

STATE OF FLORIDA



JULIE I. BROWN , CHAIRMAN
MICHAEL YAWORSKY, VICE CHAIR
CHUCK DRAGO, COMMISSIONER

2601 BLAIR STONE ROAD
TALLAHASSEE, FLORIDA 32399
(850) 717-1916

Florida Gaming Control Commission

Monthly Meeting Agenda and Materials
Thursday—March 31, 2022
10:00 AM
Cabinet Meeting Room, The Capitol

1. Pledge of Allegiance
2. Introductions
 - a. Commissioner Backgrounds & Introductions
3. Executive Director
 - a. Overview of Process
 - b. Presentations
4. Discussion of Hiring Needs
5. Discussion of Educational Opportunities

Commissioner Backgrounds and Introductions

Julie Brown- Chairman

Julie Imanuel Brown was appointed by Governor Ron DeSantis, on December 21, 2021, to serve as the inaugural Chairman of the Florida Gaming Control Commission (FGCC). Brown brings substantial regulatory and legal experience from a number of significant roles in the public and private sectors.

Prior to her appointment, Brown was the Secretary of the Florida Department of Business and Professional Regulation where she led the state's regulation of more than 1.4 million licenses across more than 30 fields of industry. Brown led the Department in securing unanimous approval from the Florida Legislature in getting the Department's agency bill passed, which streamlined various licensing measures, and secured funding for the creation of a new licensing system. From 2011 to 2019, Brown served three terms as a Commissioner on the Florida Public Service Commission. Brown was elected as Commission Chair from 2016 to 2018, and led the Commission's recommendations of electric utility storm-hardening actions following a period when Florida experienced major hurricane impacts for the first time in more than a decade, and she established initiatives to build and strengthen links between the Commission and its stakeholders with improvements in technology, communication, and quality of service. Before serving on the Commission, Brown was Associate Legal Counsel of First American Corporation where she handled a variety of regulatory compliance and legal issues in the Eastern, Midwest and Mid-Atlantic Regions. She also represented corporate clients with a specialized focus on matters involving mergers, acquisitions and securities, served as the Director of Franchise Sales and Development for Checkers Drive-In Restaurants, Inc., and was an Assistant City Attorney for the City of Tampa.

Brown has been involved with various professional and civic affiliations. She was appointed to serve as one of 11 Commissioners on the Florida Women's Suffrage Centennial Commission, chaired the Florida Legislature's 19-member Study Committee on Investor-Owned Water and Wastewater Utility Systems, was appointed to the Southern States Energy Board (SSEB) Blue Ribbon Task Force, and has served as a director on several utility boards, including the National Association of Regulatory Utility Commissioners, Gas Technology Institute's Advisory Board and the Nuclear Waste Strategy Coalition.

Brown graduated magna cum laude with a Bachelor of Science from the University of Florida, where she was the recipient of the Outstanding Female Leader award, President of Florida Blue Key, inducted into the Hall of Fame, and received the Dean's Cup for the College of Journalism and Communications. She earned a Juris Doctorate from the University of Florida, Levin College of Law, is a member of the Florida Bar, a Florida Real Estate Broker and a member of Leadership Florida, Class XXXIII. Brown and her husband have two children and live in Tampa, Florida.

Commissioner Backgrounds and Introductions

Michael Yaworsky- Vice Chairman

Commissioner Yaworsky was appointed by Governor DeSantis to serve as the Vice Chair of the Florida Gaming Control Commission on December 23, 2021. Previously, he served as the Florida Office of Insurance Regulation, Chief of Staff, helping oversee one of the largest insurance markets in the world.

Commissioner Yaworsky honed his skills serving the state of Florida in a variety of government, regulatory and legislative positions from 2006 - 2011. This included working as Chief of Staff with the Florida Department of Business and Professional Regulation and Director of Gubernatorial Appointments.

From 2013 to 2017, Commissioner Yaworsky served as Legal Counsel for the Georgia Office of Insurance and Safety Fire Commission, and served as General Counsel for the Office of President Pro Tempore in the Georgia Senate.

Commissioner Yaworsky has a Bachelor's degree in Social Science from Florida State University and a Juris Doctor degree from Samford University's Cumberland School of Law. He has been a member of the Georgia Bar since 2014.

Charles (Chuck) Drago- Commissioner

Chuck Drago is a former police chief with over 35 years of law enforcement experience. He served in the Fort Lauderdale Police Department for 29 years where he rose through the ranks from police officer to assistant chief of police. During his tenure, he served in many areas of the department including homicide, organized crime, vice and narcotics. In 2004, Chuck was appointed as the Chief of Police for the City of Oviedo where he was responsible for bringing community policing into the city.

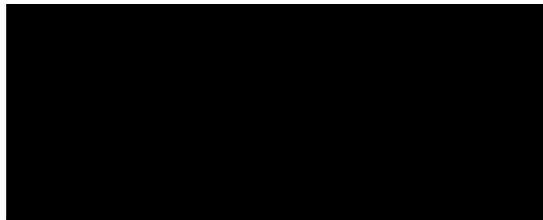
As a Florida Certified Police Instructor, he has trained thousands of police officers from all over the country in use of force, undercover operations, criminal investigations, patrol procedures and domestic violence. Chuck has been a guest lecturer at colleges and universities on strategies for reducing officer involved shootings, biased based policing, use of force, ethics and current trends in policing. He was instrumental in developing and teaching the first "Stalking Investigations" course for police officers in Florida.

Following a successful career as a law enforcement officer, Drago joined the Florida Department of Business and Professional Regulation (DBPR) as Deputy Secretary and Secretary. DBPR was the agency tasked with regulating the Pari Mutuel Wagering industry prior to the creation of the Florida Gaming Control Commission. Additionally, Drago also gained a great deal of knowledge into operations across agencies when he oversaw multiple state agencies including DBPR as a Deputy Chief of Staff in the Executive Office of the Governor.

After his time in Florida State Government, Chuck founded Drago Professional Consultants, advising police departments, law firms and media in proper police practices and policies. Drago has served as a certified expert witness in police practices throughout the country in state and federal courts.

Chuck earned an Associate Degree in Criminal Justice from the State University of New York, a Bachelor Degree in Criminal Justice from St. Thomas University (Miami) and is a graduate of the Southern Police Institute at The University of Louisville.

MONICA E. RUTKOWSKI



MONICA E. RUTKOWSKI

PROFESSIONAL EXPERIENCE:

2018 - FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY

*Deputy Director
Office of Strategic Planning and Partnership Engagement
Emergency Response Team- ESF 18
Tallahassee, Florida*

- In-house chief strategist responsible for assisting executive leadership with developing, communicating, executing, and sustaining strategic initiatives.
- Partners with public and private leaders, external and internal programs and organizations to support execution of priority issues, integration of policy and critical objectives.
- Develops and maintains public and private partnerships.
- Promotes strategic planning, accountability and transparency.
- Drives decision-making to create short-and long-term improvements.
- Mobilizes and oversees teams charged with strategy and policy execution.
- Responsible for strategic plan, performance management, annual report, LRPP and various reports.
- Translates strategies into actionable and quantitative action plans and evaluates performance.
- Coordinates updates and monitors implementation of the Florida Strategic Plan for Economic Development.

2017-2018 MER/RISK & INSURANCE REGULATORY COMPLIANCE SOLUTIONS

*Principal
Tallahassee, Florida*

- Offered tactical advice and regulatory guidance on Health, Life and Supplemental insurance product compliance with laws, rules, regulations, standards, internal policies and procedures; product design & filings; subject matter expert, best practices; compliance resolutions, market conduct and examinations.
- Participated in strategy discussions to help guide clients toward long-term & profitable business growth.
- Anticipated emerging needs, gaps and risks and recommended solutions to meet them.
- Presented market intelligence and insights to elevate clients' presence and leverage in the marketplace.
- Advocated for and represented clients' interests before state and federal regulatory entities and the Compact.

2008-2017 MARSH & McLENNAN-GUY CARPENTER (13-17) / SMITHGROUP, Inc (08-12)

*Vice President, Compliance and Regulatory Affairs
Tallahassee, Florida*

- Responsible for Life and Health individual, group and voluntary insurance side of operations.
- Key contact on insurance regulatory compliance matters and federal health care programs.
- Authority on speed-to-market, policy/form & rate filings, SERFF and I-File, innovative benefits, best practices, regulatory filings, risk management, complaints & appeals, market conduct-examinations & audits.
- Facilitated and assisted with strategic planning to guide business partners and cross-functional teams toward long-term disciplined and profitable growth while adequately identifying priorities, streamlining processes to drive efficiencies and minimizing risks of potential noncompliance and exposure.
- Utilized data and business analytics to increase awareness of risk and implementation of preventive measures.
- Developed, maintained and managed network of strategic and effective relationships with federal and state government officials, regulators, industry leaders, trade groups and associations.
- Conducted insights/mkt. intel; monitored & gaged impact of state & federal laws, regs & policy changes.

2005-2008 FLORIDA OFFICE OF INSURANCE REGULATION (OIR)

*Director of Life and Health Product Review
Tallahassee, Florida*

- Responsible for regulatory oversight of all Life and Health insurance products in Florida.
- Provided leadership, administrative direction, and policy advice to the regulatory business units.
- Responsible for actuarial review of rate filings and for enforcing compliance with statutes and rules governing insurance policy contract forms, applications, endorsements and other forms.
- Supervised multiple teams and staff; provided guidance and assistance as needed.
- Key advisor to the Commissioner on policies related to Medicare and Managed Care.
- Represented Commissioner at NAIC, state taskforces, committees, and before state and federal officials.
- Appointed to numerous boards & local, state and federal task forces & working groups.

