



## MEMORANDUM

Agenda Item 15D1

TO: Honorable Chairman Jose "Pepe" Diaz and  
Members, Board of County Commissioners

DATE: September 1, 2022

FROM: Honorable Harvey Ruvin, Clerk  
Circuit and County Courts

SUBJECT: Nominations for Appointment  
to The Children's Trust by the  
Governor

Melissa Adames, Director  
Clerk of the Board Division

The Board is requested to consider and recommend the nomination of candidates to fill two (2) vacancies on The Children's Trust resulting from the expired terms of Ms. Constance A. Collins and Ms. Nicole Gomez.

Section 2-1521 of the Code of Miami-Dade County, Florida (the "Code") provides for the creation of The Children's Trust for the purpose of funding improvements for the children of Miami-Dade County in the areas of health, development, safety, parental responsibility, community responsibility and other necessary and important children's services. The Children's Trust consists of 33 members.

Further, section 2-1522 of the Code stipulates that seven members of The Children's Trust be appointed by the Governor from a list of candidates recommended by the Board. Section 2-1522 also requires the Board submit the names of at least three (3) persons for each gubernatorial vacancy.

The Office of the Chair received applications from the following individuals seeking to serve as members of The Children's Trust:

- Constance Collins (Incumbent)
- Frances Marine Davis, J.D.
- Nicole Gomez (Incumbent)
- Fran Gordon, M.S. Ed.
- Anna Gorayeb
- Rebecca Greenfield, Esq., MPH
- Michael Joseph, Esq.
- Steven Los

Attached is a ballot from which you are requested to make a selection of at least six (6) nominees. The names of the highest ranking nominees will be forwarded to the Governor for further consideration. Also attached for your information and review, are copies of the letters of interests and/or recommendation and the resumes for each nominee.

MA/lrs  
Attachments

**Advisory Board Ballot  
Miami-Dade County, Florida**

**CHILDREN'S TRUST  
Nomination for Appointment by Governor**

**NOMINEE(S) FOR APPOINTMENT  
Vote (✓) for at least six (6)**

1. Constance Collins ( <i>Incumbent</i> )	<input type="checkbox"/>
2. Frances Marine Davis, J.D.	<input type="checkbox"/>
3. Nicole Gomez ( <i>Incumbent</i> )	<input type="checkbox"/>
4. Fran Gordon, M.S. Ed.	<input type="checkbox"/>
5. Anna Gorayeb	<input type="checkbox"/>
6. Rebecca Greenfield, Esq., MPH	<input type="checkbox"/>
7. Michael Joseph, Esq.,	<input type="checkbox"/>
8. Steven Los	<input type="checkbox"/>

Commissioner \_\_\_\_\_  
(Please Sign Ballot)

Commission District Number \_\_\_\_\_



February 24, 2021

Via Email: [officeofthechair@miamidade.gov](mailto:officeofthechair@miamidade.gov)

Miami-Dade County, Board of County Commissioners  
Office of Commission Chair Jose "Pepe" Diaz  
111 NW First Street, Suite 320  
Miami, FL 33128

Re: Application for Gubernatorial Appointment to The Children's Trust Board

Dear Chairman Diaz:

I am writing to request approval of the Commission for Gubernatorial re-appointment to the Board of The Children's Trust. It has been my honor to be in service to The Children's Trust over the past three years, as an appointee of Governor Scott, approved by this Commission. My role on the Board in advancing the education, health and safety of all children in our community has been deeply meaningful, especially as we have faced the unprecedented challenges wrought by this pandemic.

As a full-time volunteer, Founder and Executive Director of the Lotus House Women's Shelter, located here in Miami and serving all of Miami-Dade County, I am deeply committed to the health, safety, and wellbeing of the children and families of our community. From the humblest of beginnings in 2004, Lotus House is now the largest women's shelter in the State of Florida and in the top five nationally. We have done so by working closely with leaders in business, finance, philanthropy, non-governmental organizations and government at all levels to provide sanctuary, support, education, tools and resources that empower women and children to improve the quality of their lives on every level, achieve greater self-sufficiency, and build safe, secure lives. In their dreams come true, we enrich our community with the fruit of their potential realized. To support this mission, Lotus House, also known as the Sundari Foundation, Inc., advocates on behalf of homeless women, youth and children to raise awareness of their special needs; inspire innovative, holistic solutions that truly break the cycle of childhood abuse, domestic violence and homelessness; and advances research and enlightened social policies for greater understanding, social inclusion and resources for homeless women and children. Since opening Lotus House, we have sheltered over 6,000 high special needs women, youth and children over the past fifteen years, empowering them to improve the quality of their lives on every level, with over 80% successfully exiting outside the shelter system. We are proud to say over 250 newborns, and counting, will someday call Lotus House their first home.

In late 2017, thanks to the generosity of our philanthropic community, including the Micky and Madeleine Arison Family Foundation, Norman and Irma Braman Charitable Foundation, Carnival Foundation, David and Leila Centner Family Foundation, Martin Z. Margulies, Royal Caribbean Cruise Lines, and Bank of American Foundation among many others, Lotus House found its new home in a new \$28 Million state-of-the-art, comprehensive homeless services facility, called Lotus Village because ~ it takes a village! In addition to expanding our capacity to serve over 500 women and children nightly, Lotus Village features a trauma informed, therapeutic children's wellness

**Sundari Foundation, Inc., dba Lotus House Women's Shelter**  
217 NW 15<sup>th</sup> Street, Miami, Florida 33136  
(t) 305.438.0556 (f) 305.438.0557 [www.lotushouse.org](http://www.lotushouse.org)

center, in collaboration with United Way Center for Excellence in Education, and a state of the art neighborhood health clinic (with 5 exam rooms and 7 dental operatories) with the Jessie Trice Community Health System, Inc. Additional features include an in-take sanctuary, computer library, culinary center, healing salon, art and activities lab, yoga, exercise and meditation room, specialized support service nodes embedded within our residential programs, a working classroom kitchen, pavilion, and children's play spaces throughout. See: <http://lotusendowment.org> and [www.lotushouse.org](http://www.lotushouse.org) for visuals and more information. Also, please find attached our annual report.

Lotus Village was developed in response to having to turn away literally thousands of homeless women/youth and children every year. Now we have the capacity to shelter over 500 homeless women and children each night (1000+ annually) with emergency or transitional shelter and extensive support services. Despite the challenges of this pandemic, Lotus House remained at full capacity throughout and sheltered a record 1,354 women and children in 2020, with only 2% testing positive for COVID. We have our state of the art facilities, dedicated team, an enormous outpouring of grass roots community support and our government partners like Miami Dade County, Miami Dade Homeless Trust and The Children's Trust to thank for our health and safety.

Winner of the *2016 Non-Profit Innovation Award of the Greater Miami Chamber of Commerce* and *2018 Project of the Year by the South Florida and Caribbean Urban Land Institute*, Lotus Village is a center for innovation, education, research, dialogue and information sharing to end and prevent homelessness in our community and across this nation. Equally important, unlike most shelter systems, our work is deeply child centered. Lotus House children and families receive care in a supportive, enriched, and therapeutic environment with wraparound services including educational, and therapeutic mental health services. The *Lotus House Therapeutic Mother-Child Program Research Project* – with Florida International University as our partner and funded by The Children's Trust is the largest study of its kind in the nation - ensuring that the high special needs population of homeless mothers and children in our shelter receive much needed evidence-based assessments and therapeutic interventions most effective for their needs. This service driven research project increases access to behavioral health care for these high-risk, fragile families; strengthens the family environment; reduces child maltreatment; improves cognitive and emotional development of children; increases parenting skills; and increases the capacity of traumatized parents to nurture and appropriately care for their children. Ultimately, via these well-researched factors, the therapy modalities can lead to a more successful transition to adulthood for these children. The project offers parent child interaction therapy (PCIT) to children and their mothers, comparing PCIT with child parent dyadic psychotherapy (CPP currently provided at Lotus House), and trauma-focused cognitive behavioral therapy (TF-CBT) for children over 7 years (a small number at Lotus House) to ensure therapeutic services are data driven, optimized, and well tailored to meet the needs of the children and mothers served. Outside referrals (Early Steps, FDLRS) are made when needed. In addition, the assessments conducted to identify infant/child needs will yield highly valuable information of interest nationally about this population and its responsiveness to state-of-the art therapeutic services.

The latest research indicates that it is possible to break the cycle of childhood abuse, domestic violence and homelessness with life changing support, tools, education and resources that heal broken bodies, minds and spirits. Critical to this process is participation in trauma-focused group and individual counseling, comprehensive case management/service coordination and referrals for treatment of any mental illness. Over half those at Lotus House are children and more than 60% are impacted by physical, behavioral, emotional, developmental and/or learning disabilities. Approximately 2/3 of the children have 1 or more problems such as mental health issues (53%), developmental delays (30%), physical disabilities, vision, or hearing problems (6%), and chronic

health issues (21%). Lotus House is the only program in Miami-Dade exclusively sheltering homeless women, pregnant women, newborns, infants/toddlers, children, female youth and LBTQ women, elders and youth. Virtually all of those we serve have lived through major trauma, ranging from sexual abuse, physical abuse, psychological abuse and domestic violence to sex trafficking and other crimes. Our evidence-based and informed counseling, parenting and life skills programming in holistic and safe environment help women and their children heal from past trauma.

Because of my work over the past 16 years at Lotus House, I possess useful insights into the special needs of homeless and trauma-impacted newborns, infants/toddlers and children that are an asset to work of The Children's Trust Board. Since 2018, I have also been appointed by the Commission and serve on the Miami-Dade Domestic Violence Oversight Board, and in 2019 its Executive Committee, and I have chaired the DVOB Gaps and Needs Work Group for the past two years. With violence as a lead cause of homelessness for women and children, I am uniquely positioned to help bridge these three systems of care – homeless, domestic violence and children's needs - to ensure fragile children and families receive much needed services to help them heal, grow and thrive together. With a prior successful career in law, business and finance, I also bring those real world experiences, expertise and skills to The Children's Trust Board. My dedication to caring for this most disadvantaged group of children in our community has led me to seek re-appointment to The Children's Trust Board, to ensure the needs and interests of all children in our community are advanced.

Thank you so much for your consideration.

