



The source of unbiased health data; quality program planning, management and evaluation; strong community partnerships in Miami-Dade and Monroe Counties; and targeted healthcare policy at the local, state, and national levels.

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"The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails." ~ William Arthur Ward

Dear Community Partner,

This past third quarter has been both momentous and challenging, bringing about an opportunity for the Health Council of South Florida (HCSF) to re-evaluate, re-energize, and re-focus our efforts as the preferred partner for strategic and community-based planning for Miami-Dade and Monroe counties. As we continue to evolve in anticipation of the changes brought forth by Florida's new legislative leadership, the HCSF is committed to serving as the collective voice for the wellbeing of this community, and our fellow partners. HCSF's dedication to unbiased data collection, evaluation, advocacy, and education serve to improve the quality of life for all in our counties. While I am an optimist that hopes for positive transformation, I remain realistic and aware of the fact that we, as a community, must be proactive and prepared to adjust our sails to any changes resulting from the current political climate. As such, I invite you to join us at the HCSF 42nd Annual Luncheon, on Wednesday, May 25th, 2011, at the Biltmore Hotel in Coral Gables, to experience a dynamic conversation highlighting *Florida 2011: State of the State* and its impact locally. I also look forward to sharing our recent accomplishments and reporting with new and exciting updates of what to expect from the Health Council in the upcoming year.



Best Regards,

Marisel Losa, MHA
President & Chief Executive Officer
Health Council of South Florida

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SAVE THE DATE
HCSF 42nd ANNUAL LUNCHEON MEETING



42nd Annual Meeting
Florida 2011: State of the State

Keynote Speaker
The Honorable Rene Garcia
Florida Senator
Chair, Health Regulation Committee

HCSF is pleased to announce that the following individuals will be recognized for their contributions to the community:

Eneida Roldan, MD, MPH, MBA
Outstanding Public Health Advocacy

Tom M. Gomez
Exceptional Community Service

Wednesday, May 25, 2011 **Biltmore Hotel**
11:00 AM Reception 1200 Anastasia Avenue
12:00 PM Luncheon Coral Gables, FL 33134

Proudly supported by Silver Sponsor



Sponsorship opportunities for this event are now available, please contact Vanessa Rodriguez via phone at 305-592-1452, ext. 118 or via email at vrodriguez@healthcouncil.org.

Would you like to purchase tickets? [Click here.](#)
Interested in being a sponsor of the event? [Click here.](#)
Want to download the registration form? [Click here.](#)
Are you unable to attend but would like to make a donation?
[Click here.](#)



Click the Facebook icon and "Like" the HCSF Page for a chance to win 2 free tickets to the 42nd Annual Luncheon Meeting.

**HCSF LEADERSHIP RECOGNIZED DURING
FIU PATH AWARDS**

The Health Council of South Florida (HCSF) is pleased to announce that Ms. Marisel Losa, and Dr. Fermin Leguen were recognized during the Path Awards Luncheon on Tuesday, April 5, 2011, in the Graham Center Ballroom at Florida International University. The awards are given annually to individuals and organizations in public health, social work, and dietetics in recognition of their efforts to protect and promote the health of South Florida's residents.

Marisel Losa, MHSA, President & CEO of the Health Council, was presented with the Robert Stempel Award, the highest honor awarded by the faculty of the Robert Stempel College of Public Health and Social Work. This award is bestowed upon an individual who has not only shown leadership and dedication to a discipline within the college, but is meant to recognize that individual's passion and vision for a healthier and more prosperous South Florida.

This year's Path Award in the category of Epidemiology and Disease Surveillance was presented to HCSF Board of Directors Executive Committee member, Fermin Leguen, MD, MPH, Chief Physician Director of Epidemiology & Disease Control and Immunization Services at the Miami-Dade County Health Department (MDCHD). Dr. Leguen has served the MDCHD since 2001, overseeing programmatic activities of the Office of Epidemiology & Disease Control, the Special Immunizations Program and Laboratory services. Dr. Leguen is also leading pandemic flu preparedness efforts in Miami-Dade County, including the completion of a County Pandemic Influenza Response Plan.