MONICA E. RUTKOWSKI

2000-2005 FLORIDA DEPARTMENT OF HEALTH, Children's Medical Services

Bureau Chief for Prevention and Early Interventions Programs

*Florida's Part C-IDEA Coordinator; Legislative Liaison; Emergency Response Team Leader - ESF 8
Tallahassee, Florida*

- Provided day-to-day leadership, management and HR functions of the Bureau and five sub-units.
- Responsible for administrative and fiscal oversight of 18 statewide government health programs, including CHIP, 16 regional and field offices, contract providers, contract administration, procurement and negotiations.
- Responsible for expense management, federal grants' application, administration and oversight.
- Advised executive leadership and established and coordinated internal and external relationships to assure maximum collaboration with cross-agency teams, Medicaid, local and state partners, private entities-insurance industry, hospitals, clinics, trade groups, community groups, parent and family organizations, elected and appointed officials, and other stakeholders to ensure accessible, quality, family centered preventive services and medically necessary, affordable and comprehensive services.
- Responsible for administration of the federal Infants and Toddlers with Disabilities-the IDEA (Part C) Act.
- Elected board member of the IDEA Infant and Toddler Coordinators Association.
- Collaborated with AHCA and DOH on wrap-around benefits, rate setting, cost-based reimbursements.
- Coordinated Department's legislative initiatives, bill analysis, presentations.

1999-2000 FLORIDA DEPARTMENT OF HEALTH, Children's Medical Services

Senior Management Analyst; Legislative Liaison

Tallahassee, Florida

- Administered implementation and oversight of state, federal and locally funded public health care and early intervention and prevention programs; Coordinated implementation of the federal Title XXI program.
- Served as project manager; organized resources, research, data mtg. and analyses; advanced collaboration & coalition building; aligned, leveraged and orchestrated partnerships to promote and facilitate key initiatives.
- Assisted Deputy Secretary and Division Directors on legislative matters, budget, and strategic priorities.

1994-1999 FLORIDA LEGISLATURE, OFFICE OF PROGRAM POLICY ANALYSIS & GOVERNMENT ACCOUNTABILITY (OPPAGA)

Senior Evaluator

Tallahassee, Florida

- Expert conducting research studies, program evaluations, policy analyses of government medical programs.
- Counseled AHCA, DOH, DCF on policy development & implementation strategies, fiscal accountability, transparency and best practices; Assessed program and contracted providers compliance with applicable rules, laws, contract provisions, issued corrective action plans; Reviewed and analyzed agencies' budgets, expenditures and monitored/measured performance related to annual and long-term objectives and goals.
- Served as Liaison to the Executive Office of the Governor.

1992-1994 FLORIDA OFFICE OF THE AUDITOR GENERAL

Auditor III

Tallahassee, Florida

- Audited public programs & agencies to ensue fiscal responsibility, performance and accountability.

CERTIFICATIONS:

- Project Management Professional (PMP).
- Florida Certified Contract Manager (FCCM).

EDUCATION:

2006-2012 FLORIDA STATE UNIVERSITY; Doctor of Philosophy (ABD)

2002-2003 FLORIDA STATE UNIVERSITY; Graduate Cert. in Health Care Policy & Admin.

1990-1992 FLORIDA STATE UNIVERSITY; Master of Public Administration

1990-1992 FLORIDA STATE UNIVERSITY; Master of Social Work

1985-1989 UNIVERSITY OF CONNECTICUT; Bachelor of Arts

SKILLS AND APTITUDES

- Private and public sector experience in health care policy and administration.
- Knowledge of concepts, practices, and procedures for strategic, business and project planning (methodology, framework, plan development, collaborative process, implementation, management, tracking, testing, reporting).
- Knowledge of concepts, practices, and procedures for establishing and defining benchmarks, key indicators, program performance measures, and program evaluation and impact assessments.
- Knowledge of concepts, practices, and procedures for managing and administering agreements and contracts from developing scopes of work and measures to monitoring progress and making programmatic and performance recommendations.
- Ability to interpret, explain and apply pertinent federal, state and local laws and regulations to ensure compliance with applicable policies and procedures; and, to maintain focus of goals and objectives for assigned area(s) of responsibility.
- Demonstrated success in a demanding, high profile, contentious, and fast paced environment.
- Experience in operations, services, administration, and activities of public programs.
- Fiscal management, forecasting, financial analysis, contract administration, negotiations, monitoring and reporting.
- Demonstrated ability in managing deadlines, projects and prioritizing workflow.
- Experience collaborating with federal and state agencies, public and private partners.
- Experience in contracts, rate settings and regulations, contracts and benefit policies, ACA, Medicaid, Mental Health Parity,
- Principles and practices of leadership and management.
 - Public policy development, implementation and integration with priority objectives.
 - Project management life cycle development and business process reengineering.
 - Strategic management
 - Risk management.
 - Performance based budgeting
- Successfully works independently and on teams.
- Excellent presentation, written and oral communication skills.
- Strong technical computer skills, including Microsoft Office, Project, SmartSheet, Tableau.
- Uses data, data analytics and statistics to help drive decisions, set priorities, process improvement and compliance.
- Proficient with report writing, interviewing, strategizing and question formulation.
- Strong facilitation, leadership & interpersonal skills, including the ability to interact successfully with individuals at all levels.
- Exercises tact and diplomacy and uses sound judgment regarding political and priority implications related to initiatives, projects, programs, policies and strategies.
- Experience attracting and retaining quality talent.
- Ingenuity, interpersonal consensus building and independent analysis.
- Oversight of day-to-day operational teams.
- Adapts well to change.
- Fluent in Polish, working knowledge in Russian, beginning level in Spanish and German.
- Sense of humor.

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| If yes, what were the charges ? | | <p>employment with the specific hiring authority to which you are applying?</p> <p>*Selective Service: Section 110.1128, Florida Statutes, prohibits employment by the state (including re-hire after a break in service) of any male born on or after October 1, 1962, who failed to register with the Selective Service System, under the provisions of the U.S. Military Selective Service Act, during the person's period of eligibility (ages 18 through 25). Additionally, if currently employed by the state, this law prohibits the promotion of such person. You may be required to provide documentation. If you are a male born on or after October 1, 1962, have you registered with the Selective Service or do you have proof of an exemption from this requirement?</p> |
| Where ? (City/State) | | |
| Date | | |
| Have you ever pled nolo contendere or guilty to a crime which is a felony or a first degree misdemeanor ? | No | |
| If yes, what were the charges ? | | |
| Where ? (City/State) | | |
| Date | | |
| Have you ever had the adjudication of guilt withheld for a crime which is a felony or first degree misdemeanor ? | No | |
| If yes, what were the charges ? | | |
| Where ? (City/State) | | |
| Date | 02/28/2022 | |
| | <p>Signature</p> <p>I am aware that any omissions, falsifications, misstatements, or misrepresentations above may disqualify me for employment and, if I am hired, may be grounds for termination at a later date. I understand that any information I give may be investigated as allowed by law. I consent to the release of information about my ability, employment history, and fitness for employment by employers, schools, law enforcement agencies, and other individuals and organizations to investigators, human resources staff, and other authorized employees of Florida state government for employment purposes. The consent shall continue to be effective during my employment if I am hired. I understand that applications submitted for state employment are public records. I certify to the best of my knowledge and belief all of the statements contained herein and on any attachments are true, correct, complete, and made in good faith.</p> <p>If applicable, Complete Qualifying Questions prior to submitting your application.</p> | |
| By checking this box, I certify that I have read and agree with these statements | Yes | |
| Interview Result | | |
| overdueInterviews | | |
| Screening Details | | |
| In the prior two years have you: 1. Held a permit or license issued under Chapter 550, 551, | no | |

or 849, Florida Statutes; been an officer, official, or employee of such permitholder or licensee; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes ? 2. Been an officer, official, employee, or other person with duties or responsibilities relating to a gaming operation owned and operated by an Indian tribe that has a valid and active compact with the state; been a contractor or subcontractor of such tribe or an entity employed, licensed or contracted by such tribe; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes? 3. Been a registered lobbyist for the executive or legislative branch, except while a commissioner or employee of the commission when officially representing the commission? 4. Been a bingo game operator or an employee of a bingo game operator?

In the prior two years have you solicited or accepted employment with, acquired any direct or indirect interest in, or had any direct or indirect business association, partnership, or financial relationship with, or is a relative of: 1. Any person who is an applicant, licensee, or registrant with the Division of Pari-Mutuel Wagering or the Commission? 2. Any officer, official, employee, or other person with duties or responsibilities relating to a gaming operation owned and operated by an Indian tribe that has a valid and active

no

compact with the state;
 been a contractor or
 subcontractor of such
 tribe or an entity
 employed, licensed or
 contracted by such tribe;
 or been an ultimate
 equitable owner of such
 permitholder or licensee,
 as defined in
 550.002(37), Florida
 Statutes? Note: For the
 section above, "relative"
 means a spouse, father,
 mother, son, daughter,
 grandfather,
 grandmother, brother,
 sister, uncle, aunt,
 cousin, nephew, niece,
 father-in-law, mother-in-
 law, son-in-law,
 daughter-in-law, brother-
 in-law, sister-in-law,
 stepfather, stepmother,
 stepson, stepdaughter,
 stepbrother, stepsister,
 half-brother, or half-
 sister.

