
Please include as addendum to INQ 16-114

From: Centorino, Joseph (COE)
Sent: Friday, April 15, 2016 9:25 AM
To: emsardina@aol.com
Cc: Diaz-Greco, Gilma M. (COE) <GDIAZGR@miamidade.gov>; Turay, Radia (COE) <Radia.Turay@miamidade.gov>; Kokoruda, Chris (CAO) <kokorud@miamidade.gov>; Esther.Abolila@jhsmiami.org; Perez, Martha D. (COE) <perezmd@miamidade.gov>
Subject: Addendum to INQ 16-114 Eduardo Sardina (Conflict of Interest)

Mr. Sardina:

Thank you for your cooperation with our Staff Attorney Martha Perez in responding to our inquiry concerning your possible appointment to the Public Health Trust. I hope you understand that the issue was a difficult one for us inasmuch as you are a highly-qualified applicant for this prestigious and important County board. The heightened ethical standard applied to the PHT was the underlying basis for our recommending that you not accept the appointment while maintaining the status of Trustee *Emeritus* of the University of Miami Board of Trustees. While we did not find a clear conflict in your case, the appearance created by such a relationship led us to make the recommendation. Our recommendation was in no way a reflection on your personal fitness or integrity.

I want to supplement that opinion by letting you know that, in the event that you were to resign from your honorary status as an *Emeritus* Trustee of the University, that would alter our judgment concerning the appointment and would remove the concern we expressed regarding the appearance issue. Thanks for your willingness to serve the Public Health Trust and for your understanding of the situation.

Sincerely,

Joe Centorino

Joseph M. Centorino

Executive Director and General Counsel
Miami-Dade Commission on Ethics and Public Trust
19 W. Flagler Street, Suite 820
Miami, FL 33130
Tel: (305) 579-2594
Fax: (305) 579-0273
ethics.miamidade.gov



From: Perez, Martha D. (COE)

Sent: Thursday, April 14, 2016 10:44 AM

To: emsardina@aol.com

Cc: Centorino, Joseph (COE) <CENTORI@miamidade.gov>; Diaz-Greco, Gilma M. (COE) <GDIAZGR@miamidade.gov>;

Turay, Radia (COE) <Radia.Turay@miamidade.gov>; Kokoruda, Chris (CAO) <kokorud@miamidade.gov>;

Esther.Abolila@jhsmiami.org

Subject: FW: Applicant for the PHT Board of Trustees for Eduardo M. Sardina, Conflict of interest, INQ 16-114

Dear Mr. Sardiña,

It was a pleasure speaking with you. You recently tendered an application to the Public Health Trust (PHT) Board of Trustees, and you would like to know whether you would have a conflict of interest in serving the PHT while you are an *Emeritus* Member of the University of Miami Board of Trustees.

Background

You recently submitted an application and resume to be considered for appointment to the PHT Board of Trustees. The Jackson Health Systems/ Public Health Trust Board of Trustees (JHS/PHT) has entered into a contract with the University of Miami worth over \$127 million, which solidifies a partnership relationship between both entities for the joint sharing of healthcare services. You previously served as a board member for the University of Miami Board of Trustees for approximately fifteen years. You currently hold a prestigious designation as *Emeritus* Member of the University of Miami Board of Trustees. In that capacity, you are retired from the Board. Although you do not have any voting or fiduciary responsibilities with the Board and do not serve on any U.M. Board committees, you are invited to attend and participate in the board meetings. (You indicated that you have not attended any since you attained your *emeritus* status approximately three years ago; the only University of Miami gatherings you have attended have been social functions).

Analysis

Members of the JHS/PHT are covered by the Miami-Dade County Conflict of Interest and Code of Ethics Ordinance (Ethics Code). See § 25A-9 of the Miami-Dade County Code and Article III § 2 of the Bylaws of PHT. While the Ethics Code is intended to address those instances where a board member may be *perceived* as having conflicting loyalties that interfere with his independence of judgment in making a decision or recommendation connected to his official duties, the PHT Bylaws provide for a *stricter* conflict of interest standard which applies to all current and prospective board members. Article III § 3 of the Bylaws of PHT provides “ a rigorous conflict of interest policy which includes a *heightened standard*, eliminating both the perception of as well as any actual conflict of interest for board members.” An example where a *perceived conflict of interest* may arise is where a contract partner or affiliate of the PHT, in this instance, the University of Miami, and its employees, officers, owners, partners or *board members*, is nominated to serve on the Board of Trustees for JHS/PHT. See County Attorney’s Memorandum re County Resolution R-392-11. Additionally, the Ethics Commission has opined that a “*perceived conflict of interest* is created when a reasonable person could believe that a board member acted with disloyalty or divided loyalties, whether an actual conflict exists”. See §2-11.1(j), County Ethics Code; RQO 12-01.

Consequently, pursuant to our conversation, it is recommended that you not serve on the PHT Board of Trustees as such service would create a *perceived conflict of interest* based on: the significant contractual relationship that the University of Miami has with PHT ; your dedication and commitment to the University of Miami as a former active board member for more than fifteen years ; your current status as an *emeritus* board member with the ability to attend and participate (although not vote) at University of Miami Board of Trustees meetings; and, the fact that there would be

recurring or repeated instances in which you could not vote on matters pertaining to the University of Miami and/or any of its affiliates.

