



MEMORANDUM

Agenda Item No. 14(B)1

TO: Honorable Chairman Anthony Rodriguez and
Members, Board of County Commissioners

DATE: May 6, 2025

FROM: Honorable Juan Fernandez-Barquin
Clerk of the Court and Comptroller

SUBJECT: Recommendations for Gubernatorial
Appointment to The Children's
Trust

Basia Pruna, Director
Clerk of the Board Division

The Board is requested to recommend the nomination of candidates to fill four (4) vacancies resulting from the term expirations of Dr. Clara Lora Ospina, Ms. Nicole Gomez, Mr. Richard P. Dunn, II and Ms. Marissa Joy Leichter.¹

Section 2-1521 of the Miami-Dade County Code established The Children's Trust as a 33-member board for the purpose of funding improvements for Miami-Dade County children in the areas of health, development, safety, parental responsibility, community responsibility and other necessary and important children's services.

The code establishes that seven (7) members of The Children's Trust be appointed by the Governor of the State of Florida from a list of candidates recommended by the Board. The County Commission is to submit to the Governor the names of at least three (3) persons to fill each vacancy.

The Office of the Chair has received applications from the following individuals seeking to fill the four (4) vacant seats on The Children's Trust:

- | | | |
|------------------------------|--------------------------------------|--|
| • Magaly C. Abrahante, Ed.D. | • Christine R. Hughes Pontier, Ph.D. | • Clara Lora Ospina, Psy.D
(<i>Incumbent</i>) |
| • Nicole Attong | • Laura A. Kelly | • Marilyn Purdy |
| • Christian Bertot | • Jeffrey T. King | • Richard Shutes |
| • Kristin Dacey | • Kiara Maruri | • Miriam Soler Ramos, J.D. |
| • Lorrmarie Esparza | • Carmen Molina-Churchman | • Luis E. Suarez, J.D. |
| • Randy Grice | • Valencia M. Morris, Ed.D. | • Dianne Valdivia, Ed.D. |
| • Mark R. Hageman, J.D. | • Veronica Nur Valdes | • Yahweh Yahweh |
| • Lissete Hermida | • Benjamin Nussbaum | |

Attached is a ballot from which you are requested to select at least twelve (12) nominees. The highest-ranking candidates will be forwarded to the Governor. Attached for your information and review is a copy of the resume for each nominee.

BP/yc
Attachments

¹ On November 6, 2024, the Board forwarded six (6) recommendations to the Governor to fill the two seats held by Mr. Richard P. Dunn, II and Ms. Marissa Joy Leichter (See Legistar No. 241518). Pursuant to Section 125.901(1)(a) of the Florida Statutes, the Governor has requested a new list of candidates for these two (2) seats.

Commissioner: _____
(Please sign ballot)

District No.: _____

BALLOT

The Office of the Chair has received applications from the following individuals seeking to fill the vacancies.

The Commission is requested to select at least twelve (12) nominees. The twelve (12) highest ranking candidates will be forwarded to the Governor to fill the four (4) vacant gubernatorial seats on The Children's Trust.

The Children's Trust
Nominees for appointment by the Governor

Vote (✓) for at least twelve (12)

1. Magaly C. Abrahante, Ed.D.	<input type="checkbox"/>	13. Carmen Molina-Churchman	<input type="checkbox"/>
2. Nicole Attong	<input type="checkbox"/>	14. Valencia M. Morris, Ed.D.	<input type="checkbox"/>
3. Christian Bertot	<input type="checkbox"/>	15. Veronica Nur Valdes	<input type="checkbox"/>
4. Kristin Dacey	<input type="checkbox"/>	16. Benjamin Nussbaum	<input type="checkbox"/>
5. Lorrimarie Esparza	<input type="checkbox"/>	17. Clara Lora Ospina, Psy.D. (<i>Incumbent</i>)	<input type="checkbox"/>
6. Randy Grice	<input type="checkbox"/>	18. Marilyn Purdy	<input type="checkbox"/>
7. Mark R. Hageman, J.D.	<input type="checkbox"/>	19. Richard Shutes	<input type="checkbox"/>
8. Lissete Hermida	<input type="checkbox"/>	20. Miriam Soler Ramos, J.D.	<input type="checkbox"/>
9. Christine R. Hughes Pontier, Ph.D.	<input type="checkbox"/>	21. Luis E. Suarez, J.D.	<input type="checkbox"/>
10. Laura A. Kelly	<input type="checkbox"/>	22. Dianne Valdivia, Ed.D.	<input type="checkbox"/>
11. Jeffrey T. King	<input type="checkbox"/>	23. Yahweh Yahweh	<input type="checkbox"/>
12. Kiara Maruri	<input type="checkbox"/>		

Magaly C. Abrahante, Ed.D.

3030 SW 101 Court, Miami, Florida 33165 • (786) 734-9033 • mabrahante@academica.org

PROFILE

Educator with 42 years of progressive academic and executive leadership experience in public education. Highly knowledgeable of school district policies, practices, and protocols. Independent worker ideally suited to succeed as an education consultant and advisor. Avid advocate for fairness, equality, and social justice. Excellent verbal and written communication skills.

EMPLOYMENT HISTORY

Academica

July 2002 to present

Specialist, Finance and Grants

- Examines the needs of the organization and recommends new policies and procedures related to grants compliance.
- Provides guidance regarding methods to improve efficiency and service quality.
- Provides technical assistance and support with the planning and oversight of federal, state, and local grants.
- Provides guidance to department/unit heads on regulations regarding grant compliance, including maintenance of records in preparation for federal, state, and local reviews/audits.
- Supports charter schools in the areas of finance, federal, state and local grants, and human resources.

Miami-Dade County Public Schools, Miami, Florida

August 1983 to June 2022

Assistant Superintendent, Student and Family Support Services

- Responsible for the supervision and coordination of:
 - Early Childhood Education, including Voluntary Prekindergarten (VPK), Head Start, and Early Head Start programs.
 - Exceptional Student Education, grades PreK-12, serving approximately 37,000 students with disabilities.
 - Title I program, under the federal Elementary and Secondary Education Act, serving 331 public schools, 109 private schools, and 14 centers that serve delinquent, neglected, homeless and migrant children.
 - The Parent Academy, the district's parent education and engagement unit.
 - \$350 Million budget from federal, state, and local funding sources.

Chief Personnel Officer, Personnel Management and Services

- Directed and supervised Human Resources and Staff Development
- Wage and Salary Administration
- Employee Support Services (retirement, leave, unemployment and employee records)
- The Teacher Education Center
- Personnel Administration (Employee Assistance Program, Employee Wellness and Americans with Disabilities Act (ADA) services).

Administrative Director, Division of Schools of Choice

- Directed, supervised, and evaluated Charter Schools, Magnet Schools/Programs, Satellite Learning Centers, Controlled Choice Schools, and the Opportunity Scholarships Program.

District Director, Equal Educational and Employment Opportunity

- Civil Rights Compliance officer for the school district. Responsible for the district's adherence to state and federal civil rights provisions. Directed and coordinated the resolution of cases filed against the District with the Equal Employment Opportunity Commission (EEOC), the Office for Civil Rights (OCR) and the Florida Commission of Human Relations (FCHR).

Magaly C. Abrahante, Ed.D.

Director, Department of Student Advocacy

- Directed and coordinated the resolution of grievances filed against the district by parents and/or students in the areas of discipline, academic performance, specialized services, and extracurricular activities.

Supervisor, Dropout Prevention

- Directed and supervised select districtwide dropout prevention programs such as Stay-in-School and Outward Bound

Alternative High School Principal, High School Assistant Principal, Dropout Program Facilitator, and Mathematics Teacher

- Performed task germane to each position

OTHER PROFESSIONAL EMPLOYMENT EXPERIENCE

2005-2009	Educational Services, Library System, Miami-Dade County
2003	Civil Rights Consulting Services, Southeastern Equity Center
2001	Educational Consulting Services, Barry University
2000	Educational Consulting Services, Nova Southeastern University
1990	Family Mediation Services, Family Court, Miami-Dade County

EDUCATION

2000-2002	Doctor of Education, Educational Leadership <i>Nova Southeastern University</i>
1991-1992	Human Resource Development, Adult Education Administration <i>Florida International University</i>
1986-1988	Administration and Supervision (K-12) <i>Nova Southeastern University</i>
1983-1986	Master of Science, Mathematics Education <i>Florida International University</i>
1979-1983	Bachelor of Science, Mathematics and Biology Education <i>University of Miami</i>

FLORIDA EDUCATOR'S CERTIFICATES

Administration and Supervision (Grades K-12); Administration (Adult Education); Biology (Grades 6-12); Exceptional Student Education (K-12); and Mathematics (Grades 6-12)

PROFESSIONAL ORGANIZATIONS

Superintendent's Representative, The Children's Trust Board
Superintendent's Liaison, District Advisory Panel for Exceptional Student Education
Florida Department of Education, Title I Committee of Practitioners
Member, Dade Association of School Administrators (DASA) Member,
Charter School Review Panel, State of Florida (1997-2002) Member,
Magnet Schools of America (1997-2002)
Member Designate, Children's Services Council, Miami-Dade County (1990-1996)

March 15, 2025

Honorable Anthony Rodriguez
Chairman
Board of County Commissioners
Miami-Dade County, Florida

Dear Mr. Rodriguez:

I would like to express my interest in becoming a Board Member of The Children's Trust, where I can use my training, professional experience, and ability to work collaboratively with others to continue to advocate for the children and families of Miami-Dade County.

As an educator with over 40 years of experience, I am familiar with the challenges and needs faced by the children and families in our community. Personal experience parenting my four children and several foster children over the past 35 years has also provided me with firsthand insights into the daily struggles of families, as well as the invaluable work done by The Children's Trust in mitigating those challenges.

I am confident that my extensive experience and excellent leadership skills would fulfill the expectations of serving as a Board Member of The Children's Trust. I would welcome the opportunity to support The Children's Trust in continuing to plan, create and implement *new* projects that will enhance the scope of services currently provided by the organization throughout our community.

I have served on various advisory boards and committees throughout my professional career including the Children's Services Council (representing Superintendent of Schools Octavio J. Visiedo), Early Learning Coalition, Florida Charter School Review Panel, Magnet Schools of America, and The Children's Trust (representing Superintendent of Schools Alberto M. Carvalho). My ability to encourage individuals to find common ground and achieve consensus would be an asset to the Trust. I am confident that I have the disposition, skills, and experience to hold the position of Board Member and contribute to The Children's Trust's mission and vision for our community.

Thank you for your consideration of my application. Should you need any other information or have any questions, please do not hesitate to call me at (786) 734-9033.

Sincerely,



Magaly C. Abrahante, Ed.D.

Enclosure: Resume

MDC005

Objective	I would like to work with an organization whose population of focus is children and their families. I am particularly interested in improving the lives of children by working to enhance and develop systems of care for children and their families.
Experience	<p>Psychotherapist August 2000 – 2016 Private Practice, Coconut Grove, Florida.</p> <ul style="list-style-type: none">▪ Provides therapeutic intervention to special populations such as the physically challenged, blind or verbally impaired individuals.▪ Provides individual, family and couples therapy. Utilizes evidence based practices appropriate to the population and presenting problem.▪ Provides Infant Mental Health services including dyadic therapy. <p>Adjunct Faculty Spring 2011 - 2015 Carlos Albizu University</p> <ul style="list-style-type: none">▪ Adjunct faculty Undergraduate Psychology Department (Child Development, Case Management, LGBTQI-2S Studies)▪ Undergraduate Psychology Department Course Development. <p>Technical Assistance Consultant January 2015 – 2020</p> <ul style="list-style-type: none">▪ Provides Technical Assistance and support through the Technical Assistance Network funded through Substance Abuse Mental Health Services Administration <p>Executive Director January 2015 – Present Florida International University, FIU Embrace Center for Advancing Inclusive Communities. Interim ADA and Accessibility Coordinator</p> <ul style="list-style-type: none">▪ Oversee the implementation and growth of the FIU Embrace Center.▪ Engaged in philanthropic activities for the Center.▪ Manage the Center's budget.▪ Collaborate with public-private organizations to leverage resources and establish partnerships to support Embrace's growth.▪ Collaborate with various colleges/schools/departments throughout the university to gain assistance and support for the FIU Embrace Center.▪ Collaborate with various colleges/schools/departments throughout the university to facilitate the development of multidisciplinary circulars for the Embrace population.▪ Conduct outreach efforts to increase the number of individuals served through the various programs and educate the community, legislators, and commissioners about the program.▪ Work closely with foundations and other funds to ensure adherence to the model and the integrity of program implementation.

- Work closely with Governmental Affairs on funding requests and large donations such as land, etc.
- Work closely with the legal department to establish MDA, MOU etc.
- Seek and connect with local and national organizations working in the field involved in developing and implementing cutting edge technology and medical interventions to support the Embrace population.
- Develop and submit all reports to FIU's leadership and the state legislature.
- Participate in the UN's Conference of States parties to the Convention on the Rights of People with Disabilities.
- Apply for grants
- Provide Technical Assistances to international entities on building integrated systems of care.
- Oversee the ADA process University-wide
- Present at conferences

**Project Director and Children's System of Care Manager
November 2009 – January 2015**

South Florida Behavioral Health Network, Miami, Florida.

- Oversee the implementation and evaluation of two federally funded SAMHSA Cooperative Agreements. The goal of the agreements are to transform and expand the Children's System of Care.
- Work with organizations that are committed to providing in-kind Match for the SAMHSA funded grants. The purpose of which, is to ensure that objectives and goals of their organizations are appropriately reflected and linked to the Cooperative Agreement. In addition, execute a Memorandum of Understanding, and establish the data to be collected that is linked to the committed in-kind Match.
- Oversee project staff and collaborate with the community and key stakeholders to ensure community involvement and implementation of the Cooperative Agreement.
- Participate on two national councils as requested by SAMHSA. The LGBTQI2-S National Work Group and Council on Collaboration and Coordination.
- Work with state, local and national partners to ensure that the community has technical assistance and resources needed to implement the cooperative agreement.
- Manage the budget for both grants.
- Work with system partners to ensure that the children, youth and families served across systems (e.g., DJJ, schools, health care) receive non-duplicative services, improved communication across system partners and faster access to evidence based practices.
- Oversee stigma reduction and Cultural and Linguistic Competence activities.
- Oversee the adoption and training of various evidence-based practices such as Functional Family Therapy and Trauma Focused Cognitive Behavioral Therapy, Wraparound and Motivational Interviewing.
- Work closely with the Governance Board and Subcommittee structure that provides oversight of the grants.
- Manage and Oversee the Children's System of Care provider Network. Specific programs and tasks associated with this work includes:

- Juvenile Incompetent to Proceed Program
- Behavioral Health Network Program
- Residential Treatment Services (Statewide Inpatient Program & Specialized Therapeutic Program)
- Trauma Champion for SFBHN
- Participate in special projects as assigned

Project Director

January 2007 – July 2009 Chapin Hall Center for Children at the University of Chicago, Miami Florida

- Manage the monitoring of the Child Welfare system for Miami-Dade, Monroe and Broward Counties.
- Co-ordinate and participate in performance management meetings with Child Welfare agencies
- Conduct trainings for Child Welfare staff across South Florida (Tri-County area).
- Provide quarterly reports to the Department of Children and Families outlining the performance of the Child Welfare agencies.
- As requested, conducted literature reviews on the behalf of the Department of Children and Families.
- Developed a Focus group and Case Record Review instrument in conjunction with colleagues. The instrument incorporated state and local regulations as well as, laws that guide Child Welfare services and requirements.

Executive Director

January 2006 – January 2007 Alliance, Miami, Florida

Community-Based Care

- The Executive Director ensures that records of all Full Board, Sub-Committee activities and work products, including, but not limited to: agendas, sign-in logs, documentation distributed at meetings, correspondence related to each meeting, and reports are preserved and maintained in keeping with Florida's Sunshine Law.
- Conduct needs assessment and establishment of community priorities for service delivery.
- Collaborate with local groups such as the Children's Trust, Alliance for Human Services and Miami-Dade County in developing systems that will adequately serve our community and meet the needs of its diverse population.
- Advocacy and community outreach with various agencies and organizations within the state. The goal of which was to collaborate on issues pertinent to children's and families.
- Ensure that the Board is kept abreast of community events, and ongoing operational issues.
- Participate in special projects as assigned.
- Collaboration with the Monroe County's Community-Based Care Alliance.
- Collaborate with Our Kids and the Department in determining community outcome goals that support state, local and federal requirements.
- Provide community education and advocacy on issues related to delivery of services while promoting prevention and early intervention services.

- Development and maintenance of Ad Hoc subcommittees.
- Maintenance of standing subcommittees which includes:
 - System of Care
 - Membership Committee
 - Executive Committee
 - Legislative Advocacy Committee

Director of Quality and Clinical Effectiveness

October 2004 – January 2006 Our Kids of Miami-Dade/Monroe Miami, Florida

- Oversee clinical services
- Work with key stakeholders, staff and Child Welfare agencies to develop an effective clinical program for children in the Dependency system.
- Gaps in clinical and medical services were identified and processed to address the gaps were developed and implemented.
- Oversee and developed a Utilization Management system for Child Welfare.
- Tracked services that were over utilized and / or under-utilized. Particularly children in locked residential placements.
- Work with key stakeholders to ensure that the identified needs of children and families are met.
- Oversee quality assurance reviews.
- Worked with key stakeholders and providers to develop and implement new policies/procedures and support the System of Care.
- Collaborate with the Miami-Dade Community Based-Care Alliance to strengthen the System of Care.

Program Operations Administrator

May 2000 - October 2004 Department of Children's & Families, Children's Mental Health, Miami, Florida

- Worked with a Team to implement Therapeutic Foster care level of Care
- Management of District 11's residential waiting List.
- Implementation of Chapter 39.407 as it related to Children's Mental Health.
- Implementation of State's Operating Procedure for residential care.
- Involved in the implementation of the E.M. Settlement agreement.
- Utilization management for all children in Residential care both in District and out of District.
- Member of the Utilization Management Team & the Multi-disciplinary Team.
- Development and maintenance of various tracking systems.
- Coordinating of various services/treatment for children with multiple needs (mental health, medical and developmental issues).
- Respond to both State and Federal request as it relates to children in residential care.
- Developed and maintain an open line of communication between the Guardian Ad Litem office and the District's Judiciary.

- Monitoring of Children's Mental Health providers for compliance with District's policies and procedures, contract, Medicaid and quality of care issues.
- Member of the District's Monitoring Committee.
- Review of Contracts for Mental health providers and worked with contract managers to ensure that all the needed information/requirements are listed in the contract.
- Implementation of the Specialized Therapeutic Group Care Level of care program.
- Provide technical assistance and support to all providers of Children's Mental Health.

Lead Social Worker (at risk girls ages 12-18)

May 1996 – August 1999 PACE Center for Girls Miami, Florida

- Facilitator of both small and large groups.
- Conducted weekly individual counseling.
- Development and maintenance of individual treatment plans.
- Conducted monthly home visits.
- Tracked and reported monthly statistics.
- Conducted crisis intervention and conflict resolution.
- Provided referrals to community agencies as needed.
- Provided general supervision of girls during non-class time.
- Assisted supervisor with quality assurance task.
- Co-developed the school's newsletter aimed at providing a forum for self expression and learning.
- Used various computer programs extensively for the maintenance and development of new forms and statistics.
- Developed and implemented the wellness program for staff.
- Completed the monthly reports to the Department of Juvenile Justice.
- Addressed health and safety issues at monthly staff meetings.
- Ensured that all staff was in compliance with various certifications (C.P.R., first aid, blood borne pathogens etc.).
- Represented the agency at various meetings with the Department of Juvenile Justice.

Education

Miami-Dade College, Miami, Florida

1985 - 1987

- Associates of Arts

Florida International University, Miami, Florida

1994-1996

- Bachelor of Arts

Nova Southeastern University, Miami, Florida

1998-2000

- Masters of Arts, Mental Health Counseling

Linda Ray Early Intervention Center at the University of Miami, Miami, Florida

2006 -2007

- Infant mental Health Training

Boards/Committee	Council on Collaboration and Coordination Workgroup for Substance Abuse Mental Health Services Administration, Child and Adolescent Branch 2010 - Present
	LGBTQI2-S Workgroup for Substance Abuse Mental Health Services Administration, Child and Adolescent Branch 2010 - Present

Nicole Attong
10480 SW 123 rd Court
Miami, Florida 33186
naattong@gmail.com
305-773-9042
Monday, February 24, 2025

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman
Anthony Rodriguez

Dear Mr. Rodriguez,

I am writing to express my sincere interest in serving on the Board of The Children's Trust. With a career dedicated to advancing the well-being of children, families, and individuals with disabilities, I am eager to contribute my expertise and passion to support the mission of The Children's Trust in advocating for and funding strategic investments that improve the lives of children and families in Miami-Dade County.

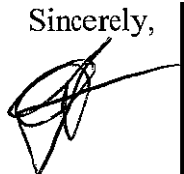
As the Executive Director of the FIU Embrace Center for Advancing Inclusive Communities, I have successfully overseen initiatives that provide comprehensive support for individuals with developmental disabilities and mental health challenges. My experience includes coalition building, policy advocacy, budget management, philanthropic engagement, and the implementation of evidence-based programs. Throughout my career, I have worked closely with state and local agencies, community-based organizations, and academic institutions to develop integrated systems of care that ensure equitable access to critical resources and services.