Have you been
 convicted of or found
 guilty of or pled nolo
 contedere to, regardless
 of adjudication, in any
 jurisdiction, a felony
 within 5 years before
 date of this application?
 If yes, please explain.

no

Have you been
 convicted of or found
 guilty of or pled nolo
 contedere to, regardless
 of adjudication, in any
 jurisdiction, a
 misdemeanor within 5
 years before date of this
 application? If yes,
 please explain.

no

Periods of Employment

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| *Name of Employer | DEPARTMENT OF ECONOMIC OPPORTUNITY |
| *Your Job Title | Deputy Director, Office of Partnership and Strategic Planning |
| *Currently Employed | Yes |
| *Start Date | 12/10/2018 |
| *End Date | MM/DD/YYYY |
| *Hours Per Week | 40 |
| Employer's Address | 107E. Madison St. Tallahassee FL 32399 |
| Supervisor's Name | Katie Crofoot |
| Supervisor's Phone Number | [REDACTED] |
| *Duties and | • In-house chief strategist responsible for assisting |

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| Responsibilities | executive leadership with developing, communicating, executing, and sustaining strategic initiatives. • Translates strategies into actionable and quantitative action plans. • Evaluates, analyzes and measures performance. • Develops and maintains public and private partnerships. • Drives decision-making to create short-and long-term improvements. • Partners with leadership, committees, task forces and consultants to support execution of key initiatives. • Mobilizes and oversees teams charged with strategy and policy execution. • Responsible for strategic plan, performance management, annual report and various ad hock reports. • Coordinates updates, tracks and monitors implementation of the Florida Strategic Plan for Economic Development. |
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| *Reason For Leaving | N/A |
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| Your name, if different during employment | |
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| *Name of Employer | MER/RISK & INSURANCE REGULATORY COMPLIANCE SOLUTIONS |
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| *Your Job Title | Principal |
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| *Currently Employed | No |
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| *Start Date | 03/01/2017 |
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| *End Date | 12/06/2018 |
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| *Hours Per Week | 50 |
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| Employer's Address | Tallahassee, Florida |
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| Supervisor's Name | self employed |
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| Supervisor's Phone Number | |
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| *Duties and Responsibilities | <ul style="list-style-type: none"> • Provided clients with tactical advice and regulatory guidance on Life & Health (LH) insurance product compliance, speed-to-market, regulations, best practices, process improvement, product management, innovative & variable product development, product redesign, policies/contracts updates, product & regulatory filings through approval (Compact, SERFF), compliance resolutions, market conduct and examinations, marketing/advertising, licensing/lines of authority. • Participated in strategy discussions to help guide clients toward long-term growth & profitable new business development. Anticipated emerging customer/product needs/gaps & proposed solutions to meet them. • Presented market intelligence and insights to elevate clients' presence and leverage in the marketplace. • Advocated for and represented clients' interests before regulatory entities. • Expertise in Life & Health (Major Medical), HMO, Disability and Ancillary insurance products. |
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| *Reason For Leaving | new challenge and opportunity |
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| Your name, if different during employment | |
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| *Name of Employer | MMC-GUYCARPENTER, LLC./SMITHGROUP, INC. |
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| *Your Job Title | Vice President, Compliance and Regulatory Affairs |
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| *Currently Employed | No |
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| *Start Date | 11/03/2008 |
| *End Date | 01/31/2017 |
| *Hours Per Week | 40 |
| Employer's Address | Tallahassee, Florida |
| Supervisor's Name | Tristine Smith and Jeff Babino |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | <ul style="list-style-type: none"> • Responsible for Life, DI, Health and Ancillary insurance regulatory compliance side of operations. • Key contact on insurance and reinsurance compliance matters, product design and management. • Authority on speed-to-market, contract and rate filing strategies and support, best practices, innovative benefits, privacy, regulatory filings, risk tracking and mitigation, complaints and appeals, market conduct-examinations and audits, process improvement, and project and strategic management. • Facilitated and assisted with strategic planning to guide business partners, cross-functional teams & clients toward long-term disciplined and profitable growth while adequately identifying priorities, streamlining processes to drive efficiencies and minimizing risks of potential noncompliance and exposure. • Utilized data and business analytics to increase awareness of risk and implemented preventive measures. • Developed, maintained and managed network of strategic and effective relationships with federal and state government officials, regulators, industry leaders, trade groups and associations. • Conducted competitive insights/mkt. intel; monitored & gaged impact of state & federal laws & regulations. |
| *Reason For Leaving | New Opportunity |
| Your name, if different during employment | |

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| *Name of Employer | FLORIDA OFFICE OF INSURANCE REGULATION (OIR) |
| *Your Job Title | Director of Life and Health Product Review |
| *Currently Employed | No |
| *Start Date | 05/01/2005 |
| *End Date | 10/31/2008 |
| *Hours Per Week | 40 |
| Employer's Address | Tallahassee, Florida |
| Supervisor's Name | Rich Robleto |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | <ul style="list-style-type: none"> • Responsible for regulatory oversight of all Life and Health (LH) insurance products in Florida. • Provided day-to-day executive leadership and management of LH Product Review Department. • Responsible for actuarial review of rate filings and for enforcing compliance with statutes and rules governing insurance policy contract forms, applications, endorsements and other forms. • Key advisory role in shaping insurance regulatory environment while supporting positive business climate. • Represented Commissioner at NAIC, AICP, national committees, panels and before state and federal and officials. • Appointed to numerous boards & local, state and federal task forces & working groups. |

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| *Reason For Leaving | New Opportunity |
| Your name, if different during employment | |

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| *Name of Employer | FLORIDA DEPARTMENT OF HEALTH, Children's Medical Services |
| *Your Job Title | Bureau Chief for Prevention and Early Interventions |
| *Currently Employed | No |
| *Start Date | 07/28/2000 |
| *End Date | 03/25/2005 |
| *Hours Per Week | 40 |
| Employer's Address | Tallahassee, Florida |
| Supervisor's Name | Phyllis Sloyer |
| Supervisor's Phone Number | |

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| *Duties and Responsibilities | <ul style="list-style-type: none"> • Provided day-to-day leadership, management and HR functions of the Bureau and five sub-units. • Responsible for administrative and fiscal oversight of 18 statewide health care (HC) programs, 16 regional and field offices, contract providers, contract administration, procurement and negotiations. • Accountable for expense management, budget projections/allocations, grants application and administration. • Advised executive leadership and established and coordinated internal and external relationships to assure maximum collaboration with cross-agency teams, consultants, local and state partners, private entities- insurance industry, hospitals, clinics, trade groups, community groups, parent and family organizations, elected and appointed officials, and other stakeholders to ensure accessible, quality, family centered preventive services and medically necessary, affordable and comprehensive HC and interventions services. • Responsible for administration of the federal Infants and Toddlers with Disabilities-the IDEA (Part C) Act. • Served as an elected member and Board Member of the IDEA Infant and Toddler Coordinators Association. • Collaborated with HHS/CMS and insurance industry on wrap-around benefits, plans, cost & reimbursements. • Coordinated Department's legislative actions, initiatives, bill analysis, fiscal impact statements, presentations. • Participated on various committees, boards and advisory groups. |
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| *Reason For Leaving | New Opportunity |
| Your name, if different during employment | |

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| *Name of Employer | FLORIDA DEPARTMENT OF HEALTH, Children's Medical Services |
| *Your Job Title | Senior Management Analyst; Legislative Liaison |
| *Currently Employed | No |
| *Start Date | 10/29/1999 |
| *End Date | 06/30/2000 |
| *Hours Per Week | 40 |
| Employer's Address | Tallahassee, Florida |

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| Supervisor's Name | Phyllis Sloyer |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | • Administered implementation and oversight of state, federal and locally funded health care and early intervention and prevention programs; Coordinated implementation of the federal Title XXI program. • Served as project and contract manager; compiled and analyzed data; advanced collaboration & coalition building; aligned, leveraged and orchestrated partnerships • Assisted Deputy Secretary and Division Directors on legislative matters, budget, and strategic direction. |
| *Reason For Leaving | New opportunity |
| Your name, if different during employment | |

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| *Name of Employer | OFFICE OF PROGRAM POLICY ANALYSIS & GOVERNMENT ACCOUNTABILITY (OPPAGA) |
| *Your Job Title | Senior Auditor |
| *Currently Employed | No |
| *Start Date | 02/14/1994 |
| *End Date | 09/30/1999 |
| *Hours Per Week | 40 |
| Employer's Address | FLORIDA |
| Supervisor's Name | Martha Wellman |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | • Team leader-responsible for coordination of audits, evaluations, exams, projects, reviews, and reports. • Counseled state health care regulatory agencies on policy development & implementation strategies, fiscal accountability and best practices; Assessed program and contracted providers compliance with applicable rules, laws, contract provisions, and corrective action plans; Reviewed and analyzed agencies' budgets, expenditures and monitored/measured performance related to annual and long-term objectives and goals. • Served as Liaison to the Executive Office of the Governor. |
| *Reason For Leaving | New opportunity |
| Your name, if different during employment | |

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| *Name of Employer | Auditor III |
| *Your Job Title | STATE OFFICE OF THE AUDITOR GENERAL |
| *Currently Employed | No |
| *Start Date | 12/01/1992 |
| *End Date | 01/31/1994 |
| *Hours Per Week | 40 |
| Employer's Address | Tallahassee, Florida |
| Supervisor's Name | Martha Wellman |
| Supervisor's Phone Number | |

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| *Duties and Responsibilities | • Audited and examined public agencies to improve, fiscal efficiency and program accountability; Assessed implementation of public policies, issued reports, recommendations and corrective action plans. |
| *Reason For Leaving | New Opportunity |
| Your name, if different during employment | |

Formal Education

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| *Name of School | FLORIDA STATE UNIVERSITY |
| *Location | Tallahassee |
| *Start Date | 09/01/2006 |
| End Date | 05/30/2012 |
| Course of Study | Doctor of Philosophy (ABD); Program Evaluation/Insurance & Risk Management (Leadership & Public Policy/Outcomes) |
| *Degree Earned (transcripts may be required) | In Progress |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

