

STATE OF FLORIDA



JOHN MACIVER , CHAIRMAN
MICHAEL YAWORSKY, VICE CHAIR
JULIE I. BROWN , COMMISSIONER
CHUCK DRAGO, COMMISSIONER
JOHN D'AQUILA, COMMISSIONER

2601 BLAIR STONE ROAD
TALLAHASSEE, FLORIDA 32399
(850) 895-8125

Florida Gaming Control Commission

Meeting Agenda and Materials
Wednesday—June 8, 2022
9:30 AM
Cabinet Meeting Room, The Capitol

1. Pledge of Allegiance
2. Introduction of commissioners
3. Approval of minutes from March 31, 2022 meeting
4. Discussion of commission procedures and processes
5. Process for hiring the Director of Law Enforcement
6. Discussion of regular meeting schedule
7. Other matters

Table of Contents

1. Pledge of Allegiance.....Page 3

2. Introduction of commissioners.....Page 4

3. Approval of minutes from March 31, 2022 meeting.....Page 5

4. Discussion of commission procedures and processes.....Page 6

5. Process for hiring the Director of Law Enforcement.....Page 10

6. Discussion of regular meeting schedule.....Page 11

7. Other matters.....Page 18

8. Exhibit “A”.....Page 19

9. Exhibit “B”.....Page 102

1. Pledge of Allegiance

2. Introductions

- John MacIver, Chairman
- Michael Yaworsky, Vice Chairman
- John D'Aquila, Commissioner
- Julie Imanuel Brown, Commissioner
- Charles Drago, Commissioner
- Ross Marshman, General Counsel
- Lisa Mustain, Director of Administration
- Susan Whitmire, Chief Information Officer
- Joe Dillmore, Director of Pari-Mutuel Wagering

3. Approval of meeting minutes

Transcript of previous meeting is attached as exhibit “A” for approval.

4. Discussion of Commission Practices and Procedures

MEMORANDUM

To: The Florida Gaming Control Commission
From: Louis Trombetta, Executive Director
Re: Commission Practices and Procedures
Date: June 6, 2022

Executive Summary

Florida law requires the Florida Gaming Control Commission to adopt procedures that ensure adequate due process in the exercise of its regulatory and executive functions. This memorandum breaks down the most common executive and regulatory functions and recommends a corresponding procedure designed to safeguard due process rights. The Commission should adopt these procedures.

Background

Effective July 1, 2022, the Florida Gaming Control Commission (“FGCC”) will take the place of the Division of Pari-mutuel Wagering of the Department of Business of Professional Regulation and exercise broad regulatory and executive powers with respect to gambling in this state, including pari-mutuel wagering, cardrooms, slot machine facilities, and oversight of gaming compacts.¹

Importantly, the FGCC must “[e]stablish procedures consistent with chapter 120 to ensure adequate due process in the exercise of its regulatory and executive functions.”² Chapter 120, Florida Statutes, is Florida’s Administrative Procedure Act (“APA”).³ The purpose of the APA is to ensure due process and fair treatment of those affected by administrative actions.⁴ The APA is also designed to simplify the administrative process and provide the public with more certain administrative procedures.⁵

¹ § 16.712(1)(a), Fla. Stat.; *see also* Ch. 2021-269, §2, 3-6, Laws of Fla. (2021) (creating the Florida Gaming Control Commission); Ch. 2022-7, Laws of Fla. (2022) (amending statutory references from the Division of Pari-mutuel Wagering to the Florida Gaming Control Commission).

² § 16.712(1)(b), Fla. Stat.

³ § 120.51, Fla. Stat.

⁴ *Pro Tech Monitoring v. State, Dept. of Corrections*, 72 So. 3d 277, 279 (Fla. 1st DCA 2011).

⁵ *School Bd. of Palm Beach County v. Survivors of Charter Schools, Inc.*, 3 So. 3d 1220, 1231 (Fla. 2009).

4. Discussion of Commission Practices and Procedures

In order to comply with its statutory mandate, it is recommended that the FGCC adopt the following procedures for these categories of its regulatory and executive functions:

- Permitting;
- Operating licenses;
- Individual occupational licenses;
- Discipline and excluded persons; and
- Special actions.

Permitting⁶

Permitting is a prerequisite for gaming in this state.⁷ Permitting activities occur infrequently.⁸ The FGCC may be called upon to review applications for new permits, revoke existing permits, or approve or deny changes to the permit's ownership or physical location.

Recommendation: The Executive Director's staff will conduct all necessary fact-finding activities for all permitting issues. Staff will also prepare a recommended course of action for the FGCC to consider. The facts and staff's recommendation will then be presented to the FGCC at public meetings where the FGCC will issue final agency action.

Operating Licenses

Before a permit-holder may conducting any gaming activities, a permit-holder must apply for and be issued an annual operating license.⁹ The FGCC shall issue or deny annual operating licenses and approve or disapprove changes to the operating license. Depending on the licensee's conduct, the FGCC may take administrative action against a licensee to ensure compliance with Florida's gaming laws.

⁶ Information about Florida's current 43 gaming-related permits can be found in Exhibit B to these materials. Exhibit B is an excerpt from the Division of Pari-mutuel Wagering's 2021-2022 annual report that provides details about existing permit-holders.

⁷ See generally §§ 550.054 (pari-mutuel wagering), 551.101 (slots) Fla. Stat.; § 849.086 (cardrooms), Fla. Stat.

⁸ See also § 550.054(15)(c), Fla. Stat. ("Additional permits for the conduct of pari-mutuel wagering may not be approved or issued by the division after January 1, 2021[.]."); § 550.054(15)(d), Fla. Stat. ("A permit to conduct pari-mutuel wagering may not be converted to another class of permit.").

⁹ See generally §§ 550.01215 (pari-mutuel wagering); 551.104 (slot machine gaming); § 849.086 (cardrooms), Fla. Stat.

4. Discussion of Commission Practices and Procedures

Recommendation: The Executive Director’s staff will conduct all necessary fact-finding activities for all annual operating license issues. Staff will also prepare a recommended course of action for the FGCC to consider. The facts and staff’s recommendation will then be presented to the FGCC at public meetings where the FGCC will issue final agency action.

Individual Occupational Licenses

Generally speaking, each person working at a racetrack, fronton, slot machine gaming operation, or cardroom must be licensed by the FGCC.¹⁰ These occupations run a wide gamut – from jockeys, jai alai players, and veterinarians, trainers, and owners of racing animals, to totalizer employees, money—room employees, pit bosses, and dealers, to food service, maintenance, and slot machine manufacturers and dealers. The FGCC will have the authority to deny applications for individual occupational licenses of applicants with disqualifying criminal or disciplinary history.

Recommendation: The Executive Director’s staff will conduct all necessary fact-finding activities for all individual occupational license issues. Staff will also prepare a recommended course of action for the FGCC to consider. The facts and staff’s recommendation will then be presented to the FGCC at public meetings where the FGCC will issue final agency action.

Discipline and Excluded Persons

Licensed individuals and businesses working in gaming are subject to disciplinary action.¹¹ Disciplinary action can include a combination of fines, suspension, or revocation of licenses. Additionally, the FGCC will have the authority to exclude certain persons from pari-mutuel and slot machine gaming facilities.¹²

Recommendation: The Executive Director’s staff will conduct all necessary fact-finding activities for all disciplinary and exclusionary matters. Staff will also prepare a recommended course of action for the FGCC to consider. The facts and staff’s recommendation will then be presented to the FGCC at public meetings where the FGCC will issue final agency action.

¹⁰ See §§ 550.105 (par-mutuel activities) 551.107 (slot machine gaming); § 849.086 (cardrooms), Fla. Stat.

¹¹ *Id.*

¹² See generally §§ 550.0251(6), 551.112, Fla. Stat.

4. Discussion of Commission Practices and Procedures

Special Actions

From time to time, the FGCC may be called upon to issue declaratory statements or respond to petitions for rule waivers or variances.¹³

Recommendation: The Executive Director's staff will conduct all necessary fact-finding activities petitions for declaratory statements and petitions for rule waiver or variance. Staff will also prepare a recommended course of action for the FGCC to consider. The facts and staff's recommendation will then be presented to the FGCC at public meetings where the FGCC will issue final agency action.

¹³ See §§ 120.565 (declaratory statements), 120.542 (variance or waivers), Fla. Stat.

5. Process for hiring the Director of Law Enforcement

The Florida Gaming Control Commission houses the Division of Gaming Enforcement.¹⁴ The Division of Gaming Enforcement is a criminal justice agency.¹⁵ Commissioners must appoint a director of the Division of Gaming Enforcement “who is qualified by training and experience in law enforcement or security to supervise, direct, coordinate, and administer all activities of the division.”¹⁶

Recommendation: The executive director will advertise for the position by June 15, 2022. By the next regularly scheduled commission business meeting, a pool of recommended candidates for interviews will be made available to commission members to conduct interviews and make an appointment at a meeting to be scheduled at a later date.

¹⁴ See §§ 16.711(1), Fla. Stat.

¹⁵ *Id.*

¹⁶ §§ 16.711(2), Fla. Stat.

6. Discussion of regular meeting schedule

To facilitate discussion, starting on the next page, a calendar with state holidays for the next six months is provided.

July 2022

August 2022

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	29	30	1	2
3	4 4th of July	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

August 2022

September 2022

Su	Mo	Tu	We	Th	Fr	Sa
	4	5	6	7	8	9
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

September 2022

October 2022

Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	31	1	2	3
4	5 Labor Day	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1

October 2022

November 2022

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

December 2022

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2022

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2	3	4	5
6	7	8	9	10	11 Veterans' Day	12
13	14	15	16	17	18	19
20	21	22	23	24 Thanksgiving	25 Friday After Thanksgiving	26
27	28	29	30	1	2	3

December 2022

January 2023

Su	1	2	3	4	5	6	7
Mo	8	9	10	11	12	13	14
Tu	15	16	17	18	19	20	21
We	22	23	24	25	26	27	28
Th	29	30	31				
Fr							
Sa							

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26 Christmas Day (Observed)	27	28	29	30	31

7. Other matters

Exhibit A

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FLORIDA GAMING CONTROL COMMISSION
PUBLIC MEETING

DATE: Thursday, March 31, 2022
TIME: 10:00 a.m - 11:31 a.m.
PLACE: The Florida State Capitol
Cabinet Meeting Room
400 South Monroe Street, PL-01
Tallahassee, Florida

Reported by:
DEBORAH ALFF
Court Reporter

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A T T E N D A N C E

Commission Members:

- Commissioner Julie Brown, Chair
- Commissioner Michael Yaworsky, Vice-Chair
- Commissioner Charles Drago

Candidates and Speakers:

- Monica Rutkowski
- Louis Trombetta
- Krista Woodard
- Joe Dillmore
- Elizabeth Stinson

Others present:

- Various Members of the Public
- The Florida Channel

P R O C E E D I N G S

1
2 CHAIRWOMAN BROWN: Good morning, everyone, and
3 welcome to the first Florida Gaming Control
4 Commission meeting. Today is March 31 and the time
5 is 10:03. And it is truly a delight to be here
6 today with my colleagues here.

7 And if you would like, please join us with the
8 Pledge of Allegiance which will be given by
9 Commissioner Chuck Drago. Please stand and face
10 the flag.

11 COMMISSIONER DRAGO: Please join me and pledge
12 allegiance.

13 [PLEDGE OF ALLEGIANCE]

14 CHAIRWOMAN BROWN: Thank you, Commissioner
15 Drago. And before we get into introductions with
16 commissioners and some of their opening comments, I
17 just wanted to take a moment first to have our PMW
18 General Counsel please read the notice for us.

19 MS. STINSON: Thank you. The Florida Gaming
20 Control Commission announces a public meeting which
21 all interested persons are invited to attend. Date
22 and time is Thursday, March 31, 2022, 10:00 a.m. to
23 1:00 p.m. The place is the Cabinet Meeting Room in
24 the Capitol lower level, Tallahassee, Florida.

25 The general subject matter to be considered

1 is, this is a meeting to address the appointment of
2 the Executive Director of the Florida Gaming
3 Control Commission and other general business of
4 the commission. The public meeting agenda, related
5 documents, and Florida Gaming Control Commission
6 contact information are available by contacting
7 Bryan Barber at Bryan.Barber@MyFloridaLicense.com
8 or 850-717-1761.

9 CHAIRWOMAN BROWN: Thank you, Ms. Stinson.

10 I want to take also a moment to thank the
11 Governor for our appointments to the gaming
12 commissioner, Gaming Commission, if I may,
13 Commissioners. This is a really truly unique time.
14 It's an incredible opportunity to build something
15 from the ground up that will be the role model for
16 the rest of the country, truly, and be a beacon, I
17 believe, for balanced regulation and consistent and
18 strong enforcement. The task has been large, but
19 we are really up for it. We've been working on a
20 lot of preliminary administrative tasks over the
21 last few months.