My background in psychotherapy, child development, and systems transformation has provided me with a deep understanding of the barriers that children and families face. Additionally, my leadership roles at institutions such as the South Florida Behavioral Health Network, Our Kids of Miami-Dade/Monroe, and the Department of Children & Families have allowed me to implement impactful programs that improve child welfare, mental health services, and family support systems.

The Children's Trust plays a vital role in ensuring that every child in our community can thrive. I am particularly interested in contributing to initiatives that address early childhood development, mental health services, inclusive education, and family support programs. My commitment to fostering collaboration among diverse stakeholders aligns with The Children's Trust's goal of creating a community that empowers children and youth to reach their full potential.

I would welcome the opportunity to further discuss how my experience and vision align with the objectives of The Children's Trust. Thank you for your time and consideration. I look forward to the possibility of serving on the board and contributing to the continued success of this critical organization.

Sincerely,

A handwritten signature in black ink, appearing to be 'Nicole Attong', written over a vertical line.

MDC012

CHRISTIAN BERTOT

Coral Gables, Florida 33146

www.linkedin.com/in/Christian-bertot-8b16ba20/

305.431.6091

christianbertot@gmail.com

CAREER FOCUS

A top-performing sales relationship leader offering over 25 years' experience in driving unparalleled business growth, sales excellence, and exceptional service delivery within the Banking/Financial Service industry. Positioned to transition skills, knowledge, and expertise in the areas of sales, relationship development, service, and strategic planning to a pivotal executive role in the banking industry.

SUMMARY OF QUALIFICATIONS

A forward-thinking, performance-focused Sales Professional who leverages extensive sales management and leadership background to guide high-performing teams to realize substantial growth while laying the groundwork for strategies that ensure continuous revenue and market share expansion. Adept in building sales teams from the ground-up, leading multi-tiered sales efforts to facilitate year-over-year growth in all measurable areas. Persuasive and influential with excellent relationship development/management skills with proven ability to interact with clients, key business partners, and stakeholders. A persuasive and influential communicator, fluent in English and Spanish with polished presentation. Executes sound judgment and consistently strives to develop solutions to overcome challenges or obstacles to ensure attainment of all business goals and performance objectives.

Select Areas of Expertise

Consultative Sales	Budgets & Forecasting	Sales Leadership
Market & Revenue Expansion	Market Trends & Analysis	Strategic Sales Operations
Developing & Managing Relationships	Business Synergy & Market Penetration	Performance Management & Optimization
People Management	Delivering Persuasive Presentations	Change Management
Training & Development	Policy & Procedural Improvements	Product Education
HR Actions & Performance Assessments	Effectively Utilizing Resources	Management & Ad-hoc Reports

PROFESSIONAL EXPERIENCE

POPULAR, Miami, FL

2023 - Present

Senior Vice President – Retail Banking Director

- Lead Retail and Business Banking divisions along with Treasury Management, driving growth strategies and enhancing client relationships.
- Oversee financial performance, sales targets, and customer experience initiatives.
- Develop and implement strategic plans to attract and retain retail and commercial clients within the markets we serve.
- Foster partnerships with local businesses, municipalities, community organizations to expand the banks footprint and relationships.
- Manage cross-functional teams, ensuring operational excellence and regulatory compliance.
- Spearhead innovative product offerings and client acquisition strategies tailored to both Retail and Business banking clients.
- Analyze market trends and customer feedback to guide strategic decision-making.

GROVE BANK AND TRUST, Miami, FL

2018 - 2023

Regional Market Manager | Head of Retail Banking

Recruited and hand-selected into this strategic leadership role to spearhead the development and roll-out of growth strategies in adherence with strict company policies.

- Accountable for leading high-impact sales training and development initiatives for entry-level business developers and existing leadership across multiple bank areas
- Deployed extensive financial sales experience across key business areas, leading to organization-wide recognition as Top-Credit Producer amidst the provision of leadership oversight to a highly skilled team of seven direct reports, exceeding all established goals and targets, YOY
- Positioned the organization for sustained revenue growth, mounting strategies that helped with surpassing loan targets every year and net income targets for three consecutive years.
- Played an instrumental role in the increment of Non-Interest Income goals while steering a new initiative that drove total client portfolio growth by 37% and increased deposits by 100%
- Work closely with finance and goal-setting teams to help them better understand business goals and analyze results to enhance sales and service strategy development and execution.
- Lead and direct sales and service activities of the retail bank; provide leadership, coaching, motivation, and support to branch managers while ensuring the unmatched support resources the Bank provides to customer-facing staff are effectively utilized.
- Continuously successful in achieving cross-sell ratio targets across all markets served.
- Establish ongoing processes to continually reduce costs and increase productivity.

POPULAR COMMUNITY BANK, Miami, FL

2005 - 2018

Vice President - Area Sales Manager

MDC013

COLONIAL BANK, Miami, FL
Branch Sales Manager

2001 - 2011

EDUCATION

FLORIDA INTERNATIONAL UNIVERSITY
Bachelor of Business Administration
Concentration in Finance and Real Estate
Miami, Florida

MIAMI DADE COLLEGE
Associate of Arts
Concentration in Business
Miami, Florida

TECHNOLOGY

Proficient in MS Office: Word, Excel, PowerPoint & Outlook
Knowledge of Salesforce & CRM Software

BOARDS & COMMITTEES

PENALVER CLINIC
Finance Director, Board Member
Miami, Florida

Christian Bertot

621 San Esteban Avenue

Coral Gables, FL 33146

Christianbertot@gmail.com | (305) 431-6091

02/27/2025

Board of Directors Selection Committee

The Children's Trust

3150 SW 3rd Ave

Miami, FL 33129

Dear Members of the Selection Committee,

I am writing to express my sincere interest in joining the Board of Directors for The Children's Trust. As an active member of our community and a leader in the financial sector, I am deeply committed to fostering a brighter future for our children and supporting initiatives that strengthen the well-being of families in our area.

In my current role as the Head of Retail and Business Banking, I have gained extensive experience in strategic planning, financial management, and community engagement. These skills, combined with my passion for service, position me to make a meaningful contribution to the important work of The Children's Trust. I strongly believe that investing in the next generation is one of the most impactful ways to build a thriving community, and I am eager to lend my expertise to further the organization's mission.

Beyond my professional background, my desire to give back stems from a genuine love for our community and a firm belief that every child deserves the resources and support needed to reach their full potential. Serving on the board would allow me to play a more active role in shaping programs and policies that create lasting change.

I would be honored to bring both my business acumen and heartfelt dedication to The Children's Trust. Thank you for considering my application. I look forward to the opportunity to discuss how I can contribute to your efforts in empowering children and families.

Warm regards,

Christian Bertot

Christian Bertot

SUMMARY

Passionate results-oriented leader with 20+ years of experience in development finance, health, education, workforce housing and impact investing. An inclusive manager with extensive experience raising capital and driving results.

- Strong network in private, public & philanthropic spheres
- Adept in mobilizing financing
- Record of advocacy for children and education
- Broad expertise managing strategic partnerships

PROFESSIONAL EXPERIENCE

Emprenta Impact Investing

March 2016 – Present

Chief Investment Officer, Managing Director

Miami, FL

Social Impact

- Manage a team in Mexico and the US generating 15+% IRR triple bottom line returns.
- Created impact and investment thesis, business plan. Identified and built pipeline of investment opportunities.
- Evaluate, structure, model, value, negotiate equity investments. Generated 6x return on first fintech investment.
- Identify and scale innovative investment solutions. Play an advisory role for increasing impact and sustainability.
- Mobilized 3 rounds of 30+% capital increases, overseeing investor relations and negotiating legal contracts.

Affordable and Sustainable Housing with Bulltack Wealth Management LLC - Registered Investment Advisor

- Launched new fund, establishing procedures, building team, managing budget and implementing projects.
- Create and implement strategy. Manage team performing due diligence. Lead investment committee.
- Build pipeline, evaluated and structured investments including sustainability.
- Raise funding from clients, high net worth individuals, private trusts, and family offices.
- Design, structure and launch \$40MM Fund I generating 14+% IRR and impact via underlying investments.
- Raising \$100MM Fund II including managing investor relations and education.
- Investment committee member for other alternative investments including venture capital and private equity.

ConVisión 20/20 Eye Clinic (an Empronta portfolio company)

Aug 2016 – Sept 2018

Chief Executive Officer

Ciudad Juarez, Mexico

- Wing to wing leadership for successful launch of a social enterprise in Latin America generating regional impact.
- Developed business plan, formed vision, and raised \$1.6MM. Led board of directors and advisory board.
- Recruited, trained and supervised multidisciplinary team of 17. Formed alliances. Measured impact and results.
- Forged partnerships with governmental entities, universities, foundations and donors, raising \$400K+ in grants.

Inter-American Development Bank (IDB) – Private Sector

Feb 2012 – Feb 2016

Senior Investment Officer – Education and Health Blended Finance Unit

Bogota, Colombia and Miami, FL

- Structured \$95MM in loans to support education, health and climate change including financial modeling, analysis, due diligence, capacity building, technical services, legal documentation, negotiating and closing.
- Obtained and managed \$710K in grants to support capacity building and project preparation.
- Conceived and designed IDB's first Gender Appraisal grant to assess a new product for women in STEM.
- Collaboratively secured and managed \$710K in grants supporting project preparation and advocacy
- Received Antonio Ortiz Mena Award, IDB's highest recognition, for work on innovative finance structures.

Inter-American Development Bank (IDB) – Private Sector

March 2008 – Jan 2012

Senior Syndications Officer, Syndications Officer

Washington, DC

- Priced and helped structure 260 deals representing \$5B in 21 countries. Mobilized \$2.2B from investors, banks and funds to 34 deals spanning 100 participants, with 40% as new IDB relationships autonomously developed.
- Envisioned and led IDB's 2010 Impact Investing Conference, managing multidisciplinary team and building strategic relationships by identifying and targeting world class investors raising \$110MM for blended finance.
- Led 2 research projects with Columbia University on impact investing and blended finance.
- Received Antonio Ortiz Mena Award, IDB's highest recognition, for mobilizing private sector capital to deals.
- Won 2009 Trade Finance Magazine Deal of the Year for \$117.5MM syndicated loan to a trade finance fund.

GE Capital

June 2001 – March 2008

Account Manager, Associate, Senior Risk Analyst, Leadership Program

Mexico City, Scottsdale, AZ

- Performed due diligence, structured, negotiated and closed 70+ deals comprising \$1B in volume, generating \$150MM+ in net income. Ensured regulatory compliance and led all relevant contract negotiations.
- Analyzed operations, developed financial models and provided investment recommendations to credit committee.
- Designed new risk tool and database to increase volume \$105MM and reduce decision time by 29%.
- Identified gaps, developed training and content curation for employees with 90%+ participation rate.
- Worked out 5 customer default transactions, restructuring and securing \$155M of GE debt.

BOARD MEMBERSHIPS**Structured Global Trade Management, LLC**

Aug 2018 – Present

Development strategy for fund providing sustainable investing via trade finance to SMEs in Latin America.

ConVisión 20/20, LLC

Nov 2017 – Present

Strategic direction for social enterprise eye clinic serving low- and middle-income children and patients in Mexico.

Emprenta, LLC

Jan 2017 – Present

Triple bottom line impact investing supporting with social, environmental and gender focus.

EDUCATION**Thunderbird School of Global Management**

Glendale, AZ

Masters in Global Management – International Development, Academic Merit Scholarship

August 2007

International Study: South Africa

GPA: 3.9/4.0

Arizona State University, W.P. Carey School of Business

Tempe, AZ

MBA – Finance Concentration, Graduated top in class

May 2006

International Study: France

GPA: 4.0/4.0

Virginia Polytechnic Institute and State University (Virginia Tech) Summa Cum Laude

Blacksburg, VA

Honors Baccalaureate Dual Degree: B.S. Business Administration and B.A. International Relations

May 2002

Double Minor: Math and Spanish, International Study: Spain, Japan, Hong Kong and China

GPA: 3.8/4.0

PUBLICATIONS[Blog on Impact Investing, Health, Education and Blended Finance](#) for IDB Private Sector Blog. 2012-2016.[IDB fuels impact investing in Latin America.](#) IDB Press Release, February 13, 2012.[Infrastructure in Colombia: a multi-sector analysis.](#) Latin Infrastructure Quarterly, Issue 5, p 22-25, October 1, 2012.Dacey, K. & Henriquez, J. (2008) A/B Loan Program: Making Deals Happen. *Latin Finance*, 200, 90-91.**ADDITIONAL INFORMATION****Languages:** English (Native); Spanish (Fluent); Portuguese (Basic)**Committees:** Educational Excellence School Advisory Council (EESAC) at Coconut Grove Elementary (4 years) and Sunset Elementary (1 year) to improve student performance, increase preparation and make final decisions about School Performance Plan**Certifications:** Corporate Citizenship Management, Infrastructure Concessions and PPP, Six Sigma Green Belt**Volunteer:** Big Brothers Big Sisters, Parent Teacher Association (PTA) at Coconut Grove Elementary and Sunset Elementary, Class Mom, Mentor for entrepreneurs with Endeavor and Venture Hive**Speaking:** Chosen to present at conferences by Markets Group, Carmo Companies, Titan Investors**Honors:** Kayo's 23 in '23 Miami Women in Private Equity, 2009 Trade Finance Magazine Deal of the Year, Scholarship at Thunderbird and Virginia Tech, Valedictorian High School 1998

February 23, 2025

Kristin Dacey
3170 Matilda St
Miami, FL 3313
Kristin.dacey@gmail.com
202-701-7815

February 23, 2025

Miami-Dade County, Board of County Commissioners
111 Northwest 1st Street, Suite 220
Miami, FL 33128

Dear Office of Commission Chairman Anthony Rodriguez

I am writing to express my strong interest in joining the board of The Children's Trust. With over 20 years of experience in development finance, impact investing, and leadership roles across public, private, and philanthropic sectors, I am deeply committed to the mission of improving the lives of children and families. I believe my extensive background in managing strategic partnerships, advocating for social impact, and mobilizing resources will allow me to contribute meaningfully to the important work of The Children's Trust.

As Chief Investment Officer at Empreenta Impact Investing, I have successfully led initiatives focused on generating positive social and environmental outcomes. I have structured and managed investments in healthcare, education, workforce housing and climate change, achieving measurable impact alongside strong financial returns. My leadership in raising capital for high-impact initiatives, has further strengthened my ability to advocate for effective solutions that benefit underserved communities.

My experience as CEO of ConVisión 20/20, a social enterprise providing eye care to low and middle-income populations in Mexico, has provided me with valuable insight into the unique needs of marginalized communities. I led the company through a successful launch, secured significant funding, and worked closely with governmental entities, foundations, and donors to enhance social impact. I am confident that these skills will enable me to work collaboratively with fellow board members and organizations to address the needs of children and families in Miami-Dade County.

Additionally, I have gained valuable experience in the private sector with the Inter-American Development Bank ("IDB"), where I focused on projects in education and health. As the team leader for the Career Impact Bond project, I successfully mobilized over \$30 million in funding, benefiting more than 50,000 students. I also managed \$710,000 in grants to support capacity building and the preparation of social projects. Furthermore, I conceptualized and designed IDB's first Gender Appraisal grant to evaluate a new initiative aimed at empowering women in STEM fields. These experiences have honed my skills in project management, grant oversight, and innovative program development, all of which I believe will add significant value to the Children's Trust.

In addition to my professional background, I have served on the Educational Excellence School Advisory Council (EESAC) at Coconut Grove Elementary for four years and at Sunset Elementary for one year. This role has allowed me to engage deeply with the educational community, contributing to the strategic planning and decision-making processes that directly impact student success and school improvement. My active participation on these committees reflects my ongoing commitment to enhancing educational opportunities for children and my dedication to fostering meaningful change within local schools.

Thank you for considering my application. I look forward to the opportunity to discuss how my experience and passion align with the goals of The Children's Trust and how I can contribute to its important work. Please feel free to contact me at 202-701-7815 or kritin.dacey@gmail.com to schedule a conversation.

Sincerely,

Kristin Dacey

Lorrimarie Esparza, MS

Miami, FL | 786-447-4537 | lorrimarie@msn.com

Program Management | Education Administration | Professional Development | Student Growth

Results-driven educator with expertise in all facets of program development, academic advising, and student learning within multi-cultural environments. Skilled in providing strategic leadership of short- and long-term goals to implement positive change and increase performance. Adept at driving the academic development of high-performing students while implementing and maintaining programs in accordance with the goals and policies of the organization.

- Student Development
- Administrative Oversight
- Continuous Research
- Primary & Higher Education
- Event Planning
- Academic Development
- Relationship Building
- Project Management
- Curriculum Development
- Data Collection & Reporting
- Human Resources
- Career Counseling

Technical Skills: Microsoft Office (Word, Excel, PowerPoint), Zoom, Google Suite, Blackboard

PROFESSIONAL EXPERIENCE

Professional Development Specialist | Council for Professional Recognition, Miami, FL 08/2018 – Present

- Orchestrated and executed audits of candidates on behalf of the Council for Professional Recognition, conducting verification visits and utilizing scoring instruments to verify portfolios for specific state requirements.
- Leveraged extensive analytical skills and a high attention to details to review and measure document requirements for Child Development Association (CDA) certifications.
- Demonstrated ability to serve as an effective and collaborative team member, with good judgement and time management skills, while striving to achieve organizational objectives.

Exceptional Student Education Teacher | Divine Savior Academy, Doral, FL 07/2015 – 08/2017

- Instrumental in teaching students aged 6-18 years old, ensuring compliance with and incorporating the Common Core Curriculum when creating and administering daily lessons.
- Championed performance improvement, student development, and educational growth, demonstrating strong leadership in individual and group lessons in a multi-ethnic and multi-cultural environment.
- Played an integral role in building and fostering a high-performing department dedicated to special education and at-risk students; expanded the teacher base for the now self-sustaining department.
- Headed program development and management to lead one-on-one interactions and assessments with students to identify, highlight, and correct any educational deficiencies.
- Actively utilized Woodcock-Johnson Curriculum Development tools and assessments to perform student evaluations.

Substitute & Preschool Department Teacher | Florida Christian School, Miami, FL 08/2010 – 08/2014

- Pioneered the delivery of support and education to an average 25 students, leveraging exceptional communication and relationship building skills when interacting with students, staff, education administration, and parents.
- Facilitated the consistent development and growth of diverse groups of students by creating, integrating, and executing lesson plans in alignment with BoB Jones and ABECA Curriculum.
- Actively reviewed assignments of students and facilitated a productive classroom by identifying individual needs of students and adapting teaching methods to align with students' abilities.
- Effectively assisted administration in optimizing data-driven decision-making by evaluating student performance.

EDUCATION & CREDENTIALS

Master of Science (MS) in Organizational Leadership, Union Institute & University, 2019

Bachelor of Arts (BA) in Early Childhood Education, Union Institute & University, 2016

Associate of Arts in (AA) in Early Childhood Education, Miam Dade College, 2015

Credentials: Florida Child Care Professional Credential | Florida Child Care and Educational Program Director's Credential – Completed 45+ Hours | CPR Certified - Adult and Infant Emergency First Aid

RANDY GRICE

305-801-9898 randy1.grice@gmail.com North Miami, Florida

Board Service

Early Learning Coalition of Miami-Dade/Monroe: Policy Council, Chairman 2022 - Present

City of North Miami Community Relations Board, Board Member 2025 - Present

City of North Miami Citizens Investigative Board, Chairman (Former) 2022 - 2024

EXPERIENCE

Communications and Marketing Manager

Greater Miami Expressway Agency; Miami, FL — 5/2024 - Present

- Manages communications budget of over \$700,000, authorizing strategic media buys
- Utilizes social media platforms to distribute marketing and educational campaigns to raise public awareness and engage stakeholders
- Leads the creation, coordination, and maintenance of digital content for the agency

Administrative Officer

Broward County; Ft. Lauderdale, FL — 9/2023 - 5/2024

- Built and nurtured relationships with key media outlets and reporters through proactive outreach, responding to media inquiries, and managing communications effectively across various platforms
- Strategically led social media for campaign launches from conceptualization to execution ensuring each launch was aligned with broader marketing goals
- Planned and managed marketing, community, and communication outreach programs designed to increase public awareness and pet adoptions

Legislative Analyst to Councilmember

City of Miami Gardens; Miami Gardens, FL — 3/2022 - 9/2023

- Managed a department budget of over \$100,000 (FY 21-22) and (FY 22-23), including expense reporting
- Prepared presentations and charts for public meetings, facilitated community input and transparency efforts
- Organized travel arrangements, both domestic and international, for senior staff including booking flights, cars and hotels

Communications Assistant to City Manager

City of Opa-locka; Opa-locka, FL — 3/2019 - 3/2022

- Provided analytical and organizational assistance to the city manager, managing communication and legislative affairs
- Assisted in the creation of agenda items, meeting coordination and responding to public records requests
- Managed crisis communication efforts, ensuring consistent messaging across the city during emergencies

Judicial Assistant to General Magistrate

State of Florida; Miami, FL — 1/2017 - 3/2019

- Prepared correspondence, memorandum, report presentations or other assigned documentation
- Provided customer support services using electronic discovery and litigation technology software applications
- Communicated and coordinated executive's instructions with various individuals and/or departments

News Writer

Miami Herald; Doral, FL — 1/2017 - 12/2019

- Produced enterprising news stories for multimedia platforms, reaching and audience of over 75k
- Conducted research and preformed interviews
- Monitored current events in the South Florida community

EDUCATION

Federal Emergency Management Agency Public Information Officer Awareness Certification
Florida A&M University, Tallahassee, FL — Bachelor's of Science, 2010

Randy Grice
randy1.grice@gmail.com
305-801-9898

February 27, 2025

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez

Dear County Commissioners,

I am excited to express my interest in serving as a Gubernatorial Appointee Board Member for The Children's Trust. With a deep commitment to community engagement and advocacy, I am eager to contribute my leadership experience and strategic expertise to support the mission of enhancing the well-being of children and families in Miami-Dade County.

