

MEMORANDUM

Amended
Agenda Item No. 14(A)(2)

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

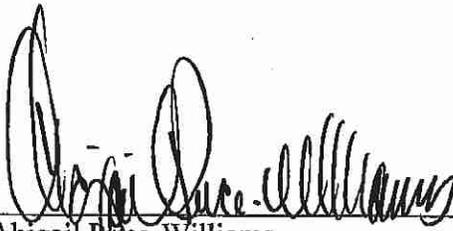
DATE: June 7, 2016

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Resolution appointing two
voting trustees to the Public
Health Trust Board of Trustees
for the 2016-2018 term and
appointing two voting trustees to
the Public Health Trust Board of
trustees for the 2016-2019 term

Resolution No. R-447-16

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



Abigail Price-Williams
County Attorney

APW/cp



MEMORANDUM

(Revised)

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

DATE: June 7, 2016

FROM: Abigail Price-Williams
County Attorney

SUBJECT: Amended
Agenda Item No. 14(A)(2)

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
- Statement of social equity 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

Approved  Mayor
Veto _____
Override _____

Amended
Agenda Item No. 14(A)(2)
6-7-16

RESOLUTION NO. R-447-16

RESOLUTION APPOINTING TWO VOTING TRUSTEES TO THE PUBLIC HEALTH TRUST BOARD OF TRUSTEES FOR THE 2016-2018 TERM AND APPOINTING TWO VOTING TRUSTEES TO THE PUBLIC HEALTH TRUST BOARD OF TRUSTEES FOR THE 2016-2019 TERM

WHEREAS, in accordance with Section 25A-3(d) of the Code of Miami-Dade County, the Public Health Trust Nominating Council convened for the purpose of determining its recommendation of nominees to be submitted to the Board of County Commissioners ("Board") for appointment as voting trustees to the Public Health Trust Board of Trustees; and

WHEREAS, the current terms of voting trustees Darryl K. Shaprtton, Irene Lipof, Ralph G. Patino and William J. Heffernan shall expire on May 31, 2016; and

WHEREAS, Section 25A-3(d) further provides that the Nominating Council shall submit to the Board a list of nominees containing a total number of names equal to the number of vacancies plus the names of 2 additional nominees and that the Board shall select and appoint the necessary number of voting trustees from that list; and

WHEREAS, as reflected in the attached memorandum, the Nominating Council's list of nominees in order of preference is: William J. Heffernan and Irene Lipof (top two candidates, tied), Albert E. Dotson, Jr. (third), Robert Zarco (fourth), Eduardo M. Sardina (fifth) and Javier I. Ortiz (sixth),

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

Section 1. Appoints Albert E. Dotson, Jr. as a voting trustee to the Board of Trustees of the Public Health Trust whose term shall expire on May 31, 2018.

Section 2. Appoints Robert Zarco as a voting trustee to the Board of Trustees of the Public Health Trust whose term shall expire on May 31, 2018.

Section 3. Appoints William J. Heffernan as a voting trustee to the Board of Trustees of the Public Health Trust whose term shall expire on May 31, 2019.

Section 4. Appoints Irene Lipof as a voting trustee to the Board of Trustees of the Public Health Trust whose term shall expire on May 31, 2019.

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson. It was offered by Commissioner **Audrey M. Edmonson** , who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

	Jean Monestime, Chairman	aye	
	Esteban L. Bovo, Jr., Vice Chairman	aye	
Bruno A. Barreiro	aye	Daniella Levine Cava	aye
Jose "Pepe" Diaz	aye	Audrey M. Edmonson	aye
Sally A. Heyman	aye	Barbara J. Jordan	aye
Dennis C. Moss	aye	Rebeca Sosa	aye
Sen. Javier D. Souto	aye	Xavier L. Suarez	aye
Juan C. Zapata	aye		

The Chairperson thereupon declared the resolution duly passed and adopted this 7th day of June, 2016. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County 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: **Christopher Agrippa**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

A handwritten signature in black ink, appearing to read "ES" or similar initials, is written over a horizontal line.

Eugene Shy, Jr.
Christopher C. Kokoruda



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

FROM: Joe Arriola, Chairman *Joe Arriola*
Public Health Trust Board of Trustees

DATE: May 10, 2016

RE: Appointment of Voting Trustees to the Public Health Trust Board of Trustees

Recommendation

It is recommended that the Board of County Commissioners (Board) select and appoint four voting trustees from the list of six nominees submitted by the Public Health Trust Nominating Council (Nominating Council) for appointment to the Public Health Trust Board of Trustees (PHT). The term for the appointment for each trustee begins June 1, 2016. The terms for two of the trustee appointments shall expire May 31, 2018, while the terms for the other two shall expire May 31, 2019.

Scope

The Nominating Council consists of Chairman Joe Arriola, Chairman of the Nominating Council and PHT, Vice-Chair of the Nominating Council and PHT Mojdek L. Khaghan, Commissioner Audrey M. Edmonson, State Senator Gwen Margolis, PHT member Darryl K. Sharpton, ALF/CIO appointee Clarence Washington, PHT member Ralph G. Patino, PHT member Irene Lipof and Mario Artecona. A recommended slate of candidates has been selected in accordance with Section 25A-3(d) of the Miami-Dade County Code, which states that the membership of the PHT should be a representative of the community and "should reflect the racial, gender, ethnic and disabled make-up of the community." Section 25A-3(d) provides that voting trustees of the PHT shall be appointed by resolution approved by the Board after the Nominating Council submits to the Board a list of nominees containing a total number of names which is equal to one nominee for each vacancy on the PHT plus two additional nominees. The Board shall select and appoint the voting trustee from the list of nominees submitted by the Nominating Council.

Fiscal Impact/Funding Source

This action has no fiscal impact to the County as the PHT members serve without compensation. Members are entitled to reimbursement for necessary expenses, including the expense of

performance bonds incurred in the discharge of their duties. These expenses are funded by the PHT.

Track Record/Monitor

The Nominating Council reviewed eleven applications (including three incumbents) and interviewed two candidates in person. One applicant, Ralph G. Patino, withdrew his application. After assessing the applicants, the six nominees have been ranked upon the vote of the Nominating Council and are being forwarded to the Board for consideration as required by Chapter 25A.

Background

In accordance with the procedures of the Nominating Council, advertisements for the PHT Board of Trustees appeared on numerous occasions on a wide range of web sites including Forbes, MSN, Yahoo, Weather.com, CNN, and health.com. These advertisements were targeted to appear for website users in Miami-Dade County.

On March 29 and April 25, 2016, the Nominating Council met to review the applications and narrow the field to six finalists.

During its April 25, 2016 meeting, the Nominating Council voted to recommend that six applicants be forwarded to the Board of County Commissioners. The Council further recommended that the applicants be ranked in order of preference as follows:

Top 2 candidates: William J. Heffernan and Irene Lipof;
Third candidate: Albert E. Dotson, Jr.
Fourth candidate: Robert Zarco
Fifth candidate: Eduardo M. Sardina
Sixth candidate: Javier I. Ortiz

The Miami-Dade County Police Department conducted a public records search, a Clear Point (CLEAR) Basic Report and a National Crime Information Center (NCIC) Interstate Identification Index (III) computer check for each of the finalist nominees. No concerns were found in the NCIC and III check for any of the candidates. A true and correct copy of the Miami-Dade County Police Department's Memorandum is attached herein.

The Board must select four of the six nominees for appointment to the PHT. The terms for two of the trustee appointments shall expire May 31, 2018, while the terms for the other two shall expire May 31, 2019. The Nominating Council sincerely believes that the recommended list of nominees is both objective and balanced and is in the best interest of the community.

Attachments:

Finalist Applications
Miami-Dade Police Department Memorandum

Memorandum



Date: April 28, 2016
To: Mari Ledesma, Manager
Recruitment and Internal Placement
Human Resources Department
From: Juan J. Perez, Director
Miami-Dade Police Department
Subject: B.I. 2016-02
Public Health Trust (PHT)

On Thursday, March 31, 2016, Ms. Mari Ledesma of the Miami-Dade County, Human Resources Department, requested that the Miami-Dade Police Department (MDPD) Criminal Conspiracy Section (CCS) conduct background checks on candidates seeking positions on the Public Health Trust Board of Trustees (PHT). (Refer to Official Record #1)

- Mr. Albert Eugene Dotson
- Mr. Robert Zarco
- Mr. Javier Ortiz
- Mr. William Joseph Heffernan
- Ms. Irene Lipof
- Mr. Ralph Patino (withdrew application on April 6, 2016)
- Mr. Eduardo M. Sardina (new applicant/information provided on April 26, 2016)

The Miami-Dade County Human Resources Department forwarded copies of the candidates' criminal background checks, which were conducted by the Florida Department of Law Enforcement (FDLE) and no criminal history was identified in the State of Florida System. Furthermore, there was no National criminal history identified for each of the candidates. An addendum will be completed once receipt of the FDLE background is accomplished on Mr. Eduardo M. Sardina. (See Official Record #5)

CCS Sergeant Jacqueline Harrison conducted a public records search, a Clear Point (CLEAR) Report and a National Crime Information Center (NCIC) Interstate Identification Index (III) computer check for each of the candidates. No concerns were found in the NCIC and III check for any of the candidates. The CLEAR check revealed the following: (Refer to Official Record #7)

Mr. Albert Eugene Dotson:

- In 2006, Mr. Dotson was cited in Osceola County, Florida and the civil infraction was resolved.
- In 2007, All Atlas Roofing of South Florida, Incorporation, filed a Claim of Lien and in 2008 filed a Release and Satisfaction of Lien with the Dade County Circuit Court.
- In 2012, the IRS filed a Notice of Federal Tax Lien and in 2013, the IRS filed a Certificate of Release of Federal Tax Lien with the Dade County Circuit Court.