VOLUNTEER APPRECIATION

The Health Council of South Florida would like to thank its Board of Directors and committee's members who volunteer their invaluable support, insight, and expertise to the Council throughout the year. Your efforts, guidance, and community influence have served to enhance the Council's ability to fulfill its mission to be the source of unbiased health data, quality program planning, management and evaluation, strong community partnerships in Miami-Dade and Monroe

counties and targeted healthcare policy at the local, state, and national levels. Thank you!



The Health Council of South Florida would also like to acknowledge past volunteer, Ricardo Antonio Jaramillo. In 2010 Mr. Jaramillo interned with the HCSF performing local level analysis of data reported on Miami Matters. More specifically, Mr. Jaramillo analyzed indicators for their performance, trends and possible causative factors as they relate to Miami-Dade County. After completing his analysis, the results were used to write an executive summary of Miami-Dade County's general progress towards the goals in the HCSF's Community Health Report Card.

Ricardo Antonio Jaramillo originally from Lima, Peru, moved to Yorba Linda, California, in 1983. Although he began his college career at California State University in Fullerton, majoring in Anthropology, he went on to graduate from Florida International University in 2001 with a Bachelor's degree in Anthropology and Sociology. In 2010 he received a Master's degree in Public Health, with a specialization in Epidemiology.

At the completion of his internship, due to his experience and stellar performance, he has been asked to continue working with the Council. Mr. Jaramillo is currently working with the Health Council of South Florida in two projects: AICP & AWAPP and the Community Putting Prevention to Work initiative in Miami-Dade County.

STATE OF FLORIDA HIGHLIGHTS

THE LEVY LEGISLATIVE UPDATE

by Robert M. Levy, Legislative Consultant to HCSF

Since the close of the 112th session, Florida has elected an entirely new Cabinet (all of whom are Republicans) and veto proof majorities for the Republicans in both the House and Senate. Thanks to term limits, dozens of new names and faces fill the Capitol and our new Governor has wasted no time making his presence known both here at home and on the national stage. There are more than 80 House Members with less than two years of experience. Our Miami-Dade Delegation is among the newest and experienced the highest turnover in power of any in Florida. It is, without question, a new era in Florida politics and only time will tell if that will equate to sound public policy and an atmosphere of collaboration, or to cannibalism within the governing party and dissension in the rank and file membership. If indeed what is past is prologue, American history can give examples of both in the not-so-distant past.

Medicaid Reform

In 2010, the House of Representatives passed legislation aimed at addressing the rising Medicaid costs that are having a crippling effect on the state budget. Even knowing the Senate did not intend to pass the measure, the House pushed forward with a plan that over time would move the entire state into managed care through competitively procured contracts with HMOs. In the interim months between session (and during the campaign season) and at the direction of the incoming presiding officers, key House and Senate staff spent countless hours coming up with a similar plan that could move toward passage in both chambers in 2011.

Other key points in the full Levy Report include:

- Pension Reform
- Merit Pay for Teachers
- High Speed Rail
- Budget Situation Getting Better, but Still Dire

Florida's annual 60-days of craziness began on March 8th with Governor Scott's first State of the State Address, before the election hardly anyone outside of his employees and his neighbors knew who he was. Now after a fascinating election season, a well-run campaign, a personal investment in the campaign in excess of \$70 million, and the defeat of two established and quality candidates, Rick Scott has the reigns. While everyone is saying the right things, it remains to be seen just how the House, Senate, and Governor will actually work together. We'll be here to watch it all.

To read the full report, please [click here](#).

For additional information concerning legislative healthcare issues, please contact Bob Levy from Robert M. Levy & Associates, offices in Tallahassee at (850) 681-0254 and in Miami at (305) 758-1194.

AIDS INSURANCE CONTINUATION PROGRAM (AICP)



The AIDS Insurance Continuation Program (AICP) preserves the private health insurance of low-income Floridians living with HIV/AIDS who cannot afford to pay their private health insurance premiums. The program is funded by the State of Florida Department of Health through the Ryan White Program (51%) and State of Florida General Revenue (49%).

During the month of January, AICP began the process of distributing the 2010 Client Survey to all actively enrolled clients. Approximately 1,600 client surveys were mailed to program enrollees throughout the state. The information obtained from the survey provides a mechanism for gaining insight into the perceived value of AICP and the quality of care

received through the program. The client survey results will be published in the 2010 AICP Cost Benefit Analysis which will be finalized in June 2011.

