

Boards Application Form

Profile

If interested in one of these boards please fill out this application and submit.

Which Boards would you like to apply for?

North Brevard County Hospital District Board: Submitted

Prefix	First Name	Middle Initial	Last Name

Email Address

Home Address	Suite or Apt

City	State	Postal Code

Primary Phone	Alternate Phone

How long have you been a resident of Brevard County?

25 years

To which Commissioner are you applying?

☒ District 1

Do you consent to a standard criminal background check?

☒ Yes ☐ No

Driver License Number and Issuing State



Interests & Experiences

Please tell us about yourself and why you want to serve.

Are you currently serving on any State, Regional or Brevard County board, council, or committees? If so please name.

No

Do you have or hold any employment or contractual relationship with any business or any agency which is subject to the regulation of or is doing business with Brevard County? If so, please explain.

No

Please explain your interests and experiences.

I am passionate about assuring that the hospital provides accessible, high-quality healthcare and to ensuring that resources are managed with transparency and accountability. Serving on the North Brevard County Hospital District Board represents a meaningful opportunity to contribute my experience in governance, finance regulations, compliance and audits, ethics, and process improvement to advance the hospital's mission. Strong hospitals are vital to a thriving community, and I am dedicated to ensuring that every decision, every dollar, and every outcome reflects responsible stewardship and public trust. I will represent those that appoint me in the most upstanding manner.

Please explain your background, including education, work experience, civic or community organization memberships and positions, and any professional licenses or memberships, and how this applies to the function of the Board, Council or Committee that you are interested in serving on.

I hold a Master of Business Administration and a Bachelor's degree in Economics and Finance, along with professional certification as a Certified Financial Planner (CFP®) and Six Sigma Black Belt. My career has been deeply rooted in strategic leadership, change management, and process improvement — with a consistent focus on enhancing operations, improving experiences, and driving sustainable results through collaboration and innovation. The combination of financial acumen and process discipline has allowed me to approach complex challenges with a balance of analytical rigor and practical execution. Over the years, I have held roles that required influencing across large organizations, developing partnerships, and ensuring operational excellence through data-driven decision making. My background has also afforded me opportunities to lead transformation initiatives that deliver measurable outcomes, particularly in highly regulated and customer-centric environments. Service to community has always been at the core of my personal and professional life. I have served on multiple organizational boards throughout my career and am currently the Vice Chair of the Titusville Playhouse Board of Directors and the Chair of the Jess Parrish Medical Foundation. In both roles, I work closely with community leaders, donors, and partners to advance missions that strengthen local health, education, and the arts. My work has centered around strategic planning, fundraising, and program development — ensuring that community initiatives are both impactful and sustainable.

Brevard County Board of County Commissioners strives to promote diversity and provide reasonable accommodations for individuals with disabilities. If you are requesting an accommodation, please indicate below.

N/A

[Melissa_Lugo_Resume_2025.pdf](#)

Upload a Resume

Question applies to North Brevard County Hospital District Board

To which appointment are you applying? *

☒ Seat 4 which is appointed by the Brevard County Board of County Commissioners

Question applies to North Brevard County Hospital District Board

What do you feel the public's rights are in observing, monitoring and participating in the activities of the Hospital Board, and particularly the expenditure of funds?

The community deserves to know how every dollar is spent, no exceptions, no excuses. Transparency and accountability aren't optional; they're the foundation of public trust. The Hospital Board must operate in the open, ensuring every financial decision serves the people. Community hospitals exist to serve the public, and that means full disclosure, fiscal integrity, and zero tolerance for waste or mismanagement.

Question applies to North Brevard County Hospital District Board

What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?

Citizen boards for publicly owned facilities should conduct their business with transparency, integrity, and a deep sense of responsibility to the communities they serve. The public deserves to see how every decision is made, how every dollar is spent, and how those choices serve the community, not private agendas. Every action, every dollar, and every decision must stand up to public scrutiny. These boards exist to represent the public interest, and that requires open communication and accountability for both actions and outcomes.