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| *Name of School | FLORIDA STATE UNIVERSITY |
| *Location | Tallahassee |
| *Start Date | 09/01/2002 |
| End Date | 05/16/2003 |
| Course of Study | Graduate Certificate in Health Care Policy & Administration |
| *Degree Earned (transcripts may be required) | Other Degree Type |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

| | |
|---|---|
| *Name of School | FLORIDA STATE UNIVERSITY |
| *Location | Tallahassee |
| *Start Date | 09/01/1990 |
| End Date | 06/30/1992 |
| Course of Study | Master of Public Administration Leadership & Strategic Management; Policy Analysis and Evaluation |
| *Degree Earned (transcripts may be required) | Masters |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

| | |
|------------------------|--------------------------|
| *Name of School | FLORIDA STATE UNIVERSITY |
| *Location | Tallahassee |
| *Start Date | 09/01/1990 |
| End Date | 06/30/1992 |

| | |
|---|---|
| Course of Study | Master of Social Work Administrative Practice -Leadership and Administration of Social Service Agencies |
| *Degree Earned (transcripts may be required) | Masters |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

| | |
|---|---------------------------|
| *Name of School | UNIVERSITY OF CONNECTICUT |
| *Location | Storrs |
| *Start Date | 09/01/1985 |
| End Date | 06/30/1989 |
| Course of Study | Bachelor of Arts |
| *Degree Earned (transcripts may be required) | Bachelors |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

Language Skills

| | |
|-----------------------------|--------|
| *Language | Polish |
| Speaking Proficiency | Fluent |
| Reading Proficiency | Fluent |
| Writing Proficiency | Fluent |

License, Registration or Certification

| | |
|--|---------------------------------|
| *License, Registration or Certification | Project Management Professional |
| Number | |
| State Licensing Agency | exam 3/25/22 |
| Received | MM/DD/YYYY |
| Expires | MM/DD/YYYY |

| | |
|--|------------------------------------|
| *License, Registration or Certification | Florida Certified Contract Manager |
| Number | |
| State Licensing Agency | DMS |
| Received | 10/28/2021 |
| Expires | 10/29/2026 |

Job-Related Training or Course Work

| | |
|-----------------------------|------------|
| *Name of Institution | DEO |
| *Start Date | 03/17/2021 |
| End Date | 03/19/2021 |
| *Training Course | Tableau |
| *Training Completed | Yes |

| | |
|-----------------------------|----------------------------------|
| *Name of Institution | DEO |
| *Start Date | 10/27/2021 |
| End Date | 10/27/2021 |
| *Training Course | 2021 Security Awareness Training |
| *Training Completed | Yes |

| | |
|-----------------------------|---------------------------------|
| *Name of Institution | DEO |
| *Start Date | 12/28/2020 |
| End Date | 12/28/2020 |
| *Training Course | Florida Public Records Training |
| *Training Completed | Yes |

| | |
|-----------------------------|--|
| *Name of Institution | Project Management Institution |
| *Start Date | 10/05/2021 |
| End Date | 10/08/2021 |
| *Training Course | Project Management Professional Bootcamp |
| *Training Completed | Yes |

Knowledge, Skills and Abilities

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|--|--|
| Knowledge, Skills and Abilities | |
|--|--|

| | |
|--|--|
| Knowledge, Skills and Abilities | <ul style="list-style-type: none"> •Private and public sector experienced. •Knowledge of concepts, practices, and procedures for strategic, business and project planning (methodology, framework, plan development, collaborative process, implementation, management, tracking, testing, reporting). •Knowledge of concepts, practices, and procedures for establishing and defining benchmarks, key indicators, program performance measures, and program evaluation and impact assessments. •Knowledge of concepts, practices, and procedures for managing and administering agreements and contracts from developing scopes of work and measures to monitoring progress and making programmatic and performance recommendations. •Ability to: interpret, explain and apply pertinent federal, state and local laws and regulations; ensure compliance with applicable policies and procedures; and, maintain focus of goals and objectives for assigned area(s) of responsibility. •Demonstrated success in a demanding, high profile, contentious, and fast paced environment. •Comprehensive knowledge of insurance laws and regulations, sales practices and insurance company procedures. • Experience with Life and Health insurance products (i.e. Major Medical, LTC, HMO, Hospital, DI, AD&D, SD/CI, Accident, Dental, Indemnity, Pre-Paid, Flex, Discount Medical Plans, etc.), Mental Health Parity and Addiction Equity Act (MHPAEA), Medicare Supplemental/Medicare Advantage, Part D, Life, Credit Life – individual and all group lines of business. •Product development and redesign •Product, program and process assessment •Speed-to-market. •In-depth knowledge of insurance regulatory and product filings (forms and rates, including trade secret) via SERFF and I-File. •Risk management |
|--|--|

•Employee-group benefit administration •Licensing/lines of authority •Market conduct, audits and exams. •Experience collaborating with ACA-exchanges, DOL, HHS- Medicare, Medicaid, SCHIP, Title XXI, IDEA-Part C and Part B.

•Experience in operations, services, administration, and activities of comprehensive and integrated health and human service programs. •Fiscal management, forecasting, financial analysis, contract administration, negotiations, monitoring and reporting. •Effectively executes and implements short-term and long-term goals, policies, and strategies. •Demonstrated ability to manage deadlines, projects and to prioritize workflow. •Successfully works independently and on teams. •Excellent presentation, written and oral communication skills.

•Strong technical computer skills, including Microsoft Office, Project, SmartSheet, Tableau. •Uses data, data analytics and statistics to help drive decisions, set priorities, process improvement and compliance.

•Proficient with report writing, interviewing, strategizing and question formulation. •Strong facilitation, leadership & interpersonal skills, including the ability to interact successfully with individuals at all levels. •Exercises tact and diplomacy and uses sound judgment regarding political and priority implications related to initiatives, projects, programs, policies and strategies. •Principles and practices of leadership and management, public policy development, implementation and evaluation, performance-based budgeting, outcome measures, short and long-term goal setting; and, personnel management.

•Experience attracting and retaining quality talent.

•Ingenuity, interpersonal consensus building and independent analysis. •Oversight of day-to-day operational teams. •Adapts well to change. •Fluent in Polish, working knowledge in Russian, beginning level in Spanish and German.

Relevant Professional Experience

**Florida Department of Business and Professional Regulation,
Division of Pari-Mutuel Wagering**

Director of the Division of Pari-Mutuel Wagering 2019-Current

In my current role as the Director of the Division of Pari-Mutuel Wagering I act as the leader of the regulatory agency responsible for overseeing the licensed gaming facilities in Florida. Legal gaming in Florida consists of horse and greyhound racing, as well as jai alai and slot and cardroom gaming. As a leader in Florida gaming I routinely do the following:

- Respond to the Florida gaming industry's needs and address problems the industry is facing, like the implementation of HISA, to help effectuate a positive relationship between the regulatory agency and private business and maximize revenues for the state as provided by law.
- Create and maintain internal and external policies and goals for both the regulatory agency and for Florida gaming in general.
- Monitor the Indian Gaming Compact with the Seminole Tribe of Florida.
- Make regular appearances before state law makers and legislative committee members to provide basic understanding and analysis of the industry and to answer questions that aid in the creation of law.
- Provide bill analysis during the annual legislative session so that every proposed gaming bill that is introduced is analyzed and any expected impacts are provided. A written report of this analysis is given to various legislative committees as the bills progress through the legislative process.
- Testify as both a fact and expert witness on Florida gaming at various types of hearings.
- Participate in administrative rulemaking to address changes in the industry.

Additionally, a significant amount of my time is focused on the management of a large team. In this role I regularly do the following:

- Manage over 100 employees in several different offices throughout the state. I create processes and address staffing and work product needs when necessary.
- Represent the interests of the agency head and executive branch of the state.
- Create and conduct training programs for various positions within the Division so that employees can learn more about the industry and their specific duties and perform better.
- Oversee the production of documents produced in response to public record requests and ensure compliance with statutory protections for confidential materials.
- Enter into, and monitor, contracts worth millions of dollars with various vendors on behalf of the State of Florida.

**Florida Department of Business and Professional Regulation,
Office of the General Counsel**

Chief Attorney of the Division of Pari-Mutuel Wagering 2014-2019

I acted as a prosecutor in the Office of General Counsel beginning in 2014 and was regularly promoted to serve varying roles. In April 2017, I became chief attorney where I lead a team of five lawyers to provide legal support to the Division of Pari-Mutuel Wagering. Regular duties included:

- Prosecution of individuals and corporate entities that violate state law.

Louis Trombetta

- Practice of all aspects of litigation in the Division of Administrative Hearings, Circuit Court, and before the District Courts of Appeal.
- Managing case load of approximately 300 active cases. A large portion of these cases were related to animal drug testing, and the prosecution of individuals that were responsible for positive findings of PEDs in animal racing.
- Meetings with investigators to discuss the investigative process, creation of reports, and train investigators on specific issues to look for in the field.
- Talking with stakeholders about their demands and negotiate implementation of new products when necessary.

In-House Counsel for the Division of Pari-Mutuel Wagering 2013-2014

Provided non-prosecutorial legal support to the regulatory agency to help with daily legal issues. Regular duties included:

- Responding to the Division Director to provide information regarding specific issues as requested. Subject matter varied but included online wagering, banked card games, sports betting, and regulatory frameworks of various jurisdictions.
- Acting as the contact point for investigators that needed more information about legal issues that would arise in the field. Participating in investigations with the investigators which required interviewing witnesses, searching for and reviewing documents and creating investigative reports.
- Working with other sections of the agency so that our audit, revenue, and licensing teams were aware of legally relevant issues and would conduct training when necessary.