The Spring AICP Statewide Technical Advisory Committee (ASTAC) meeting was held on April 14th in Fort Lauderdale, Florida. Topics of discussion at the meeting included the HIV/AIDS Division Strategic Plan for 2011-2013 and Health Care Reform.

Enhanced Comprehensive HIV Prevention Planning Grant

During October 2010, the Florida Department of Health, Bureau of HIV/AIDS and the Miami-Dade County Health Department were selected as a grantee of the Centers for Disease Control (CDC) one year demonstration project, the Enhanced Comprehensive HIV Prevention Plan (ECHPP) for Metropolitan Statistical Areas most affected by HIV/AIDS. ECHPP aims to maximize the impact of HIV prevention, care, and treatment in 12 cities that have the highest AIDS prevalence in the United States. The project directly supports the National HIV/AIDS Strategy (NHAS).

The Health Council has been responsible for writing and developing the ECHPP for Miami-Dade County. Over the past few months the HCSF has worked collaboratively with the Miami-Dade County Health Department, key expert leaders, and various community groups in the development of the ECHPP. In early March 2011, the HCSF successfully submitted the final ECHPP to the Florida Department of Health, Bureau of HIV/AIDS which was approved by the CDC.

The CDC's approval of the ECHPP included notes from the reviewers of the plan. The following are some of their comments:

- **"Superb situational analysis with complete zip code level data."**
- **"Ambitious, well thought out SMART objectives that follow from the situational analysis and goals and objectives. Superb job!"**
- **"Miami-Dade has explored viable recruitment and retention strategies that will greatly enhance HIV testing and linkage to care/treatment services for populations most vulnerable to HIV transmission and acquisition- Great job!"**

For further information on ECHPP or AICP, please contact Robert Sandrock, M.P.A., M.S.W., L.C.S.W., HIV/AIDS Division Senior Manager, AICP Director at 305-592-1452, ext. 111 or via email at rsandrock@healthcouncil.org.



The Florida Association of Free Clinics (FAFC) continues to serve Florida's free clinics, in identifying resources and new opportunities to enhance the capacity of care available to their patients. FAFC is also working on other programs and benefits that will provide clinics with new resources, ways to save money, and critical information and guidance in the midst of this changing healthcare reform environment. Since its inception, FAFC has identified more than 90 free clinics across the state of Florida, the most of any state in the Nation.

Web Portal Launched!

The web portal was officially launched at the FAFC Executive Committee Meeting on April 5, 2011. The site, (www.flafc.org) functions as a central hub for free clinic members and interested parties to communicate, collaborate, and collect standardized utilization data that can be presented to inform decision makers on the value and cost savings of free clinics.

2011 Legislative Agenda

The Association is pleased to share its new FAFC 2011 Legislative Agenda. This agenda was developed and approved by the FAFC Executive Committee, based on a review of suggestions and requests from clinics around the state. The Legislative Agenda highlights, what in the Committee's view, were realistic and attainable goals based upon FAFC's current organizational standing and the prevailing climate in Florida's public policy community. To view the agenda, please [click here](#).

Organizational Survey

In an effort to learn more about the current organizational policies and practices of Florida's free clinics, FAFC has distributed the "Organizational Policies and Procedures" survey that will represent a "snap shot" of the clinics' policies and practices. The survey results will be used to help FAFC plan and deliver education, training and technical assistance to free clinics statewide. In addition, the survey results will provide FAFC with valuable insight and data regarding Florida's clinics when making legislative visits.

2nd Annual FAFC Conference

Due to the significant positive response to the first Annual FAFC Strategic Retreat last year, FAFC will begin working with a small planning team consisting of key stakeholders, as well as clinic leaders from across

the state, to plan and organize the Second Annual Strategic Retreat for the Association. All free clinics in Florida will be invited to participate in this daylong meeting. The event date is tentatively scheduled for December 1st and 2nd in the Tampa Bay area. The exact location is still to be determined, further information will be disseminated as it becomes available.

For additional information please contact Manivone Douangdara, M.P.H., Community Health Specialist, at (305) 592-1452, ext. 120 or via email at manie@healthcouncil.org.