Question applies to North Brevard County Hospital District Board

Have you ever served on a hospital board or any other board of directors?

• Jess Parrish Medical Foundation (current) • Titusville Playhouse (current) • Junior League of Central and North Brevard • Riverview Pilot Club • The Women's Center

Question applies to North Brevard County Hospital District Board

Do you have any experience reviewing corporate or governmental budgets?

I have extensive experience reviewing and managing budgets across both corporate and nonprofit environments. Throughout my career in the financial services industry, I have consistently held roles involving financial oversight, regulatory compliance, planning, and performance analysis. I have also served in finance-related capacities on several nonprofit boards, where I've been responsible for reviewing organizational budgets, assessing financial reports, and ensuring fiscal responsibility through audits. In addition, as a Certified Financial Planner (CFP®), I bring a strong foundation in financial management, forecasting, and strategic resource allocation.

Question applies to North Brevard County Hospital District Board

Do you have any business affiliation with individuals or organizations in the medical community?

No

Question applies to North Brevard County Hospital District Board

Are you now, or have you ever been employed at Parrish Medical Center?

No

Question applies to North Brevard County Hospital District Board

Do you have any medical business or medical employment experience?

No

Melissa E Lugo

Agreement

Advisory committees are subject to the Florida open meetings (Sunshine) and public records laws; your response with a completed application with your contact information is a public record; if chosen as a member of the committee, any communications to you from the County or from you to the County in regard to the committee will be a public record.

Please Agree with the Following Statement

I understand the responsibilities and commitment of time associated with an appointment to a Brevard County board, council or committee.

☒ I Agree

MELISSA LUGO

CONTACT

321-591-4520 

Melissa.Lugo@td.com 

EDUCATION

MBA, *Webster University*

Bachelor of Science,
Business, *Lander University*

CERTIFICATIONS

Certified Financial Planner[™]
Six Sigma Black Belt

AWARDS

CEO WOW! Leadership,
2024 & 2021
Vision In Action, 2021

CURRENT VOLUNTEER LEADERSHIP

**Jess Parrish Medical
Foundation**

Chair, Board of Directors

Titusville Playhouse

Vice Chair, Board of
Directors

Women at TD BRG

Co-Chair, Metro Florida
Co-Chair, AMCB Power Bytes
Lead, AMCB Circles

PROFESSIONAL HIGHLIGHTS

Senior Manager, Store Transformation & Innovation

TD Bank | October 2020 - Present

- Oversee end-to-end change management for the NextGen Store Program. Align cross-functional internal & external partners, create field readiness guides, and evaluate to drive continuous improvement to enhance efficiency and Customer & Colleague experience.
- Led AMCB Untethered/Surface Pro Refresh, collaborating across multiple LOBs deliver a best-in-class experience and drive colleague engagement, resulting in initial activation rates of 96% and strong overall adoption.
- Led Pulse Action planning for Retail Growth & Transformation, achieving a 6% YoY increase in overall engagement and a 30% improvement in confidence that survey results lead to meaningful change.

Regional Workforce Manager, Metro Florida

TD Bank | June 2017 – October 2020

- Led through influence by building relationships centered on the 'why' and 'how,' coaching leaders on effective workforce planning that improved scheduling efficiency and reduced overtime.
- Led in-field workforce strategy for DeNovo locations from concept through grand opening, partnering with leaders to determine optimal staffing models and ensure a successful launch.

Store Manager, Business Development

TD Bank | January 2013 – June 2017

- Hosted high-impact after-hours business reception for over 85 attendees, resulting in more than 50 new & expanded relationships within one year.

Regions Bank | June 2012 – January 2013

- Developed a tracking system adopted across the entire market to standardize operations and ensure timely task completion.

Wells Fargo | March 2008 – June 2012

- Led a Six Sigma project to improve employee engagement, driving a 30% score increase in six months with recommended action plan.

Development Officer

Jess Parrish Medical Foundation | September 2006 – March 2008

- Monitored trends in the non-profit sector; Provided strategic recommendations to the Board of Directors.
- Planned multiple fundraising and recognition events, raising over \$250,000