Mari Ledesma, Manager
April 28, 2016
Page 2

Mr. Robert Zarco:

- From 2002 to 2007, Mr. Zarco received four civil boating infractions and all of the citations were resolved.
- In 2007, Mr. Zarco was cited in Pulaski County, Virginia and the civil infraction was resolved.

Mr. Javier Ignacio Ortiz:

- In 2002 and 2009, Mr. Ortiz was cited in Osceola County, Florida and the civil infractions were resolved.

Mr. Eduardo M. Sardina:

- There is an indication that there was a Narcotic Drug/Possession arrest in 1996 for an individual with the same name; however, a records check revealed that the arrested individual was not the candidate.

There were no concerns for Mr. William Heffernan or Ms. Irene Lipof on CLEAR.

A review of all of the candidates' Driver and Vehicle Information Database (DAVID) report revealed that all of the candidates have a valid Florida driver license. Furthermore, each of the candidates have indicated that they have received traffic related citations. (Refer to Official Record #9)

CCS Sergeant Jacqueline Harrison conducted an internet and media search for each of the candidates. No concerns were found. (Refer to Official Record #10)

Mr. Albert Eugene Dotson --The History Makers, 100 Black Men of America, Crain's Miami, and Lawyers Blitzin Sumberg.

Mr. Robert Zarco – Founding Partner Franchise Attorney Zarco Law, Franchise Attorney with Zarco Elmhorn Salkowski and amp; Brito, PA, Miami Millionaire Robert Zarco Homes of the Rich, and Cold Stone, and Robert Zarco, Alejandro Brito & ZESB Litigation Effort.

Mr. Javier Ortiz – Javier Ortiz, Miami Police Union Prez, Urges Good Cops to Stay Away from Miami Police Department, Miami FOP Lodge 20, Miami Cop Who Didn't Salute Flag Gains Support; Union Chief Keeps Up Pressure, Anonymous Hackers Post Home Address of Miami Police Union Chief Javier Ortiz, Javier Ortiz LinkedIn, Miami Police Union Calls for Boycott of Beyonce's Show in the City, Javier Ortiz Miami FOP Zoom Info, and Miami Police Union President Javier Ortiz Draping Himself in American Flag While Thumbing Nose to Constitution.

Marl Ledesma, Manager
April 28, 2016
Page 3

Mr. William Joseph Heffernan – ACM Team Member, William Heffernan Total Bank, Dance the Night Away; Headliners: Spring 2008; Barry University and Board of Trustees; Office of the President; Barry University, Miami Shores.

Mr. Irene Lipof -- Miami-Dade College Wolfson, Meet New FRB Member Irene Lipof, Irene Lipof Public Health Trust, and Irene Lipof User Clip C-Span.org.

Mr. Eduardo M. Sardina – Eduardo M. Sardina: Executive Profile & Biography – Businessweek, Eduardo Sardina Previous President for Barcardi U.S.A., Inc., Eduardo Sardina - \$3,250 in Political Contributions for 2006, and Interview: Eduardo Sardina. Dynamics.

OFFICIAL RECORDS

1. Memorandum and electronic mail from Ms. Marl Ledesma.
2. Authorization of Release of Information form for each of the candidates.
3. Jackson Health System form for each of the candidates.
4. Resumes for each of the candidates.
5. Human Resources fingerprint and I.D. information form and Florida Department of Law Enforcement (FDLE) Report for each of the candidates.
6. National Crime Information Center (NCIC) Interstate Identification Index (III) for each of the candidates.
7. Clear Point Report for each of the candidates.
8. Credit Report Authorization form for each of the candidates.
9. Driver and Vehicle Information Database (DAVID) for each of the candidates.
10. Internet and Media search for each of the candidates.

/jh

Memorandum

MIAMI-DADE
COUNTY

Date: April 29, 2016

To: Mari Ledesma, Manager
Recruitment and Internal Placement
Human Resources Division

From: Juan J. Perez, Director
Miami-Dade Police Department

Subject: B.I. 2016-02 (ADDENDUM)
Public Health Trust

On Friday, April 29, 2016, Sergeant Harrison received Mr. Eduardo Sardina's criminal background check conducted by the Florida Department of Law Enforcement (FDLE) and no criminal history was identified. (Refer to Official Record #5)

OFFICIAL RECORDS

1. Memorandum and electronic mail from Ms. Mari Ledesma.
2. Authorization of Release of Information form for each of the candidates.
3. Jackson Health System form for each of the candidates.
4. Resumes for each of the candidates.
5. Human Resources fingerprint and I.D. Information form and Florida Department of Law Enforcement (FDLE) Report for each of the candidates.
6. National Crime Information Center (NCIC) Interstate Identification Index (III) for each of the candidates.
7. Clear Point Report for each of the candidates.
8. Credit Report Authorization form for each of the candidates.
9. Driver and Vehicle Information Database (DAVID) for each of the candidates.
10. Internet and Media search for each of the candidates.

JJP/h

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: DOTSON, ALBERT EUGENE, JR.
Last First Middle

Employer: BLIZIN SUMBERG BAENA PRICE & AXELROD LLP

Title/Occupation: Partner/Attorney

Business Type: Legal Services

Business Address: 1450 Brickell Avenue, Suite 2300, Miami, FL 33131

Business Telephone: 305-374-7580 Fax: 305-374-7593

Email Address: adotson@blizin.com

Home Address: 8421 S.W. 114 Street, Miami, FL 33156

Home Telephone: 305-234-4235

Date of Birth: 6/9/60 Length of Residence in Miami-Dade County: Since 1976

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Male | <input type="checkbox"/> White Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Female | <input checked="" type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Haitian American |
| | <input type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

School/City/Major/Degree:
Palmetto High School; High School Diploma
Dartmouth College; B.A.
Vanderbilt University School of Law; J.D.

Previous Employment and Professional Background:

Business Name	Position	Years
Eckert Seamans	Partner	95-98
Jenner & Block	Attorney	90-93
Fine Jacobson	Attorney	87-90; 93-95

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust

Previously served on Public Health Trust and my law practice
Involved representing public entities and private individuals
and entities engaged in public projects.

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
<u>See resume attached</u>	<u></u>
<u></u>	<u></u>
<u></u>	<u></u>

List any Public Office held (Elected or Appointed):

Office	Date
<u>Commissioner, White House Initiative</u> <u>on Educational Excellence for</u> <u>African Americans</u>	<u>January 2014</u>
<u></u>	<u></u>

Affiliations with hospitals, nursing homes or other health related institutions:

None

Activities reflecting community interest:

See resume.

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

None known.

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
George F. Knox	Attorney	305-467-6394
Keith Tribble	CEO, Jackson Health Ind.	305-585-4483
Yolanda Cash Jackson	Partner/Becker & Rollinkoff	954-985-4132

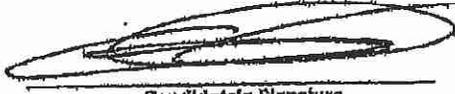
Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

Helping to ensure sustainable, effective, affordable healthcare to the residents and visitors of our community.

I, (candidate's name) Albert E. Dotson, Jr.
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not
affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies
or institutions, would, if appointed, be willing and able to discharge the responsibilities
and functions of Trustee. I declare that, if selected while currently serving on another
official County board, I will resign from my other County responsibilities.

Feb. 8, 2016

Date



Candidate's Signature

Albert E. Dotson, Jr.

Nominated by (if not self):

Name

Telephone

City

State

Zip Code

ALBERT E. DOTSON, JR.

Partner, Land Development & Government Relations Practice Group
Leader

"Brings creativity and intellectual strength."
Chambers USA

adotson@bilzin.com
P: 305.350.2411 | F: 305.351.2217

Overview

Albert E. Dotson, Jr., Land Development & Government Relations Practice Group Leader, handles federal and local government procurement contracts and compliance. He also represents real estate developers in securing land use, zoning and other government approvals and permits for large-scale real estate developments. Al routinely negotiates economic development incentive programs on behalf of major U.S. corporate clients.

Al's work includes representing developers and contractors in complying with the government procurement procedures of various agencies of the Federal government, State of Florida, Miami-Dade County and the cities of Miami, Coral Gables and Miami Beach. This representation includes responding to procurement solicitations through defending against or prosecuting quasi-judicial bid protests. He represents commercial, industrial, residential and mixed-use developers throughout the land development process, including development permit challenges, zoning, concurrency, platting and permitting. Al's work also includes representing developers in Public-Private Partnerships (P3) that have included the redevelopment of municipal property by a private developer with the infrastructure, other public improvements and tax abatement provided by the local governing body.

In 2008, Al was chosen as a member of the Florida Federal Judicial Nominating Commission, a statewide panel charged with selecting finalists for presidential appointments to district judgeships, U.S. attorneys and U.S. marshals, and was reappointed in 2013 to a third, two-year term. In 2014, Al was appointed by President Barack Obama to the President's Advisory Commission on Educational Excellence for African Americans, to advise the President and the Secretary of Education on ways to advance federal programs that improve educational opportunities for African Americans, increase participation of the African American community in federal agency programs and engage stakeholders in a national dialogue on the mission.

Al has been consistently recognized by *Chambers USA* and *The Best Lawyers in America* for his work in land use and zoning law. In 2014, he was named "Miami Lawyer of the Year" in Government Relations Law by *The Best Lawyers in America*. Al has also been honored for his involvement in civic and charitable organizations; in 2013, he received the National Black MBA Association President & CEO Award for Community and Social Justice Leadership.