Relevant Subject Matter Expertise

Gaming Law: Personal and professional focus on gaming law has provided a strong working knowledge base of the gaming industry, state and federal gaming law, and related legal issues. My expertise has been requested in the form of invitations to participate in public speaking engagements like the following:

- “*State of States in Gaming 2k21: A legal and Regulatory Overview of the Rapidly Developing Sports Betting and iGaming Market in the United States.*” American Bar Association, Business Law Section, Gaming Law Committee. 8/25/21.
- “*How Technology Can Modernize Gaming Regulation: Part 2.*” Global Gaming Expo, 10/4/21.

Pari-Mutuel Wagering: My experience in Florida, one of the nation’s largest pari-mutuel industries, has given me expert knowledge of what regulators, industry stakeholders, politicians, and the betting public want and expect from a common pool wagering product, like sports betting, and how these varying interests mix. Additionally, I have personally prosecuted hundreds of cases alleging impermissible medications in race horses and greyhounds.

Education and Professional Organizations

B.S., Political Science. State University of New York, College at Brockport. (May 2006).

J.D. University of Florida, Levin College of Law. (May 2013).

Member. The Florida Bar.

Affiliate Member. International Masters of Gaming Law.

Board Member. Association of Racing Commissioner’s International.

Trombetta, Louis

| | |
|---|--|
| Application | |
| Status: | New |
| Country: | United States |
| Attachments to be included in all Job Submissions: | Submission Attachments 0 attached |
| Attachments Added After Submission | Submission Attachments 0 attached |
| Vacancy Source: | Agency Website |
| Relatives: To your knowledge, do you have any relatives working in this agency? | No |
| Right To First Interview | Not Applicable |
| | If you responded yes to the above statement, attach a copy of your official layoff letter when applying for this vacancy. |
| Veteran Status | None of the Above |
| ARE YOU CURRENTLY EMPLOYED WITH THE AGENCY TO WHICH YOU ARE CURRENTLY APPLYING? | No |
| HAVE YOU RECEIVED A PROMOTIONAL APPOINTMENT WITHIN THE CAREER SERVICE, SUBSEQUENT TO ACTIVE MILITARY SERVICE, WITH THE AGENCY TO WHICH YOU ARE APPLYING? | No |
| People First Initial VP Review | No Selection |
| People First Eligible VP Category (if different) | No Selection |
| Agency Final VP Eligibility Review | No Selection |
| Agency Final VP Category Determination | No Selection |
| | Background Information |
| | A "yes" answer to these questions will not automatically bar you from employment. The nature, job-relatedness, severity, and date of the offense in relation to the position you are applying are considered. [see 112.011, F.S.]. |
| Have you ever been convicted of a felony or a first degree misdemeanor ? | No |
| If yes, what were the charges ? | |

| | |
|--|---|
| Comments | |
| | There are no items in this section. |
| Correspondence | |
| | 03/02/2022 People First Email Thank You for Your Interest in Job EXECUTIVE DIREC... |
| Offer Letter | |
| | There are no items in this section. |
| Application Status Audit Trail | |
| | 03/02/2022 People First New |
| Tags | |
| | There are no items in this section. |
| More Information | |
| Alternate Phone Number: | |
| *Mailing Address : | |
| *City | |
| *State: | |
| *ZIP Code: | |
| *Country | United States |
| *Exemption from public record: Are you a current or former law enforcement officer, other covered employee** or the spouse or child of one, whose information is exempt from public records disclosure under Section 119.071(4)(d), Florida Statutes (F.S)? | No |
| *Citizenship: The State of Florida hires only U.S. citizens and lawfully authorized alien workers. You will be required to provide identification and either proof of citizenship or proof of authorization to work in the U.S. Are you a U.S. citizen or legally authorized to accept employment with the specific hiring authority to which you are applying? | Yes |
| *Selective Service: | Yes |

| | |
|--|---|
| Where ? (City/State) | |
| Date | |
| Have you ever pled nolo contendere or guilty to a crime which is a felony or a first degree misdemeanor ? | No |
| If yes, what were the charges ? | |
| Where ? (City/State) | |
| Date | |
| Have you ever had the adjudication of guilt withheld for a crime which is a felony or first degree misdemeanor ? | No |
| If yes, what were the charges ? | |
| Where ? (City/State) | |
| Date | |
| | Signature |
| | I am aware that any omissions, falsifications, misstatements, or misrepresentations above may disqualify me for employment and, if I am hired, may be grounds for termination at a later date. I understand that any information I give may be investigated as allowed by law. I consent to the release of information about my ability, employment history, and fitness for employment by employers, schools, law enforcement agencies, and other individuals and organizations to investigators, human resources staff, and other authorized employees of Florida state government for employment purposes. The consent shall continue to be effective during my employment if I am hired. I understand that applications submitted for state employment are public records. I certify to the best of my knowledge and belief all of the statements contained herein and on any attachments are true, correct, complete, and made in good faith. If applicable, Complete Qualifying Questions prior to submitting your application. |
| By checking this box, I certify that I have read and agree with these statements | Yes |
| Interview Result | |
| overdue interviews | |

Section 110.1128, Florida Statutes, prohibits employment by the state (including re-hire after a break in service) of any male born on or after October 1, 1962, who failed to register with the Selective Service System, under the provisions of the U.S. Military Selective Service Act, during the person's period of eligibility (ages 18 through 25). Additionally, if currently employed by the state, this law prohibits the promotion of such person. You may be required to provide documentation. If you are a male born on or after October 1, 1962, have you registered with the Selective Service or do you have proof of an exemption from this requirement?

| | | | | | | | | |
|--|-----|--|--|--|--|--|--|--|
| Screening Details | | | | | | | | |
| In the prior two years have you: 1. Held a permit or license issued under Chapter 550, 551, or 849, Florida Statutes; been an officer, official, | No. | | | | | | | |

or employee of such permitholder or licensee; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes ? 2. Been an officer, official, employee, or other person with duties or responsibilities relating to a gaming operation owned and operated by an Indian tribe that has a valid and active compact with the state; been a contractor or subcontractor of such tribe or an entity employed, licensed or contracted by such tribe; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes? 3. Been a registered lobbyist for the executive or legislative branch, except while a commissioner or employee of the commission when officially representing the commission? 4. Been a bingo game operator or an employee of a bingo game operator?

In the prior two years have you solicited or accepted employment with, acquired any direct or indirect interest in, or had any direct or indirect business association, partnership, or financial relationship with, or is a relative of: 1. Any person who is an applicant, licensee, or registrant with the Division of Pari-Mutuel Wagering or the Commission? 2. Any officer, official, employee, or other person with duties or responsibilities relating to a gaming operation owned and operated by an Indian tribe that has a valid and active compact with the state; been a contractor or

No.

subcontractor of such tribe or an entity employed, licensed or contracted by such tribe; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes? Note: For the section above, "relative" means a spouse, father, mother, son, daughter, grandfather, grandmother, brother, sister, uncle, aunt, cousin, nephew, niece, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, or half-sister.

| | |
|--|------------|
| <p>Have you been convicted of or found guilty of or pled nolo contedere to, regardless of adjudication, in any jurisdiction, a felony within 5 years before date of this application? If yes, please explain.</p> | <p>No.</p> |
| <p>Have you been convicted of or found guilty of or pled nolo contedere to, regardless of adjudication, in any jurisdiction, a misdemeanor within 5 years before date of this application? If yes, please explain.</p> | <p>No.</p> |

| | |
|-----------------------|--|
| Periods of Employment | |
|-----------------------|--|

| | |
|-------------------------------------|--|
| *Name of Employer | Florida Department of Business and Professional Regulation |
| *Your Job Title | Director of the Division of Pari-Mutuel Wagering |
| *Currently Employed | Yes |
| *Start Date | 01/01/2019 |
| *End Date | MM/DD/YYYY |
| *Hours Per Week | 40+ |
| Employer's Address | |
| Supervisor's Name | |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | In my current role as the Director of the Division of Pari-Mutuel Wagering I act as the leader of the regulatory agency responsible for overseeing the licensed gaming |

facilities in Florida. Legal gaming in Florida consists of horse and greyhound racing, as well as jai alai and slot and cardroom gaming. As a leader in Florida gaming I routinely do the following: * Respond to the Florida gaming industry's needs and address problems the industry is facing, like the implementation of HISA, to help effectuate a positive relationship between the regulatory agency and private business and maximize revenues for the state as provided by law. * Create and maintain internal and external policies and goals for both the regulatory agency and for Florida gaming in general. * Monitor the Indian Gaming Compact with the Seminole Tribe of Florida. * Make regular appearances before state law makers and legislative committee members to provide basic understanding and analysis of the industry and to answer questions that aid in the creation of law. * Provide bill analysis during the annual legislative session so that every proposed gaming bill that is introduced is analyzed and any expected impacts are provided. A written report of this analysis is given to various legislative committees as the bills progress through the legislative process. * Testify as both a fact and expert witness on Florida gaming at various types of hearings. * Participate in administrative rulemaking to address changes in the industry. Additionally, a significant amount of my time is focused on the management of a large team. In this role I regularly do the following: * Manage over 100 employees in several different offices throughout the state. I create processes and address staffing and work product needs when necessary. * Represent the interests of the agency head and executive branch of the state. * Create and conduct training programs for various positions within the Division so that employees can learn more about the industry and their specific duties and perform better. * Oversee the production of documents produced in response to public record requests and ensure compliance with statutory protections for confidential materials. * Enter into, and monitor, contracts worth millions of dollars with various vendors on behalf of the State of Florida.