22 The structure of the commission is quite also
23 unique, in that, we will have the Pari-Mutuel
24 Wagering division eventually rolled into the Gaming
25 Commission, which we'll talk about some critical

1 dates, but it will include horse racing. It will
2 include a robust law enforcement portion. It will
3 include licensing, as well as administrative
4 oversight. So we're really excited about the way
5 that the structure has been made.

6 To that effect, I want to thank DBPR who has
7 been assisting the FGCC with administrative tasks
8 since January, with assistance from HR issues, PMW
9 has been very helpful, technology, budget, and
10 we're grateful for their help as we begin, embark
11 on our first new hire here.

12 The public should also know that this is more
13 of a long-distance run -- I'll say that because I
14 did it actually just Sunday -- rather than a
15 sprint. And that creating a new state agency
16 involves a lot of moving parts to get it to the
17 right place and to get it appropriate.

18 We're migrating existing data and licenses
19 from a separate state agency. We're creating the
20 proper organization chart with proper positions,
21 job descriptions. And, of course, the law
22 enforcement part is critical to getting this off
23 the ground and correct.

24 I want to give you all a quick overview of key
25 dates. The first one is most notable as we address

1 other additional hiring needs, potential technology
2 needs. The first one, by law, the FGCC must
3 appoint an executive director after a level-two
4 background check has been conducted by April 1.
5 That's Friday. That, and commissioners have
6 received the level-two background checks and we'll
7 go over that process shortly.

8 By July 1, the Pari-Mutuel Wagering division
9 will be rolled into the newly-created state agency.
10 That is a very, very heavy task, and we're working
11 to get that and all the moving parts along with
12 DBPR's help. So those are the two critical dates.

13 And with that, I would like to give the
14 commissioners an opportunity to tell you a little
15 bit about themselves, their vision of what they see
16 over the next few years. And I'll start with
17 Vice-Chair Mike Yaworsky.

18 VICE-CHAIRMAN YAWORSKY: (Inaudible.)

19 CHAIRWOMAN BROWN: (Indicating.)

20 VICE-CHAIRMAN YAWORSKY: We need to turn the
21 mike on. My name is Mike Yaworsky. I'm the
22 Vice-Chair of the newly-established Florida Gaming
23 Control Commission. I'm very appreciative of
24 Governor DeSantis for providing me with this
25 opportunity to serve in this capacity.

1 Interestingly enough, my career actually
2 began, in a way, in this very room when I served
3 for Governor Bush. I used to stand (indicating),
4 not behind that impressive lecturn, but that little
5 podium right there. And my key job during cabinet
6 meetings was to pull up the next slide as items
7 would come forward. So it's kind of interesting to
8 be here today in this capacity.

9 I think that the Chair really highlighted a
10 lot of our upcoming duties and responsibilities,
11 some of the key logistical tasks that we have
12 before us. I do think we also have a tremendous
13 responsibility, as the commission of this new
14 entity, to comport ourselves in a way that really
15 establishes a great culture at the commission.

16 We're bringing a lot of staff over that have a
17 long established culture and we'll be bringing in
18 new staff. And I think the leadership begins from
19 the top. We must be very thoughtful and
20 deliberative in all of our actions as we go forward
21 with, with this new, this new body.

22 My experience in public service has been
23 primarily in the insurance space which is another,
24 another area that has kind of a long and
25 complicated and storied history in Florida. And

1 I'm very much so looking forward to working
2 together in spirit with -- with the other
3 commissioners in bringing us forward. So thank you
4 very much.

5 CHAIRWOMAN BROWN: Thank you, Vice-Chair.
6 Commissioner Drago?

7 COMMISSIONER DRAGO: Thank you, Chair Brown.

8 My name, of course, is Chuck Drago, as the
9 Chair mentioned earlier. I want to also thank
10 Governor DeSantis for an opportunity to serve on
11 this commission, which is exciting and interesting,
12 for me, since I've been involved in Pari-Mutuel
13 Wagering regulation in the past as the deputy
14 secretary and secretary of the Department of
15 Business and Professional Regulation. So this is
16 kind of my second time around for this, so I'm
17 really looking forward to this opportunity.

18 But, overall, I'm a career law enforcement
19 officer. I spent 35 years in law enforcement.
20 Almost 30 of those were in Fort Lauderdale. And I
21 retired from that department as the deputy chief
22 of -- the deputy chief of police, and then became
23 the police chief in Oviedo. And then, after that,
24 I went to DBPR and served in that capacity, and
25 then eventually ended up as a deputy chief of staff

1 in the Executive Office of the Governor.

2 So I welcome this opportunity personally to be
3 able to be back here involved in this. I'm looking
4 forward to it. I appreciate all of you here, all
5 of you coming out and -- and your interest in this,
6 in this subject, and looking forward to getting
7 this agency up and running and going full speed
8 ahead. Thank you.

9 CHAIRWOMAN BROWN: Thank you, Commissioner
10 Drago. I echo both of your sentiments about the
11 future, too, of the commission.

12 My life has been a big sea of change over the
13 past 13 months, where, after being a utility
14 commissioner at the Public Service Commission for
15 over ten years, I went to DBPR to lead as secretary
16 in February, 2021. I've had a great opportunity to
17 see the Pari-Mutuel Wagering division, and also all
18 the other thirty different industries, and the
19 1.4 million licensees that DBPR has.

20 So I think three of us here share some DBPR
21 stories here. And it's really, it's a great
22 agency, and we're lucky that we get to continue to
23 get to work with them as we migrate to the new
24 agency that we have to establish.

25 Prior to that, though, I was a corporate

1 attorney for and focused on regulatory matters, as
2 well as just general corporate matters, in a big
3 Fortune 300 company, based actually out of
4 Tallahassee, but all over the country.

5 And then I worked as a city attorney. I was
6 the head real estate attorney in Tampa where I'm
7 from here, where I live now. And then prior to
8 that, I also worked as a corporate attorney at a
9 law firm. But I truly love public service and I'm
10 beyond grateful to have the opportunity to continue
11 serving the state in this capacity. So thank you
12 all for letting us give you an introduction of our
13 backgrounds.

14 The next point of the agenda is to share with
15 you what the overview of the executive director
16 process has been like so that you are aware of what
17 happened. We advertised over the past, we
18 advertised for over two weeks. It ended on Friday,
19 March 11, for the executive director position of
20 the Gaming Commission.

21 Some of the qualifications, just to name a
22 few, is the candidate must have a bachelor's degree
23 from an accredited college or university, with
24 three years of managerial experience, experience in
25 government regulation, as well as residing in Leon

1 County at the time employment begins.

2 A variety of job duties, but I'll just name,
3 really, the highlight is that the incumbent in the
4 position has to plan and direct all administrative,
5 financial, and operational opportunities, options
6 and operations, pardon me, of the Florida Gaming
7 Control Commission, as well as oversee the daily
8 operations of the agency, just to name a few, but
9 commissioners individually received the
10 applications and reviewed them on their own, and
11 sent their recommendations to a separate DBPR staff
12 member, who then -- to schedule the interviews
13 separately of each candidate that each commissioner
14 wanted to conduct individually in the preferred
15 format, including telephonically.

16 Following the individual commissioners
17 interviewing their preferred top candidates,
18 they -- commissioners forwarded their nominees to a
19 DBPR staff member, of those candidates that each
20 commissioner wanted to have a level-two background
21 screening, which was coordinated by DBPR's HR
22 department. So thank you to them for all of their
23 help assisting with the process.

24 The candidates were, that are here today have
25 been cleared of a level-two background screening

1 which each commissioner has received individually
2 for executive direction.

3 We're going to give the candidates five to ten
4 minutes to present an overview of their background,
5 as well as their vision for what they see the new
6 position is, as well as the agency moving forward.

7 And I'm going to read you the candidates in
8 the order that they're going to appear in before
9 you today. We will have Monica Rutkowski who will
10 be the first one up, followed by Lou Trombetta or
11 some like to refer to him as Louis, and Krista
12 Woodard. So we have three candidates here today.

13 And so, with that, I would welcome Monica
14 Rutkowski, if she could come up to the lectern
15 right here. Welcome. Also, please be aware that
16 commissioners may ask you questions after. Could
17 you turn your mike on, please?

18 MS. RUTKOWSKI: I got it. Thank you very much
19 for inviting me to interview here today. I
20 apologize for my voice. I've lived in Tallahassee
21 for over 30 years and never had an allergy. And
22 last yesterday, I spent a great deal of time
23 outside, and this morning I woke up with no voice,
24 puffy eyes, and thank goodness for tea, honey, and
25 meds. Otherwise, I would not be able to speak. So

1 thank you, and thank you for indulging me.

2 In the interest of time and to just keep
3 very -- my response to the allotted time and within
4 the time frame, I'm going to rely on my notes just
5 to go through that much quicker because I tend to
6 be a little bit lengthy in my responses. So thank
7 you again.

8 I bring about close to 30 years of leadership
9 in public and private industry, with extensive
10 experience as a regulatory compliance executive.
11 In addition to the regulatory compliance
12 experience, I have quite a bit of experience in
13 strategic planning, administration operations,
14 human resource management, and day-to-day
15 operations of departments and divisions.

16 I am someone who takes the responsibility of
17 my work very seriously. Being a naturally decisive
18 and inspirational leader, I believe the role of
19 executive director for the commission is one I will
20 excel in.

21 The competencies and skills I possess include
22 the ability to create a solid vision that everyone
23 understands and adheres to, an ability to get the
24 most out of everyone, a desire to create long-term
25 relationships with stakeholders and partners, and

1 also the understanding that I need to perform
 2 consistently to a very high standard to ensure the
 3 commission fulfills its role, it's positioned for
 4 the future, meets its strategic aims and
 5 objectives, and mitigates and anticipates
 6 implementation problems and hiccups in the future.

7 I am a passionate and results-driven person
 8 who wants to serve as executive director because I
 9 want to be part of the solution, and I want to be
 10 responsible for achieving success.

11 My work is very important to me. I pride
 12 myself on setting high standards for myself, with
 13 strong ability not only to motivate and lead my
 14 team, but also inspire them to be the best they
 15 can be.

16 I am dedicated to creating a culture of
 17 professionalism and mutual respect, ongoing
 18 investment and business planning research in
 19 private and public, statewide and federal
 20 partnerships. I am invigorated and inspired by a
 21 vision of collaborative teamwork. And in my
 22 experience, that level of cooperation and mutual
 23 respect results in the best outcome. I feel that
 24 the skills, qualities, and competencies I possess
 25 are the perfect match for this position.

1 Moving on to the second part or the vision
2 for the commission -- I apologize. Let me get a
3 drink.

4 The vision I see for the commission is to
5 create and maintain a robust, transparent,
6 participatory and accountable regulatory oversight
7 system and enforcement system to further increase
8 public confidence in the gaming industry, and to
9 ensure fair play and protection for the consumers
10 and the gaming industry.

11 I think that possibilities are endless. This
12 is a new entity. The foundation and the frame, the
13 regulatory framework is already there, and I think
14 building on it to create a regulatory oversight is
15 very exciting.

16 I think the fundamental reason why government
17 regulations exist is to protect consumers. And the
18 commission's -- in my mind, the commission's single
19 most significant challenge will be to be vigilant
20 in the protection of consumers. And especially in
21 light of the changes taking place in the industry
22 and the landscape of gaming. All of that while
23 ensuring fair play and protecting the industry from
24 infiltration, whether direct or indirect, of the
25 criminal elements.

1 The commission will be closely watched by both
2 sides, the side that supported the commission and
3 the sides that were not in favor of the commission,
4 maybe, or now looking at it as something that
5 needed to be done, the compact on the gaming
6 expansion.

7 Ultimately, to minimize the risk of
8 commission, the commission must be -- or to
9 minimize the risk, the commission must be committed
10 to going about its work in a very transparent and
11 open process as much as feasible. It must
12 collaborate with local, state, federal, tribal, and
13 possibly international enforcement agencies, and
14 involvement here from the public in the most
15 effective and meaningful ways.

16 I see the commission having many other
17 responsibilities, tactical responsibilities, but
18 many of them are already articulated in the
19 statute.

20 The pace of change in the online gambling
21 reflects the new risks and regulatory challenges.
22 I foresee that the betting will be coming back
23 sooner or later. I mean, Florida is growing
24 tremendously. The revenue generated by that will
25 be very helpful to the state.

1 So I think part of the planning commission
2 will have to be equipped to address the challenges
3 and look into the future and consider the
4 opportunities now, as it evolves and develops, to
5 mitigate the risks in the long term.

6 It's almost like looking at the regulatory
7 compliance. You do your due diligence up front to
8 mitigate the risk at the back end. And I think
9 the commission has the opportunity right now, being
10 newly created, to set the framework to build the
11 foundation, and to allow itself to do the research
12 and anticipate and prevent all of the risks coming
13 forward in the past, in the future.