This opinion is based on the facts as have been presented to the Ethics Commission. Please contact us if these facts change.

Sincerely,

Martha D. Perez

Staff Attorney

MIAMI-DADE COUNTY COMMISSION ON ETHICS & PUBLIC TRUST

19 West Flagler St. Suite 820

Miami, FL 33130

(305)350-0656

PEREZMD@miamidade.gov

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From: Centorino, Joseph (COE)
Sent: Tuesday, April 12, 2016 5:13 PM
To: Perez, Martha D. (COE)
Subject: FW: Applicant for the PHT Board of Trustees for Eduardo M. Sardina

Martha,

Consider this an INQ request from Eduardo Sardina regarding whether he may serve on the PHT Board of Trustees. Please look at his connection with UM and speak with him if necessary.

Joe

From: Abolila, Esther [<mailto:esther.abolila@jhsMiami.org>]
Sent: Tuesday, April 12, 2016 4:45 PM
To: Centorino, Joseph (COE) <CENTORI@miamidade.gov>
Subject: FW: Applicant for the PHT Board of Trustees for Eduardo M. Sardina

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Thank you,

Esther Caravia-Abolila

Chief of Staff to Carlos A. Migoya

President and Chief Executive Officer

[Jackson Memorial Hospital](#)

Executive Offices – West Wing 117

1611 NW 12th Avenue

Miami, FL 33136
Phone: 305-585-6754
Fax: 305-324-0065
Esther.Abolila@jhsmiami.org

From: Moss, Marilyn
Sent: Tuesday, April 12, 2016 11:54 AM
To: Abolila, Esther
Cc: Hawkins, Ryan R
Subject: FW: Applicant for the PHT Board of Trustees for Eduardo M. Sardina

FYI

From: McBride, Daysha (COC) [<mailto:dmcbrid@miamidade.gov>]
Sent: Tuesday, April 12, 2016 10:43 AM
To: Acevedo, Paulette (Office of the Mayor) <Paulette.Acevedo@miamidade.gov>
Cc: Moss, Marilyn <MMoss@jhsmiami.org>; Shy, Eugene (Miami Dade) <eshy@miamidade.gov>; Knowles, Keith (COC) <KAK1@miamidade.gov>
Subject: Applicant for the PHT Board of Trustees for Eduardo M. Sardina

Good morning Paulette,

Please see the attached for Mr. Eduardo M. Sardina's stamped application to the PHT Board of Trustees.

Best Regards,

Daysha McBride
Commission Clerk III
Miami-Dade County Clerk of Courts
Clerk of the Board Division
111 N.W. First Street, Suite 17-202
Miami, Florida 33128
(305) 375-5133 (Office)
(305) 375-2484 (Fax)
dmcbrid@miamidade.gov

INQ 16-114 Sardina

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Chief of Staff to Carlos A. Migoya
President and Chief Executive Officer

Jackson Memorial Hospital
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FYI

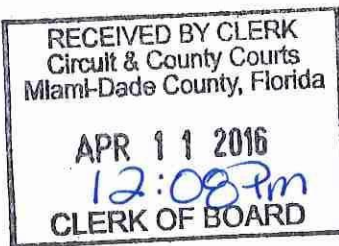
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Subject: Applicant for the PHT Board of Trustees for Eduardo M. Sardina

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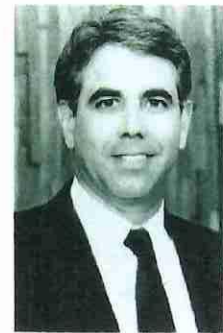
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Daysha McBride
Commission Clerk III
Miami-Dade County Clerk of Courts
Clerk of the Board Division
111 N.W. First Street, Suite 17-202
Miami, Florida 33128
(305) 375-5133 (Office)
(305) 375-2484 (Fax)
dmcbrid@miamidade.gov



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 Compañia 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.

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: SARDIN Eduardo M.
Last First MiddleEmployer: RetiredTitle/Occupation: 0Business Type: 0Business Address: 0Business Telephone: 0 Fax: 0Email Address: EMSARDIN7@AOL.COMHome Address: 4995 S.W. 78thHome Telephone: 305-663-1409Date of Birth: 0 Length of Residence in Miami-Dade County: 50

PLEASE CHECK APPROPRIATE INFORMATION LISTED BELOW (Optional)

☒ Male☐ Female☐ White Non-Hispanic☐ Black Non-Hispanic☒ Hispanic☐ Asian or Pacific Islander☐ American Indian or Alaskan Native☐ Haitian American

EDUCATION:

School/City/Major/Degree:

ST. BENEDECT College. (Bachelor)
THUNDERBIRD. (master)

3

Previous Employment and Professional Background:

Business Name	Position	Years
EASTMAN DILLON	BROKER	1970-1972
BACARDI	1973 - Sales Mgr.	
	1981 National Sales Mgr.	
	1988 - VP & COO - 1995 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. as 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 UIM

List any Public Office held (Elected or Appointed):

Office

Date

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>Past C.F.O Division</u>	<u>- 305-439-2300</u>
<u>Pope Sanchez</u>	<u>Pres. Vm.com</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

I, (candidate's name)

Eduardo 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



Candidate's Signature

Nominated by (if not self):

Joe Arrisola

Name

305-934-6551

Telephone

Miami

City

FL

State

33143

Zip Code