| | |
|--|---|
| *Reason For Leaving | Current |
| Your name, if different during employment | |
| *Name of Employer | Florida Department of Business and Professional Regulation |
| *Your Job Title | Chief Attorney of the Division of Pari-Mutuel Wagering |
| *Currently Employed | No |
| *Start Date | 01/01/2014 |
| *End Date | 01/01/2019 |
| *Hours Per Week | 40 |
| Employer's Address | |
| Supervisor's Name | |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | Florida Department of Business and Professional Regulation, Office of the General Counsel Chief Attorney of the Division of Pari-Mutuel Wagering 2014-2019 I acted as a prosecutor in the Office of General Counsel beginning |

in 2014 and was regularly promoted to serve varying roles. In April 2017, I became chief attorney where I lead a team of five lawyers to provide legal support to the Division of Pari-Mutuel Wagering. Regular duties included: * Prosecution of individuals and corporate entities that violate state law. * Practice of all aspects of litigation in the Division of Administrative Hearings, Circuit Court, and before the District Courts of Appeal. * Managing case load of approximately 300 active cases. A large portion of these cases were related to animal drug testing, and the prosecution of individuals that were responsible for positive findings of PEDs in animal racing. * Meetings with investigators to discuss the investigative process, creation of reports, and train investigators on specific issues to look for in the field. * Talking with stakeholders about their demands and negotiate implementation of new products when necessary.

| | |
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| *Reason For Leaving | Promotion |
| Your name, if different during employment | |

| | |
|----------------------------------|----------------------------------|
| *Name of Employer | Division of Pari-Mutuel Wagering |
| *Your Job Title | In-House Counsel |
| *Currently Employed | No |
| *Start Date | 01/01/2013 |
| *End Date | 01/01/2014 |
| *Hours Per Week | 40 |
| Employer's Address | |
| Supervisor's Name | |
| Supervisor's Phone Number | |

| | |
|-------------------------------------|---|
| *Duties and Responsibilities | Provided non-prosecutorial legal support to the regulatory agency to help with daily legal issues. Regular duties included: * Responding to the Division Director to provide information regarding specific issues as requested. Subject matter varied but included online wagering, banked card games, sports betting, and regulatory frameworks of various jurisdictions. * Acting as the contact point for investigators that needed more information about legal issues that would arise in the field. Participating in investigations with the investigators which required interviewing witnesses, searching for and reviewing documents and creating investigative reports. * Working with other sections of the agency so that our audit, revenue, and licensing teams were aware of legally relevant issues and would conduct training when necessary. |
|-------------------------------------|---|

| | |
|--|-----------|
| *Reason For Leaving | Promotion |
| Your name, if different during employment | |

| | | | | | | | | | |
|------------------|--|--|--|--|--|--|--|--|--|
| Formal Education | | | | | | | | | |
|------------------|--|--|--|--|--|--|--|--|--|

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|------------------------|--|
| *Name of School | State University of New York, College at Brockport |
| *Location | Brockport, NY |
| *Start Date | 08/19/2002 |

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|---|-------------------------|
| End Date | 05/31/2006 |
| Course of Study | B.S., Political Science |
| *Degree Earned (transcripts may be required) | Bachelors |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

| | |
|---|---|
| *Name of School | University of Florida, Levin College of Law |
| *Location | Gainesville, FL |
| *Start Date | 08/23/2010 |
| End Date | 05/31/2013 |
| Course of Study | J.D |
| *Degree Earned (transcripts may be required) | Doctorate |
| Credit Hours – Quarter | |
| Credit Hours – Semester | |

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| Language Skills | | | | | | | | | |
|-----------------|--|--|--|--|--|--|--|--|--|

| | |
|-----------------------------|------------|
| *Language | Portuguese |
| Speaking Proficiency | Beginner |
| Reading Proficiency | Beginner |
| Writing Proficiency | Beginner |

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| License, Registration or Certification | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|

| | |
|--|--------------------|
| *License, Registration or Certification | Florida Bar Member |
| Number | |
| State Licensing Agency | |
| Received | 09/23/2013 |
| Expires | MM/DD/YYYY |

| | | | | | | | | | |
|-------------------------------------|--|--|--|--|--|--|--|--|--|
| Job-Related Training or Course Work | | | | | | | | | |
|-------------------------------------|--|--|--|--|--|--|--|--|--|

There are no items in this section.

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|---------------------------------|--|--|--|--|--|--|--|--|--|
| Knowledge, Skills and Abilities | | | | | | | | | |
|---------------------------------|--|--|--|--|--|--|--|--|--|

| | |
|--|--|
| Knowledge, Skills and Abilities | Pari-Mutuel Wagering: My experience in Florida, one of the nation's largest pari-mutuel industries, has given me expert knowledge of what regulators, industry stakeholders, politicians, and the betting public want and expect from a common pool wagering product, like sports betting, and how these varying interests mix. Additionally, I have personally prosecuted hundreds of cases alleging impermissible medications in race horses and greyhounds. |
|--|--|

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|--|---|
| Knowledge, Skills and Abilities | Member of the International Masters of Gaming Law |
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| | |
|--|---|
| Knowledge, Skills and Abilities | Gaming Law: Personal and professional focus on gaming law has provided a strong working knowledge base of the gaming industry, state and federal gaming law, and related legal issues. My expertise has been requested in the form of invitations to participate in public speaking engagements like the following: “ State of States in Gaming 2k21: A legal and Regulatory Overview of the Rapidly Developing Sports Betting and iGaming Market in the United States.” American Bar Association, Business Law Section, Gaming Law Committee. 8/25/21. “ How Technology Can Modernize Gaming Regulation: Part 2.” Global Gaming Expo, 10/4/21. |
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| Knowledge, Skills and Abilities | Board Member of the Association of Racing Commissioner's International |
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KRISTA WOODARD, MBA

PERSONAL SUMMARY

An experienced professional with over 26 years in business management, auditing, accounting, compliance, and research. Dedicated professional with a remarkable track record for improving budgets, reporting, and profitability. Respected for providing detailed, timely, and highly effective analysis, and recommendations. Known for excellent leadership, communication and optimizing resources, systems, and efficiencies.

| | | |
|----------------------------------|-------------------------------------|-------------------------------|
| Resource Allocation | Budget Planning & Administration | Program Leadership |
| Team Training and Motivation | Financial Analysis & Reporting | Budget Development |
| Project Management | Cross-Functional Communications | Strong Analytical Skills |
| Regulatory and Policy Compliance | Identification of Program Needs | Executive Level Collaboration |
| DEI Theory and Practice | Data Interpretation and Forecasting | |

Adept skills in: MS Office | SQL Core & SQL Power User Certified | Adobe Acrobat | People First | PDF Creator |MFMP

EDUCATION & AFFILIATIONS

Master of Business Administration
Florida A&M University | April 2016

Bachelor of Science in Business Administration
Florida A&M University | December 2004

Diversity, Equity, and Inclusion Certification
University of South Florida
Muma College of Business | May 2021

Inclusive and Ethical Leadership Certification
University of South Florida
Muma College of Business | Fall 2021

Member Board Executive
National Interstate Council of State Boards of
Cosmetology | 2019 – Present

Member Board Executive
National Association of Barber Boards of America |
2019 - Present

Commissioned and Bonded Notary
American Society of Notaries | 2012 – 2025

Member Board Executive
Council for Interior Design Qualifications | 2017-2019

Member Board Executive
National Council of Architectural Registration Boards
2017-2019

Internal Audit Chairperson | Quincy, Florida
Delta Sigma Theta Sorority, Inc. | 2004 – 2018

Prudential Productivity Award Recipient
State of Florida and Florida TaxWatch | 2006 & 2014

PROFESSIONAL EXPERIENCE

Executive Director | [Redacted]

Executive Director | [Redacted]

- Responsible for the direct oversight of my assigned board offices and serve as the primary point of contact with the boards, other governmental entities, and the public.
- Maintains and monitors all Memorandums of Understanding with the departmental core function areas to ensure terms are met and that procedural and organizational tasks are performed in a timely and efficient manner.
- Responsible for fiduciary oversight of assigned board office operations and regularly review and make recommendations to ensure that licensing groups operate in a self-sufficient manner in accordance with established budgetary requirements.
- Evaluate the success of present programs and recognizes trends and opportunities in the industry to offer advice and make recommendation and changes to organizational structure, personnel and resource needs, and policies of the department and boards.
- Monitors the performance of Board Counsels provided by the Attorney General’s office and reports any sub-standard performance to the Office of the General Counsel.
- Recruit board members and reviews gubernatorial questionnaires as provided for consideration of board

membership including license and complaint information.

- Ensures board rules are noticed, developed, and adopted as requested by the board and works with the board's Assistant Attorney General to ensure the rule promulgation process occurs as requested.

Government Analyst II

- Responsible for the oversight of the functions of the Board of Employee Leasing Companies and the Office of Athlete Agents
- Coordinated with other areas in the department to ensure all processes were executed in accordance with set policies and collected and reported activity relating to budgetary and financial matters, statistical and quarterly reports.
- Liaison and Coordinator with schools, associations, other states, and other agencies on policies and procedures.
- Worked with other states in developing procedures for standardizing and easing requirements of licensure from state to state.
- Acted as a liaison with the Assistant Attorney General during the drafting of proposed board legislation and assisted with the implementation plan of new legislation.
- Monitored and tracked licensees under disciplinary action, prepared reports on status and communicated verbally and in writing with respective parties involved regarding disciplinary status.
- Compiled necessary documentation for annual audit support as needed; acted in the absence of the Executive Director and assisted with the supervision of other board staff.
- Offered recommendations regarding changes in organizational structure as well as personnel and resource needs

Governance Committee Member

- Recommended the adoption of or modification of rules, regulations, policies, and ordinances of the Parks and Recreation Department in the best interest of the public and residents of the City of Quincy.
- Served as a liaison between the citizens of Quincy, the Parks and Recreation Department, and the City of Quincy Commission Board.
- Reviewed proposals and recommendations submitted by Activity Commissioners for intended programs or activities that would affect the City of Quincy's different parks and facilities.
- Informed and advised the City of Quincy Commissioners of activities and functions ongoing within the Parks and Recreation Department at regularly scheduled Commission meetings.