14 I think that's it in a nutshell. I can go on,
15 but I'll stop here.

16 CHAIRWOMAN BROWN: Thank you, Ms. Rutkowski.

17 Commissioners, do you have any questions of
18 Ms. Rutkowski? Yes. Commissioner Yaworsky.

19 VICE-CHAIRMAN YAWORSKY: Ms. Rutkowski, so one
20 of the things that's been on my mind as it relates
21 to the new Gaming Control Commission is that, for a
22 good period of time, if we simplify everything down
23 a bit, we'll have two, two parallel tracks going
24 where we have existing statutory obligations that
25 the agency will have to carry out related to the

1 regulation of the gaming industry in Florida. And
2 then separately we'll be having to build out a
3 great bit of infrastructure in developing a number
4 of processes, procedures, a bunch of administrative
5 stuff, IT, all these other things. And I just
6 wondered, is there, are there areas that you would
7 like to highlight in your background and experience
8 that would kind of indicate experience of kind of
9 juggling those two, essentially living -- living in
10 your house while you're building it type of
11 experience you've had?

12 MS. RUTKOWSKI: Yes. So I was a regulator
13 working for the State of Florida overseeing all of
14 the life and health insurers operating in the state
15 of Florida and regulating them. I was also on the
16 regulated side working for the industry.

17 One of the responsibilities that I had was to
18 work with clients and consult with clients who had
19 already had their compliance system in place, that,
20 you know, maybe it wasn't effective or maybe there
21 were better, more efficient ways of doing things.
22 And while they had that system going and -- and
23 being operational, I worked with them on creating a
24 more efficient, streamlined process,
25 troubleshooting and looking for opportunities for

1 more effectiveness for speed to market or making
2 sure that the gaps are being closed.

3 So there is, there is an opportunity to have
4 the parallel systems working together, but, I
5 think, building on the existing infrastructure and
6 seeing what works, what doesn't work, if some of
7 that could be employed in that overall new
8 regulatory oversight that the commission is charged
9 with, it's very feasible. It just takes a very
10 good understanding of what's being done, where are
11 we going to go, the vision. It's almost starting,
12 you know, with the strategic planning, strategic
13 direction priorities. Because, like you mentioned
14 earlier in your opening comments, there's a lot of
15 moving parts. So it will be important to sit down
16 and prioritize, strategize about what, what comes
17 first, what comes next.

18 CHAIRWOMAN BROWN: Commissioner Drago?

19 COMMISSIONER DRAGO: Ms. Rutkowski, obviously,
20 this position is going to be challenging from a
21 management perspective for many reasons. So I'm
22 interested in if -- if you could drill down a
23 little. I read your résumé and I saw what you have
24 there and it's very impressive. I'd like to know
25 more about your management experience in terms of,

1 get right down to the responsibilities that you had
2 as a manager. What type of organizations or
3 divisions were you managing, how many people, what
4 were you responsible for during while you were the
5 manager, and so we have a -- at least I have a
6 better idea of your management experience?

7 MS. RUTKOWSKI: Sure. So I think that one
8 that I'm very proud of. While working for the
9 private sector and for a Fortune 500 company as a
10 VP of regulatory compliance, I was given an
11 opportunity and a task to create from the ground
12 up, a regulatory compliance department which
13 included the vision for the department, the purpose
14 of the department, and hiring and managing the
15 staff.

16 The department at that point, when I left, was
17 full of actuaries and lawyers and compliance
18 experts that had a responsibility for that
19 nationwide compliance consulting to the clients.

20 I managed, both in the private sector and
21 public sector, anywhere from one to seven direct
22 reports. The divisions in the State of Florida
23 that I had an opportunity to be responsible and
24 manage varied from -- the units vary, probably very
25 early on, starting with two auditors or analysts

1 and going up to 47 to 80 individuals.

2 I've had, managed both state programs and
3 federal programs in terms of funding. That
4 required a great deal of accountability and
5 transparency and reporting, and I was responsible
6 for that.

7 I served on behalf of the appointed officials
8 on different task forces and working groups,
9 chaired committees presented to the Legislature, as
10 well as Congress.

11 I believe in motivating. I think, you know,
12 being, leading by example, I think, is something
13 that I value a great deal. Also, motivating and
14 inspiring employees is something I'm committed to.
15 I always believe in mentoring, and every new
16 employee that I had, I always had a mentor or a
17 professional who was more seasoned to work with
18 them to ease the transition into the program.

19 I believe that I am more of a transitional
20 type of leader. I -- I like to give employees an
21 opportunity to advance, provide the training and
22 development, professional development for -- to
23 allow them for career growth and promotions,
24 working myself out of a job eventually.

25 And it's a process that evolves. And my

1 management style is something that you just can't
2 learn from a book, you know. It comes with
3 experience. And I've had close to 30 years doing
4 that, gradually learning, and feel very comfortable
5 managing and setting a vision for organization and
6 units.

7 COMMISSIONER DRAGO: Just one more, one more
8 question. So this position is going to be a little
9 bit different than many management positions
10 because you're going to have to report to -- to a
11 commission of people rather than one person or
12 supervisor or whatever the case may be.

13 How would you go about ensuring that you kept
14 the commission in the loop of the data, what was
15 going on, communicated with them so that they are
16 always advised, nothing, no surprises, they're
17 always advised of what's going on, how would you
18 handle that?

19 MS. RUTKOWSKI: So I have some experience in
20 that, as well. When I was working for the State of
21 Florida as a bureau chief, I was also designated as
22 the Part C coordinator of the IDA, Individuals with
23 Disabilities Act, for early intervention services
24 for the State of Florida. Each state has one. I
25 was appointed to be one. I ultimately became a

1 board member, but, part of my responsibility as the
2 Part C coordinator was to report to Florida
3 Interagency Council on Early Intervention, which
4 was very large. It included appointed individuals,
5 as well as representation from different state
6 agencies and private and public partners, partner
7 organizations.

8 One thing that I definitely feel is important
9 is communication, timely communication with each
10 and every commissioner. It is to making sure that
11 they are kept abreast and there is communication
12 going both ways of, you know, the plans, the
13 activities, but keeping them in the loop.

14 Essentially, the commission is the one that is
15 accountable. You know, it's the umbrella
16 accountability. So, as the executive director, I
17 just execute the direction of the commission. And
18 we work together potentially on strategic plan, on
19 the vision, but, ultimately, I report to you. So
20 it's almost like having three bosses. I would not
21 do anything different than I would be doing with my
22 director or secretary now. Keeping him in the
23 loop, informing him, making sure that they are
24 proactively aware of what is happening, rather than
25 on the back end, you know, trying to fix the

1 mistakes that are being made. I am the -- the
2 executive director is the person that makes it
3 happen, but it can't happen without communicating
4 in your direction.

5 COMMISSIONER DRAGO: Thank you.

6 CHAIRWOMAN BROWN: Thank you, Commissioner
7 Drago and Vice-Chair Yaworsky. I think those
8 questions were great. It can't be underscored how
9 important it is that the executive director
10 communicate with each commissioner because coming
11 from an agency, that is a critical component
12 really, so thank you for addressing that.

13 One thing, you talked a lot about strategic
14 planning and your experiences with strategic
15 planning. This position is very geared around that
16 because we do have time frames. We do have
17 priorities.

18 What would your priorities be from the get-go,
19 coming in April 1, from a strategic planning
20 standpoint, knowing that the commission is going to
21 have to prepare an LDR in the next few months, and
22 knowing that we're going to have a migration of
23 staff into a new culture, but with an existing
24 culture, as well?

25 MS. RUTKOWSKI: So interesting that you asked

1 that question because that was my actual question,
2 what the commission expects the executive director
3 to do within the first 30 days. So that's really
4 in line with my, my thinking.

5 One role that I currently have is to make sure
6 that -- and I'm looking for my notes here. Well,
7 one of the responsibilities that I currently have
8 is to work very closely with leadership now, in my
9 agency, on making sure that the strategic
10 priorities and the decisions and the work in the
11 agency is aligned with the strategic priorities.

12 I think the first thing I would do is meet
13 with the staff that we have on hand, the migration
14 of that unit, and kind of finding out from them
15 what works, what doesn't work. I think this is all
16 part of that understanding and learning that -- the
17 new environment that I am going to be in, there is
18 a little bit of a learning curve for involved in
19 every new opportunity. But it would also be down,
20 sitting down with the commission and discussing
21 what are the -- what is the vision, what is the
22 ultimate goal and objectives of the commission,
23 what do we want to, as a commission, accomplish
24 within the next two, three, five years, and figure
25 out which ones would be the top priorities and

1 which ones you want to tackle, again, tackle first.
2 It would be a decision, again, made by the
3 commission, with me as the staff, deciding how we
4 proceed and what we tackle first.

5 There is a lot of work the commission has to
6 do. The rules, the LDR, the annual report, all of
7 them are legislatively mandated or have legislative
8 deadlines or some deadline, some form of deadline.
9 So clearly they would be on the -- one of the top
10 priority lists to handle. But there is a lot of
11 moving parts that will need to be sorted out
12 through the conversation and discussion about which
13 ones we're doing first and how are we going to get
14 there.

15 CHAIRWOMAN BROWN: Thank you so much.

16 Commissioners, any other questions before we
17 move on?

18 (No audible response.)

19 CHAIRWOMAN BROWN: All right. Thank you,
20 Ms. Rutkowski. Thank you.

21 Next up, we have Mr. Louis Trombetta.

22 MR. TROMBETTA: Bring my water bottle along
23 just in case. Good morning.

24 CHAIRWOMAN BROWN: Welcome. Good morning.

25 MR. TROMBETTA: Thank you for having me here

1 today. It's both an honor and sort of an
2 accomplishment. My name is Lou Trombetta. I am
3 the current director of the Division of Pari-Mutuel
4 Wagering. You have my résumé. I believe I am the
5 most qualified candidate for this position.
6 Instead of kind of recapping what's in the résumé,
7 I'd kind of like to give context of sort of how I
8 got here today.

9 You know, you mentioned that looking back at
10 your career, you mentioned how did you select your
11 career, so I had to think about it. So,
12 essentially, almost 15 years ago, I made a
13 conscious decision to get into gaming. At the time
14 I was living in Florida and I just got -- something
15 clicked in me that I wanted to work in this field.
16 I wanted to make a difference. I wanted to have an
17 impact on gaming in the state of Florida.

18 At the time I decided to go to law school with
19 the sole purpose of getting into gaming. During
20 law school, I would go to conferences, gaming
21 conferences where I would look up agendas and I
22 would see speakers, and then I would Google to try
23 to find e-mail addresses and phone numbers and
24 likely annoyed them.

25 Essentially, "Hey, I'm Lou, I have this

1 website, I write about poker, here's an article,"
2 or, "Do you know anybody that's looking for
3 externship?"

4 One of those e-mails I sent went to Joe
5 Dillmore, who's the deputy director of the Division
6 of Pari-Mutuel Wagering. At the time his boss,
7 Leon Biegalski, the director, he put it aside, I
8 had learned. And then in 2013, as I was graduating
9 from law school, a position opened and they
10 contacted me.

11 They said, "Hey, we have this job that we
12 think you might be good for, you know, here it is."

13 And I applied, received the job, and moved to
14 Tallahassee out of law school and started working.
15 The job was a low-level attorney working directly
16 for the director on rulemaking. I had policy
17 issues with no litigation and very little
18 management, but, in that role, I got to see how the
19 director worked. I got to see how the director's
20 office worked.

21 A few months in, I went to Leon and said,
22 "Leon, how do I get your job? I want to run this
23 agency, what do I need to do?"

24 And, you know, I had prepared this part of the
25 speech so far. And I saw other directors in this

1 room so I wasn't sure he was going to be here. I
2 had similar conversations with the directors that
3 are in this, the former directors that are in this
4 room, too.

5 How do I get to that spot? And the answers
6 were pretty consistent. You got to just make sure
7 you get to management here at DBPR, become an
8 expert and be patient. That's the one that worked
9 for me is "be patient."

10 So I did that. I became an expert. And I am
11 an expert in gaming law. I am one of a handful of
12 people in the state that have been -- you have to
13 get nominated and then accepted into this group.
14 It's called the International Masters of Gaming
15 Law. I've been selected to speak on behalf of
16 the State of Florida for CLEs by the American Bar
17 Association at gaming conferences on
18 Florida-specific issues.

19 I've also spent a lot of time increasing my
20 management ability. Prior to going to law school,
21 I was a teacher. I believe teaching prepares
22 people to manage almost better than most things
23 because you're dealing with a lot of the same
24 issues, just on a different level.