My dedication to public service is reflected in my leadership roles. I currently serve as Chairman of the Policy Council for the Early Learning Coalition of Miami-Dade/Monroe, advocating for quality early childhood education and family services. Additionally, I'm a Board Member of the City of North Miami's Community Relations Board and formerly served as Chairman of the City of North Miami's Citizens Investigative Board from 2022 to 2024. These positions have reinforced my commitment to equity, transparency, and meaningful community impact.

Professionally, I serve as the Communications and Marketing Manager for the Greater Miami Expressway Agency (GMX), leading strategic messaging and stakeholder engagement. Personally, I'm a product of our County and State's public education system, having graduated from Florida A&M University (FAMU).

I welcome the opportunity to bring my passion, leadership, and advocacy experience to The Children's Trust. Thank you for your time and consideration.

Best regards,



Randy Grice

Mark R. Hageman

7790 SW 110th Street
Pinecrest, Florida 33156
Phone: 786 407 9306

**The Children's Trust Board of Directors
Appointment**

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez
E-mail: Applicants@miamidade.gov

Dear Sir or Madam:

I appreciate the opportunity to be considered as a member (gubernatorial appointment through the Miami-Dade County Board of County Commissioners) of the Board of Directors of The Children's Trust (TCT). I believe that I could make a strong contribution to the mission of TCT based on my commitment to the mission, my experience and my personal capabilities. As described in this letter, having been engaged in a professional career and involved with an educational system outside of the United States, I feel that my background and experience could enable me to provide a different perspective to the work of TCT. Please note that despite my years working as an expatriate in the United Kingdom, I have been a resident of Miami-Dade County for over twenty years and have strong family ties here (for example, I have a son that has been with Miami-Dade Fire Rescue for nearly ten years).

Mark Hageman

(M): (786) 407 9306

markrhageman@outlook.com

7790 SW 110th Street

Miami, Florida 33156

Work Experience

Staff Attorney, Catholic Charities Legal Services, Miami

January 2025 - Present; Miami, Florida

Corporate Finance Attorney; Partner, Linklaters LLP

September 2010 - April 2023; London, England

Corporate Finance Attorney; European Counsel, Cravath, Swaine & Moore

1993 - 2010, London, England; New York, New York

Captain, Senior Pilot/Aircraft Commander, US Air Force

June 1983 - August 1990

Education

MS, Literacy, Florida International University, Starting August 2024

EdM, Education Policy Analysis, Language & Literacy Concentration, Harvard Graduate School of Education (incl. courses at Kennedy School of Government), August 2023 - May 2024

JD (Juris Doctor), Harvard Law School, June 1993

MS, International Relations, Troy State University, 1990

BS, History, US Air Force Academy, 1983

Community Experience

Board of Trustees, Star Academies Trust, England, from December 2020 (Board member for state funded 30+ primary/secondary school multi-academy trust, including committee roles on Academic Board (Chairman) and Star Institute Board (teacher training and development))

Local Governing Board, Olive Hackney Primary School, London, England, from October 2017 (Board member for primary school in East London, including roles as acting chair and vice-chair and in safeguarding, SEND, and reading/literacy initiatives)

Mentoring Works, East London Business Alliance, London, England, 2015 - 2023 (mentoring program for high school students)

The Access Project, London, England, 2014 - 2020 (tutoring program for high school students in English, English literature, and math)

Literations, Boston, Massachusetts, February 2024 to June 2024 (literacy tutoring program with K-2 students through AARP Foundation/Experience Corps affiliation)

Uplift Literacy, Miami, Florida, August 2024 to Present (volunteer in PALS reading program with K students)

Languages

Proficient in Spanish (reading, speaking); completed American University course Spanish for Lawyers (10 weeks; 2023); Advanced Spanish for Lawyers (10 weeks; start March 2025)

References

Available on Request

LISSETE HERMIDA, M.Sc. MBA.
CHIEF OPERATIONAL OFFICER - PARTNER AND CO-FOUNDER
LANCO MEDICAL GROUP

+1-786-521-1618

L.HERMIDA@LANCOMEDICALGROUP.COM

Lisette Hermida is a seasoned leader and visionary committed to advancing community development, healthcare equity, and sustainable growth. With extensive experience in strategic leadership and business operations, she has consistently driven innovation and excellence throughout her career.

As the co-founder and Chief Operating Officer of Lanco Medical Group (LMG), established in 2014, Lisette has led the company's expansion across Latin America. Under her leadership, LMG has become a leading pharmaceutical manufacturer and distributor, operating in Panama, Honduras, Costa Rica, the Dominican Republic, Mexico, and El Salvador. The company is dedicated to delivering high-quality healthcare solutions and improving access in underserved regions, while upholding the highest ethical standards.

Lanco Medical Group focuses on therapeutic areas including Anti-Infectious, Cancer, Cardiology-Metabolism, Central Nervous System, and Respiratory Therapy, with operations rooted in the Lean Six Sigma model to ensure efficiency, innovation, and operational excellence. The company is driven by a clear mission, a focused strategy, and a strong culture that prioritizes creating long-term value for society and stakeholders.

In her role as COO, Lisette is responsible for executing the company's short- and long-term vision, focusing on business planning, process improvement, and supply chain management. Her approach centers on empowering teams, collaborating with department leaders, and implementing strategic policies to enhance daily operations and achieve organizational goals. She is deeply committed to fostering a culture of excellence and continuous improvement, ensuring that LMG remains a trusted name in the pharmaceutical industry.

Through her leadership, Lisette continues to drive LMG's mission of delivering impactful healthcare solutions while creating sustainable value for the organization, its clients, and the communities it serves. Lisette Hermida has a diverse professional background spanning pharmaceutical consulting, marketing, and environmental engineering. She served as a consultant for SG Pharma in the Caribbean, co-founded Panazoom, where she led management and project implementation, and held the role of Latin America Business Development Manager at Fugro, a global leader in geotechnical engineering. At Fugro, she developed corporate strategies and managed business initiatives in start-up environments. After moving to the U.S. in 2015, she became the business Development Director at NOVA Engineering and Environmental in South Florida.



Lisette has a BS and MSc from Universidad de Alcala, Madrid 2010, Spain.

She is currently participating in the Managing Health Care Delivery Executive Education Program at Harvard Business School, which began in October 2023.

Lisette graduated from the Health Sector Management & Policy Executive MBA at University of Miami in December 2018.

Lisette has also two other specializations from the Chamber of Commerce of Madrid:

- **International Business Development**
- **Marketing Specialization**

BOARD DIRECTOR

In addition to her professional endeavors, Lissete Hermida is deeply committed to contributing her expertise and leadership to various boards across different sectors. Her involvement in these boards reflects her dedication to driving positive change, fostering innovation, and shaping impactful strategies within the organizations she serves.

Latin Builders Association (Not for profit) - Board Director since 2020

Lissete Hermida brings her expertise and passion for community development to the Latin Builders Association® (LBA) as a dedicated Board Director since 2020. With a background in environmental engineering and extensive experience in business development and management, Lissete is committed to advancing the mission of the LBA and empowering South Florida's construction industry.

Founded in 1971, the LBA has served as a vital forum for discussion, networking, and professional growth within the Hispanic construction community in the United States. With over 750 member companies representing diverse sectors, including developers, architects, engineers, legal experts, and real estate agents, the LBA fosters collaboration and innovation to drive industry excellence.

Lissete's leadership on the board aligns with the LBA's core values of inclusivity, community engagement, and service. She actively participates in initiatives such as scholarship funds, annual Christmas toy drives, and various community events, embodying the association's commitment to giving back to the South Florida community. Through her role as a Board Director, Lissete advocates for the interests of LBA members, ensuring their voices are heard and their needs addressed at both local and state levels. Her dedication to fostering dialogue, networking, and professional development reflects the LBA's ongoing commitment to shaping the future of South Florida's construction industry.

Out Of Foster Foundation (Not for profit) - Board Director since 2017

Since 2017, Lissete Hermida has served as a dedicated Board Director at the Out Of Foster Foundation (formerly MagicWaste Youth Foundation MWYF). With a passion for empowering disadvantaged youths, Lissete brings her expertise and commitment to the foundation's mission of providing essential support and resources to young adults transitioning out of the foster care system.

At Out Of Foster Foundation, Lissete plays a pivotal role in shaping the organization's initiatives and programs aimed at enhancing housing, life skills, financial literacy, and educational opportunities for foster care alumni. Her leadership and strategic insights contribute to the foundation's efforts to mentor and educate young adults, enabling them to overcome challenges and pursue brighter futures.

Lissete's dedication to the Out Of Foster Foundation reflects her unwavering commitment to making a positive impact in the lives of vulnerable youth. Through her role as a Board Director, she helps guide the foundation in its mission to provide hope, support, and opportunities for growth to those who need it most.

Lanco Medical Group (For-profit) - Board Director since 2014

As a board director, Lissete Hermida provides invaluable insights and strategic guidance to Lanco Medical Group, leveraging her extensive experience to drive innovation, expansion, and operational excellence. Her visionary leadership ensures that the company remains at the forefront of the pharmaceutical industry, navigating challenges and seizing opportunities with agility and foresight.

With a deep-seated belief in the importance of accessible healthcare for all, Lissete Hermida advocates for initiatives that expand access to life-saving medications and therapies across Latin America. Her dedication to improving healthcare outcomes underscores Lanco Medical Group's mission to make a meaningful difference in the lives of patients throughout the region.

At the core of Lissete Hermida's board leadership is a commitment to driving sustainable growth and positive social impact. By aligning business objectives with environmental and social responsibility, she ensures that Lanco Medical Group operates with integrity, compassion, and a commitment to making a meaningful difference in the communities it serves.

Through her visionary leadership, strategic insight, and unwavering commitment to excellence, Lissete Hermida continues to empower Lanco Medical Group to achieve its mission of transforming healthcare access and improving lives across Latin America. As a dedicated board director, she remains instrumental in guiding the company toward a future defined by innovation, sustainability, and social impact.

March 15th, 2025

Miami-Dade County, Board of County Commissioners

Office of Commission Chairman Anthony Rodriguez

Email: Applicants@miamidade.gov

Dear Selection Committee,

My name is Lisete Hermida, and I am writing to express my strong interest in serving as a member of the Board of Directors for The Children's Trust. As Chief Operating Officer (COO) and co-founder of Lanco Medical Group, with over a decade of executive leadership experience, coupled with a deep commitment to the well-being of families and children in our community, I believe my professional background, passion for social impact, and dedication to children's welfare align perfectly with the mission of The Children's Trust.


Throughout my career, I have had the privilege of leading initiatives that have positively impacted both the business community and those most in need. In my role as a business leader, I have managed multidisciplinary teams and directed high-impact projects, focusing on strategic expansion and quality process implementations that benefit vulnerable communities. My experience with Lanco Medical Group has taught me how to thrive in high-pressure environments while ensuring social responsibility is at the heart of our business practices, which has been fundamental to the company's success.

I am a firm believer in philanthropy as a transformative tool for change, which has motivated my active involvement with initiatives like Out of Foster Foundation, where we support young adults transitioning out of foster care by providing them with the tools and resources necessary for success. Working directly with these youth has given me invaluable insight into the challenges faced by many families in our community.

The mission of The Children's Trust is admirable, and I am confident that my experience in advocating for children's rights, my commitment to continuous improvement, and my collaborative nature will be valuable assets to the board. I am eager to contribute not only my expertise in executive leadership but also my passion for improving the lives of children and their families in Miami-Dade County.

I believe that, together, we can continue expanding the reach of The Children's Trust, ensuring that more children and families have access to the resources, services, and opportunities they deserve. My dedication to child and family welfare aligns seamlessly with the organization's mission, and I would be honored to contribute to the strategic decision-making that continues to improve the quality of life for our community.

Attached is my bio for your review. I would be happy to provide any additional information if required. Thank you for considering my application, and I look forward to the opportunity to serve on the Board of Directors of The Children's Trust.



Sincerely,

Lisete Hermida, MSc. MBA

T: 786-521-1618

e: l.hermida@lancomedicalgroup.com

MDC031

Christine R. Hughes Pontier, Ph.D.

6471 SW 42nd Street

Miami, FL 33155

954-304-4704

hughes.pontier@gmail.com

PROFESSIONAL EXPERIENCE

- 2022-present **Executive Director**
- 2020-2021 **Communications & Training Academy Coordinator**
Florida Association for Infant Mental Health
- 2015-present **Consultant**
Florida Maternal, Infant & Early Childhood Home Visiting (MIECHV) / Ounce of Prevention Florida
Citrus Health Network
West Kendall Baptist Hospital/ Baptist Health South Florida
United Way of Miami-Dade
Early Learning Coalition of Miami-Dade/Monroe
Healthy Start Coalition of Miami-Dade
University of Miami
- 2015-2016 **Research & Development Consultant**
WELS Systems Foundation
- 2013-2015 **Director of Research, Evaluation & Assessment**
- 2012-2013 **Interim Director of Quality Counts (Quality Rating & Improvement System)**
- 2010-2012 **Research & Evaluation Analyst**
Early Learning Coalition of Miami-Dade/Monroe
- 2009-2010 **Social Research Specialist: Local Evaluation Coordinator**
FPG Child Development Institute, University of North Carolina at Chapel Hill
- Part-time Lecturer**
- 2009-2019 School of Education and Human Development, Florida International University
- 2007-2011 Department of Psychology, College of Arts & Sciences, University of Miami
- 2004-2009 **Institute of Education Sciences (IES) Predoctoral Interdisciplinary Research Training Grant Fellow (Graduate Research Associate)**
Department of Psychology, University of Miami
- 2003-2004 **Research Associate**
Linda Ray Intervention Center, Department of Psychology, University of Miami
- 2002-2003 **Research Assistant**

EDUCATION

Ph.D., University of Miami, Coral Gables, FL

Field of Study: Applied Developmental Psychology

Doctoral Dissertation Title: *Trajectories of Language Development in At-Risk Infants in Early Intervention*

M.S., University of Miami, Coral Gables, FL

Field of Study: Applied Developmental Psychology

Master's Thesis Title: *Identifying Cognitive Trajectories of At-Risk Children and Factors Influencing Trajectory Membership*

B.A., Boston College, Chestnut Hill, MA

Field of Study: Psychology

TEACHING EXPERIENCE

- 2009-2019 **Part-time Lecturer**
School of Education and Human Development, Florida International University
Play and Social Development (EEC 3315; undergraduate), Foundations of Educational Research (EDF 5481; graduate)
- 2007-2011 **Part-time Lecturer**
Department of Psychology, University of Miami
Child & Adolescent Development (PSY 203), Language Development (PSY 343)

RESEARCH EXPERIENCE

- 2004-2009 **Institute of Education Sciences Predoctoral Interdisciplinary Research Training Grant Fellow**
Department of Psychology, University of Miami
- 2003-2004 **Research Associate**
Linda Ray Intervention Center
Department of Psychology, University of Miami
- 2002-2003 **Research Assistant**
James Russell, Ph.D. - Emotion Development Lab
Lisa Feldman Barrett, Ph.D. - Interdisciplinary Affective Science Laboratory
Department of Psychology, Boston College

CERTIFICATIONS & SPECIALIZED TRAINING

2020	Certified Facilitator , Group Peer Support (GPS®)
2018	Mindful Self-Compassion Trained Trainer , Center for Mindful Self-Compassion
2018	Certified Trainer , ZERO TO THREE (The Growing Brain from Birth to Five Years)
2017	Florida Infant Mental Health Endorsement - Infant Mental Health Mentor, Leadership Cohort
2016-2021	Lamaze Certified Childbirth Educator , Lamaze International
2016-2022	Certified Lactation Counselor , Academy of Lactation Policy & Practice
2016-2018	Board Certified Coach Training , Institute for Life Coach Training
2015	Birth Doula , Trained by DONA International
2014	Certified Breastfeeding Educator , UNICEF

GRANTS & AWARDS

2014-2015	Miami-Dade County Partnership for School Readiness and Early School Success Institute for Education Sciences #R305H140140 Role: R. Bulotsky-Shearer (PI), University of Miami; C. Hughes (Co-PI) , Early Learning Coalition of Miami-Dade/Monroe ; M. Diaz (Co-PI), Miami-Dade County Public Schools Awarded \$399,606 (3 year period) Early Learning Coalition of Miami-Dade/Monroe
2014	Early Head Start-Child Care Partnership (EHS-CCP) U.S. Department of Health & Human Services Administration for Children & Families Role: Grant writer Awarded \$9,500,000 (5 year period) Early Learning Coalition of Miami-Dade/Monroe
2016	Parent-Child Interaction Therapy (PCIT; Family Strengthening) Teacher-Child Interaction Training (TCIT; Community Research Demonstration) The Children's Trust Role: Grant writer Awarded \$227,000 (PCIT); \$247,000 (TCIT) Citrus Health Network
2019	Innovation Grant The Children's Trust Role: Grant writer and PI Awarded \$60,000 The Developing Mother, LLC
2019	St. Clare Fund Allegany Franciscan Ministries Role: Grant writer and Coordinator

Awarded \$50,000
Florida Association for Infant Mental Health

- 2020** **Community Grant**
Miami Foundation
Role: Grant writer and Coordinator
Awarded \$22,500
Florida Association for Infant Mental Health
- 2020-2023** **Department of Education Division of Early Learning (DEL)**
State of Florida
Role: Grant Writer and Project Director
Awarded \$150,000
Florida Association for Infant Mental Health
- 2022-2026** **Social Emotional Wellness/Racial Equity, Diversity, Inclusion Initiative (SEW-REDI; Trust Academy Professional Supports)**
The Children's Trust
Role: Grant writer and Project Director
Awarded \$41,000
Florida Association for Infant Mental Health

SCHOLARSHIP

Peer-Reviewed Publications

- Rivas, A., Mooss, A., **Hughes Pontier, C. R.**, Romillo, J., & Munoz, E. (2023). The effect of Universal Teacher–Child Interaction Training on Hispanic teachers' sense of self-efficacy in early childhood education and care settings. *Journal of International Child Care Education and Policy*, 17(12). <https://doi.org/10.1186/s40723-023-00115-6>
- Bolzani Dinehart, L.H., Yale Kaiser, M., & **Hughes, C. R.** (2009). Language delay and the effect of milieu teaching on children born cocaine exposed: A pilot study. *Journal of Developmental & Physical Disabilities*, 21, 9-22.

Practitioner Publications

- McCormick, A., Goldberg, S., Hutchinson, H., **Hughes Pontier, C. R.**, Bowers, A., Lenide, N. S., Siva, J. (2021). Holding the holders: Cultivating reflective spaces for the infant and early childhood mental health workforce during multiple pandemics. *ZERO TO THREE Journal*, 41(4), 50–57.

Selected Peer-Reviewed Conference Presentations

- Hughes, C. R.** (2022, March). *Understanding ACEs and Trauma in the Early Years*. Presented at Florida Head Start Association Conference in Orlando, FL.
- Hughes, C. R.** (2021, April). *Spa Days are Not the Answer: Mindfulness & Self-Compassion for Helping Professionals*. Presented at Florida Breastfeeding Coalition Conference, virtual.

- Hughes, C. R.** (2019, October). *Mindfulness & Self-Compassion*. Presented at Zero to Three Annual Conference in Hollywood, FL.
- Hughes, C. R. & Pontier, R. W.** (2016, December). *Rethinking Continuity of Care for Dual Language Learning Infants and Their Families*. Presented at Zero to Three Annual Conference in New Orleans, LA.
- Hughes, C. R.** (2016, July). *Designed to Succeed: Integrating Technology & Data into QRIS Using the Latest Tools*. Presented at the BUILD QRIS National Meeting in New Orleans, LA.
- Hughes, C. R.** (2016, July). *Crowdsourcing QRIS*. Presented at the BUILD QRIS National Meeting in New Orleans, LA.
- Hughes, C. R.** (2016, June). *Supporting breastfeeding families: Engaging families, educating staff, and providing a healthy start for infants*. Presented at National Association for the Education of Young Children (NAEYC) National Institute for Professional Development in Baltimore, MD.
- Hughes, C. R.** (2015, July). *Supporting infant & toddler best practices in QRIS*. Presented at the BUILD QRIS National Meeting in National Harbor, MD.
- Vitiello, V., & **Hughes, C. R.** (2014, December). *Creating change in teacher-child interactions: Learn, measure, improve*. Poster presented at Zero to Three's National Training Institute in Hollywood, FL.
- Hughes, C. & Fernandez, M.** (2014, July). *Lessons Learned about Data System Development and Data-Driven Decision Making in Miami-Dade County's QRIS*. Presented at the BUILD QRIS National Meeting in Denver, CO.
- Friese, S., **Hughes, C.** & Weber, R. (2014, July). *Access to High Quality Settings*. Presented through INQUIRE at the BUILD QRIS National Meeting in Denver, CO.
- Hughes, C.** (2014, July). *Supporting Best Practices in Infant & Toddler Care within a Quality Improvement Framework*. Presented at the One Goal Conference in Tampa, FL.
- Hughes, C.** (2014, July). *Promoting Health in Our Youngest Children: Supporting Breastfeeding Families in Early Care and Education Settings*. Presented at the One Goal Conference in Tampa, FL.
- Vitiello, V., & **Hughes, C. R.** (2013, December). Understanding teacher-child interactions from four weeks to three years old. Session presented at Zero to Three's National Training Institute in San Antonio, Texas.