MIAMI-DADE COUNTY HIGHLIGHTS

MIAMI MATTERS INITIATIVE



Measuring what matters in Miami-Dade County

A new Miami-Dade County community health report card is now available on Miami Matters! Please visit www.miamidadematters.org to download the full report, Measuring What Matters in Miami-Dade County, 2010 Update. Including data collected from various sources between 2003 and 2009, the summary acts as an update to the 2007 Miami-Dade County Community Health Report Card. The 2010 Update presents a summary of 58 health indicators from the larger Miami Matters database of 140 quality of life measures. Users may observe trends and compare Healthy People 2020 targets for informed decision-making on health policy, health care allocations, program planning implementation, and evaluation. By characterizing the leading quality of life issues, it offers a view of the social, health, economic, and environmental trends influencing the community. The 2010 Update provides state and national comparisons to determine the relative health of Miami-Dade County.

New Resource on Miami Matters

Switchboard of Miami (211) resources are now available on Miami Matters! Users can now search specific quality of life indicators and be referred to relevant, local resources.

Rankings Prove to be Revealing

On March 30, 2011, the University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation released the second annual County Health Rankings report. For the second year, Miami-Dade ranks number 1 of 67 Florida counties in health behaviors, including lower than average rates of smoking, obesity, and binge drinking. In terms of overall health

and wellness, the number 1 spot went to Collier County. To read more, please [click here](#).

Miami-Dade ranked 26th of the 67 Florida counties in health factors. The county was assigned a middling rank among other Florida counties in health factors based on weighted scores of behavioral (1 of 67), clinical (51 of 67), social and economic (50 of 67), and environmental factors (34 of 67)-all of which influence health. In terms of health outcomes, Miami-Dade ranked 8th of 67, when combining mortality (5 of 67) and morbidity ratings (21 of 67).

For additional information on data indicators and the Miami Matters project, please contact Julie Zaharatos, M.P.H., Senior Community Health Specialist, at 305-592-1452, ext. 119 or via email at izaharatos@healthcouncil.org.

For Miami Matters sponsorship benefits and opportunities, please visit our online sponsorship form by [clicking here](#).

CONSORTIUM FOR A HEALTHIER MIAMI-DADE (CHMD)



The Health Council of South Florida continues to work with the Miami-Dade County Health Department and the Consortium for a Healthier Miami-Dade as evaluator for the Communities Putting Prevention to Work (CPPW) grant. HCSF staff attended the Annual Training in Atlanta, GA on March 28-31, 2011. In preparation for the first detailed evaluation report, data has already been collected and is currently in the process of being reviewed, entered and analyzed. The intervention data that has been collected is being input into Miami Matters in anticipation of the CPPW collaboration pages opening to the public. The qualitative assessment tools that will be used to evaluate the process elements of CPPW are in the process of being adapted to suit Miami-Dade. The focus areas for this component of the evaluation will be on the built environment and improving physical activity and nutrition across the public school system.

For additional information, please contact Shelley-Anne Glasgow-Wilson, M.B.A., Senior Planning & Evaluation Specialist at (305) 592-1452, ext. 107 or via email at sglasgow@healthcouncil.org.



The Health Council of South Florida coordinated an after-action report meeting for the Miami-Dade County Hospital Preparedness Consortium (MDCHPC) on April 15th, 2011. This tabletop meeting was held as a follow-up to recent drills testing the preparedness of county hospitals. "Are You Ready" involves ongoing regional exercises conducted by the Miami-Dade County Health Department (MDCHD) to coordinate county hospital Strategic National Stockpile (SNS) deployment plans, gather information on hospital readiness and bed availability, address resource needs and evaluate hospital public information plans.

Other upcoming activities include a Public Health Preparedness conference focusing on Pandemic Influenza to be held in Doral, Florida in mid-June. The day-long conference will focus on planning and providing local guidance for all major sectors of government, public health, business, and education. The event is intended to encourage a coordinated planning, response, and recovery process during a pandemic influenza event.

Altered Standards of Care Guidelines

Beginning in 2007, the Health Council of South Florida and MDCHPC staff worked closely with the Clinical and Ethical Issues Committee members to convene area experts and author a White Paper on the ethics of pandemic preparedness, as well as a Ventilator Triage Letter. The documents were sent to the Florida State Surgeon General in August 2008. The letter appealed for the establishment of a Florida workgroup on critical care and ventilator allocation. As a result, a meeting with senior Florida Department of Health (FDOH) emergency preparedness leadership and the Florida Hospital Association was held in December 2008 to discuss critical care and ventilator allocation/triage during a pandemic. In follow-up, FDOH established a group that drafted a Pandemic Influenza: Triage and Scarce Resource Allocation Guideline to provide guidance on patient triage and care during public health emergencies. In 2011, the Clinical and Ethical Issues Committee will work with the MDCHD and FDOH to evaluate the practicality and applicability of the guideline.