Practice Focus

Land Development &
Government Relations

Education

Vanderbilt University, J.D.,
*Bennett Douglas Bell
Memorial Prize for
academic achievement
and high ethical standards,*
1987

Dartmouth College, A.B.,
1982

Languages

Spanish

Awards and Honors

Band 2, *Chambers USA*,
Real Estate; Zoning/Land
Use, 2007 - present

*The Best Lawyers in
America*, Miami Lawyer of
the Year - Government
Relations Practice, 2014

*The Best Lawyers in
America*, Land Use &
Zoning Law - Government
Relations Practice, 2011 -
present

Greater Miami Chamber of
Commerce, Salute to
Miami's Leaders Award -
Legal/Law, 2016

Daily Business Review,
Most Effective Lawyers -
Government Relations
winner, 2015; Public
Interest finalist, 2015

ALBERT E. DOTSON, JR.

Recent Speeches & Publications

- Contributor, Bilzin Sunberg's New Miami Blog
- Author, "Beyond Politics: The private sector & P3s," P3 Bulletin, December 01, 2015
- Speaker, "P3s and the Homebuilding Industry," Homebuilder Series Webinar, November 19, 2015
- Author, "Miami Sets Example for P3 Considerations in Port Projects," Law360, October 20, 2015
- Speaker, "The Right Way to Leverage Technology to Improve Your Firm's Performance," Managing Partner Forum, Miami, FL, July 01, 2015
- Interviewee, "Florida Powerhouse: Bilzin Sunberg," Law360, June 18, 2015
- Author, "Public-Private Collaborations Deliver on Infrastructure," Daily Business Review, June 05, 2015
- Panelist, "Policies and Practices," United States Department of Transportation Office of Small Business's Public Private Partnerships (P3) Small Business Symposium, Miami, FL, May 20, 2015
- Author, "Evolving P3 Policy Holds Promise For Infrastructure," Law360, March 19, 2015
- Keynote Speaker, "Keys to Multi-Generational Leadership," 15th Annual Leadership Empowerment Scholarship Banquet, Houston Chapter of the National Black MBA Association, Houston, TX, February 28, 2015
- Keynote Speaker, 28th Annual Whitney M. Young, Jr., Service Awards Banquet, Boy Scouts of America, Pittsburgh, PA, February 19, 2015
- Author, "My View Editorial: Private-Public Solutions Could Fill Miami's Infrastructure Gap," Miami Herald, February 08, 2015
- Moderator & Interviewer, "An Interview with The Honorable Carlos Gimenez, Mayor of Miami-Dade," P3 Hub South Conference, Miami, FL, February 04, 2015

Professional and Community Involvement

- President's Advisory Commission on Educational Excellence for African Americans, appointed by President Barack Obama, 2014-present
- 100 Black Men of America, Chairman Emeritus and Board Member, 1994-Present
- Alliance for Ethical Government, Chair Lobbying Reform Task Force, Executive Committee, 1998
- Alonzo Mourning Charities, Board Member, 2001-Present
- American Bar Association
- Gollin Center for Public Policy, Board of Trustees, 2011 - 2013
- Dade County Bar Association
- Dade County Bar Association Blue Ribbon Commission on Judicial Campaigns, Board Member, 2002
- Florida Bar, 1987 - Present
- HistoryMiami, Board of Trustees, 2018
- Judicial Nominating Commission of Florida, Appointed by Senators Bill Nelson and Marco Rubio, 2009-Present

Daily Business Review, Top Dealmakers of the Year - Office finalist, 2014; Mixed-Use finalist, 2014

Legacy Miami Magazine, South Florida's Most Powerful Black Professionals in Business and Industry, 2014

Miami Today, Best in Miami, Giving Back, 2014

South Florida Business Journal, Heavy Hitters in Commercial Real Estate, 2013

National Black MBA Association President & CEO Award for Community and Social Justice Leadership, 2013

The Miami Herald, Legacy Award, 2013

The National Coalition on Black Civic Participation, Spirit of Democracy Award, 2012

The Education Fund, Public School Alumni Achievement Award, 2012

The Willie D. Ferguson Jr. Bar Association & Legacy Miami Magazine, Legacy Legal Leader, 2012

South Florida Business Journal, Key Partners Award, 2011

Miami Chapter of the National Conference of Christians and Jews, Silver Medallion Award, 2011

Daily Business Review, Most Effective Lawyer, Real Estate 2009

Ebony Magazine, Power 150; Most Influential Blacks in America, 2005

ALBERT E. DOTSON, JR.

- Miami Dade College Foundation, Past Board Chairman, former Chair Investment Committee
- Overtown Youth Center, Chairman, Board of Directors, 2000-2010
- Selected by the U.S. Secretary of Defense to participate in the Joint Civilian Orientation Conference, 1987
- Super Bowl XLI Host Committee, Co-Chair
- The Orange Bowl Committee, Past President and Chairman, Former Secretary/General Counsel, Board Member, 1983-Present
- Transportation & Expressway Authority Membership of Florida
- United Way of Miami-Dade, Trustee, 2011-2013; Advisory Council, 2012-2013
- Willie D. Ferguson, Jr. Bar Association, 1987-Present

2009

Florida Super Lawyers, 2007, 2009 - present

South Florida Legal Guide, Top Lawyers, 2001 - present

Miami Today, Hall of Fame for Greater Miami, Civic Organizations, 2007

Miami-Dade Chamber of Commerce, National Business Leader of the Year, 2006

AV® Peer Review Rated, Martindale-Hubbell

Admissions
Florida

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: Heffernan William Joseph
Last First Middle

Employer: Self

Title/Occupation: Banking Consultant

Business Type: Community Commercial Banking

Business Address: 5012 NE Quayside Terrace Miami, FL 33138

Business Telephone: 305 772-7131 Fax: 305 899-8408

Email Address: wjheff@gmail.com

Home Address: Same as above

Home Telephone: 308 899-8445

Date of Birth: 12/25/1951 Length of Residence in Miami-Dade County: 62 years

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Male | <input checked="" type="checkbox"/> White Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Female | <input type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Haitian American |
| | <input type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

School/City/Major/Degree:

University of Pennsylvania, Philadelphia, PA, Finance

Bachelor of Science of Economics

Previous Employment and Professional Background:

Business Name	Position	Years
First National Bank of Miami	VP	7
Plaza Bank of Miami	EVP	11
Total Bank	President/CEO	19

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

In addition to my banking experience, I have served on the Board of a hospital (North Dade Medical Center), two foundation boards (North Dade Medical Foundation and the Archdiocese of Miami Education Foundation) and I am currently on the Board of Barry University.

In addition, I also served on the Audit Committee for Miami Dade County Public Schools from 1992 - 1999 serving as chairman of the committee for 5 of those years.

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
Barry University	Trustee. Served as chairman for part of my tenure
Archdiocese of Miami Education Fund	Trustee. Served as chairman for part of my tenure
Miami Shores Barry University Charter School	Trustee. Served as chairman for part of my tenure
Doctors Charter of Miami Shores	Trustee. Served as chairman for part of my tenure

List any Public Office held (Elected or Appointed):

Office	Date
Mayor of Miami Shores Village	1993-1995
Councilman Miami Shores Village	1995-1997
Trustee of the Public Health Trust of Miami Dade County	Oct. 2015-Present

Affiliations with hospitals, nursing homes or other health related institutions:

None.

Activities reflecting community interest:

In addition to the boards of the foundations named above and Barry University, I have been involved in numerous organizations in Miami Shores including a member of the Pension Board and an active member of the committee to save Miami Shores Theater.

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

None.

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
Alberto Manara	Retired	305-772-7132
Sister Linda Bevilacqua	President of Barry University	305-899-3010
Michael O'Neill	SVP - Smith Barney	305-376-8568

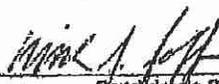
Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

Achieve excellence in the delivery of health care services throughout the Public Health

Trust of Miami-Dade County System.

I, (candidate's name) William Joseph Heffernan
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not
affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies
or institutions, would, if appointed, be willing and able to discharge the responsibilities
and functions of Trustee. I declare that, if selected while currently serving on another
official County board, I will resign from my other County responsibilities.

1/31/2016
Date


Candidate's Signature

Nominated by (if not self):

Name

Telephone

City

State

Zip Code

**ANSWERS TO THE QUESTIONNAIRE FOR CANDIDATES
FOR NOMINATION TO SERVE ON THE PUBLIC
HEALTH TRUST BOARD OF TRUSTEES**

CANDIDATE: WILLIAM J. HEFFERNAN

1. Throughout my career, I have always made it a point to devote part of my time to community service. I believe that I can bring my years of professional experience as a banking executive, as well as my experience as a board member and trustee of various local organizations - including a hospital - to positively influence the desired outcomes of the PHT.

2. Yes, I am able to devote the necessary time to serve on the Trust and make a meaningful contribution. I am self-employed, so my schedule may be adjusted.

3. Sufficient funding to care for the underserved in our community is a concern going forward, especially as the new healthcare law brings more insured residents online. To that end, it is important that our public healthcare safety net become as efficient as possible so that proper care can be provided at proper levels to the maximum number of residents in need. A primary goal must be to encourage proper use of emergency care facilities for true emergencies, urgent care facilities for non-life threatening situations and chronic care facilities for long term illnesses.

4. The Trust recently floated a capital outlay bond to address modernizing the Jackson Health System (JHS) and improving the delivery of care locally. It is vital that these funds are appropriately deployed to provide outpatient services, urgent care and updates to aging facilities. Properly applied, these investments can provide sources of long term revenue to sustain the mission of the Jackson Health System.

5. I have served on numerous boards and was the Chairman of the Audit Committee for the Miami Dade County Public Schools system, a role that by its nature sought total transparency and accountability to the taxpaying public. As a Board Member of the Public Health Trust Board, I will have high expectations regarding the quality of the audit plan and management reporting to the Board. Between my decades of community service at the oversight/board level and my decades of professional experience as a bank CEO, I believe I have the necessary skill sets to evaluate the financial performance, transparency, and accountability of the management of the Public Health Trust (PHT).