25 But once I was in DBPR, then I left the

1 position I was in because there wasn't really much
2 room to grow. Went to legal side work where I
3 started managing legal cases and a small legal
4 team. Eventually, I became the chief attorney for
5 the division of PMW, staying in gaming and
6 increasing my management experience.

7 Then the director position opened up and I
8 moved over. And I was lucky to receive, finally
9 get the director's position and be able to run the
10 division. That's where I am now. I manage 109
11 full-time employees, a few more OPS employees
12 depending on what's going on with horse racing and
13 the time of the year. And, frankly, we've done
14 really good.

15 My time managing the division has been very
16 difficult because of what everybody else has been
17 going through. The casino industry in particular
18 was hit very hard by Covid because it's an
19 in-person business. People have to go to the
20 casinos. If you think of a poker table, you think
21 of nine people. Nine, ten people, it used to be,
22 sitting around a poker table, looking at each
23 other, sharing cards, sharing chips. Slots or, you
24 know, using making a pari-mutuel wager, you're
25 touching machines in a closed space.

1 So the pari-mutuel industries all struggled
2 with what to do during Covid. And the regulatory
3 agency had to be incredibly responsive which is
4 something that I would openly say is a weakness of
5 the current division and it's something I hope the
6 Gaming Commission can improve.

7 The gaming in the state of Florida is going
8 through a transition, but for the past 90 years,
9 Florida has been a state that has been pari-mutuel
10 focused, and focused on live racing. Everything
11 has been tailored towards that.

12 The regulatory body is a -- largely a
13 licensing body. We license people. We make sure
14 that the races don't overlap. They used to. And
15 the goal is to produce state revenue and to protect
16 the public and make sure that the betting interest
17 is legitimate.

18 What's happened in the last few years is that
19 the industry is changing. So there used to be the
20 exception that everybody is set to run and there
21 were a few people that didn't.

22 Today, the opposite is true. Most people are
23 not running or conducting live races and a few
24 businesses are. And the Gaming Commission is going
25 to be taking this on. This is very new. And I

1 think that the Division of Pari-Mutuel Wagering is
2 in a spot that is going to be able to react to
3 that.

4 I think the Gaming Commission and the timing
5 is perfect for this. The inclusion of law
6 enforcement is perfect for what the state needs.
7 And it's just super exciting to be here right now
8 in this moment, not just here at the podium, but
9 part of this industry in the state, in front of
10 you, asking you to hire me.

11 So if you have any questions, I'd be happy to
12 answer. That's kind of all I have prepared.

13 CHAIRWOMAN BROWN: Thank you, Mr. Trombetta.
14 Commissioners, any questions?

15 VICE-CHAIRMAN YAWORSKY: I would just begin by
16 asking essentially the same question I asked our
17 prior candidates. You know, do you have any areas
18 of experience or history or anything you'd like to
19 highlight to the commission that relates to your
20 ability to kind of juggle this transition period as
21 we -- we continue to fulfill our statutory duties
22 that are outlined, and also build out everything
23 from office supplies to -- to more serious
24 challenges they face from a logistical perspective?

25 MR. TROMBETTA: Yes. I'm doing it in two

1 ways. First, there along with the July 1st
2 effective transfer deadline, there is a July 1st
3 deadline in the pari-mutuel industry that all
4 states are dealing with, the effective date of a
5 federal law that's going to transition the
6 regulation of horse racing from states to federal
7 authority.

8 And this July 1st deadline comes with a whole
9 bunch of things. There's rules that are being
10 passed through the Federal Trade Commission on
11 behalf of this authority. States around the
12 country are trying to figure out how both these
13 racetrack safety program that's going to be
14 implemented and an anti-doping medication control
15 program that is supposed to be implemented are
16 going to impact the state.

17 So states have sort of -- it's putting state
18 racing bodies in a situation where they have to
19 determine, have to do an assessment. What do we
20 have right now; what do the racetracks have right
21 now; what's this new program going to require of
22 the racetracks and of us; are there areas where we
23 can use our current resources to overlap to fill in
24 some of these needs; what are the areas where we
25 don't have those resources?

1 And then it's a matter of kind of putting the
2 parts in where they fit and figuring out exactly
3 what you don't have, and seeing if you have the
4 ability to pay for it. If you have, then,
5 somewhere, if you can move things around to make,
6 make it work, but that's sort of the first part of
7 it.

8 The second part of it is that I'm dealing with
9 a PMW right now, too. So within my own division,
10 as the Gaming Commission approaches, we're trying
11 to figure out sort of the same thing, is what --
12 what elements of our regulatory duties are going to
13 be changed, modified or kind of be able to remain
14 the same? And we're going through that process,
15 rules and internal kind of best processes. I think
16 that sort of answers the question.

17 VICE-CHAIRMAN YAWORSKY: Yes. Thank you.

18 CHAIRWOMAN BROWN: Commissioner Drago?

19 COMMISSIONER DRAGO: Mr. Trombetta, just a
20 couple questions, if I could. One of the questions
21 I want to ask is the same question I asked the last
22 candidate, was how are you going to go about making
23 sure that you keep the commission apprised of
24 what's going on, staying in communication, so
25 forth, with all the other duties the executive

1 director is going to have, in addition to making
2 sure the commission knows what's going on, how
3 would you handle that?

4 MR. TROMBETTA: Sure. It's organization and
5 delegation. Essentially, I would get with the
6 commissioners, ultimately five, and figure out what
7 kind of schedule works for you. I like weekly
8 meetings, but, depending on what's going on, if you
9 need meetings more than that, we can make that
10 adjustment. If you need less, we can make that
11 adjustment.

12 I like preparing sort of -- you know, I keep
13 detailed notes on everything that happens that I
14 have to touch base on, either what's happened that
15 day or what I've got to deal with the next day.
16 And I am a calendar person. I like sending meeting
17 invites. I like sticking to a calendar and being
18 able to say, okay, I have a meeting with
19 Commissioner Drago on this day and -- and sticking
20 to that.

21 I also try, when I have those meetings, to get
22 feedback from you all; what do you need from me,
23 what can I do to help? Because I think that is
24 part of this role is that we are working together
25 to accomplish the same goal, which information has

1 to go up and can come back down.

2 The second part is delegation. So a big part
3 of this executive director role as I see it is
4 delegating, is what, what is realistic for the
5 executive director to take on themselves? What can
6 be delegated and then where does that go?

7 And that's part of my management style is that
8 I believe the best managers kind of delegate very
9 well and communicate very well. That was another
10 previous question that came up. How communication
11 is going to be super important throughout this
12 whole process, whether it's with the new people,
13 the existing people and -- and melding them all
14 together. I think a large focus of the executive
15 director's line of duties are going to be on
16 communication, both with you and the team.

17 COMMISSIONER DRAGO: Thank you. If I can ask
18 just one more. As a manager, have you had
19 experience in hiring people? And, if so, how do
20 you see moving forward here, with all the hiring
21 that's going to have to occur, some of it rather
22 quickly, so I guess it's a two-part question. Have
23 you had to hire people before, and what do you see
24 you doing, if you were the executive director, in
25 terms of the hiring of people in the very near

1 future?

2 MR. TROMBETTA: Well, yes, I have hired people
3 before, sort of along lines of delegation. Some
4 people, I sit in in the interviews and take a much
5 more hands-on approach. Other people, you know, in
6 my current role, I don't take as much of a hands-on
7 approach, but I'm still -- hires all come through
8 my -- through me. And I still participate in the
9 hiring process.

10 Sort of answering that question with a
11 question I was asked previously. I think that one
12 of the -- the critical duties the executive
13 director is going to do on day one is figure out
14 exactly who they need to hire right away. To me,
15 it's somebody to deal with technology are the -- an
16 admin support and a general counsel, to me, are the
17 top three priorities. Because I think, with those
18 three positions, executive director and those three
19 positions can help hire other people.

20 In other words, if you have a director of
21 admin, the executive director can delegate to the
22 director of admin to fill in some of those, some of
23 the positions in the admin side. IT is the same
24 way. General counsel is the same way.

25 So the executive director can then kind of

1 choose how involved they want to be, so they can
2 better use their time to accomplish other needs,
3 like figuring out how to get the LDR done or figure
4 out. If there's a space need, right, how do we get
5 into this space? How do we get the space designed
6 the way we want? And so there's a lot that goes
7 into this. And I don't think -- I think you have
8 to get that core team right away so that you can
9 kind of accomplish all those goals as soon as
10 possible.

11 COMMISSIONER DRAGO: Thank you.

12 CHAIRWOMAN BROWN: Thank you, Commissioners.

13 Mr. Trombetta, you know, being secretary of
14 DBPR, working with you in that capacity and then in
15 this role administratively, you've been very
16 helpful. You clearly have a passion for gaming,
17 truly.

18 I want to talk a little bit about strategic
19 planning, though, and what you foresee in your
20 career, also, of how you -- knowing that there's so
21 many moving parts, so many key deadlines. You
22 addressed the key hires, which in delegating is
23 very important. What you see, though, your
24 strategic plan for the commission over the next six
25 months to a year?

1 MR. TROMBETTA: So in six months the priority
2 is to get this thing, you know, going. You've
3 got to get the engine moving. So it's hiring and
4 resource allocation, but what equipment do we
5 have, what equipment do we need, where is it going?
6 And that includes the building like I just
7 mentioned. And I really think that's the six-month
8 priority.

9 Then you have some deadlines in the law. LDR
10 is a huge one. I think there's going to be a
11 window in which the Legislature is going to be
12 receptive to the Gaming Commission's needs. This
13 LDR that's coming up very shortly is critical, too.
14 We need to do a needs assessment, figure out
15 exactly if the LDR and the budget that we have for
16 the next fiscal year is appropriate and where it --
17 where it is or where it isn't, and then request,
18 make requests where appropriate. I think, beyond
19 that, then it's you move into sort of the
20 implementation phase.

21 The other component here that you mentioned in
22 your opening is the law enforcement part. This law
23 enforcement side of the commission is new for the
24 state and it's very important to take time to do
25 correctly.

1 So the gaming in Florida, like many other
2 states, particularly in the south, have an issue
3 with gray market or illegal gaming and the adult
4 amusement arcade machine centers all over the
5 place. There's no --

6 And Commissioner Drago, maybe you can, maybe
7 you experienced this in Fort Lauderdale, too. It's
8 difficult to prosecute these cases if you don't
9 know what you're looking at. And that, I think, is
10 one of the issues. There's a lot of problems in
11 bringing cases against some of these illegal games
12 because it's not super obvious what's going on.

13 The Gaming Commission, the law enforcement
14 side, I think the intent in the bill is to make
15 that division sort of the go-to in the state to
16 handle a lot of that. And resources have to go
17 there, from the commission, from the executive
18 director, from the hiring, from exactly what I just
19 said, the LDR and all these other things. We need
20 to figure out exactly how to make that group up and
21 running so that they can go out and do their jobs
22 correctly and effectively, because, as was also
23 just said, there's going to be a lot of eyes on the
24 commission. And I think you have to be very
25 careful in going forward and make sure that you can

1 accomplish, accomplish these goals so that your --
2 you are working towards a longer term plan, so,
3 like the six months should really be setting up
4 five years.

5 CHAIRWOMAN BROWN: Thank you. And I think,
6 over the past few months, just focusing and getting
7 immersed in the gaming industry and looking what
8 other states, just observing how they are
9 structured, how their enforcement mechanisms are in
10 place, it's very different.

11 Do you have a vision for the Gaming Commission
12 from that law enforcement perspective from -- from
13 that, this arm versus the law enforcement side,
14 whether it be proactive, kind of a
15 complaint-driven --

16 MR. TROMBETTA: I -- sorry. Thank you. I see
17 it as a mix of both. Essentially, a lot of states
18 have, like, a tip line or a call-in line where the
19 public can say, hey, I saw this illegal poker game,
20 a slot machine or whatever, and then the law
21 enforcement side can operate from there. Now, we
22 currently are to get them.

23 There's also issues where law enforcement
24 in -- whether it's, you know, sheriffs or local
25 kind of law enforcement officers go out and find a

1 device and they don't know what to do with it, that
2 this thing looks like a slot machine, but we're not
3 sure what to do, so that also, I think, would be
4 directed to a division of law enforcement.

5 I think they'd also have to form a good
6 relationship with the AG's office and the
7 Department of Legal Affairs. We'll work with them
8 on cases that come through that side, but I also
9 would like to create a culture where there's --
10 they're active, they're out in the state looking
11 for things to kind of enforce the gambling laws as
12 the statute intends.

13 CHAIRWOMAN BROWN: Thank you. I do, as well,
14 share that sentiment, that proactive approach. And
15 then the partnerships, whether it just be with AG,
16 as well as local sheriffs and local state
17 attorneys, and having those partnerships maybe with
18 AB&T. Synergies are important.