To review the FDOH Pandemic Influenza: Triage and Scarce Resource Allocation Guideline, please [click here](#).

To learn more about the MDCHPC, please visit the website at www.mdchospitals.org.

To attend meetings please contact Julie Zaharatos, M.P.H., Senior Community Health Specialist at 305-592-1452, ext. 119 or via email at izaharatos@healthcouncil.org.

MIAMI-DADE HEALTH ACTION NETWORK (MD-HAN)



In addition to the work conducted by the MD-HAN Steering Committee, the Community Health Workers (CHWs)/Patient Navigators (PNs) Subcommittee of MD-HAN has been working diligently to identify opportunities and actions that help support the infrastructure of CHWs, who continue to provide their services to the Miami-Dade community. As reported in our last newsletter, the CHWs/PNs Subcommittee has compiled a brief ten minute survey, to both, identify and gather pertinent data about these valuable individuals who serve our community. We now want to report that the survey is also available in Spanish. If you have not yet completed the survey, please do so by [clicking here](#). In an effort to contact as many CHWs/PNs as possible, we ask that you please disseminate this survey link to any other CHWs/PNs within Miami-Dade County.

To read a brief story regarding PNs and the difference they can make for cancer patients, please [click here](#).

Primary Care Task Force

As a leading advocate for sustainable and equitable practices that help strengthen the health care safety net, the MD-HAN Steering Committee in partnership with Jackson Health System, has convened the Primary Care Collaborative. The Collaborative is tasked with developing a plan of action and potential change concepts that promote safety net transformation for our community. This plan of action is being considered in preparation for upcoming Medicaid reform regulations for the state of Florida. Through the Collaborative, MD-HAN seeks to provide guidance and recommendation to the Florida Legislature on policies and initiatives that address the health care needs of the most vulnerable residents of Miami-Dade County. The Task Force, composed of key community leaders, has drafted a letter that included policy recommendations to be disseminated to the Miami-Dade County Legislative Delegation with the help of Robert M. Levy of Robert M. Levy & Associates. It is expected

that this joint effort on behalf of Miami-Dade County Provider Service Network (PSN) will further support advocacy efforts in this respect.

Promoting Community Resiliency in the Face of Disaster

The CHWs/PNs Subcommittee coordinated a training workshop for Community Health Workers in South Florida. The training took place as part of the Regional Symposium on Minorities, the Medically Underserved & Cancer happening on April 27-29, 2011. The symposium was hosted at the Doubletree Miami Mart/Airport.

To learn more and/or participate in the MD-HAN bimonthly Network meetings, please contact Jersey Garcia, M.P.H., C.H.E.S., Senior Community Health Specialist at (305) 592-1452, ext. 106 or via email at jgarcia@healthcouncil.org.

OFFICE OF COUNTYWIDE HEALTHCARE PLANNING (OCHP)

The Health Council of South Florida continues to work on community data management in Miami-Dade County. The HCSF is in the process of categorizing and uploading OCHP produced maps to Miami Matters for the community to access. These maps support the indicators reported on the website, providing different views of related socio-economic and health data. Additionally three community-based organization focus groups on data collection are slated to take place in May-June of 2011.

For further information please contact Shelley-Anne Glasgow-Wilson, M.B.A., Senior Planning & Evaluation Specialist, at (305) 592-1452, ext. 107 or via email at sglasgow@healthcouncil.org.

MONROE COUNTY HIGHLIGHTS

MONROE COUNTY LOCAL COORDINATING BOARD FOR THE TRANSPORTATION DISADVANTAGED (LCB)

The Health Council of South Florida completed the Monroe County Local Coordinating Board (LCB) 2011-2014 Strategic Plan, which will be approved at the next quarterly meeting.