- Hughes, C.**, Maxwell, K. & Yazejian, N. (2013, August). *Opportunities and challenges in building and using a QRIS data system for multiple purposes*. Presented through INQUIRE at the BUILD QRIS National Meeting in Washington, D.C.
- Ball, P., **Hughes, C.**, Janke, M., Kindsvatter, R., & Yazejian, N. (2013, August). *QRIS field tests, pilots and focused studies*. Presented through INQUIRE at the BUILD QRIS National Meeting in Washington, D.C.
- Hughes, C. R.** (2012, October). Quality Counts for children in poverty: The experience of early learning programs serving children in poverty in Miami-Dade County's Quality Rating & Improvement System (QRIS). Session presented at the National Black Child Development Institute's 42nd Annual Conference in Ft. Lauderdale, Florida.
- Hughes, C. R.** (2009, April). Trajectories of language development in at-risk infants in an early childhood intervention center. Poster presented at the American Educational Research Association Annual Meeting and Exhibition in San Diego, California.
- Hughes, C. R.**, Faria, A., & Yale Kaiser, M. (2009, April). Trajectories of cognitive development and prediction of behavioral outcomes in at-risk infants. Poster presented at the Biennial Meeting of the Society for Research in Child Development in Denver, Colorado.
- Hughes, C. R.**, & Yale Kaiser, M. (2009, March). Trajectories of language development in at-risk infants in early intervention. Poster presented at the Annual Gatlinburg Conference on Research and Theory of Intellectual and Developmental Disabilities in New Orleans, Louisiana.
- Hughes, C. R.**, Yale Kaiser, M., & Faria, A. (2008, August). How custody arrangement impacts development in an early intervention program. Paper presented at the 116th Annual American Psychological Association Convention in Boston, Massachusetts.
- Faria, A., **Hughes, C. R.**, Kolnik, S., & Yale Kaiser, M. (2008, July). Boys, girls, fighting, and sharing: Prosocial behavior mediates the relationship between gender and overt aggression in Head Start children. Poster presented at the 20th Biennial Meeting of the International Society for the Study of Behavioural Development in Würzburg, Germany.
- Faria, A., **Hughes, C. R.**, & Yale Kaiser, M. (2008, March). Prosocial behavior: A mediator of the relationship between language delay and problem behavior for high-risk toddlers. Poster presented at the Biennial International Conference on Infant Studies in Vancouver, Canada.
- Hughes, C. R.**, Bolzani Dinehart, L. H., & Yale Kaiser, M. (2007, April). The effect of cumulative risk on the language development of at-risk children. Paper presented at the American Educational Research Association Annual Meeting and Exhibition in Chicago, Illinois.

Hughes, C. R., & Yale Kaiser, M. (2007, March). Risk factors affecting developmental trajectories of cognition in at-risk children. Poster presented at the Biennial Meeting of the Society for Research in Child Development in Boston, Massachusetts.

Hughes, C. R., & Yale Kaiser, M. (2006, March). Developmental trajectories of cognition in an early intervention program. Poster presented at the Annual Gatlinburg Conference on Research and Theory of Intellectual and Developmental Disabilities in San Diego, California.

Professional Development and Community Presentations

- Zero to Three's The Growing Brain from Birth to Five Years
- Infant Mental Health series—Foundations, Promotion & Prevention, Intervention & Treatment
- Trauma in the Early Years (ACEs and Stress)
- Positive Childhood Experiences (PCEs)
- Stress and Resilience
- Building Resilience in the Workplace
- The Impact of Maternal Mental Health on Children
- Preparing for the 4th Trimester
- Planning to Breastfeed
- Mindful Self-Compassion
- Mindfulness

DATA ANALYTIC AND METHODOLOGICAL SKILLS

- Analysis of variance
- Linear and logistic regression
- Structural equation modeling
- Multilevel modeling
- Measurement and psychometric theory
- Randomized control trials
- Longitudinal database management
- Data management and statistical software: SPSS, SAS, MPlus, HLM, Winsteps

PROFESSIONAL AFFILIATIONS

Member, ZERO TO THREE

Member, World Association for Infant Mental Health

Member, International Lactation Consultant Association

Member, Lamaze International

Member, National Association for the Education of Young Children (NAEYC)/Florida Association (FLAEYC)/South Florida Association (SFAEYC)

Member, Society for Research in Child Development

Member, American Educational Research Association

Member, Institute of Education Sciences

Member, American Psychological Association

Member, Psi Chi (The International Honor Society of Psychology)

LEADERSHIP & SERVICE

2024-present **Co-Chair**, ACEs Special Committee, Miami-Dade County Mayor's Blue Ribbon Children's Commission

2022-present **Member**, Steering Committee, Miami-Dade County Mayor's Blue Ribbon Children's Commission

2022-present **Member**, Leadership, Alliance for the Advancement of Infant Mental Health

2022-present **Member**, ECCS State Advisory Council

2018-present **Member – Board of Trustees**, Unitarian Universalist Congregation of Miami

2016-present **Member**, Consortium for a Healthier Miami-Dade, Children Issues Committee

2013-present **Member**, United Way Center for Excellence in Early Education Committee

2016-2021 **Chair**, Miami Chapter of Florida Association of Infant Mental Health

2013-2020 **Member**, Quality Initiatives Research and Evaluation (INQUIRE) Consortium

2013-2019 **Member – Board of Directors**, Florida Association of Infant Mental Health

2015 **Member – Board of Directors**, The Children's Trust

2015-2019 **Member**, Young Children with Special Needs & Disabilities Council

2014-2015 **Member**, Help Me Grow Miami-Dade Leadership Team

2013-2018 **Expert, Ask the Expert**, United Way Center for Excellence in Early Education

2013-2015 **Member**, Miami-Dade CAA School Readiness Advisory Council

2012-2016 **Member**, Breastfeeding Task Force of Miami, Healthy Start Coalition of Miami

2010-2020 **Volunteer**, early literacy events in the Miami-Dade community

2006-2008 **Representative**, University of Miami Graduate Activity Fee Allocation Committee

Dr. Christine Hughes
6471 SW 42nd Street
Miami, FL 33155
hughes.pontier@gmail.com
954-304-4704

March 21, 2025

Miami-Dade County
Board of County Commissioners
Office of Commission

Dear Chairman Rodriquez,

I am writing to express my strong interest in serving on the Board of Directors of The Children's Trust. As an experienced executive leader, researcher, and advocate for early childhood development, I am confident that my background and dedication to enhancing the lives of children and families align closely with the mission and goals of The Children's Trust.

In my current role as Executive Director of the Florida Association for Infant Mental Health, I lead initiatives focused on advancing early childhood mental health and wellbeing, working closely with organizations like The Children's Trust to improve the well-being of children and families throughout Miami-Dade. My professional experience includes extensive work with local organizations such as the Early Learning Coalition of Miami-Dade/Monroe, the Healthy Start Coalition of Miami-Dade, United Way, University of Miami, and The Children's Movement, where I have collaborated on numerous projects related to early childhood education, family engagement, and mental health.

With over two decades of experience in child development, program evaluation, and community leadership, I have been deeply committed to serving organizations that focus on the well-being of children and families in Miami-Dade. I have been actively involved in several local initiatives—most recently the Miami-Dade County Mayor's Blue Ribbon Children's Commission—and have long supported our local FAIMH Chapter which connects professionals across systems of care to focus on the mental health of our youngest Miamians. These roles have further honed my ability to navigate complex challenges and work collaboratively with stakeholders to create sustainable, impactful solutions for children and families.

My academic background has equipped me with a deep understanding of child development, research methodologies, and evidence-based practices, which is critical as we seek innovation in and positive impact from our investments. Additionally, I am grateful to have personally benefited from The Children's Trust Book Club when my two daughters were young, and would love to pay it forward.

I am particularly drawn to The Children's Trust because of its strong commitment to building a brighter future for the children of Miami-Dade County. With my experience in early childhood mental health, program development, and strategic leadership, I am eager to contribute to The Trust's ongoing efforts to ensure that all children have access to the resources, services, and support they need to thrive.

I would be honored to lend my expertise and passion for early childhood development to the Board of The Children's Trust. Thank you for considering my application. I look forward to the opportunity to contribute to such an important organization, and to collaborate with other leaders in our community advancing the well-being of children and families in Miami.

Sincerely,

Christine R. Hughes, Ph.D., IMH-E®

Executive Director
Florida Association for Infant Mental Health

Laura A. Kelly, DPT
Laura81kelly@gmail.com
4211 Monserrate St. Coral Gables, FL 33146
(786) 999-5565

Summary

9 semesters Professor of Intro to Health Science
City of Coral Gables Emergency Management, Board Member
American Red Cross, Community Volunteer Leader
QM Teaching Online Certificate
Florida Physical Therapy License
2 years of Pelvic Floor Physical Therapy experience
10+ years Physical Therapy experience

Experience

Miami Dade College, Medical Campus

Adjunct Faculty

Miami, FL

2022-present

- 5 semesters as lecturer for Introduction to Healthcare
- 4 semesters as lab instructor for Introduction to Healthcare
 - Instruct students on practical skills for healthcare jobs.

South Miami Hospital, Baptist Health South Florida

Pelvic Physical Therapist, per diem

South Miami, FL

March 2018 – August 2020

- Evaluate, educate, determine, and carry out treatment plans for adult female and male patients with a wide variety of incontinence, pelvic pain, and other pelvic disorders
- Achieved notable progress for most patients after third visit

Inpatient Physical Therapist, per diem

April 2016 – October 2018

October 2010 – May 2012,

July 2008 – October 2010

Full time

- Evaluate, educate, determine, and carry out treatment plans for adult patients with a wide variety of diagnoses in an acute care hospital
- Communicate with MDs, nurses, orthotists, and other medical professionals concerning patient status, progress, discharge planning and continued service needs
- Serve as a clinical instructor for physical therapy students

Mount Auburn Hospital,

Physical Therapist, Full Time

Cambridge, MA

July 2007 – May 2008

- Evaluated, educated, determined, and carried out treatment plans for adult patients with a wide variety of diagnoses in an acute care hospital, an inpatient geriatric psychiatric unit, and an inpatient rehabilitation unit
- Presented an informative class on knee anatomy, reasons for total joint replacement, surgical procedure, and pre- and post-operative physical therapy plan of care to orthopedic surgery candidates
- Presented a session on proper body mechanics and the importance of mobilizing patients to newly hired nurses during hospital orientations

Research Experience

Graduate Research: Department of Physiology, Emory University

Effect of Muscle Fiber Type, Inorganic Phosphate, and Calcium on Baseline Force, Short Range Stiffness, Normalized Short Range Stiffness, and Force Yield Index on Skinned Feline Skeletal Muscle Fibers.

Advisor: T. Richard Nichols, PhD.

Undergraduate Research: Yerkes National Primate Research Center of Emory University

Received acknowledgement for data collection from 2002-2003 in a peer-reviewed publication of a study that examined the concept of value during experimental exchange and socially learned preferences for differentially rewarded tokens in brown capuchin monkeys (*Cebus paella*):

Brosnan, S. F., de Waal, F. B. M. (2003). Monkeys reject unequal pay. *Nature* 425: 297-299.

Advisor: Frans de Waal, PhD.

Volunteer / Board Experience

- **City of Coral Gables Emergency Management Board**
 - Board Member 2023-present
- **American Red Cross**
 - Community Volunteer Leader 2023-present

Education

Emory University School of Medicine, Department of Rehabilitation Medicine, Atlanta, Georgia

- Doctor of Physical Therapy, May 2007

Emory University, Atlanta, Georgia

- Bachelor of Science in Biology, May 2004

Laura A. Kelly, DPT
Laura81Kelly@gmail.com
(786) 999-5565
4211 Monserrate St
Coral Gables, FL 33146

March 8, 2025

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez

Dear Miami-Dade BOCC:

I am interested in contributing to our community as a Board Member at The Children's Trust. I currently serve as an adjunct professor at the Miami Dade College (MDC) Medical Campus. I have nine semesters of experience in my current role as both a lecturer and lab instructor. I also serve as a Community Volunteer Leader at the American Red Cross and a Board Member with the City of Coral Gables Emergency Management Board.

I hold a Bachelor of Science in Biology and Doctor of Physical Therapy, both from Emory University. I have worked over ten years as a clinical physical therapist in multiple settings. I have also specialized most recently in women's health and pelvic physical therapy. I have truly enjoyed interacting and instructing MDC students at the Medical Campus and I would love to use my education and experience to serve our community.

Given my diverse experience as a volunteer leader with the Red Cross, a board member with the City of Coral Gables, years of teaching at the college level, and a long-term career as a physical therapist treating patients, I have demonstrated dynamic skills and a strong commitment to community service. These experiences have equipped me with the expertise and passion necessary to effectively serve as a board member at The Children's Trust.

Thank you in advance for your time and consideration.

Best Regards,

Laura Kelly, DPT

Jeffrey T. King, RN, MBA, MSN

14601 SW 79th Street, Miami, FL 33183

Phone: (305) 305-2532 Email: jkingrn@royalpurple.net

EDUCATION

HOWARD UNIVERSITY, Washington, DC
Degree(s) Received:

Aug. 1988 - May 1993
B.S. Microbiology, August 1990
B.S. Nursing, May 1993

UNIVERSITY OF MIAMI, Miami, FL
Degree(s) Received:

May 1991 - Aug. 1991
Healthcare Administration
Certificate of Course Completion

BARRY UNIVERSITY, Miami, FL
Degree(s) Received:

Aug. 1998 – May 2001
Masters Business Administration,
Concentration in Healthcare Administration

UNIVERSITY OF CALIFORNIA IRVINE, Irvine, CA
Degree(s) Received:

March 2016 – May 2017
Clinical & Administrative Leadership in
Healthcare

UNITED STATES UNIVERSITY, San Diego, CA
Degree(s) Received:

September 2017 – July 2020
Masters Science Nursing Leadership

EXPERIENCE

February 2024 – Present
Total Managed Care Services, Inc.

🕒 **Behavioral Health Partners of Florida, Tallahassee, FL** *contract services via Total Managed Care Services* – Executive Director. Behavioral Health Partners of Florida is a clinically integrated network formed by community mental health and substance use providers under the Florida Behavioral Health Association.

🕒 **Agape Network, Miami, FL** *contract operations, contracting and compliance services via Total Managed Care Services* - Interim Chief Operating Officer. Agape Network is a non-profit, faith-based integrated primary care and behavioral health service provider.

🕒 **SMC Medical Center, Miami, FL** *contract services via Total Managed Care Services* – Managed Care & Operations Consultant. SMC Medical Center is a full-service multi-specialty clinic providing services to Medicare and Medicaid populations.

September 2019 – February 2024
Banyan Health Systems, Miami, FL

🕒 Integrated non-profit multi-service healthcare system including a Federally Qualified Health Center (FQHC) and Community Mental Health Center (CMHC) providing primary and behavioral healthcare, outpatient mental health therapy, residential treatment services, crisis stabilization and care coordination services.

Chief Operating Officer & VP of 24 Hour & Residential Programs

Responsible for direct oversight of operations including Call Center/Customer Service, Care Coordination, Outreach, Quality Management and Managed Care Services. Additionally responsible for all twenty-four hour and residential programs including 200 Residential Level II beds, 25 Crisis Stabilization beds and 10 Detoxification beds. Responsible for development of Certified Community Behavioral Health Center (CCBHC) designation. Duties include the development and enhancement of healthcare business lines to significantly accelerate growth, profitability and integration for the complex healthcare delivery model. As a member of the executive leadership team, role includes creating, administering and implementing interventions and tactics to meet the organization's business development strategy and drive continuous improvement. Participate as member of Quality Improvement Committee and has direct responsibility for the oversight and implementation of continuous quality improvement related to direct care, population health programs and client safety systems. Support development and implementation of integrated care coordination programs for primary care and behavioral health to support an overall integrated delivery system. Evaluate and negotiate managed care and third-party value-based primary care and behavioral health agreements and alternate payment arrangements with managed care payers and maintain ongoing relationships with managed care organizations. Participates with RFP evaluations, responses and implementation.

February 2019 – September 2021

Total Managed Care Services, Inc.

🕒 **Banyan Health System, Miami, FL,** *contract services via Total Managed Care Services – Consultant*

🕒 **AlohaCare Health Plan, Honolulu, HI** *contract services via Total Managed Care Services – Interim Senior Director Healthcare Services. AlohaCare is a non-profit health plan developed by a group of community health centers to provide comprehensive healthcare coverage.*

October 2013 – February 2019

Molina Healthcare

🕒 National managed care organization specializing in providing healthcare services to the under-privileged and low-income populations.

Vice President of Healthcare Services & Clinical Operations

Responsible for implementation and oversight of the health plan's high touch managed care model, including utilization management (UM) and community-based medical management and care management programs. Oversight included organization determination, concurrent review, discharge planning, care transition and coordination of care for all of the plan lines of business. Responsible for the direction of all activities related to service delivery including utilization management, care coordination, cost evaluation and management and provider education and engagement. Responsible for activities required to effectively interface with regulatory agencies, accreditation bodies, corporate representatives and other operations units. Oversight for all fiscal and human resources within the departments. Oversight of the development, implementation and ongoing updates to the UM / CM Program Description and related policies and procedures. Successfully implemented and provided oversight for program to reduce preventable emergency room visits producing a \$3.7M cost savings to the Florida health plan's medical costs.

Molina Healthcare of Florida: served as VP Healthcare Services with responsibility for 500+ employees and 600,000 Medicaid, Market Place and Medicare enrollees. Responsible for \$1.6B medical expense budget and related quality of care performance measures.

Molina Healthcare of Puerto Rico: served as interim VP Healthcare Services for two years with responsibility for 300+ employees and 300,000 Medicaid enrollees. Responsible for \$900M medical expense budget.

Molina Healthcare of Mississippi: serve as VP Healthcare Services with responsibility for 100+ employees and 120,000 Medicaid enrollees. Responsible for \$400M medical expense budget.

December 2006 – March 2013

Independent Living Systems, Inc.; Miami, FL

- 🕒 Healthcare management organization, providing community based and managed care services via contractual arrangements with Medicaid and Medicare managed care organizations.

Chief Clinical Operations Officer

Direct operations oversight including clinical, fiduciary and functional of the following product lines:

MSO Health: Primary Care Physicians & Clinics – oversight of contracted and owned primary care, community health centers and integrated care clinics and practices for various full risk arrangements. Management of three fully integrated clinics and more than thirty contracted physician practices covering 6500 Medicare Advantage, 6000 Medicaid and 1500 Commercial pediatric lives. For owned integrated care centers responsibilities include oversight of direct staff and functions including practice management, operations, financial management, contracting (managed care) compliance and clinical operations. Managed product lines overall \$125M annual budget.

Post Acute Support System (PASS™) – Developed product line based on Care Transition Intervention™ model for reducing hospital readmissions and nursing home utilization. Incorporated additional components including nutrition care management, nursing home diversion and home & community-based services. Responsible for operations and oversight including client implementation, quality, compliance business development and general operations. Manage sub-contractor relationship for subcontracted coaching services provided to FMQAI for national CMS Care Transition pilot program. Overall management and oversight of Community-Based Care Transition Program services for various communities making application to CMS CCTP funds. Managed product line's overall \$14M annual budget.

Medicare Advantage & Medicare Advantage Special Needs Plans – Responsible for oversight of Medicare Advantage Part D and Special Needs Plans consulting services line of business. Responsibilities include initial application and certification processes, operational and infrastructure design and implementation, plan benefit and services design and overall implementation and management services. Ongoing Quality Management & Compliance oversight and coordination.

Provider Sponsored Network (PSN) – Served as Medical Management, Quality Management and Compliance Officer for PSN line of business. Responsibilities included development and implementation of Quality Management and Improvement programs including internal monitoring programs, Quality Improvement Projects and QM committee structure. Develop Case Management, Disease Management and Preventive Services programs for Medicare and Medicaid managed care organizations.

Other Client Specific Projects:

- 🕒 *Community Health Choice Health Plans* (Medicaid HMO, Texas) – Medicare Advantage Part D SNP Application; organization structure including department and program development. Chronic care SNP Case Management and Disease Management program development.
- 🕒 *Florida Advantage Health Plan* (Medicaid Provider Sponsored Network, Florida) – Initial PSN Application; organization structure design including department, program and policy & procedure development.
- 🕒 *America's Health Choice Medical Plans* (Medicare Advantage Health Plan, Florida) – Served as interim Chief Operating Officer. Oversight of Centers for Medicare & Medicaid Services (CMS)

compliance audit preparation and reviews. AAAHC Accreditation audit preparation and review. MAPD SNP Benefit design and implementation. Medical services and operations management.