Regulatory Supervisor/Consultant

- Performed varied and complex task assignments that would require the exercise of independent judgment and initiative in carrying out the assignments to completion.
- Evaluated qualifications in accordance with laws and rules specifically in reference to criminal record checks through the Florida Department of Law Enforcement and Federal Bureau of Investigations.
- Supervised staff in processing initial applications, criminal history records checks, and licensing to ensure compliance with applicable laws and rules.
- Assisted with budget, including oversight of performance-based budgeting procedures for board offices, and workload requests based on section operations.
- Managed available resources to ensure efficient and cost effective provisions of services to the general public, applicants, and licensees.
- Evaluated workload issues and informed management of constraints resulting from personnel assignments. Recommended solutions to backlogs and other reallocation needs.

Regulatory Specialist II

- Performed varied and complex task assignments that would require the exercise of independent judgment and initiative in carrying out the assignments to completion.
- Evaluated qualifications in accordance with laws and rules specifically in reference to criminal record checks through the Florida Department of Law Enforcement and Federal Bureau of Investigations.
- Independently reviewed and scheduled applicants for examination, which included notifying the applicants of any omissions and deficiencies.
- Assisted with preparation of legislation, rule changes, and statistics for budget quarterly reports and assisted with statistics for annual revenue projections.

- Communicated and coordinated with other sections of the Department to issue license and renew or reactivate licenses.

Senior Clerk | [REDACTED]

- Responsible for the entire reactivation process for all state licensed clinical laboratory personnel.
- Answered general questions regarding licensure and continuing education requirements.
- Answered a multi-line telephone system, and accurately provided general information to licensees regarding their licensure status.
- Assisted in other workloads and projects as needed for maintaining workflow.

Woodard, Krista

| Application | | Comments |
|---|--|--|
| Status: | Review | There are no items in this section. |
| Country: | United States | Correspondence |
| Attachments to be included in all Job Submissions: | Submission Attachments 2 attached | 02/28/2022 People First Email Thank You for Your Interest in Job EXECUTIVE DIREC... |
| Attachments Added After Submission | Submission Attachments 0 attached | Offer Letter |
| Vacancy Source: | People First | There are no items in this section. |
| Relatives: To your knowledge, do you have any relatives working in this agency? | Yes | Application Status Audit Trail |
| Right To First Interview | Not Applicable | 02/28/2022 People First New |
| | If you responded yes to the above statement, attach a copy of your official layoff letter when applying for this vacancy. | 03/01/2022 CHERRIE DIANA TATUM Review |
| Veteran Status | None of the Above | Tags |
| ARE YOU CURRENTLY EMPLOYED WITH THE AGENCY TO WHICH YOU ARE CURRENTLY APPLYING? | Yes | There are no items in this section. |
| HAVE YOU RECEIVED A PROMOTIONAL APPOINTMENT WITHIN THE CAREER SERVICE, SUBSEQUENT TO ACTIVE MILITARY SERVICE, WITH THE AGENCY TO WHICH YOU ARE APPLYING? | No | More Information |
| People First Initial VP Review | No Selection | Alternate Phone Number: [REDACTED] |
| People First Eligible VP Category (If different) | No Selection | *Mailing Address : [REDACTED] |
| Agency Final VP Eligibility Review | No Selection | *City |
| Agency Final VP Category Determination | No Selection | *State: |
| | | *ZIP Code: |
| | | *Country |
| | | *Exemption from public record: Are you a current or former law enforcement officer, other covered employee** or the spouse or child of one, whose information is exempt from public records disclosure under Section 119.071(4)(d), Florida Statutes (F.S)? Yes |
| | | *Citizenship: The State of Florida hires only U.S. citizens and lawfully authorized alien workers. You will be required to provide identification and either proof of citizenship or proof of authorization to work in the U.S. Are you a U.S. citizen or legally authorized to accept Yes |
| | Background Information | |
| | A "yes" answer to these questions will not automatically bar you from employment. The nature, job-relatedness, severity, and date of the offense in relation to the position you are applying are considered. [see 112.011, F.S.]. | |
| Have you ever been convicted of a felony or a first degree misdemeanor ? | No | |
| If yes, what were the | | |

| | |
|--|----|
| charges ? | |
| Where ? (City/State) | |
| Date | |
| Have you ever pled nolo contendere or guilty to a crime which is a felony or a first degree misdemeanor ? | No |
| If yes, what were the charges ? | |
| Where ? (City/State) | |
| Date | |
| Have you ever had the adjudication of guilt withheld for a crime which is a felony or first degree misdemeanor ? | No |
| If yes, what were the charges ? | |
| Where ? (City/State) | |
| Date | |

employment with the specific hiring authority to which you are applying?

***Selective Service: Section 110.1128, Florida Statutes, prohibits employment by the state (including re-hire after a break in service) of any male born on or after October 1, 1962, who failed to register with the Selective Service System, under the provisions of the U.S. Military Selective Service Act, during the person's period of eligibility (ages 18 through 25). Additionally, if currently employed by the state, this law prohibits the promotion of such person. You may be required to provide documentation. If you are a male born on or after October 1, 1962, have you registered with the Selective Service or do you have proof of an exemption from this requirement?**

Not Applicable

Signature

I am aware that any omissions, falsifications, misstatements, or misrepresentations above may disqualify me for employment and, if I am hired, may be grounds for termination at a later date. I understand that any information I give may be investigated as allowed by law. I consent to the release of information about my ability, employment history, and fitness for employment by employers, schools, law enforcement agencies, and other individuals and organizations to investigators, human resources staff, and other authorized employees of Florida state government for employment purposes. The consent shall continue to be effective during my employment if I am hired. I understand that applications submitted for state employment are public records. I certify to the best of my knowledge and belief all of the statements contained herein and on any attachments are true, correct, complete, and made in good faith.
If applicable, Complete Qualifying Questions prior to submitting your application.

| | |
|--|-----|
| By checking this box, I certify that I have read and agree with these statements | Yes |
| Interview Result | |
| overdue interviews | |

| | | | | | | | |
|---|----|--|--|--|--|--|--|
| Screening Details | | | | | | | |
| In the prior two years have you: 1. Held a permit or license issued under Chapter 550, 551, | No | | | | | | |

or 849, Florida Statutes; been an officer, official, or employee of such permitholder or licensee; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes ? 2. Been an officer, official, employee, or other person with duties or responsibilities relating to a gaming operation owned and operated by an Indian tribe that has a valid and active compact with the state; been a contractor or subcontractor of such tribe or an entity employed, licensed or contracted by such tribe; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes? 3. Been a registered lobbyist for the executive or legislative branch, except while a commissioner or employee of the commission when officially representing the commission? 4. Been a bingo game operator or an employee of a bingo game operator?

In the prior two years have you solicited or accepted employment with, acquired any direct or indirect interest in, or had any direct or indirect business association, partnership, or financial relationship with, or is a relative of: 1. Any person who is an applicant, licensee, or registrant with the Division of Pari-Mutuel Wagering or the Commission? 2. Any officer, official, employee, or other person with duties or responsibilities relating to a gaming operation owned and operated by an Indian tribe that has a valid and active

No

compact with the state; been a contractor or subcontractor of such tribe or an entity employed, licensed or contracted by such tribe; or been an ultimate equitable owner of such permitholder or licensee, as defined in 550.002(37), Florida Statutes? Note: For the section above, "relative" means a spouse, father, mother, son, daughter, grandfather, grandmother, brother, sister, uncle, aunt, cousin, nephew, niece, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, or half-sister.

Have you been convicted of or found guilty of or pled nolo contedere to, regardless of adjudication, in any jurisdiction, a felony within 5 years before date of this application? If yes, please explain. No

Have you been convicted of or found guilty of or pled nolo contedere to, regardless of adjudication, in any jurisdiction, a misdemeanor within 5 years before date of this application? If yes, please explain. No

Periods of Employment

| | |
|----------------------------------|--------------------|
| *Name of Employer | [REDACTED] |
| *Your Job Title | Executive Director |
| *Currently Employed | Yes |
| *Start Date | 11/07/2016 |
| *End Date | MM/DD/YYYY |
| *Hours Per Week | 40 |
| Employer's Address | [REDACTED] |
| Supervisor's Name | Jeff Kelly |
| Supervisor's Phone Number | [REDACTED] |

***Duties and Responsibilities**

* Responsible for the direct oversight of my assigned board offices and serve as the primary point of contact with the boards, other governmental entities, and the public.* Maintains and monitors all Memorandums of Understanding with the departmental core function areas to ensure terms are met and that procedural and organizational tasks are performed in a timely and efficient manner.* Responsible for fiduciary oversight of assigned board office operations and regularly review and make recommendations to ensure that licensing groups operate in a self-sufficient manner in accordance with established budgetary requirements.* Evaluate the success of present programs and recognizes trends and opportunities in the industry to offer advice and make recommendation and changes to organizational structure, personnel and resource needs, and policies of the department and boards.* Monitors the performance of Board Counsels provided by the Attorney General's office and reports any sub-standard performance to the Office of the General Counsel.* Recruit board members and reviews gubernatorial questionnaires as provided for consideration of board membership including license and complaint information.* Ensures board rules are noticed, developed, and adopted as requested by the board and works with the board's Assistant Attorney General to ensure the rule promulgation process occurs as requested.