Sincerely,



Constance A. Collins, J.D.  
President and Executive Director  
305-613-1573  
constance@lotushouse.org

**CONSTANCE A. COLLINS**  
217 NW 15<sup>th</sup> Street  
Miami, Florida 33136

**Constance Collins, Esq.**, Since 2004, Constance Collins has served as President and Executive Director of the *Sundari Foundation, Inc.*, a non-denominational 501c3 public charity, best known as the *Lotus House Women's Shelter*, and its supporting foundations, Lotus Endowment Fund, Inc., Lotus Village Development, LLC, and Lotus Supporting Foundation, Inc. A lawyer and businesswoman prior to founding Lotus House, she has been a full-time volunteer for the Lotus family of charitable organizations since 2004, founding and overseeing the development, operations, programming, services, research and growth of the Lotus House. In the all new, state of the art, comprehensive homeless services facility in Lotus Village, Lotus House is setting new standards on a national level with trauma informed, evidence based, best practices, and proven strategies to ending and preventing homelessness that put children first and respond sensitively to the gender specific needs of women.

Winner of the 2016 *Non-Profit Innovation Award of the Greater Miami Chamber of Commerce* and 2018 *Project of the Year Award of the Urban Land Institute Southeast Florida/Caribbean*, Lotus Village is a life-changing prototype for the future, designed as a mixed-use "village" combining state of the art shelter facilities and holistic, trauma-informed, supportive services to heal, nurture and uplift children and families experiencing homelessness. With capacity to shelter over 500 women and children nightly, this trend-setter includes: solution focused individual needs assessments and social services supports, individual and group counseling, child and family therapy, and social services advocacy; a working classroom kitchen sized to deliver a half million meals a year; an urban garden nourishing body, mind and spirit; a healing hands salon to soothe and uplift; a computer library for adult education, after school programming and job readiness training and employment assistance; yoga, Reiki, meditation, dance and exercise classes; an art and activities lab offering alternative pathways to healing and creative expression; and welcoming play spaces for children throughout the village. Aptly named, Lotus Village, because *it takes a village*, this new facility is the first of its kind on a national level, the more so because it includes a trauma-informed, therapeutic children's wellness center including six classrooms offering early child care and education for newborns to age three, with a therapeutic overlay of child-parent therapy, play therapy, parenting classes, resource coordination, and linkages to key community partners to strengthen and uplift children and families. Enriched with a health clinic for women and children, Lotus Village is deeply embedded in and serving the neighborhood it calls home, preventing and bringing an end to homelessness with a full range of medical and dental services. So much more than a shelter, Lotus Village is a center for innovative, best practices, research and advocacy for public and social policies to raise awareness of the gender specific needs of women and youth experiencing homelessness and advance the health, wellbeing and school readiness of children experiencing homelessness, transforming trauma into a window of opportunity to strengthen children and families, and offers a platform for deeper community engagement, collaboration, shared learning and dialogue, on a local, state and national level.

Ms. Collins' work on behalf of the Foundation was preceded by over twenty-two years of business, finance, real estate and legal experience. She served as the chief operating and financial officer, general counsel, and co-founder of a full service real estate investment advisory firm, Urban Investments Advisors, LLC (and its predecessor Starwood Urban Investments) and real estate holding company, Starwood Urban, LLC, and its subsidiaries, responsible for the management and operation of a national commercial real estate investment portfolio, overseeing growth and value-added strategies, development, financing, accounting, and reporting for portfolio revenues, until the successful disposition of those investments in 2005. Prior to Starwood, Ms. Collins was in private law practice, representing institutional investors and lenders in structuring, negotiating and documenting complex real estate, business and financial transactions, credit recovery, litigation oversight, and repositioning of investment properties. She graduated Order of Coif with a Juris Doctorate Degree from University of Colorado

School of Law, Boulder, Colorado, and earned her Bachelor of Arts Degree from Trinity College, Hartford, Connecticut. Professional trainings include Foundations in Contemplative Care of the New York Zen Center for Contemplative Care, NYC.

**Professional Licenses:** Florida Bar, since 1985; District of Columbia Bar, since 1989.

**Board Service:** Miami Dade County Domestic Violence Oversight Board, since 2018; Miami Dade County Children's Trust, Gubernatorial appointment, since 2018; Miami Dade County Homeless Trust, 2015-2018; Lotus Endowment Fund, Inc., since 2007; Sundari Foundation, Inc, since 2004.

**Honors:** 2018 Women of Impact Award, Women's History Coalition of Miami Dade County, Inc.; 2018 Philanthropy Award, Institute for Children, Poverty and Homelessness; 2018 Girl Power Rocks Award, Girl Power, Miami; 2017 Spectrum Award, American Red Cross; 2016 Visionary Award, Miami Herald; 2016 Julia Tuttle Award by City of Miami Commission on the Status of Women; 2016 Salutation Honoring Women in Public Service by the City of Miami; 2015 Public Servant Award – South Florida Community Development Coalition; 2014 FBI Director's Community Leadership Award by United States Director of the Federal Bureau of Investigation; 2010 Woman of Vision Award by the Weitzman Institute; 2008 Local Hero Award by Bank of America; 2007 Honoree, Women Who Make a Difference by Junior League of Miami, Inc.; 2006 Commendation For Women Builders of Communities and Dreams, National Women's History Month, by the City of Miami and Miami Commission on the Status of Women.

**Lotus House/Lotus Village Awards:** CARF International Accreditation since 2019; Four Stars, Charity Navigator, annually since 2015; Platinum Status, Guide Star, annually since 2017; 2018 Project of the Year, South Florida and Caribbean Urban Land Institute; 2018 Structures Award for Community Impact, South Florida Business Journal; 2017 Housing for Everyone Award, TD Charitable Foundation; 2016 Innovations Award for development of trauma informed, therapeutic childcare center embedded in Lotus Village, The Children's Trust; 2016 Non-Profit Innovation Award of the Greater Miami Chamber of Commerce; 2014 Housing for Everyone Award, TD Charitable Foundation; "Best Charity" by New Times 2013; 2013 Community Spirit Award from the Commission on Women; 2012 Outstanding Service Excellence Award from the American Society for Public Administration – South Florida Chapter; 2012 Zeta Phi Beta Community Achievement Award; Neighborhood Builder Award of the 2011 Neighborhood Excellence Initiative of Bank of America; Leave a Legacy 2010 Donor Next Door award presented by the Health Foundation of South Florida; 2010 Unity Award by Theodore R. Gibson Memorial Fund; 2010 Health Care Hero Award by Greater Miami Chamber of Commerce; "Best of Miami Shelter" by New Times, 2010; and 2005 and 2006 Networking Deal of the Year for Sundari Foundation, by Miami CREW, for Lotus House, and numerous proclamations of Miami Dade County and City of Miami Commission recognizing the important work of Lotus House.

**Professional Publications:**

Doblecki-Lewis S, Lester L, Schwartz B, Collins C, Johnson R, Kobetz E. HIV risk and awareness and interest in pre-exposure and post-exposure prophylaxis among sheltered women in Miami. Int J STD AIDS. 2016 Sep;27(10):873-81.

*Pending* - Graziano P, Spiegel J, Arcia E, and Sundari Foundation, Inc. Early Assessment and Intervention for Families Experiencing Homelessness: A randomized trial comparing two parenting programs. Journal of Consulting and Clinical Psychology, currently under peer review, 2020.

*Pending* – Eaton A, Stephens D, Ruvalcaba Y, Banks J, and Sundari Foundation, Inc. A Culture of Care: How Lotus House Women's Shelter heals program participants through genuineness, space, high expectations, dignity, individualized attention, and community. Journal of Community Psychology, currently under peer review, 2020.

**Videos and Social Media:**

See the Emmy Award Winning Grand Opening Video - [The Lotus House Story](#)

Hear the voices of those we serve: <https://youtu.be/O1J22jC2bBY>

Learn about the Lotus House Children's First principles in *Through the Eyes of Children* video: <https://lotushouse.org/childrenfirst/>

Watch a news video on our work here: <http://miami.cbslocal.com/2018/04/10/mentoring-matters-lotus-house-founder-helps-homeless-people-get-back-on-their-feet-pay-it-forward/>.

<https://www.facebook.com/LotusHouseShelter/>

<https://www.facebook.com/lotushouse.thrift/>

<https://twitter.com/lotushouse1/>

<https://www.instagram.com/lotushouse1/>

Learn more at [www.lotushouse.org](http://www.lotushouse.org) and [www.lotusendowment.org](http://www.lotusendowment.org)

Contact her at 305.613.1573 or [constance@lotushouse.org](mailto:constance@lotushouse.org)



**FRANCES MARINE DAVIS, J.D.**

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February 26, 2021

Miami-Dade County, Board of County Commissioners      Via e-mail: [Officeofthechair@miamidade.gov](mailto:Officeofthechair@miamidade.gov)  
Office of Commission Chairman Jose "Pepe" Diaz

Re:      The Children's Trust Board of Directors Application

Dear Chairman Diaz and County Commissioners:

I write to express my interest in serving as a gubernatorial appointee on The Children's Trust Board of Directors. I was born and raised in Miami and returned to South Florida in 2019. I learned about the compelling work of The Children's Trust shortly after my son was born in August 2019, when I enrolled him in the organization's Book Club.

An attorney by training, my career now spans two decades across the public, private, and academic sectors—first as an appointee in state and federal government, then as the head of media relations for a top global law firm, and currently as executive director of communications for the President of the University of Miami, having previously served as an administrator at two state universities in Georgia. As a first-generation American and the first in my family to graduate college, I know education to be the great equalizer and it has loomed large as the issue I find most compelling, both personally and professionally. Having taught as an adjunct at the university level, it is clear that many students' academic and professional trajectories are shaped from a young age. Becoming a mom has only strengthened my commitment to promoting the importance of parental and community responsibility for the safety and success of children and families.

The timing of the available vacancies aligns perfectly with my eligibility to serve on the Board, having reestablished residency in Miami-Dade County 25 months ago. After more than two decades away and having lived in six other cities—including Washington, DC, Philadelphia, and Atlanta—I bring fresh perspective to the circumstances families face in large and diverse metropolitan areas.

I believe the complex challenges presented by the impact of a global pandemic and its economic and social consequences make the mission of The Children's Trust absolutely vital to Miami-Dade County's future success. I have experience serving on committees, including work with the United Way in two metro areas, and I have previously served on the boards of three non-profits—one in Philadelphia, two in Macon—all devoted to the wellbeing of women and children, particularly at-risk youth.

