

Florida Gaming Control Commission

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Public Meeting

July 27, 2022

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**PHIPPS REPORTING**

*Raising the Bar!*

FLORIDA GAMING CONTROL COMMISSION

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TRANSCRIPT OF PUBLIC MEETING PROCEEDINGS

DATE TAKEN: Wednesday, July 27, 2022  
TIME: 9:31 a.m. to 12:57 p.m.  
PLACE: The Florida State Capitol  
Cabinet Meeting Room  
400 South Monroe Street, PL-01  
Tallahassee, Florida 32399  
BEFORE: Chairman John MacIver  
Vice Chair Mike Yaworski  
Commissioner Julie Brown  
Commissioner Charles Drago  
Commissioner John D'Aquila

This cause came on to be heard at the time and place aforesaid, when and where the following proceedings were reported via telephone by:

JANE FAUROT  
Registered Professional Reporter

JOB NO.: 263391

1 APPEARANCES:

2 Commission Members:

3 Chairman John MacIver  
4 Vice Chair Mike Yaworski  
5 Commissioner Julie Brown  
6 Commissioner Charles Drago  
7 Commissioner John D'Aquila

8

9 Candidates and Speakers:

10 Louis Trombetta, Executive Director, FGCC  
11 Vincent Acevez  
12 Timothy Cannon  
13 Michael Drake  
14 Carl Herold  
15 Joseph Kozlina

16

17

Others present:

18

19 Elizabeth Stinson, Esquire, FGCC  
20 Various Members of the Public  
21 The Florida Channel

22

23

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1 Proceedings began at 9:31 a.m.:

2 CHAIRMAN MacIVER: Good morning, everyone,  
3 and welcome to the July 27th regular meeting of  
4 the Florida Gaming Control Commission.

5 Commissioner Brown, would you mind leading  
6 us in the pledge?

7 COMMISSIONER BROWN: Certainly.

8 ATTENDEES: I pledge allegiance to the  
9 flag of the United States of America and to the  
10 Republic for which it stands, one nation under  
11 God, indivisible, with liberty and justice for  
12 all.

13 CHAIRMAN MacIVER: All right. So, just to  
14 give a quick run-through, of course, we're  
15 going to run through the approval of the  
16 minutes from the last regularly scheduled  
17 meeting.

18 The minutes for our interim meeting at the  
19 beginning of July have not been finalized yet,  
20 so we'll do those at our next regularly  
21 scheduled meeting, which is coming up real fast  
22 next week so that we can get back on a normal  
23 schedule for everybody that we can kind of rely  
24 on in normal timing for.

25 We do have a discussion of a cardroom

1 amendment application and then we're going to  
2 move on to what is going to be the bulk of  
3 today's meeting, which will be our interviews  
4 for our director of gaming enforcement.

5 With that, I'll move on to the meeting  
6 minutes from June 8th. Do I have a motion to  
7 accept those minutes?

8 UNIDENTIFIED COMMISSIONER: Move it.

9 CHAIRMAN MacIVER: Do I have a second?

10 COMMISSIONER D'AQUILA: Second.

11 CHAIRMAN MacIVER: Any opposition? Show  
12 the minutes adopted.

13 Mr. Trombetta, are you prepared to present  
14 for the discussion of TBDM Entertainment's  
15 amended application?

16 MR. TROMBETTA: Yes, Chair. Thank you.

17 CHAIRMAN MacIVER: And if I could,  
18 members, a large part of this presentation will  
19 be actually to just walk us through what an  
20 amended license application is and then why we  
21 do it. My understanding is this is pretty  
22 close to a ministerial duty for this type of  
23 application. Not quite. There is a  
24 discretionary act of the board, of course, but  
25 it's not the high profile controversial stuff

1 that we might deal with from time to time.

2 MR. TROMBETTA: Yes, sir. As you  
3 mentioned, one of the Greyhound permit holders  
4 has applied to the division to amend a cardroom  
5 license. The meeting materials include a memo  
6 that provides a little more information, but  
7 just for purposes of a summary, cardrooms,  
8 licensed cardrooms receive a license with their  
9 annual operating license. That identifies the  
10 number of tables that they're allowed to  
11 operate.

12 What you have in front of you is a request  
13 to add three tables. Any amendment like this  
14 has to go and be approved by the Commission,  
15 and that's why it's on your agenda.

16 So from the background side there's a  
17 table fee associated with each table, so in an  
18 amendment like this the applicant will have to  
19 provide a check for the additional amount  
20 associated with the number of tables they want  
21 to add. They've done that.

22 And then the division makes sure that the  
23 paperwork is in order and that we do an  
24 inspection on the cardroom side to make sure  
25 that surveillance coverage is correct, and that

1 all the rules that are required to be met have  
2 been met.

3 So, as provided in the memo, the  
4 recommendation from myself is to approve this  
5 application amendment for Lucky's cardroom.

6 CHAIRMAN MacIVER: I have an initial  
7 question, I mean, at a very, very basic level.  
8 An amendment of this nature does not have any  
9 negative impact on the health, safety, or  
10 welfare of the people of the State of Florida,  
11 correct?

12 MR. TROMBETTA: No, Chair, it doesn't.

13 CHAIRMAN MacIVER: And then I guess the  
14 second question is, is you've mentioned the  
15 fee, so this is a revenue generator for the  
16 State of Florida in the amount of approximately  
17 how much?

18 MR. TROMBETTA: So, by statute there's  
19 \$1,000 for every table fee, so the same is true  
20 for an amendment like this. So at the start of  
21 the year the cardrooms all submit an  
22 application on the number of tables they want  
23 to provide. It ranges a lot based on  
24 facilities. Some have 80, some have 20, 15,  
25 ten. Again, this is going from 14 to 17, so

1 it's a \$3,000 additional payment.

2 CHAIRMAN MacIVER: Commissioners, any  
3 other questions? Do I have a motion to accept  
4 the application -- to approve the application I  
5 should say?

6 COMMISSIONER BROWN: Yes, Mr. Chairman.  
7 We move to approve -- I move to approve the  
8 application as presented by Mr. Trombetta.

9 CHAIRMAN MacIVER: And do I have a second?

10 COMMISSIONER D'AQUILA: Second.

11 CHAIRMAN MacIVER: Any opposition? Show  
12 the motion carries and that the license is  
13 approved. Thank you.

14 Now, as I said, we'll move on to the --  
15 the bulk of the meeting for today will be the  
16 interviews for our director of gaming  
17 enforcement. The process we'll go through  
18 today is we'll call each applicant up, I'm  
19 going to ask you to give a three- to  
20 five-minute presentation about yourself. I  
21 understand three of our applicants are going to  
22 be appearing virtually. I don't get in the  
23 weeds about the background of that, so I'm  
24 confident that our technology is all set up to  
25 make that happen for us when we're ready.

1           So, again, there'll be a three- to  
2 five-minute presentation by the applicant, and  
3 then I'm going to open it up for probably about  
4 15 to 20 minutes' worth of questions by the  
5 commissioners. After each applicant has been  
6 interviewed, we'll have discussion by the  
7 commissioners, and then we will likely open it  
8 up for a vote at that point, depending on how  
9 the interviews go.

10           So, with that, I'd like to call our first  
11 applicant. Can we get Mr. Acevez?

12           MR. ACEVEZ: Good morning, everyone.

13           CHAIRMAN MacIVER: Good morning,  
14 Mr. Acevez. So I hope that you were able to  
15 hear sort of the direction we're taking. The  
16 first step would be if you'd like to give an  
17 opening statement. Take about three to five  
18 minutes to introduce us to yourself and your  
19 interest in the position.

20           MR. ACEVEZ: Yes, sounds good. How's my  
21 volume? Are you guys hearing me okay?

22           CHAIRMAN MacIVER: Outstanding.

23           MR. ACEVEZ: Okay. Excellent.

24           So, good morning again, everyone. My name  
25 is Vincent Acevez. I am a 25-year law

1 enforcement veteran. I'm from Chicago, and I  
2 worked the majority of my career in a suburb  
3 that borders, directly borders the west side of  
4 Chicago. A very active, very diverse suburban  
5 community, and I enjoyed every minute of my law  
6 enforcement career.

7 I worked the majority of my career in  
8 investigative capacities as an investigator  
9 investigating gang and narcotic crimes, complex  
10 crimes, and I was eventually promoted to a  
11 leadership position. When I took a promotional  
12 exam I was promoted to sergeant, and I worked  
13 for a brief period in patrol as a sergeant, and  
14 then I was placed back in the investigative  
15 unit, leading a platoon investigating complex  
16 gang and narcotics crimes. I did that for  
17 about three years.

18 I was then promoted again to commander,  
19 where I assumed command of that gang and  
20 narcotics investigative unit, and did that for  
21 about six years.

22 Shortly after that, I was promoted to  
23 deputy chief of our police department.

24 And just for some context, I believe at  
25 this time we're either the third or the fourth

1 largest police department in the State of  
2 Illinois, and when I was promoted to deputy  
3 chief, I assumed command of the patrol  
4 division. The patrol division is all uniformed  
5 officers and the largest division within the  
6 police department, so I was responsible for  
7 close to -- somewhere around 200, maybe a  
8 little bit more if you include non-sworn  
9 personnel.

10 So, it was an interesting job. I learned  
11 a lot, and I enjoyed every minute of my  
12 leadership career as well.

13 At some point, I was in a position to be  
14 able to retire from the police department and  
15 seek out a new career, and that was something  
16 that I had always discussed with my wife and my  
17 family, something that I wanted to do. So that  
18 opportunity presented itself, I resigned, or I  
19 retired from the police department, and I was  
20 hired by the Illinois Department of  
21 Transportation to work in their bureau of  
22 investigation and compliance.

23 I was being fast-tracked to a leadership  
24 position within that organization when a  
25 colleague of mine reached out to me. His name

1 is Dr. Stan Fields. He's the president of  
2 Morton College. He asked me to come and be his  
3 chief of police.

4 And I had known Stan for a long time. I  
5 agreed to do so with one caveat. I let him  
6 know that my wife and I were discussing moving  
7 out of state. Stan was okay with that, so we  
8 agreed that in January of 2022 we would sit  
9 down and kind of reevaluate where we were.

10 I was the chief of police at Morton  
11 College for about six months. I learned a lot,  
12 it was a great job, but at the end of that  
13 six months my wife and I were pretty set on  
14 looking for opportunities in other states, so I  
15 sat down with Dr. Fields. I let him know. He  
16 understood. I resigned my position from Morton  
17 College as the chief of police at the end of  
18 January of this year because I didn't think it  
19 would be fair to the university if I was  
20 seeking employment elsewhere while employed  
21 there.

22 Initially, I wasn't sure where we wanted  
23 to move, so I applied for a position in another  
24 state adjacent to Illinois. I was offered a  
25 position as chief of police in that state, but

1 my wife was not comfortable with that position  
2 and certain aspects of it. And unfortunately  
3 it was a great organization but I had to  
4 decline the position.

5 My wife and I sat down and we narrowed our  
6 focus and we decided that our target was  
7 Florida for many reasons. We love Florida.  
8 We've been there many, many times. My dad  
9 lives in Florida. He lives in Tampa with his  
10 wife and we have other family out there as  
11 well.

12 So I've been looking in earnest now in  
13 Florida for the last couple months. I took a  
14 few months off just to clear my head. Working  
15 in law enforcement can certainly take its toll  
16 on you emotionally and physically, and having a  
17 few months off really put things in perspective  
18 for me, so I'm appreciative of the couple  
19 months that I've had off.

20 But I saw this position become available,  
21 I applied for it, and I'm grateful to be here  
22 at this part of the process.

23 So I don't presume to be better than any  
24 of the other candidates, but I can only tell  
25 you why I would be a great fit for this

1 position.

2           Number one, I can do the job. I have 25  
3 years of law enforcement experience working in  
4 an active urban community. I've investigated a  
5 wide variety of crimes, successfully led  
6 diverse groups of people, and utilized  
7 collaborations with other organizations as  
8 force multipliers.

9           My track record of success in each step of  
10 my leadership journey speaks for itself.  
11 Whether I was leading teams of 20, units of 40,  
12 divisions of 200, or an entire organization,  
13 I've been successful in my role as leader, and  
14 I've empowered those around me to succeed.

15           Secondly, I'm relatable. I'm a servant  
16 leader and I treat everyone with dignity and  
17 respect. My job is to build my team, provide  
18 value, and give them space to grow while  
19 holding them accountable. I'm not afraid to  
20 admit when I don't know the answer or when I  
21 make a mistake. I'm constantly working on my  
22 communication skills, especially being a good  
23 listener.

24           I have a sense of humor that puts people  
25 at ease. I think that this humble approach to

1 leadership makes me relatable and allows me to  
2 gain others' trust. This is what has enabled  
3 me to explain the vision and rally people  
4 towards our goal.

5 Thirdly, I trust people and I don't  
6 micromanage. If I hire someone to do a job, I  
7 let them do it. I believe that micromanaging  
8 destroys good employees and organizations.  
9 Conversely, I think that giving people the  
10 latitude and the freedom to do their jobs, make  
11 decisions, and make aggressive or proactive  
12 mistakes empowers employees. When people feel  
13 safe, trusted, and part of the process they  
14 invest in the organization, they share their  
15 great ideas, and they work well as a team.

16 That type of environment builds leaders,  
17 it ensures continuity of leadership and command  
18 within organizations, which is critically  
19 important in law enforcement.

20 And lastly, I'm one of the most determined  
21 people that you'll ever meet. I get things  
22 done. Sometimes when the odds were seemingly  
23 insurmountable, I figured out how to get things  
24 done. My inner drive, professional networks,  
25 and ability to collaborate have been

1 instrumental in my ability to complete  
2 difficult projects. My bosses have always  
3 trusted me and I've never disappointed them.

4 Thank you.

5 CHAIRMAN MacIVER: Thank you, Mr. Acevez.

6 I had initially planned to go commissioner  
7 by commissioner so everybody had the  
8 opportunity to delve in as much as they want,  
9 and I will do that if it's the Commission's  
10 preference. I was kind of leaning at this  
11 point towards just opening it to a forum for  
12 all of you so that you would be able to play  
13 off each others' questions if that works  
14 easier. Again, I'll stay with commissioner by  
15 commissioner if anyone has that preference.

16 All right. Well, then I would start off  
17 with the vice chair and let you start the  
18 questioning and everybody else jump in where  
19 you feel appropriate.

20 VICE CHAIRMAN YAWORSKI: Mr. Acevez, I  
21 have one question that's been on my mind for a  
22 bit as we've gone through this process, which  
23 is centered around candidates that are based in  
24 Florida and have experience in Florida versus  
25 candidates that are from out of state and how

1 that might -- how someone who is coming into  
2 the state would immediately kind of understand  
3 how the state works, have relationships with  
4 current longstanding Florida law enforcement  
5 personnel and other agencies or cities or  
6 counties.

7 I was just wondering -- I know we actually  
8 talked about this the other day, but if you  
9 could kind of go into a bit more about how you  
10 as a potential -- potential law enforcement  
11 would go about building those relationships in  
12 a rapid and effective manner.

13 MR. ACEVEZ: Sure. And I think that  
14 the -- I'm getting feedback on my end. I'm  
15 going to stand by for a second.

16 How am I coming through now?

17 COMMISSIONER D'AQUILA: Clear.

18 MR. ACEVEZ: Okay. So I think  
19 collaborations are important. As I mentioned  
20 in my opening remarks, I think that  
21 collaborations are force multipliers. I think  
22 in any organization and any profession one of  
23 the first complaints of leaders is lack of  
24 resources. It's our job as leaders to figure  
25 out ways to overcome that lack of resources,

1 figure out ways to overcome obstacles, and I've  
2 always believed that forming relationships and  
3 nurturing collaborations between other  
4 organizations, especially in law enforcement,  
5 is vital to an organization's success.

6 And, you know, your question about me  
7 being a candidate from another state, it's  
8 certainly a valid question, but I don't think  
9 that the fact -- I don't think that  
10 collaborations, relationships, the ability to  
11 follow through and the ability to gain people's  
12 trust, I don't think that that's something  
13 that's specific to a candidate from Florida  
14 necessarily. I think that good employees or  
15 good leaders, you can find them in every state.

16 And I think something else that would be  
17 beneficial from the standpoint of some  
18 conversations that I've already had during some  
19 of my initial interviews, you know, when you're  
20 talking about gaming, local jurisdictions,  
21 something that I've heard a couple times  
22 already is, you know, sometimes there's a  
23 tendency for local jurisdictions to maybe not  
24 be as aggressive in investigating certain  
25 things that might happen. If you have someone

1 that is not from the area that doesn't  
2 necessarily have an interest or have those 20-,  
3 30-year relationships, I think it's a lot  
4 easier for that person to be objective in  
5 conducting those investigations.

6 VICE CHAIRMAN YAWORSKI: Thank you.  
7 That's it for now.

8 COMMISSIONER DRAGO: Mr. Acevez, I have a  
9 couple questions, if I could. I'm kind of  
10 going to follow up with what Commissioner  
11 Yaworski was talking about. Can you tell us  
12 what you've done to prepare for this position  
13 in Florida, specifically in Florida? What have  
14 you done to prepare for this position? Can you  
15 tell us that?

16 MR. ACEVEZ: So, beyond the job  
17 description -- we're getting feedback again.

18 COMMISSIONER DRAGO: We can hear you good.  
19 You're fine.

20 THE STENOGRAPHER: This is the court  
21 reporter. I'm getting feedback also.

22 CHAIRMAN MacIVER: I think if we kill our  
23 mics between questions that might help a  
24 little.

25 MR. ACEVEZ: Okay. So, in addition to

1 obviously reading the job description, I've  
2 reviewed the statutes, I've reviewed the  
3 website, I have consulted with colleagues that  
4 I have who work in gaming in Illinois, in  
5 Indiana, and California. I've tried to do some  
6 research on finding gaming commissions that  
7 have something similar to what you guys are  
8 trying to set up in Florida, and one of the  
9 things I've discovered is that what you guys  
10 are trying to do is pretty unique. But that's  
11 essentially what I've done up to this point.

12           Additionally, I want to mention one other  
13 thing. I've examined the Commission for  
14 Florida Law Enforcement Accreditation, which I  
15 think is going to be a big part of what you  
16 guys are trying to do here, and I think that  
17 that's an organization that should be involved  
18 from the get-go in terms of how you guys are  
19 creating this new branch of the gaming  
20 department.

21           So, I'm sure you guys are familiar with  
22 that organization. They're responsible for  
23 overseeing the accreditation process for law  
24 enforcement organizations in the State of  
25 Illinois, and, you know, what they do is they

1 ensure that organizations are in compliance  
2 with what their standards are, and that's  
3 important to organizations. It legitimizes  
4 organizations, it puts organizations in a  
5 position where they're adhering to best  
6 practices, and certainly having an organization  
7 like that involved from the initial stages of  
8 creating a law enforcement organization is  
9 something that I think is critically important.

10 COMMISSIONER DRAGO: Okay. You kind of  
11 led right into my follow-up question to that,  
12 but have you ever been involved in the  
13 accreditation process in any of the agencies  
14 you were with?

15 MR. ACEVEZ: Yes. When I left the police  
16 department I was with for 23 years, that was  
17 something we were working on, and I was leading  
18 the committee on that. We had not yet achieved  
19 the accreditation that we were seeking, but we  
20 began working towards it. And, you know, part  
21 of that process is obviously, you know, looking  
22 at where we were as an organization, looking at  
23 all of our policies, and then establishing time  
24 for representatives of that organization to  
25 come in and essentially embed themselves with

1 us and then produce a report.

2 And then once that report was produced, we  
3 had to make the changes that were recommended  
4 in the report in order to achieve that  
5 accreditation status that we were seeking. I  
6 was not there for the end of that process, but  
7 I was there for the beginning of it, and that's  
8 my level of familiarity with it.

9 COMMISSIONER DRAGO: Okay. Thank you.  
10 That's all I have for now.

11 COMMISSIONER BROWN: Thank you. And I'm  
12 happy to go after Commissioner Drago. I wanted  
13 him to go first as the experienced law  
14 enforcement officer here on the bench, so I  
15 appreciate the questions you asked,  
16 Commissioner.

17 My question is more focused on management,  
18 and it looks like you have a great deal of  
19 public safety experience, some management --  
20 several management experiences focusing on gang  
21 crime, but really I want to talk about how you  
22 would go about building a team across the State  
23 of Florida, since it is a very entrepreneurial  
24 role that you would be assuming here, creating  
25 a brand-new agency.

1           MR. ACEVEZ: So, I want to clarify. Are  
2 you asking me a question specific to my  
3 leadership or what -- some things that I think  
4 are important initially in developing a team,  
5 like structurally? I'm a little bit unclear on  
6 your question if you could clear it up for me.

7           COMMISSIONER BROWN: Yes. All the above,  
8 quite frankly. How you would go about from day  
9 one assembling a team in the State of Florida  
10 across the state.

11          MR. ACEVEZ: Okay. Understood. So I  
12 think that it's important to speak to my  
13 leadership style, which I briefly touched on in  
14 my initial remarks. I'm a big proponent of  
15 servant leadership, and I know that's a phrase  
16 that gets tossed around a lot, and it means a  
17 lot of different things to a lot of different  
18 people. But essentially what it means to me is  
19 that, like I said earlier, I treat everyone  
20 with dignity and respect, and so that's one of  
21 the ways that I gain people's trust.

22          I do my best to mentor people and help  
23 them become the best versions of themselves  
24 professionally and personally. You know,  
25 there's a lot of things I do that I'm

1 intentional about to do that, but, you know,  
2 doing those things helps build trust, and  
3 that's critically important in leadership and I  
4 think especially in law enforcement.

5 Now, speaking to the kind of nuts and  
6 bolts of creating a team, whether it's a small  
7 team, a large team, an entire organization,  
8 I've always used this approach in any new role  
9 that I've come into. I've gone in and I've  
10 made observation -- made observations. I've  
11 learned operations. Most importantly, I've met  
12 with stakeholders. You have to meet with all  
13 the different stakeholders that are involved  
14 and you have to solicit as much feedback as you  
15 can from the people that are involved.