19 Finally, you'd mentioned, of course, the PMWs,
20 109 FTEs being molded into this new entity. You
21 touched briefly really about kind of culture, and
22 then including that law enforcement new component,
23 how do you mesh a brand new culture with the
24 existing culture with offices around the state, as
25 well?

1 MR. TROMBETTA: With through good leadership
2 is really the most direct answer. We have, I mean,
3 I can't say enough about the PMW team. They are
4 responsible for so much of the good that has come
5 from this, this industry really. Recently, really
6 just since I've been here, you know, since I've
7 been in the division, I've been kind of shocked at
8 how good the people are that we get to work with.
9 The culture is there.

10 Now, there's -- you know, there are changes,
11 changes here. And that, I think, as you all have
12 worked in state government, people generally are a
13 little offset by change. But through leadership,
14 through communication, I think you can kind of
15 overcome some of that because change is going to be
16 a good change. Florida is moving essentially to
17 taking the next step in becoming a leader in
18 gaming, which I think Florida should be. We have
19 everything in the state. The population. The
20 tourism. We have everything there.

21 And I think, to be a part of something like
22 this, I think you have really an opportunity from
23 the executive director to create a good culture of
24 positivity and encouragement and -- and, you know,
25 looking forward to making changes.

1 I think it's easy for some people to be a
2 little disconnected and not, you know, if you never
3 get to a casino or you never get to a facility,
4 it's hard to really see what you're doing.

5 I think, you know, as being the director, I
6 get an opportunity to get out and to see it. And
7 it's -- I have a little bit of a different context
8 that I think some employees that work more from the
9 office don't necessarily get.

10 But I think opportunities like this, seeing
11 you three at a commission -- hopefully, some of my
12 staff are watching and seeing this and smiling. I
13 think, I think it's a good thing for them. And you
14 know this matters. It's important. Their jobs
15 matter. And I think that building that culture,
16 with the new law enforcement team, too, it's the
17 same, same thing. It's just good leadership.
18 Hiring a good division director with the law
19 enforcement side, hiring a good executive director,
20 and fostering culture through leadership.

21 CHAIRWOMAN BROWN: Thank you so much.

22 Commissioners, any other questions?

23 COMMISSIONER DRAGO: No.

24 CHAIRWOMAN BROWN: Thank you. Thank you for
25 your time.

1 MR. TROMBETTA: Thank you all.

2 CHAIRWOMAN BROWN: Next up, we have Ms. Krista
3 Woodard.

4 MS. WOODARD: (Inaudible.)

5 CHAIRWOMAN BROWN: Oh, absolutely. And thank
6 you. It's not your first rodeo.

7 MS. WOODARD: (Handing documents.)

8 CHAIRWOMAN BROWN: Thank you, Ms. Woodard.

9 MS. WOODARD: Thank you.

10 CHAIRWOMAN BROWN: And I do just want to note
11 for the record, we do have a court reporter
12 transcribing this so we'll put this in the record
13 at the conclusion of the meeting. Thank you.

14 MS. WOODARD: Thank you.

15 CHAIRWOMAN BROWN: You can begin whenever
16 you're ready.

17 MS. WOODARD: Good morning, Commissioners. It
18 is indeed an honor and a pleasure to stand before
19 you today to tell you a little about myself, my
20 experiences, and my vision for the Florida Gaming
21 Control Commission.

22 My name and I am Krista Woodard. I was raised
23 in a very small town approximately 27 miles west of
24 Tallahassee. It does not have any traffic lights.
25 It has one flashing caution light. However, just

1 up the road and around a few of the corners,
2 there's a business that offers simulcast racing and
3 rent numerous rounds of poker. If you haven't
4 guessed it yet, let me go ahead and dispel the
5 mystery. My home town is Gretna, Florida, the home
6 of Creek Entertainment Gretna.

7 After graduating eighth in my class from James
8 A. Shanks High School, I furthered my education at
9 the Florida Agriculture and Mechanical University
10 with a Bachelor of Science degree in Business
11 Administration.

12 Balancing my work and family life, I
13 courageously and confidently returned to my alma
14 mater, graduating with a 4.0 GPA with my Master's
15 of Business Administration degree, with an emphasis
16 in organizational behavior and management.

17 Being an avid learner, I recently completed
18 certification programs through the University of
19 South Florida, in Diversity, Equity, and Inclusion,
20 and Ethical and Inclusive Leadership.

21 I am well married to my high school sweetheart
22 and we have two adult sons.

23 I pride myself on being the confident
24 professional with over 26 years in governmental and
25 regulatory compliance. Beginning as an OPS senior

1 clerk, I've been employed at every job level,
2 progressing to my current job as an executive
3 director with DBPR, where I serve as the liaison
4 between the department and the various professional
5 boards.

6 Of the 17 regulated boards and professions, I
7 have served as the executive director of 13 of
8 them. I have extensive knowledge and documented
9 experience in direct oversight responsibility, and
10 coordination for the administrative, operational,
11 fiduciary, and daily operations of the various
12 professional licensure boards, which includes
13 establishing and maintaining effective working
14 relationships with internal and external
15 stakeholders, such as, my board members, industry
16 professionals, associations, applicants and
17 licensees, and a plethora of other interested
18 parties.

19 I am able to recognize the need to operate in
20 a self-sufficient manner in accordance with the
21 budgetary requirements of my professions. I have
22 broad knowledge of the legislative process, which
23 includes bill analysis, amendments, rulemaking, and
24 implementation.

25 I have participated in all aspects in the

1 rulemaking process as outlined in Chapter 120 of
2 the Florida Statutes, which will be very critical
3 and instrumental in the development of the statutes
4 and rules for the Florida Gaming Control
5 Commission.

6 I am able to interpret and apply the Florida
7 Statutes and Florida Administrative Code. I am
8 able to monitor trends and issues and be able to
9 shift my priorities to address pressing matters.
10 That means I'm flexible. I have strong
11 communication, supervisory and leadership skills,
12 and I'm able to lead and direct the staff.

13 Now that I've told you about me, let me tell
14 you about my vision for the powerhouse called the
15 Florida Gaming Control Commission, and why you can
16 bet on Krista.

17 I have provided you a pamphlet. I provided a
18 synopsis of my education, my experiences, and my
19 first-year initiatives for the Florida Gaming
20 Control Commission. If you will open the pamphlet,
21 you will notice that I have drafted mission and
22 vision statements for the commission.

23 The mission statement states: The Florida
24 Gaming Control Commission shall ensure and uphold
25 the highest integrity of the gaming industry

1 through proper licensure, regulation and
2 enforcement, and provide responsible oversight
3 of authorized gaming compact.

4 The vision statement is: To ensure the
5 seamless establishment and orderly transition of
6 the duties and responsibilities of the commission
7 by safeguarding the integrity of the gaming
8 activities of the State of Florida, all while
9 keeping the key pillars of the Governor's
10 priorities in the forefront by creating and
11 sustaining economic development and job creation,
12 removing barriers and entry to businesses, and
13 promoting a pro-business climate in the state of
14 Florida.

15 Now, I understand the establishment and
16 creation of the Florida Gaming Commission is a huge
17 undertaking which will require a lot of dedication,
18 time, sweat equity, and a plethora of other skills
19 that I know that I possess. I have never shied
20 away from hard work or a challenge, but I thrive on
21 the excitement of an opportunity, and this is one
22 of the many reasons why I applied for this
23 position.

24 As everyone knows, when building a home, you
25 must start with a solid foundation. And the

1 establishment and maintenance of relationships with
2 the commissioners, team members, staff, internal
3 and external stakeholders such as legislative
4 bodies, governmental officials, management
5 consultants, industry professionals, licensees and
6 other state regulatory bodies, will be the
7 foundation of the Florida Gaming Control
8 Commission, and one of the initiatives I have
9 outlined in my pamphlet that I provided to you.

10 After we have solidified the foundations, we
11 must continue with the building of this powerhouse
12 by finalizing infrastructure and office space. We
13 must establish the administrative and operational
14 staff by attracting, hiring, and retaining the best
15 team members possible. We must be vigilant in
16 securing and integrating the necessary information
17 technology needs and transfers which includes
18 information security and website design.

19 We must effectively develop, implement,
20 administer, and enforce the regulatory acts of the
21 commission through the creation of the gaming
22 statutes and rules. We must assist in the
23 implementation of a division of gaming law
24 enforcement section which would detect, apprehend,
25 and arrest for violations of the statutes and the

1 rules.

2 We must work towards the preparation. We're
3 going to prepare for sports betting and casino
4 gambling in North Florida. We must also increase
5 accessibility for treatment of those in need, and
6 recognize the need for responsible gaming.
7 Finally, we must maintain oversight and the highest
8 integrity of the gaming compacts executed by the
9 State.

10 There are many other initiatives and goals to
11 accomplish. And as the Florida Gaming Control
12 Commission grows and evolves, so will its vision.
13 I look forward to being a part of this team that
14 moves the Florida gaming industry into a powerhouse
15 and golden standard that we know that it will be.
16 Let me repeat myself. I said Florida's gaming
17 industry will be a powerhouse and the golden
18 standard.

19 So, today, I stand along with you,
20 Commissioners. And we give notice to Nevada,
21 Michigan, Maine, Ohio, and all of the other states,
22 that they should take notice of the excitement and
23 the changes that are happening in Florida, because
24 we have our sights set on them and we're coming.
25 And that is why you can bet on Krista. Because,

1 guess what? Together, we win. I want to thank you
2 for this opportunity.

3 CHAIRWOMAN BROWN: Thank you, Krista, for your
4 presentation and additional materials.

5 Commissioners, questions?

6 VICE-CHAIRMAN YAWORSKY: I'm struggling to
7 think of a way to ask my question in a new, new
8 manner, but it's a similar question. And I
9 actually have a follow-up for you, as well, based
10 on this great information you've provided, but can
11 you outline any or highlight any experience you've
12 had in kind of managing this transition period as
13 we essentially are trying to do two things at once?

14 MS. WOODARD: Exactly. I think that
15 definitely that this is a transitional period
16 because you will be pulling the PMW arm from under
17 DBPR and putting them under Florida Gaming Control
18 Commission. But, also, my experiences come from
19 being a board executive director over the past 13
20 boards, because, as you know, I've had to deal with
21 different ideas and different personalities of
22 board members. So as the onboarding process of
23 different board members come on, you have to
24 understand how to handle and relate those
25 situations and those matters, and to bring them,

1 and bring them into the, you know, the fold of what
2 is the actual goal of the boards.

3 So, definitely, the transitions of, you know,
4 going to the Florida Gaming Control Commission, my
5 experiences, my 26 years of experience in the
6 regulatory field. Like I said, working from a
7 staff assistant, senior clerk, OPS senior clerk to
8 executive director, I've had to go through every
9 level. I've understood everything from different
10 boards, different, different management styles and
11 things of that nature.

12 So, yeah, this transitioning, this transition
13 from PMW over to the Florida Gaming Control
14 Commission, I think that I have the experiences for
15 that, dealing with the different boards that I've
16 had, that I currently do.

17 VICE-CHAIRMAN YAWORSKY: One more, just to
18 follow up. Thank you for that. Could you give us
19 a description of the duties and responsibilities of
20 an executive director at -- within the DBPR board?

21 MS. WOODARD: Most definitely. As I said in
22 my presentation earlier, I am the liaison between
23 the department and as well as the board members,
24 but not just the board, the board members, also the
25 industry that which includes like my licensees, my

1 applicants and things of that nature.

2 And in my position I handle everything from
3 board meetings. I've done everything from noticing
4 for board meetings, setting up for board meetings
5 with workers in the department at different
6 associations around the state, as well as the
7 country.

8 I am responsible for the proper licensing
9 which includes disciplinary matters for applicants,
10 also. I maintain relationships with the different
11 aspects with different segments within the
12 department, also. Because we had, at DBPR we have
13 a department, a Division of Service Operations as
14 well as a customer contact center. So we're
15 responsible for maintaining those memorandums of
16 agreements and maintaining those relationships
17 there. That's what I do with that.

18 But I also, I mean I go to board meetings, and
19 where the applicants and licensees actually come
20 before us. And I have to, I have to set the tone
21 of the meetings. You know, like I have to deal
22 with my, like, board chairs sometimes when they can
23 be very -- let me say colorful, how about that? I
24 have some very colorful board members and, you
25 know, dealing with them, but also, you know,

1 setting the tone for the board meetings that we
2 have there. You know, making the applicants or
3 licensees feel that they can come to us because we
4 are the regulatory arm with those different
5 professions. So I set the tone for that.

6 As far as we do staffing allocations when it
7 comes down to budgetary matters, maintaining, you
8 know, understanding where we are allotting the
9 monies. Such as, like I have a smaller board which
10 is a CAM council, so that is one of the smaller
11 boards, where I have a larger board which is the
12 cosmetology board. So you can imagine that. So
13 I'm going from somewhere -- I'm having to deal
14 sometimes with three board members up to almost 14
15 board members. So that's that information.