The past year has taught the world many lessons, not the least of which is the amazing resiliency with which communities can face and overcome seemingly insurmountable challenges. At this historic time, I would be honored to devote my experience in policy, communications, and strategic planning to support the work of The Children's Trust in my hometown.

All the best,

Frances Marine Davis

Enclosure: Resume

## **PROFESSIONAL EXPERIENCE**

### **University of Miami, Office of the President**

**Miami, FL**

*Executive Director of Communications, January 2019 – Present*

- Advise university president on all communications, including media interviews, written and video messages to campus community, website, and social media
- Serve as lead speechwriter for all presidential events and appearances
- Collaborate with University Communications, Public Affairs, Government Relations, University of Miami Health System (UHealth) Communications, Athletics Communications, university leadership and all other departments on use of presidential voice to drive key messages
- Draft presidential communications related to the COVID-19 pandemic for internal and external audiences in English and in Spanish
- Position university president, a former Health Minister with experience through four prior pandemics, as a thought leader on global public health and higher education

### **Middle Georgia State University, Office of the President**

**Macon, GA**

*University Counsel, October 2014 – April 2016 and July 2018 – January 2019*

*Chief Counsel & Campus Affairs Officer, July 2017 – June 2018*

*University Counsel & Campus Affairs, May 2016 – June 2017*

*Counsel to the President, November 2014 – April 2016*

*Special Assistant to the President, July – October 2014*

- Provided legal counsel to 7,000-student, 5-campus institution, advising leadership on compliance with state and federal regulations, serving as liaison to University System of Georgia Legal Affairs and Attorney General's Office
- Advised President on executive communications, served on Cabinet, and led various strategic initiatives
  - ✓ Responsible for all presidential media opportunities, publishing President's Annual Report and bi-weekly blog
  - ✓ Played key role in organizing annual institutional events including Convocation, Graduation, University Advisory Council Meetings, and State of the University Addresses
  - ✓ 2017-18 Chair of the university's Strategic Planning Board
- Oversaw Campus Directors in Cochran, Dublin, Eastman, and Warner Robins from 2016-2018, coordinating across divisions to ensure students received proper service on all campuses

### **Georgia State University, School of Public Health**

**Atlanta, GA**

*Director of Communications, February 2013 – June 2014*

- Led communications for newest unit at university during transition from Institute into School of Public Health, positioning faculty as experts in their fields with media and policymakers on topics such as tobacco, obesity, HIV/AIDS and violence
- Oversaw migration of school's website from proprietary content management system to WordPress platform and launched social media pages for the school, led creation of copy for all external-facing collateral materials
- Assisted as translator and oversaw student blog on School's first study abroad program to the Dominican Republic

### **Morgan, Lewis & Bockius LLP**

**Philadelphia, PA**

*Director of Public & Media Relations, July 2007 – February 2013*

- Advised firm management and practice group leaders at 1400-attorney, 24-office law firm on strategy and messaging for internal and external communications, providing basic media training for attorneys in 13 practice groups across the firm
- Oversaw all efforts aimed at promoting, positioning, and tracking the firm's business activities, practice areas, attorneys, pro bono, community service, diversity efforts, and relationships in the news media
  - ✓ Handled publicity for firm, including major expansions in Houston, Chicago, and London, as well as opening of offices in Russia and Kazakhstan, more than tripling media mentions of the firm and its attorneys over five years
- Crafted and helped drive firm's social media strategy, managing firm presence on social networks
  - ✓ Oversaw launch of pages for the firm on LinkedIn and Facebook, as well as two feeds on Twitter, which garnered hundreds of new followers each year, including top legal industry reporters, clients, and associations
- Provided strategic crisis communications counsel on stories or potential stories about sensitive issues for the firm (such as layoffs following the 2008 recession) and legal issues, legislation, cases, or deals involving Fortune 500 companies

**PROFESSIONAL EXPERIENCE (CONTINUED)**

**Office of the Director of Foreign Assistance, U.S. Department of State** **Washington, D.C.**  
*Senior Policy Advisor for Public Affairs, February 2006 – July 2007*

- Advised Deputy Secretary-level Director of Foreign Assistance on matters involving internal and external communications, working across federal agencies to craft messaging and advocate for continued support of US foreign assistance efforts

**FEMA Florida Long-Term Recovery Office, U.S. Department of Homeland Security** **Orlando, FL**  
*Director of Public Affairs, August 2005 – February 2006*

- Florida spokesperson for DHS/FEMA on all matters regarding response to and recovery from the seven hurricanes (Charley, Frances, Ivan, Jeanne, Katrina, Rita, and Wilma) that struck the state in 2004 and 2005
- Managed 10-25+ person public affairs team in field offices and impacted areas across the state, crafting strategy to communicate with media and policymakers at the local, state, and federal levels

**Office of the Global AIDS Coordinator, U.S. Department of State** **Washington, D.C.**  
*Senior Public Affairs Advisor, April – August 2005*

- Advised U.S. Global AIDS Coordinator on domestic media opportunities, organizing editorial board meetings, community visits, and other opportunities to educate the American public and policymakers about global HIV/AIDS; coordinated media outreach leveraging White House and seven federal agencies

**Executive Office of Governor Jeb Bush (R – FL)** **Tallahassee, FL**  
*Speechwriter, December 2004 – March 2005*

- Drafted speeches to support the Governor's legislative agenda on topics ranging from tort reform to school accountability

**Mel Martinez for U.S. Senate (R – FL)** **Orlando, FL**  
*Deputy Communications Director, October – November 2004*

- Campaign spokesperson on Spanish-language radio and television, assisted with opposition research on education issues

**Florida Department of Education** **Tallahassee, FL**  
*Communications Director, April 2003 – October 2004*

- Media spokesperson and policy communications strategist for K-20 state Department of Education, serving more than 2.6 million students, 3,800 public schools, 180,000 teachers, 10 state universities, and 28 community colleges

**U.S. Congress, Office of Representative Kay Granger (R – TX)** **Washington, D.C.**  
*Press Secretary, July – November 2000*

- Spokesperson and speechwriter, advisor on communications related to both domestic and international policy issues

**Florida Department of Corrections** **Tallahassee, FL**  
*Press Officer, June 1999 – July 2000*

- Spokesperson for the third largest prison system in the United States, with a budget of \$2.3 billion, 27,000 employees, over 100,000 inmates housed in 146 facilities, and 150,000+ offenders under community supervision
- Organized first media tour of Florida's death row during special legislative session on capital punishment

**EDUCATION, CLINICAL EXPERIENCE & CLERKSHIPS**

**The Catholic University of America, Columbus School of Law** **Washington, D.C.**  
*Juris Doctor, 2003, Certificate in Comparative and International Law*

- Columbus Community Legal Services, Families & the Law Clinic, Student Attorney, January – April 2003
- U.S. Dept. of Justice, Federal Bureau of Prisons, Office of the General Counsel, Law Clerk, December 2002 – April 2003
- U.S. Dept. of Health & Human Services, Office of the General Counsel, Summer Law Clerk, June – August 2002
- Moot Court Team: ABA Criminal Trials Competition (2002), Jessup Cup International Law Competition (2001)
- International Business and Trade Law Certificate Program, Jagiellonian University, Krakow, Poland, Summer 2001

**Florida State University** **Tallahassee, FL**  
*Bachelor of Arts, 1999, Interdisciplinary Social Science: Political Science and Economics*

**LANGUAGE SKILLS & PROFESSIONAL AFFILIATIONS**

- Native Spanish speaker and writer
- Georgia Bar member since 2014 (Bar # 191068, inactive)
- Pennsylvania Bar member since 2012 (Bar # 313433, inactive)
- National Association of College and University Attorneys, member 2014-2019
  - Member of Latino Affinity Group (2014-2018), Volunteer on Web Legal Resources Committee (2017-18)
- Yoga Alliance registered yoga teacher since July 2013, Holy Yoga specialty instructor since December 2017

**TEACHING EXPERIENCE**

<b>Middle Georgia State University, School of Business</b>	<b>Macon, GA</b>
Adjunct Faculty, Fall 2017 – Spring 2018 Legal Environment of Business	
<b>Middle Georgia State University, School of Information Technology</b>	<b>Macon, GA</b>
Adjunct Faculty, Spring 2018 Security Policy, Ethical, and Legal Issues	
<b>Georgia State University, College of Arts &amp; Sciences, Department of Communication</b>	<b>Atlanta, GA</b>
Adjunct Faculty, Fall 2013 Media Writing and Media Ethics	
<b>Temple University, School of Media &amp; Communication</b>	<b>Philadelphia, PA</b>
Adjunct Faculty, Fall 2012 Legal Issues in Communications Management	

**COMMUNITY INVOLVEMENT**

<b>Caring Solutions, Inc.</b>	<b>Macon, GA</b>
Volunteer Pre/Post-Natal Yoga Instructor, June 2018 – January 2019	
<b>De Mujer a Mujer</b>	<b>Macon, GA</b>
Board Member & Treasurer, March 2018 – January 2019	
<b>Communities in Schools of Central Georgia</b>	<b>Macon, GA</b>
Board Member, January 2015 – January 2019	
<b>United Way of Central Georgia</b>	<b>Macon, GA</b>
Steering Committee Member, Women United, June 2016 – December 2018	
<b>Greater Macon Chamber of Commerce, Leadership Macon</b>	<b>Macon, GA</b>
Graduate & Class Speaker, Class of 2015	
<b>United Way of Greater Philadelphia &amp; Southern New Jersey</b>	<b>Philadelphia, PA</b>
Communications Committee Member, March 2011 – January 2013	
<b>Moving Creations</b>	<b>Philadelphia, PA</b>
Board Member, March 2011 – January 2013	

# Nicole Gomez

951 Brickell Avenue, Unit 410 • Miami, Florida 33131 • Telephone: (786) 431-7722 • Email: [nvg827@gmail.com](mailto:nvg827@gmail.com)

February 26, 2021

Chairman Jose "Pepe" Diaz  
Miami-Dade County, Board of County Commissioners  
111 NW First Street, Suite 320  
Miami, FL 33128  
Email: [officeofthechair@miamidade.gov](mailto:officeofthechair@miamidade.gov)

*Via E-mail*

**RE: Nomination for Appointment to the Children's Trust by the Governor**

Dear Chairman Diaz:

I want to take this opportunity to first thank the Board of County Commissioners for previous selecting and recommending my appointment to The Children's Trust of Miami-Dade County's Governing Board in 2018. It has been an honor and a privilege to serve our community in such a capacity.