16 You have to review policies, existing  
17 policies and procedures. You have to determine  
18 what you need to do and what you'd like to do  
19 and then take that information and synthesize  
20 it and create a strategic plan. Obviously this  
21 is a little bit different because there are  
22 some things that would need to be created at  
23 the onset. A mission statement. I'm sure that  
24 there are policies that are probably in place  
25 that this new organization could probably

1 adopt, but there are probably a lot of other  
2 policies that are going to need to be created.

3 But I think that some of the things are  
4 critical that I mentioned. You know, meeting  
5 with stakeholders, meeting with members of the  
6 board, meeting with the attorneys that are  
7 involved, meeting with other law enforcement  
8 agencies that have been, you know, doing some  
9 of the investigations of crimes that have been  
10 occurring, and just taking all that information  
11 and doing what I said, synthesizing it and then  
12 creating your plan.

13 Now, as far as specifically attracting  
14 candidates, it seemed like that that's kind of  
15 one of the questions you were asking, I think  
16 that this job within law enforcement, there's  
17 great selling points and, you know, some of  
18 this is based on conversations I've had with  
19 gaming agents or gaming investigators in other  
20 states that I've known throughout my career  
21 that I've spoken with recently.

22 The variety of investigations that you get  
23 to do as a law enforcement investigator in  
24 gaming is pretty diverse. The diverse group of  
25 employees, contractors, and customers that you

1 get to work with, that's a selling point as  
2 well. The work is rewarding. It's gratifying.  
3 You get to start an investigation from the  
4 ground level and work your way up and see it  
5 through and present it to whomever it needs to  
6 be presented to for final approval. But, you  
7 know, those are the things that investigators  
8 cherish doing.

9           And then lastly, but I don't think it's  
10 the least important here, I think that this  
11 role for an investigator is different from  
12 typical law enforcement responsibilities, and I  
13 think that that's a pretty strong selling  
14 point. There are a lot of people leaving law  
15 enforcement now for a number of reasons. You  
16 see a lot of negative things on the news. A  
17 lot of people are leaving law enforcement in  
18 the Chicago area because we just don't feel  
19 supported. We feel burned out and just don't  
20 feel safe in our roles, and I think that this  
21 role is a little different from your typical  
22 law enforcement role where it's not the same  
23 responsibilities. It's just a different type  
24 of work.

25           Certainly a lot of responsibility, a lot

1 of cases, and people do need to be accountable.  
2 But it's not the same type of trauma on top of  
3 trauma on top of trauma that you would see as a  
4 typical police officer. So I think that those  
5 are all selling points that could be taken  
6 advantage of in terms of attracting candidates.

7 And then as far as what I would do if I  
8 were to come into this position, one of the  
9 first things that I would have to do is I would  
10 have to take a look at the other candidates who  
11 are interviewing for this position to see if  
12 any of them would fit within any of the  
13 leadership roles that we have in this  
14 organization, because I'm sure that you have a  
15 lot of good people that you're interviewing  
16 today that have a lot of great experience.

17 So those are some of the things that I  
18 think are important to do initially.

19 COMMISSIONER BROWN: Thank you,  
20 Mr. Chairman, and thank you, Mr. Acevez. I  
21 agree with your last comment. We do have a  
22 great group of candidates.

23 And just one question that I want to ask  
24 in a very succinct way of the candidates. The  
25 position here is one above reproach, one that

1 it's very important to have impartiality, of  
2 course. Do you happen to have any connection  
3 or prior business dealings with any of the --  
4 anyone in the gaming industry in the State of  
5 Florida?

6 MR. ACEVEZ: No.

7 COMMISSIONER BROWN: Thank you.

8 COMMISSIONER D'AQUILA: Mr. Acevez, to  
9 elaborate a little bit further on Commissioner  
10 Brown's question, can you list for me the  
11 attributes of what make a good investigator in  
12 gaming, and specifically might you contrast  
13 your extensive experience in gang crime  
14 investigators there, what are those attributes  
15 you would be looking for that would set the  
16 tone for this new agency? And I'm specifically  
17 referring to the individuals that you would be  
18 involved in recruiting and so forth.

19 MR. ACEVEZ: Yes. And I just want to  
20 clarify as I'm leading into my answer. You  
21 know, when you're talking about investigations  
22 of gang crime, that's a pretty broad range of  
23 crimes. I mean, that's pretty much everything.  
24 So there are a lot of gangs in the Chicago  
25 area, and unfortunately they create or they

1 commit pretty much every crime that's in our  
2 statutes.

3 So, you know, my point is that my  
4 background is in investigating crimes.  
5 Although gang crime seem likes a pretty  
6 specific term, it's really not. It's actually  
7 really broad, and I've investigated a variety  
8 of crimes.

9 But what I think is important in an  
10 investigator, especially in gaming, especially  
11 in a smaller organization beyond the typical  
12 things you would need, beyond the people that  
13 have experience, people who are  
14 self-sufficient, people who are intelligent,  
15 people who will take that extra step to get the  
16 job done. All those things are great, you  
17 know. Obviously you need ethical people,  
18 right? But I think that something that's  
19 really important is people who are emotionally  
20 intelligent, and this is why I'm saying this  
21 and this is why I'm emphasizing this point.

22 I've led entire organizations. I've led  
23 groups of people that were 200 or more, and  
24 I've led smaller teams as well, and what I've  
25 noticed is that, especially on smaller teams,

1 when people are considerate, when people take  
2 care of each other that helps in building a  
3 team atmosphere. It helps people feel safe.  
4 When people feel safe and when they feel that  
5 they can trust the people that they work with,  
6 I think that's one of the things that drives  
7 organizations.

8 So all the things I mentioned, yeah, you  
9 definitely need those in investigators, right?  
10 But you need emotional intelligence as well. I  
11 think that's important, because I'm sure many  
12 of you have been part of teams where you had  
13 one person who just kind of -- their attitude,  
14 their lack of desire or maybe their cynicism,  
15 you know, that can destroy a team. And when  
16 you're talking about smaller teams, smaller  
17 organizations, that stuff is really important.

18 COMMISSIONER D'AQUILA: Thank you.

19 CHAIRMAN MacIVER: So, Mr. Acevez, I'm  
20 going to put you in the unfortunate position of  
21 taking everything you've already said to us and  
22 succinctly take about 30 seconds, summarize us  
23 and give us your elevator pitch. Why you?

24 MR. ACEVEZ: Again, you know, I've been in  
25 law enforcement for 25 years, and I've loved

1 every minute of it. I had wanted to be in law  
2 enforcement since I was a little kid. And I'm  
3 fortunate. I've had a great career. I've  
4 learned a lot. I've made a good living and  
5 I've made some really wonderful relationships.  
6 I met my wife in my job.

7 As I said earlier, I can do the job. I  
8 wouldn't be here having this conversation with  
9 all of you right now unless my background and  
10 my experience has indicated that. I think that  
11 this is about asking me questions to determine  
12 if I'm the person you're looking for, if you  
13 think that you can work with me, and I  
14 definitely can.

15 I'm relatable. I'm a down-to-earth  
16 person. I take care of my people and I have a  
17 sense of humor. And a sense of humor is  
18 important in a work setting because it puts  
19 people at ease. I trust people. I don't  
20 micromanage. That's really important.

21 And I'm saying this for the second time  
22 because when you do that it helps build your  
23 organization long term. When you're developing  
24 leadership, when you're trusting people, when  
25 they feel part of the process, that helps build

1 future leaders. That's what helps build great  
2 organizations.

3 And lastly, I'm one of the most determined  
4 people that you'll probably ever meet. You  
5 know, as leaders, you know, we're all -- a lot  
6 of us are Type A personalities, but, you know,  
7 I've always figured out ways to overcome  
8 obstacles. I've always leveraged  
9 collaborations to get the job done. And, you  
10 know, those collaborations are not easily  
11 earned. You have to earn people's trust. You  
12 have to answer your phone at 2:00 in the  
13 morning. People have to know that you're going  
14 to follow through, and when you do those things  
15 people trust you, they'll collaborate with you,  
16 and those are things that benefit the  
17 organization.

18 So that's why I think I would be great for  
19 this position.

20 CHAIRMAN MacIVER: All right. Thank you,  
21 Mr. Acevez.

22 Commissioners, if nobody has any  
23 objection, as we prepare for the next  
24 interview, I was going to let us have a  
25 five-minute break if anybody needs it.

1           So, Mr. Cannon, you're up next. If you  
2           want to take your time coming up to the podium,  
3           going over your materials, and getting yourself  
4           ready and putting your game face on, take your  
5           time. We'll get started in about five minutes.

6           (Recess taken from 10:06 a.m. to  
7           10:11 a.m.)

8           CHAIRMAN MacIVER: Mr. Cannon, again,  
9           three to five minutes, introduce yourself, tell  
10          us what interests you about the job, and the  
11          floor is yours.

12          MR. CANNON: Yes, sir. Can you hear me  
13          okay? I did hand out -- or actually Dixie just  
14          did it for me, but I did give you a document  
15          that I prepared. I would be more than happy to  
16          entertain any of your questions afterwards or  
17          whatever, but I had kind of laid out a  
18          three-step phase-in plan for the creation of  
19          the division, as well as some information on  
20          the back as far as costs and those kind of  
21          things.

22          So, first off, let me just let you know  
23          that I am honored and humbled to be here, and I  
24          appreciate the consideration for this position.  
25          And congratulations to each and every one of

1 you for being appointed to this position. And,  
2 Chief, thank you for your long-tenured law  
3 enforcement service. You certainly have a name  
4 that everybody knows, so we appreciate that.

5 Let me just tell you a little about  
6 myself. I have 37 years of diverse law  
7 enforcement experience, both at the state and  
8 local level. When I was a young toddler my  
9 parents -- I was born upstate New York and my  
10 parents moved to Florida. My daddy got tired  
11 of the snow, so I was raised in central  
12 Florida. I graduated from high school there,  
13 and I started a career with the Orange County  
14 Sheriff's Office in 1984, where I spent a  
15 little over 25 years.

16 During my time at the sheriff's office, I  
17 worked in criminal investigations as a  
18 detective. I worked in criminal investigations  
19 as a supervisor. I was in kind of a high  
20 profile area when I was down there, so part of  
21 the area that I worked is International Drive,  
22 Disney, the whole Lake Buena Vista area. So as  
23 you can imagine there's a lot of public  
24 concerns about safety in those areas in there,  
25 so that's where I spent most of my

1 investigative experience as a supervisor.

2 I was promoted rather quickly during my  
3 career. I was promoted to captain. So  
4 sergeant, lieutenant, and captain, testing  
5 through those ranks. I served in homeland  
6 security as the director of homeland security  
7 and emergency management for the Orange County  
8 Sheriff's Office. I was in there for about  
9 five years. I was also the coordinator for the  
10 Florida Sheriffs' Statewide Task Force.

11 And we talk about the importance of  
12 networking in these positions, so basically my  
13 responsibility was to coordinate the Sheriffs'  
14 Statewide Task Force for emergency deployments,  
15 whether they be manmade or civil disturbance.  
16 So in that role I worked closely with the 67  
17 sheriffs and the police agencies throughout the  
18 state.

19 After I left homeland security, we had a  
20 new sheriff come in and he liked to rotate  
21 folks around, so I was assigned to our aviation  
22 section. I was the director of flight  
23 operations for the Orange County Sheriff's  
24 Office, where I had a \$10 million budget, and I  
25 retired from that position from the sheriff's

1 office.

2 I had an opportunity to go to the Florida  
3 Sheriffs Association as the assistant executive  
4 director, so I came to Tallahassee. I was  
5 going to live in Tallahassee, and I moved up  
6 here where I spent a few years at the sheriffs'  
7 association as the assistant director before  
8 being recruited to go to the Florida Department  
9 of Law Enforcement as a special agent inspector  
10 over their aviation unit and their statewide  
11 mutual aid.

12 I attended the special agent academy at  
13 FDLE. I received the commissioner's award of  
14 excellence. I spent a few years at FDLE, and  
15 then I was actually recruited -- it's nice when  
16 you retire from some places because people  
17 recruit you to go other places, so I got  
18 recruited to go to the Department of Financial  
19 Services and came in as a major, was eventually  
20 promoted to lieutenant colonel or assistant  
21 director, where I oversaw 235 sworn FTEs  
22 throughout the state.

23 And I was the -- basically, the  
24 coordinator and leader of the merge where we  
25 merged together the division of insurance fraud

1 and the bureau of fire and arson into a new law  
2 enforcement agency, which involved merging of  
3 policies, merging of a lot of issues,  
4 equipment, and the like, and then also getting  
5 us reaccredited, because we had to -- even  
6 though every agency was accredited, we had to  
7 be reaccredited as a new agency.

8         So after I completed my assignment at the  
9 Department of Financial Services for five years  
10 there, I joined the Florida Lottery. I'm  
11 currently the supervisor over statewide  
12 criminal investigations, compliance, and  
13 integrity with the Florida Lottery.

14         I have a master's degree in public  
15 administration. I have a bachelor's degree in  
16 criminal justice. I am a -- I have a graduate  
17 certificate in emergency management. I also  
18 had the opportunity to attend the FBI National  
19 Academy, if you're familiar with that, which is  
20 pretty prestigious. You have to be selected by  
21 your agency head. My sheriff sent me in 2008.  
22 One percent of all law enforcement ever have  
23 the opportunity to attend that.

24         So, after attending that and building that  
25 worldwide network of over 17,000 members, I was

1 the president of the Florida chapter for the  
2 FBI association. I'm currently -- was elected  
3 in 2021 and I'm on the executive national board  
4 of the FBI National Academy Associates and the  
5 section three rep. So I'm responsible for the  
6 southeast United States that's coordinating for  
7 the association of 13 chapters and 11 states.

8 I'm a certified general law enforcement  
9 instructor for CJSCC, I'm a firearms  
10 instructor, I'm an armorer, I'm a trained  
11 accreditation assessor, and I've also attended  
12 and completed the unit accreditation new  
13 managers class.

14 So you asked me why I want this position.  
15 So I feel like I've built a pretty good  
16 foundation of 37 years of networking and  
17 policing, both at the state and local level.  
18 I've had the opportunity to experience both. I  
19 have a knowledge of traditional and  
20 nontraditional policing, my nontraditional  
21 policing being at the Department of Financial  
22 Services as well as at the Florida Lottery,  
23 which I thoroughly enjoy my job at the Lottery.  
24 This is not an issue of me trying to leave.  
25 It's just a great opportunity and I think I've

1 prepared myself. And a lot of what I see at  
2 the Lottery is directly related to what this  
3 legislation is intended to fix and correct.

4 I have a huge network statewide and  
5 nationally. I've reached out to the director  
6 of the Mississippi gaming commission. He's an  
7 FBI grad. I've already had conversations with  
8 Director Davenport about some of the lessons  
9 learned from what they've done in Mississippi.  
10 I have the ability to collaborate and create  
11 partnerships. I'm strongly skilled in  
12 logistics and organized.

13 I feel my biggest strength is I'm a good  
14 communicator. My wife teases me all the time,  
15 because I can be in a Home Depot or a Publix  
16 and I'll just start talking to a total  
17 stranger. And she's like, how do you do that?  
18 And I'm like, I don't know, it just happened.  
19 I try to help people. I see them looking for  
20 something and I'm like, can I help you?

21 So, real quick, just to keep you on your  
22 time schedule. So, interesting. Why do I want  
23 this position? I can tell you that I prepared  
24 myself for this. I've always had the -- my  
25 goal in life was always to put myself in a

1 position where I could head an agency, a law  
2 enforcement agency as a chief or a sheriff or  
3 whatever.

4 And, as the other candidate mentioned,  
5 policing has changed. So this is an  
6 opportunity to be able to take something and  
7 create it from the ground up, something that's  
8 special, something that's unique, something for  
9 Florida. Make a model agency that other states  
10 can look at us, because other states look at  
11 the Florida Lottery now and look at us as a  
12 model organization, and I have that vision for  
13 the Division of Gaming Enforcement.

14 So I think it's a very noble opportunity.  
15 I will tell you that in my time in the Lottery  
16 I have special agents that report directly to  
17 me spread out throughout the state. I deal  
18 with them every day. We do compliance  
19 operations, which are undercover investigations  
20 at retailers.

21 There are 13,500 retailers in Florida. We  
22 do retail inspections. We're tasked with doing  
23 inspections of all those retailers at least one  
24 contract cycle, so I have agents call and say,  
25 hey, boss, I've got this illegal gaming machine

1 in this store. And it's been frustrating  
2 because we try to find somebody to enforce it.  
3 We don't have the authority under Chapter 24 to  
4 enforce it, so we look for agencies to enforce  
5 it.

6 And that's not to disparage any local  
7 agencies or sheriff's offices, but, you know,  
8 we call on them and they're like, we don't  
9 really enforce it. You know, call -- they give  
10 you another alphabet agency to call, and you  
11 call them and they don't enforce it, and you  
12 kind of go through the whole gamut and then  
13 they say, call code enforcement. And you call  
14 code enforcement and nobody calls you back.

15 So there's certainly a need for this  
16 division. And when I say it's a noble  
17 position, I feel like there's an opportunity  
18 for our visitors and citizens to be victimized.  
19 Gray market gambling, illegal gambling. I've  
20 had agents to go into stores, we do a  
21 compliance operation, we make an arrest, and  
22 then the nice thing about Chapter 24 is it's  
23 similar to Chapter 16, you don't need court  
24 orders and those kind of things. Anything  
25 related to Lottery we can do. The same with

1 the gaming statute.

2 We look at the facility. We go in the  
3 back room and we find a mini-casino in the back  
4 of the convenience store, and I know what  
5 happens is these are what we refer to as  
6 (inaudible) machines as opposed to (inaudible),  
7 so really the odds of winning are not very  
8 good, and a lot of these folks that come and  
9 play these are people that probably don't have  
10 a lot and they're trying to hit something big,  
11 they're trying to change their life, they're  
12 trying, you know, to make a life for  
13 themselves.

14 We just arrested -- excuse me. We just  
15 arrested a young lady on a case, and when we  
16 interviewed her she said, hey, look, you know  
17 what, I hate my life. I live in an apartment.  
18 I don't have anything. I have an old car. I  
19 just tried to -- she was stealing tickets  
20 basically. She said, I was just trying to hit  
21 something big. I want to change my life.

22 So I think people go in there, just like  
23 they go to these -- get involved in these gray  
24 market games. They go in there with the  
25 intention of, I'm going change my life. The

1 odds of them winning anything are probably not  
2 very good because it's not regulated. A lot of  
3 it is just, you know, basically people trying  
4 to victimize other folks and scamming them. I  
5 don't think it really helps, and then it just  
6 affects their family and what they're doing.

7 So to me this is a noble opportunity to  
8 come in and try to make an impact. And I know  
9 the Chairman had mentioned in one of the  
10 previous meetings that what we do matters for  
11 Florida, and I think is certainly an  
12 opportunity to do something that matters to  
13 Florida that I'm passionate about. If we can  
14 try to prevent people from being victimized by  
15 illegal gambling it's certainly something I  
16 want to be part of.

17 I think that's pretty much all I have for  
18 you. I have other information I would be more  
19 than happy to share with you. I understand  
20 some of this stuff I would love to share with  
21 you, but this is a public forum and there may  
22 be some things from an investigative standpoint  
23 or those kind of things that maybe we probably  
24 should not necessarily talk about strategies,  
25 so --

1           CHAIRMAN MacIVER: Before I move on to  
2           questioning, I'm assuming that these lights are  
3           the Florida Channel's lights. Can we get that  
4           one moved, because if I try and look an  
5           applicant in the face, I can't read anything on  
6           the paper afterwards. They're aimed a little  
7           bit too directly right at us.

8           And while that's happening, I'll go ahead.  
9           Mr. Vice Chairman, would you like to start us  
10          off?

11          VICE CHAIRMAN YAWORSKI: First of all,  
12          thank you, Chair, for highlighting the lighting  
13          issue. It is something.

14          Just a quick question. We heard a lot of  
15          what I thought were important points from the  
16          last candidate related to both culture of an  
17          organization and leadership style. This is a  
18          new entity and it's impressed upon me with  
19          every new person that we're hiring in this  
20          organization that the tone they set may be the  
21          culture that permeates the building for  
22          decades, and culture is somewhat easy to  
23          establish but very hard to change.

24          I'd love to hear a little bit more about  
25          your leadership style in both how you manage

1 and also how you cultivate and hopefully grow  
2 people into leaders that will successfully run  
3 the organization.

4 MR. CANNON: Excellent question, Mr. Vice  
5 Chair. So I can tell you that I've kind of  
6 prided myself over my career to try to mentor  
7 folks, so, you know, obviously selecting the  
8 right candidates are important. I do the  
9 hiring of the agents, the special agents of the  
10 Lottery. I mean, I don't make the ultimate  
11 decision, my director does, but I'm involved in  
12 the process of doing the posting and the  
13 questions and the advertisements and the  
14 qualifying questions on the interviews and  
15 those things. So, you know, finding the right  
16 people obviously is key, and for people to be  
17 there for the right reason.

18 My style is that I believe -- and I know  
19 this sounds kind of corny, but, you know, lead  
20 by example, walk the walk. I mean, I try to  
21 treat -- I always try to treat everybody with  
22 respect and dignity and my philosophy has  
23 always been treat the people the way that I  
24 want to be treated.

25 I think if you were to ask any of the

1 folks that are the direct FTEs that report to  
2 me now -- and I'm not trying to -- it's not  
3 about me, but on a regular basis they tell me  
4 that, you know, when I thank them for the work  
5 that they're doing and the job they're doing,  
6 they're like, hey, thanks for what you do.  
7 Thanks for being a good boss. Or, you know,  
8 I've been doing this for 25 years and, you  
9 know, you're a good boss for us.