- 🕒 *Medical Resources* (32 Staff Model Primary Care Clinics, Florida) – Corporate and clinical operations, State (AHCA, DHS) compliance. Managed care contracting services, practice management systems implementation and overall operations management.
- 🕒 *First Medical Health Plan of Florida* (Medicare Advantage Health Plan, Florida & Puerto Rico) – Served as Clinical Operations Officer. Oversight of AAAHC accreditation preparation and site visit. Successful in obtaining one-year provisional accreditation status.

January 2003 – December 2006

DoctorCare, Inc.; Coral Gables, FL

- 🕒 Miami-Dade based Provider Sponsored Organization with approximately 7500 Medicare members.

Senior Vice President Medical Affairs, Quality & Compliance

Dual reporting directly to the President/CEO operationally and to the Chief Medical Officer / Medical Director for clinical issues. Responsible for the development, implementation and ongoing activities of Medical Management, Quality Management, Appeals, Grievances, Credentialing, Provider Relations and Provider Contracting. Directly responsible for the departments noted above and management of the respective Directors and Managers. Provide oversight for compliance and audits in accordance with the Centers for Medicare & Medicaid Services, the Agency for Health Care Administration, the Florida Department of Financial Services / Office of Insurance Regulation, other state and federal agency standards, and applicable accreditation requirements including URAC. Member of the Quality Management, Medical Management and Credentialing Committees, and other committees as required.

Responsible for the development and implementation of the Member Premium Adjustment unit which is designed to maximize premium received from CMS for each enrolled member. This includes management of the Medicare Risk Adjustment (MRA Scores), Dual Eligibility Status and other condition categories that indicate increased premium.

September 2001 – June 2003

eAppealSolutions, Inc.; Miami Beach, FL

- 🕒 Automated healthcare appeals processing system. Provides appeals & collection services for large hospital systems and physician groups.

Chief Operating Officer & Co-Founder

Established the corporate infrastructure necessary to direct and lead the organization through the strategic business plan. Responsible for all aspects of the overall business operation, including the development of corporate policy, short-term and long-term operating strategies, product / service research and development, sales and marketing, software deployment and implementation. Developed research methodology and database for health care industry appeals rules and processes to include appeals processes, contacts and procedures for managed care organizations. Managed compliance reviews and updates for appeals & grievance processes. Currently maintain seat on the Board of Directors and Shareholder status.

August 1999 – September 2020

Total Managed Care Services, Inc.; Coral Gables, FL

- 🕒 Healthcare consulting services for Managed Care Organizations, Ancillary care and Home Health providers.

Principal & Senior Consultant

Provide managed care consulting services to organizations across the various segments within the industry including provider networks, Physician-Hospital Organizations, Home Health Agencies,

Disease Management groups, Pharmaceutical organizations, Health Plans and other Managed Care Organizations. Consultation services include patient care management program development and customization including utilization management, and case management program descriptions, policy and procedure and operations. Services also include National accreditation and compliance consultation including document preparation, interview /onsite review preparation and corrective action response. Independent contractor agreements with several healthcare software organizations. Responsible for all operations, marketing and staffing via established outsource and subcontracting agreements and relationships.

Client Specific Projects:

- 🕒 *Faith Tele-health dba Concierge Care Services* (Care management, care transition organization, Florida) – Process development and operations support including compliance and accreditation. Business development support.
- 🕒 *L&S Home Health & Medical Supplies* (Medicare & Medicaid Home Health Agency, Florida) – General Home Health consulting, served as Director of Nursing and Alternate Administrator including management of diabetic home health management program.
- 🕒 *Integrated Home Health Services* (Medicaid Home Health Agency, Florida) – Served as Assistant Director of Case Management for disease state management programs including Diabetes, COPD and HIV. Case management components included coordinating home health nursing, medical supplies and infusion services.
- 🕒 *Trinity Health Centers* (Primary Care Centers, Florida) – Prepared State and Federal applications for clinics. Implemented initial practice management systems, operations, policies, procedures and processes. Prepared State agency onsite visits and audits.
- 🕒 *M&R Brokers* (Insurance Marketing Agency, Florida) – Medicare Advantage marketing services and referrals.
- 🕒 *Independent Living Systems, Inc.* (Healthcare Management Organization, Florida) – MAPD SNP development and implementation. Disease management program development, marketing and implementation.
- 🕒 *Medical Care Management, Inc.* (Full-service Home Health, DME, Medical Supplies, Infusion Case Coordination Company, Florida) – Developed Disease State management programs to be marketed to Medicare and Medicaid managed care organization.
- 🕒 *St. Jude Healthcare* (Medicare & Medicaid Home Health Agency, Florida) – Serve as Assistant Director of Nursing, Clinical Compliance officer on Quality Management including internal monitoring and audits.
- 🕒 *Partners Rx Management* (Pharmacy Benefits Management, Arizona) – PBM focusing on MAPD, MAPD SNP sector. Develop programs and services specific for the MAPD sector through CMS standards compliance and best-in-practice trends.
- 🕒 *Vanbreda International* (Third Party Administrator, Belgium) – International TPA providing administrative services for European organizations with insured located in North and South Americas. Developed care management program and HIPAA compliance plan.
- 🕒 *Miami Behavioral Health / Spectrum* (Behavioral Health & Substance Abuse clinics & providers, Florida) – Developed Primary Health Care structure and assisted in contracting and coordination with local Medicare & Medicaid Managed Care Organizations.

March 1998 – September 2001

MercyHealth, Inc.; Miami, FL

- 🕒 Physician Hospital Organization with full-risk agreements managing approximately 35,000 Commercial, Medicare and Medicaid members.

Director of Health Services

Primarily responsible for the Physician-Hospital Organization's medical operations and medical management functions, including utilization review, case management, coordination of care and home health & medical supplies operations for the managed care risk population, as an equity owner PHO of Neighborhood Health Partnership. Additionally, responsible for utilization management, case management and authorization unit functions for Mercy Hospital. Oversight and management of all utilization management processes including pre-admission review, concurrent review, and case management for the MercyHealth risk population. Developed and implemented the MercyHealth Utilization Management and Case Management Programs. Oversight level management of the managed care cases for Mercy Hospital, including authorizations, eligibility / benefit verification, concurrent review and appeals. Also responsible for the Provider Credentialing process for the PHO, including initial application processes, board verification, re-credentialing and all other NCQA requirements.

Responsible for components of the PHO physician practices management processes including practice management systems, referral and consultation processes, medical records maintenance and managed care encounter submission. Provided basic practice operational service oversight for PHO owned practices and physicians.

November 1994 - February 1998**Foundation Health Systems Inc.; Sunrise, FL.**

- 🕒 HMO with headquarters in Sunrise (Broward County) with approximately 200,000 Commercial, Medicare and Medicaid members throughout twelve counties in Florida. Currently Vista Health Plan.

Health Affairs – Director, Medical Operations - Statewide Operations Nov. 1996 - Feb. 1998**Utilization Management - Medical Services Manager** Sept. 1995 - Nov. 1996**Utilization Management - Outpatient Services Supervisor** Feb. 1994 - Sept. 1995

Ultimately responsible for overall operations of the Health Affairs unit including staffing, productivity, facilities/equipment, and budget as well as Utilization Management and delegation oversight process development and implementation. Oversight of medical management activities for state-wide expansion areas, including all Commercial, Medicare and Medicaid service areas. Development, implementation and evaluation of Utilization Management, Case Management / Disease State Management and Quality Management policy and procedures, guidelines and action plans. Maintain and review standard medical management, quality of care reports including Utilization/1000 and Provider Profile reports. Responsible for maintaining UM standards in relation to regulatory compliance for National Committee for Quality Assurance (NCQA), Healthcare Finance Agency (HCFA) and the Agency for Health Care Administration (AHCA). Liaison for Health Affairs department to the Information Systems department responsible for system upgrades and enhancements; participated on company's national utilization management system design & implementation team.

January 1994 - July 1995**Richmond Heights Neighborhood Resource Team; Miami, FL.**

- 🕒 Pilot program developed by the Hon. Janet Reno to provide community support systems to designated communities in South Florida.

Community Health Nurse Specialist / Clinical Case Manager

Responsible for home visits of high-risk families and individuals, providing service through a family centered approach requiring detailed interviews, nursing assessment, situational diagnosis, health care planning and evaluation on a holistic level. Community outreach providing health education and referral services. Responsible for coordination of care with clients' HMO / MCO to establish necessary covered medical services. Grant writing and budgeting of allocated funds for Healthcare

division of program. Developed and supervised a Home Health Aide program which included a skilled home healthcare team and medical supplies component.

August 1993 - December 2005*

South Miami Hospital, Baptist Hospital, Jackson South Community Hospital; Miami, FL

Registered Nurse - Critical Care / Medical-Surgical

Unit specific nursing duties including patient assessment, medical care planning, intervention and evaluation. Additional responsibilities include evening charge nursing, orientation preceptor and designated IV team nurse.

*Critical care and emergency department per Diem shifts.

April 1991 - May 1993

District of Columbia General Hospital; Washington, D.C.

Trauma Nurse Intern

Initial patient triage and assessment for emergency service. Responsible for both clinical and classroom assignments involving emergency, trauma and critical medical care. Unit specific nursing services and duties.

ACTIVITIES, HONORS & ORGANIZATIONS

- 🕒 American College of Healthcare Executives
- 🕒 Fellowship House Board of Directors (2006 - 2012, Chairman 2009 - 2010)
- 🕒 Fellowship House Advisory Committee
- 🕒 Florida Association of Health Plans, Long-Term Care Subcommittee (Chairman)
- 🕒 Florida Association of Managed Care Professionals
- 🕒 Certified Professional in Healthcare Quality
- 🕒 American Association of Managed Care Nurses
- 🕒 American Association of Diabetic Educators

SKILLS & SPECIAL INTERESTS

- 🕒 Licensed Registered Nurse – RN2726392
- 🕒 National Committee of Quality Assurance (NCQA) Accreditation: Six (6) reviews experience with one (1) provisional and five (5) full accreditation awards.
- 🕒 American Accreditation Healthcare Commission / URAC Accreditation: Two (2) reviews experience with two (2) full accreditation awards.
- 🕒 Accreditation Association for Ambulatory Health Care (AAAHC) Accreditation: Three (3) reviews experience with one (1) provisional and two (2) full accreditation awards.
- 🕒 CARF Accreditation: Five (5) reviews experience with five (5) full accreditation awards.

Jeffrey T King RN, MBA, MSN
14601 SW 79th Street
Miami, FL 33183
(305) 305-2532
jkingrn@royalpurple.net

March 19, 2025

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez
Email to Applicants@miamidade.gov

Dear Board Selection Committee,

I am writing to express my sincere interest in serving as a board member for The Children's Trust. I have a strong passion for community health, decades of leadership in integrated healthcare services, and extensive experience in overseeing programs that serve vulnerable populations. I am eager to contribute my expertise to advance the mission of The Trust in ensuring the well-being of children and families in Miami-Dade County.

As a healthcare executive with over 25 years of experience, I have dedicated my career to improving access to high-quality, comprehensive healthcare. Additionally, as a parent of a special needs child, I have a first-hand appreciation of the complexities of accessing services for children. I believe that my experience would be instrumental in expanding services for children and families, securing funding for essential programs, and developing strategic partnerships to enhance healthcare delivery in underserved communities.

Beyond my professional experience, I have a long-standing commitment to community service, having served on various boards, including Fellowship House, where I was Chair from 2009 to 2010, and Whispering Manes Therapeutic Riding Center (currently serving). My expertise in governance, fiscal planning, and compliance aligns with the responsibilities outlined for board members of The Children's Trust.

I am keenly aware that The Children's Trust plays a pivotal role in shaping the future of Miami-Dade's children, and I am deeply committed to supporting its initiatives in education, healthcare, and social services. I am excited for the opportunity to leverage my experience to strengthen policies, advocate for equitable resources, and collaborate with stakeholders to enhance outcomes for children and families.

I would be honored to further discuss how my background and passion align with The Children's Trust's objectives. Thank you for your time and consideration. I look forward to the possibility of serving in this meaningful capacity.

Sincerely,



Jeffrey T. King, RN, MBA, MSN

KIARA MARURI

Kiaramaruri1@gmail.com – (786) 953-2305 – Miami, FL

Solution-focused professional eager to assume accountability for exceptional performance and execution.

- Passionate about helping individuals and organizations achieve long-term financial success through strategic planning and sound financial guidance
- Highly ethical with the ability to influence and persuade others to bridge differences and build consensus towards common goal

Professional Experience

Fidelity Investments, Miami, FL

May 2022-Present

Investment Consultant

- Advise high-net-worth clients on portfolio diversification, asset allocation and investment strategies
- Conduct detailed financial analysis and risk assessments to ensure optimal investment performance
- Build and maintain strong client relationships, ensuring high levels of trust and satisfaction
- Stay updated on market trends, economic shifts, and regulatory changes to provide data-driven recommendations

Investment Solutions Representative

May 2021-May 2022

- Effectively utilized Fidelity's guidance tools, engaged in financial planning discussions by presenting solutions and service offerings that best met clients needs
- Served as Culture Champion to develop team culture and create new ways to drive shared success
- Leveraged technology to prepare and conduct efficient one-on-one appointments with clients
- Understood and executed the Fidelity Relationship Model

Primerica Advisors, Miami, FL

January 2019- May 2021

Financial Advisor

- Delivered exemplary service and guidance to clients, assist in safeguarding their assets, and serve as a responsible fiduciary
- Understood key drivers to successfully close sales by leveraging company tools and resources

SunTrust Investment Services, Miami, FL

May 2016- June 2017

Investment Associate

- Consulted and collaborated with SunTrust's investment directors in determining effective ways to deploy client assets, preserve and protect their wealth and legacy for generations to come
- Appointed key project manager for the Sun Life Financial jurisdiction quandary

Education & Certifications

Florida International University

December 2016

Master of Business Administration, *Specialization in Finance*

Bachelor of Health Services Administration, *Dean's List, Cum Laude*

December 2013

FINRA Series 7, 66

Life, Health and Annuities

Personal

Cross-training, earth-loving, hapless baker, with a love for socially conscious startups

MDC053

Kiara Maruri
6821 SW 66 Avenue
South Miami, FL 33143
Kiaramaruri1@gmail.com
786-953-2305

March 21st, 2025

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez
3150 SW 3rd Avenue, 8th Floor
Miami, FL 33129

Dear Mr. Rodriguez

I'm reaching out with great enthusiasm about the opportunity to join The Children's Trust Foundation's Board of Directors. This organization holds a special place in my heart – not just because of the incredible work it does, but because its impact has shaped my own life in meaningful ways. Now, I'd love the chance to give back by contributing my expertise in finance and my passion for advocating for children.

My background is in finance, and while I may not have extensive board experience, I do understand the importance of strong financial stewardship in driving a nonprofit's success. Through my volunteer work with various organizations, I've seen how thoughtful planning and advocacy can create real change in children's lives. More than anything, I bring a deep commitment to learning, collaborating, and working hard to support the foundation's important work.

I'd welcome the opportunity to bring this experience to The Children's Trust Foundation's board, working alongside other dedicated leaders to ensure its continued success. If you'd be open to a conversation, I'd love to discuss how I can support the foundation's mission and future goals.

Thank you for your time and consideration – I look forward to the possibility of contributing to this incredible organization.

Kind regards,

Kiara Maruri

CARMEN MOLINA-CHURCHMAN

13140 SW 4th Street
Miami, Florida 33184

Cell: 305-297-418
E-mail: cmolina44@gmail.com

Objective

To seek a board position where I can utilize my experiences to better the lives of children and families.

Education

- Master of Science in Guidance Counseling - December 1999 FIU
- Master of Science in Public Administration - December 1992 FIU

Work Experience

6/2023 to Present – Principal

American High School Academy

- I oversee the daily operation of a non-traditional high school which consists of 6 staff members and 300+ Prep/Virtual students.
- I serve as the Dual Enrollment liaison.
- I handle all duties with the STEP-UP Scholarship program and finances.
- I serve as the leader in processes such as accreditation, SEVIS, and other important matters.
- I'm a detailed, organized, and professional individual.

7/2011 to 6/2023– Student Services Department Head

G. Holmes Braddock Senior High School

- I oversee the Student Services Department which consists of approximately 12 members.
- I serve as the Dual Enrollment Lead Teacher, SAT/ACT Testing Administrator, Graduation Coach, sponsor several clubs, and serve in the school's leadership team.
- I am an integral member of the Threat Assessment and Mental Health Team.
- I specifically work with the "AT-Promise" students who need the "extra" motivation to be successful in graduating.

6/4/06 to 6/2011 - Testing Chairperson

G. Holmes Braddock Senior High School

- I was responsible for administering various standardized and district mandated exams within our school.
- I trained over 150 teachers for the various exams and prepared logistics for over 3000 students.
- I coordinated the after-school tutoring program for the FCAT and assisted administration with any other necessary duties.
- I am responsible for the coordination of the SAT/ACT testing program.

10/2000 to 6/1/06 - Guidance Counselor

Miami Springs Senior High School

- I worked with a multicultural case load of over 300 students, including articulation, one-to-one counseling, group counseling, and assisted with any other area as needed.
- I served in various committees in the school, including sponsor of the "Class of 2007".

Recommendations Upon Request

Carmen Molina-Churchman
13140 SW 4th Street
Miami, Florida 33184
(305) 297-4187
Cmolina44@gmail.com

March 7, 2025

Miami-Dade County Board of Commissioners
Office of Commission Chairman Anthony Rodriguez

Subject: Application for Board of Directors Position – The Children’s Trust

Dear Members of the Board of Directors,

I am writing to express my interest in serving on the Board of Directors of The Children's Trust. I served as an educator with Miami Dade County Public Schools (MDCPS) for approximately 23 years, as a school counselor and was part of vital committees. In my current position as Principal at a non-traditional private institution, American High School Academy, I oversee the daily operation to align to with our mission/vision.

My professional experience and volunteer work have instilled in me a strong passion for advocating for children. Every child deserves the opportunity to thrive, regardless of their ethnicity, color of skin, religion, or political affiliation. I am extremely impressed with the work provided to our children in Miami-Dade County by the Children’s Trust and their accomplishments throughout the years.

I will bring the following skills and experiences that I believe would be valuable to the Board:

- **Strategic Planning:** My experience as an Educator has provided me with the knowledge to develop skills in problem-solving, decision-making, and be aware of the needs of children and families within our communities.
- **Community Engagement:** I have been involved in giving back within our community and volunteering for different organizations, including the Boys and Girls Club, Kiwanis, and 7 Helping Hands. I served as an Advisor for division 26A – Key Club Lt. Governors, and a local MDCPS Key Club chapter.
- **Advocacy:** My ability to advocate for others, along with my passion for children's causes, would be an asset to your board. I

I am particularly interested in contributing and working collaboratively in making the needs of children and their families a priority. I am confident that my dedication, experience, and passion for serving children would make me a valuable addition to your board.

I am eager to begin my journey with The Children’s Trust. Thank you for your time and consideration. I have attached my resume for your review and look forward to the opportunity to discuss my qualifications further.

Sincerely,

Carmen Molina-Churchman

Valencia M. Morris

Objective

With over 20 years in public health and educational service, I welcome the opportunity to obtain the position as applied. The position will allow me to demonstrate my ability to plan, coordinate and expedite the work of the organization. Through my journey in education, policy and evidence base research I am committed to be an asset, lessen challenges and barriers that overcome individuals and the organization.

Experience

04/2024 – Present	Miami Dade County Public Schools - District	Miami, FL
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Special Education Interventionist

25 hrs. per week – Monday-Friday

- Provide academic support for children that are hospitalized at Holtz's Children Hospital.
- Facilitate groups and interactive instruction with students to provide an opportunity to interact with peers.
- Facilitate monthly outreach meetings to provide parents with information regarding the students' academic performance.
- Educate parents of the accessibility of MDCPS resources and virtual platforms.
- Facilitate the request for assistance of review for evaluation. Implement Interventions and monitor progress.
- Provide the medical staff with instructional insights and information that may assist with the medical plan for patients.

09/2017 – Present	Town of Cutler Bay	Cutler Bay, FL
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Youth Program Consultant

29 hrs. per week -Monday-Friday

- Provide academic consultation, direct intervention support, literacy development, social skills training and physical fitness to youth.
- Conduct assessments of student learning and document program accomplishments.
- Provide instruction and support to youth program aides in implementing daily academic activities as outlined in various grants.
- Plan, organize and implement daily literacy skills and academic activities for all youth enrolled in the educational program, as outlined in various grants.
- Comply with all safety and other regularity and/or funder requirements.