During my tenure, the Chair of Board has appointed me to serve on the Program Services Committee and the Ad Hoc By-Laws Committee. In these past two years, I have witnessed firsthand the Board's effects on our community. The impact we have is fundamental and critical to the children and families of Miami-Dade County, especially during unprecedented times. Our role has never been more crucial, and the Trust continues to be a beacon of hope to those we serve. Even in the most vulnerable times, the Trust remained steadfast in its commitment to the general welfare of children by providing \$3.1 million in COVID emergency response funding for children, families and providers. I feel both honored and humbled to be part of an incredible group of leaders that make such a difference in our community.

I believe there is nothing more important than giving back to our community and helping to improve the lives of others. This goal is consistent with the Trust's mission of improving the lives of the children and families in our County. Therefore, I am respectfully requesting the Board of County Commissioners support my continued advocacy for the community's most vulnerable voices.

It has been my pleasure to serve to-date and I appreciate an opportunity to be reappointed to the Children's Trust Board.

Thank you so much for your consideration.

Respectfully,



Nicole Gomez

c: Muriel Muriel Jeanty, Clerk of the Children's Trust Board

# Nicole Gomez

951 Brickell Avenue, Apt 410, Miami, Florida 33131 • Telephone: (786) 431-7722 • Email: [nvg827@gmail.com](mailto:nvg827@gmail.com)

## GOVERNMENT AND PUBLIC AFFAIRS PROFESSIONAL

Pro-active strategist with demonstrated accomplishments implementing government relations strategies for one of the largest municipalities in Miami-Dade County. Serve as point of contact for government officials locally and regionally developing and administering operational budgets, governing media exposure regarding highly publicized community events and advocating for change. Talent for establishing scalable systems that drive efficiency and create buy-in within targeted communities.

### **Core Competencies**

- Grassroots & Grasstops Strategy and Implementation
- Communications and Social Media
- Fundraising
- Project Management
- Relationship Building
- Campaign Management
- Fiscal Administration
- Legislative Policy
- Public Relations

### **Professional Experience**

LSN Partners, LLC, Miami Beach

#### **Director of Client Relations**

August 2018 – Present

*Overview: Collaborate on projects and encourage advocacy and relationship building nationally and locally and bring a creative edge to LSN clients with innovative and dynamic strategies and execution.*

#### **Key Contributions:**

- Develop and foster client relationships by engaging officials at all levels of government.
- Assist with the development and execution of grasstops advocacy efforts for clients, coordinate client contracts, and create and execute large in-person and virtual conferences and webinars.
- Advise on strategic public affairs efforts to amplify client profiles around the country and develop strategies for client meetings with key officials and decision-makers and municipal leaders, both large and small, to address issues in various industries.
- Oversee the firm's national network of clients before various organizations, including but not limited to the U.S. Conference of Mayors (USCM), National League of Cities (NLC), Florida League of Cities (FLC) and various other leagues in the United States.

NVG Consulting Group, LLC, Miami

#### **Managing Partner**

August 2018 – Present

*Overview: Consult and assist clients in navigating through the media landscape, establish a comprehensive communications strategy and refine an online presence, and engage with communities to spread a cohesive message.*

#### **Key Contributions:**

- Successfully led the fundraising efforts behind the \$400+ Million General Obligation Bond for a local municipality, an entity that raised over \$200,000 in the endeavor to approve three (3) ballot initiatives – passing successfully by a wide margin.
- The entity set up social media accounts across different platforms and purchased sponsored ads to promote the importance of voting YES on the GO Bond.

CITY OF NORTH MIAMI BEACH, North Miami Beach, FL

#### **Chief of Staff to Mayor and City Commission | Public Affairs and Communications Manager**

November 2014 – August 2018

*Overview: Encourage advocacy and relationship building with local government officials to impact public policy and media coverage surrounding community events.*

# Nicole Gomez

951 Brickell Avenue, Apt 410, Miami, Florida 33131 • Telephone: (786) 431-7722 • Email: [nvg827@gmail.com](mailto:nvg827@gmail.com)

## **Notable Achievements:**

- Coordinated policy, legislation, external affairs and communications for the City of North Miami Beach.
- Manage \$1.2 Million budget for both the office of the Mayor and Commission and the Division of Public Affairs and Community Engagement.
- Developed and implemented strategic, comprehensive and integrated communications and public relations activities that increased awareness for the City, including media relations, a robust online and social media presence, and crisis communications.
- Fostered and developed relationships that led to securing sponsorships for successful, highly-publicized community events, including health fairs, awards ceremonies, State of the City, concerts, and artistic installations.
- Directed the development and production of communication and marketing materials, including newsletters, e-newsletter, social media messaging, brochures and videos, all created in house with limited resources.
- Expanded overall marketing and communications outreach by 500% in social media.
- Served as the Editor in Chief for the Award Winning *Cityline* newsletter; skyrocketing readership by 50%. Engaged and highlighted the City and all Departments with an average daily user reach of 3,413 through a series of posts with a total of 6.8 million impressions. A 3,488% increase since September 2015.
- Completed the website redesign to bring a more aesthetically pleasing, user-friendly, and state of the art digital lobby to the residents and business of the city.
- Worked closely with consultants to draft annual state funding requests, other correspondence related to State and Federal legislative affairs and policy.
- Frequently traveled to the State Legislature in Tallahassee, County Commission meetings, and other official events to monitor legislation and parallel actions by other governing bodies that will impact local projects.
- Secured close to a million dollars in state funding for roadways, waterways, and historical restoration projects.

REPUBLICAN PARTY OF FLORIDA, Boca Raton, FL

**Deputy Director of Palm Beach, Martin & St. Lucie Counties**, April 2014 – November 2014

*Overview: Spearheaded operations during the Governor's reelection campaign. Conducted tactical analysis of the competitive field, boosting online and media presence and influencing public opinion through intelligent campaign messaging.*

## **Key Contributions:**

- Demonstrated multifaceted leadership supervising campaign staff and delegating work assignments.
- Implemented an aggressive volunteer recruitment and retention program that allowed the campaign to build an effective and reliable voter contact program
- Recruited over 200 grassroots volunteers, providing training and mentoring on soliciting support from community members and leaders.
- Leveraged the power of digital media forums to raise awareness of relevant issues.
- Successfully canvassed territory, engaging key constituencies through over 300,000 phone calls and 300,000 person-to-person in the tri-county area.
- Consistently recognized in the top 10 offices statewide for GOTV metrics.

LAW OFFICE OF ISAAC BENMERGUI, P.A, Bay Harbor Islands, FL

**Litigation Paralegal**, January 2014 – April 2014

*Overview: Drafted pleadings relating to civil and foreclosure matters. Prepared correspondence, including motions, subpoenas, arbitration statements, mediation memorandums and record release authorizations.*

## **Key Contributions:**

- Streamlined administrative functions, preparing and submitting pleadings via Florida Courts E-Filing Portal. Managed attorney calendar, coordinating depositions and preparing deposition summaries.
- Exhibited keen knowledge of Florida legal statutes assisting attorney with landlord/tenant disputes by drafting eviction letter, summons, complaints, default final judgment and writ of possessions.

# Nicole Gomez

951 Brickell Avenue, Apt 410, Miami, Florida 33131 • Telephone: (786) 431-7722 • Email: [nvg827@gmail.com](mailto:nvg827@gmail.com)

THE CHILDREN'S COURTHOUSE, Miami, FL

**Judicial Assistant to Honorable Cindy S. Lederman**, February 2007 – June 2013

**Overview:** *Executed management of docket schedule for all cases in dependency court. Drafted litigation documents as the Judicial Assistant to Honorable Cindy S. Lederman. Served as an integral member of the administrative staff, maintaining the judge's court and professional calendar, scheduling motions, hearings conferences, trials and assisted families in distress in resolving case-related matters.*

## **Key Contributions:**

- Regularly interacted with judges, offices of the Clerk of Court, State Attorney, Public Defender, state and local law enforcement, witnesses, bailiffs, case managers and protective investigators to facilitate hearings and meetings.
- Leveraged knowledge of dependency law to oversee administration functions for cases including notarizing Termination of Parental Rights surrenders and Vehicle Information Database (D.A.V.I.D) to locate proper parental identification as needed.
- Researched on a collection of relatively complex and intricate legal issues.

U.S. SENATOR MARCO RUBIO'S OFFICE, Doral, FL

**Legislative Intern**, August 2012 – May 2013

*Researched, monitored legal developments and formulated memorandums in matters relating to foreign policy, particularly those of Cuba, Central America & Middle East.*

## **Key Contributions:**

- Worked collaboratively with the Director of Public Policy & External Affairs doing extensive research that formulated legislative memoranda on global Human Rights Violations.