10 So, I used to teach situational leadership  
11 for the FBI. One of the things I didn't  
12 mention, I was accepted as a leadership fellow  
13 for the FBI, so I was on a one-year fellowship  
14 for the bureau. I was at the training academy  
15 at Quantico resident for six months teaching at  
16 the academy and then I did regional command  
17 colleges throughout Texas and Niagara Falls in  
18 New York, and then they actually sent me to the  
19 International Law Enforcement in Budapest,  
20 Hungary, where I taught law enforcement  
21 officers from Europe.

22 And so I'm a firm believer in situational  
23 leadership. It's kind of like if you have  
24 children you know what it's like to raise them.  
25 Some require more attention than others. Some

1 people you just tell them, hey, go take out the  
2 garbage, and they take it out. The other one  
3 you have to get the garbage and hand it to them  
4 and follow them out the door.

5 So, you know, I like to empower people. I  
6 think it's about being courageous and making a  
7 difference, trying to make a difference and  
8 trying to get them to know that it's okay to  
9 take risks, it's okay to make a mistake.  
10 There's a difference between mistakes of the  
11 head and mistakes of the heart, but try to get  
12 people to buy in and be part of the team and  
13 treat them the way I want to be treated.

14 COMMISSIONER DRAGO: Hello, Mr. Cannon.  
15 How are you?

16 MR. CANNON: Good, Chief.

17 COMMISSIONER DRAGO: You mentioned about  
18 being involved in the accreditation process.

19 MR. CANNON: Yes, sir.

20 COMMISSIONER DRAGO: Were you personally  
21 involved with the accreditation process or was  
22 it just done in your agency, or what experience  
23 can you share with us as it relates to the  
24 accreditation process?

25 MR. CANNON: Sure. So when I was at the

1 Orange County Sheriff's Office, I was involved  
2 in the process of the units that I ran during  
3 like a reaccreditation process, so I was  
4 involved in that portion of the preparation of  
5 the unit and the interviews and the things that  
6 go along with it. Ensuring that we had all of  
7 our proofs, all the things that we needed in  
8 place and documents in place for the  
9 reaccreditation for the assessors and  
10 accreditation folks at the sheriff's office.  
11 So I was involved in it at that level.

12 And then when I was at the Department of  
13 Financial Services I actually oversaw -- I  
14 mean, I had help, you know, I had other folks.  
15 I had a major in there, but we actually went  
16 through and ensured that we were meeting all  
17 the standards that were set forth by the  
18 reaccreditation, to make sure that we had all  
19 the necessary proofs and, you know,  
20 participating in setting it up.

21 As a matter of fact, we have assessors at  
22 the Lottery today. I mean, yesterday I was  
23 involved in that yesterday with interviews and  
24 with helping them and with our team there,  
25 making sure that we have all of our documents

1 and policies, our proofs, our interviews, our  
2 equipment and so forth.

3 So, yes, sir, I have.

4 COMMISSIONER DRAGO: Do you think  
5 accreditation is a good course to go, or --

6 MR. CANNON: Oh, yeah, absolutely. I  
7 mean, it's kind of a -- it's a seal of  
8 approval, it's a gold seal of approval, and I  
9 think it's certainly -- and it also shows the  
10 public that you are an agency that meets  
11 standards and you have things in place to --

12 CHAIRMAN MacIVER: Sorry. I hate to  
13 interrupt the questioning.

14 Gentlemen, I moved the light for a reason.  
15 Our ability to conduct the meeting is more  
16 important than your ability to light it.

17 MR. CANNON: Do you want me to stand over  
18 there? Would that make it easier if I stood  
19 there?

20 CHAIRMAN MacIVER: Actually, that probably  
21 would be a little bit --

22 MR. CANNON: Oh, we won't be able to hear  
23 the mic, though. Sorry.

24 Anyway, is it okay, Mr. Chairman, to  
25 continue?

1           COMMISSIONER DRAGO: What do you think is  
2 a major obstacle for a law enforcement agency  
3 today? If you had to pick one thing that was  
4 the biggest obstacle in running a law  
5 enforcement agency, what would you say that  
6 would be?

7           MR. CANNON: So, if I had to pick one  
8 thing, recruitment and retention. I know that  
9 I have a position posted right now in West Palm  
10 for a special agent for the Lottery, and even  
11 with the new initiative by Governor DeSantis  
12 for raising the state salaries for law  
13 enforcement to 50,000, that's -- and that's  
14 something else that I'd love to talk about, the  
15 CAD. But at that rate -- and the Florida  
16 Lottery does an internal CAD -- trying to find  
17 somebody to come to work in this profession for  
18 \$51,000 a year especially in south Florida is  
19 really hard. We have -- you know, I've had the  
20 advertisement out for like ten days, and I  
21 think I have 14 applicants and only three or  
22 four at this point have screened in, that have  
23 met the qualifying questions.

24           So, it's not just the Lottery, though. I  
25 hear it all over. I see it. I mean, I go to

1 conferences for the FBI stuff and we have  
2 people come in and talk and speak and lecture,  
3 and recruiting and retention is a huge issue.

4 And I think that's why this is kind of  
5 unique in the sense that -- like the other  
6 candidate had said, it's a little different  
7 than your traditional policing. As you well  
8 know from being in this business, you know,  
9 some people get tired of working midnight,  
10 shagging calls, dealing with drunks and  
11 domestic violence.

12 And then retaining people. And that's  
13 something I look for. So when I was at DFS,  
14 the Department of Financial Services, we  
15 brought people in, we'd hire them, because I  
16 always try to do five years of law enforcement  
17 experience and at least two years investigative  
18 experience, because you want them to get that  
19 out of their system, that whole, hey, I've got  
20 a gun and a badge. And we don't have police  
21 subpoena authority, so we don't work traffic,  
22 we don't do any of that stuff. You want to try  
23 to find somebody that's tenured, that's kind of  
24 been there, done that, and then once you get  
25 them to where they're trained and they have

1 that institutional knowledge and they know the  
2 job, then they jump to another agency.

3 And so you don't want to become a training  
4 ground. You want to try to get somebody that  
5 you know is going to be there, and  
6 unfortunately it's hard to retain people.  
7 That's why what the Governor is doing here as  
8 far as pay and stuff for law enforcement I  
9 think is key.

10 COMMISSIONER DRAGO: Do you have any  
11 strategies for hiring people, for getting  
12 people to come to this agency, any ideas on how  
13 we -- as you say, there's a lot of competition  
14 out there, too, for the qualified candidates in  
15 law enforcement. How would you get them to our  
16 agency?

17 MR. CANNON: I think you're okay on the  
18 north side of the state in doing the hiring and  
19 it's somewhat okay in the center part of the  
20 state. When you get toward the south part of  
21 the state it becomes more of a challenge  
22 because of what the pay is down there. And one  
23 of the first things they ask you is, you know,  
24 hey, does this have the \$4,999.98 CAD that goes  
25 along with the pay?

1           You know, so I think that's going to be  
2   important for this agency at some point,  
3   whether it be through an LBR -- I mean, I  
4   actually went through the budget, the  
5   \$3.3 million that was funded for the 20  
6   positions in the division for the 2022-2023  
7   budget with 1.3 million of that going toward  
8   salary and benefits for the 20 FTEs, and I kind  
9   of worked out the numbers in my head based on  
10  what the base range is for those salaries, so  
11  you're getting about 20 to 24 percent benefits,  
12  so we're right at that number in the budget. I  
13  think something down the road in the senate is  
14  ensuring that you have that cost of living CAD  
15  in south Florida.

16           As far as the other strategy is if you  
17  could find somebody that's further on in their  
18  career, maybe somebody that's already put  
19  25 years or 20 years in that's still young and  
20  that still wants to work. Insurance benefits  
21  are key for people, as you know that now. We  
22  have great benefits at the Lottery and that  
23  attracts people to us as well.

24           So you want to find somebody -- I don't  
25  want somebody that's retired, right? I don't

1 want somebody that's going to come in and -- I  
2 would say pick up a newspaper, but they don't  
3 even make those anymore I don't think. But I  
4 don't want somebody that's going to come in the  
5 office, sit down and prop up their feet and  
6 read the paper.

7 I want somebody who's maybe retired but  
8 wants to work, that still has the drive and the  
9 desire and wants to be part of something  
10 special and still work. And those are the  
11 folks that are mature, they're kind of  
12 established, you know their values when you  
13 talk to them and when you interview them. And  
14 those are the kind of people that have the  
15 right common sense about them for this type of  
16 a job. You know, this is not a job where  
17 you're going to run and start throwing people  
18 on the ground and handcuffing them and so on  
19 and so forth, but if you have to you have to.

20 So I think that's key. And they're less  
21 likely to jump ship and go somewhere else,  
22 because they're like, hey, I've found a home.  
23 I have a good agency. I have a good boss,  
24 bosses, and I like it here and I want to stay,  
25 so --

1 COMMISSIONER DRAGO: Thank you.

2 COMMISSIONER BROWN: Mr. Cannon, thank you  
3 so much. Your background really jumped out at  
4 me, and your resumé, and a variety of reasons,  
5 including your crisis management during  
6 Hurricane Katrina and your FBI. So I was very  
7 impressed and then what you said really  
8 resonated here about this being a noble  
9 position, a noble opportunity.

10 Looking at your implementation plan, it's  
11 very thoughtful, and I just perused it briefly,  
12 but something that also jumped out at me was  
13 the public awareness and marketing, which we've  
14 mentioned at a prior meeting how important it  
15 is for this gaming commission to have that  
16 approach, and that law enforcement is a  
17 critical component.

18 Can you elaborate more on public  
19 awareness, marketing, and strategic  
20 partnerships based on your relationships in the  
21 state?

22 MR. CANNON: Sure, absolutely. That's a  
23 great question.

24 So, the way I envision this is -- and keep  
25 in mind this is like a 120 plan. It may be a

1 little conservative, it may not be  
2 conservative, I don't know, pushing forward  
3 with it, but certainly once you have the basic  
4 stuff of creating this agency, you know, the  
5 CJIS OR, I've actually already spoken to FDLE  
6 and the gentlemen over there that I've worked  
7 with before about getting what we need in order  
8 to establish this organization, but I think  
9 we've got to get in early for the marketing.

10 So you want to make sure we market it in  
11 the sense that we got to get out to law  
12 enforcement. We have to -- now, it's one thing  
13 to go to the Florida Sheriffs Association  
14 conference and for me or Director Trombetta to  
15 stand there and talk about what the gaming  
16 commission does, but it's another thing to give  
17 that information to filter down from the  
18 sheriffs and the chiefs to the folks on the  
19 street. So I think it's key to hit -- you want  
20 to hit at the high level, but you also need to  
21 hit at the level where you're talking to the  
22 folks, the commander, or the CID.

23 So when they -- when people start getting  
24 these calls, because I think it's really key  
25 for, you know, you have a tip line, you have

1 online reporting, you've got to get on those  
2 and take them right away. We've got to teach  
3 people that there is a way to report this.

4 That if you see something --

5 I mean, I stopped at a convenience store  
6 coming up 27 the other day from Sarasota, I  
7 went in and there were some machines in there  
8 by the lottery play station, and I asked the  
9 guy, I'm like, hey, so what are these machines,  
10 you know? And he was like -- I said, are these  
11 like gambling machines, you put money in them?  
12 Yeah. I said, so do you win money? And he  
13 kind of looked at me and he's like, no, no, you  
14 can buy groceries. And I'm like, okay.

15 So, I mean, it's out there, but most  
16 people don't know how to -- what to do when  
17 they see it.

18 So for law enforcement I think it's going  
19 to be huge to market to the Police Chiefs  
20 Association, Florida Sheriffs Association, get  
21 down to the lower levels to, you know, my  
22 contacts with the FBI association in Florida,  
23 but then also public service announcements,  
24 those kind of things to get out to the public.

25 And, you know, there's great opportunities

1 where there's regulated gambling in Florida. I  
2 mean, we have it here. We have it in Hard  
3 Rock, we have it in Miami for folks to go if  
4 that's what they choose to do.

5 Ideally in an ideal world you want to tell  
6 everybody. You want to let people know, and  
7 especially those law enforcement people,  
8 because I have a feeling that these machines,  
9 these gambling rooms, there's charging  
10 stations, cellphone charging stations that are  
11 not really cellphone charging stations. You  
12 can walk up there, there's pads of paper and  
13 pencils and you can plug your phone in like  
14 you're charging and you can book your bet for  
15 online sports betting for games and stuff that  
16 are occurring out of our country.

17 People need to know what they're looking  
18 for and get educated on it and then how to  
19 report it and then it's going to be incumbent  
20 on us to make sure that we do go in and make a  
21 difference and do something about it.

22 COMMISSIONER BROWN: I could not agree  
23 more, and you're obviously really familiar with  
24 the gray market area in your role at the  
25 Lottery, so that's very beneficial to this

1 endeavor here.

2 And you have an extensive criminal  
3 investigatory experience. Can you walk us  
4 through the different approach of  
5 administrative investigation versus a criminal  
6 investigation and how you would pursue both of  
7 those?

8 MR. CANNON: Sure. So I can speak for one  
9 thing that we do now through my current  
10 assignment. We have the criminal side of what  
11 we do for integrity and compliance  
12 investigations. We also have the  
13 administrative side as far as determination if  
14 someone is a retailer. There are 13,500  
15 approximate retailers in Florida and that  
16 fluctuates every day. It's not a right, it's a  
17 privilege, so there's a process to go through  
18 for those folks when they do violate their  
19 contract.

20 So, anything that would be contractual, I  
21 know there's an administrative process to go  
22 through. We write up a case report, we submit  
23 it to retail or contracting, they go through  
24 the process. They make a determination that  
25 they're going to terminate the retailer, we go

1 in and we pick up the equipment, so on and so  
2 forth.

3 In this instance there's really nothing  
4 that's -- there's no way -- there's nothing to  
5 regulate the gray market. That's why we're  
6 here in this room. So it would be a process of  
7 contraband as established under Chapter 16 and  
8 all the various -- the five other statutes that  
9 encompass Chapter 16, including Chapter 24, to  
10 go through those and look at what is considered  
11 contraband by statute. If it's contraband then  
12 obviously that's why we have attorneys. That's  
13 what they like to do. So we work closely with  
14 the attorney on the legal side of it to do the  
15 civil forfeiture of seizing of assets or  
16 whatever.

17 And then of course if we're working a  
18 criminal case, you know, we look at our RICO  
19 stuff, our Florida RICO or at RICO and look at  
20 like seizing assets and freezing things before  
21 they have a chance to dispose of them and prior  
22 to the outcome of the prosecution.

23 We just worked a pretty big case. It's  
24 still under -- so it's still in the court, but,  
25 I mean, just giving an example, a lady walked

1 in with a \$1,000 ticket to a convenience store  
2 and said, hey, I won \$1,000. Can you cash it  
3 for me? And, you know, at this point -- this  
4 is the education part of it, the retailer said,  
5 well, you have to take it to a district office.  
6 He's like, I'll give you \$800 for it.

7 So she sold it to him for 800, which it  
8 does happen. It's called ticket brokering,  
9 especially in south Florida. We get a lot of  
10 them in the Keys because people come in off the  
11 cruise ships and they're not going to drive to  
12 the Miami office to cash it.

13 Anyway, it turns out it was a  
14 million-dollar ticket. So we did a -- so we  
15 worked with the state attorney, we tried to get  
16 a statewide prosecutor, we worked with the  
17 state attorney and we did a conspiracy charge  
18 and we have five defendants that have been  
19 issued warrants. The five defendants have been  
20 arrested, so the case is pending.

21 But the nice outcome from the story is she  
22 did get paid her proceeds less her taxes and  
23 she took a one-time payment, plus she had to  
24 keep the \$800 that she got from the retailer,  
25 and he was terminated.

1           COMMISSIONER BROWN: That's a great story.  
2 Thank you. Just to follow up on something that  
3 you raised with regards to the gray market  
4 area, do you have an opinion, if they have a  
5 different license, let's say an alcohol,  
6 beverage, and tobacco license, do you have any  
7 thoughts about whether that should be  
8 implicated if they were found guilty of a  
9 crime?

10           MR. CANNON: I think absolutely it should  
11 be. Absolutely.

12           COMMISSIONER BROWN: Thank you. And then  
13 a question that I'm asking all the candidates.  
14 Do you have any connection -- again, the  
15 impartiality is so critical in this role -- any  
16 prior business dealings with anyone in -- apart  
17 from Lottery -- in the gaming industry  
18 throughout the State of Florida?

19           MR. CANNON: No, ma'am.

20           COMMISSIONER BROWN: Thank you. Thank you  
21 for your presentation.

22           MR. CANNON: Thank you for your service.

23           COMMISSIONER D'AQUILA: Mr. Cannon, if I  
24 may. You gave a lot of thought into this plan.  
25 You obviously have great experience. A

1 hypothetical. You're in charge of this new  
2 agency in the state for the first time. Just  
3 like any entrepreneur, new business owner, what  
4 keeps you up at night now with this rolling all  
5 of this out and where do you believe in your  
6 experience this agency might be vulnerable or  
7 might fail?

8 I know there's an old saying, right, we  
9 learn more from our failures than our  
10 successes, but what would keep you up at night  
11 and where do you think the great challenges  
12 are?

13 MR. CANNON: So I think -- I know, because  
14 it kept me up last night, too. So just so you  
15 know I didn't get much sleep last night because  
16 I was coming today. But, you know, to make  
17 sure we can make it work, to see some  
18 successes, right? So you want to establish and  
19 see these benchmarks. I would love to be able  
20 to drive down the road and pull into a  
21 convenience store or go somewhere and not walk  
22 in and see what's going on right now. I mean,  
23 the success of making it work. Nobody wants to  
24 fail. I've never wanted to fail. Nobody does.  
25 I've never wanted to fail at anything I did.

1           So priding myself on making a difference  
2   and going in there and trying to do it, I think  
3   those are the things that would keep me up at  
4   night. And truly what I said, and this is  
5   not -- you know, this is not just a line of  
6   compassion.

7           I mean, I see that -- because I see people  
8   play games that, you know, probably should be  
9   spending money on other things. I mean, that's  
10   the reality of it. And so it kind of -- it  
11   bothers me to see that, and so knowing that  
12   we're limiting that and making a difference to  
13   try to keep people from doing that, at least in  
14   an area where they know they're being scammed  
15   and there's no regulation I think is going to  
16   be key for making this work and being  
17   successful.

18           And those are the things that I think we'd  
19   probably just want to be able to say, hey, look  
20   what we accomplished, and just look back at it  
21   and say, you know, these are -- this was our  
22   intent, this was our direction.

23           And also, learning from other agencies. I  
24   mean, like I said, I took it upon myself to  
25   reach out. And it's convenient because, being

1 a member of the FBI NA, we have the network. I  
2 can go on into the database directory. I just  
3 put in gaming and it showed me everybody. And  
4 the chief knows -- anybody that's a NA grad  
5 that's active, it shows what agents are theirs.

6 So I literally picked up the phone and  
7 said, hey, is this Dan? Yes, it is. Hey, this  
8 is Tim Cannon and I was in the 234 session.  
9 And he said, oh, hey, how's it going? This is  
10 kind of like a code word, because that's my  
11 session number. And I'm like, hey, you don't  
12 know me, but I'm calling you because I'm moving  
13 to Florida and I have some questions about  
14 gaming. And he's the director of gaming in  
15 Mississippi law enforcement.

16 And he told me, he was, like, hey, one of  
17 the things that we have is we have -- our law  
18 was established in 1997, but we've never really  
19 made any modifications. I hope he doesn't mind  
20 me saying this. We never really went back and  
21 made any changes to the law. There were never  
22 any adjustments to the legislature based on how  
23 the industry changed and the enforcement side  
24 of it, so they're kind of working on  
25 legislation from 1997 in 2022.

1           So I think key, whether I get this  
2     position or not, something to look at down the  
3     road is as the dynamics of this changes,  
4     because, as you know, once somebody figures out  
5     a way to commit something and you stop it, then  
6     they're going to figure out another way to do  
7     it. So the dynamics of how this changes is to  
8     be fluid enough to recognize it and change the  
9     legislation to match what the issue is at hand  
10    so we can continue to be successful to  
11    ultimately hit that point.

12           COMMISSIONER D'AQUILA: Thank you.

13           MR. CANNON: You're welcome, sir.

14           CHAIRMAN MacIVER: Any follow-up,  
15    Commissioners?

16           Mr. Cannon, again, I put you in the unfair  
17    position of take everything you just told us  
18    and cram it down into 30 seconds and give us  
19    your elevator pitch.

20           MR. CANNON: Well, I'm hoping I'm staying  
21    on my timeline. So I will just tell you this.  
22    It's an honor for me to be here. It's an honor  
23    for me to present before you. And, like I  
24    said, what you're doing is noble.

25           I would love the opportunity. I'm a hard

1 worker. I'm the guy that's in the office at  
2 seven o'clock at night just to make sure things  
3 are right and things get done. I have a lot of  
4 experience. I have a lot of life experience.  
5 I have tons of contacts throughout the State of  
6 Florida, actually nationally. I think that if  
7 you're looking for somebody to come in and hit  
8 the ground running, I'm already certified.

9 I have the support of my director at the  
10 Lottery. He and I have known each other for  
11 30 years, and I know we have good partnership.  
12 I know we need to maintain and keep the  
13 separate legislation, you know, keep our roles  
14 separate, but I think there's a lot of  
15 collaboration there. There's a force  
16 multiplier for things that we can do or things  
17 that come in, so having that ability to relate  
18 to the relationships I have with the Lottery  
19 now with the relationships that I have, I just  
20 think that I could deliver a product for you  
21 that you would be very pleased with and we  
22 would continue to move forward and be  
23 successful.