6. The expansion of primary and chronic disease care into Miami-Dade County's most underserved communities is a critical step in providing adequate healthcare for all. Neighborhood facilities that can address this service gap are very important.

7. None at this time.

8. No.

9. The Public Health Trust was established by the Board of County Commissioners to oversee the administration of the Jackson Health System. The Trust's board members are appointed by the County Commission.

The PHT acts as the board of directors for the JHS. The board sets policy, approves procedures and ensures that the administration performs.

JHS is one of the largest teaching health systems in the U. S. UM and FIU are important to the operation of this teaching component. As the more senior of the two university partners, UM plays a larger part in the teaching system. As the only public medical school in South Florida, FIU's role in this partnership will continue to grow. Because of the changes in healthcare law, there will be no shortage of opportunities to enhance the relationship with FIU while continuing to grow the UM relationship.

10. With more people becoming insured, public healthcare systems like JHS are going to expand and fundamentally change from an operational standpoint. Redesign of the healthcare model will be necessary. As in any business, cash flow will be critical, so efficient delivery of care at all levels will have to be addressed.

11. I would welcome the opportunity to serve as a Trustee and to play a positive role in improving healthcare in the community that I have called home since 1953. Both of my parents were medical professionals - my father an obstetrician who practiced in North Miami for 35 years, and my mother a nurse - and they met while serving in Europe in WWII. It's no surprise then that both healthcare and public service have been important constants throughout my life. The PHT offers an opportunity to combine both of these personal passions and do right by my community.

12. I believe that the Public Health Trust is a tremendous positive attribute for Miami Dade County. My aim as a Trustee would be to help expand the quality and scope of healthcare service in underserved areas of Miami-Dade County. Developing these delivery points in a financially sustainable manner is of equal importance. With the new funding, the focus on outpatient access will enhance the system.

13. I have substantial professional experience in banking, having served as CEO of a small local bank that I helped to grow and ultimately sell to a major international bank. I have also served as: a municipal elected official; trustee and chairman of a university board of trustees; board member of a local hospital; and board member of two charitable foundations. I believe that this combination of experiences provides me a solid foundation to make a meaningful contribution to the Board of the PHT. I am not a PHT expert but I am a good listener and a fast learner, and I can bring decades of relevant experience to assist in setting policies and procedures that will accomplish the mission of the PHT.

I have served as a Trustee for the PHT since October, 2015. I have learned a great deal and would like to continue to learn and contribute to the successful development and implementation of the strategic plan of the Trust Board and Management.

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: Lipof Irene
Last First Middle

Employer: Miami Dade College

Title/Occupation: Adjunct Professor

Business Type: College

Business Address: 300 NE 2nd Ave Miami FL 33132

Business Telephone: 305 237-3660 Fax: _____

Email Address: ilipof@comcast.net

Home Address: 3748 NE 209 Terrace

Home Telephone: 305 710-4160

Date of Birth: 11-16-46 Length of Residence in Miami-Dade County: 69 years

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input type="checkbox"/> Male | <input checked="" type="checkbox"/> White Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input checked="" type="checkbox"/> Female | <input type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Hawaiian American |
| | <input type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

School/City/Major/Degree:

Florida Atlantic Univ, Boca Raton

Ed D. Education, Ed.S. and B.S. Education

California State University, Long Beach

M.A. Education, Guidance and Counseling

Previous Employment and Professional Background:

Business Name	Position	Years
Miami Dade College	Interim Dean, Professor	1971-Present
United Faculty	Part-time Lobbyist	2011-Present
Community Action Agency	Job developer	1970
L.A. County Schools	Teacher	August 1969-Jan. 1970
Dade County Schools	Teacher	1968-1969

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

I have been a member of the Public Health Trust for the past three years. I have learned how to be a productive member of the Trust

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
United Faculty of Miami Dade College	Past president of the retirees.
Juvenile Justice Detention Center	Board 2011-2013
Florida Assoc of Community Colleges	President at Wolfson Campus

List any Public Office held (Elected or Appointed):

Office	Date
N.A.	

Affiliations with hospitals, nursing homes or other health related institutions:

Present Member and Secretary of the
Jackson Health Trust

Activities reflecting community interest:

Jackson Health Board of Trustees
Volunteer Miami Book Fair International
United Faculty of Miami Dade College
former President of Retirees

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

none

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
<u>Judge Cindy Hederman</u>	<u>Circuit Court</u>	<u>305 638-6069</u>
<u>Mark Richard</u>	<u>President, MIA Retirees</u>	<u>305 972-0123</u>
<u>Elizabeth Baker</u>	<u>Attorney</u>	<u>305 794-0875</u>

Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

continuation of making decisions
regarding building projects and
renovations of facilities of the
Jackson Health System, help improve
the health services provided
(cont next page)

citizens regardless of their ability to
pay, monitor the budget and Bond monies,
serve on committees and provide guidance
for training and education of employees.

I, (candidate's name) Irene Lipof
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not
affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies
or institutions, would, if appointed, be willing and able to discharge the responsibilities
and functions of Trustee. I declare that, if selected while currently serving on another
official County board, I will resign from my other County responsibilities.

2/01/16
Date

Irene Lipof
Candidate's Signature

Nominated by (if not self):

Name Telephone

City State Zip Code

Curriculum Vita for IRENE LIPOF

Home Address
3748 NE 209th Terrace
Aventura, Florida 33180
Phone: (305) 937-1188
Cell: (305) 710-4100

PROFESSIONAL EXPERIENCE

- 2011-Present Adjunct Professor, Social Science, Miami Dade College, Wolfson Campus and Virtual College
- 2011-Present Part-time Lobbyist and political organizer for United Faculty of Miami Dade College
- 1996-2010 Professor, Social Science Department Miami Dade College, Wolfson Campus
- Full-time teaching of education, psychology, social science, human sexuality and human growth and development courses;
 - Elected by department faculty to the Campus College Academic and Student Support Council 1999-2001;
 - Elected by department faculty to the first college wide College Academic and Student Support Council (CASSC) 1997-2000 and elected to the college wide coordinating council;
 - Elected by department faculty to the College CASSC 2008 to 2010;
 - Appointed to the college wide legislative committee 1999 to 2010;
 - Co-chair of the Black History Month committee 98-01;
 - Co-chair of the Women's History Month Committee and member 1996 to 2010;
 - Elected member and chair, campus faculty promotion committee 1998 to 2010;
 - Awarded two Golden Apple grants;
 - Awarded service learning mini-grants;
 - Organized a "Student Awareness Day," all day prejudice reduction and Holocaust education workshop;
 - Teaching upper division elementary education courses for Barry University (adjunct) in the 2+2 program, 1995-2001;
 - Teaching upper division education courses for MDC School of Education 2003-2005.
- 1986-1996 Interim Dean of Students; Director, Teaching/Learning Center; Associate Dean of Arts and Sciences, Wolfson Campus;
- 1971-1986 Professor, Social Science Department, Wolfson Campus, Part-time 1971-77, Full-time 1977-86;
- 1970-1970 Job Developer/Program Writer, Office/Economic Opportunity, Community Action Agency-Vallejo, California;
- 1969-1970 Public School Teacher, Los Angeles County Schools, Los Angeles, California;
- 1968-1969 Public School Teacher, Dade County Public Schools, Miami, Florida.

EDUCATION

- Ed.D. Florida Atlantic University, Boca Raton, Florida (1985) Major: Education, Curriculum and Instruction
- Ed.S. Florida Atlantic University, Boca Raton, Florida (1982) Major: Education, Guidance and Counseling
- M.A. California State University, Long Beach, California (1970) Major: Education, Guidance/Counseling
- B.S. Florida Atlantic University, Boca Raton, Florida (1968) *Summa Cum Laude* Major: Elementary Educ.
- A.A. Miami-Dade Community College, Miami, Florida (1966) Academic Achievement Award

PROFESSIONAL AND CIVIC MEMBERSHIPS

Miami Dade County Juvenile Justice Detention Center Board of Directors, 2001 to 2013

Florida Association of Community Colleges, Wolfson Campus Chapter President 1997 to 2003, 2008-2010;
College Legislative Representative 2003 to 2010,

Chair of the statewide FACC Faculty Commission 1999-2000 and 2006-2007,

FACC State Legislative Chairperson 1987, member since 1971;

Girls Advocacy Project Advisory Board, Juvenile Justice System, 1999 to 2008;

Miami-Dade Community College Hispanic Council 1994 to 2004;

Miami-Dade County Chapter, National Women's Political Caucus, past Vice-President, past Political
Endorsement Chair and past President, 1980 to 2007;

Citizens' Coalition for Public Schools, 1982-2000, past chairperson and legislative chair;

Third District Court of Appeals Judicial Nominating Commission, 1990-1994, elected chair 1993-94;

Miami-Dade Schools District Citizens' Advisory Committee 1991-92.

SELECTED HONORS AND AWARDS

Awarded Service Learning 2006 Faculty Member of the Year by the Miami Dade College Center for Community
Involvement;

Earned a Miami Dade College Dade Community Foundation Endowed Teaching Chair 2003-2005 and 2008-2010

Runner-up (one of three finalists) for state Florida Association of Community Colleges Professor of the Year
Award, 2001;

Awarded the state FACC Faculty Commission Vivian Dellinger Outstanding Faculty Member Award, 2000;

Awarded the "Long Haul" Award, National Women's Political Caucus, Miami-Dade County, 2000;

Earned a Miami-Dade Community College Endowed Teaching Chair in Social Sciences, 1999-2002;

Awarded mini-grants to enhance the service learning experiences of Wolfson students working in the community,
1998-2001;

Earned Re-certification as a Professor, 1997;

College Hispanic Outstanding Faculty Council Award, 1994;

Awarded the 1991 MDCC Recognition of Excellence Award;

Alumni Hall of Fame Award, Florida Atlantic University, 1989.