***Reason For Leaving**

Currently Employed

Your name, if different during employment

***Name of Employer**

[REDACTED]

***Your Job Title**

Government Analyst II

***Currently Employed**

No

***Start Date**

04/01/2003

***End Date**

11/06/2016

***Hours Per Week**

40

Employer's Address

[REDACTED]

Supervisor's Name

Richard Morrison

Supervisor's Phone Number

[REDACTED]

***Duties and Responsibilities**

* Responsible for the oversight of the functions of the Board of Employee Leasing Companies and the Office of Athlete Agents* Coordinated with other areas in the department to ensure all processes were executed in accordance with set policies and collected and reported activity relating to budgetary and financial matters, statistical and quarterly reports.* Liaison and Coordinator with schools, associations, other states, and other agencies on policies and procedures.* Worked with other states in developing procedures for standardizing and easing requirements of licensure from state to state.* Acted as a liaison with the Assistant Attorney General during the drafting of proposed board legislation and assisted with the implementation plan of new legislation.* Monitored and tracked licensees under disciplinary action, prepared reports on status and communicated verbally and in writing with respective parties involved regarding

disciplinary status.* Compiled necessary documentation for annual audit support as needed; acted in the absence of the Executive Director and assisted with the supervision of other board staff.* Offered recommendations regarding changes in organizational structure as well as personnel and resource needs

| | |
|--|-----------|
| *Reason For Leaving | Promotion |
| Your name, if different during employment | |

| | |
|----------------------------------|-----------------------------|
| *Name of Employer | [REDACTED] |
| *Your Job Title | Governance Committee Member |
| *Currently Employed | No |
| *Start Date | 08/01/2004 |
| *End Date | 06/30/2018 |
| *Hours Per Week | 5 |
| Employer's Address | [REDACTED] |
| Supervisor's Name | Gregory Taylor |
| Supervisor's Phone Number | [REDACTED] |

| | |
|-------------------------------------|---|
| *Duties and Responsibilities | * Recommended the adoption of or modification of rules, regulations, policies, and ordinances of the Parks and Recreation Department in the best interest of the public and residents of the City of Quincy.* Served as a liaison between the citizens of Quincy, the Parks and Recreation Department, and the City of Quincy Commission Board.* Reviewed proposals and recommendations submitted by Activity Commissioners for intended programs or activities that will affect the City of Quincy's different parks and facilities.* Informed and advised the City of Quincy Commissioners of activities and functions ongoing within the Parks and Recreation Department at regularly scheduled Commission meetings. |
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|--|-------------|
| *Reason For Leaving | Term Limits |
| Your name, if different during employment | |

| | |
|----------------------------------|----------------------------------|
| *Name of Employer | [REDACTED] |
| *Your Job Title | Regulatory Supervisor/Consultant |
| *Currently Employed | No |
| *Start Date | 01/01/2000 |
| *End Date | 04/01/2003 |
| *Hours Per Week | 40 |
| Employer's Address | [REDACTED] |
| Supervisor's Name | Robyn Barineau |
| Supervisor's Phone Number | |

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| *Duties and Responsibilities | * Performed varied and complex task assignments that would require the exercise of independent judgment and initiative in carrying out the assignments to completion. * Evaluated qualifications in accordance with laws and rules |
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specifically in reference to criminal record checks through the Florida Department of Law Enforcement and Federal Bureau of Investigations. * Supervised staff in processing initial applications, criminal history records checks, and licensing to ensure compliance with applicable laws and rules. * Assisted with budget, including oversight of performance-based budgeting procedures for board offices, and workload requests based on section operations. * Managed available resources to ensure efficient and cost effective provisions of services to the general public, applicants, and licensees. * Evaluated workload issues and informed management of constraints resulting from personnel assignments. Recommended solutions to backlogs and other reallocation needs.

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| *Reason For Leaving | Promotion |
| Your name, if different during employment | |

| | |
|----------------------------------|--------------------------|
| *Name of Employer | [REDACTED] |
| *Your Job Title | Regulatory Specialist II |
| *Currently Employed | No |
| *Start Date | 11/01/1997 |
| *End Date | 01/01/2000 |
| *Hours Per Week | 40 |
| Employer's Address | [REDACTED] |
| Supervisor's Name | Joe Baker |
| Supervisor's Phone Number | |

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|-------------------------------------|---|
| *Duties and Responsibilities | * Performed varied and complex task assignments that would require the exercise of independent judgment and initiative in carrying out the assignments to completion. * Evaluated qualifications in accordance with laws and rules specifically in reference to criminal record checks through the Florida Department of Law Enforcement and Federal Bureau of Investigations. * Independently reviewed and scheduled applicants for examination, which included notifying the applicants of any omissions and deficiencies. * Assisted with preparation of legislation, rule changes, and statistics for budget quarterly reports and assisted with statistics for annual revenue projections. * Communicated and coordinated with other sections of the Department to issue license and renew or reactivate licenses. |
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|--|-----------|
| *Reason For Leaving | Promotion |
| Your name, if different during employment | |

| | |
|----------------------------|--------------|
| *Name of Employer | [REDACTED] |
| *Your Job Title | Senior Clerk |
| *Currently Employed | No |
| *Start Date | 03/01/1995 |
| *End Date | 11/01/1997 |
| *Hours Per Week | 40 |
| Employer's Address | [REDACTED] |

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|--|---|
| Supervisor's Name | Dr. Patricia Johns |
| Supervisor's Phone Number | |
| *Duties and Responsibilities | * Responsible for the entire reactivation process for all state licensed clinical laboratory personnel. * Answered general questions regarding licensure and continuing education requirements. * Answered a multi-line telephone system, and accurately provided general information to licensees regarding their licensure status. * Assisted in other workloads and projects as needed for maintaining workflow. |
| *Reason For Leaving | Promotion |
| Your name, if different during employment | |

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|------------------|--|--|--|--|--|--|--|--|--|
| Formal Education | | | | | | | | | |
|------------------|--|--|--|--|--|--|--|--|--|

| | |
|---|-------------------------|
| *Name of School | Florida A&M University |
| *Location | Tallahassee, Florida |
| *Start Date | 08/18/2014 |
| End Date | 04/30/2016 |
| Course of Study | Business Administration |
| *Degree Earned (transcripts may be required) | Masters |
| Credit Hours – Quarter | |
| Credit Hours – Semester | 44 |

| | |
|---|-------------------------|
| *Name of School | Florida A&M University |
| *Location | Tallahassee, Florida |
| *Start Date | 08/19/1991 |
| End Date | 08/28/2004 |
| Course of Study | Business Administration |
| *Degree Earned (transcripts may be required) | Bachelors |
| Credit Hours – Quarter | |
| Credit Hours – Semester | 120 |

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|-----------------|--|--|--|--|--|--|--|--|--|
| Language Skills | | | | | | | | | |
|-----------------|--|--|--|--|--|--|--|--|--|

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|-----------------------------|---------|
| *Language | English |
| Speaking Proficiency | Fluent |
| Reading Proficiency | Fluent |
| Writing Proficiency | Fluent |

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| License, Registration or Certification | | | | | | | | | |
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|--|----------------------------------|
| *License, Registration or Certification | Inclusive and Ethical Leadership |
| Number | |
| State Licensing Agency | University of South Florida |

| | |
|-----------------|------------|
| Received | 12/01/2021 |
| Expires | MM/DD/YYYY |

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| *License, Registration or Certification | Diversity, Equity, and Inclusion in the Workplace Certification |
| Number | |
| State Licensing Agency | University of South Florida |
| Received | 05/17/2021 |
| Expires | MM/DD/YYYY |

| | |
|--|--------------------------------|
| *License, Registration or Certification | Commissioned and Bonded Notary |
| Number | HH139099 |
| State Licensing Agency | American Society of Notaries |
| Received | 08/01/2012 |
| Expires | 10/07/2025 |

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| Job-Related Training or Course Work | | | | | | | |
|-------------------------------------|--|--|--|--|--|--|--|

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|-----------------------------|--------------------------------|
| *Name of Institution | FDLE |
| *Start Date | 12/08/2018 |
| End Date | 12/08/2023 |
| *Training Course | Level 2 CJIS Security Training |
| *Training Completed | Yes |

| | |
|-----------------------------|---------------------|
| *Name of Institution | Computer Tutors USA |
| *Start Date | 11/06/2015 |
| End Date | 11/06/2015 |
| *Training Course | SQL 2014 Power |
| *Training Completed | Yes |

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|-----------------------------|---------------------|
| *Name of Institution | Computer Tutors USA |
| *Start Date | 11/05/2015 |
| End Date | 11/05/2015 |
| *Training Course | SQL 2014 Core |
| *Training Completed | Yes |

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|-----------------------------|----------------|
| *Name of Institution | DBPR-Training |
| *Start Date | 12/01/2006 |
| End Date | 12/01/2006 |
| *Training Course | Basic Contract |
| *Training Completed | Yes |

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|---------------------------------|--|--|--|--|--|--|--|
| Knowledge, Skills and Abilities | | | | | | | |
|---------------------------------|--|--|--|--|--|--|--|

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| Knowledge, Skills and Abilities | Over 26 years in state management business - Strong managerial, organizational, decision-making and |
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interpersonal skills - Excellent leadership, communication, and computer skills - Knowledge of management and supervisory principles and strategies - Demonstrated ability to understand and apply rules, regulations, policies, and procedures - Able to work independently - Able to organize and prioritize work assignments - Able to effectively handle multiple tasks - Able to establish and maintain effective working relations with others internal and external to the work environment - Knowledge of principles and techniques of effective verbal and written communication - Public Speaking skills - able to make presentations before groups, organizations, and other staff members - Ability to compile data and prepare related reports - Skilled in evaluating and drafting bill analysis - Adept in MS office and other Operating Systems - Proficient in OnBase and Versa - Strong financial analysis and interpretation background - Able to travel and work non-traditional work hours as necessary

Discussion of Educational Opportunities

- National Council of Legislators from Gaming States (NCLGS)
Summer Meeting- Boston, MA July 7-10.