4/2011-12/2015	Florida Department of Health in Miami Dade	Miami, FL
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Chronic Disease Program Manager

40-50 hrs. per week – Monday-Saturday

- Developed and implemented program strategies that resulted in goal accomplishments and acquired the organization with multiple public health accreditations (e.g., Florida Sterling Council and Public Health Accreditation Board).
- Evaluated the effectiveness of chronic disease prevention programs by establishing a relationship with the public and administering self-developed evaluation tools.
- Recruited and led over 500 youth and 600 adult coalition members (i.e., Student Working Against Tobacco, Tobacco Free Workgroup, Consortium for a Healthier Miami Dade and other volunteers and interns) by training on advocacy and public presentation that resulted in invites to meet with decision makers to provide advice on public health issues.
- Prepared grant proposals and secured funding ensuing over 3.5 million dollars per year for over three years.

Valencia M. Morris

- Held various officer positions on community organization boards i.e., university and college advisory boards, drug coalitions, municipality health coalitions, delegated senior leader, youth organizations and public and private school boards.
- Developed and promoted public awareness, education and prevention campaigns through mainstream communication outlets utilizing press releases, letters to the editor, radio, television, newspaper, and newsletters.
- Influenced and educated decision makers on the establishment and enforcement of policy, system and environmental changes within Miami Dade County, resulting in spearheading legislative change and business policy development and implementation (e.g., Smoke free Public Housing and Ban of flavored tobacco product sales).
- Assisted program director with community health assessments, community health improvement plans and strategic plans for the organization.
- Coordinated annual purchase item inventory and audits, monitored purchase records to ensure accurate accountability of purchased items; and managed the proper storing and maintenance of purchased items resulting in good standards with state and federal funders.

Education/Certifications/Accomplishments

2015-2019	Northcentral University	Scottsdale, AZ
Doctorate of Education - Area of Concentration: Organizational Leadership		
Dissertation - The Impact Leadership Styles have on Organizational Performance: A Correlation Study on Local Public Administrators		
2002-2004	Florida International University	Miami, FL
Masters of Public Health - Area of Concentration: Health Promotion and Epidemiology		
1997-2002	Florida Agricultural and Mechanical University	Tallahassee, FL
Bachelors of Science in Health Information Management		
2007-Present	Florida Department of Education Health Educator K-12	
2011-Present	Florida Certification Board- Certified Tobacco Treatment Specialist	
2014-Present	National Wellness Institute-Certified Worksite Wellness Specialist	
2014-Present	Six Sigma Yellow Belt Certification	
2016-Present	University of Miami Collaborative Institutional Training Initiative-IRB	
2017-Present	Florida Memorial University Education Advisory Board Executive	
2018-Present	Child Development Associate National Credential in Preschool	
2018-Present	State of Florida Child Care and Education Program Director Credential	



VERONICA NUR VALDES

SENIOR VICE PRESIDENT, BUSINESS STRATEGY

EDUCATION & AFFILIATIONS

Florida International University,
B.A. in International Relations

Minor in Spanish with a
Certificate in European Studies

Leadership Florida Cornerstone
Class Member

STRENGTHS

Crisis Mitigation and Response
Reputation Management
Stakeholder Engagement
Narrative and Message Creation
End-to-End Strategy
Campaign Development
Strategic Planning
Business Alignment

YEARS EXPERIENCE

20 Years

Moss & Associates | SVP, Business Strategy | 2023-PRESENT

As SVP of Strategy at Moss, Veronica leads Strategy, Marketing, and Communications and is responsible for making sure our mission, vision, and targets are clearly understood and embraced. She also ensures that our resources and efforts are aligned with our long-term goals and objectives. Her deep experience in executive counseling, thought leadership, and corporate communications has given her the perfect toolkit to set a tone that resonates across different audiences and moves them to achieve more.

Veronica joined Moss in 2023 after a series of global leadership roles in a range of industries and organizations including: Meta, Bacardi-Martini, the U.S. Department of Homeland Security, Citrix, and Restaurant Brands International (Burger King, Popeyes, Tim Hortons). Veronica sees excellence as a responsibility to others, not just a personal standard. She leads by serving—removing obstacles, providing guidance, and ensuring her team has what they need to succeed at the highest level. She is of Cuban-American heritage and fully bilingual in English and Spanish.

PROFESSIONAL EXPERIENCE

Meta | Senior Director Internal Communications | 2020-2023

Department head overseeing global team of internal & executive communicators across business units and aligning strategy with business priorities. Communications advisor for Chief Product Officer, Chief Operating Officer, and other executives.

Restaurant Brands Intl. | Senior Director Employee Experience & DEI | 2019-2020

Functional lead responsible for Talent Management, Learning & Development, Diversity & Inclusion, Internal Communications, Facilities & Security, and U.S. Government Relations.

Citrix | Head of Impact Comms & Executive Counsel on People & Culture | 2016-2019

Spearheaded transformation and change campaigns. Owned content channels and distribution. Designed sales comms programs. Built executive branding and built executive branding and thought leadership platform.

AIG | Corporate Communications Officer | 2015-2016

Head of employee communications for the Americas (15 countries).

Bacardi Martini | Sr. Manager Corporate Communications | 2010-2015

Led global communications strategy for key executives, premium consumer brand launches, and international engagement & education initiatives.

Homeland Security | Associate Dir. Strategic Communications | 2006-2009

Spokesperson for the U.S. Department of Homeland Security and White House administration managing complete press portfolios for various agencies.

Consulting and support for various NGOs including:

Georgetown University, Inter American Development Bank (2009); The Cuban Democratic Directorate (2005)

Roots of Hope, Inc 501-c3 | 2004 - 2010

Co-Founder, head of community outreach

MDC059



BENJAMIN NUSSBAUM

CHIEF FINANCIAL OFFICER

CONTACT

**14401 SW 85th Ave
Palmetto Bay, FL 33158**

**Miami-Dade County, Board of
County Commissioners**
Office of Commission Chairman
Anthony Rodriguez
111 NW 1st Street, 320
Miami, FL 33128

Miami-Dade County, Board of County Commissioners,

I want to serve on The Children's Trust board because I am deeply committed to ensuring that every child in our community has the opportunity to thrive. As a CPA and CFO, I bring financial expertise that ensures resources are allocated effectively and responsibly to maximize impact. But beyond the numbers, my passion for supporting children and families is deeply personal.

As a parent of 3, I have seen firsthand the critical role that early childhood education, after-school programs, and family support services play in shaping a child's future. My experience with the United Way Finance Board and budgeting for community programs, including those serving special needs populations, has reinforced my belief that strategic investments in children yield long-term benefits for families and society as a whole.

The Children's Trust's mission aligns perfectly with my own values, and I would be honored to contribute my skills and experience to help expand access to the high-quality programs that give our children the foundation they need to succeed.

Thank you for your consideration. Please find my bio & resume attached.

Benjamin Nussbaum



BENJAMIN NUSSBAUM, CPA, CGMA, CPPT

CAREER

Benjamin Nussbaum was appointed the Village of Key Biscayne's Chief Financial Officer in June 2019. Benjamin provides strategic leadership and oversees all the municipal financial functions, including accounting, audit, budget, treasury, and procurement. In this position he has been responsible for providing financial information for a \$50 million total budget, including supporting a \$100 million General Obligation "GO" Bond referendum that will fund a variety of resiliency projects to protect the Village's natural resources and upgrade its infrastructure to strengthen the Village from climate-related threats. He has also been the lead negotiator in many union-management labor discussions to provide the citizens of Key Biscayne with first class services at the lowest millage (tax) rate in Miami-Dade County.

Prior to joining the Village of Key Biscayne, Benjamin serves as Revenue Manager at the City of Miami Beach overseeing over \$750 million City-wide revenues including property taxes, resort taxes, parking, utilities, special assessments and permitting fees. Benjamin began his career at the accounting firm Marcum, LLP.

BACKGROUND & EDUCATION

Benjamin grew up in Annandale, Virginia, a suburb of Washington DC. He graduated with a Bachelor's of Business Administration in Accounting from the University of Miami with a Dr. Henry King Stanford Scholarship and a School of Business Dean's Scholarship. He attained the status of Ambassador's Scholar Student at UM's Business School. Benjamin also holds a master of science in Taxation from Nova Southeastern University.

CERTIFICATIONS & COMMUNITY ENGAGEMENT

Benjamin is a Certified Public Accountant and Chartered Global Management Accountant. He served as a Trustee to the Miami Beach Firefighters Relief Pension Board and serves as liaison to the Village of Key Biscayne's Firefighter and Police Pension Board. He received his Certified Public Pension Trustee designation from the Florida Public Pension Trustees Association.

He was honored to serve as an Orange Bowl Committee Host from 2007 to 2009, providing valuable service between athletic teams and Committee members.

Since June 2020, Benjamin has been serving as a Trustee of the Florida Institute of Certified Public Accountants Scholarship Foundation Board of Trustees. The mission of the foundation is to motivate, encourage, and subsidize educational programs that enhance the abilities of current accounting professionals and qualified accounting students throughout Florida. Since inception, The Scholarship Foundation has distributed over \$4 Million to colleges and accounting students around the state.

In 2023, Benjamin began serving on the United Way Miami Finance & Administration Committee responsible for the organization's financial plan and annual operating and capital budgets, safeguarding organizational assets.

AWARDS & RECOGNITION

In recognition of his accomplishments, he has been recognized by the Florida Business Journal as one of the 2023 "Forty Under 40" honorees. The award recognizes 40 outstanding professionals under the age of 40 based in Miami-Dade, Broward and Palm Beach counties for their leadership, success in business and contributions to their communities.

He was also named a Trusty Trustee Award Winner by the National Conference on Public Employee Retirement Systems.

PERSONAL

Benjamin currently lives in Palmetto Bay with his wife and three young children. He is active in local civic issues and remains deeply committed to giving back to his community. A passionate soccer (fútbol) fan, he has traveled the globe for the World Cup, Euro Cup, Copa América, and Champions League.

MDC061

BENJAMIN L. NUSSBAUM

Palmetto Bay, FL 33158

b.nussbaum12@gmail.com

EDUCATION & CERTIFICATIONS

- **Certified Public Accountant (CPA), Florida Board of Accountancy. License No. AC45004**
- **Certified Global Management Accountant (CGMA)**
- **Certified Public Pension Trustee (CPPT), Florida Public Pension Trustee Association**
- **FEMA Incident Command System (ICS) Certified (IS-100, 200, 700, 800, 402)**

Nova Southeastern University, Huizenga School of Business & Entrepreneurship

Davie, Florida

- Master of Science in Taxation, May 2011

University of Miami, School of Business

Coral Gables, Florida

- Bachelor of Business Administration, May 2008
Major: Accounting, Minor: Management

Academic Honors

- Henry King Stanford Scholarship
- School of Business: Dean's Scholarship & Ambassador's Scholar Student

WORK EXPERIENCE

Village of Key Biscayne

Key Biscayne, Florida

06/19 - Present

Chief Financial Officer

- **Financial Strategy & Budgeting**
 - Spearheaded the development of \$95m municipal budget, while continuously lowering the millage (tax) for 4 consecutive years
 - Maintained the lowest overlapping millage (tax) rate of all 34 municipalities in Miami-Dade County
 - Established multi-year budget forecasting model that improved financial transparency and long-term planning
 - Secured \$17.6m in federal, state, and local grants and appropriations to fund infrastructure projects
- **Debt Management & Risk Mitigation**
 - Refinanced \$11.2m in existing Village debt at historical low (1.2%) interest rates savings \$753k
 - Reduced pension liabilities through strategic investments, cost cutting, and collective bargaining agreements. Pension funding at 94.5%
- **Revenue Optimization & Cost Control**
 - Improved collection of Solid Waste & Stormwater fees from mid-50% range to 98% collection rate.
 - Lead the Procurement division, responsible for re-bidding all existing Village contracts to achieve competitive pricing and taxpayer value
 - Negotiated reduced merchant processing rates, lower health broker fees, and financial advisory fees.
- **Technology & Process Improvements**
 - Implemented new Enterprise Risk Planning (ERP) software system across all Village departments
 - Launched a Financial Transparency portal, providing real-time access to Village's financial and accounting records.
- **Leadership & Stakeholder Collaboration**
 - Implement new stormwater rate methodology study including presentations to Village Council and public
 - Partnered with external auditors to achieve clean audits, ensuring compliance with state and federal regulations
- **Crisis Management**
 - Developed and implemented COVID-19 financial response plan, mitigating revenue shortfalls without service cuts
 - Established contingency funds and reserve policies, ensuring fiscal resilience in times of economic downturn.

01/14 - 06/19	City of Miami Beach, Florida Revenue Manager	Miami Beach, Florida
	<ul style="list-style-type: none"> • Improved workflow processes of the City's Parking Systems revenue and cash recording. • Assisted in the conversion from Eden enterprise system to Munis enterprise system • Prepared portions of the City's Comprehensive Annual Financial Report including the Transmittal Letter, Management Discussion & Analysis, and Footnotes related to the various City pension systems and GASB 67 implementation on the pension financial statements. • Assisted the assistant finance director with the issuance of the City's largest and most complex financing in its history for the renovation of the Convention Center totaling \$615 million in Parking, Resort Tax, and RDA Bonds. Prepared financials for the Official Statements and due diligence for the Parking Bonds. • Implemented the City's new decal-less residential and visitor parking programs and trained customer service representatives on the conversion. • Participated on several vendor selection committees including garage revenue control systems and telecommunications audit. This included reviewing all bids for qualifications, pricing, and methodology. • Worked closely with the Tourism, Culture, & Economic Development director to provide due diligence regarding a \$5 million lease transaction. • Assisted with the development of the new online certified lien search statements. • Served on various interview panels Citywide for new hires. • Completed the City's Supervisory Essential Series and Leadership Culture Programs. • Received Mayor's Silver Coin for Service Excellence 	
05/06-11/13	Marcum, LLP Senior Accountant – Tax & Business Advisory, Estate Gift & Trust Group	Miami, Florida
	<ul style="list-style-type: none"> • Interacted closely with clients to provide innovative corporate tax planning, consulting and compliance services in a timely and effective manner • Supervised, develop, train and mentor staff including performance and engagement reviews • Worked closely with Partners, Principals, Directors, and staff on client management, professional development and business development activities • Led professional development and continuing educations seminars regarding technical topics. 	
	Staff Accountant – Tax & Business Advisory <ul style="list-style-type: none"> • Prepared personal, corporate, and partnership tax returns • Compiled and reviewed financial statements in compliance with SSARS 	
	Accounting Intern – Tax & Business Advisory <ul style="list-style-type: none"> • Prepared personal, corporate, partnership, and trust tax returns 	

MEMBERSHIPS / COMMITTEES/ AWARDS/ PUBLICATIONS

United Way Miami, Finance & Administrative Board Member

South Florida Business Journal 40 Under 40 Honoree

American Institute of Certified Public Accountants

Marcum's Beyond the Numbers Newsletter and Insights & Alerts Newsletter

- Wrote monthly articles regarding relevant business and tax planning ideas.

Bogleheads.org

- Contributing forum member promoting financial literacy and independence

VITA & TCE:

- Tax Preparation and counseling for low income and the elderly

Orange Bowl Committee

- Served as liaison between athletic teams and committee members.

COMPUTER & OTHER SKILLS

- Fluent in Spanish
- Extensive knowledge of all Microsoft Office programs

February 20, 2025

Esteemed Board of County Commissioners and Commission Chairman,

My name is Dr. Clara Lora Ospina and I am a Licensed Clinical Psychologist with over 20 years of combined clinical and management experience in the field of Mental Health. I am writing to express my interest in extending my appointment to the Children's Trust Board of Directors.

I have been a resident of Miami for decades and for the past four years I have taken great pride in serving the community of Miami-Dade County and its surrounding areas through my work as a Gubernatorial appointee on the Children's Trust Board of Directors. At this time I am looking to continue having a purposeful impact in the community and there is no better place that I can think of than the Children's Trust, where my passion and skills have converged for the greater good. As a licensed clinical psychologist and health service provider with extensive clinical experience, as a mother, and as a consummate professional I wholeheartedly support the mission of "a community that works together to provide the essential foundations to enable every child to achieve their full potential".

I am currently the Director of Internship Training and the Clinical Director of the Adult Outpatient Center for Behavioral Medicine at Jackson Behavioral Health Hospital where I am the primary supervisor for two Post-doctoral Resident, four Pre-doctoral Interns, and three LCSWs. I also have a virtual private practice in where I provided individual, family and group therapy services aimed at helping people cope with difficult issues and improve their lives. From 2008 until 2014 I worked in Boston at the largest private practice in the New England area, Commonwealth Psychology Associates, LLC., where I was the Clinical director of our Financial District office. As a result of my work, I am greatly aware of the needs of our community, especially our children; and, this is why I feel compelled to continue my involvement on the Board of The Children's Trust. I believe that I still have a lot to learn and a significant contribution to make.

As a result of my clinical and management experiences I have the skills required to plan, organize, direct and implement all administrative and program operations while fostering a positive and productive culture. I understand what it takes to meet the needs of the community especially at a time when mental health is at the forefront of issues concerning our children. I pride myself on providing the highest level of attention and effort in all my commitments. I am a mother, a compassionate therapist and a thorough professional; I am fully bilingual (English/Spanish), proficient in successful leadership and management styles, organized, driven, and very detail oriented. I lead by example and I am a collaborator that challenges individuals to rise to the highest expectations as I challenge them to be the best they can be. I believe that my personal attributes and professional qualifications make me an ideal candidate to continue my work as a member of Children's Trust Board of Directors.

I am easily accessible by telephone at 617-530-0622, so please do not hesitate to call me if I can provide any further information to aid in your decision-making process. I am truly thankful for the initial appointment to the Board of the Children's Trust and I hope to be afforded the opportunity to extend my involvement with this prestigious organization.

Sincerely,

A handwritten signature in cursive script that reads "Clara Lora Ospina". The signature is written in dark ink and is positioned above the printed name.

Dr. Clara Lora Ospina

MARILYN PURDY

Miami, FL | 786-277-3600 | marilyn.s.purdy@gmail.com

EXPERIENCE

FLAGSTAR BANK (FORMERLY AMTRUST BANK)

South Florida Region

Branch Team Leader

2012 - 2024

- Successfully execute on the bank's key initiatives and Branch's sales goals; ensure that the staff provides quality service to clients while complying with federal regulations and internal policies and procedures.
- Conduct procedural branch audits and follow-up audits as required, which covered various detailed compliance, security, and operational items to analyze data and make recommendations for procedural improvements and efficiencies.
- Develop and implement staff development activities to enhance skills and achieve high-quality service levels; manage branch employees and Leadership Team.
- Coached and trained branch and assistant leadership teams, ensuring quality account openings based on the results of weekly error corrections reports, and developing action plans with branch leadership to remediate any branch audit issues and findings.
- Oversee all branch operations and ensuring the branch is operating in compliance with organization policy and procedures.
- Collaborated with Market Leader to conduct Quarterly Regional Evaluations, ensuring compliance and operational soundness across all branches through auditing of compliance, security, and procedures.

AMTRUST BANK

Branch Manager

Miami Beach, Florida

2008 - 2012

- Coordinated with Regional Management to establish branch business plans, sales objectives, set individual sales and referral goals and direct branch sales initiatives.
- Represented the company in various civic, community, corporate and CRA functions to further enhance its image and develop additional business.
- Led and participated in various meetings and conference calls with market and branch leadership to ensure the team was current on all procedural changes and continuing education on current procedures and processes, ensuring the completion of necessary required compliance training on time.
- Reviewed daily, weekly, and monthly quality and operational reports to hold branches accountable for their operational responsibilities to protect against fraudulent activity, following up with branch teams to ensure understanding of issues to prevent future occurrences.
- Oversaw the operational activity in the market by driving, supporting, and achieving operational targets, ensuring collaboration between branch team members and internal departments, and promoting and modeling the AmTrust STAR Value.
- Developed and maintained strong rapport with peers, market leaders, departments, and bank branch employees, effectively communicating changes, updates, or problems with applicable bank branches.

AMTRUST BANK

Assistant Branch Manager

Hollywood, Florida

2004 - 2008

- Maintained and developed relationships with new and existing customers, resulting in increased customer retention.
- Conducted weekly sales meetings and Daily Huddles, keeping employees up to date on important information and helping to boost sales performance.
- Assisted Branch Manager with recruiting, interviewing, and onboarding new employees, resulting in reduction of turnover; provide trainings and seminars to new hires on local compliance regulations,
- Led the operations portion of all Branch Leader and Assistant Leader meetings and conference calls, ensuring that everyone was up to date on procedural changes and continuing education on current procedures and processes.

