Trust or the County in any one or more instances to insist upon the strict performance of any of the covenants of this Agreement or elect to terminate for breach of the terms of this Agreement shall not be construed as a waiver or relinquishment for the future of any covenant, conditions, agreement or election, but the same shall continue and remain in full force and effect.

The various titles and headings in paragraphs of this Agreement are solely for the convenience of the parties and are not an aid in the interpretation of this Agreement.

In the event that any section, subsection, paragraph, sentence, clause, provision or other part of this Agreement is held invalid, the remainder of this Agreement shall not be affected by such invalidity, nor shall an invalid application of this Agreement to any circumstance affect the application of this Agreement to other circumstances.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their officials thereunto duly authorized.

ATTEST:

\_\_\_\_\_  
Clerk, Board of  
County Commissioners  
Miami-Dade County

FOR: MIAMI-DADE COUNTY,  
FLORIDA

By: \_\_\_\_\_  
Carlos Alvarez  
Mayor

ATTEST:

*Georgina D. Ford, RN*  
\_\_\_\_\_  
Secretary,  
Public Health Trust

FOR: THE PUBLIC HEALTH TRUST OF  
MIAMI-DADE COUNTY, FLORIDA

By: *Eneida Roldan*  
\_\_\_\_\_  
Dr. Eneida Roldan  
President and CEO  
Public Health Trust

\_\_\_\_\_  
Approved as to form and legal  
sufficiency by the County Attorney's Office