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: Ortiz Javier Ignacio
Last First Middle

Employer: Miami Police Department

Title/Occupation: Lieutenant of Police

Business Type: Government

Business Address: 400 NW 2nd Avenue, Miami, FL 33128

Business Telephone: 305-643-7160 Fax: _____

Email Address: Ortiz@fopmiami.com

Home Address: 710 SW 12 Avenue, Miami, Florida. 33130

Home Telephone: 786-290-1183

Date of Birth: 6-26-79 Length of Residence in Miami-Dade County: 36 years

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Male | <input type="checkbox"/> White, Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Female | <input type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Hawaiian American |
| | <input type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

School/City/Major/Degree:

Florida International University /Miami/ Criminal Justice/ Bachelor's Degree

RECEIVED
MIA-MIAMI COUNTY FL
2016 FEB 16 AM 10:00
CLERK OF THE BOARD

Previous Employment and Professional Background:

Business Name	Position	Years
Miami Police Dept.	Lieutenant	eleven years
FIU	Coordinator	two years

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

Helping others is more than a passion for me, but a way of life.
I have extensive experience in union negotiations. My extracurricular
activities have focused on persons with disabilities as well as
individuals with terminal illnesses.

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
<u>Live Like Bella Pediatric Cancer Foundation</u>	<u>Special Projects Director</u>
<u>Fraternal Order of Police</u>	<u>President</u>
<u>Marine Mammal Conservancy</u>	<u>Rescue/Rehab Volunteer</u>

List any Public Office held (Elected or Appointed):

Office	Date
_____	_____
_____	_____

Affiliations with hospitals, nursing homes or other health related institutions:

Activities reflecting community interest:

None

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

None

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
Carlos Migoya	CEO of IMH	(786) 374-4312
Nicholas Namias	Director, Ryder Trauma	(786) 395-3565
Raymond Rodriguez	President, LLB	

Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

My goal is to improve the image of the Public Health Trust
to be the #1 choice by Miami Dade residents and our patients
around the world.

Javier Ortiz

I, (candidate's name) Javier Ortiz
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not
affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies,
or institutions, would, if appointed, be willing and able to discharge the responsibilities
and functions of Trustee. I declare that, if selected while currently serving on another
official County board, I will resign from my other County responsibilities.

2-9-16

Date



Candidate's Signature

Nominated by (if not self):

Name

Telephone

City

State

Zip Code

Apr. 8. 2016 10:30AM

No. 0694 P. 3/6

2

Jackson Health System

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: SARDINA Eduardo M.
Last First Middle

Employer: Retired

Title/Occupation: 0

Business Type: 0

Business Address: 0

Business Telephone: 0 Fax: _____

Email Address: EMSARDINA@AOL.COM

Home Address: 4995 S.W. 78th

Home Telephone: 305-663-1409

Date of Birth: _____ Length of Residence in Miami-Dade County: 50

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Male | <input type="checkbox"/> White Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Female | <input type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Haitian American |
| | <input checked="" type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

School/City/Major/Degree:

ST. BENEDECT COLLEGE (Bachelor)
THUNDERBOLT (Master)

2

Previous Employment and Professional Background:

Business Name	Position	Years
Eastman D. Williams	Broker	1970-1972
Bacardi	1973 - Sales Mgr.	
	1981 National Sales Mgr.	
	1988 - V.P. & COO - 1990 TO	
	2010 - President	

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

As President of a global Corp. at Bacardi. I have vast experience in Management.

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
Orange Bowl Committee	
Trustee of U.M.	

List any Public Office held (Elected or Appointed):

Office	Date

Apr. 8. 2016 10:30AM

No. 0694 P. 5/6
4

Affiliations with hospitals, nursing homes or other health related institutions:

0

Activities reflecting community interest:

0

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

0

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
<u>Joe Arriola</u>	<u>Chairman</u>	<u>305-934-6551</u>
<u>Ray Rodriguez</u>	<u>Pres. C.F. O'Connell</u>	<u>305-439-2300</u>
<u>Pepe Sanchez</u>	<u>Pres. Viron</u>	<u>305-606-2128</u>

Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

Keep it growing

Apr. 8. 2016 10:30AM

No. 0694 P. 6/6 3

I, (candidate's name) Edunado Sardinia
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies or institutions, would, if appointed, be willing and able to discharge the responsibilities and functions of Trustee. I declare that, if selected while currently serving on another official County board, I will resign from my other County responsibilities.

4/10/16
Date

[Signature]
Candidate's Signature

Nominated by (if not self):

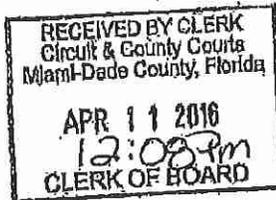
Jos Anarolis
Name

305-934-6551
Telephone

Miami
City

FL
State

33143
Zip Code



Eduardo M. Sardiña



Mr. Sardiña began his career as a stockbroker for Eastman Dillon. He left that firm to join Bacardi y Cie. in 1973 as Assistant General Manager in Fort-de-France, Martinique. A year later he was named General Sales Manager and then became Marketing Director for Bacardi y Compañía in Málaga, Spain.

In 1979, Mr. Sardiña joined Bacardi Imports in the New Product Development Group and was named Vice President and General Sales Manager in 1981. He was promoted to Vice President of Marketing and Sales in 1984 where he was responsible for the strategic and tactical plans for both of these key areas of the company. In 1988 he was named Executive Vice President and Chief Operating Officer and was responsible for managing the day-to-day operations of the company.

With the acquisition of Martini & Rossi in 1992, Mr. Sardiña was appointed Managing Director of General Beverage Management, S.A. in Switzerland; which at the time was the holding Company for M&R. For the next two years he was responsible for the reorganization of the Martini company into the Bacardi group. In January 1995 he was appointed President of the Bacardi Limited North America Region. He was also President and Chief Executive officer of Bacardi U.S.A., Inc., member of the Executive Committee and Director of Bacardi Limited, its holding company. He retired in May of 2006.

Born in Havana, Cuba, Mr. Sardiña came to the United States at the age of fourteen. He attended St. Benedict's College where in 1969 he received his Bachelor's degree in Business Administration, and the American Institute of Foreign Trade (Thunderbird) where he received his Master's degree in International Management in December 1970.

Mr. Sardiña is a Trustee of the University of Miami, a member of the Orange Bowl Committee, member of the Board of Directors of Bacardi Limited, is also a member of the South Florida Advisory Board of SunTrust Bank. He is married to the former Anne Nielsen. They have two children, Annette and Eduardo Jr., and two grandsons.

CLERK OF THE BOARD

2016 FEB 22 AM 9:53

Jackson Health System

MIAMI-DADE COUNTY CLERK

ATTENTION APPLICANTS: BACKGROUND CHECKS WILL BE PERFORMED ON ALL APPLICANTS SELECTED FOR AN INTERVIEW. IF SELECTED, TRUSTEES WILL BE REQUIRED TO SUBMIT FINANCIAL DISCLOSURE FORMS.

Biographical Profile

Name: Zarco Robert
Last First Middle

Employer: Zarco Binhorn Salkowski & Brito, P.A.

Title/Occupation: Founding Partner - ATTORNEY

Business Type: Law Firm

Business Address: 100 S.E. 2nd Street, 27th Floor, Miami, FL 33131

Business Telephone: (305) 374-5418 Fax: (305) 374-5428

Email Address: RZarco@ZarcoLaw.com

Home Address: 5740 North Bay Road, Miami Beach, FL 33140

Home Telephone: (305) 865-1330

Date of Birth: 05/13/1958 Length of Residence in Miami-Dade County: 50+ years

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Male | <input type="checkbox"/> White Non-Hispanic | <input type="checkbox"/> American Indian or Alaskan Native |
| <input type="checkbox"/> Female | <input type="checkbox"/> Black Non-Hispanic | <input type="checkbox"/> Haitian American |
| | <input checked="" type="checkbox"/> Hispanic | |
| | <input type="checkbox"/> Asian or Pacific Islander | |

EDUCATION:

- School/City/Major/Degree:
- University of Miami School of Law, Coral Gables, FL- Juris Doctor Degree, May 1985
 - Pace University Graduate School of Business, New York- Graduate ^{Courses} Accounting/Finance, 1980- 1982
 - Harvard University, Cambridge, MA- Bachelor's Degree in Economics, June 1980

Previous Employment and Professional Background:

Business Name	Position	Years
Zarco & Associates, P.A.	Founding Partner	1992-1996
General Motors Corporation	Cost/Financial Analyst	1980-1982
Miami Herald Publishing Co.	Asst. to Advertising/ Marketing Managers	1978-1980

EXPERIENCE AND/OR QUALIFICATIONS:

Describe how your past experience and/or qualifications would benefit the Public Health Trust:

ORGANIZATIONS AND ACTIVITIES:

List community, civic, professional and other organizations of which you are a member:

Organization	Position Held
See attached.	

List any Public Office held (Elected or Appointed):

Office	Date

Affiliations with hospitals, nursing homes or other health related institutions:

None at this time

Activities reflecting community interest:

See attached CV

List all potential conflicts of interest, including potential conflicts arising from your relationships or the relationships of any of your family members in the healthcare industry:

None

References - Persons acquainted with candidate's activities/experience:

Name	Title	Telephone
Allan Goldfarb Esq.	Att.	
Judge Beth Bloom	Federal Judge	
STEPHEN ZACK	Att.	