### ***Additional Professional Experience (2002 - 2011)***

*Law Office of Woodrow "Mac" Melvin, Jr. P.A. | Legal Secretary*

*Bander and Associates P.A. | Client Support*

*Law Offices of Hoss Hernandez, P.A. | Legal Assistant*

### ***Education***

**Bachelor of Arts, Political Science, Pre-Law**, December 2012

UNIVERSITY OF CENTRAL FLORIDA – Orlando, FL

*Phi Alpha Delta Pre-Law*

### ***Certifications***

Florida Bar Registered Paralegal

### ***Community Projects/Associations/Memberships***

Governing Board for the Miami-Dade Children's Trust, Gubernatorial Appointee  
Greater Miami Jewish Federation (GMJF), Support Agency Committee Member  
Center for the Advancement of Jewish Education (CAJE), Subcommittee Member  
Friends of the Israel Defense Force (FIDF), Young Leaders Miami  
United Way of Miami-Dade, Mayor's Ball Committee 2020



**Fran Gordon, M.S. Ed.  
1150 Euclid Avenue #212  
Miami Beach, Florida 33139  
305-206-0064  
[Fran4ece@aol.com](mailto:Fran4ece@aol.com)**

**February 26, 2021**

**To the Board of Directors of The Children's Trust:**

**It would be a distinct pleasure to join the Board of Directors of The Children's Trust. My background, expertise and experience working with Miami Dade families, children and their teachers, has allowed me to make a profound difference in the lives of our community.**

**My goal, as an early childhood educator, has always been about understanding developmentally appropriate learning, as well as, the importance of a safe, stimulating environment that says "learning through play happens here". This rudimentary goal has enhanced my skills and effectiveness, so that teachers, parents and administrators can connect with the mission and vision of best practices in early childhood education as well as understanding the relevance and purpose of intentional play. The key is for our children to acquire successful interactions, conversations and creativity in a bilingual environment that will include a problem-solving approach to the issues of daily life.**

**In my role as Early Childhood Educator, I know that the classroom teacher is the impetus behind excellence in early childhood education. This certainly would be my strength as an active Children's Trust Board member. My other areas of interest and concern and which affects the lives of our children are:**

- \*Addressing benefits and compensation for early childhood practitioners**
- \*Expanding the role of research in making and implementing policy**
- \*Understanding the essential nature and crucial needs of childcare program**
- \*Developing effective bilingual programming and early literacy skills**
- \*Strengthening the dismantling of racism and bias in early childhood**

**I have been privy, in my career, in Miami Dade and New York, to have worked with dedicated professionals who support the children and families of our community. I have visited and worked with most of the early childhood programs in Miami Dade county including: Public School's Head Start delegate sites, Miami Dade Community Action Agency Head Start /Early Head Start, as well as faith based and private schools.**

**I know the work that my colleagues and I have done has made an enormous contribution in the lives of our children and teachers - it is this that propels me to continue to make a difference. I would appreciate your consideration to join the board of the Trust. My years of experience, expertise and love of the early childhood profession will certainly be well placed.**

**If there are any questions please do not hesitate to contact me.**

**Thank you,**

**Fran Gordon, M.S. Ed.**

**Fran Gordon, M.S.**  
**1150 Euclid Avenue #212**  
**Miami Beach, Florida 33139**  
**305-206-0064**  
[Fran4ece@aol.com](mailto:Fran4ece@aol.com)

### **Education**

Bachelor's/ Master's Degree: Early Childhood Education, H. Lehman College

### **New York City Experience**

**Teacher:** Kindergarten, NYC Public Schools

**Problem Solving Curriculum Developer:** Herbert H. Lehman College

**Director of Early Childhood:** Aldrich Nursery School and Kindergarten; Central Queens YM&YWCA

**Consultant:** Agency for Child Development

**Adjunct Professor:** Herbert H. Lehman College, College of New Rochelle, Pace University

**Trainer:** High Scope, Creative Curriculum

**Author:** "Early Childhood Concepts through Cooking"

### **Miami Dade Experience**

**Consultant:** Early Childhood Consulting Service

**Trainer:** WLRN "Ready to Learn", Sesame Street Project, Mr. Roger's Neighborhood Curriculum, High Scope Approach, Creative Curriculum, state mandated 45 hours, CLASS

**Director of Early Childhood:** Miami Dade College Early Childhood Center, Temple Beth Shalom Foundation School

**Adjunct Professor:** Miami Dade College, Barry University, Nova University, Union Institute, Broward College

**Early Childhood Services Manager:** Miami Dade Community Action Agency Head Start/Early Head Start

**Enrollment & Recruitment Specialist:** Miami Children's Museum

**Validator:** National Association for The Education of Young Children

**Conference Coordinator:** MDCAA Head Star/Early Head Start

### **Recommendations**

Ophelia Brown Lawson, Jane McQueen, Debbie Spiegelman, Dr. Daryl Greenfield, Pam Hollingsworth, Belkis Torres,

Anna Gorayeb  
1800 N.W. 24<sup>th</sup> Ave., #110  
Miami, Florida 33125  
305-371-6800  
[agorayeb@miamilaw.net](mailto:agorayeb@miamilaw.net)  
[amgorayeb@outlook.com](mailto:amgorayeb@outlook.com)

February 26, 2021

Via Email: [officeofthechari@miamidade.gov](mailto:officeofthechari@miamidade.gov)

Miami Dade County  
Board of Commissioners  
c/o Commission Chairman  
Jose "Pepe" Diaz

**RE: The Children's Trust Gubernatorial Appointment**

Honorable Commissioner Diaz:

I would like to take this opportunity to introduce myself and to provide you with my resume with details of my experience and recommendation letters which I have acquired throughout the years.

I have worked in the non-profit environment for many years and I am familiar with the demographics of the community both Miami and the South Dade area.

My passion over has been to work with those who have not been able to accomplish the skills required both in their family environment as well as to become employed. I have had the opportunity to plan, develop, and accomplish many projects and have more importantly provided families with the skills they need to find a new lease on life.

My training and prior positions have enabled me with the ability to help develop these individuals as well as their family unit to work on personal relationships as well as find business opportunities which they would have not been able to accomplish before.

I am a self-starter and take pride in whatever project I take on. I believe that my qualifications would make me an outstanding asset to any organization. Realizing that this data cannot adequately convey my personal strengths, I would appreciate an opportunity to meet with you.

Please feel free to contact me at your convenience at 305-439-4933 or via email. I look forward to hearing from you.

Respectfully submitted,

*Anna Gorayeb*

Annie Gorayeb  
1800 N.W. 24th Ave. #110  
Miami, Florida 33125  
(305) 439-4933  
[agorayeb@miamilaw.net](mailto:agorayeb@miamilaw.net)  
[amgorayeb@outlook.com](mailto:amgorayeb@outlook.com)

## **WORK EXPERIENCE:**

**2012- Present            Bloom & Minsker, P.L.**

**LEGAL/LITIGATION SECRETARY:** Excellent personal and secretarial assistance; general office skills, organization abilities; creative, goal oriented and highly motivated; assisting in paralegal duties; assessing needs of clients and assuring client satisfaction; experienced in Civil and Commercial Litigation, Insurance Defense, Maritime Law and Family Law.

## **EXPERIENCE:**

**2002/2012                Coalition of Florida Farmworkers**

### **Economic Development Specialist**

Responsible of the American Recovery and Reinvestment Act Program with a Budget of \$350K. Provided training for over 100 clients in the Homestead/Florida City and Immokalee. Enrolled clients in Vocational Training. Personally trained, Client Development and Job Readiness. Successful in placing over 10 clients in on-the-job training and 55 permanent jobs.

Data specialist for The Children's Trust Afterschool Program. Documented all phases of the program and provided outcomes for program serving 60 children in the Homestead/Florida City area.

4/1991 - 1/2002            Edward Nicklaus, P.A. – Coral Gables, FL

### **Executive/Legal Assistant to Managing Partner**

Established client development strategy by coordinating special projects for each client, resulting in a 25% increase in client base. Heavy insurance defense practice. Preparation of trial documents. Transcribed and processed all joint venture and limited partnership agreements. Coordinated fundraising activities for the political campaigns.

## **EDUCATION**

2011 - Family Development Credentials –Cornel University Program  
RCMA- Redland Migrant Christian Association

1990 - Mortgage Broker – Gold Coast Real Estate – State Certified

1988 – Degree - Legal Secretary Studies- FIU

1979 - Sales & Executive Selling Studies Course- FIU -

### **Certified Seminars**

- Zig Ziglar, Tom Hopkins
- Anthony Robbins and Peter Lowe's "Success Seminars".
- Executive Focus Selling
- Sales Strategies to Success

### **SKILLS**

Motivator/Marketing/Trainer - Advanced- 15 years

Spanish-Interpreter -Advanced - 20 years

Microsoft Office - Advanced - 15 years

Power Point - Advanced - 10 years

IPO Certified - Advanced - 10 years

### **AFFILIATIONS:**

- |                    |   |
|--------------------|---|
| 1/2006 - 2012 -    | Homestead Chamber of Commerce - Member        |
| 1/2006 - Present - | Kiwanis of Homestead - Member                 |
|                    | Community Partnership for the Homeless        |
|                    | Children's Reading Program                    |
| 1/2007/2010        | City of Homestead - Member                    |
|                    | South West Advisory Board Member              |
| 2/1996 –2019       | Coral Gables Chamber - Member                 |
| 2/1996 –2010       | Early Learning Coalition the Children's Trust |

### **REFERENCES:**

Arturo Lopez, Executive Director  
Coalition of Florida Farmworkers  
305-246-0357  
[arturo.lopez@coffo.org](mailto:arturo.lopez@coffo.org)

Dr. Lawrence S. Feldman, Vice-Chair  
Miami-Dade County School Board  
305-878-9809

Ken Bloom, Esquire  
Bloom & Minsker, P.L.  
305-371-6800  
[kbloom@miamilaw.net](mailto:kbloom@miamilaw.net)



# Miami-Dade County Public Schools

*giving our students the world*

## **Vice Chair**

*Dr. Lawrence S. Feldman*

## **Miami-Dade County School Board**

*Perla Tabares Hantman, Chair*

*Dr. Lawrence S. Feldman, Vice Chair*

*Dr. Dorothy Bendross-Mindingall*

*Carlos L. Curbelo*

*Renier Diaz de la Portilla*

*Dr. Wilbert "Tee" Holloway*

*Dr. Martin Karp*

*Dr. Marta Pérez*

*Raquel A. Regalado*

August 15, 2011

To whom it may concern:

## **Superintendent of Schools**

*Alberto M. Carvalho*

I am honored to write this Letter of Recommendation for Ms. Annie Gorayeb. Ms. Gorayeb works with children and homeless families for the past 5 years and provides tremendous support for children with her reading program. As the School Board Member to the area in which Ms. Gorayeb serves, I am uniquely positioned to provide an accurate assessment of her outstanding character and qualities.

Ms. Gorayeb involves herself in local community activities in a leadership role and serves individuals and families of need within the community. She successfully organizes numerous events that assist a variety of organizations for the needy, fragile, and often forgotten.

Ms. Gorayeb takes a deep interest in the lives of others and provides inner strength to those in emotional need; she truly is a generous and unselfish individual. I find her to be hard-working, trustworthy, and conscientious; a person of integrity and honor.

Ms. Gorayeb conducts herself in a professional manner and demonstrates a strong work ethic. She is a talented individual with excellent communication skills. She is an inspiration to her colleagues as a coach and mentor and touches many hearts in the community in a positive and unforgettable manner. Ms. Gorayeb has excellent organizational skills, an efficient style of task differentiation, and an excellent rapport with people of all ages.