16 VICE-CHAIRMAN YAWORSKY: I have no doubt that
17 we'll turn out to be colorful, as well, but we'll
18 see.

19 CHAIRWOMAN BROWN: We can only hope.

20 VICE-CHAIRMAN YAWORSKY: Thank you.

21 CHAIRWOMAN BROWN: Commissioner Drago?

22 COMMISSIONER DRAGO: Thank you for this
23 (indicating) beautiful, beautiful job.

24 Have you got -- you've got a lot of experience
25 in managing boards and as an executive director. I

1 can see that from your résumé and from everything
2 you've said from your materials. In that, have you
3 had to hire people, and if you have or haven't, I
4 don't care, but I just want to know what your
5 experience level is on that, but, how do you see
6 yourself progressing from this point if you were
7 the executive director, in terms of hiring and your
8 priorities in hiring and your philosophy in hiring
9 in this position?

10 MS. WOODARD: Yes, definitely. I have had,
11 I have the experience in hiring of staff because,
12 under me, I have government analysts as well as
13 some administrative assistants. So in those
14 positions they are transitional. People come and
15 go. There's a rotational door there. So I do have
16 the experience there. I've sat in on numerous
17 interviews for other different divisions within the
18 department, also, so I have that experience there.

19 As far as the hiring of the new staff, like I
20 said in my presentation, one thing we must do,
21 we've got to hire, we have to attract, hire and
22 retain the best. Which means that, guess what,
23 we're going to have to be open and transparent with
24 them. We're going to have to let them know that
25 they're coming to a team, a family.

1 At DBPR, that is a very large division, a very
2 large department. And the Florida Gaming Control
3 is going to be a small, a more of a smaller,
4 familiar type setting. So I want the hiring, the
5 staff to understand they're coming to a family
6 setting. Because what, guess what? We are at our
7 jobs ten to twelve hours a day. We're with our
8 jobs more than we are with our families. So making
9 sure that we have someone that can come in to the
10 agency and recognize they're being a part of the
11 family is going to be critical.

12 So, and like you say, in hiring and firing --
13 in hiring and attracting, when you can make sure
14 that the salaries are commensable (phonetic) to
15 their experiences. Understanding the value and the
16 work of an applicant -- of an employee is
17 important, and letting them know that they are
18 valued and they are being seen. It's not just that
19 you are someone coming to fill a seat or -- or at a
20 desk. You are someone that's an integral part of
21 the team and you're important.

22 So that's what will, in the hiring of the new
23 staff, I think it's important to let them know.
24 You're not just someone that's going to come in and
25 be an investigator, or you're someone that's going

1 to process an application or things that -- guess
2 what? You're part of this team.

3 But like I said, there is an excitement going
4 on with the Gaming Commission. And that's the type
5 of excitement I would love to have for my staff to
6 understand. You're not just coming to a humdrum,
7 governmental agency. This is something new and
8 this is going to be great. And to be a part of
9 that is, is wonderful.

10 COMMISSIONER DRAGO: And so who would you hire
11 first, who would you want to hire and in what order
12 originally would you start hiring?

13 MS. WOODARD: You know, this is interesting
14 because I was, I was thinking maybe you have to
15 have like a chief of staff. I know it's not a part
16 of the LDR, but I think, because that will be the
17 gatekeeper for some, all of your other divisions
18 around within the -- within the commission because
19 you have, you have the -- let me pull my notes. I
20 am so sorry.

21 COMMISSIONER DRAGO: That's all right.

22 MS. WOODARD: You have administration. You're
23 going to have Bureau of Financial Support. You're
24 going to have the Bureau of Human Resources. And
25 you're going to have the Bureau of Information

1 Technology.

2 So, as the gentleman before me said,
3 "delegation." That's why I think it's important to
4 maybe have someone that can come under me, the
5 chief of staff, or maybe even in the future, deputy
6 executive directors. But these are the type of
7 people, these persons would be gatekeepers for
8 these different areas or divisions. And so they
9 will be, come in, they will be the ones to help and
10 assist the administration of the agency.

11 COMMISSIONER DRAGO: Okay. That's all I have.
12 Thank you.

13 CHAIRWOMAN BROWN: Thank you. Thank you
14 again for your presentation. You have extensive
15 experience in board regulation and dealing with a
16 variety of different types of boards and you're --
17 having worked with you, you're very knowledgeable
18 at all of those boards, too, and are very
19 presentable.

20 I'd like to talk about gaming specific and the
21 best way for that you have found to maintain your
22 current knowledge base of existing -- let's say
23 just emerging regulations, trends, rules, and how
24 you can see yourself adapting to a different
25 industry specific.

1 MS. WOODARD: As I stated, I'm an avid learner
2 so that's one of the things, especially coming to
3 the Gaming Commission, is learning that. But
4 that's one of the things about being in as
5 executive director, always immersing yourself in
6 the different trends of things that happen, keeping
7 your ear to the ground of understanding what's
8 happening. You must be knowledgeable and understand
9 what is happening in the industry. You can't just
10 sit there. You have to get involved. You have to
11 be knowledgeable.

12 I mean there are times when I'm just sitting
13 there on my computer and I'm Googling and just
14 saying, oh, what's happening here? You have to
15 pull that information because how can you be a
16 leader and -- and explain this type of stuff if
17 you're not knowledgeable with what's happening with
18 the industry, with the gaming industry?

19 One thing that I've done ever since the
20 advertisement of this position, I have immersed
21 myself in the studies of the different statutes and
22 rules pertaining to PMW, as well as I've -- I have
23 actually read through and highlighted the 72-page
24 Gaming Compact. So I have, in order to be a part
25 of this team, I must know what is going on. And so

1 that's part of the learning process is getting in
2 and learning what is happening, understanding the
3 industry. You must understand the industry.

4 CHAIRWOMAN BROWN: What do you then see the
5 biggest challenges are from the get-go? You talk
6 about administrative, but, from a substantive
7 standpoint, are there specific -- is there an area
8 you want to focus on, whether rulemaking, law
9 enforcement, et cetera?

10 MS. WOODARD: It's actually a composite of all
11 of those. I can't really pinpoint one. I think
12 one is the onboarding of definitely the 109
13 transfer of PMW employees, letting them know
14 they're not being shuffled aside and put aside,
15 that they're going to be a part of this wonderful
16 industry.

17 The statutes, understanding and writing those
18 statutes, creating and implementing those statutes
19 and rules are going to be critical. Because, guess
20 what, we are being held -- we are, we're the
21 regulatory arm of that, of the gaming industry. So
22 it is important that we get those rules right for
23 that is important.

24 So we have the staffing. We have the -- I'm
25 looking at my notes. I am so sorry. We have the

1 staffing, we have the -- the regulations. But,
2 guess what? Information technology is going to be
3 very important, also the website design,
4 everything, transferring of that information over.

5 Because, as you stated, we'll be coming from
6 DBPR. So we're going to have to establish our own
7 information technology division. So making sure
8 the security integrity of that information coming
9 over is going to be critical because, guess what,
10 we're open government. The industry and the public
11 is going to want to know what's going on.
12 Therefore, it's imperative that we make sure that
13 we have transparency in our information. We're not
14 trying to hide anything. So that's why it's
15 critical for the information, the infrastructure of
16 the technology and the website design is crucial
17 for the transfer for this commission.

18 CHAIRWOMAN BROWN: Thank you.

19 Commissioners, any other questions of
20 Ms. Woodard?

21 VICE-CHAIRMAN YAWORSKY: No.

22 CHAIRWOMAN BROWN: Thank you. We do have a
23 website, fgcc.fl.gov, please feel free to go to it.

24 MS. WOODARD: Yay.

25 CHAIRWOMAN BROWN: Thank you, Ms. Woodard.

1 MS. WOODARD: Thank you. Thank you so much
2 for this opportunity.

3 CHAIRWOMAN BROWN: Thank you. At this time we
4 can go ahead and take a motion after evaluation or
5 we can have discussion. It really is your
6 pleasure. If you, any Commissioner is prepared to
7 make a motion and a second, we can go that route
8 directly or we can have discussion. So what's your
9 flavor?

10 VICE-CHAIRMAN YAWORSKY: I think maybe a --
11 (Inaudible.)

12 CHAIRWOMAN BROWN: Okay.

13 COMMISSIONER DRAGO: (Inaudible.) (Nods head.)

14 CHAIRWOMAN BROWN: Okay. Commissioners, would
15 you like to begin discussion on the candidates?
16 I'll just start. All of them have unique,
17 different individual strengths. You can see that
18 each of them are very accomplished in their areas.
19 Each of them have a vision. Each of them have
20 priorities.

21 I have a candidate that I am interested in
22 that has some gaming experience. I think that's
23 important. And I believe also having some
24 continuity of the current existing division would
25 be great for the existing 109 FTEs that will be

1 rolled into the Gaming Commission. Not to
2 discredit the other candidates. I think that when
3 we're talking about culture, I think that is an
4 important facet is keeping the current culture of
5 the existing candidates, I mean of the existing
6 staff also up with -- with the new vision of the
7 future.

8 So I personally have one. I think you can see
9 who I'm talking about. I think having gaming
10 experience is helpful. Having legal experience
11 knowing that rulemaking is going to be a critical
12 component of this commission is another critical
13 component, so that my preference is Mr. Trombetta.

14 VICE-CHAIRMAN YAWORSKY: I think, I think that
15 today's discussion and hearing from these
16 candidates establishes that the process that was
17 outlined worked well. I think we have three
18 extremely qualified candidates that could execute
19 this, this job well. And it is going to be a
20 challenging job. There is no doubt about it.

21 As the Chair noted, the styles were quite
22 different, but they all showed, all three styles
23 showed tremendous leadership skills and -- and an
24 energy which is personally very important to me, a
25 desire to care about the work that they're doing

1 and to want to move forward.

2 So it is a -- it is a difficult decision to
3 have, but I do think, in my head I have, I have one
4 candidate in mind. And it does lean heavy in the
5 direction of being aware of the fact that we are in
6 a transitional period, and that is important to me
7 to make sure that we -- as my question kind of
8 hinted, it's very important to me that we continue
9 to be able to live in our house and do our job as
10 we're -- as we're building around it.

11 So that's my discussion for now. I don't know
12 if -- I'll turn it back over to you for now.

13 CHAIRWOMAN BROWN: Thank you.

14 Commissioner Drago?

15 COMMISSIONER DRAGO: I want to first of all
16 thank all the candidates for your interest. You're
17 all very impressive and I really enjoyed speaking
18 with you and reading your résumés. And you're all
19 dedicated to public service which I believe in,
20 myself, and been involved with my entire adult
21 career. So I thank you very much for that.

22 I look forward to our selection here today.
23 And again, all good people. Whoever ends up
24 getting selected is going to have a very difficult
25 job ahead of him or her, for sure. And now is your

1 time to walk out if you change your mind and decide
2 that maybe you really don't want to do this. But,
3 again, I really appreciate your attention, your
4 work, your coming here today.

5 This is going to be an incredible journey, I
6 think, with this agency. And everybody involved in
7 it will be, will be experiencing something that
8 probably hasn't occurred in the state of Florida,
9 in terms of a new agency, in a very, very, very
10 long time.

11 So, again, thank you. And I don't, I don't
12 know whether we -- do we want to make our
13 selections known or how do we want to do this?

14 CHAIRWOMAN BROWN: I'm going to take a motion
15 and a second.

16 VICE-CHAIRMAN YAWORSKY: Yeah, I would. At
17 this time, I would motion for the Commission to
18 appoint Mr. Louis Trombetta to the position of
19 executive director at the statutorily specified
20 salary.

21 CHAIRWOMAN BROWN: Is there a second?

22 COMMISSIONER DRAGO: I second.

23 CHAIRWOMAN BROWN: Thank you. Any further
24 discussion on it?

25 I do want to just add, I appreciate the

1 comments, too, that the commissioners made to the
2 applicants. We have an opportunity to hire 80
3 additional people. You all are very qualified. If
4 there's interest, please do not take this, if we go
5 ahead and vote for Mr. Trombetta at this time,
6 just, please, you all are very talented and we
7 would be honored to have your talent moving
8 forward.

9 But at this time we will take the motion if
10 there's no other comment. All in favor of
11 Mr. Louis Trombetta, say "Aye."

12 COMMISSIONER DRAGO: Aye.

13 CHAIRWOMAN BROWN: Aye.

14 VICE-CHAIRMAN YAWORSKY: Aye.

15 CHAIRWOMAN BROWN: Any opposed? A unanimous
16 appointment. Congratulations, Mr. Trombetta.
17 Would you like to come up here and say a comment or
18 two? Yes. And thank you.