Please describe the goals and objectives you will seek to accomplish if you are selected as a Trustee:

To help provide guidance and direction in the administration of

I, (candidate's name) Robert Zareo
Citizen of the United States, a duly qualified elector of Miami-Dade County, and not affiliated with the Public Health Trust of Miami-Dade County or its subordinate agencies or institutions, would, if appointed, be willing and able to discharge the responsibilities and functions of Trustee. I declare that, if selected while currently serving on another official County board, I will resign from my other County responsibilities.

2/
Date


Candidate's Signature

Nominated by (if not self):

ROBERT ZAREO
Name

305-314-5418
305-798-4777
Telephone

MIAMI Beach
City

FLA.
State

33140
Zip Code

RESUME
ROBERT ZARCO

Attorney at Law
Zarco Einhorn Salkowski & Brito, P.A.
Miami Tower, 27th Floor
100 S.E. Second Street
Miami, Florida 33131
(305) 374-5418

EDUCATION:

Graduate: UNIVERSITY OF MIAMI SCHOOL OF LAW, Coral Gables, Florida
Juris Doctor Degree, May 1985
- Dean's List - Scholarship Recipient

PACE UNIVERSITY GRADUATE SCHOOL OF BUSINESS,
New York - 1980-1982
- Graduate Accounting and Finance Courses

University: HARVARD UNIVERSITY, Cambridge, Massachusetts
Bachelor's Degree in Economics, June 1980
- Dean's List; Scholarship Recipient

LEGAL
EXPERIENCE:

ZARCO EINHORN SALKOWSKI & BRITO, P.A., Miami, Florida
Franchise and Complex Commercial Litigation Firm
Founding Partner, March 1996 - Present

Trial attorneys concentrating in the areas of franchise, licensing, dealerships and distributorship in complex commercial litigation matters in both federal and state courts, arbitration and mediation representing franchisees in matters involving: franchisee/franchisor, manufacturer/distributor and manufacturer/dealer relationships as well as major corporations and financial institutions

ZARCO & ASSOCIATES, P.A., Miami, Florida
Franchise and Complex Commercial Litigation Firm
Founding Partner, February 1992-1996

Trial attorneys concentrating in the areas of franchise, licensing, dealerships and distributorship in complex commercial litigation matters in both federal and state courts, arbitration and mediation representing franchisees in matters involving: franchisee/franchisor, manufacturer/distributor and manufacturer/dealer relationships as well as major corporations and financial institutions

45

**BUSINESS
EXPERIENCE:**

GENERAL MOTORS CORPORATION, New York
-Cost/Financial Analyst, 1980-1982
Responsible for over one billion dollars of material inventory; prepared financial budgets and accounting forecasts after completing extensive management training program

THE MIAMI HERALD PUBLISHING COMPANY, Miami, Florida
-Assistant to Advertising and Marketing Managers,
Summers 1978-1980
Prepared special Marketing and Advertising Programs, including the Miami Herald Three Year Marketing Plan

**EXPERT
TESTIMONY:**

Expert Trial Witness: Frank A. Kaman, et. al v. J.H. Investment Services, Inc. et.al. -
12th Judicial Circuit Court (Sarasota, Florida, March 2010) - Expert Witness on the
Vicarious Liability of a Franchisor to Third Parties

Expert Witness: Barique Caballero, et al. v. Re/Max, LLC, et al. - 20th Judicial
Circuit (Lee County, Florida, December 2009) - Expert Witness on the Vicarious
Liability of Franchisor

Expert Witness: George Goldsworthy v. Eric Browndorf - Provided Expert
Testimony on Franchise Issues in a Legal Malpractice Case

Expert Trial Witness: Joshua Szentpaty v. Chicken Kitchen, et. al - 11th Judicial
Circuit (Miami-Dade County, Florida, August 2006) Provided Expert Testimony on
the Vicarious Liability of a Franchisor to Third Parties

Florida State Legislature -House Commerce Committee
(Tallahassee, Florida, February, 1994) - International Trade Hearing -Franchise
Legislation and its Effect on Business Format Franchising

California State Legislature -Senate Judiciary Committee
(Sacramento, CA, August 1994) - "Why Venue Provisions in Franchise Agreements
Must be Void as a Matter of Law"

Maryland State Legislature - Economic Matters Committee
(Annapolis, MD, January 1994) -Franchise Legislation - "The Way to
Bring Fairness to Franchising"

Arizona State legislature -Subcommittee on Franchising
(Phoenix, AZ, 1993) - "The Necessity of Franchise Legislation"

Connecticut State Legislature -Committee on Franchising
(Milford, CT, 1993) - "The Benefits of Enacting Franchise Legislation"

New York State Legislature -Franchising Committee
(Long Island, NY, 1993) - "From Litigation to Legislation -Leveling the Playing
Field Between Franchisees and Franchisors"

**AWARDS &
RECOGNITIONS:**

Best Lawyers in America (2006-2016)

"AV Rated for Fifteen Years" - Lexis Nexis (1995-2015)

"Legal Eagle" - Franchise Times (2008-2015)

"Bar Register of Preeminent Lawyers" - Lexis Nexis

"Top Attorneys- Best in Class" - Franchise Times

Top Attorneys in Florida - "Franchise/Dealership Law"

"Top Dealmakers of the Year" -Real Estate/Land - Daily Business Review (2013)

Deal Maker of the Year - "Franchise Law" (2013)

"Florida Legal Elite" - Florida Trend (2013)

"Very Best U.S. Attorneys in Franchising" - Franchise Times (2013)

"Business Leader of the Year" - Business Leader Magazine (2012)

Franchise Time Magazine "High- Flying Franchise Attorneys" (2012)

Franchise Time "Top Franchise Attorneys" - Top Legal Minds in the Business"
(2012)

"International Who's Who of Business Lawyers" (2012)

"Power Player" - South Florida Business Leader Magazine (2011)

"Top Lawyers" - South Florida Legal Guide (2011)

Legal Elite - Florida Trend Magazine (2011)

"Legal Eagle" - Franchise Times (2011)

"International Who's Who of Franchise Lawyer" (2011)

2010 Key Partners Awards - South Florida Business Journal Magazine
November 2010

"Top Impact Legal Leaders" - South Florida Business Leader Magazine -
September/October 2010

"South Florida's Top Lawyers 2010" - Miami Herald

"10th Anniversary Franchise Trial Lawyers" - South Florida Legal Guide (2010)

"Listed as Top Law Firms 2010" - South Florida Legal Guide (2010)

AV Rating for Preeminent Lawyers - The Highest Possible Rating - Lexis Nexis -
Martindale Hubbell (2010)

"Top Lawyers in Franchise" - South Florida Legal Guide (2010)

"Top Lawyers in Franchise" South Florida Legal Guide (2009)

Nations Restaurant News - Robert Zarco (Profile) - April 20, 2009

"Best Lawyers in Franchise" - South Florida's Best Lawyers (2009)

"Peer Review Rated Attorney" - Lexis Nexis - Martindale Hubbell (2009)

"Top Franchise Lawyers" - The Best Lawyers in America (2009)

"Highest Rating in Legal Ability & Ethical Standards" - Lexis Nexis (2009)

"Legal Eagle" - Franchise Times Magazine (2008)

Florida's Top Lawyers- Listed as Top Franchise Lawyers (2008)

Miami Herald "Franchisees First Over late Hours" (July 31, 2010)

Peer Review Rated Attorney- Lexis Nexis - Martindale Hubbell (2008)

South Florida Legal Guide (2008) - Top Franchisees and Automotive Dealerships
Lawyers"

"Florida's Top Lawyers" - Florida Monthly (July 2008)

"The Top Attorneys in Florida" - Florida Super Lawyers (2007)

Florida Super Lawyers (2007) - Listed as Top Franchise Lawyers

"Peer Review Rated Attorney" - Lexis Nexis - Martindale Hubbell (2007)
Lexis Nexis - "2006 Bar Register of Preeminent Lawyers - 90th Edition"

"Peer Review Rated Attorney" - Lexis Nexis - Martindale Hubbell (2006)

National Register's Who's Who in Executives & Professionals
2005-2006 Edition

"2005 Bar Register of Preeminent Lawyers - 89th Edition" - Lexis Nexis

"The only Franchise Lawyer listed as one of "South Florida's Top Lawyers." - South
Florida Legal Guide (2002 Edition)

"2002 Bar Register of Preeminent Lawyers - 86th Edition" - Lexis Nexis

"Zarco Bijnhorn Salkowski & Brito, P.A. as one of South Florida's Top Law Firms."
-South Florida Legal Guide (2001 Edition)

"South Florida's Top Lawyers." - Miami Metro Magazine (January 2001)

**LECTURES & SPEAKING
ENGAGEMENTS:**

Keynote Commencement Speaker: Florida International University (Miami, Florida,
December 2015)

Keynote Speaker: Hawaii Automobile Dealers Association 56th Annual
Convention - "National Labor Relations Board" (Wailea, Maui, October 2015)

Speaker: Dunkin' Donuts Independent Franchise Owners (DIFFO) National
Conference (Las Vegas, Nevada, September 2015)

Lecturer: International African American Hotel Ownership & Investment Summit
and Trade Show (Miami, Florida, July 15-17, 2015)

Speaker: Coalition of Franchises Associations - "National Labor Relations
Board" (Washington DC, March 2015)

Speaker: Dade County Bar Association Bench & Bar Conference - "Alternative
Fee Structures" (Miami, Florida February 20, 2015)

Lecturer: American Bar Association - Forum on Franchising- "The 7 Most
Significant Franchise Cases of All Time" (Seattle, Washington October 15-17,
2014)

Keynote Speaker: Hawaii Automobile Dealers Association 55th Annual Convention - "Chapter 437: The Motor Vehicle Industry Licensing Act" (Wailea, Maui, October 9-12, 2014)

Speaker: International Franchise Association (IFA) 46th Annual Legal Symposium- "Alternatives to Default: Managing Underperforming Franchisees" (Washington DC, May 5-7, 2013)