24 CHAIRMAN MacIVER: Thank you very much,  
25 Mr. Cannon.

1 MR. CANNON: Thank you, Mr. Chairman.  
2 Thank you, Commissioners.

3 CHAIRMAN MacIVER: I believe we have  
4 Mr. Drake next. Is he on the line?

5 MR. DRAKE: I am, sir.

6 CHAIRMAN MacIVER: Good morning,  
7 Mr. Drake. I don't know how much of the  
8 Commission meeting you've been able to see so  
9 far, but the process we're taking is each  
10 applicant is being given three to five minutes  
11 to sort of just give us an overview of who they  
12 are and why they are interested in this job,  
13 and then from there we'll move into questions  
14 from our commissioners. So the floor is yours,  
15 sir.

16 MR. DRAKE: Thank you very much. I was  
17 born and raised in the Hudson Valley.

18 I have feedback. I'm sorry. That's  
19 better. Sorry about that.

20 So I was born and raised in the Hudson  
21 Valley of New York, which is I was born  
22 directly between New York City and Albany along  
23 the Hudson River. I was born and raised in a  
24 small town. Very agricultural. A lot of apple  
25 farms and dairy cows and horse farms. And I

1 grew up and stayed most of my life there. I  
2 moved briefly about -- you know, I live  
3 probably 20 minutes west of there now, but  
4 still in the Hudson Valley in Gardiner, New  
5 York.

6 My mom and dad were blue collar workers.  
7 My mom was, you know, a teacher's aide at the  
8 local school district. My father was an auto  
9 parts dealer for a while and then he joined IBM  
10 in the clean room on the assembly line. And I  
11 had a brother and sister and we worked hard for  
12 everything we got.

13 I always wanted to be a police officer. I  
14 knew that since I was age five. My  
15 grandmother, who was an Italian immigrant back  
16 in the early 1900s, she was all the time asking  
17 me, Michael, what do you want to do when you  
18 grow up? At five years old I told her I wanted  
19 to be the pope or a police officer. By the age  
20 of seven pope was out, so it was full steam  
21 ahead to being a police officer.

22 I was lucky to know that that was kind of  
23 always in my blood, so I, you know, had great  
24 family support. I ended up meeting my wife  
25 after college, but we went to high school and

1 grammar school together. We've known each  
2 other since we were in kindergarten, but we  
3 started dating after college and planning our  
4 life together.

5 We have two sons that are going to be 19  
6 and 21. They're both in college now. One is  
7 at SUNY Geneseo out west in New York on a  
8 chemistry scholarship. He wants to go to law  
9 school down in Florida. And my younger guy is  
10 a computer science major at Marist College,  
11 which is a private university in the Hudson  
12 Valley.

13 So with that about my family and how that  
14 affects me, it has allowed me to then get my  
15 bachelor's degree in criminal justice from  
16 Marist College on an academic scholarship, but  
17 I was working three jobs while I did it to put  
18 myself through, so you learn a lot from that.

19 And then, you know, going through that, I  
20 was a police dispatcher while going to college  
21 on midnights, so I have about 30 years of law  
22 enforcement experience with that because I did  
23 that for about three years through college. I  
24 graduated from Marist with my criminal justice  
25 degree, and then the way it works in New York

1 is I was sponsored by my hometown to go to the  
2 municipal academy, which I was and I did. I  
3 graduated and then took the civil service  
4 exams.

5 While waiting to be a police officer, I  
6 actually got a job as a chemist for about a  
7 year because that was my general study in  
8 college because I was good at it and I liked  
9 it. I knew I never wanted to do it, but it  
10 could pay my bills back, and then I was lucky  
11 enough -- I took a tri-county exam, three  
12 counties. About 30,000 people took the exam.  
13 I scored 100 on it, and the entire county  
14 was -- in the entire three counties I was  
15 number one.

16 Then I was selected by the Village of  
17 Monticello police department to be a local  
18 officer. And so at a young early 20s age, you  
19 know, foreign to the community, they made me an  
20 undercover officer right away, and I did that  
21 for the first few months, doing gambling,  
22 prostitution, all kinds of fun things. You  
23 know, drugs and different -- you know, frauds  
24 and larcenies.

25 Once my identity was blown, then they put

1 me in uniform and put me out on the street  
2 where I learned a lot of how to be a police  
3 officer.

4 And I was lucky enough to then be accepted  
5 into the New York state police academy in 1996,  
6 where I attended. It's a residential academy  
7 that's six months long from October to April,  
8 '96 to '97, where there were 121 recruits from  
9 all over the state. And again, I excelled,  
10 worked extremely hard, and was the  
11 valedictorian in my class. I finished number  
12 one and was granted the award at our graduation  
13 and was able to address our graduating class.

14 From there I became a trooper out on the  
15 road. I worked for six years as a road patrol  
16 trooper. New York's a little different than  
17 most states. We are a full-service municipal  
18 agency, so we do the barking dog complaints,  
19 civil disturbance, neighbor disputes all the  
20 way up to the homicide. I did that for  
21 six years in a very rural area of New York  
22 where I worked with one other trooper for  
23 six towns that didn't have a police department  
24 to be dealt with, and that really built the  
25 foundation of what type of law enforcement

1 officer I became later on in my career.

2 I became a sergeant and transferred  
3 upstate. Worked up there for six months  
4 supervising about 50 troopers up near the  
5 Canadian border, and then I was appointed  
6 investigator and returned back to the Hudson  
7 Valley and worked in Newburgh, New York. It's  
8 a very, very violent poor urban area, and I did  
9 that for eight years.

10 And while I was doing that, I got married,  
11 had two kids, built a house, and was going back  
12 for my master's degree in public administration  
13 while my wife, who's a registered nurse, was  
14 working, and we kind of built through our  
15 family. Got my master's degree and then I  
16 studied for the lieutenant exam.

17 In the New York State Police, when you  
18 finish -- about 300 people take the  
19 lieutenant's exam statewide. If you're in the  
20 top eight you get to choose to get your  
21 master's degree or go to the FBI National  
22 Academy. I wanted both, so I put myself  
23 through the master's program, then studied for  
24 lieutenant. So I got my master's and then I  
25 scored number one overall in the state.

1           And when I scored number one, they sent me  
2   to the FBI National Academy, and I went there  
3   in the 245th session with 249 other people from  
4   around the country as we heard before from the  
5   previous candidate, and then I just hit the  
6   ground running as a lieutenant.

7           After I did eight years of all types of  
8   investigations myself, between backgrounds all  
9   the way up to Title III, RICO, homicide, any  
10  kind of investigation working with all the  
11  federal partners. As a lieutenant I was a  
12  commander. I first was in charge of the  
13  governor's protection unit when Governor  
14  Paterson was our governor. I was attached to  
15  him 24/7 for a few months. That was kind of  
16  burning me out, so I requested a transfer and  
17  was granted one and I became what they call an  
18  (inaudible).

19           I was in the New York City drug  
20  enforcement task force for three years, where I  
21  oversaw multiple groups doing mostly  
22  international smuggling, drugs, narcotics,  
23  weapons, guns, money laundering, gambling, you  
24  name it, all internationally from the Middle  
25  East through to South America, Russia, all the

1 way back through Europe and back into the  
2 United States domestically.

3 I left there. I had become a detective  
4 lieutenant in the field and ran a detective  
5 squad of about a hundred, and we did mostly  
6 crimes between rape, robbery, homicide, and  
7 larceny. I did that for a number of years and  
8 I was promoted to captain.

9 I had a uniform command of about 200. Did  
10 that for a few years and then I became a bureau  
11 commander, a bureau captain, and I oversaw five  
12 counties, 250 detectives, all sorts of task  
13 forces, between gambling, drugs, human  
14 smuggling, and then the normal, you know,  
15 detective work for about a million people.  
16 That's the population.

17 Then I was lucky enough to get appointed  
18 to major, and I've risen through that rank as a  
19 troop commander. I oversaw four counties  
20 between Albany and Westchester, and it's about  
21 a 1.4 million population, and I'm -- the  
22 personnel that I was in charge of was 500.  
23 Then we did everything again. I did the  
24 uniform and the bureau side of it. All types  
25 of task force. Oversaw a bunch of different

1 things. And now I've been, you know, put in  
2 different places and positions by division  
3 because of my broad scope.

4 I was also the director of our fusion  
5 center as a captain, so I did the  
6 counterterrorism and criminal intel for two  
7 years as a captain. So then what I did is they  
8 moved me into professional standards, so I did  
9 drug testing, audits, accreditation,  
10 self-assessments, quality control, critical  
11 incidences, internal investigation, policy,  
12 body camera. I can go on and on. Reshaped  
13 different policies.

14 And then I was selected to now be in the  
15 field command position, which is operational,  
16 and the governor wants to either absorb or do  
17 away with the New York State Park Police, which  
18 was a separate entity, so I have operational  
19 control right now of the 200 or so park police  
20 officers throughout the 62 counties in the  
21 state in the 180 state parks that we oversee.

22 And with that, I do a lot of soccer  
23 playing and coaching, which kind of plays into  
24 being a team player and learning some  
25 management and leadership styles, and actually

1 coached at the university and the  
2 semiprofessional level.

3           Why I'm interested and why I'm the right  
4 candidate is, you know, my career has basically  
5 come to this point where I'm 48 years old, I've  
6 got about 30 years in law enforcement, I've  
7 done so many variety of things. As the other  
8 candidate said, my wife and I planned a lot of  
9 this, and now it's time for us -- and I hate  
10 use the word "retiring," but her being a  
11 registered nurse and me being a police officer,  
12 this is our -- my dream was always going to  
13 Florida.

14           That was our plan and we're at that point  
15 now, so when this position came up, you know  
16 when it's right it's right for you and your  
17 family. My kids are in college, they're  
18 self-sufficient. My wife and I, her being a  
19 nurse, can easily move down to Florida and  
20 assimilate. We have friends that live in and  
21 throughout Florida and family.

22           And, you know, why, it's just that I have  
23 such an affinity for this job, and as you  
24 said -- one of the commissioners said, you  
25 learn more from your failures than your

1 successes, that's true, and I'm up to the point  
2 now where I'm not -- I'm not a know-it-all, I'm  
3 not perfect in everything, but I am extremely  
4 determined, extremely experienced, and have a  
5 wide experience at the state and local level  
6 and even federal level of the different things  
7 that fit into what you're looking for, and I've  
8 been an executive officer, commander for over  
9 12 years.

10 So, with everything tied together, I know  
11 I won't be perfect for you, but I won't quit.  
12 I'm very determined, very hard-working, very  
13 easygoing. And again, make mistakes, but learn  
14 from them and push forward and know that I  
15 answer to you folks who answer to the  
16 Governor's Office and how that works and the  
17 interactions at that level because I've been  
18 doing it for over 26 years at the state police.

19 CHAIRMAN MacIVER: Thank you, Mr. Drake.

20 Mr. Vice Chair, would you like to lead in?

21 VICE CHAIRMAN YAWORSKI: Yes.

22 Mr. Drake, in a similar manner to the  
23 question I asked the last out-of-state  
24 candidate we had, I think it's important that  
25 anyone who comes into the state from out of

1 state has a strategy in mind to enter into  
2 relationships and begin to understand how the  
3 Florida law enforcement mechanism works. What  
4 would be your strategy for doing so, having  
5 come from New York?

6 MR. DRAKE: Yeah. I mean, you know, it is  
7 an obstacle. As the previous candidate to me,  
8 very, very influential in Florida, very well  
9 connected, knows the laws already. It can be  
10 good or bad depending on how you're looking at  
11 it. I think I come with a clean perspective.  
12 I don't have those prejudices or preconceived  
13 notions of folks. I am highly energetic.

14 He said he was at Lowe's or Home Depot and  
15 he -- I'm the same type of person and you'll  
16 find most police executives or leaders of law  
17 enforcement officers love engaging people,  
18 because we love to talk. We're human. We have  
19 that dignity and respect for everybody.

20 So, for me, I am an outgoing, energetic  
21 person. Very tolerant. Can agree to disagree  
22 politely. I don't get upset or emotional very  
23 often. Never interject it into my profession.  
24 And how you overcome it is you've got to be  
25 open to get to meet people. It's a whirlwind,

1 but it's a 365. It's 24/7. It's not a job --  
2 as he said, you're not going to sit at your  
3 desk, feet up, hey, I got this job, this is  
4 wonderful. You know, I sort through some  
5 emails, I talk to the commissioners, and -- you  
6 know, and everything is great.

7 No, you're out there. You're out there  
8 building. If it's going to be successful you  
9 are into it all the way. And how you overcome  
10 it is by meetings, going to meetings, meeting  
11 the right stakeholders, going off of the  
12 Commission's lead and the Governor's  
13 directives, and then it's grassroots. Getting  
14 out to those bigger areas where some of this --  
15 you know, where we talked about some crime  
16 around gambling is, and some of the educational  
17 pieces you talked about.

18 But is it going to be an obstacle?  
19 Absolutely, but as most of the people on the  
20 Commission, y'all are from New York, or a lot  
21 of you are, and you integrated perfectly when  
22 you got down there. I think three of the five  
23 of you at least.

24 You know, it's one of those things, you  
25 bring it with you. You find out real quickly,

1 most of all of us are Americans, human beings,  
2 and we agree on a lot more than we disagree  
3 despite what your legacy media is telling  
4 people and different elected officials.

5       You just get in the game. You go down  
6 there. They meet who you are. They know who  
7 Robin is, my wife, my kids, and then you start  
8 breaking down those barriers, and we all start  
9 realizing that we're headed in the same  
10 direction. Maybe not on the right path, not on  
11 the same path, but most of us are parallel, you  
12 know, and we just need to intersect a little,  
13 get a little closer. And by doing that you  
14 just get out, you engage, be energetic, you do  
15 a lot of listening and learning and watching  
16 and trusting and then building the right team  
17 members.

18       Putting the people in place throughout  
19 your entire state, which is similar to the  
20 geography, not demographics or politicalness of  
21 New York, but Buffalo to Long Island is a  
22 seven-, eight-hour drive, so it's a huge state,  
23 but you get out there. You build people  
24 regionally who know the folks in that area.  
25 The sheriffs, the local police officers, the

1 community members, the elected officials, the  
2 appointed officials, and you build off that.

3 You don't need to meet all the millions of  
4 people that live in Florida, you just need to  
5 have the right team members, the right fit or  
6 the right feet on the block as you're driving  
7 it or directing it to get the job done. And  
8 you need to identify those folks and then work  
9 through them with them to get the successful  
10 mission accomplished.

11 VICE CHAIRMAN YAWORSKI: Thank you. No  
12 further questions.

13 COMMISSIONER DRAGO: Mr. Drake, can you  
14 tell us how you prepared for this position in  
15 Florida?

16 MR. DRAKE: Yeah. So when you start --  
17 sorry. It's already reverberating again.  
18 Sorry about that.

19 So the first thing, like the gentleman  
20 said, you identify where you want to be. I  
21 think the guy from Illinois had said we  
22 eventually -- we knew, my wife and I know we  
23 want to be in Florida. So you start looking  
24 and handpicking jobs that you think is right  
25 for you. So you crawl over everything, and

1 this one stood right out to me. It's a state  
2 agency. It's new. It, you know, has a lot of  
3 potential and it's in my wheelhouse. It's  
4 investigations, it's statewide, it's dealing  
5 with the higher level folks and the lower level  
6 folks. So that was the first thing.

7 So, yeah, you read through the brochure,  
8 the announcement, and then the first thing --  
9 you go to the website and see how it was  
10 formed, how it was appointed, who's on the  
11 Commission. Because, let's face it, I work  
12 for, yes, the State of Florida, but more  
13 directly to you folks. So I deal with the, you  
14 know, three commissioners, the vice chair, the  
15 executive director.

16 I did my homework. I want to know who you  
17 folks are, so I know that Mr. Yaworski went to  
18 Florida and then to law school in Alabama, has  
19 worked in Georgia and Florida. And Ms. Brown  
20 is mostly a Floridian, where she's done most of  
21 her career and her education, what she's done.  
22 Why? It's not to spy on them or surveil them.  
23 You might feel a little uncomfortable but it's  
24 one of those things of who am I going to be  
25 working for. Can I work for these folks?

1           Mr. D'Aquila, you know, is from New York.  
2           He's from the Binghamton area, went to  
3           university there and has now migrated, so I can  
4           get from him, hey, how did you get in, how did  
5           you fit in and figure things out?

6           You know, Mr. Drago is New York and  
7           Florida. Again, great law enforcement career  
8           when you look across his biography.

9           And then the executive director,  
10          Mr. Trombetta, is also from SUNY Brockport  
11          where my son goes to SUNY Geneseo.

12          So you make those connections immediately,  
13          and then, look, he went to law school in  
14          Florida where my son wants to go.

15          So when you do your homework, it's not  
16          just the job description and can you do it.  
17          Listen, people that you're going to interview  
18          today and you're going to hear from are going  
19          to have very similar, you know, educational  
20          experience, skills, characteristics, but when  
21          you look at can I make a connection with the  
22          folks that I'm going to be working for, I'm not  
23          looking for a stepping stone, I'm not looking  
24          to jump around. When I make my next move, I  
25          want to be in a position that I'm going to take

1 for the next ten to 15 years.

2 I want something that I'm not just going  
3 to start, but that I'm going to get through it,  
4 build it, that culture, that foundation with  
5 you folks through the Governor's Office towards  
6 success, making mistakes along the way, but  
7 getting us through to see that success.

8 And then I started looking. What do the  
9 laws look like? You know, you have a RICO act.  
10 You know, the Racketeer Influenced and Corrupt  
11 Organizations Act. In New York it's Article  
12 460. In Florida it's maybe Chapter 895. And,  
13 you know, what federal agencies.

14 So I looked through the different -- the  
15 meetings and the agendas that you folks have  
16 put out and watched different videos. So am I  
17 an expert like the previous candidate?  
18 Absolutely not. He already works for the  
19 Lottery. He's got a lot of experience. He's  
20 got a lot of connections.

21 Mostly what I've done is reached out to  
22 folks that are doing it in various other  
23 states. We have a special investigations unit  
24 in New York. My office is right down from the  
25 major that oversees it. I've had people that

1 have worked in it. I've had some dealings with  
2 them. What did they do in these types of  
3 things?

4 So, putting that all together, I'm not  
5 going to proclaim that I'm an expert in this,  
6 but my preparation has been can I do this as a  
7 job, which I know I can. Can I work for the  
8 folks that are currently in these positions as  
9 commissioners? You know, is it something that  
10 I can, you know, take their -- okay, what are  
11 we going to do, and then also the Governor's  
12 Office edicts. Put it all together, learn the  
13 laws, build your team, and move forward.

14 COMMISSIONER DRAGO: (No sound.)

15 I'm sorry. I probably just said all that  
16 for nothing.

17 MR. DRAKE: My apologies.

18 COMMISSIONER DRAGO: No, no, no, it's not  
19 your fault. I didn't turn on my button again.  
20 I have a problem turning on and off my button.

21 You had mentioned that you'd worked some  
22 RICO cases during your career. What kind of  
23 cases were they? What kind of RICO cases were  
24 they?

25 MR. DRAKE: Yeah. So, some of the -- most

1 of the RICO ones that I was involved in was as  
2 a supervisor, so there's a few different ones.  
3 I oversaw the Safe Street Task Force in the  
4 Hudson Valley out of Goshen with the FBI  
5 office, and they worked two different type of  
6 RICO cases where I had folks that were involved  
7 in those as a senior investigator, which is  
8 like a detective sergeant, and an investigator  
9 on different angles of -- you know, one was a  
10 counterfeit money operation where they were  
11 running them out of -- actually it was the  
12 Binghamton, Albany, New York City triangle. So  
13 they were doing counterfeit bills. They were  
14 doing -- they were also doing card reader scams  
15 at the gas pump. It was an international group  
16 from Albania. So I worked that one  
17 specifically and oversaw it.

18 And then also in the drug enforcement task  
19 force. That's where I did most of the RICO in  
20 that three and a half years that I spent with  
21 the DEA, New York City police department, and  
22 New York City police working in that triangle.

23 I oversaw, you know, as their (inaudible),  
24 as their commander, these two direct groups.  
25 One of them was a money laundering operation,

1 and how they do these things, so there were  
2 multiple RICO cases they were doing at once.  
3 Most of it was coming out of Mexico through the  
4 border through tractor-trailers, where they  
5 were moving pallets of cash.

6 They were doing other things as well, but  
7 a lot of money laundering coming through. How  
8 it's split up from the tractor-trailers and how  
9 these criminal enterprises were operating out  
10 of the country and then bi-coastal and then  
11 getting the money specifically washed into the  
12 American -- you know, our economy and how it  
13 was being broken up and brought in through oil  
14 tankers and how it got here.

15 I mean, there were other drugs attached to  
16 that case as well, but, I mean, these are  
17 lengthy investigations. Title IIIs, wiretaps,  
18 surveillance, photos, as you folks know. You  
19 know, undercover operatives, informants that  
20 all tie in together, and it's a slow move  
21 through the process working with the AUSA's  
22 office, building cases where you do these  
23 indictments and you snag some of these  
24 shipments and some of these money launderers  
25 and see where the operations -- and they move

1       them quite often.

2                You really have to have the right people,  
3       the right investigators, the right team, that  
4       flexibility, high energy, high speed, low drag.  
5       Those are the -- the more recent ones that I've  
6       overseen were more of the money laundering  
7       criminal enterprise outside and inside the  
8       country, either counterfeiting or washing money  
9       through our economy.

10               COMMISSIONER DRAGO:   Understood.   Great.  
11       Thank you very much.

12               MR. DRAKE:   Yes, sir.

13               COMMISSIONER BROWN:   Thank you, Mr. Drake,  
14       for calling in and/or giving us an overview of  
15       your background.   Very expansive and you  
16       highlighted some details that I did not know,  
17       including some of the really impressive  
18       accomplishments over your career.   So I'm very  
19       excited to meet you.   I could feel your energy  
20       as you spoke, too, so I could appreciate that,  
21       definitely.

22               Not coming -- not being in the State of  
23       Florida, and as we have or I've acknowledged,  
24       and I know several commissioners have, that  
25       training and outreach are so critical to this

1 particular position, who will you rely on, not  
2 just in building your team, but in also  
3 providing outreach on the statewide level and  
4 really on the local level?