WELLS FARGO BANK

Branch Manager

Surfside, FL

1999 - 2004

EDUCATION

FLORIDA STATE UNIVERSITY

Tallahassee, Florida

Major in Fashion Design

MIAMI DADE COMMUNITY COLLEGE

Miami, Florida

A.A. Degree and A.S. Degree; Major in Fashion Design

- Certifications: Florida Atlantic University – Computer Training Certificate; Gold Coast Schools - Professional License – Series 7 License - expired, Health & Variable Annuity License – expired and
- \ Institute of Financial Education - Certificate of Achievement in Banking
- Professional Training and Seminars: Professional Training and Seminars – Branch Lending, Civil Treatment - Managers, Extraordinary Sales Leadership, Coaching, Consultative Selling, Security and Compliance.
- Community Involvement:
 - Miami Rescue Mission – Financial Literacy Training – 2011 - 2024
 - Miami Rescue Mission - Cover Girls Mentoring Program - Mentor women coming from domestic violence & homelessness (Created pajama project for homeless women at the center) 2014 - current
 - Miami Rescue Mission - Girlfriends 4 Girlfriends Women's Focus Group – Help raise funds for safe and affordable housing for children and women coming from homelessness – 2017 – current
 - Gala Chair – Girlfriends 4 Girlfriends and Cover Girls 2017
 - YMCA of South Florida – Senior Fraud Awareness Training 2020 - 2023
 - Center for Deaf and Communication – Financial Literacy 2022-2023
 - Salvation Army – Financial Literacy - 2021 - 2022
 - Forest Lake Elementary School – Youth Financial Literacy -2018 - 2022
 - Recipient of 2016 Sunrise Business Hero Award (Volunteer work)
 - YMCA of Miami Lakes – Youth Financial Literacy – 2017 – 2019
 - YMCA of Miami Lakes – Board – 2017 – 2019
 - Flagstar Bank - CRA Champion – Region 14 – 2015 – 2024
 - VITA – IRS Certified Tax Preparer – 2024 - current

**Miami-Dade County
Office of Commission Chairman Anthony Rodriguez**

Dear Members of the Board of County Commissioners,

It is with a profound sense of purpose and enthusiasm that I submit my candidacy for the Board of Directors of The Children's Trust. I am excited about the prospect of contributing my extensive leadership experience, dedication to community service, and advocacy for children and families to the ongoing success of this remarkable organization.

Over the past two decades, I have honed a diverse set of skills in leadership, strategic planning, and operational excellence. As Branch Manager at Flagstar Bank, I led my team through dynamic challenges, consistently exceeding operational and financial goals while ensuring adherence to stringent regulatory standards. My experience in managing compliance, staff development, and driving performance has uniquely prepared me for the responsibility of serving on a board that shapes the future of our community's most vulnerable populations. I have always believed that true leadership lies in empowering those around you to succeed, and I am passionate about fostering an environment where that ethos can thrive.

In addition to my professional background, I have been deeply committed to serving my community in various capacities. Through my work with the Miami Rescue Mission, I have mentored women overcoming domestic violence and homelessness and played an instrumental role in developing initiatives such as the Pajama Project for homeless women. My volunteer work has not only reinforced my dedication to supporting marginalized groups but has also sharpened my ability to advocate for the needs of children and families through both grassroots efforts and organizational leadership.

I am confident that my experience in board-level governance, strategic planning, and community advocacy, combined with my deep-rooted passion for creating meaningful change, will enable me to contribute to the mission of The Children's Trust in a meaningful way. I bring with me a history of success in leading teams, managing large-scale operations, and advancing initiatives that directly benefit the community, which aligns seamlessly with the Trust's vision of enhancing the lives of children and families across Miami-Dade County.

The opportunity to collaborate with like-minded individuals who share a commitment to empowering our future generations would be a tremendous honor. I am ready and eager to engage fully as a member of the board, offering my expertise and insights to further the mission of The Children's Trust.

Thank you for considering my application. I look forward to the opportunity to discuss how I can contribute to the continued success of The Children's Trust Board.

Warmest regards,

Marilyn Purdy

Richard Shutes

2651 NW 26 St, Apt 1211

Miami, FL 33142

(786) 252-5096

Shutes00@aol.com

Dedicated nonprofit leader with expertise in Mental Health and Suicide Prevention with a proven track record of developing and implementing impactful initiatives that have significantly improved community well-being. Adept at building strategic partnerships, securing funding, and leading multidisciplinary teams to achieve organizational goals. Passionate about advocating for mental health awareness and providing support to those in need.

EXPERIENCE

Voice of Rich, LLC

- **President/CEO 2025-Present**

- **Led** consultation efforts across the United States, specializing in 211 and 988 contact center operations, program evaluation, and service optimization.
- **Advised** nonprofit and crisis service organizations, helping them improve efficiency, enhance service delivery, and meet national standards. Fostered
- **Developed** tailored workshops to strengthen crisis intervention skills, counselor development, and operational best practices.
- **Supported** organizations in identifying funding opportunities, advocating for program sustainability, and demonstrating return on investment to funders.
- **Facilitated** cross-functional collaboration strategies, including improving 211-911 partnerships, crisis stabilization unit coordination, and digital service integration.
- **Enhanced** data-driven decision-making, leveraging analytics and quality assurance metrics to enhance service outcomes.

Jewish Community Services of South Florida

- **Associate Director of Contact Center Services 2023-2024**

- **Led** the expansion of 24/7 operations for 211,988 and other contact center services, enhancing support for the community.
- **Managed** a \$4 million annual budget, ensuring fiscal responsibility and strategic allocation of resources.
- **Advocated** for state-level programming and funding, successfully securing additional resources for service expansion.
- **Developed** and implemented sustainability measures, driving the continuous growth of Contact Center Services.
- **Fostered** Collaborative efforts with 911 and local Crisis Stabilization Units, improving crisis response Coordination.
- **Enhanced** data collection and quality assurance metrics through close collaboration with IT solutions.
- **Partnered** with the Marketing Department, serving as a spokesperson for 211 and 988, increasing public awareness.
- **Oversaw** the digital Equity Program, promoting internet access across Miami-Dade County.
- **Created** and managed comprehensive policies and procedures, ensuring operational efficiency and compliance.

- **Director of Helpline Services 2018- 2023**

- **Led** a team of 30 members in the operation of the 211 and 988 Helplines, ensuring efficient and effective service delivery.
- **Managed** a \$3 million annual budget, maintaining fiscal responsibility and optimizing resource allocation.
- **Developed** revenue-generating opportunities through new contracts and program initiatives, ensuring long-term sustainability.
- **Produced** comprehensive monthly and quarterly reports for funders and key stakeholders, enhancing transparency and accountability.
- **Served** as spokesperson for 211 and 988, engaging with media contacts in both English and Spanish to increase public awareness.
- **Collaborated** on marketing strategies across various media outlets, including television, radio, social media, and print, to promote the contact center.
- **Implemented** DEI strategies in hiring processes, fostering a diverse and inclusive workplace

- **Helpline Trainer 2017-2018**

- **Coordinated** all training programs for staff, interns and volunteers across specialty lines including 211, The National Suicide Prevention Lifeline, Disaster Distress Helpline and Cyber Civil Rights Initiative.
- **Onboarded** and implemented new programs for the Contact Center, ensuring smooth integration and operational efficiency.
- **Facilitated** certification and re-certification processes for staff members, maintaining high standards of service.
- **Created** interactive training activities and initiatives to enhance knowledge retention and engagement.
- **Developed** and updated comprehensive training materials to support ongoing education and development
- **Conducted** Quality Assurance evaluations for all new staff, interns and volunteers ensuring adherence to best practices.
- **Served** on the Voluntary Organizations Active in Disasters (VOAD), contributing to coordinated disaster response efforts.

Switchboard of Miami

- **Helpline Manager and Training Coordinator 2014-2016**

- **Managed** operations of Switchboard of Miami's Helpline Services, overseeing a team of 20 counselors and ensuring adherence to quality protocols.
- **Coordinated** and provided training for staff, interns, and volunteers across over 20 specialty phone lines, including 211, The National Suicide Prevention Lifeline, The Veterans Crisis Line and LGBTQ Helpline.
- **Facilitated** certification and re-certification processes for staff members, maintaining high standards of service.
- **Conducted** Quality Assurance Evaluations for new staff members, ensuring best practices
- **Served** on the Continuous Quality Improvement (CQI) team and the Disaster Team for the Office of Emergency Management.
- **Provided** certification leadership for national accreditation under the Alliance of Information and Referral Systems
- **Managed** the hiring process for new staff and volunteers, fostering a skilled and diverse team.
- **Acted** as a spokesperson for media contacts, such as Telemundo, NBC, etc.

- **Senior Counselor and Supervisor 2010-2014**

- **Led** a team of 6-8 counselors, providing guidance and leadership in the operations of Switchboard of Miami's Helpline Services.

- **Oversaw** AIRS re-accreditation process, maintaining compliance with national standards
- **Completed** reports for funders, ensuring transparency and accountability.
- **Contributed** to Columbia University's Crisis Follow-Up Team
- **Provided** training to new staff members, enhancing their skills and knowledge.
- **Answers** community needs through crisis calls and assisted coworkers during their calls, including dispatching police for Baker Acts and handling dissatisfied clients.
- **Served** as an AmeriCorps Volunteers, assisting with crisis intervention and I&R calls

Banyan Health Systems (combine position and description)

- **Acute Services Counselor (SPA) 08/2016- 06/2017**
 - Responsibilities include intake coordination of clients for the Crisis Stabilization/Detox unit. Assists with Mobile Crisis Unit visits.
- **Intern 01/2016-08/2016**
 - Responsibilities include conducting Intakes/Biopsychosocials for clients who come to the crisis unit. Creating treatment plans and providing therapeutic services through conducting individual/group counseling sessions. Provides clinical assessments through the Mobile Crisis Unit.

EDUCATION

- MS in Counselor Education: Clinical Mental Health
Florida International University
- BA with Honors, Psychology
Florida International University Honors College
- AA, Psychology, Miami Dade Honors College

BOARDS AND COMMITTEES

Serves as President/Board Chair for Inform Florida 2025-Present
Serves as member of 211 Steering Committee 2019- Present
Served as Co-Chair for 211 Steering Committee 2023-2024
Served on United Way Word Wide's Front Porch Advisory Board 2024
Served as Vice President of Inform Florida Board of Directors 2024
Served on the Inform USA Training Committee 2016-2024
Served Inform USA as a National Site Reviewer

AWARDS AND RECOGNITIONS

AIRS Award for Organizational Effectiveness
 Inform USA Innovation Award Nominee
 Top Call Center Administration Voice on LinkedIn

CERTIFICATIONS

Virtual Facilitator Trainer Certification
 Inform USA Certified: Certification for Community Resource Specialist (CRS)
 Certificate in Applied suicide Intervention Skills Training (ASIST)
 Language Lines Certified Bilingual Spanish Speaker

PROFESSIONAL PRESENTATIONS

- Presenter for 2025 Florida Taking Action For Suicide Prevention Conference
- Presenter for 2023 AIRS/211 Steering Committee Webinar 211 + 988 Working Together

-
- Presenter for 2021 AIRS National Conference “211 and Social Media” seminar
 - Presenter for 2019 AIRS National Conference “Operation Overnight” seminar
 - Presenter for 2015 AIRS National Conference “Train to Retain” seminar
 - Presenter for AIRS webinar “Train to Retain”

SKILLS

Fluent in Spanish

Leadership and Team Management

Project Management

Strategic Planning and Execution

Data Analysis and Visualization

Advanced Communication Skills

Technical Skills

Financial Analysis and Budgeting

Digital Marketing

Problem-Solving and Critical Thinking

Richard Shutes
Shutes00@aol.com
786-252-5096
March 18, 2025

**Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez**

Subject: Application for The Children's Trust Board of Directors

Dear Board Selection Committee,

I am honored to submit my application for the position of Board Member with The Children's Trust. As a dedicated advocate for children and families in Miami-Dade County, I am eager to contribute my experience, passion, and community knowledge to support the organization's mission of improving the lives of our most vulnerable populations.

With nearly two decades of experience overseeing 211 and 988 crisis and referral services—first with Switchboard of Miami and later with Jewish Community Services—I have gained an in-depth understanding of the challenges and needs facing children and families in our community. My work has involved connecting thousands of families to essential services, including mental health resources, after-school programs, financial assistance, special needs support, and early childhood education programs. These experiences have solidified my commitment to ensuring that families not only have access to resources but also receive the right support at the right time.

Growing up in Allapattah, I witnessed the impact that strong community programs can have on shaping opportunities for children. That personal connection, combined with my professional expertise in crisis response, program development, and community engagement, drives my passion for advocating for comprehensive, accessible, and culturally responsive services. I believe my insights into real-time community needs, data-driven decision-making, and resource coordination will be valuable assets to The Children's Trust as it continues to expand its reach and impact.

I am excited about the opportunity to bring my skills and experience to the board, collaborating with fellow leaders to enhance existing programs, identify service gaps, and ensure that all children—regardless of their circumstances—have the resources they need to thrive. I would welcome the opportunity to discuss how my background aligns with the goals of The Children's Trust and how I can contribute to its continued success.

Thank you for your time and consideration. I look forward to the possibility of serving in this capacity and making a meaningful difference in the lives of Miami-Dade's children and families.

Sincerely,

Richard Shutes

Miriam Soler Ramos, Esq., B.C.S.

Board Certified in City, County and Local Government Law

Member, Licenses: Florida Bar (2002), Southern District of Florida (2004)

U.S. Court of Appeals for the 11th Judicial Circuit (2016)

miriam.solerramos@hklaw.com | Cellular Number: 305-510-5710

PROFESSIONAL EXPERIENCE:

HOLLAND & KNIGHT LLP, Miami, Florida

Partner: January 2023-present

Attorney with robust land use and zoning, procurement, government, and local ethics practice.

- Assist clients with land use matters including rezoning of property, requesting changes to land use maps, resolving code enforcement violations, resolving unsafe structures cases, resolving pending liens, applying for site plan approvals and amendments, and related matters.
- Assist clients with submittals of proposals for Miami-Dade County and local government contracts and representing clients in bid protests.
- Serve as special counsel to government entities.
- Advise public and private clients on state and local government ethics and represent clients before the State Ethics Commission and local ethics commissions throughout Florida.

CITY OF CORAL GABLES, City Attorney's Office, Miami, Florida

City Attorney: November 2017-January 2023

Served as Chief legal officer and general counsel for the City, serving as counsel to the City Commission, City Officials, and City Departments.

- Provided legal guidance and advice and issue legal opinions and interpretations on behalf of the City.
- Drafted ordinances, resolutions, contracts, policies, and agreements and approved contracts, agreements, ordinances, and resolutions for legal sufficiency.
- Supervised entire office including, deputy city attorney, three assistant city attorneys, and three support staff members.
- Organized and conducted Ethics Training Programs for the Mayor, City Commissioners, board and committee members, and City employees. Served as Chief Ethics Officer and conduct internal investigations.
- Supervised outside counsel handling litigation and provided advice in the areas of: torts, administrative law, criminal law, historic preservation, property rights, land use and zoning, labor and employment, first amendment, Florida Sunshine Law (including public records laws), utilities, civil rights, code enforcement, workers' compensation, construction law, procurement, preemption, real estate, contracts, and trademarks/domains.

Deputy City Attorney & City Prosecutor: March 2015-November 2017

Served as counsel to the City Attorney and City Clerk. Advised Assistant City Managers, Department Directors and City employees.

- Advised the City Commission along with the City Attorney and served as counsel to the Historic Preservation Board and the Forfeiture Asset Fund Committee.
- Drafted resolutions, ordinances, policies, contracts, agreements, and legal opinions, and approved contracts, agreements, resolutions, and ordinances for legal sufficiency.
- Served as Code Enforcement Prosecutor and as City Prosecutor, oversaw the Justice Advocate Program and supervised police legal advisors.
- Oversaw outside counsel, together with the City Attorney.
- Organized and conducted Ethics Training Programs for the Mayor, City Commissioners, board and committee members and City employees.
- Supervised assistant city attorneys and support staff members, in conjunction with the City Attorney.

MIAMI-DADE COUNTY COMMISSION ON ETHICS & PUBLIC TRUST, Miami, Florida

Deputy General Counsel: January 2012-March 2015

Served as Executive Staff to the Commission on Ethics and as the senior attorney for the legal department.

- Provided legal advice to the Commission on Ethics.
- Supervised the issuance of legal opinions.
- Coordinated legal matters, including appeals assigned to outside counsel, and monitored pending litigation.
- Drafted proposed legislation and assisted in the implementation of new legislation.
- Served as in-house employment counsel, handled union negotiations and grievances, and conducted internal investigations.
- Served as the liaison between COE and municipal attorneys.
- Oversaw the implementation of outreach and educational programs.
- Conducted training sessions and moderated panels for elected officials and executive level County and municipal employees.
- Continued performing duties of Deputy Advocate.

Deputy Advocate: November 2005-January 2012

Served as a prosecutor for the Commission on Ethics.

- Served as lead prosecutor on cases regarding elected officials and employees of Miami-Dade County, as well as the 34 municipalities within it.
- Supervised investigators and established and maintained case management system.
- Oversaw prosecution of cases, including filing charges and negotiating settlement agreements involving violations of County and municipal ethics ordinances, ethical campaign practices ordinances, the Citizens' Bill of Rights and all other County and municipal provisions that authorize the Ethics Commission to exercise its jurisdiction. Worked closely with the Public Corruption Unit of the Office of the State Attorney and other agencies tasked with investigating corruption.

OFFICE OF THE STATE ATTORNEY, Miami, Florida

Assistant State Attorney, August 2002-November 2005

Special Prosecutor, Domestic Crimes Unit

Special Prosecutor, Career Criminal/Robbery Unit

Division Prosecutor

EDUCATION:

UNIVERSITY OF MIAMI SCHOOL OF LAW, Juris Doctor, May 2002

Honors: 1999 American Scholar Award Recipient

Fellow, Center for Ethics & Public Service, Community Health Rights Education Project

Activities: Hispanic Law Student Association

UNIVERSITY OF MIAMI, Bachelor of Science, General Honors, May 1999

Majors: Communication and Political Science

Honors: Provost Honor Roll, Golden Key National Honor Society, Dean's List, Honor Students' Association, Phi Kappa Phi Honors Society, Nominated for Mortar Board

Activities: Vice President, Phi Alpha Delta, Pre-Law Fraternity

FLORIDA BAR INVOLVEMENT:

Director, The Florida Bar Foundation, July 2025-present

Committee Member, Judicial Ethics Advisory Committee, July 2024-present

Committee Member, Chief Justice's Advisory Committee for Pro Bono Awards, 2023

Committee Member, Florida Bar Pro Bono Service Award Selection Committee, 2022

Committee Member, Florida Bar Civil Rules Committee, June 2021-July 2024
Executive Council Member, City County and Local Government Law Section, June 2020-present
Committee Member, City County Local Government Certification Review Committee, June 2020-June 2021
Committee Member, Florida Bar Mental Health and Wellness Committee, June 2019-present
Panel Member, City, County, and Local Government Law Certification Grade Review Panel, 2018
Vice Chair, Florida Bar Diversity & Inclusion Committee, June 2017-June 2018
Committee Member, Florida Bar Diversity & Inclusion Committee, June 2015-June 2019
Committee Member, Florida Bar Special Committee on Parental Leave, Sept. 2016-June 2017
Committee Member, Florida Bar Professional Ethics Committee, June 2011-June 2015

COMMUNITY & PROFESSIONAL AFFILIATIONS:

Committee Member, Holland & Knight VOICE Committee, 2024-present
Parliamentarian, Coral Gables Chamber of Commerce Board of Directors, 2024-present
Member, Leadership Florida, Cornerstone Class 41, 2023-2024
Committee Member, 2025 Awards Committee
Director, Friends of The Underline Board of Directors, 2023-present
Member, Urban Land Institute, 2023-present
Member Representative, Coral Gables Chamber of Commerce, 2023-present
Cuban American Bar Association Foundation Board, 2023-present
President, Cuban American Bar Association - 2022
President-Elect, Cuban American Bar Association - 2021
President, Cuban American Bar Association, Pro Bono Board - 2021
Director, Cuban American Bar Association (CABA) - 2015-2023
Vice President - 2019, 2020
CABA Board Liaison, Dade County Bar Association - 2016, 2017
Member, City Attorney Committee, Miami Dade County League of Cities - 2017-2022
Director, University of Miami Law Alumni Association Board of Directors - 2019-present
Vice President of Events/Homecoming Co-Chair - 2024
Vice Chair, National Advisory Council - 2023-present
Board Member, Children's Home Society (CHS) - 2012-2015
Committee Chair, CHS Board Development Committee
Member, Coral Gables Bar Association
Former Member, Dade County Bar
Former Member, Florida Association of Women
Former Lawyers Member, League of Prosecutors
Councilmember, Educational Excellence School Advisory Council - 2012-2016 Former
Former Mentor, Take Stock in Children Program
Judge, Florida High School Mock Trial Competition & "We the People" Competition
Unpaid consultant to Palm Beach County Commission on Ethics

AWARDS & RECOGNITIONS:

University of Miami, Iron Arrow - inducted 2024
2025 Best Lawyers in American, Real Estate Law
2023 CABA Past President of the Year Award
2022 Lawyer Monthly Legal Award, Government Law
2022 Women in the Law Award Recipient
2022 Legal Elite Government & Non-Profit Attorneys, Florida Trend
2021 Legal Elite Government & Non-Profit Attorneys, Florida Trend
2020 Legal Elite Government & Non-Profit Attorneys, Florida Trend
2019 Legal Elite Government & Non-Profit Attorneys, Florida Trend

2019 Miami Today, Book of Leaders

2018 Legal Elite Government & Non-Profit Attorneys, Florida Trend

2017 University of Miami Law Alumni Association Leadership Award

2013 "40 Under 40 Outstanding Lawyers of Miami-Dade" Award

2011 CABA Outstanding Member Award

PANELS, PROGRAMS & PUBLICATIONS:

Moderated, organized, and participated in dozens of panels and presented dozens of programs at various conferences and to numerous groups. Appeared on television and radio discussing relevant topics. Authored several articles. Full list available upon request.