19 MR. TROMBETTA: Thank you for having some
20 faith in me here. I won't let you down and, I
21 mean, thank you for just the opportunity. I've
22 worked with you guys a little bit here since you've
23 been appointed and I'm looking forward to
24 continuing it and really building on what we've
25 been given. I meant what I said, it really is a

1 great opportunity to make a difference for the
2 state, and I'm really looking forward to doing it
3 with the people around me. Thank you.

4 CHAIRWOMAN BROWN: Thank you.

5 Commissioners, any comments to him?

6 Yes, Commissioner Drago.

7 COMMISSIONER DRAGO: Thank you. And welcome.

8 MR. TROMBETTA: Thank you.

9 CHAIRWOMAN BROWN: Officially welcome. Thank
10 you. Also, just want to make on the record, we do
11 have the full description, as well as all of the
12 applicants are public record as well. And with
13 that, thank you again, folks, for coming.

14 We have two other items on the agenda that
15 we're going to just tackle right away. And the
16 first is the discussion of hiring needs, so we
17 would love our new executive director and maybe PMW
18 staff to come back up here, too, just to address
19 any questions the commission have regarding the
20 future hires.

21 DBPR staff at PMW has developed some job
22 descriptions for different positions. There is an
23 opportunity for us to go ahead and give them the
24 nod to go ahead and out, start advertising for
25 those positions.

1 We have a general counsel description. We
2 have a head of admin description that has been
3 developed. We have a head of IT. I believe that's
4 right, Joe? And then I think those are the three,
5 yes. So, with that, I would turn it over to
6 Mr. Trombetta.

7 MR. TROMBETTA: So just an update on, I guess,
8 those. There's three position descriptions that we
9 have, well, that Joe has been putting together.

10 CHAIRWOMAN BROWN: Joe Dillmore.

11 MR. TROMBETTA: Yes, sorry. Joe Dillmore is
12 the deputy director for the Division of Pari-Mutuel
13 Wagering, and has been working DBPR's HR team to
14 try to get these advertisements together.

15 It's my understanding -- I've sort of been out
16 of the loop on it purpose -- purposefully, but it's
17 my understanding that they're in a place where,
18 with a little bit of direction, they could probably
19 get posted quickly so we could move towards hiring
20 those positions.

21 CHAIRWOMAN BROWN: Thank you.

22 Vice-Chair Yaworsky?

23 VICE-CHAIRMAN YAWORSKY: I just wanted to,
24 with -- with our new Executive Director a bit out
25 of the loop on this probably for a very good

1 reason, I wonder if Mr. Dillmore or someone else
2 with DBPR could come up and present
3 this information at this time?

4 MR. TROMBETTA: Probably, probably more
5 informative.

6 VICE-CHAIRMAN YAWORSKY: Yeah.

7 CHAIRWOMAN BROWN: Thank you.

8 As he walks to the mike, Mr. Dillmore has been
9 working for the past two months trying to get the
10 descriptions right. And I think they're in a good
11 place. We're just working on the salary range.

12 MR. DILLMORE: Yes. Thank you. Some of the
13 key positions we talked about, the chief
14 information officer, the general counsel, and a
15 director of administration. And that is, as
16 Mr. Trombetta has mentioned, those seem to be the
17 key roles to filling the other positions in the
18 staff. We do have drafts and those can be altered
19 or amended as we go forward.

20 CHAIRWOMAN BROWN: Mm-hmm.

21 MR. DILLMORE: But those are pretty well 95
22 percent there. And we will work with HR. If they
23 have any additional changes, we can get those
24 posted on People's First as soon as possible, and
25 other social media if necessary.

1 CHAIRWOMAN BROWN: Thank you. And,
2 Commissioners, if you would like a copy of that, if
3 it hasn't been provided to you yet, we could give
4 the new executive director discretion to move
5 forward with any changes that are had. I know that
6 they have been working with budget on a salary
7 range for them, so that may be a modification, as
8 well, that we could go ahead if we're -- if the
9 temperature is, like let's go ahead and approve
10 those three positions to be advertised over the
11 next month or two weeks. With any changes that you
12 have, you can direct them to Mr. Trombetta.

13 Commissioner?

14 COMMISSIONER DRAGO: Yes. Are we going to
15 see a copy of that, do we have a copy of that
16 completed?

17 MR. DILLMORE: Yes, we can provide you copies
18 of those. And we also provide those to the
19 executive director now, and he will have copies of
20 those, as well.

21 VICE-CHAIRMAN YAWORSKY: So I, if I may?

22 CHAIRWOMAN BROWN: Yes, please.

23 VICE-CHAIRMAN YAWORSKY: I have not seen those
24 either. So I'm wondering if, is the motion that
25 individual commissioners could provide feedback to

1 staff?

2 CHAIRWOMAN BROWN: That's right, with the
3 discretion given to the executive director to --

4 VICE-CHAIRMAN YAWORSKY: Ultimately publish --

5 CHAIRWOMAN BROWN: Right.

6 VICE-CHAIRMAN YAWORSKY: -- at that point?

7 CHAIRWOMAN BROWN: Right.

8 VICE-CHAIRMAN YAWORSKY: So, but there will be
9 a process for commissioners to --

10 CHAIRWOMAN BROWN: Absolutely.

11 VICE-CHAIRMAN YAWORSKY: Okay.

12 CHAIRWOMAN BROWN: It's the substance is
13 there, if there's a tweak or two that you would
14 like to make, I think it would be completely fine,
15 but I think it would be at the discretion of the
16 executive director.

17 So the motion would be to approve those
18 advertisements, those positions subject to each
19 commissioner's potential revisions and approval,
20 final approval and submission to the executive
21 director. So if there's anything odd about it, the
22 executive director will let you know about any
23 changes. And I know they're working on the salary
24 range with budget, so.

25 COMMISSIONER DRAGO: I'm just a little

1 confused about where we are with that. So what's
2 the motion? That they can go ahead with these --

3 CHAIRWOMAN BROWN: Yes.

4 COMMISSIONER DRAGO: -- job descriptions as
5 they are?

6 CHAIRWOMAN BROWN: Subject to any potential
7 minor changes you may have.

8 COMMISSIONER DRAGO: Okay.

9 CHAIRWOMAN BROWN: But you don't, do you have
10 copies on you for the commissioners?

11 MR. DILLMORE: I do not have copies with me,
12 but I can get them for you.

13 VICE-CHAIRMAN YAWORSKY: I would just -- I
14 would maybe modify it with a directive to our new
15 executive director, that if -- timing is important
16 here.

17 CHAIRWOMAN BROWN: Right.

18 VICE-CHAIRMAN YAWORSKY: It is important that
19 we continue to move forward and I'm -- one of the
20 reasons I'm excited about having an executive
21 director is we've talked a lot, a lot of
22 Commissioner Drago's questions related about a
23 round communication.

24 But one thing maybe to modify it a bit, that
25 if there is a -- if in these individual discussions

1 with staff, if there are objections to any of these
2 advertisements, that there is a recognition that
3 the process will be halted and then we can --

4 CHAIRWOMAN BROWN: Slow down.

5 VICE-CHAIRMAN YAWORSKY: Yeah, that we could
6 meet. We can gather again to discuss collectively
7 in the sunshine what changes need to be made.

8 CHAIRWOMAN BROWN: I think that sounds like a
9 motion.

10 VICE-CHAIRMAN YAWORSKY: That would be my
11 motion.

12 CHAIRWOMAN BROWN: Okay. So, Vice-Chair
13 Yaworsky's motion is to approve those three
14 descriptions, but if there is an objection by any
15 commissioner, to anything contained in those job
16 descriptions, that the process will be halted and
17 we will have to reconvene to go over those in the
18 public sunshine. And the executive director is
19 given permission to go ahead and post those if
20 there's no objection.

21 VICE-CHAIRMAN YAWORSKY: Yes.

22 CHAIRWOMAN BROWN: That's the motion from
23 Vice-Chair Yaworsky. Is there a second?

24 COMMISSIONER DRAGO: I second.

25 CHAIRWOMAN BROWN: All right. All those in

1 favor, say "Aye."

2 VICE-CHAIRMAN YAWORSKY: Aye.

3 CHAIRWOMAN BROWN: Aye.

4 COMMISSIONER DRAGO: Aye.

5 CHAIRWOMAN BROWN: All right. Passes
6 unanimately. Thank you, Mr. Dillmore.

7 Now, Mr. Trombetta, are there any other hiring
8 needs or issues that you'd like to discuss under
9 that category?

10 MR. TROMBETTA: No, Chair, not -- not at this
11 time, none that I can think of.

12 CHAIRWOMAN BROWN: Any IT issues or --

13 MR. TROMBETTA: No. No, ma'am. Sorry. I
14 think at this point it's probably -- I'd rather
15 prepare and be able to present something to you for
16 a more formal kind of a vote at this moment.

17 CHAIRWOMAN BROWN: Okay. There's no
18 procurement issues or anything that we have to
19 address? I'm just trying to make sure that we
20 cover everything under the hiring needs given the
21 time frame.

22 MR. TROMBETTA: There's -- well --

23 CHAIRWOMAN BROWN: Architect?

24 MR. TROMBETTA: There's stuff that's being
25 working on through DBPR. Now that there's an

1 executive director, I'm not exactly sure the status
2 of it, in other words, where who can push it.

3 So under the bill, the Department of Business
4 and Professional Regulation has been able to
5 provide support to the Gaming Commission. And then
6 in this period where there hasn't been an executive
7 director prior to this meeting, DBPR has been
8 effectuating some documents and kind of things on
9 behalf of the Division of PMW, with the thought
10 that they may be able to transfer when the type two
11 transfer happens.

12 So I can, if I can at least fill you in on
13 that if you'd like, but I don't know --

14 CHAIRWOMAN BROWN: Specifics.

15 MR. TROMBETTA: -- if I'm ready for any type
16 to bring it to a vote or anything like that.

17 CHAIRWOMAN BROWN: Okay. I didn't know if
18 there is something that time is of the essence with
19 regard to moving, giving you direction, move
20 forward with retaining an architect for --

21 MR. TROMBETTA: So there's been work with DMS
22 to provide a proposed schematic or construction of
23 a space that will be leased. But the document
24 isn't, isn't ready to present to you, so I
25 apologize for that.

1 CHAIRWOMAN BROWN: Okay. All right.

2 MR. TROMBETTA: All right.

3 CHAIRWOMAN BROWN: Thank you.

4 MR. TROMBETTA: Yep.

5 CHAIRWOMAN BROWN: We're going to move on to
6 educational opportunities, which, of course, it's
7 such a critical component. We've had -- we have
8 funding to get educated, to attend certain
9 conferences. There's a variety. I mean, you know
10 there's stuff going on all the time. A lot of it
11 is out-of-state national conferences. Some are
12 really key conferences to go to, to get all the
13 commissioners on board with educators. There's one
14 that I'm aware of that actually they have a new
15 commissioner round table. And I wanted to have our
16 new executive director talk about some of the key
17 ones that put him on the radar. We're -- as we
18 look at the next six months, we'll start looking at
19 that a little closer over the next week -- week,
20 few weeks.

21 MR. TROMBETTA: All right. So the big one
22 that I'd recommend that you guys kind of reserve on
23 your calendar is NCLGS, which is the -- I'm going
24 to screw up the acronym -- the National Council of
25 Legislators from Gaming States or something like

1 that.

2 CHAIRWOMAN BROWN: Mm-hmm.

3 COMMISSIONER DRAGO: It's being held --

4 CHAIRWOMAN BROWN: You can (inaudible) --
5 being executive director now.

6 MR. TROMBETTA: Yeah, I -- it's, I think, in
7 Boston, July or -- June or July 7 or 9. I have my
8 notes back at my (inaudible) --

9 CHAIRWOMAN BROWN: It's one that I've heard
10 that's really key. There's some legal components
11 to it, there's -- but I think the commission, the
12 new commissioner round table or forum is, it's a
13 great event that all the commissioners will have an
14 opportunity to go to. There's a lot of different
15 things coming up over the next few months, but I
16 think some of them, the key ones that Mr. Trombetta
17 will go over, I think there's two that you just
18 want to mark on your calendar and schedule around
19 that.

20 MR. TROMBETTA: Yeah, no. Thank you, Chair.
21 So, essentially, you're going to have, I will make
22 sure to fill you guys in on opportunities like
23 this. There is a variety of them. And some of
24 them are kind of more geared towards operators and
25 trade and sales. Some are more geared towards the

1 regulators, and some are really more geared towards
2 policymakers.

3 NCLGS is really the best one for policy so you
4 get people from -- you get, you know, legislators,
5 commissioners. You get that type of groups from
6 various states around the country to show up and
7 attend, and I think it's two or three days of the
8 conference.

9 And then there's potentially something on the
10 9th of July, as well. That is not, I don't think
11 it's out there yet, but I would keep that, that
12 week that's in July after the 4th. I'd keep like
13 the 7th until essentially Tuesday the following
14 week just open.