Speaker: KOC Enterprises Annual Conference- "Key to Success" (Istanbul, Turkey December 2012)

Lecturer: KOC University Law School - "International Franchise Laws" (Istanbul, Turkey, December 2012)

Lecturer: American Bar Association - Forum on Franchising- "Proving Irreparable Harm- Have the Standards Changed?" (Los Angeles, CA, October 3-5, 2012)

Speaker: Coalition of Franchisee Associations (CEA)- "Improving Franchisor/Franchisees Relationship During Difficult Economic Times (July 27, 2012)

Speaker: The Asian American Hotel Owners Association Conference (AAHOA)- "Staying Ahead in Hotel Franchising During Difficult Economic Times" (2012)

Lecturer: Scheek Hillel Community High School (North Miami Beach, FL September 2011)

Lecturer: University of Maryland Undergraduates School of Business - "Franchising as an Alternative Business Structure" (College Park, MD November 2010)

Keynote Speaker: Buffalo Wild Wings Conference - "Franchise Relations and Legal Update" (Las Vegas, NV October 2010)

Speaker: Franchise Expo South- "Helping Franchisees Navigate through the Franchise Relationship" (Miami, FL January 15-17, 2010)

Lecturer: University of Miami (Miami, Florida, October 2010)- "Litigation Skills"

Lecturer: American Bar Association - Forum on Franchising (Toronto, Canada, October 14-17, 2009) - "Franchise Litigation"

Speaker: Franchise & Business Opportunities Expo- "Tips for Franchisees in Pursuit to the American Dream" (Fort Lauderdale, Florida, May 2009)

Speaker: American Bar Association 29th Annual Forum on Franchising - "The Practical Considerations on Litigating Franchise Disputes" (Boston, MA, October 11-13, 2006)

Speaker: National Society of Minorities in Hospitality - "How to become a Free Agent" & "Investing in a Hotel Franchise" (Dallas, TX February 9 -12, 2006)

Keynote Speaker: 2005 AAHOA Annual Convention & Trade Show - "Maximizing your Franchise Agreement" (Fort Lauderdale, FL March 24-25, 2005)

Speaker: Third Annual Hospitality Law Conference - "Getting The Most Out Of The Franchisor/Franchisee Relationship" (Houston, TX, February 3-4, 2005)

Lecturer: Hampton Roads Franchise Expo 2004 - "Understanding the UFOC and Franchise Laws" (Hampton, VA November 5, 2004)

Speaker: Tennessee Hospitality Alliance Exposition with Tennessee Restaurant Association - "Getting the Most of the Franchisor/Franchisee Relationships" (Nashville, TN, September 8, 2004)

Speaker: Pharmacy Franchise Owners Association - "Benefits of a Franchise Association & Medicine Shoppes Franchise" (Anaheim, CA, August 6, 2004)

Lecturer: Conrad N. Hilton College, University of Houston - "Hospitality Franchising Issues" (Houston, TX, January 22, 2004)

Speaker: Multi-Unit Foodservice Operators Conference - "Lawsuit Trends and Thoughts on Avoiding Litigation" (Atlanta, GA, September 22, 2003)

Lecturer: International Institute for Franchise Education
H. Wayne Huizenga School of Business & Entrepreneurship
Nova Southeastern University - Nova's Fast Track MBA Training in Franchise Management (Davie, Florida, June 12, 2003)

Speaker: U.S. Hispanic Chamber of Commerce's "Franchising Today" Orientation Seminar - "Franchising Today UFOC Night" (New York, NY June 3, 2003)

Speaker: U.S. Hispanic Chamber of Commerce's "Franchising Today" Orientation Seminar - "Franchising Today UFOC Night" (Orlando, Florida, April 9, 2003)

Speaker: U.S. Hispanic Chamber of Commerce's "Franchising Today" Orientation Seminar - "Franchise Relationship Laws In US Territories" (Caguas, Puerto Rico, January 22, 2003)

Speaker: Florida Bar Franchise Seminar- "The Ten Most Dangerous Provisions In A Franchise Agreement" (Miami, Florida January 17, 2003)

Speaker: The Cuban American CPA Association - "Financial Management Of A Franchised Business And The Role Of The CPA" (Miami, FL, October 30, 2002)

Speaker: The Hardee's Convention- "The 10 Most Dangerous Contract Clauses In The Hardee's Franchise Agreement" (Miami, FL, October 26, 2002)

Speaker: The United States Hispanic Chamber of Commerce- "Franchising Today: Exploring New Markets & New Opportunities" (Los Angeles, CA, October 19, 2002)

Speaker: The American Corporate Counsel Association- "Legal Issues Facing The Franchise Industry In The New Millennium" (Fort Lauderdale, FL, October 1, 2001)

The International Hotel/Motel & Restaurant Show- "Making The Law Work For You." (New York, NY November 11-14, 2000)

Speaker: The Denny's Franchise Association, 4th Annual Convention- "Legal Issues with Robert Zarco, P.A." (Las Vegas, NV November 6-9, 2000)

Speaker: Equity Forum Convention- "Fairness and Good Faith and McDonald's Remodeling Requirements" (2000)

Speaker: Hospitality Industry 4th Annual Legal Strategy Conference (Cornell University, Ithaca, NY, October 4-6, 2000)

Speaker: The Denny's Franchise Association (DFA) Forum- "Five of the Most Dangerous Contract Clauses Which May Exist in Your Franchise Agreement" (January 2000)

Speaker: The Florida Bar Twentieth Annual Midyear Meeting (Miami, Florida, January 12-13, 2000)

Speaker: The Asian American Hotel Owners Association (AAHOA)- "Presentation Regarding Franchising in the Hotel Industry and Related Issues" (Las Vegas, NV, January 6, 2000)

Speaker: The Franchise Handbook- "Franchise Issues For 'The New Millennium'" (November, 1999)

Buyers. Risky Business: Pursuing the American Dream With a Franchise: What to look for before you invest in a franchise system.

Speaker: AAHOA Hospitality- "Part II: The Most Potentially Dangerous Contract Clauses In Your Franchise Agreement" (November, 1999)

Speaker: AAHOA Hospitality- "Ten Dangerous Contract Clauses Which May Exist in Your Franchise Agreement" (September, 1999)

Speaker: AAHOA Hospitality- "Legal Aspects of Franchising in the Lodging Sector" An Important Trend in Court Decisions During Early 1999 (August, 1999)

Speaker: Franchise Law Journal - American Bar Association- "The Sounds of Silence in the Franchise Agreement" (Summer 1999)

Lecturer: University of Houston Hospitality Industry Law Institute- "Franchise Law Update: The Top Ten Issues Facing Hotel Counsel" (Houston, TX, October 21, 1999)

Speaker: Interim Health Care Franchisees Association- "Knowing Your Franchise Rights Under the Franchise Agreement" (Sunrise, FL, October 9, 1999)

Speaker: The Asian American Hotel Owners Association (AAHOA)- "Legal Issues in Franchise Law" (Florence, SC, October 7, 1999)

Speaker: The Asian American Hotel Owners Association (AAHOA)- "Franchise Law Update" (San Francisco, CA, September 22, 1999)

Speaker: The Asian American Hotel Owners Association (AAHOA)- "Legal Trends in Franchising" (Los Angeles, CA, September 17, 1999)

Speaker: The Asian American Hotel Owners Association (AAHOA) - "10 Most Dangerous Contract Clauses in Your Franchise Agreement" (Dallas, TX, August 24-25, 1999)

Speaker: American Franchise Association- "How to Use Class Actions, Association Lawsuits and Other Tools to Accomplish Systemwide Change" - "Evaluating Franchisor "Solutions" to Encroachment and Other Disputes" (Hilton Head, SC, May 1999)

Speaker: American Franchise Association - Multi-Unit Operators Retreat-The Boulders Resort (Carefree, AZ, February, 1999) - "Franchise Contract Trends"

Speaker: Legal Symposium on Legal Issues in the Hospitality and Gaming Industries - Conrad N. Hilton College of Hotel Management (Houston, TX, October 1998) - "Franchising: Panacea or Pandora's Box?"

Speaker: Little Caesars' Franchisee Association- "Franchisor's Obligations in Administration of Advertising Funds" (Dallas, TX, October, 1998)

Speaker: TCBY Franchisee Association- "Getting a Fair Shake-Standing Up for your Rights" (Chicago, IL, July 1998)

Speaker: American Franchisee Association- "Franchisee's Rights Upon Franchisor's Sale or Merger of System" - "Encroachment in the New Millennium" (Lake Tahoe, NV, April 1998)

Speaker: The Florida Bar - "Mediation and Arbitration of an Encroachment Case" (Miami, FL, December 5, 1997)

Speaker: Denny's Franchisee Association- "Combating Discrimination Charges in the 90's" (Scottsdale, AZ, November 1997)

Speaker: The Beacon Council Expo'97- "Choosing the Right Business for You!" (Miami, Florida, September 24, 1997)

Speaker: The Florida Bar- "Practical Aspects of Franchisee Representation: Alternative Dispute Resolution"(Miami, FL, December 20, 1996)

Speaker: White House Conference on Small Businesses - "Main Street Franchisee Issues" (Washington DC, June 1995)

Speaker: Florida Restaurant Franchisee Association- "Equalizing the Franchisee-Franchisor Relationship" (Fort Lauderdale, FL, June 1995)

Lecturer: The Franchise Handbook - Expert Opinions - "Tips for Franchisees in Pursuit of the American Dream" (Summer 1994)

Speaker: The Franchise Update Magazine (Second Quarter 1994) - "The Likelihood of Continued new Legislation Governing the Franchise Encroachment Issue and the Related Issue of Site election"

Speaker: 7-Eleven Independent Franchisees- "Saving and Revitalizing an Undermined Trademark and Deteriorated Franchise System" (Tucson, AZ; Portland, OR; Reno, NV; Valley Forge, NJ; Las Vegas, NV; Chicago, IL; Detroit, MI, December 1993)

American Franchisee Association Annual Convention (Las Vegas, NV, February 1994-present)

Lecture: - "Judicial Update"

Lecture: - "Mediation, Arbitration & Litigation: Rights of Franchisees Go Beyond the Document"

Panelist: - "An Examination of Current Pending Franchise Reform Legislation"

Speaker: National Franchisee Update Association, a Publication of Regional Burger King Associations -The Flame - A Franchisee Report (Winter 1993) "Tips for the Franchisee in Pursuit of the American Dream"

Speaker: Practical Aspects of Franchisee Representation Alternative Dispute Resolution: Which Method is Best for Your Client (Co-Author).