5 MR. DRAKE: Yeah. I mean, so those are  
6 those types of relationships that you have to  
7 start reaching out to right away and  
8 identifying through you folks and other law  
9 enforcement officers at that state and local  
10 level that have been identified, that know  
11 these things and, again, by getting down there  
12 and introducing yourself.

13 Again, it takes a little bit of catch-up  
14 time where the previous candidate probably has  
15 these identified. He worked with or worked for  
16 or, you know, has known these folks; that's  
17 where I would play that catch-up. But how you  
18 do it is you have to identify them quickly, and  
19 how you go about that is by trusting the folks  
20 when you get down there of who I'm answering  
21 to, so the Commission, the Governor's Office.

22 The folks immediately around me, all  
23 right, let's look at the data, let's see where  
24 everything is, and then let's reach out to the  
25 folks we need to at the federal, state, and

1 local levels, because that's where your success  
2 comes from. It's not building your internal  
3 team, but the folks around you that you're  
4 going to depend on at the state police level,  
5 at a state level.

6 When you start doing these things, if you  
7 exclude it's to your detriment. Whether it's  
8 the community, but here it's other  
9 organizations, other police agencies and law  
10 enforcement. You have folks on the Commission  
11 that already have that knowledge, so go to them  
12 and get it. So some are more law-driven legal,  
13 you have police. That's why the Commission is  
14 diverse. When we talk of diversity people  
15 always think of tint of skin. I look at it as  
16 where is your background and your perspective,  
17 which is why I did my homework on you folks.

18 Where do I go for what reason because I  
19 see what your background and what you're not  
20 good at, but what you have in your career  
21 regulatory-wise. That's a pointer that can say  
22 what do you think, and then coming in with the  
23 knowledge of I see hot spots in this area.  
24 Your crime analysis centers, your fusion  
25 center, your intel that you've already gleaned

1 and you already have that's privy is pointing  
2 us in these directions of hot spots. Where can  
3 we get that local help.

4 So when you do your qualitative analysis,  
5 when you look at data, when you talk to  
6 analysts and non-sworn staff and you folks, you  
7 get the idea of where you need to hit first.  
8 Is it going to be Orlando, Miami, Tallahassee,  
9 you know, or is it the smaller regions? Do you  
10 go to Destin or, you know, some of these other  
11 smaller areas? That's where you're going to  
12 have to start building those relationships,  
13 because without them, whether or not you have a  
14 20-person team throughout the state, that's  
15 great, but you're going to need help from  
16 local, state, and federal partners.

17 Having some of those already in place,  
18 like the gentleman before through the FBI  
19 National Academy, I have several connections in  
20 the State of Florida and at the federal level  
21 in the State of Florida, and my work with the  
22 DEA. A lot of those folks have now moved on  
23 and become their own group supervisors in and  
24 around the State of Florida that I've kept  
25 contact with.

1           So you've just got to make sure you  
2 network, get the right information and compile  
3 it. That's a heavy lift, but it's nothing that  
4 can't be overcome. It's all about  
5 determination and work ethic and energy and  
6 wanting to not fail, knowing you're going to  
7 make mistakes, but that determination of not  
8 wanting to fail and going out there and  
9 identifying those folks through people that  
10 have already built those relationships or have  
11 those ideas, or, you know, pointers where they  
12 can say, this is kind of where we're looking.  
13 You don't have to give me an exact name or an  
14 official, just point me in a certain direction  
15 and I'll do all of the rest of the work to get  
16 people in that area to jump on board and be  
17 able to help to make this -- you know, to get  
18 us off the ground, build a team, and then go  
19 forward towards success.

20           COMMISSIONER BROWN: Thank you. And just  
21 lastly, do you have any connections or prior  
22 business dealings with anyone in the gaming  
23 industry in the State of Florida?

24           MR. DRAKE: I do not, ma'am.

25           COMMISSIONER BROWN: Thank you. Thank you

1 so much, Mr. Drake.

2 MR. DRAKE: Thank you.

3 COMMISSIONER D'AQUILA: Hello, Mr. Drake.

4 MR. DRAKE: Yes, sir.

5 COMMISSIONER D'AQUILA: Question. What  
6 are the attributes of a good gaming  
7 investigator in your opinion, taking into  
8 consideration your experience as an  
9 investigator detective in other areas, of  
10 course?

11 MR. DRAKE: Yeah. So, those attributes,  
12 you know, that I would be looking for first and  
13 foremost is, are they a team player, can they  
14 get along with other people, can they  
15 professionally and confidently agree to  
16 disagree on things and not let it affect their  
17 work?

18 So, first and foremost to me is how well  
19 they work with others. Because, let's face it,  
20 when you have this -- you know, I don't mean a  
21 few people spread out amongst the state, you're  
22 going to need building a relationship, and that  
23 comes from teamwork.

24 And this is where I draw more from -- and  
25 not more, but equally with my soccer days.

1 I've been doing soccer for 45 years now,  
2 playing and coaching and failing at both and  
3 succeeding at both. If you have that weak link  
4 out of 11 on the team, out of 18 on the bench,  
5 you know, it really draws.

6 And when you go smaller, and if you have  
7 people that can't play well in the sandbox, are  
8 not, you know, polished, and I don't mean that  
9 they have to say the right things, but to be  
10 able to, you know, take in and tolerant of  
11 other people's perspectives. And let's face  
12 it, law enforcement is like skinning a cat.  
13 You can do it a million different ways. Let's  
14 just figure out which is the most efficient and  
15 effective for what we're trying to do.

16 So that to me is the teamwork piece. Now,  
17 with that comes the ability to have the  
18 persistence and dedication to do  
19 investigations. That undefeated attitude. You  
20 don't want to have somebody that's defeated or  
21 gives up easily. They're relentless, but  
22 they're steady as she goes. They can pile  
23 through things.

24 And I will say, there are different  
25 characteristics you want also. You want people

1 that can be analytical. You want people that  
2 can be gumshoe. So diversification in what  
3 you're looking at as well. Can they multitask?  
4 Can -- do they get easily distracted? Maybe  
5 weed that out of it, but let's look at the  
6 other stuff.

7 So I think the attributes you're looking  
8 for is, you know, when the other candidate  
9 talked about, you know, high intelligence and  
10 that kind of -- you know, I agree with him, but  
11 you're not looking educational training. Those  
12 are things that can be given to them or maybe  
13 learned or maybe they have them. It's  
14 important, but intelligence-wise of being in  
15 the business. Do they know how to conduct  
16 investigations, where to start, where to end  
17 it? If they don't you can get them that  
18 training, but when you have a small team like  
19 this you want folks that can come in and be  
20 very flexible, work well with others, be  
21 extremely determined, and then, you know, just  
22 be relentless, diversified in their  
23 perspective, the ability to agree to disagree,  
24 and the ability to multitask, and to be able to  
25 run -- in their mind to be able to do different

1 things and work with others to get the job  
2 done. Those are really the important  
3 characteristics.

4 The other part of it is the culture, the  
5 leadership is that you can, you know, basically  
6 persuade, we say, but inspire to commit to the  
7 cause is really what I look at when I talk  
8 about persuading.

9 COMMISSIONER D'AQUILA: If I could ask  
10 just one quick question. Earlier you mentioned  
11 international dealings and so forth. What  
12 other states outside of New York have you  
13 worked with in the past in your investigations?

14 MR. DRAKE: Yeah. So, we worked -- and  
15 again, at the local level of an investigator  
16 where I sit in the Hudson Valley it actually is  
17 work as a trooper and an investigator. So that  
18 spans about 15 or 16 years. I've worked with  
19 Pennsylvania, Ohio, Vermont, New Hampshire,  
20 Massachusetts. Mostly your northeast -- you  
21 know, Connecticut, New Jersey. Because the  
22 criminals don't know anything and we're so  
23 close to each border, I can get to all those  
24 states in 45 minutes, with the exception of  
25 maybe Ohio.

1 I've worked with them on a lot of  
2 different things. On small operations, the  
3 people stealing cars where they've come in  
4 through Connecticut, they hit car dealerships,  
5 we get them, they get them, and we compare  
6 data, and that intelligence-led policing has  
7 the ability now to put the pieces together if  
8 you know where to go to your fusion centers,  
9 your crime analysis, the reaching out to other  
10 departments. So, earlier in my career that's  
11 what I would say most of my groundwork as an  
12 investigator.

13 As an administrator, as a commander, I  
14 mean, I dealt with almost every state at one  
15 point or another, but most specifically are the  
16 ones where these interstates are running  
17 through. So Texas, Florida, you know, we  
18 reached out to, but a lot of Midwestern states,  
19 California, Illinois. You know, where these  
20 warehouses have become more importantly, those  
21 are the different states that I've worked with.

22 And then when I was deployed -- I guess  
23 picked in the governor's office in 2015 to lead  
24 up the prison break in Clinton Correctional  
25 Facility, where two murderers escaped in

1 Dannemora, New York, I was selected by the  
2 governor to run the criminal investigation into  
3 that. We didn't know exactly where they were  
4 and we were afraid they might have hopped a  
5 freight train, so I was on the phone  
6 consistently with every state that Amtrak ran  
7 through out of New York, which is about the  
8 other 49. But I was constantly on making  
9 connections to commanders in different areas  
10 where these train stops were to make sure that  
11 the police officers were out there winging  
12 through, looking at cameras and making sure we  
13 didn't miss them. So just a couple of various  
14 different things.

15 COMMISSIONER D'AQUILA: Thank you.

16 CHAIRMAN MacIVER: Any commissioner have a  
17 follow-up?

18 All right. Mr. Drake, again, as with  
19 everyone else, I now put you in the unfortunate  
20 position of taking everything you've already  
21 said and summarizing it for us in a 30-second  
22 elevator pitch, why should we pick you.

23 MR. DRAKE: Thank you. So, first and  
24 foremost, I'm honored to be here to be selected  
25 for this great position as a candidate for this

1 noble cause. I'm really indebted to you.

2 What I would say my last elevator pitch is  
3 the one thing I could pull out of my career  
4 that sums up everything of who Mike Drake is at  
5 48 years old today is the fact that I was  
6 handpicked by the governor in 2017 in September  
7 to head up the deployment to Puerto Rico in  
8 light of Hurricane Maria. And I was selected  
9 amongst 6,000 people. And when you go down to  
10 captains and majors there's probably like a  
11 hundred of us in the agency of 6,000.

12 And I was selected by Governor Cuomo, and  
13 I wasn't given much. It was an EMAC request to  
14 answer to go down and lead a battalion of 50 to  
15 a hundred sergeants and troopers to do whatever  
16 it took in Puerto Rico to make sure law  
17 enforcement, you know, was sustained and there  
18 wasn't chaos to break out -- broke out, and  
19 that civility, you know, kind of succeeded.  
20 That was our mission.

21 They didn't give us anything else. I put  
22 a team together real quick, within 12 hours,  
23 and got on the ground in Puerto Rico the minute  
24 the hurricane had blown out and went out to  
25 sea. And did an advance team to find out what

1 we needed. An intel-led -- and again, picking  
2 the right people for that so to build that  
3 foundation of success.

4 They did their job. I was allowed to then  
5 pick my team, again, like this very similar,  
6 building from the ground up with less time. I  
7 had 12 hours to get the advance and another 24  
8 hours to get us down, boots on the ground. So  
9 dealing with Delta Airlines corporate execs to  
10 get us flights there that weren't flying into  
11 San Juan and then picking your team members  
12 throughout the state of the 62 counties and the  
13 6,000 people that I had at my disposal, putting  
14 the military, the Spanish-speaking, the  
15 medical, the patrol, the detectives, all the  
16 people together to make it a success. And then  
17 getting dropped down there with no mission  
18 other than we were the first law enforcement  
19 agency there, and I was there for nine weeks.

20 To learn the government, to get embedded  
21 with the folks, to find out what we can and  
22 can't do, and I was brought up to speed real  
23 quick because I was the first one sworn in when  
24 I got down there as a police officer. So,  
25 again, almost like this.

1           Bringing me in from the outside. Not  
2 knowing a lot other than what I researched in  
3 48 hours and dropping me in there and saying,  
4 okay, be successful. I spent nine weeks down  
5 there. We had -- you know, we saw multiple  
6 gang shootings. I mean, we did police work in  
7 all of the provinces in Puerto Rico, which is a  
8 very, very rural, poor country. And as the  
9 governor put it, very socialist, almost  
10 communist government, which, again, I thought  
11 it was one of our territories which followed  
12 our Constitution, but apparently they kind of  
13 do is what I was told by the governor.

14           Putting together critical incident plans  
15 if we got involved in an officer-involved  
16 shooting. Putting policy and procedure  
17 together for the nine weeks we were down there.

18           The mission, where we were going to stay,  
19 the vehicles, because we had none. My team,  
20 the team I put together and was able to select  
21 the commanders, the sergeants, it was a success  
22 because we didn't have one injury, one  
23 complaint, we had no adverse effects. We had  
24 all positives and we got on that flight home  
25 and landed.

1           It was the -- not only the proudest moment  
2   of my career, but not because of what I did,  
3   but because of what they did. And the people  
4   that I was able to choose and select to put on  
5   the team to be successful in an unknown  
6   territory where we had never been before as an  
7   agency. So that I think summarizes who I am  
8   and what I can accomplish.

9           CHAIRMAN MacIVER: Thank you very much,  
10   sir.

11           Commissioners, before we move on to  
12   Mr. Herold, I think it might be a good time for  
13   another five- to ten-minute break.

14           (Recess taken from 11:18 a.m. to  
15   11:26 a.m.)

16           CHAIRMAN MacIVER: Mr. Herold, I think  
17   you're next on the agenda. As before, and I  
18   realize that I'm being repetitive and you've  
19   probably heard it already, but just to be fair,  
20   three to five minutes for an introduction.  
21   Tell us about yourself and your interest in the  
22   job and we'll move on to commissioner  
23   questions.

24           MR. HEROLD: Thank you for having me. I'm  
25   honored to be here. I appreciate the

1 opportunity to share a little bit about myself.  
2 Let's start off with -- I want to tell you  
3 something about me personally. I'm married.  
4 I've been married for 35 years. I'm fortunate  
5 to have a wonderful wife who will tolerate me  
6 for that long, and I have three wonderful kids  
7 and seven beautiful grandchildren, and my  
8 grandkids are what I live for.

9 But, anyway, the first thing that I would  
10 share with you is that I've been in state law  
11 enforcement here in Florida for 42 years, next  
12 month I'll start my 43rd year, and it all  
13 started many years ago when I applied to come  
14 on to the highway patrol. And the highway  
15 patrol was, you know, my dream job. Public  
16 service is in my blood. My dad was a captain  
17 with the Tallahassee Fire Department, and so I  
18 grew up with the interest in public service.  
19 And, like any son, I didn't want to do what my  
20 dad was doing, I wanted to do something  
21 different, so I decided I wanted to get in law  
22 enforcement and was fortunate enough to come on  
23 to the highway patrol.

24 But it was a different time back then.  
25 You know, I'm an older guy and we thought of

1 things differently, and all I thought about,  
2 you know, as far as coming on to the highway  
3 patrol, was about public service. You know,  
4 how could I help individuals, help folks, make  
5 an impact that would better the community and  
6 those kind of things like that. And that's why  
7 I came on the highway patrol those many years  
8 ago.

9 As a young trooper, I did all the things  
10 that young troopers do. I thought every  
11 problem was like a speeding car and every  
12 solution was like a ticket, and so I wrote a  
13 lot of tickets. But I fell into investigating  
14 and I found out that I really enjoyed  
15 investigating, and the only type of  
16 investigating at the time was the type of  
17 investigating car crashes. And I found out I  
18 had a capacity for that and an interest and a  
19 drive for it, and I was promoted to a traffic  
20 homicide investigator, and then I began doing  
21 these very complex crash investigations for the  
22 state.

23 And as you can tell, I also have a gift  
24 for gab. You know, I'm not afraid to speak,  
25 and so suddenly they said, well, you have this

1 capacity for investigating and finding the  
2 correct answers, and you have, you know, this  
3 ability to speak, why don't you be one of our  
4 instructors. And I became an instructor for  
5 the highway patrol, and I've done that now for  
6 the better part of 37 years as being an  
7 instructor in law enforcement topics.

8 I started with the highway patrol, taught  
9 crash investigations to new recruits and  
10 traffic homicide investigators, and I still  
11 teach now. I teach in the evenings at the  
12 local law enforcement academy to basic recruits  
13 and to supervisors that are newly promoted into  
14 the supervisory position.

15 And I think that's important. I think  
16 that giving back to these young folks and these  
17 young officers that are starting their careers  
18 is incredibly important, and that maybe I have  
19 something that's useful and helpful to share.

20 So, I did my time at the highway patrol.  
21 It was wonderful. It's kind of crazy. I still  
22 dream about the highway patrol. I've been gone  
23 for eight years. I don't understand that. My  
24 wife laughs at me about it. I still dream  
25 about the patrol, but I can never get back on

1 work because I can't find my socks or something  
2 like that. It's just a crazy thing.

3 So, after 33 and a half years, I retired  
4 from the patrol, but during that time I was  
5 over the traffic homicide unit. I was the  
6 statewide coordinator. I had 250 investigators  
7 that worked underneath me. And part of my  
8 duties were to create policy and procedure  
9 relative to the investigation of crash -- these  
10 complex crash investigations. The other part  
11 was to try and find and identify emerging  
12 technologies for these investigators, because  
13 there's always a better way to do things, and  
14 so I was involved in doing those kinds of  
15 things like that.

16 Then I became the coordinator for the  
17 Florida Highway Patrol's statewide auxiliary  
18 program, which is a bunch of folks that  
19 volunteer for the agency to help the highway  
20 patrol in certain situations like mass  
21 disasters or hurricanes and those kind of  
22 things like that.

23 I was over that unit, which was 450  
24 people, so that helped me understand the  
25 complexities of having people all across the

1 state and being able to manage them  
2 effectively. So that was important.

3 Ultimately, with the patrol I was also  
4 involved in the forfeiture and seizure program  
5 with vehicles that were being seized and drugs  
6 and contraband and those kind of things like  
7 that, and I was involved in that.

8 Then, at the end of my career, I was a  
9 subdistrict commander. I commanded a bunch of  
10 troopers and some office personnel and did  
11 that.

12 Once I retired, I didn't really retire. I  
13 knew I wasn't going to not work. My wife makes  
14 fun of me because I was retired for about a  
15 week and a half.

16 I got a phone call the week that I retired  
17 from an engineering firm here in Tallahassee,  
18 and they said, hey, we understand that you've  
19 retired and we'd like to hire you for your  
20 crash investigation skills and -- because I had  
21 been qualified as an expert in state and  
22 federal court in crash investigations. So I  
23 went to the engineering firm on a Tuesday and  
24 walked in, and they said, hey, can you start  
25 tomorrow? And I was like, well, okay, sure.

1           And I went to my truck and got ready to  
2     leave, and the boss ran out and said, do you  
3     think maybe you could just go to lunch and come  
4     back and start after lunch? And I was like,  
5     okay.

6           So I was not retired for very long. And I  
7     worked in crash investigation with an  
8     engineering firm for about a year and a half  
9     before I decided to return to state employment  
10    and came to the Lottery, and I worked in the  
11    security section, which is the law enforcement  
12    unit, for three years all the way up to deputy  
13    director, and as the deputy director I was over  
14    management of investigators, our crime lab, our  
15    forensics lab, security there at the building,  
16    and some of those other areas related to that  
17    in dealing with investigations.

18           From that, I was asked to take the  
19    position as the director of claims processing,  
20    and I've been in claims processing now for  
21    about three years. And ultimately what that is  
22    is I create policy and procedure for our nine  
23    district offices, how to pay -- how to pay  
24    prizes throughout the state, and then every big  
25    prize that comes through I have to review it

1 and sign off on it.

2 That's a little bit about me. My  
3 experiences are -- and I provided this to you  
4 and some of the things that you can see is I  
5 never was in law enforcement for the accolades,  
6 I was always there because I thought I was  
7 going to try to do a public service, and my  
8 goal has always been to elevate the folks that  
9 are around me and do good for the public.

10 Because of all the things that I've done,  
11 you know, I've managed people in multi-location  
12 areas across the state, and when you've got a  
13 diverse group and they're spread out across the  
14 state. I've done that a couple times. When  
15 the Florida Lottery was accredited, I was there  
16 and I was a partner in getting this  
17 accreditation up and getting the Florida  
18 Lottery law enforcement unit accredited.

19 I have a lot of experience in writing  
20 policy and procedure related to law  
21 enforcement. In my many years in both the  
22 highway patrol and with the Lottery, you know,  
23 I've built teams to function and reach the  
24 goals that we have relative to, you know, the  
25 authority that we have, and so I've always

1 prided myself on building good teams that are  
2 self-sufficient and understand what the goal is  
3 and can accomplish those goals with very little  
4 input and have the capacity for independent  
5 thought.

6 And then, you know, I did many complex  
7 investigations and oversaw complex  
8 investigations, whether they be related to  
9 crash investigations or at Lottery, and we've  
10 had many of them, Tim just highlighted a few of  
11 them, but leave it to say that we've had some  
12 of them, and, you know, I can share those with  
13 you, but I don't how much I could share, and so  
14 I will veer away from that.

15 And then the interagency cooperation. My  
16 whole career has been interagency cooperation.  
17 With the highway patrol you don't do anything  
18 without partnering with other law enforcement  
19 agencies or the state attorney's office or even  
20 troopers in other areas, whether it be to  
21 emergency management responses in some area.

22 You know, when the ValuJet crash happened,  
23 I spent 30 days in the Florida Everglades  
24 managing a unit out there. The Miami-Dade  
25 folks were trying recover all the individuals

1 that were killed in that crash, so I have a  
2 great deal of experience in interagency  
3 cooperation as well.