Ms. Annie Gorayeb has my recommendation for this or any position without hesitation or qualification. She will be an asset for any organization and value-added to any team or project.

Sincerely,

Dr. Lawrence S. Feldman, Vice Chair



## COALITION OF FLORIDA FARMWORKER ORGANIZATIONS, INC.

### FLORIDA CITY: Administrative & Multi Services

PO Box 344010 • 778 W. Palm Drive • Florida City, FL 33034 • 305-246-0357 • Fax 305-246-2445 • coffo.inc@coffo.org  
**Immigration Services** • 305-247-4779 • Fax 305-242-0701

### IMMOKALEE: Multi Service Office

PO Box 1969 • Immokalee, FL 34143 • 239-657-7272 • Fax 239-657-6909



February 26, 2021

To Whom It May Concern:

I have known Ms. Annie Gorayeb for approximately 10 years and have worked with her on numerous projects. Ms. Gorayeb is a person that needs little if any motivation. Once she has determined the objective of any project, she designs a plan of action and follows it until the outcomes are accomplished.

Our agency has been operating after school programs for approximately 8 years and Ms. Gorayeb was instrumental in developing policies to insure the education and safety of the children involved.

Ms. Gorayeb is always looking for methods that can be employed to assist those individuals that have little or no resources. Individual that worked with her recognize her organizational skills and her concern for those that are less fortunate. Her leadership compels individuals to follow her direction and appreciate her desire to correct what is wrong.

Ms. Gorayeb is an asset to the community and individuals that have had contact with her offer the support needed for any endeavor she is involved in.

Ms. Gorayeb has my recommendation and will be an asset for any organization and value added to any team or project.

Feel free to contact me if you need additional information.

Respectfully,

  
Arturo Lopez  
Executive Director





Regina Wright, MHC MS  
Redlands Christian Migrant Association  
402 West Main Street  
Immokalee, Florida 34142  
(941) 257-2261



July 21, 2011

To Whom It May Concern,

This letter serves to acknowledge the exceptional character that Anna Gorayeb reflects through her personal and professional growth, as well as through her interpersonal interactions. During the time I have known Anna, I have been struck by her authenticity as a change agent. Anna demonstrates the rare quality of aligning her actions with her verbalized values, and projecting visions for change that uphold social justice.

Anna commits to actualizing equal opportunities within communities by first tending to her own level of competence. I first met Anna when she took our six-month, statewide course to better understand ways to connect with diverse families to effect long-term, positive change. While many course participants attend due to professional development requirements, Anna sought such an opportunity by her own accord. Thus despite her profound experience with leading change, Anna recognizes the need for ongoing self-reflection and experiences that expand her understanding of people and the systems in which they are embedded. Anna's insights and advocacy have made excellent contributions to the course implementation in Florida. Anna is now certified to facilitate the course and thus further promote effective work with families.

Perhaps one of the greatest strengths I see in Anna is her ability to connect with people of different backgrounds. While many professionals are focused upon "networking," Anna is focused upon building meaningful relationships. She is easily received by community partners as a respected, competent advocate with warmth and integrity. In short, Anna possesses the high degree of social intelligence that is necessary for strengthening communities. I am honored to know her as a professional ally and a personal source of support.

Please feel free to contact me with any questions regarding the assets Anna may provide to your organization.

Sincerely,

*Regina Wright, MS*  
Regina Wright, MHC, MS  
Florida Family Development Specialist & Instructor

**United Way  
of Miami-Dade**

The Ansin Building  
3250 Southwest Third Avenue  
Miami, FL 33129-2712  
tel 305.860.3000  
fax 305.860.3169  
www.unitedwaymiami.org



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**EX-OFFICIO**

Hon. Carlos Alvarez

Adam S. Hall

Alberto Carvalho

Adam Wexlebaum

June 11, 2008

Ms. Annie Gorayeb  
Fabulous Women Doing Fabulous Things  
28205 SW 125 Avenue, bldg. K  
Homestead, FL 33033

Dear Ms. Gorayeb:

Congratulations on being selected as a finalist for the Dorothy Shula Award for Outstanding Volunteerism, one of United Way of Miami Dade's 2008 annual volunteer awards honoring service to others and to our community.

This year, we received a large pool of very deserving nominations. The judges had a most difficult time selecting a winner, because every one of the finalists is an exceptional individual with a sincere dedication to improving lives in our community. Please know that it was a very close vote.

The winner of this year's Dorothy Shula Award for Outstanding Volunteerism, Mr. David Lawrence Jr., is deeply deserving of this honor because of an extraordinary commitment to making a difference in people's lives and in our community.

I only wish we were able to appropriately honor all the wonderful individuals – people like you – who go above and beyond in their volunteer efforts and in their everyday lives.

Enclosed is a certificate recognizing your being selected as a finalist. In the meantime, please accept our deepest appreciation for all that you do to make our community a better, more caring one.

Sincerely,

Harve A. Mogul  
President & CEO

HAM/rs

cc: Mr. Michael Burnett

**REBECCA GREENFIELD, Esq., MPH**

2937 SW 27<sup>th</sup> Ave., Suite 302 • Miami, FL 33133 • (914) 589-1397 • becky@wolfepincavage.com

February 25, 2021

**Re: Application for The Children's Trust Board Position**

Dear Jose "Pepe" Diaz and The Children's Trust Board Members:

I'm writing to you to express interest in joining the Children's Trust Board as a Gubernatorial Appointee. With an extensive background in public health and healthcare law, I have dealt with health disparities in under-served neighborhoods and strive to leverage my professional connections and resources to help plan, advocate and fund strategic investments that improve our local communities.

Committed to serving the community and delivering healthcare to those in need, I work with several nonprofit health systems throughout Florida, including children's hospitals in Miami, to ensure hospital debts are reduced, allowing nonprofits to reinvest earnings in new technology that will increase patient care and the general public's well-being. My experience and in-depth knowledge of Medicaid programs and emergency Medicaid for undocumented populations, and Jackson Card Program can be applied when effectively structuring comprehensive school-based health care for the Trust.

With my proficiency in contract funding and renewals, I can provide constructive feedback to improve the Trust's operations, navigating board members through the ever-evolving framework of new regulations, and compliance associated with material laws, capital expenditures, and service changes.

As a representative of the Trust, I will maximize the foundation's mission around fundraising, invoking fiscal planning while expanding revenue capabilities. My experience in structuring competitive short-term and long-term solutions, evaluating potential risks associated with operational or transactional matters will help drive the foundation forward, strengthening its overall bottom line.

My previous experience creating nutritional and health programming for Booker T. Washington and involvement in the only substance use facility for adolescents in Florida, will benefit the Trust's strategic plan to elevate communities' social, educational, economic, and environmental foundations. Astutely aware of the socioeconomic hurdles faced by minorities, I will share key indicators for early substance abuse issues to facilitate change among residents and local agencies.

Reliability, flexibility, creativity, and time management skills are core tenants of my leadership style that I have imparted as a shareholder of Wolfe Pincavage and Chair of HFMA Payor Committee and will convey as a member of The Trust.

This past year has served as a reflection of the things I can change and the things I can't change. With this being said, I am deeply passionate about making a difference in my community and providing minority groups with the resources to achieve their goals.

I look forward to your response and hope to work alongside all of you, achieving our combined mission of improving the lives of all children in Miami-Dade County.

Warm regards,

*Becky Greenfield*

## REBECCA GREENFIELD, Esq., MPH

2937 SW 27<sup>th</sup> Ave., Suite 302 • Miami, FL 33133 • (914) 589-1397 • becky@wolfepincavage.com

### PROFESSIONAL EXPERIENCE

#### **Wolfe Pincavage, LLP**, Miami, Florida

*Shareholder*, January 2021-Present

*Associate*, June 2017 – December 2020

- Negotiate managed care fee-for-service and value-based agreements on behalf of non-profit hospital clients, including specialty children's hospitals throughout the state of Florida for Medicare, Medicaid, and commercial products
- Develop managed care contracting strategies on behalf of non-profit hospital and physician group clients, including specialty children's hospitals throughout the state of Florida with respect to Medicare, Medicaid, and commercial payors
- Consult with non-profit hospital other provider clients, including specialty children's hospitals, ABA therapists, and other mental health and substance use providers throughout the state of Florida regarding healthcare reimbursement and billing, regulatory compliance, and other operational matters
- Represent non-profit hospital clients, including specialty children's hospitals, in payment disputes with insurers
- Consult healthcare provider clients regarding privacy laws, fraud and abuse issues, Florida's sunshine laws, and other regulatory and statutory matters
- Represent healthcare provider clients in various transactions, including the sale and purchase of provider practices

#### **Greenspoon Marder, P.A.**, Fort Lauderdale, Florida

*Health Care Law Associate*, November 2016 - Present

- Defended physicians and other health care entities undergoing ZPIC, LIP, and AHCA audits
- Drafted responses to Board of Medicine complaint against physician client
- Drafted transactional documents including without limitation operating agreements, asset purchase agreements, employment agreements, and shared space agreements
- Analyzed business relationships to determine whether there exists fraud and abuse, including without limitation analysis with respect to the federal anti-kickback and Stark law and the Florida Patient Brokering Act
- Perform legal research and prepare memoranda related to health law
- Assisted with the structuring of new health care-related companies
- Drafted compliance policies, including without limitation midlevel practitioner prescription protocols, HIPAA and HITECH policies and procedures, and ACA § 1557 policies and procedures

#### **GrayRobinson, P.A.**, Miami, Florida

*Litigation Associate*, August 2015 - November 2016

- Prepared clients for deposition and for trial
- Appeared as co-counsel on hearings in several areas including motions to dismiss, motions for protective order, motions to compel, and motions to strike
- Appeared as co-counsel at trial
- Deposed plaintiffs and non-parties, prepared and defended clients and experts at deposition, and participated in mediations
- Drafted pleadings, motions for summary judgment, motions to dismiss, discovery motions, briefs, and discovery in state and federal court, covering numerous areas of motion practice
- Attended closed-door executive sessions for public client

#### **Florida 3<sup>rd</sup> District Regional Counsel For Dependency Court and Drug Dependency Court**, Miami, Florida

*Certified Legal Intern*, January 2015 – April 2015

- Represented parents undergoing dependency proceedings in legal hearings before presiding eleventh circuit judge, including, but not limited to, entering plea bargains, reporting status updates to the court, and identifying applicable statutory and case law