Speaker: The Sounds of Silence in the Franchise Agreement, co-author with Lawrence V. Ashe, Franchise Law Journal, vol. 19, no. 1, American Bar Association

Speaker: Kentucky Fried Chicken Independent Franchisees- "Protecting Your Rights Throughout the Evolution of the KFC Franchise Agreement" (Atlanta, GA, November 1993)

Speaker: Radio Shack Dealer's Association- "Rights and Remedies Under the Radio Shack/Tandy Agreement" (Las Vegas, NV, July 1993)

Speaker: Florida Restaurant Franchisee Association- "Franchising: Fighting Back to Win" (Orlando, FL, January 1993)

**RADIO &
TELEVISION
APPEARANCES:**

Women's Radio Network (Miami, Florida, April 6, 2015) -Addressed franchising and other small business issues and the impact of the law on the relationship

Fox Business on Fox News Channel with Dagan McDowell (June 9, 2009) - "Next Step for Chrysler" Interviewed to provide expert opinion on what options Chrysler dealerships have.

Nightly Business Report on PBS with Paul Kangas (June 2, 2009) - "Vehicle Sales, Chrysler Dealers, GM & More" Provided expert commentary on franchise and dealership law.

Radio 5UV (Adelaide, Australia, May 26, 2000) - Rendered expert opinion issues facing franchisees globally

Radio 3LO (Melbourne, Australia, March 1999) - Rendered expert opinion on "Franchise Cannibalism"

Radio 2GB (Sydney, Australia, March 1999) - Rendered expert opinion on issues pertaining to fast food franchisors' invasion of franchisees territory

Radio 5DN (Adelaide, Australia, March 1999) - Rendered expert opinion on how franchisors like McDonald's are in the real estate and property development business and how they profit from increased rent charged to franchisees.

Sky News Australia (March, 1999) - Introduced as the "Leading International Franchise Litigation Specialist" to explain how McDonald's focus on its real estate business adversely affects its franchisees through encroachment.

Channel 9 Small Business Show (Australia, March, 1999)
-Appeared on a nationwide televised show to address issues on franchise legislation and how to protect the rights of Australian franchisees

CNN "Miami Bureau" (August, 1998) -Interviewed to provide expert opinion and commentary on McDonald's franchise System and Others Pending.

PBS "Your Financial Future with Jonathan Pond" (May 23, 1997)
-Rendered expert opinion on a nationally televised news show regarding the dynamics and advantages of franchising.

CNBC "Minding Your Business" (October 12-13, 1996) -Provided expert opinion on franchising on a nationally televised news show that also featured one of the firm's clients.

CNBC "How To Succeed In Business" (October 8, 1996) -Provided expert opinion on franchising on a nationally televised news show that also featured one of the firm's clients.

PBS Nightly Business Report "How To Find The Right Franchise" (May 27, 1996) -Rendered expert opinion on franchising on nationally televised news show concerning issues of franchise training and support

CBS "EYE TO EYE with Connie Chung" (September 8, 1994)
-Introduced as "One of the leading franchise attorneys in the country" and provided expert opinion on franchising on a nationally televised prime time show entitled "Risky Business"

The Judy Jarvis Show (August 19, 1994) - "Afro-American Franchise Files Discrimination Lawsuit Against McDonald's" -Provided expert opinion and commentary on nationally syndicated radio talk show focused on discrimination facing minority franchisees today

CNN "Chicago Bureau" (July 28, 1994) -Interviewed to provide expert opinion and commentary on Caterpillar lawsuit pending in the South Florida Federal Courts

**LOBBYING
ACTIVITIES:**

White House Conference on Small Business -Elected Florida Delegate
(Washington, DC, August 1995)

The Florida House of Commerce Committee and the Senate Committee on
International Trade, Economic Development and Tourism (Tallahassee, FL,
March 1994) - The Need for Franchise Legislation and its Effect on Business
Format Franchising

American Franchise Association Legislative Affairs Day (September, 1993)
-Lobbied various federal legislatures to gain support in sponsoring Congressman
John LaFalce's (D-NY) Fair Franchising Legislative Bills. Speaker in Associates
News Conference

Various State Legislatures (1992-1993) -Lobbied various state representatives and
assemblymen from Florida, New York, Connecticut, Arizona and various other
states seeking enactment of Fair Franchising Legislation

American Legislative Exchange Council (Washington, DC, November 1992)
-Lobbied various state and federal legislatures to gain support in sponsoring State
and Federal Fair Franchising Legislation

**ARTICLES &
PUBLICATIONS:**

American Bar Association 37th Annual Forum on Franchising (October 2014)-
"The 7 Most Significant Franchise Cases of All Time", co-authored with Barry M.
Heller.

International Franchise Association (IFA) (May 2013)- "Alternatives to Default:
Managing Underperforming Franchises", co-authored with William Jameson and
David Leonardo

American Bar Association 35th Annual Forum on Franchising (October 2012)-
"Proving Irreparable Harm - Have the Standards Changed", co-authored with C.
Griffith Towle

Nations Restaurant News (February 23rd, 2009 Edition)
"Creative Strategies for Franchise Businesses to Navigate Challenging Economic
Times

Tips for the Franchisee In Pursuit of the American Dream (June 2009)

Lodging Hospitality "Guest Satisfaction Still First Priority for Hospitality Industry
in Weathering Challenging Economic Times" (April 2009)

Creative Strategies for Franchise Businesses to Navigate Challenging Economic Times (February 2009)

Nations Restaurant News (February 23rd, 2009 Edition)-
"Creative Strategies for Franchise Businesses to Navigate Challenging Economic Times"

Today's Restaurant News (October 2008) Florida & Texas Editions
"Franchises: Cutting Service & Quality Not The Answer During Challenging Times"

South Florida Business Leader (Movers & Shakers - September 2008) - "Robert Zarco: Helping the Underdogs Achieve"

American Bar Association 29th Annual Forum on Franchising
"The Practical Considerations on Litigating Franchise Disputes", co-authored with Marcus A. Banks and James A. Goulea.

Lexis Nexis - Martindale Hubbell (2006) - Peer Review Rated Attorney

Hospitality Law Conference (January 2004) - "Common Issues in Hospitality Franchising"

Miami Metro Magazine (January 2001) - "Listed as one of South Florida's Top Lawyers."

AAHOA Magazine (September 2000) - "Making QARs Work For You."

EQUITY FORUM (Convention 2000) - " Fairness and Good Faith and McDonald's Remodelling Requirements."

THE INNKEEPER (April 2000) - " THE TOP TEN ISSUES FACING HOTEL COUNSEL"

Alternatives in Resolving Franchisor (April 2000)- Franchisee Disputes
- Part One: The Mediation Option.

Hospitality Law (March 2000) - "Deciding which state's law to apply is critical"

AAHOA Magazine (March 2000) - "LIQUIDATED DAMAGES CLAUSES - DO YOU ALWAYS HAVE TO PAY?"

AAHOA Magazine (February 2000) - "The Americans with Disabilities Act- An Overview for Franchisees in the Lodging Sector"

Hospitality Law (March 2000) - "Deciding which state's law to apply is critical"

The CPA Forum (January 2000)- "Five of the Most Dangerous Contract Clauses Which May Exist in Your Franchise Agreement"

AAHOA Magazine (January 2000)- "PREMISES LIABILITY-IS THE FRANCHISEE RESPONSIBLE WHEN A GUEST IS INJURED ON HOTEL PROPERTY?"

AAHOA Magazine (December 1999)- "TO PAY OR NOT TO PAY... (ROYALTIES)... THAT IS THE QUESTION"

The Franchise Handbook (November, 1999) - "Franchise Issues For The New Millennium"

AAHOA Hospitality (November, 1999) - "Part II: The Most Potentially Dangerous Contract Clauses In Your Franchise Agreement"

AAHOA Hospitality (September, 1999) - "Ten Dangerous Contract Clauses Which May Exist in Your Franchise Agreement"

AAHOA Hospitality (August, 1999) - "Legal Aspects of Franchising in the Lodging Sector" An Important Trend in Court Decisions During Early 1999

Franchise Law Journal - American Bar Association (Summer 1999)
- "The Sounds of Silence in the Franchise Agreement"

The Franchise Handbook (Summer 1994) - Expert Opinions
- "Tips for Franchisees in Pursuit of the American Dream"

The Franchise Update Magazine (Second Quarter 1994) - "The Likelihood of Continued new Legislation Governing the Franchise Enactment issue and the Related Issue of Site Selection"

National Franchise Update Association, a Publication of Regional Burger King Associations - The Flame - A Franchisee Report (Winter 1993) "Tips for the Franchisee in Pursuit of the American Dream"

**ORGANIZATIONS
& AFFILIATIONS:**

American Bar Association
Academy of Florida Trial Lawyers
American Franchise Association
Association of Trial Lawyers of America
Cuban American Bar Association
Dade County Bar Association
Dade County Trial Lawyers Association
Federal Trial Bar Association
Florida Bar Association
Florida Justice Association