4 And I know you're going to ask some  
5 questions at the end, so I'm going to save my  
6 three-minute blurb for the end. But that's my  
7 experience, and I feel like, you know, why  
8 would this job be -- why would I be qualified  
9 for this job, and I think that, quite frankly,  
10 this is a new job, it requires a lot of diverse  
11 tasks to be done, you know, whether it be  
12 hitting up officers, the accreditation, whether  
13 it be -- I'm trying to remember what I wrote in  
14 here, but all the things that need -- that you  
15 need the ability to -- public speaking and  
16 collaboration with, you know, partners.

17 One of the things I found at the Lottery  
18 was that the state attorneys didn't know what  
19 we did, didn't understand lottery law, and it  
20 required that we had to go and, you know, share  
21 with the state attorneys what the law was and  
22 how we had come to these conclusions. And I  
23 think that, you know, the ability for somebody  
24 to go out there and speak in terms that are  
25 plain and understandable and share with these

1 state attorneys and these other law enforcement  
2 agencies are incredibly important. And then my  
3 accreditation experience and policy creation.

4 So I think that all those kind of diverse  
5 parts need somebody that has a diverse  
6 background, and I've had that.

7 CHAIRMAN MacIVER: Mr. Vice Chairman?

8 VICE CHAIRMAN YAWORSKI: Thank you, Chair,  
9 and thank you, Mr. Herold, for being here  
10 today. A couple of things as I've heard you  
11 speak today crossed my mind, and one of the  
12 things is I wonder if you could -- obviously  
13 this space is very complicated and will require  
14 complex investigations. I'm wondering if you  
15 could take your experience you've had in the  
16 past when you investigated, maybe unpack a  
17 little for us what's involved in a complex  
18 vehicle homicide issue, for example, and kind  
19 of tell us about the complexity of that and how  
20 you broke those incidents down and came to some  
21 sort of determination.

22 MR. HEROLD: Well, with any  
23 investigation -- you know, crash investigation  
24 is nothing more than another type of  
25 investigation. I will say the difference is

1 that you need to know physics, and whenever I  
2 taught these traffic homicide investigators,  
3 teaching them physics was the single most  
4 important thing that we taught.

5 So you have to understand vehicle dynamics  
6 and those kind of things like that, and you  
7 have to have some ability to do math because  
8 there's some math involved, and that always  
9 scared these officers. Nobody wanted to do  
10 math. As soon as you told them to pull out  
11 their calculator they were quite frightened.

12 But you have to understand the dynamics of  
13 what happened before, where these people were  
14 coming from, what type of condition that they  
15 are in, whether they're inebriated or  
16 distracted or tired or whatever they are, their  
17 position, and then the aftermath of what  
18 happened.

19 And then the same thing occurs with these  
20 criminal investigations. You have to  
21 understand how those dots connect to each  
22 other. One of the ones that I was involved in  
23 at Lottery involved an actual business that was  
24 out of the country that was contacting Lottery  
25 retailers and trying to get them to sell

1 tickets for them. They were taking orders from  
2 around the world and then selling them through  
3 our retailers, and that was kind of complex  
4 because you had to track down where the  
5 retailer was, where the connection was, and  
6 then you had to backtrack, and it took a lot of  
7 work in that particular incident.

8 VICE CHAIRMAN YAWORSKI: One more. So it  
9 seems to me in the work where the legislature  
10 has tasked us with doing it is probably  
11 relatively easy for a gaming commission officer  
12 to stop one, for example, gray market  
13 operation, or one facility. It's remarkably  
14 more complicated to move into and shut down a  
15 network of operators. But I guess is it --  
16 there seems to be -- at the same time there  
17 seems to be these universal concepts around  
18 investigation, where you take disparate pieces  
19 and put them together and tie them all  
20 together. In going through that and looking at  
21 your experience, could you relate those  
22 together a bit of what -- your past experience  
23 and present experience?

24 MR. HEROLD: Well, whenever you do those  
25 kind of things you have to figure out the

1 background. You have to find the motive for  
2 why these individuals are taking these actions.  
3 You have to figure out what their mindset is,  
4 why they were attempting to break the law in  
5 whatever way it is, and then you have to match  
6 that against what the requirements of law and  
7 the statutory elements of law violation are.  
8 And then you have to put those all together and  
9 create a case that's a viable case, one that's  
10 not just a case that can be prosecuted, but one  
11 that can be actually won, so to speak.

12 VICE CHAIRMAN YAWORSKI: And then one more  
13 question. And this is just related to your  
14 experience in leadership and management. I'm  
15 personally honing in on a certain type of  
16 leadership that I think would be most  
17 effective. Could you just describe -- you  
18 mentioned earlier that you think teaching is  
19 important to you and a key. Is there anything  
20 related to how you would take that experience  
21 and that desire and bring it to this  
22 organization?

23 MR. HEROLD: Well, my management style is  
24 one of -- and somebody said it earlier, but  
25 servant leadership where you try to prop up the

1 folks that are around you, and I believe  
2 vehemently that my goal -- or I'm not doing my  
3 job if I'm not doing everything to make the  
4 folks that work underneath me the most  
5 productive that they can be and, you know,  
6 fulfill the dreams that they have.

7 I will say that, you know, one of my  
8 strongest features is -- in my mind maybe and  
9 others would argue, but my humility, in that  
10 I'm not -- I'm not about, you know, trying to  
11 be something that, you know, awards and those  
12 kind of things like that. My greatest reward  
13 is when people are successful and people do the  
14 best that they can, and that's my management  
15 style.

16 I believe that a team is the ultimate  
17 goal, a cohesive team that doesn't rely upon  
18 me. If I build a team that simply is a  
19 function of myself and I leave or something  
20 happens to me and the team falls apart, that's  
21 not really a team. My ultimate goal is to  
22 build a team that can function and identify the  
23 goals that we have or that the agency has and  
24 can find their way toward that goal without  
25 necessarily me being at every point of

1 decisions and make that better -- make sure  
2 that they're following what we need.

3 VICE CHAIRMAN YAWORSKI: Okay. Nothing  
4 further right now.

5 COMMISSIONER DRAGO: Mr. Herold, excuse  
6 me, I think you mentioned that you had been  
7 involved in investigations or cases where you  
8 utilized the Contraband Forfeiture Act. Can  
9 you give us a little background on that and  
10 what kind of cases those were or how you became  
11 involved with the forfeiture -- Contraband  
12 Forfeiture Act?

13 MR. HEROLD: Well, in those cases that  
14 was -- well, we did some at Lottery where  
15 whenever I was in the law enforcement side of  
16 it we did those where we would go out and do  
17 compliance checks, which are the inspections  
18 and testing of the retailer to make sure that  
19 they're doing all the things that they were  
20 contractually bound to do.

21 But then we would -- and during that  
22 inspection we would oftentimes find illegal or  
23 illicit gambling operations going on behind the  
24 scene, and we would seize gambling material,  
25 computers, play slips, those kind of things

1 like that. And then, once we did that, we  
2 would take those and put them in evidence, and  
3 then once the case was disposed of we would  
4 move to have those forfeited to the agency.

5 With the highway patrol we did much the  
6 same thing. It involved vehicles, it involved  
7 contraband in vehicles, like stolen credit  
8 cards or blank credit cards, handguns or other  
9 weapons. It involved vehicles oftentimes. And  
10 my work in the highway patrol was that I  
11 processed those and forwarded the reports over  
12 to our legal section for them to take whatever  
13 action to go ahead and seize that contraband.

14 COMMISSIONER DRAGO: Can you tell me what  
15 you view as the greatest obstacle for a law  
16 enforcement agency today?

17 MR. HEROLD: The greatest obstacle really  
18 in my mind is the rebuilding of trust, the  
19 trust that the citizenry has for law  
20 enforcement. Every agency is going to have its  
21 own individualized need, but I think in a broad  
22 stroke the trust and the support of the  
23 community, because without the trust of the  
24 public and community support for whatever we're  
25 doing as law enforcement officers we are not

1 ever going to be able to overcome anything  
2 else.

3 And right now there's a breach of trust,  
4 and it is -- law enforcement is in a -- in my  
5 mind and I'm certainly not an expert, but I can  
6 see it from my perspective in law enforcement  
7 is at a pivotal moment in our careers and  
8 there's going to be some change at some point.  
9 We don't know exactly what it's going to be.  
10 But the rebuilding of trust with our -- with  
11 our communities and the rebuilding of trust  
12 with our citizenry is absolutely essential to  
13 overcome whatever the next obstacle is going to  
14 be.

15 COMMISSIONER DRAGO: That kind of moves  
16 into my next question, I guess, which is going  
17 to be hiring and retention of law enforcement  
18 officers. Have you got a strategy or a plan or  
19 a way that you're going to attract law  
20 enforcement officers to this agency and how you  
21 might be able to keep them?

22 MR. HEROLD: Well, the hard fact about  
23 that is that keeping a law enforcement officer  
24 is incredibly difficult, because they are often  
25 very career-minded and they're going to move on

1 to something else. My perspective is a little  
2 bit different than what you heard earlier, and  
3 I believe that for success for the Gaming  
4 Commission is not to -- is to hire new  
5 investigators, new officers that are relatively  
6 young in their career, because they have  
7 oftentimes the hunger and the passion to do  
8 something new.

9 And you can hire somebody that's got more  
10 time on, they're not going to stay much longer  
11 than the new individuals are, and you get --  
12 from that you get the opportunity to build your  
13 character within the law enforcement community  
14 by saying, hey, we're a building block. You  
15 know, this particular -- you know, the Gaming  
16 Commission is that nursery for viable law  
17 enforcement officers down the road. And that's  
18 my perspective.

19 I would target newer, younger  
20 investigators, because they have a hunger for  
21 it, and recognize that they're going to stay  
22 for two or three years and they're going to  
23 move on and you're going to hire more. And  
24 then what you become in the law enforcement  
25 community is you become that nursery, that

1 growing ground where good investigators can be  
2 found, and once you've created that culture of  
3 having a growth environment and an ethical  
4 environment, then people are attracted to it.

5 COMMISSIONER DRAGO: In your time with  
6 FHP, and obviously you've worked in different  
7 areas of the state, and I would imagine you had  
8 an opportunity or had to, in the course of your  
9 job, to work with local agencies in those  
10 areas. How did you develop and maintain a  
11 rapport with those agencies and maintain that  
12 working relationship?

13 MR. HEROLD: Well, it's much like  
14 relationships in any regard, in that you have  
15 to come to it with a level of mutual respect  
16 and sharing of responsibilities and  
17 truthfulness. Cops are pretty quick to realize  
18 when somebody's not truthful, you know, but  
19 when you come into this relationship and you  
20 offer to collaborate with another law  
21 enforcement agency or particularly another  
22 officer, if you come in with, you know,  
23 respect, mutual respect, a single united goal  
24 that you're going to share and try to overcome,  
25 and then you come and you're truthful to them,

1 that's how you build relationships. And that's  
2 how you do it in law enforcement and that's how  
3 you do it in probably every other relationship.

4 COMMISSIONER DRAGO: Thank you.

5 MR. BROWN: Mr. Herold, thank you. And I  
6 do commend you on preparing the proposed action  
7 plan. It does provide a sense of your vision  
8 of what you foresee over the next 90, 120 days.

9 And the Secretary of the Lottery has to be  
10 commended, because both you and Mr. Cannon  
11 provided these materials. So I appreciate them  
12 very much.

13 So, you definitely have a passion for the  
14 Highway Patrol it sounds like. It's palpable,  
15 definitely. Can you explain why you are  
16 interested in this particular position and how  
17 you can take that passion from the Highway  
18 Patrol that you have to the Gaming Commission?

19 MR. HEROLD: Well, thank you for  
20 recognizing my passion for the Highway Patrol.  
21 It was more than half of my adult life, but I  
22 have that passion for everything. I have that  
23 same exact passion for what I do at the  
24 Lottery. I don't approach anything without  
25 passion and drive. And I'll give you a perfect

1 example. You know, it's no secret. I'm 63  
2 years old. I'm an old guy.

3 COMMISSIONER BROWN: That's not old.

4 MR. HEROLD: Well, when you consider Elvis  
5 died at 42, I think that, yeah --

6 COMMISSIONER BROWN: Different lifestyles.

7 MR. HEROLD: But the passion is there. I  
8 believe that everything I do is passionate, and  
9 the example is, is that when I came on the  
10 Highway Patrol many, many years ago, I had a  
11 two-year degree and that was sufficient.

12 And I recognized after I retired -- and I  
13 had always wanted to go back to school. I went  
14 back to school and I got my four-year undergrad  
15 degree, I finished it last May, and I started  
16 my master's program last semester. I'm in my  
17 second semester.

18 And that's because I am a firm believer  
19 that as long as you're able you should be  
20 contributing, you should be learning. I have a  
21 passion for always trying to make myself  
22 better, and that's one of the things that I  
23 would bring to this job if given that  
24 opportunity is that you would never have to  
25 worry that Carl didn't come to work with a

1 passion for the job to try and get it done and  
2 then at the same time give everything that I  
3 have, my whole self to it.

4 COMMISSIONER BROWN: And I haven't had a  
5 chance to really dive into your action plan,  
6 but I want to get an understanding of what you  
7 see the first 90 days. We know right now that  
8 victims are being -- there's illegal gaming  
9 happening throughout the state today, as we  
10 know it, and with that acknowledgment, also  
11 knowing that you have to build a team pretty  
12 swiftly, what do you see in the next few months  
13 as you build up this entrepreneurial division  
14 of the gaming agency?

15 MR. HEROLD: Well, and my plan talks about  
16 what I believe is my three steps in building a  
17 successful law enforcement unit, and that is to  
18 inform, educate, and then enforce. And I think  
19 that, at the onset, informing the public about  
20 what we want to do, what the mission is, but  
21 also what is not allowed so that they  
22 understand, because I think that there's a  
23 great deal of confusion, at least in the  
24 generalized public, about what is allowed and  
25 what's not allowed.

1           And so we start informing them. Then, as  
2 we build out the team, the team begins to go on  
3 these visits to cardrooms and those areas like  
4 that and begin to educate through compliance  
5 visits and those types of things. And then  
6 ultimately we get to the point where we begin  
7 enforcement.

8           And it's a continuing cycle. You're  
9 always informing, you're always educating, and  
10 then you should be out there, enforcement. If  
11 you're seen simply as an enforcement arm, I  
12 think that you lose a great deal of credibility  
13 from the standpoint of being able to get the  
14 message across and get the mission of the  
15 Commission out there.

16           And there was actually a second part to  
17 that, which was, you know, how do we -- how do  
18 we do that as far as trying to build out the  
19 team. I think that there's got to be some  
20 public avenue where we actually let the public  
21 know what we're doing, whether -- and they can  
22 report violations, whether it be through online  
23 reporting and, you know, hotlines, those kind  
24 of things like that.

25           But also we're going to have to really

1 build those relationships with law enforcement  
2 agencies out there, because they see those  
3 types of things, they just are not aware of how  
4 to handle them or they have other things that  
5 are bubbling higher up into their workload, and  
6 illicit gambling is, you know, not a priority  
7 in all the other things that they're trying to  
8 do.

9 So we need to provide those agencies an  
10 opportunity to know that we're there and that  
11 we have the ability to handle those matters.  
12 And that would probably be 80 percent of the  
13 reporting.

14 COMMISSIONER BROWN: Thank you. And I  
15 know you have extensive criminal investigatory  
16 experience from your days at the Highway  
17 Patrol. Can you walk us through the difference  
18 between how you would approach a criminal  
19 investigation versus an administrative  
20 investigation?

21 MR. HEROLD: Well, the criminal  
22 investigation is is you've got to, you know,  
23 determine the elements of the crime and then  
24 you have to work at finding those elements to  
25 determine if a criminal violation has actually

1 occurred. That involves -- could involve  
2 in-person investigation, it could involve, you  
3 know, computer investigation, those kind of  
4 things like that. It involves maybe public  
5 reporting or confidential informants, those  
6 types of things like that.

7 On the regulatory side, the regulatory  
8 side is, you know, one where you can  
9 oftentimes -- and I assume that this will be  
10 the same way with the Gaming Commission, is  
11 that those cardrooms you can go in, or some of  
12 these places and you can do an inspection, and  
13 then you can take some administrative action.  
14 It doesn't necessarily require probable cause  
15 or any of those types of things to get in  
16 there, because for the most part the  
17 arrangement is that you can inspect the  
18 grounds.

19 COMMISSIONER BROWN: And subpoena power,  
20 too.

21 MR. HEROLD: And subpoena power,  
22 absolutely.

23 COMMISSIONER BROWN: Thank you. And then  
24 lastly, any connection -- just, again, the  
25 impartiality of this position is so critical.

1 MR. HEROLD: Absolutely.

2 COMMISSIONER BROWN: Do you have any  
3 connections or prior involvement with anyone in  
4 the gaming industry in Florida?

5 MR. HEROLD: No.

6 COMMISSIONER BROWN: Thank you.

7 COMMISSIONER D'AQUILA: Mr. Herold, you've  
8 obviously put a lot of time looking into this.  
9 What are your reservations about it? What  
10 keeps you up at night? What do you think the  
11 greatest challenges will be for both this  
12 position and the agency in general from your  
13 perspective with all the experience you have?

14 MR. HEROLD: Well, the things that keep me  
15 up at night. I don't have any reservations  
16 about being successful. I think we're going to  
17 be successful. I think that the success is  
18 guaranteed. It's what things we might have to  
19 do to modify how we -- the things that keep me  
20 up is what are the techniques, what are the  
21 avenues of investigative techniques, the  
22 pathways that we're going to have to modify to  
23 make it as successful as we can, because  
24 there's little doubt in my mind that the first  
25 shot out the chute is not going to be an

1 all-encompassing and a total package as far as  
2 how we're going to manage the gaming  
3 enforcement.

4 You know, the thing that keeps me up is  
5 will we be quick enough to make those  
6 modifications, smart enough to recognize those  
7 modifications, and make the changes to make us  
8 as successful as we can. I don't have any  
9 doubt we're going to be successful. I'm not  
10 going to allow it. You know, that's just the  
11 way I am. We're going to be successful.

12 And with the guidance of the Commission  
13 about what's important, I think that's  
14 incredibly helpful. You know, I appreciate  
15 every one of you. Mr. Trombetta, he's going  
16 to -- you know, if I were to get this position  
17 he would be giving me my daily marching orders,  
18 but, you know, I would certainly take all the  
19 input I could from each of you.

20 CHAIRMAN MacIVER: All right, Mr. Herold.  
21 You know where we're going.

22 MR. HEROLD: All right. So, in my  
23 three-minute elevator speech I would say that,  
24 you know, this is an incredibly important job  
25 for the State of Florida. You know, we have

1 people that want to gamble and we have a  
2 responsibility to make sure that it's as fair  
3 and impartial and within the rules that we can.

4 And I think that as far as the gaming  
5 enforcement, this is a fledgling operation,  
6 fledgling unit, and whereas with typically  
7 established law enforcement units you already  
8 have people that are in one particular unit, a  
9 specialty to one unit, accreditation  
10 specialities, investigation, those kind of --  
11 accreditation, evidence, and all those kind of  
12 things like that, but at the beginning you  
13 don't have that resource. You need somebody  
14 that has a little bit of everything in their  
15 background to help guide that as it gets  
16 started.

17 And while, you know, I'm not an expert in  
18 any one of those fields, I have done every one  
19 of them. I have been involved in it. I  
20 recognize how to get those -- build that team  
21 out.

22 And so basically what I would say is for a  
23 diverse type of work that needs to be done in  
24 this it takes a diverse type of guy, and my  
25 background has got it in just about every

1 arena. The collaboration with other agencies,  
2 the recognition of needing to do the type of --  
3 well, you're going to have to train new  
4 investigators, and, you know, I've got the  
5 training background. That's part of it.

6 Public speaking, I would imagine that  
7 there's going to be a great deal of public  
8 speaking involved in this, and my years of  
9 instruction and going out and speaking to  
10 groups, I think that that's also a benefit  
11 because that is how the message is sent out to  
12 the public and to other law enforcement  
13 agencies and state attorneys.

14 So my message is is that I think that  
15 there are a lot of diverse parts to this job  
16 and I have that diverse background that could  
17 satisfy all of those parts.

18 CHAIRMAN MacIVER: I was turning it off  
19 instead of on. Thank you, Mr. Herold.

20 MR. HEROLD: Thank you.

21 CHAIRMAN MacIVER: Commissioners, we have  
22 just now passed noon, so I'm going to put the  
23 ball in your court. With one more interview to  
24 do, discussion of the applicants, and then the  
25 final matters on the agenda, I think we have at

1 least another hour, an hour and fifteen  
2 minutes. And I am willing to power through if  
3 you all want to.

4 COMMISSIONER BROWN: Me too.

5 CHAIRMAN MacIVER: Done.

6 Mr. Kozlina, I believe you're next on the  
7 agenda. Are you on the line?

8 MR. KOZLINA: Yes, I am.

9 CHAIRMAN MacIVER: All right. Again, I'm  
10 not sure how much of the Commission meeting  
11 you've been able to hear prior to now, but  
12 we're starting out each applicant with an  
13 opportunity for a three- to five-minute opening  
14 statement to just tell us about yourself and  
15 your interest in the position, and then we're  
16 going to move directly into questioning by the  
17 commissioners.

18 So, with that, please tell us about  
19 yourself. The floor is yours.

20 MR. KOZLINA: Okay. I attended the  
21 University of Pittsburgh where I received a  
22 bachelor of science degree in political  
23 science. I graduated with a 3.12 grade point  
24 average.

25 And while I was there, I was a member of

1 the Pitt men's swim team. During my four years  
2 there, we're a member -- Pitt is now in the ACC  
3 conference, but we were in the Big East  
4 conference, and we were Big East champions in  
5 swimming four years in a row. I won many  
6 awards, individual Big East championship awards  
7 in swimming events, and right after I graduated  
8 I competed in the 1992 Olympic trials for  
9 swimming. I didn't make the Olympic team, but  
10 I gave it a shot. And after graduating from  
11 Pitt, I went to the University of Indiana,  
12 University (inaudible), where I received a  
13 master of arts degree in criminology. My grade  
14 point average there was roughly 3.5.