## REBECCA GREENFIELD, Esq., MPH

2937 SW 27<sup>th</sup> Ave., Suite 302 • Miami, FL 33133 • (914) 589-1397 • becky@wolfepincavage.com

### PRO BONO AND MEMBERSHIPS

#### Florida 3<sup>rd</sup> District Regional Counsel For Dependency Court

*Attorney Ad Litem*, 2018

- Represented the legal and personal interest of a minor child under supervision of the court during dependency proceedings

#### Healthcare Financial Management Association (HFMA), Florida Chapter

*Payer Committee Chair*, 2020-2021

### EDUCATION

#### University of Miami School of Law, Coral Gables, Florida

*Juris Doctor*, May 2015

**GPA: 3.79**                      **Top 3.4%**

##### Honors:

Order of the Coif, 2015 Magna Cum Laude, 2015

Dean's Certificate of Achievement Award, Health Rights Clinic (Fall 2013)

Dean's Certificate of Achievement Award, Implementing the Affordable Care Act (Fall 2013)

##### Activities:

Health Rights Clinic (Fall 2013-Spring 2014)

- Represented client in a Social Security ALJ hearing before an administrative judge
- Represented client in asylum case during deportation proceedings before an immigration judge
- Obtained 12-month emergency Medicaid ("EMA") on a prospective basis for a client with End Stage Renal Disease.
- Developed an Emergency Medicaid Toolkit for dialysis and chemotherapy treatment for use by immigrant advocates, public hospitals, and dialysis/chemotherapy coordinators to educate the public and to help streamline the 12-month EMA approval process for undocumented persons.

Affordable Care Act Project, Team Leader (Spring 2014)

Jackson Public Health Trust Coding Project, Team Leader (Spring 2014)

Society of Bar and Gavel, Co-chair Service Commission (2013-2014)

Health Law Association, Treasurer (2013 - 2014)

Research Assistant, New Veterans Rights Course (Summer 2013)

##### Law Review:

Race and Social Justice Law Review, Submissions Editor (Spring 2014 - Spring 2015)

#### University of Miami Miller School of Medicine, Miami, Florida

*Master of Public Health (MPH)*, May 2015

**GPA: 3.9**

##### Activities:

Public Health Student Association, Vice President (2011 - 2012)

Healthy Kids, Healthy Soles Nutritional Education and Cooking Class, Founder (2011 - 2012) Booker T.

Washington Community Garden, Founder (2011 - 2012)

Research: "Gender Roles and its Effects on Obesity for the Population of Isabella Island," Galapagos Islands, Ecuador (June 2012)

#### University of Miami, Coral Gables, Florida

*Bachelor of Business Administration*, Major: Management, Minor: Economics, May 2010

**GPA: 3.7**

##### Honors:

Magna Cum Laude 2010 Dean's List 2008-2010

Provost's List 2007-2010

**REBECCA GREENFIELD, Esq., MPH**

2937 SW 27<sup>th</sup> Ave., Suite 302 • Miami, FL 33133 • (914) 589-1397 • becky@wolfepincavage.com

Activities:

Phi Sigma Pi Honors Fraternity, Founding President

**RECENT PRESENTATIONS AND ARTICLES**

- *No Surprises Act and Its Intersection with Fla. 's Balance Billing Protections*, Daily Business Review, February 2, 2021.
- *CMS Price Transparency Mandate*, HealthLeaders, January 11, 2021
- *Price Transparency Mandate – Making Sense of the CMS Final Rule*, Waystar webinar, June 18, 2020.
- *CMS Treatment Preapproval Rules Will Drive Up Health Costs*, Law360, March 16, 2020.
- *Negotiating with Third-Party Payors in the ERA of MIPS & APM*, FCOM, Combined Otolaryngology Meeting & Network of Florida Otolaryngologists 2017 Annual Meeting, November 10-11, 2017.
- Frequently published as a notable source in top-tier industry publications such as Modern Healthcare, HealthLeaders, Healthcare Dive, Healthcare Finance, among others.

**From:** Michael Joseph <[mjoseph@galbutwalters.com](mailto:mjoseph@galbutwalters.com)>

**Sent:** Friday, February 26, 2021, 12:01 PM

**To:** [Officeofthechair@miamidade.gov](mailto:Officeofthechair@miamidade.gov);

**Subject:** FW: Application for Appointment to The Children's Trust

To: The Honorable Jose "Pepe" Diaz, Chairman, Board of County Commissioners, Miami-Dade County

From: Michael J. Joseph, Esq.

Date: February 26, 2021

Subject: Request for Board Appointment to The Children's Trust

Dear Chairman Diaz,

Allow me first to congratulate you for being elevated by your peers to chairman of the county commission. It is a great sign for our community's future to have you serving at a greater level of leadership.

As you know, we need new voices and fresh perspectives serving the public. I know I have much to contribute toward that goal and I humbly submit myself for consideration for an appointment to the board of The Children's Trust.

I care deeply about children's welfare as both a father and an elected official. I offer a well-balanced background in both education and experience. I have a Masters Degree in Business Administration and I am a practicing attorney with a focus in civil rights and land use. I know that I can serve as our community well and ensure our voices are well-represented on the board.

Attached is my resume for your review and consideration.

Please Stay safe.

Best,

Michael

**Michael Joseph, Esq.**

**Attorney At Law**

**Galbut Walters & Associates**

4770 Biscayne Blvd.

Suite 1400

Miami, Florida 33137

Direct Telephone: [\(786\) 245-2307](tel:(786)245-2307)

Fax: [\(786\) 433-7532](tel:(786)433-7532)

[MJoseph@galbutwalters.com](mailto:MJoseph@galbutwalters.com)

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destroy all copies of the original message. To reply to our email administrator directly, please send an email to [MJoseph@galbutwalters.com](mailto:MJoseph@galbutwalters.com)



## **MICHAEL JOSEPH, ESQ.**

4770 Biscayne Blvd. Suite 1400, Miami, FL 33137  
(786) 471-6183 | MJoseph@galbutwalters.com

### **EXECUTIVE PROFILE**

Results-driven executive and policymaker with a proven track record of leading organizations in the public, private and non-profit sectors to profitability and success. Accountable for generating new business and commercial transactions in excess of \$100 million. An attorney experienced in reducing risk and liability successfully negotiating over \$50 million in insurance coverage and settlements. Acknowledged talent in innovating and launching software solutions involving process management, legal compliance and security concerns. Core skill sets include:

- Public Speaking • Negotiation • Project Management • Legal Analysis • Compliance
- Innovation • Business Strategy • Immigration Law • Acquisition • Risk Management

### **PROFESSIONAL EXPERIENCE**

#### **Vice-Mayor and Commissioner | City of North Miami Beach Commission, FL November 2018 – Present**

Direct oversight of legislative policies and regulations affecting 47,000 city residents. Directly coordinated with City Manager and Management Team over a \$155 million city budget and more than 330 full-time employees. Fiduciary responsibility to the community includes budgeting, develop strategic planning, contract negotiations, civil service bargaining, pension reform, zoning overlay and site plan approvals. Also, serves as a board member of NMB Water, the city's water utility that serves over 180,000 people throughout North Miami-Dade County. The water utility is valued at over \$1 billion.

#### **Accomplishments:**

- Successfully lobbied county government to contribute \$700,000.00 in partnership towards the construction of the new Washington Park Community Center and Park.
- Created a program offering the public free legal aid for expungement of criminal offenses, sealing of court records, and immigration applications with over 200 residents served to date.
- Participated in board approval for a \$62 million WIFIA loan through the Federal EPA to finance essential upgrades to the water utility service.
- Introduced solutions for water billing complaints by restoring the quarterly billing cycle and a billing assistance program to help residents who had fallen behind due to excessive water bills.

- Met regularly with community leaders to assist them in developing quality of life improvement plans. Encouraged discussion and community input with a series of town hall meetings.
- Negotiated a \$3 million reimbursement from the Federal Emergency Management Agency for Hurricane Irma relief for the city, through congressional contacts, despite initial reimbursement denial.

**Partner | Galbut Walters & Associates, LLP., Miami, FL**

**January 2013 – Present**

Represent clients in civil rights litigation in federal and state court, as well as in complex local and federal relations involving municipal zoning, code compliance, and comprehensive land use planning. Provide legal counsel and referrals for immigration matters such as Petitions for Permanent Status, or Temporary Protective Status applications. Manage multi-million dollar commercial transactions from inception to end; represent lenders, buyers, sellers, landlords, and tenants. Practice also includes representing low income individuals and nonprofits before county and municipal boards throughout South Florida.

Accomplishments:

- Successfully closed nearly \$50 million in real estate transactions with firm clients.
- Led the successful \$100 million expansion of Plaza Health Network through the acquisition of existing nursing homes, arranging investment through the EB-5 investor visa program and purchasing nursing home licenses.
- Created the legal strategy in a multi-billion dollar Medicaid reimbursement dispute that led to a \$17 million settlement agreement.
- Arranged the state and local regulatory approvals for the creation of the Polaris Healthcare Network, a pharmacy service serving 100 nursing homes and about 24,000 beds throughout the Southeastern United States.
- Directed the creation of Medicaid Excel, a business to government service involving Medicaid enrollment and billing procedures.

**General Counsel & Legal Consultant | Michael Joseph, P.A., Miami, FL**

**November 2010 – Present**

Served as a general counsel and legal consultant in management and insurance matters. Represented low-income clients in the areas of immigration and customs enforcement, family, and criminal law. Attended criminal pre-trials, sentencing, and parole violation hearings for misdemeanor cases. Litigated administrative law cases, including attending pre-trial motions and negotiating in settlement conferences.

Accomplishments:

- Built a portfolio of business worth up to \$1 million per year with a staff of 2 paralegals, 2 of counsel and an administrative assistant.
- Successfully litigated several high profile police abuse cases in South Florida carefully balancing the pursuit of legal goals and publicity to strengthen these cases.
- Created and managed a legal clinic for persons requesting Temporary Protected Status displaced by the 2010 Haiti Earthquake in partnership with a non-profit that had 15 attorneys that assisted the public with immigration services.
- Established the medical and life insurance benefits program for the Professional Law Enforcement Association (PLEA), with nearly 500 member police officers which took nearly 6 months to receive administrative and regulatory approvals.
- Successfully settled the Emile Hollant case, connected to the high profile Kinsey Shooting Incident in North Miami, leveraging positive media and community response. This case was a referral from PLEA.
- Maintain a 100 percent success rate as outside counsel for PLEA dealing with alleged police misconduct defense.
- Handled \$5 million in insurance claims from Hurricane Irma damage with Lloyds of London and Federal Emergency Management Agency involving nearly 200 residential units and commercial property throughout Florida.