LANGUAGES: Fluent in Spanish (oral and written).

HOBBIES: Traveling, fitness, boating, and reading.

References available upon request

Miriam Soler Ramos, Esq., B.C.S.

Partner, Holland & Knight LLP

Miami, Florida

Miriam.solerramos@hklaw.com

(305) 510-5710

March 6, 2025

Miami-Dade County
Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez

Via electronic mail: applicants@miamidade.gov

Honorable Chairman Rodriguez and Members of the Board of County Commissioners,

As a life-long member of this county, government attorney for over 20 years, and true believer in the importance of service, I write to express my interest in one of the four gubernatorial appointments currently open on the Board of Directors of The Children's Trust.

Attached is my resume which details my commitment to public service and to board service. As you will see, in service to my profession, I have served and continue to serve on several Florida Bar Committees. In service to my community, I have served on several non-profit boards including the Miami-Dade Board of the Children's Home Society, served as president of the Cuban American Bar Association ("CABA") Pro Bono Board, and currently serve on the Board of The Friends of the Underline. I also served 8 years on the Board of the CABA (the bar association), serving as president in 2022. Finally, in giving back to my alma mater, I am a Vice President of the University of Miami School of Law Alumni Association.

As a mother of two, former prosecutor, the wife of a law enforcement officer, a former member of the Children's Home Society Board, and a former mentor through the Take Stock in Children Program, I believe strongly in providing the children of our county with the support necessary to be able to seek out all opportunities made available to them and to make it possible for each of them to attain their full potential and live out their lives as defined by them and not by their circumstances.

With this passion in my heart and commitment in my mind, I respectfully submit my application for a gubernatorial appointment to the Board of Directors of The Children's Trust and ask for your support in favor of my application.

Should you have any questions or wish to discuss my qualifications further, please do not hesitate to contact me.

Sincerely



Miriam Soler Ramos, Esq.

MDC077

Contact

2990 Ponce de Leon Blvd., Suite
300
Coral Gables, Florida 33134
305-800-4476 (Work)
lsuarez@hsmpa.com

www.linkedin.com/in/luis-e-suarez-j-d-m-b-a-759a2329 (LinkedIn)
www.hsmpa.com (Company)

Languages

Portuguese (Professional Working)
English (Native or Bilingual)
Spanish (Native or Bilingual)

Certifications

Member Florida New York and DC
Bars

Luis E. Suarez, J.D., M.B.A.

Shareholder at Heise Suarez Melville, P.A.
Miami, Florida, United States

Summary

Litigator, Trusted Advisor and Counselor at Heise Suárez Melville, P.A.

Experience

Heise Suarez Melville, P.A.

Shareholder

January 2020 - Present (5 years 2 months)

Coral Gables, Florida

Counselor, Litigator, Trusted Advisor, Founder

Boies Schiller Flexner LLP

19 years

Equity Partner

December 2019 - December 2019 (1 month)

Miami, Florida

Partner

2008 - December 2019 (11 years)

Admitted to practice in Florida, New York and the District of Columbia

Associate

2000 - 2008 (8 years)

Education

Villanova University Charles Widger School of Law

J.D., Law · (1997 - 2000)

The George Washington University School of Business

MBA, Finance · (1994 - 1996)

University of Florida

BA · (1990 - 1994)

MDC078

Belen Jesuit Prep School

· (1984 - 1990)



February 26, 2025

Via Email

Miami-Dade County, Board of County Commissioners
Office of Commission Chairman Anthony Rodriguez

Re: Application for Gubernatorial Appointments, The Children's Trust

Dear Mr. Rodriguez:

I hope this letter finds you well. It is with great enthusiasm that I submit my application to serve on the board of The Children's Trust. My personal and professional experiences have led me to develop a deep conviction that we must work together to ensure every child has the support and opportunities necessary to thrive.

Although I am a lawyer, my educational (MBA in finance and investments) and professional experience in finance and investments and my passion for maximization could serve the trust well.

I am determined to dedicate myself to The Children's Trust mission of improving the lives of children and families throughout our community.

As a prospective board member, I bring a passion that aligns with The Children's Trust's goals. Over the years, I have made it a priority to mentor the young, including younger lawyers, helping them secure meaningful positions, achieve judgeships, and build fulfilling careers. This passion for nurturing the next generation aligns with The Children's Trust's focus. I am motivated to learn and grow within The Children's Trust's mission-driven environment. I admire the organization's comprehensive approach—addressing everything from quality early-learning opportunities and youth development to health, safety, and well-being of children. Involvement in these areas resonates deeply with my own vision of creating a future where every child feels supported and empowered, regardless of their socio-economic circumstances.

If given the chance to serve on the board, I will strive to be a thoughtful, proactive, and dedicated team member, always keeping The Children's Trust's mission at the forefront. I commit to engaging with the community, listening to families' concerns, and working collaboratively with fellow board members and staff to ensure The Children's Trust continues to excel in its purpose. I believe that through bold advocacy, strategic allocation of resources, and a focus on measurable outcomes, we can significantly improve the lives of children.

It would be a great honor to contribute my time, energy, and expertise to The Children's Trust and champion the incredible work you do. I look forward to the possibility of joining the board and supporting the mission to uplift our youngest generation.

Respectfully submitted,

/s/ Luis E. Suarez

Luis E. Suarez

LES/

Professional Experience

Director of Campus Administration

Apr. 2022-Present

Administrative Services, Miami Dade College

- Hire and supervise 31 full-time and part-time employees in the Division plus 30 contract staff
- Manage campus operations including budgeting, events and rentals, public safety, custodial services, mailroom, duplicating center, auxiliary services, facilities planning and maintenance, and network and media services
- Monitor fiscal transactions for \$2.4 million operational budget including purchases, disbursements, budget transfers, contracts, plus grant awards for campus accounts
- Secure over \$130,000 in community sponsorships and donations for Alumni Hall of Fame Gala, organize I AM MDC Day community fundraiser, and establish student scholarships with partners such as United HomeCare
- Coordinate annual inventory reports and multiple projects such as renovations, remodeling, and new construction
- Serve as Collegewide Campus Services Lead, Incident Commander, Behavioral Intervention Team Member, and liaison between the campus and the district divisions of Business Affairs, Human Resources, Information Technology, Academic Scheduling, and Facilities Management
- Implement campus emergency preparedness action plans, negotiate facility contracts, and prepare agreements to increase facility rental revenue
- Develop campus master facilities plan and facilities usage reports for three facilities on 9.9 acres
- Lead initiatives for Campus Strategic Goal 3: Valuing a Culture of Care to Advance Student Outcomes

Director, Advisement and Career Services

Mar. 2021-Apr. 2022

Student Services, Miami Dade College

- Hired, trained, scheduled, and supervised 18 full-time and part-time employees (Advisors, Senior Advisors, Advisement Support Specialists, and Student Assistants)
- Prepared reports to track strategic enrollment initiatives for Dual Enrollment, FTIC-Direct Entry, post-traditional, and non-traditional students
- Coordinated outreach campaigns and projects via phone, text, mail, email, and social media to increase retention and completion over three consecutive semesters
- Developed and facilitated Collegewide Advisor training workshops
- Organized New Student Orientations, Job Fairs, Open Houses, Parent and Family Nights, and other activities to connect students with their success team
- Served as PeopleSoft Budget Manager and Campus Super Approver for Time Management
- Partnered with Academic Affairs, Learning Resources, Single Stop, and Student Life to provide holistic support services

Executive Assistant to the Campus President

Mar. 2013-Mar. 2021

Office of the Campus President, Miami Dade College

- Managed annual signature events such as Commencement, Service Awards Ceremony, and Convocation (i.e., script writing, vendor management, timelines, sponsorships, and logistics) and special assignments including Miami-Dade County Early Voting Site and Building Dedication Ceremonies
- Supported campus marketing and communications via press releases, webpages, online calendar, emails, social media, and paid advertising
- Researched and resolved issues for students, faculty, staff, Trustees, and community members
- Coordinated academic scholarship programs from Campus Foundation accounts
- Prepared and edited annual/monthly reports, presentations, Cabinet agendas, and projects
- Served as PeopleSoft Budget Manager, Campus Super Approver for Time Management, Campus Crisis Management Team Member, and Interim SGA Advisor

- Collaborated with the College President's Office, Governmental Affairs, Facilities Management, MDC Foundation, Emergency Management, CIOL, Institutional Effectiveness, and other District units on reports and projects including Alumni Hall of Fame, I AM MDC Day, and Employee Retreat Day
- Hired and trained clerical staff and Student Assistants; supervised part-time Assistant to the President and Interns from Mexico's Instituto Tecnológico y de Estudios Superiores de Monterrey
- Aided in launching the Goldman Sachs 10,000 Small Businesses grant program

Assistant Director

Jan. 2008-Mar. 2013

Office of Alumni Relations, Florida International University

Membership

- Developed Alumni Association marketing calendar and managed annual membership budget
- Prepared direct mail solicitations, e-solicitations, and call campaigns for alumni segments to ensure overall membership growth of 4% or more each year
- Utilized Raiser's Edge and Blackbaud to track membership records and sales
- Recruited and managed over 100 Panther Perk Partners, and organized member-only programming
- Supervised Program Assistant and Interns and assisted with daily customer service issues
- Directed FIU Alumni Association Board of Directors Membership Committee and Commencement Fair programming at three campuses

Student & Campus Outreach Programs

- Advised Student Alumni Association (SAA) Executive Board on two campuses
- Recruited, trained, and managed 35 Student Ambassadors
- Planned and executed SAA tradition programs with student volunteers and sponsors, including the first annual FIU Official Ring Ceremony, and directed Commencement Fair programming
- Collaborated with Orientation & Parent Programs, Athletics, Career Services, Business Services, Campus Life, Women's Center, Frost Art Museum, Student Affairs and College of Medicine to promote SAA initiatives

Financial Analyst

Apr. 2007-Jan. 2008

Human Resources, BankUnited, FSB

Employee Relations Coordinator

Sept. 2006-Mar. 2007

Human Resources, BankUnited, FSB

Teaching Experience

Adjunct Professor, Student Life Skills (SLS 1106, 1125, 1505, 1510)

Aug. 2013-Present

Social Sciences Department, Miami Dade College

Adjunct Professor, First Year Experience (SLS 1501)

Jun. 2010-Dec. 2012

Undergraduate Education Department, Florida International University

Education

Doctor of Education, Organizational Leadership

Specialization in Human Resource Development

Barry University, Miami Shores, FL

Executive Women in Leadership Certificate

Cornell University - SC Johnson College of Business, Ithaca, NY

Master of Science, Higher Education Administration

Florida International University, Miami, FL

Training and Instructional Design Certificate
FIU College of Business Administration, Miami, FL

Bachelor of Business Administration, Management, Summa Cum Laude
Florida International University, Miami, FL

Awards Secured for My Direct Reports

- AFC 2024 Communications and Marketing Awards of Excellence – Gold Award (Poster by Eleazar Soriano) and Silver Awards (Published Photography by Bianca Wvres and Digital Advertising by Dash Ruiz)
- MDC 2023 President's Excellence Award – Monica Bello
- AFC 2023 Communications and Marketing Awards of Excellence – Bronze Awards (Tabletop & Retractable Displays and Specialty Advertising by Dash Ruiz)
- AFC 2022 Communications and Marketing Awards of Excellence – Gold Award (Poster by Dash Ruiz) and Bronze Award (Digital Advertising by Cat Ribeiro)
- FLACADA 2022 (Florida Academic Advising Association) Lourdes Acevedo Student Advocate Award – Kathy Mena
- MDC 2021 President's Excellence Award – Rod Days
- FLACADA 2021 Rising Star Award – Bernadette Hernandez

Professional Organizations

- American Association for Women in Community Colleges (AAWCC) Member
- Association of Florida Colleges (AFC) Board of Directors
- Association of Florida Colleges Foundation Board of Directors
- Leadership Florida Lifetime Member
- National Association of Student Personnel Administrators (NASPA) Community Colleges Division Board Member

Additional Highlights and Community Activities

- Presented over 25 workshops at national, state, and local conferences by the American Association of Community Colleges, Association of Florida Colleges, CASE Affiliated Student Enhancement Programs, FIU, MDC, NASPA, NISOD, and OD Network
- Established a scholarship endowment with the Phi Mu Foundation to help undergraduate and first-gen women in Florida complete their degrees, along with a Women of Tomorrow scholarship for at-risk high school women to pursue a higher education degree in Florida
- Recipient of the AFC President's Leadership Award, NASPA Mena Valdez Community College Award, AFC Distinguished Service Award, AAWCC Under 40 Award, CASE ASAP District 3 Outstanding External Program Award: National Panther Day of Service, CASE ASAP District 3 Outstanding Advisor Award, and FIU Presidential Excellence Award - Office of Alumni Relations Staff
- Completed practicums at Bowling Green State University and Florida International University and business internships with Burger King Corporation and Caterpillar
- FirstGen Society Founding Chapter Advisor at Miami Dade College
- Miami Dade College Innovation Fellow
- The Miami Foundation Community Advisor
- Women of Tomorrow Mentor
- United Way Women United and Chapman Partnership nextgen Member

Dianne Valdivia, Ed.D.

March 4, 2025

Dear Miami-Dade County Board of County Commissioners,

I was excited to learn of the opportunity to join the Board of Directors for The Children's Trust. Helping children and families is a priority in my personal and professional life, thus I enjoy supporting causes that serve these members of Miami-Dade County such as Chapman Partnership, United Way, and my church. As a Miami Dade College administrator and adjunct professor, I collaborate with community partners regularly to make college accessible to more students and change lives through education. I currently oversee the Administrative Services Division where I manage the budget, operational staff, and new initiatives to improve the student experience such as Town Hall Meetings and construction projects. Additionally, this division generates new sources of revenue via sponsorships, donations, and facility rentals. I learn and adapt quickly and like solving challenges, therefore I continuously seek data-driven solutions to improve our processes and maximize our resources.

During my time at the Kendall Campus, for example, I organized the annual Spooky Night and Spring Carnival events for South Florida families by securing sponsors, volunteers, partners such as The Children's Trust and Nicklaus Children's Hospital, and local vendors to share educational resources and services. Today, I manage the Generation Genius Authors Program on the Miami Book Fair Operations Steering Committee. K-12 students throughout the county participate in field trips to meet national authors and learn more about their books at our Wolfson Campus. Outside of the College, I serve on the Association of Florida Colleges (AFC) Board of Directors and am an active member in Leadership Florida, The Miami Foundation, and the National Association of Student Personnel Administrators (NASPA). I am confident that my strong work ethic, project management skills, and attention to detail would be a good fit for this Board.

As a Miami-Dade County Public Schools graduate and parent of two elementary school students, I also believe in paying it forward. I established two scholarships for Florida college students and mentor Miami-Dade County Public Schools females in high school through the Women of Tomorrow Program. I can hit the ground running as a Miami native, with a background in education and business, and add value to The Children's Trust's Program Services or Nominating Committees. My high task-oriented and relationship-oriented leadership style allows me to build new relationships and execute projects effectively. The roles I have held in advancement, operations, student services, and academic affairs in the Florida College System and State University System have provided a strong foundation, and it would be a privilege to work with other changemakers who care deeply about our community and future.

I look forward to making a greater impact within Miami-Dade County. Thank you for your consideration, and please let me know if you would like any additional information.

Sincerely,



YAHWEH YAHWEH

PROFESSIONAL SUMMARY

As a graduate, my courses of study en route to my Master's degree were a heavy emphasis on forensic accounting, fraud and abuse, examination reporting, cash flow irregularities, and substantive procedures. Over time, I gained experience with and created, and interpreted balance sheets, cash flow statements, P&Ls, and budget projections with financial models that predicted market conditions. I learned how to complete project management centered coursework, taking on small companies and investigating logistics and inventory management; identified anomalies and uncovered possible corruption schemes.

SKILLS

- Bank reconciliation
- Accounts receivable
- Payroll processing
- Journal entry preparation
- Monthly / quarterly / year end reports
- Accounts receivable management
- Monthly account / bank reconciliation
- Monthly journal entries
- Audit support
- Account reconciliation
- Accounts payable / invoice coding
- Statement reconciliation

WORK HISTORY

STAFF ACCOUNTANT 07/2023 to Current
Ten North Group, Opa-locka, FL

- The organization was 6 months behind on reimbursements and I was able to get them caught up and maintain timely reimbursement packages.
- Maintained general ledger accuracy through regular account reconciliations, journal entry adjustments, and transaction reviews.
- Monitored accounts receivable, accounts payable and other account balances to track transactions, avoid discrepancies and maintain accuracy.
- Prepared and processed journal entries to record in general ledger and maintain consistent documentation.
- Managed accounts payable processing, ensuring timely payments to vendors while maximizing cash flow management strategies.

ACCOUNTANT - ACCOUNTS RECEIVABLE 09/2021 to Current
Le Jardin Community Center, Homestead, FL

- Grant Accounting - Responsible for the reimbursement packages for HeadStart and the 3 grants
- Certified by the UDCA for monthly reimbursements, meal counts, UDCA Employee Personnel
- Activity Reports (PARs)
- In-Kind - Review and prepare the PARs for all categories of materials and professional

- services, and volunteer hours
- Prepare monthly spreadsheet package for the USDA, HeadStart, Early HeadStart, E-Rate, VPK and Children's Trust programs
- Enter Account Receivables
- Scan documents for all monthly reimbursements and enter all accounting on monthly reimbursement spreadsheets
- Compile and verify accuracy of all reimbursements
- Perform the other accounting duties when staff are unavailable.

NIGHT MANAGER 09/2017 to Current

Towne Place Suites Miami Airport, Miami, FL

- End of Month reports, house accounts, daily report backups, reconciling the guest ledger balance with the Daily Closing Report Summary
- Check In/Out arriving guest, verifying payment, assigning suites, handling guest requests, new guest call back procedures, confirming guest preferences using Fosse
- Prepare keys for mobile check-ins (validate ID & last 4 numbers of card on file)
- Process advance deposits, notify the front desk of any folios that denied authorization
- Run credit card authorizations for Inhouse guests, print the exceptions report for the front desk and the assistant general manager
- Run basic reports – next day departures/arrivals, contingency reports, room status reports
- Back up tape procedures, run nightly audit, email folios to all departing guests, hotel owner, general manager, assistant general manager, operations manager
- Restaurant receipt reconciliation (Excel), daily deposits reconciliation and reading the amounts, give feedback to operations manager and assistant general manager
- Print Guest Ledger Report and presettle folios (single and group) to current status
- GNS Report and procedures, rebate folios for house accounts every Thursday and end of the month
- File Invoices according to code, make copies, place in assistant general manager's mailbox
- Count and secure bank drawers 1 and 2.

PROJECT MANAGER/ACCOUNTANT 01/2013 to 09/2021

MaidQuick Inc, Naranja, FL

- Oversee inventory management and equipment maintenance and security
- Generate budgets to anticipate and prepare for upcoming expenses and source lower priced materials
- Entry of receivables, payables, and reconciliation with invoices; payments to vendors, suppliers, and accountability for payroll
- Supervision of employees - punctuality, work ethic, high standards of performance
- Successful DBE Certification (Naics Codes 561790 – Pressure Washing Services, 561740 – Carpet
- Cleaning Services, 238390 – Sealing Concrete Floors, 561210 – Trash Disposal, Security, Laundry)

11/2017 to 06/2019

Board of Education – Miami Dade County Public Schools

INTERVENTIONIST, INSTRUCTOR EMPLOYEE 08/2017

Official Hire, Irving & Beatrice Peskoe K-8 Center, Homestead, FL

- 305)242-8340
- Principal – Ms

- Sierra Hernandez
- Pull In/Out 3rd , 4th , 5th , and 8th grade students for math intervention
- Push in EBD 6th , 7th , and 8th grade classrooms for teacher assistance
- Substitute Teaching for Elementary and Middle School Students
- Proctoring for FSA Math & Reading Exams
- 88% of pull out students were promoted to the next grade level.

EDUCATION

The University of Phoenix Online, Miami, FL
Master's, **Business Science & Accounting**, 2011

The University of Phoenix Online, Miami, FL
Bachelors, **Business Science & Accounting**, 2008

Key coursework included: cost terminology and flows, standard costing systems, relevant costing, budget management, inventory controls, capital asset selection, responsibility accounting, and performance measurements and analyses.

February 18, 2025

The Children's Trust

RE: At Large Board Member

For The Governing Board,

As an accomplished and seasoned professional, I was compelled to contact you with my interest in the At Large Board Member position with The Children's Trust. I bring an extensive background of success in accounting, customer service and hospitality along with the qualifications which are required to make a positive impact in this role.

I offer a combination of unique skills and competencies which I have developed through a lengthy and rewarding career. I have honed accounting reconciliation skills and preparing journal vouchers while being proficient in an accounting software, MIP. In previous roles, I have contributed to organizational improvements, collaborative team efforts and attainment of key business targets.

As my attached resume indicates, I offer the strong attention to detail, problem solving and data analysis capabilities that you require as a new board member. I am eager to discuss the possibility of joining The Children's Trust. Please feel free to contact me for additional career details and qualifications. I look forward to hearing from you at your earliest convenience. Thank you for your time and consideration of my candidacy.

Sincerely,
Yahweh Yahweh