The Transportation Disadvantaged Legislative Day took place on March 17th, 2011. Current legislative issues affecting the Transportation Disadvantaged Program are the possible reallocation of \$5 million, originally appropriated by the 2009 Legislature to increase the Transportation Disadvantaged Trust Fund, to the Turnpike General Reserve Trust Fund, and the issue of Medicaid reform. The Senate and House Medicaid reform draft bills are very different as they relate to transportation. The Senate draft language requires the Agency for Health

Care Administration (AHCA) to competitively procure any transportation services. It expressly removes any compliance with Chapter 427, and does not require managed care plans to use the coordinated system or contract with the Commission. The House bill language requires the AHCA to contract with the Commission and develop performance measures. The House bill has passed and the

Florida Senate Subcommittee on Health and Human Services discussed SB1972 on Wednesday, April 6. It is hoped that the House language from CS-HB 7107, filed on 3/25/11, lines 1261-1268, replaces Lines 2585-2598 in SB1972.

For further information please contact Shelley-Anne Glasgow-Wilson, M.B.A., Senior Planning & Evaluation Specialist, at (305) 592-1452, ext. 107 or via email at sglasgow@healthcouncil.org.

HEALTH COUNCIL COMMITTEES

POLICY, PLANNING AND ADVISORY COMMITTEE (PPAC)

As the Policy, Planning and Advisory body of the Health Council, PPAC has focused on the selection of the 2011 HCSF Scholarship Award recipient, in collaboration with Barry University College of Health Sciences, Florida International University Herbert Wertheim College of Medicine, Florida International University School of Nursing and Health Sciences, Miami-Dade Medical Campus, University of Miami Miller School of Medicine, and University of Miami School of Nursing and Health Studies. The Committee recently completed the process of reviewing submitted applications and held interviews with the finalists in order to determine the award winner. The Scholarship Award will be presented during the HCSF 42nd Annual Luncheon on Wednesday, May 25th, 2011. The Committee will now shift its focus onto the preparation of the 2012 HCSF Legislative Agenda for review and approval at the HCSF Board Retreat in November 2011.

For further information please contact Vanessa Rodriguez, Director of Advocacy & External Affairs, at (305) 592-1452, ext. 118 or via email at vrodiguez@healthcouncil.org.

ETHICS COMMITTEE

Serving as the unbiased and collective voice for Miami-Dade and Monroe counties, the HCSF Ethics Committee will be drafting a White Paper to address the proposed budget cuts that could potentially destroy the healthcare safety net in this community. A subcommittee has been formed to analyze key items of concern and the possible ethical implications of such actions on the underserved, uninsurable, and

uninsured populations. The Committee seeks to shed light on this matter while providing a voice for the most vulnerable residents of our community, who otherwise, would not be heard. As always, the Health Council strives to serve as the unbiased provider of quality data and policy recommendations while keeping in mind the overall well-being of Miami-Dade and Monroe counties.

For further information please contact Vanessa Rodriguez, Director of Advocacy & External Affairs, at (305) 592-1452, ext. 118 or via email at vrodriquez@healthcouncil.org.

UPCOMING MEETINGS AND EVENTS*

MDCHPC Steering Committee Meeting

May 11, 2011 [2:00pm-4:30pm]
Miami-Dade County Health Department
8600 NW 17th Street, Suite 200
Doral, FL 33126

MDCHPC Full Consortium Meeting

May 11, 2011 [3:00pm-4:30pm]
Miami-Dade County Health Department
8600 NW 17th Street, Suite 200
Doral, FL 33126

MD-HAN Steering Committee Meeting

May 12, 2011 [10:00am-11:00am]
Miami-Dade County Health Department
8600 NW 17th Street, Suite 200
Doral, FL 33126

MD-HAN Network Meeting

May 12, 2011 [11:00am-12:00pm]
Miami-Dade County Health Department
8600 NW 17th Street, Suite 200
Doral, FL 33126

International Migration and the Health Care System

May 18-June 22, 2011
University of Miami, Coral Gables Campus
[Click here](#) for more information

HCSF 42nd Annual Meeting

May 25, 2011 [11:00am reception & 12:00pm lunch]
Biltmore Hotel
1200 Anastasia Avenue
Coral Gables, FL 33134

MDCHPC Public Health Preparedness Conference

June 17, 2011 [all day]
Intercontinental Doral Hotel
2505 NW 87th Ave
Doral, FL 33172

FAFC 2nd Annual Conference

December, 2011
Tampa Bay, FL
Exact details TBD

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