**Special Assistant, Office of the Chief Counsel | U.S. Department of Homeland Security, Miami, FL  
October 2007 – August 2010**

Researched legal issues and drafted administrative appeal briefs to be submitted to the U.S. Board of Immigration Appeals. Provided the Deputy Regional Counsel with analytical and administrative support in planning and coordinating a variety of security-sensitive activities between various federal agencies.

**Accomplishments:**

- Presented an updated methodology for the Miami field office to intervene with a legal brief in opposition of U.S. Board of Immigration Appeals.
- Submitted a proposal that was approved by managers in HQ and the field office for the development of software to improve the application processing and wait time.
- Helped to develop InfoPass, the automatic scheduling service to handle appointment requests reducing the burden of walk-in applicants to field offices.
- Designed and implemented the United States Citizenship and Immigration Services background check program, M.I.K.E., or “Management Information Known Errors” which standardized the process to minimize errors, empowering the agency for the first time to submit name search request and receive immediate results from the Federal Bureau of Investigation’s criminal database.

**EDUCATION**

**Juris Doctorate** | St. Thomas University School of Law, Miami, FL

May 2010

Admitted to the Florida Bar

Admitted to the U.S. District Court, Southern District of Florida

**Thurgood Marshall Fellow** | University of Pittsburg School of Law, Pittsburg, PA

July 2007

**Master of Business Administration** | Florida International University, Miami, FL

May 2006

**Bachelor of Business Administration** | Florida International University, Miami, FL

May 2004

### **CIVIC INVOLVEMENT**

City of North Miami Beach Public Utilities Commission (Commission Liaison)

City of North Miami Beach Code Enforcement Board (Commission Liaison)

Voter's Council of North Miami Beach, Inc. (Member)

Miami-Dade County Commission on Human Rights (Past Member)

Miami-Dade County Small Business Architectural and Engineering Board (Past Member)

Miami-Dade County Small Business Enterprise Goods and Services Advisory Board (Past Vice-Chair)

City of Miami Bayfront Park Management Trust (Past Member)

### **PROFESSIONAL MEMBERSHIPS**

Dade County Bar Association

The Haitian Lawyers Association

The Caribbean Bar Association

National Association of Realtors

Miami Association of Realtors

### **LANGUAGE SKILLS**

French Creole (proficient)

French (conversational)

Spanish (basic)

### **HONORS & AWARDS**

Miami Times Next Generation of Dreamers Honoree, 2020

Legacy Magazine's 40 Under 40 Leaders of Today and Tomorrow, 2019

Service Recognition, City of Miami Bayfront Park Management Trust, 2011

United States Citizenship and Immigration Services Service Recognition, 2010  
United States Citizenship and Immigration Services Special Act Award, 2007  
The Council on Legal Education Opportunity (CLEO) Scholarship Recipient  
Member of the 5,000 Role Models of Excellence & Past Scholarship Recipient

#### **OCCUPATIONAL LICENSING**

Licensed Florida Insurance Broker (Annuities and Health)  
Licensed Florida Real Estate Sales Associate

Steven Los  
900 Tendilla Avenue  
Coral Gables  
FL 33134

Chairman Jose "Pepe" Diaz  
Miami-Dade County  
Board of Commissioners  
Via email

25 February 2021

Dear Chairman Diaz

I am writing to you in support of my application as a Board member for the Children's Trust.

I have two young children and we are very active in the support of our children's growth and development. What never ceases to amaze me is how extensively the Children's Trust touches the lives of our kids. I see the influence everywhere: when I signed up for the Book Club; when we are choosing a summer camp; and when we have been looking for after school activities. All of these wonderful initiatives are supported by the Children's Trust.

I am delighted that my tax dollars are going to an organization that supports so many worthwhile goals. I very much want to take the opportunity to give back some of what we have received and would love to serve on the Board of the Children's Trust.


I am an accomplished senior finance executive, and a licensed CPA, with extensive fiscal, investment, budgeting and audit experience. I can therefore play a key role in the oversight over the organization's annual financial statement audit and annual budget and strategic planning processes.

I also have extensive experience as a Board member for a number of regulated commercial companies over the last several years.

I therefore respectfully submit my application as a member of the Board of the Children's Trust and look forward to you speaking with you.

My current resume is attached for your consideration.

Yours sincerely,



Steven Los  
(305) 615 0067  
[StevenLos@yahoo.com](mailto:StevenLos@yahoo.com)

## STEVEN LOS

900 Tendilla Avenue, Coral Gables, FL, 33134 | 305.615.0067 | stevenlos@yahoo.com

### CHIEF FINANCIAL OFFICER

#### Enhancing Profits, Processes, and Team Performance

Board level senior finance executive with track record of rapid progression through recognized multinational corporations in the US, Europe and Latin America. Expertise in financial services, insurance, health care, and Big 4 public accounting with full P&L responsibility. Proven success leading organizations to increased profitability. Visionary leader who has designed and managed projects that significantly improved business operations processes. Persuasive communicator, excellent negotiation skills and leader of global teams with hands on approach to driving improvements. Core competencies:

- Board member
- Financial controls
- Cross-functional leadership
- Regulatory change
- Strategic planning
- Corporate governance
- Operational risk
- Business turnaround
- Budgeting

### PROFESSIONAL EXPERIENCE

#### VIP MEDICAL INSURANCE GROUP LIMITED AND AFFILIATED COMPANIES

2020 – Present

##### Executive Vice President & Chief Financial Officer, Miami FL

Appointed as CFO for portfolio of family-owned businesses related to health care processing, health insurance and provider management. Responsible for driving significant profits during high growth phase; managing \$60m+ investment portfolio; identifying appropriate acquisition opportunities; maintaining control/reporting standards across operating companies; and building out appropriate financial infrastructure in support of growth.

#### BUPA HEALTH INSURANCE

2009 – 2019

##### Chief Financial Officer, Bupa Latin America, Miami FL (2014 – 2019)

Directed Latin American business and finance function during period of significant change in strategy and new growth trajectory for 650-employee company. Transformative leader spearheaded turnaround of \$700M business unit operating model. Led teams of 100 across 8 countries. Board member of 5 regulated entities and member of risk and investment committees.

- Led all financial activities for \$140M acquisition of health insurer in Brazil; company has outperformed business case by 60% since acquisition.
- Increased portfolio yield by 30% by upgrading treasury function, investment strategy and risk appetite.
- Delivered 16% reduction in staffing costs via redesign of core finance processes and elimination of operational inefficiencies.
- Developed strategic financial plan for business growth to 2025 including revenue projections, feasibility and overall financial model.
- Implemented Solvency 2 in regulated Mexican insurer with all new regulatory reporting delivered on time.

##### Chief Financial Officer, Bupa Global Market Unit, London, England (2016-2018)

Appointed as CFO for sister company, to drive turnaround of business which had suffered from reduced profitability, control weaknesses and significant write offs. Championed revival of business performance and improvement of financial controls for business with \$1.9B revenue, 1,800 employees and 150 finance professionals in 14 countries.

- Reduced operating expenses \$18M by re-aligning cost base to lower customer levels.
- Revamped finance team and related business processes to significantly improve financial controls, reducing write-offs from \$25M to zero.
- Implemented new business planning model, which improved accuracy of financial forecasts by 35pc.

##### Group Financial Controller (Chief Accounting Officer), London, England (2009 – 2014)

Drove strategic improvements across group-wide internal and external reporting, including annual report and strategic business plan for \$19B international health care and insurance group. Mentored and led 37 finance professionals and reported directly to Group CFO. Board member of Bupa Finance plc (issuer of publicly traded debt). Framed and delivered strategic recommendations to board and C-suite for decision-making. Primary point of contact for external auditors.

- Achieved 5% profitability improvement and 20% reduction in corporate overheads by designing and executing new budget review process.
- Enhanced financial control environment, reduced risk and increased standardization across business units through creation, development and deployment of financial control framework.
- Advanced employee engagement score by restructuring team to better align functional responsibilities and provided opportunities for key talent.

**AMERICAN EXPRESS**

2004 – 2009

**Vice President Finance**, London, England

Directed strategy development and execution for regional projects and defined regional financial controls, leading multinational team of 13 across UK, India and Spain. Managed \$26M financial control cost base, including annual budgeting and forecasting. Led program to centralize activities and offshore back office functions.

- Initiated EMEA strategy development and oversight for adopting IFRS region-wide, handling creation of project plans, methodologies and evaluation criteria, ensuring uniformity.
- Streamlined and improved performance tracking via development and implementation of new scorecard processes, focused on control and data quality improvements.

**Financial Controller, American Express Bank**, London, England

Principal financial officer for legal entity comprised of 200 staff and \$80M annual revenue. Led finance operations and maintained US GAAP accounts, for reporting to regulator and head office. Member of UK ALCO Committee and Executive Management Team.

- Delivered reporting and corporate governance changes in insurance line of business in response to European (Union) Payment Services Directive.
- Instrumental in redevelopment of Risk Assessment Committee; executed analysis of business, identifying and reviewing financial and operational risks.

**PREVIOUS EXPERIENCE****OLD MUTUAL INSURANCE**

**IFRS Implementation Manager**, London, England | Johannesburg, South Africa

**ENRON EUROPE LIMITED**

**Finance Co-Coordinator, UK Power & Gas**, London, England

**PRICEWATERHOUSECOOPERS (London & Chicago)**

**Manager, Global Capital Markets Group**, London, England

Advised clients on raising capital in US debt and equity markets via IPO / private placement.

**Manager, Assurance & Business Advisory Services**, London, England

Audited clients in technology and real estate industries.

**EDUCATION & CREDENTIALS**

**Bachelor of Science, Accountancy, High Honors**, University of Illinois, Champaign, IL

**Certified Public Accountant (CPA)**, Illinois, license # 065.053293

**Member, Institute of Directors (UK)**, Active