15 Immediately after graduating grad school,  
16 I got hired by the county of Beaver as a  
17 juvenile probation officer. A great job. I  
18 actually learned a lot on that job as far as  
19 how to listen to people and how to deal with  
20 people. I was basically supervising juveniles,  
21 18 and younger, make sure they were following  
22 by their conditions and not getting into any  
23 more trouble. I would go visit them at their  
24 house, visit them at schools, and we'd go into  
25 communities just make sure they were doing

1     okay. I really learned a lot about  
2     interviewing and listening to people in that  
3     job.

4             After doing that for approximately three  
5     and a half years, I got hired by the  
6     Pennsylvania office of attorney general. I was  
7     hired as a narcotics agent. I worked under the  
8     bureau of criminal investigations and drug  
9     control. I conducted all kind of  
10    investigations. I started very small learning  
11    the job and getting used to the job doing  
12    simple street level cases, and then working up  
13    to complex, more organized drug trafficking and  
14    crime cases.

15            The highlight of my career when I was an  
16    agent was there was a police officer who was  
17    shot in the line of duty. We helped  
18    apprehend -- we had a lot of ties and a lot of  
19    information, a lot of intel. As a narcotics  
20    agent, you know, you're always developing  
21    intel, you're debriefing informants, conducting  
22    surveillance. So we had a lot of intel on the  
23    alleged shooter and we actually helped capture  
24    him.

25            And myself, I was the lead investigator

1 into his drug trafficking group. He was a  
2 member of a drug trafficking group. And we  
3 ended up going on state wiretaps where I would  
4 be a the lead agent, and we arrested the leader  
5 of that organization who had ties to Phoenix,  
6 Arizona, and also Sacramento, California, and  
7 back into Pennsylvania.

8 And at the end we ended up arresting 28  
9 individuals and charged them with everything,  
10 with drug trafficking crimes, money laundering  
11 crimes. We had a thing called corrupt  
12 organizations, criminal conspiracy in  
13 Pennsylvania, which were felonies. So that was  
14 the highlight of my career as a narcotics  
15 agent.

16 Afterwards, I was promoted to a  
17 supervisory narcotics agent, and while I was  
18 there I supervised six agents in the state that  
19 were in my region, and approximately a hundred  
20 local law enforcement municipal officers were  
21 under my command also as far as narcotics  
22 investigations.

23 I basically provided leadership and  
24 foresight to help them with their cases.  
25 Probably the highlight of my career when I was

1 a supervisory narcotics agent was a case that  
2 we did -- a lot of successful cases, but one  
3 where we spent about a thousand dollars to buy  
4 a pound of marijuana and ended up seizing  
5 \$3.2 million in cash from the group. It was  
6 over two million off the leader and roughly a  
7 million from the associates.

8 And I eventually got promoted to regional  
9 director, where I oversaw 14 state agents and  
10 roughly around 200, 250 local municipal task  
11 force officers.

12 That was more of a management role. I did  
13 everything from reviewing investigative  
14 reports, approving and looking at criminal  
15 complaints and search warrants. I conducted  
16 evidence audits of our evidence room, safety  
17 inspections of the equipment and building. I  
18 performed monthly audits of our checking  
19 accounts. Monitored the spending of agents,  
20 how much they were spending on cases, and, you  
21 know, determined what resources needed to go  
22 where.

23 I performed biannual inspections and I  
24 also did evaluations of agents. And when there  
25 was a large scale group going on as far as

1       arresting, I was the command of that.

2               And then eventually I got promoted to the  
3       assistant deputy chief of the bureau of  
4       narcotics for the Pennsylvania office of the  
5       attorney general. I was in charge of not only  
6       the narcotics unit but also task force units.  
7       We had a drug diversion unit which did the  
8       pharmaceutical stuff, and I was also in charge  
9       of the strategic response team. Part of my  
10      responsibility there was setting up policies  
11      and procedures, issued disciplinary actions  
12      that occurred.

13              I retired from the state in April of 2020,  
14      and I'm currently employed at McKesson  
15      Corporation. My current role is regulatory  
16      affairs manager. Basically, what McKesson is  
17      is they're a large wholesale distributor of  
18      medical equipment, but they also distribute  
19      controlled and non-controlled substances.

20              So my title and what I do is kind of like  
21      a watchdog, since McKesson supplies controlled  
22      substances to small pharmacies, bigger chain  
23      pharmacies, such as your CVS, Walgreens, and  
24      stuff like that. We also supply hospitals and  
25      VA clinics. So I ensure that, you know, our

1 McKesson customers are being prescribed their  
2 medications for legitimate medical purposes.  
3 You know, making sure everything is on the up  
4 and up.

5 I analyze budgets and data. I study the  
6 business model. I interview managers. I  
7 interview the employees there, and I basically  
8 compile what is called a due diligence report.

9 And a little bit else about my career. I  
10 was a teacher at a community college in Beaver  
11 County. I taught a criminal investigations  
12 course for undergrad and also a drugs in  
13 society course. I stopped teaching at the  
14 community college in 2016. I am currently  
15 teaching at Waynesburg University part-time a  
16 masters level course, a drug investigations  
17 course.

18 As far as why, you know, why I did this  
19 and why I'm seeking this, I feel I have, you  
20 know, 26 years in law enforcement. I feel I  
21 have developed the relevant skills and  
22 credentials that would make me, you know, an  
23 asset to your team. I worked under seven  
24 different attorney generals throughout my 22  
25 career years. We had some attorney generals

1 that ran for governor that won, others that got  
2 in trouble and had to resign, so between the  
3 interim AGs and then attorney generals that  
4 were elected there were seven different  
5 attorney generals throughout my career.

6 With that they brought change and I had to  
7 adapt. They brought in new attorneys, new  
8 administration staff, so you were always  
9 looking ahead. They always had new ideas and  
10 policies, you know, so I learned a little about  
11 good policies and bad policies.

12 Towards the end of my career as I advanced  
13 I started to have an impact, you know, as far  
14 as on the investigative role, to determine the  
15 focus, tempo, and direction of our agents. So  
16 I feel that's why -- and throughout my career  
17 I've always interacted. I've heard a lot. I  
18 just heard the last two individuals. I didn't  
19 hear the first couple people speaking, but I  
20 heard a lot about networking.

21 Throughout my career I've developed a  
22 relationship with local municipalities, other  
23 state agencies, other state branches of  
24 Pennsylvania, such as the state police, federal  
25 agencies, worked with DEA, FBI, Homeland.

1           And also I have a skill set -- we were  
2           cross-trained at the attorney general's office,  
3           so our office, the narcotics office, was also  
4           in the office with the organized crime unit,  
5           and I was -- briefly in my younger stage of my  
6           career I was attached to the organized crime  
7           unit, which we did a lot of gaming cases,  
8           gambling cases, illegal slot machines, poker  
9           machines, sports betting. So I do have history  
10          and investigative experience in gaming itself.

11           CHAIRMAN MacIVER: Thank you, Mr. Kozlina.  
12           Mr. Vice Chairman, would you like to lead  
13          in?

14           VICE CHAIRMAN YAWORSKI: Yes, thank you.  
15          I'm struggling to think of a new way to ask  
16          this question that I asked of all the  
17          out-of-state people, and I think each version  
18          gets worse.

19           So I don't know if you've heard me, I  
20          think you just said you saw the last two, but  
21          generally speaking -- and I think you partially  
22          addressed this question earlier, but what do  
23          you think -- what would be your strategy for  
24          coming into a new state and kind of interacting  
25          with other law enforcement entities and other

1 stakeholders to get a footprint into Florida  
2 rapidly?

3 MR. KOZLINA: Yeah. Nothing drastic.  
4 Nothing drastic right away. I would basically  
5 learn how to -- the lay of the land down there.  
6 I understand there's five board members, five  
7 commissioners, so I'd be meeting with each one  
8 individually to discuss things in hand. Meet  
9 with attorneys, meet with people down there,  
10 and basically just learn and listen.

11 You know, don't do anything drastic.  
12 Don't come in with these preconceived ideas of  
13 I'm going to do this and do that, because  
14 you're basically coming in and you're not  
15 knowing. I would just start from scratch.

16 And I'm comfortable doing it. As I said  
17 earlier, I worked under seven different  
18 administrations in my 22-year career, and  
19 everybody had their own policies and agendas,  
20 so I'm able to adapt. I do have that. I pick  
21 up things quickly.

22 So coming in, yes, from another state is a  
23 disadvantage, but getting to learn people and  
24 meet people and just branching out there. When  
25 I was a state agent early on my career, I would

1 go to these local police departments. We  
2 weren't working -- one of our counties included  
3 Allegheny County, which is the City of  
4 Pittsburgh, and nobody was working in our  
5 office with the City of Pittsburgh, which I  
6 found very odd. And I met with commanders of  
7 the City of Pittsburgh, and basically got them  
8 to join our task force.

9 And so that's what I would do. Just  
10 nothing crazy, nothing drastic. I would meet  
11 individuals, explain who I am, explain a little  
12 bit about my background, and go out and  
13 explore.

14 CHAIRMAN MacIVER: Commissioner Drago?

15 COMMISSIONER DRAGO: Mr. Kozlina, can you  
16 tell me what you've done to prepare for this  
17 position in Florida?

18 MR. KOZLINA: As far as preparing, I  
19 learned a little about what goes on down there.  
20 I understand about Greyhound racing, that it  
21 was banned in I believe 2020. I understand  
22 that there is -- you have the race tracks, the  
23 tribal casinos are down there, the casino  
24 gambling.

25 I understand that this Commission is newly

1 formed. It used to be, as far as everything as  
2 far as the gambling unit used to be under I  
3 believe the Florida Board of Business and  
4 Professional Regulation, and so I learned a  
5 little bit about it online just looking and  
6 researching that, and just seeing if I was able  
7 to accomplish it and able to -- you know, would  
8 it be too much to take, coming in new, or not.

9 And so I feel my career and what I've done  
10 in the past I would be a good fit as far as  
11 this newly formed Commission and its newly  
12 formed board and this newly formed director  
13 position.

14 COMMISSIONER DRAGO: Okay. Can you tell  
15 me, have you been involved in the accreditation  
16 process at all in your agency? Was your agency  
17 accredited and were you involved in that at  
18 all?

19 MR. KOZLINA: Yes. The Pennsylvania  
20 office of the attorney general, actually  
21 halfway through my career we started the  
22 accreditation process, and although I wasn't  
23 physically responsible for getting us  
24 accredited, I did help in preparing. At the  
25 time I was the regional director, and so I had

1 to prepare documents, documentation, to get  
2 everything to make sure everything was in line.  
3 So I am familiar about the process of  
4 accreditation, but I wasn't the one physically  
5 doing it.

6 I helped get documentation to cover to  
7 show that we were doing everything  
8 appropriately and correctly and the related  
9 reports I helped collect and get it to our  
10 Harrisburg people who were putting it together.

11 So I do understand a little bit about  
12 accreditation, we did go through it, but I did  
13 not do it firsthand. I only helped in  
14 providing documents toward our accreditation.

15 COMMISSIONER DRAGO: I see. Okay. And  
16 tell me what in your view would be the biggest  
17 obstacle for a law enforcement agency in  
18 Florida.

19 MR. KOZLINA: The biggest obstacle is  
20 really when something fails it has to do with a  
21 lack of communication, nobody getting out  
22 there. Again, I talk about networking and not  
23 understanding the goal and the role of this  
24 newly formed unit.

25 So, as far as communication, obviously

1 getting out there and networking, putting boots  
2 to the ground, going out and meeting people,  
3 explain what's going on. What I've seen over  
4 my career when stuff goes bad or stuff fails  
5 it's nobody knows what's going on. Well, why  
6 don't they know what's going on? It's because  
7 nobody's reaching out to one another, nobody's  
8 communicating.

9 So, you know, communicating with each  
10 (inaudible), communicating with the attorneys  
11 who are in charge. Going out there and getting  
12 a good support staff under you.

13 So that's the biggest thing I've seen  
14 through my law enforcement career is when stuff  
15 goes bad it's because one side doesn't know  
16 what the other side's doing. People weren't  
17 talking or people weren't sharing information.  
18 So you've got to get out there and get some  
19 exposure and, you know, really put boots to the  
20 ground, so to speak.

21 COMMISSIONER DRAGO: I hear you. Can you  
22 give me some ideas of strategies you might have  
23 for bringing qualified law enforcement  
24 candidates to this agency? Do you have any  
25 ideas or strategies for hiring law enforcement

1 people? I know it's a difficult time in some  
2 areas.

3 MR. KOZLINA: Yeah.

4 COMMISSIONER DRAGO: Have you got any  
5 strategies or ideas?

6 MR. KOZLINA: Yeah. I've hired people.  
7 I've hired actually agents and then I hired  
8 supervisors. When I got promoted I started  
9 hiring supervisory narcotic agents. So I have  
10 a lot of experience in doing interviews.

11 What I look for is character. That's the  
12 biggest thing for me is somebody's character.  
13 You know, going in there we had a lot of --  
14 because it was a state job, so we had a lot of  
15 local guys that retired and wanted -- or the  
16 fed guys that had put in 20-some years and they  
17 wanted to come and collect second pensions, and  
18 they weren't barnburners. They were just  
19 almost collecting a paycheck. And, you know, I  
20 said, when I get an opportunity and when I get  
21 promoted I'm really going to go after and meet  
22 energetic people that want to be here and want  
23 to be involved and not just getting a paycheck  
24 every two weeks.

25 So one of the things I look at is the

1 face-to-face communication with the individual.  
2 You know, everybody says, oh, look at this guy,  
3 look at this guy's resumé. You know, people's  
4 resumé's can be great, but what has he done  
5 during that time? You know, you can put a lot  
6 of things down on paper, but have you actually  
7 physically went out there and done the job?

8 So what I would do is interview people  
9 that are young and energetic. And there's been  
10 some good old retirees that we actually hired  
11 that are good old school investigators that put  
12 their time and put the energy in, so I'm not  
13 biased against retirees or anything like that.  
14 But, you know, you've got to really look at the  
15 individuals, who wants to succeed and develop  
16 them and give them a chance to get better.

17 You know, there's individuals that I hired  
18 as a regular agent that went on and become  
19 supervisors, I think either six or seven people  
20 that I hired that got promoted over the course  
21 of when I was there. So, you know, I think I  
22 have a knack for finding people, and so you've  
23 just got to go out there and it's going to take  
24 some time. You know, you're going to have to  
25 do a lot of interviews and meet the right

1 people.

2 But you just can't hire somebody. You've  
3 got to look at somebody's character. That's  
4 the big thing I look for. You can teach people  
5 the job, but you can't teach character.

6 COMMISSIONER DRAGO: Okay. Thank you very  
7 much.

8 COMMISSIONER BROWN: Mr. Kozlina, thank  
9 you for being with us today. The most pressing  
10 question I have is, what race did you swim at  
11 UPitt?

12 MR. KOZLINA: I was actually a sprinter.  
13 I was the 50 freestyle. That's what I went to  
14 Olympic trials for, but I swam the 100  
15 butterfly, 100 freestyle, 200 freestyle, and  
16 then the relay events.

17 COMMISSIONER BROWN: Very impressive.

18 MR. KOZLINA: I didn't like the  
19 distance --

20 COMMISSIONER BROWN: I was --

21 MR. KOZLINA: -- was too hard.

22 COMMISSIONER BROWN: It's hard. I'm  
23 familiar with some swimmers over the years. So  
24 I'm very impressed with that.

25 McKesson is a great corporation. Your

1 background is very illustrious in the narcotics  
2 industry. Why are you interested in this job?

3 MR. KOZLINA: It's a challenge. I spoke  
4 to one of the commissioners earlier, and  
5 McKesson is a great company. They treat me  
6 well. I work from home, making good money  
7 here. You know, the job is very crucial, you  
8 know, since we are a wholesale distributor of  
9 controlled substances, so my job is actually  
10 important.

11 But, you know, there's more to life. I'm  
12 always a people person. I always wanted to be  
13 out there and a go-getter. I can easily  
14 collect a second paycheck and just sit in my  
15 basement and work here for another ten or 12  
16 years or however long, but I don't feel  
17 fulfilled.

18 You know, law enforcement was -- it was  
19 always something I loved doing. You know, I  
20 feel I got out kind of young. You know, I  
21 reached retirement age and this McKesson job  
22 fell into my lap, you know, and I miss it. I  
23 miss law enforcement. You know, I miss being  
24 out there. I miss interacting with people.

25 I still talk to -- I get calls. I've been

1 retired two and a half years and still get  
2 calls, you know, from agents that I've hired,  
3 just asking advice on cases and things that I  
4 did in the past.

5 So, to answer your question, it's the  
6 willingness to learn a new culture and get back  
7 out there. You know, that's the main reason  
8 why I'm putting myself out there.

9 COMMISSIONER BROWN: I can appreciate  
10 that. Public service is so important.

11 And how would you go about with the --  
12 you've touched on it briefly, but training and  
13 outreach in a different state, but how would  
14 you go about learning the laws of Florida and  
15 then training and meeting with stakeholders and  
16 such?

17 MR. KOZLINA: Yeah. As far as -- can you  
18 hear me? Hello?

19 COMMISSIONER BROWN: Yes.

20 MR. KOZLINA: Okay. Sorry about that. I  
21 dropped my earpiece.

22 As far as training and learning the  
23 position, when I took this role as a narcotics  
24 agent, you know, I had a good upbringing. I  
25 was never around drugs, never really hung out

1 with anybody who did drugs. The first time I  
2 saw crack cocaine was somebody put it in my  
3 hand and I was doing an undercover buy. So I  
4 had to learn.

5 A lot of guys that I came on with -- our  
6 academy had I believe 39 agents and most of  
7 them came from -- there was a big hiring of  
8 Philadelphia PD or a local municipality. I  
9 didn't have that type of background. I came  
10 from more of the probation almost a counseling  
11 type of background. So I was at a  
12 disadvantage, and I quickly, you know, just  
13 studied, learned, learned the responsibilities.  
14 I studied the crimes code act, it's title  
15 section 18, as far as for drug investigations,  
16 for any corrupt organization, money laundering  
17 charges, statutes that go hand in hand with  
18 that. So I just learned. You know, took the  
19 time and physically learned.

20 So, again, you know, the situations we  
21 have up here, the statutes and the sections and  
22 the crimes codes sections are different from  
23 down there, but it's just getting refreshed  
24 and, you know, getting to learn, which should  
25 not take long. I'm a pretty quick learner as

1 far as that.

2 COMMISSIONER BROWN: Thank you so much.

3 Lastly, do you have any connections or  
4 prior business dealings with anyone in the  
5 gaming industry in Florida?

6 MR. KOZLINA: No, I do not.

7 COMMISSIONER BROWN: Thank you so much.

8 COMMISSIONER D'AQUILA: Mr. Kozlina,  
9 question. And quite a change here. You're  
10 going from the state attorney general's office,  
11 McKesson, a very large organization, to a new  
12 organization. You would be the first.

13 I appreciate your comment about learning  
14 and listening, and I agree. Could you  
15 elaborate on timing and how you set benchmarks  
16 and how you build things and what you  
17 anticipate that being? Because I think in the  
18 last two interviews you may have overheard  
19 we've got a challenge going on right now. We  
20 know as we sit here today there is illegal  
21 gambling going on in our state and our state  
22 is, depending on who you ask, maybe perhaps in  
23 the top five in the volume of gambling going on  
24 in the country.

25 So the question -- let me go back -- is

1 talk to me about timing to you and how you  
2 personally set benchmarks as a leader in this  
3 position and specifically a new gaming  
4 commission in a state as large as Florida.

5 MR. KOZLINA: Yeah. I do have a little bit  
6 of experience. Again, as I said, when I got  
7 promoted to the assistant deputy chief I formed  
8 a strategic response team. Prior to that, we  
9 had a -- what was called a global impact unit,  
10 and they would -- it was formed of 20 agents  
11 and they would go into quality of life or high  
12 crime areas and help local law enforcement by  
13 saturating the area and arresting drug dealers.  
14 Simple street level type cases.

15 And what I saw is -- they were there for  
16 six months and they would leave. And we would  
17 get a call maybe two or three months after they  
18 left from either the chief of police, local  
19 state reps, politicians would call us all the  
20 time and say, hey, you know, you've got to come  
21 back. Well, no, because they're detached for  
22 another six months over here.

23 So what I recommended is we form -- I  
24 said, this is not effective, this is not a good  
25 strategy. It's good in principle in that it

1 alleviates a short-term problem, but, you know,  
2 when they go the problems return.

3       So what I recommended is breaking it up  
4 into -- we had eight subfield offices across  
5 the state, and what I recommended is breaking  
6 it up into smaller groups, stay there in their  
7 region for the whole time, and they can do  
8 the -- you know, we can have guys working on  
9 the longer term bigger issues, the corrupt  
10 organization cases, the large scale gang cases,  
11 but we can also do the quality of life issues  
12 and get to the short time stuff.

13       So we hurried up and what I did is expand  
14 the mobile impact unit of 20 agents and we  
15 ended up hiring an additional ten agents and  
16 put four in each region. So, again, when I saw  
17 it wasn't effective or working, we changed it  
18 and changed it quickly.

19       As far as the gambling, yeah, I think  
20 there's probably poker machines and the illegal  
21 gambling machines in bars, restaurants, and  
22 whatnot as far as shops down there. So it's  
23 just getting a little bit of the lay of the  
24 land and learning it quickly. Affiliating  
25 myself with not only the Commission, but with

1 the attorneys and get a team together and start  
2 moving and start looking into it as soon as  
3 possible.

4 Like I said, I pick things up pretty  
5 quick. I'm not one to just sit around. And  
6 again, the reason for accepting this job or  
7 applying for this job is I could just sit in my  
8 basement and just type reports all day.

9 So, you know, I don't -- as far as time  
10 period, you know, as soon as I get down I'm  
11 going to be willing and ready to go. It's not  
12 going to take, you know, a long time to learn  
13 this, because I've been an investigator for  
14 over 20-something years. So, you know, it's  
15 just hitting the ground running and making sure  
16 that what we're doing is okay at first, and,  
17 again, we might have to change depending on how  
18 things go. You've always got to learn to  
19 adjust. That's one thing that I learned in the  
20 drug game, things change. Trends change.

21 So you've got to be able to adjust on the  
22 fly and catch up. It's like a cat and mouse  
23 game. Once we learn patterns, it would seem  
24 like the drug traffickers would change. So we  
25 would have to relearn what they're doing now.

1           So, again, my goal is to get down there,  
2   learn quickly, take everything in, and get a  
3   good team assembled and start running and  
4   getting out there.

5           COMMISSIONER D'AQUILA: Thank you.

6           CHAIRMAN MacIVER: All right.

7   Mr. Kozlina, we are finalizing all of our line  
8   of questioning with allowing you an opportunity  
9   to take everything you've already said and  
10  compact it into a 30 second elevator pitch and  
11  let us know why we should hire you.

12          MR. KOZLINA: Okay. Again, I've  
13  physically done this job. I started from  
14  scratch. I've started from the bottom all the  
15  way up to the top, where I was the lead  
16  investigator for the bureau of narcotics and  
17  criminal investigations for the state. I  
18  learned what it takes to be successful. You  
19  know, a lot of people could say that, you know,  
20  they had a lot of time, but what did you do  
21  during that time? I'll do that for you.

22          I can honestly say I was not only  
23  productive as an agent, but also as a leader  
24  and administrator in my office. And I've put  
25  the time in, showed drive and compassion and

1 commitment. I take pride in who I am and what  
2 I do. And if I was to work with you I would  
3 actually, you know, it would be great. It  
4 would be awesome. You know, I've actually done  
5 the work and not just sitting around taking  
6 credit for things.

7 And lastly, I just want to say that, you  
8 know, I focus on teamwork and accountability,  
9 because everybody has a role, everybody has to  
10 be accountable, and just blend together and do  
11 the job.

12 CHAIRMAN MacIVER: Thank you very much.

13 Commissioners, that's all of our  
14 interviews. Given our applications and what  
15 we've heard today, I'm going to go ahead and  
16 just open up the floor for open discussion  
17 amongst us of what we think as far as what  
18 we've heard and who we might want to move  
19 forward on as our selection.

20 When I open the floor to everybody, I  
21 would like to start, of course, with Mr. Vice  
22 Chairman. You can start us off, and then take  
23 criticism from everybody for what you say.

24 VICE CHAIRMAN YAWORSKI: Thank you kindly,  
25 Mr. Chair.

1           You know, we have had -- these series of  
2 interviews have been fantastic candidates. I  
3 want to give praise to Lou for the  
4 recommendations he put forward. I think it's a  
5 solid mix. I think you see some -- although  
6 I'll defer to Commissioner Drago, but my sense  
7 is we have a -- a set of very qualified  
8 individuals from the law enforcement side of  
9 things.

10           I think, as I've hinted and mentioned  
11 throughout this, what I've been really trying  
12 to hone in on and hear from candidates is both  
13 their leadership style and carrying that  
14 forward type of culture that they would bring  
15 to this new commission. The reality is the  
16 legislature has given us this job, or rather  
17 the legislature created this job and the  
18 Governor has decided that we're going to do it,  
19 so we need to be thoughtful in our  
20 decision-making process.

21           Culture in a state agency in my experience  
22 is generally kind of where the attitudes of  
23 senior leadership and the attitudes of your  
24 mainline employees come together, and the way  
25 those interactions take place kind of creates

1 an overarching attitude that permeates the  
2 building.

3 And so thinking about what we would want  
4 to see --

5 (Telephonic interruption.)

6 VICE CHAIRMAN YAWORSKI: Hello? That was  
7 weird.

8 Thinking about what we would want to see  
9 in this case, and leaders come in all different  
10 shapes and sizes. Some are -- some take the  
11 bull by the horns and are out in front of  
12 everything, some focus on empowering their  
13 people underneath them and growing leaders and  
14 trusting that they're going to do great work,  
15 and others do all sorts of things. There's no  
16 one type of good leadership. There's a million  
17 books about it, if anyone's curious.

18 But in this case where my head has been  
19 has been -- and this is keeping in mind with  
20 what -- Director Trombetta has mentioned it and  
21 some of the staff we've already hired has  
22 mentioned it, is everybody that works for the  
23 Commission right now is having to do the tasks  
24 that a typical senior manager does, all the way  
25 down to whether an administrative assistant or

1 staff assistant or an OPS employee does on a  
2 regular basis. They've got to be ready,  
3 willing, and able to do it all for the moment.  
4 And that will be the case for some time. And  
5 personally daily I'm thankful for the fact that  
6 we have folks that are doing that.

7 So I'll refrain from -- so that I'm not  
8 attacked, as the Chair mentioned, from putting  
9 forward -- I do have -- I have two names in my  
10 head. I have one person who resides in the  
11 state and then actually surprising to me is one  
12 who would come in from out of state that are  
13 kind of circling at the top end of my list.  
14 And one I think is ahead of the other.

15 But I do think that humility is a key  
16 factor in all this for us right now in this  
17 time. I think that someone who is willing to  
18 and kind of exhibits in their character a  
19 willingness to roll up their sleeves and get to  
20 work is important for where we are. I think  
21 that the attitude that will come from that is  
22 also key. So with that I'll just throw it back  
23 over to the Chair for anyone else.

24 CHAIRMAN MacIVER: The floor is open for  
25 anyone who wants to discuss.

1           COMMISSIONER BROWN: Before I defer to  
2 Commissioner Drago, because I too am curious  
3 about his thoughts with his expertise, and not  
4 being a law enforcement officer, but being a  
5 public servant, being an attorney, I have maybe  
6 a different perspective, and the approach was  
7 really what I'm looking for is someone to hit  
8 the ground running.

9           Given all of what Vice Chair Yaworski just  
10 said, that you'll be wearing the day-to-day  
11 hats of someone OPS as well as someone of  
12 senior management, so that was the first thing.

13           Not to discredit anybody from out of  
14 state, because their backgrounds are absolutely  
15 incredible, there are several that we really --  
16 I mean, from Illinois, from New York, from  
17 Pennsylvania, they're all incredible, but  
18 really hit the ground running is something that  
19 I'm looking for.

20           Culture is great, so I agree with that.  
21 Impartiality is at the top of my list. It's  
22 making sure that this position has integrity,  
23 so that's something that I'm looking for.

24           Commitment, enthusiasm and energy, and  
25 innovation is so important. Finding the

1 emerging technology that is going to continue  
2 to evolve and to embrace it as well.

3 So I have two names as well. Both of them  
4 are in the State of Florida, but I will wait to  
5 hear Commissioner Drago's thoughts.

6 COMMISSIONER DRAGO: Thank you. From a  
7 police perspective, I don't think there's any  
8 doubt that we've got excellent candidates with  
9 a great deal of experience in all areas that  
10 we're looking for. That's management,  
11 investigations, experience in various aspects  
12 of their law enforcement agencies, including  
13 accreditation, which to me is an important and  
14 complex issue to deal with if you've never  
15 dealt with it before.

16 Hiring, writing policies, all the kinds of  
17 things that this director is going to have to  
18 do, and there won't be a lot of time to learn  
19 it, especially in the beginning. There's not  
20 going to be -- there's not going to be enough  
21 time for anybody to train them. They're going  
22 to have to rely a lot on their experience, so  
23 that's why I personally looked and take heavy  
24 consideration for the experience of the  
25 candidates and what they've done and whether or

1 not they can step into this role basically as  
2 a -- in the beginning as a one-man law  
3 enforcement unit.

4 And I've been around and part of agencies  
5 that -- police departments that started from  
6 the ground up, and it's a difficult, long  
7 process. And I think that all the candidates  
8 show the experience and training to be able to  
9 do that.

10 But I think one benefit, of course, of  
11 being a Florida law enforcement officer is that  
12 they can move beyond that first learning curve  
13 of understanding Florida law, Florida  
14 procedures, Florida training, everything to do  
15 with a Florida law enforcement officer as it  
16 may differ from other state agencies, and they  
17 can start delving right into the meat and  
18 potatoes of setting up this division.

19 So, I think from -- as I said, from my  
20 perspective everybody in the Commission can sit  
21 back and feel confident, I think, that these  
22 are experienced law enforcement officers. All  
23 of them managers, street level officers,  
24 mid-managers, the things that we need they've  
25 gone through, they've gone through it all. So I

1 think we can be satisfied that whomever we pick  
2 is going to have that law enforcement  
3 background.

4 And then we move on to what other -- what  
5 other attributes do the applicants have that  
6 will be important for us as the Commission for  
7 the people of the State of Florida to get their  
8 bang for the buck, so to speak, as soon as  
9 possible, for Director Trombetta to be able to  
10 rely on as quickly as possible to start running  
11 the law enforcement side of this.

12 So I won't make any recommendations at  
13 this point yet. I also have -- I also have  
14 candidates in mind and that I'll be glad to  
15 share as we get to that phase, I guess, of  
16 this. But I thank all the candidates very much  
17 for being interested in this position, and  
18 those out of staters or whomever of those who  
19 doesn't get it, will hopefully find their way  
20 to Florida, because we can use good law  
21 enforcement people in this state. So that's  
22 all I have at this point.

23 COMMISSIONER D'AQUILA: It's always a  
24 challenge going last. All the good stuff is  
25 taken. So I'm just going to go with what I

1 thought were some of the things I learned or  
2 heard that I thought were really important, and  
3 I tend to represent more of the business side,  
4 being a serial entrepreneur and business owner.

5 But the shortage of talent is a real  
6 crisis. There's not a single business owner I  
7 talked to today or an agency head that says  
8 it's easy to find good people. I think a  
9 leader in this position needs to be someone  
10 personable that can attract others, because  
11 there is only so much they're going to be able  
12 to do. They're putting together the team  
13 that's actually going to do it, so that was  
14 something I valued very highly.

15 A commitment to dealing with the ills that  
16 we face is what is a good business, a business  
17 that needs to have its integrity maintained and  
18 we need to award, and I looked at those that  
19 understood the difference between an  
20 administrative and a criminal investigation and  
21 respect that.

22 On one hand we want to make this a very  
23 safe state for gambling, and, yes, we do want  
24 to punish those that do not abide by the rules,  
25 but we also want to handle gingerly those that

1 are really trying, and as a business owner,  
2 I've always appreciated working with regulators  
3 that understand that.

4 And then lastly, I think, because of the  
5 timeliness here, what really jumped out at me  
6 at times was those that understood the power,  
7 how much public relations, marketing,  
8 advertising, whatever you want to call it, we  
9 live in an era where people rely on what they  
10 read, whether it be in social media or  
11 newspapers. But what are the vehicles, how do  
12 you reach them.

13 You know, when I was growing up there were  
14 three or four TV channels and maybe two  
15 newspapers. Today I think there are hundreds  
16 of sources and you've got to -- and it requires  
17 some creativity, but a real appreciation, you  
18 know, for reaching out there.

19 So I took all those into consideration and  
20 I'm not ashamed to say I've narrowed it down to  
21 two candidates which I think embody all of  
22 that.

23 CHAIRMAN MacIVER: So I wanted to touch on  
24 a couple of things here, and the first thing is  
25 I want to address all of the applicants, even

1 the ones who aren't here today, and more  
2 importantly maybe their families, because I  
3 know what a stressful process this is while  
4 you're waiting for it to happen.

5 In one of my prior positions I spent a lot  
6 of time interviewing candidates for judicial  
7 positions and vetting them. And inevitably,  
8 after a governor would make an appointment, a  
9 lot of those judicial candidates would then ask  
10 the question, well, what did I do wrong or what  
11 should I have done different, or, you know, how  
12 did I not get it.

13 And the universal answer to that question  
14 was all that happened was and usually by a  
15 hair's breadth another highly qualified  
16 applicant just barely managed to squeak you  
17 out. And I think everyone on this list, even  
18 those who were not selected as the most  
19 competitive applicants to be interviewed today,  
20 everyone on this list should know that they are  
21 in that position. To a person every person I  
22 talked to would have done I'm sure an  
23 outstanding job with this position, and every  
24 single one of those people not only should be  
25 proud, but should not spend a lot of time

1 reading the tea leaves about how it wasn't  
2 them.

3 I want to address just briefly the line of  
4 questioning. We've heard a lot from the vice  
5 chair, mostly because he had asked the  
6 questions first, but the idea of in-state  
7 people versus out-of-state people. Candidly,  
8 being an in-state person is an advantage. We  
9 are building this plane as we're flying it. We  
10 need to hit the ground running. We need to be  
11 able to have this agency up and start chasing  
12 bad guys quickly because our legislature has  
13 charged us to do that and until we have a  
14 system in place to do that we're not meeting  
15 our statutory charge yet.

16 And, being in Florida means you've dealt  
17 with the agencies who sometimes can be an  
18 obstacle to moving quickly. Just knowing who  
19 those people are from the get-go is an  
20 advantage. It's not a threshold requirement  
21 being from Florida, which is why you saw three  
22 applicants today on the list who we identified  
23 as being most the competitive applicants who  
24 weren't from the State of Florida.

25 So we have the interview process and this

1 is the opportunity for every applicant to come  
2 in and try and hit a home run and knock it out  
3 of the park and show why they overcome anything  
4 where they may not be the top candidate.

5 As far as qualifications go, it's a myriad  
6 of qualifications, many of them intangible. If  
7 we were -- if we were talking about who had the  
8 most passion and energy and best interview for  
9 the job it could easily be a different person  
10 than whoever we ultimately select today.

11 Frankly, I think Mr. Drake probably came  
12 out ahead of that. His energy for the position  
13 is palpable. If it's simply credentials and  
14 preparation for the position, Mr. Cannon, I  
15 think that you clearly are head and shoulders.  
16 If we were to talk about things that were  
17 mentioned during the interview, I focused a lot  
18 of my attention when Mr. Kozlina started  
19 talking about character.

20 I'll tell you one of my role models in law  
21 enforcement is the current director of the law  
22 enforcement academy here at Pat Thomas. And,  
23 quite frankly, gentlemen, if he had applied for  
24 this job in my mind it would have disqualified  
25 the rest of you. And the reason for that is a

1 focus that I have seen -- he was one of my  
2 instructors at the academy -- is the focus that  
3 I have seen on character, but combining that  
4 focus on character with infusing it into the  
5 new recruits that are being taught and trying  
6 to build a law enforcement community that has  
7 that foundation of character.

8           And that kind of leads into what I think  
9 the vice chairman was talking about with the  
10 culture of our agency. We need to be an  
11 objective-driven law enforcement agency,  
12 because we have to do what the legislature  
13 tells us to do, and in doing that I think the  
14 focus and the culture of our new law  
15 enforcement division needs to be highly focused  
16 on integrity and character, and the one  
17 candidate that I heard who really did focus on  
18 the idea of getting newer law enforcement  
19 officers and trying to push them in that  
20 direction and help them build that foundation  
21 for an agency that hopefully will survive the  
22 personalities on this Commission was  
23 Mr. Herold.

24           So, in a total combination of  
25 qualifications, while certainly there are

1 better candidates in some factors and less  
2 factors, I think steady across the board  
3 combined with that focus on culture and who I  
4 think will be focused on that culture, I think  
5 that to my mind Mr. Herold would be our  
6 selection today.

7 I will either allow more discussion if  
8 that is the desire of the board, or I will  
9 accept a motion if that name was on everybody  
10 else's list.

11 Then let's go ahead and take the voice  
12 vote. Mr. Vice Chairman.

13 VICE CHAIRMAN YAWORSKI: (Inaudible.)

14 CHAIRMAN MacIVER: Commissioner Brown?

15 COMMISSIONER BROWN: Yes, although I do  
16 want to make a comment after about Mr. Cannon.

17 CHAIRMAN MacIVER: Of course.

18 Mr. Drago?

19 COMMISSIONER DRAGO: Yes.

20 CHAIRMAN MacIVER: I'm sorry.

21 Commissioner Drago.

22 COMMISSIONER DRAGO: Yes.

23 CHAIRMAN MacIVER: Commissioner D'Aquila?

24 COMMISSIONER D'AQUILA: Yes.

25 CHAIRMAN MacIVER: And the Chair is a -- I

1 made the motion and I am a yes. So the motion  
2 carries. Congratulations, Mr. Herold, you are  
3 the Commission selection for the director of  
4 gaming enforcement.

5 And, yes, I would like Commissioner Brown  
6 and any other commissioner who wishes to make  
7 any other comments, please.

8 COMMISSIONER BROWN: Thank you.

9 Mr. Chairman, you made some eloquent  
10 remarks about all of the candidates, as all of  
11 you did, quite frankly, and I do -- one of the  
12 candidates mentioned that it would be great to  
13 recruit having the candidates that did not get  
14 selected, having them be -- if they were  
15 interested in this position in the division. I  
16 mean, they're -- we would be grateful to have  
17 them be part of the team under Mr. Herold's  
18 leadership.

19 But, Mr. Cannon, I wanted to highlight you  
20 particularly. Your background is just  
21 incredible. Your presentation was incredible  
22 as well. You should be commended and we would  
23 be lucky also to have you at the Gaming  
24 Commission. But I just really wanted to thank  
25 you for your participation here and your

1 attention to detail that you gave researching  
2 the agency and its background.

3 But again, Mr. Herold, congratulations.  
4 I'm looking forward to your leadership and  
5 bringing a team in and cultivating that culture  
6 as well. Thank you.

7 CHAIRMAN MacIVER: Commissioners?

8 COMMISSIONER DRAGO: I would like to echo  
9 Commissioner Brown congratulating Mr. Herold,  
10 first of all, on the position. Also  
11 congratulating, again, all of the candidates,  
12 and also comment on Mr. Cannon. His background  
13 is excellent. His history is excellent. Thank  
14 you so much for applying and considering us.  
15 We would do great with you. You have a great  
16 mixture and diverse background that would be  
17 very helpful to this agency at any time.

18 And I, again, thank the other candidates  
19 from out of state, and thank you, and I think  
20 the in-state people had that little edge  
21 because they are in-state people. And thank  
22 you, everyone, for participating.

23 CHAIRMAN MacIVER: Mr. Vice Chair,  
24 Commissioner D'Aquila, any comments?

25 COMMISSIONER D'AQUILA: I just want to say

1 we're thankful to all of the candidates, and I  
2 think it's with law enforcement folks like  
3 yourself, it's one of the reasons we have such  
4 a great state. So thank you so much for all  
5 your service and for taking the time today.

6 VICE CHAIRMAN YAWORSKI: I'll just be real  
7 quick if it's all right. I would just  
8 congratulate Mr. Herold. I think he will -- I  
9 think he is an excellent pick and I think he  
10 does speak to the -- in all frankness, that was  
11 my -- that was my number one pick at the end of  
12 this session today.

13 But I also want to mention other people,  
14 and Mr. Cannon has been mentioned. I'd also  
15 mention in my view Mr. Acevez, who I thought  
16 also was out of state, but I think he -- in my  
17 mind he was -- he would have been my second  
18 choice because of the -- really, the underlying  
19 sense of servant leadership that you heard  
20 throughout his words and how he cultivated and  
21 would have cultivated, I think, the agency. So  
22 I just wanted to put that out there.

23 But all candidates, we thank you for your  
24 time. I know I do. I think it's not the  
25 easiest thing to make a decision to switch

1 jobs, not the easiest thing to apply, and  
2 certainly not the easiest thing to go through  
3 an interview on live TV for the 30 people that  
4 are watching and the 15 people in the room.  
5 It's not the easiest thing, so thank you for  
6 participating in everything today. Appreciate  
7 it.

8 CHAIRMAN MacIVER: And then lastly, I will  
9 also just say, amongst all of those factors  
10 that we do consider, one of the ones that  
11 sometimes we may pretend it doesn't come into  
12 play but it absolutely does and it does make  
13 the decision today that much harder and so much  
14 more difficult in delineating out, is  
15 Mr. Cannon is actually a personal friend of  
16 mine as well, and overcoming that friendship  
17 was a difficult factor as well.

18 We may not acknowledge it as a factor, but  
19 it certainly, certainly is. So it was, again,  
20 gentlemen, hair's breadth of factors make these  
21 decisions, and I really appreciate all of the  
22 work that everybody has put in today.

23 Mr. Trombetta, I believe the next item on  
24 the agenda is updates from the executive  
25 director.

1           MR. TROMBETTA: (Inaudible. No audio via  
2 telephone connection or on the Florida Channel  
3 video.)

4           COMMISSIONER BROWN: I was just going to  
5 say congratulations. I think that's a great  
6 first step to outreach as well. And I know  
7 that there was an article in the paper on that  
8 subject, and I think it was mentioned at one of  
9 the meetings that we just had, so being  
10 present, I think, is good and responsible and I  
11 would love to tune in.

12          CHAIRMAN MacIVER: Also thank you to our  
13 general counsel who I know has had to pore over  
14 this issue and do a lot of the legwork in  
15 reaching out to the city commission ahead of  
16 time to get this happening, ultimately, I think  
17 to make sure that the Commission is guided and  
18 not creating a moral hazard where they're  
19 encouraging activity that may be illegal.

20          MR. TROMBETTA: Thank you.

21          CHAIRMAN MacIVER: Thank you,  
22 Mr. Trombetta.

23                The other matters on the list,  
24 Commissioners, anything that we need for the  
25 good of the order to be mentioned today? If

1 not, we're going to see each other real soon.

2 And with that, I will open it up for any public

3 comment.

4 Seeing none, the meeting is adjourned.

5 Thank you.

6 (Proceedings concluded at 12:57 p.m.)

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I, JANE FAUROT, RPR, certify that I was authorized to and did stenographically report the foregoing proceedings, and that the transcript is a true and complete record of my stenographic notes.

Dated this 18th day of August, 2022.



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JANE FAUROT, RPR

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