15 CHAIRWOMAN BROWN: And then from an
16 educational standpoint in state, I know that the
17 general counsel for PMW has individually given
18 ethics training to each commissioner so far, but,
19 obviously, you probably have a vision for doing
20 some additional training for the commission?

21 MR. TROMBETTA: Yes, absolutely, gaming
22 specific and sunshine specific. So my team will be
23 able to set that up at your convenience really. I
24 envision maybe we could do it later in April --

25 CHAIRWOMAN BROWN: Mm-hmm.

1 MR. TROMBETTA: -- when things get kind of
2 figured out, but we would 100 percent be able to do
3 that.

4 CHAIRWOMAN BROWN: And by law, we have four
5 hours that we're required to do, but, obviously,
6 we're going to do a lot more since we're creating a
7 new commission with sunshine and ex parte and
8 public records. And as the commission gets fully
9 developed, we'll have a robust program. That's my
10 vision for the commission. So, and I hope, Lou,
11 you embrace that, as well.

12 MR. TROMBETTA: Yes. And I apologize for
13 stuttering a little. I'm still kind of in shock.

14 CHAIRWOMAN BROWN: Congratulations.

15 MR. TROMBETTA: Thank you. Yeah.

16 CHAIRWOMAN BROWN: Do you have any questions
17 about educational opportunities? Just we'll
18 develop the calendar more thoroughly.

19 COMMISSIONER DRAGO: No additional.

20 VICE-CHAIRMAN YAWORSKY: (Shakes head.)

21 CHAIRWOMAN BROWN: Okay. Are there any other
22 matters to address or we welcome public comment?

23 COMMISSIONER DRAGO: Can we talk about
24 scheduling future meetings and maybe see if we can
25 lay out some meetings or do we want to do that at

1 this point or --

2 VICE-CHAIRMAN YAWORSKY: I wonder if I -- I
3 wonder if we could take advantage of our new, new
4 staff to kind of maybe poll the commissioners
5 independently, and then take in account holidays,
6 staff resource availability, and fairly quickly
7 gather a proposed calendar, but it seems like the
8 most efficient way to carry that forward.

9 CHAIRWOMAN BROWN: That was kind of the plan
10 is after we hire the executive director, we come up
11 with a schedule and routine of what our -- our
12 monthly meetings will be like over the next few
13 weeks before, few months before we get to July.

14 COMMISSIONER DRAGO: That's fine. I don't
15 mind putting more work on the executive director so
16 that's okay.

17 CHAIRWOMAN BROWN: Pile it on.

18 MR. TROMBETTA: I can, I can deal with it. I
19 can take it.

20 CHAIRWOMAN BROWN: You are now our technically
21 second hire, so you've got a lot of work on your
22 plate.

23 MR. TROMBETTA: I'm honored. Thank you.

24 CHAIRWOMAN BROWN: We had a small team here.

25 MR. TROMBETTA: Thank you.

1 CHAIRWOMAN BROWN: Thank you. So if there are
2 no other matters, what we have not -- we have asked
3 and we have not received any public comment at this
4 time. But if anyone would like to address the
5 Commission, you are more than welcome to stand up
6 here today.

7 Seeing none, are there any other closing
8 comments? None?

9 COMMISSIONER DRAGO: No.

10 CHAIRWOMAN BROWN: All right. This meeting is
11 adjourned. Thank you. Have a great day.

12 (Whereupon, the public meeting was concluded
13 at approximately 11:31 a.m.)

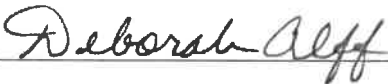
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CERTIFICATE OF REPORTER

I, DEBORAH ALFF, do hereby certify that I was authorized to and did report the foregoing proceedings, and that the transcript, pages 1 through 83, contains a true and correct record of my stenographic notes and recordings thereof.

Dated this 1st day of May, 2022 at Tallahassee, Leon County, Florida.



DEBORAH ALFF
Court Reporter

Exhibit B

CONTACT AND OPERATING INFORMATION BY PERMITHOLDER/FACILITY

Fiscal Year	Permit Holder	Location	County	Meet Period	Live Races (Complete and counted toward full schedule)	Live Performances (Actual)	Racing Days	Number of Live Races or Games	Total Administration Tax	Paid Attendance	Number of Simulcast Days (as a host)	Purses/Players Awards Paid
2020/2021	Greyhound Permitholders											
	Dayluna Beach Kennel Club and Poker Room	960 South Williamson Boulevard Daytona Beach, FL 32114-7247	Volusia		No live races/performances were scheduled.							
	St. Petersburg Kennel Club, Inc. db/a Derby Lane	10490 Gandy Boulevard St. Petersburg, FL 33702-2395	Pinellas	7/1/2020 to 12/27/2020	176	176	150	2,602	\$0	0	0	\$1,609,582
	Washington County Kennel Club, Inc. db/a Ebro Greyhound Park	65569 Dog Track Road Ebro, FL 32437	Washington		No live races/performances were scheduled.							
	831 Federal Highway Acquisition Holding, LLC	831 North Federal Highway Hollandale Beach, FL 33009-2410	Deade	7/1/2020 to 8/9/2020 at Best Bet Change Park								
	Jacksonville Kennel Club, Inc. db/a Bestbet Jacksonville	201 Monument Road Jacksonville, FL 32225-8106	Duval	10/25/2020 to 12/31/2020 at Palm Beach Kennel Club	47	47	35	658	\$0	0	20	\$495,389
	License Acquisition, LLC db/a Palm Beach Greyhound Racing	1111 North Congress Avenue West Palm Beach, FL 33409-8317	Palm Beach		84	90	66	1,257	\$0	0	52	\$858,055
	831 Federal Highway Acquisition, LLC (The Bly Esay Casino)	831 North Federal Highway Hollandale Beach, FL 33009-2410	Broward		No live races/performances were scheduled.							
	Melbourne Greyhound Park, LLC	1100 North Wickham Road Melbourne, FL 32935-8941	Brevard		No live races/performances were scheduled.							
	Neales-Ft. Myers Greyhound Track	10601 Bonita Beach Road Bonita Springs, FL 34135-5620	Lee		No live races/performances were scheduled.							
	Orange Park Kennel Club, Inc. db/a Bestbet Orange Park	455 Park Avenue Orange Park, FL 32073-3101	Clay	8/10/2020 to 9/20/2020	48	48	38	672	\$0	0	92	\$490,754
	Investment Corporation of Palm Beach db/a Palm Beach Kennel Club	1111 North Congress Avenue West Palm Beach, FL 33409-8317	Palm Beach	7/1/2020-10/24/2020	150	150	116	2,244	\$0	0	114	\$1,205,026
	Palm-Sanford, LLC db/a Sanford Orlando Kennel Club	301 Dog Track Road Longwood, FL 32750-5558	Seminole		No live races/performances were scheduled.							
	Pensacola Greyhound Track	951 Dog Track Road Pensacola, FL 32506-8238	Escambia		No live races/performances were scheduled.							
	SOKC, LLC db/a Sanford Orlando Kennel Club	301 Dog Track Road Longwood, FL 32750-5558	Seminole		No live races/performances were scheduled.							
	Sarasota Kennel Club	5400 Bradenton Road Sarasota, FL 34234-2999	Sarasota		No live races/performances were scheduled.							
	Bayport Raceways, Inc. db/a St. Johns Greyhound Park	8322 Recreock Road St. Johns, FL 32259-7107	St. Johns	9/21/2020 to 12/30/2020 at Best Bet Change Park	68	68	46	948	\$0	0	0	\$823,649
	TBD Entertainment, LLC db/a Lucky's Cardroom and TGT Poker & Racebook	750 East Waiana Avenue Tampa, FL 33604-3107	Hillsborough		No live races/performances were scheduled.							
	West Volusia Racing, Inc. db/a Orange Park Racing and Carr Club	8824 Socon Boulevard Orange City, FL 32763	Volusia		No live races/performances were scheduled.							
	West Flagler Associates, LTD. db/a Magic City Casino	401 N.W. 38th Court Miami, FL 33126-6538	Deade		No live races/performances were scheduled.							
	Jai Alai Permitholders											
	Caldor Casino and Race Course (Caldor Jai Alai)	21001 N.W. 27th Avenue Miami Gardens, FL 33055-4461	Deade	5/1/2021 to 6/30/2021	88	88	44	704	\$0	0	0	\$120,310
	Dania Jai Alai	301 East Dania Beach Boulevard Dania Beach, FL 33004-3018	Broward	11/18/2020 to 12/19/2020 and 2/8/2021 to 4/30/2021	110	110	74	1,025	\$0	0	0	\$1,171,734
	Dania Entertainment Center, LLC db/a Dania Summer Jai Alai	301 East Dania Beach Boulevard Dania Beach, FL 33004-3018	Broward	8/16/2020 to 1/14/2020 and 5/1/2021 to 5/30/2021	81	81	55	780	\$0	0	0	\$1,470,700
	West Flagler Associates db/a Edgewater Jai Alai	401 N.W. 38th Court Miami, FL 33126-6538	Deade	7/1/2020 to 8/30/2020 at Magic City	52	52	30	454	\$0	0	0	\$175,800
	Fronton Holdings, LLC db/a Ft. Pierce Jai Alai & Poker	1750 South Kings Highway Ft. Pierce, FL 34945-3059	St. Lucie	5/8/2021 to 5/28/2021	40	40	14	320	\$0	0	0	\$71,876
	Kings Court Key	355 East Palm Drive Florida City, FL 33034	Deade									
	PPI, Inc. db/a Isle Casino and Racing at Pompano Park (PPI Jai Alai)	1800 S.W. 3rd Street Pompano Beach, FL 33069	Broward		No live games/performances conducted due to Covid-19							
	West Flagler Associates db/a Magic City Jai Alai	401 N.W. 38th Court Miami, FL 33126-6538	Deade	9/3/2020 to 11/7/2020	61	61	39	549	\$0	0	0	\$245,628
	Casino Miami, LLC	3500 N.W. 37th Avenue Miami, FL 33142-4823	Deade	12/2/2021 to 1/31/2021 at Miami and 2/6/2021 to 4/12/2021 at Magic City	182	182	81	1,485	\$0	0	0	\$438,188
	OBS Real Estate Holdings, LLC db/a Ocala Gainesville Poker and Jai Alai	4801 West Highway 318 Citra, FL 32113	Marion	2/1/2021 to 2/1/2021	40	40	10	320	\$0	0	0	\$61,511
	RB Jai Alai, LLC db/a Orlando Events	8405 South Highway 17-92 Fern Park, FL 32730-2057	Seminole	7/6/2020 to 7/10/2020 11/8/2020 to 11/19/2020 and 5/1/2021	40	40	5	320	\$0	0	0	\$2,000
	Summer Jai Alai Partnership	401 N.W. 38th Court Miami, FL 33126-6538	Deade	6/27/2021 at Magic City	67	67	46	553	\$0	0	0	\$338,130

CONTACT AND OPERATING INFORMATION BY PERMITHOLDER/FACILITY

Fiscal Year 2020/2021	Location	County	Meet Period	Live Performances (Complete and counted toward full schedule)	Live Performances (Actual)	Racing Days	Number of Live Races or Games	Total Admission Tax	Paid Attendance	Number of Simulcast Days (as a host)	Purses/Players Awards Paid	
	Thoroughbred Permitholders											
	Calder Casino and Race Course 21001 N.W. 27th Avenue Miami Gardens, FL 33056-1461	Dade	10/3/2020 to 11/28/2020	39	39	39	344	\$0	0	5	\$8,720,850	
	801 S. Federal Highway Hallandale Beach, FL 33009-7124	Broward	7/3/2020 to 7/19/2020, 8/14/2020 to 9/7/2020, 5/1/2021, and 6/5/2021 at Gulfstream Park	13	13	13	140	\$0	0	5	\$4,438,400	
	801 S. Federal Highway Hallandale Beach, FL 33009-7124	Broward	7/1/2020 and 12/2/2021 to 6/30/2021	133	133	133	1,373	\$0	0	348	\$47,196,510	
	11225 Race Track Road Tampa, FL 33625-3122	Hillsborough	7/1/2020 to 11/25/2020 to 5/2/2021, and 6/30/2021	89	89	89	837	\$11,278	35,881	305	\$16,077,324	
	21001 N.W. 27th Avenue Miami Gardens, FL 33056-1461	Dade	7/23/2020 to 9/20/2020 at Gulfstream Park	41	41	41	416	\$0	0	5	\$14,264,510	
	Harness Permitholder											
	PPI, Inc., Jibla Isla Casino and Racing at Pompano Park Pompano Beach, FL 33069	Broward	11/8/2020 to 5/19/2021	105	105	105	1,025	\$0	0	383	\$7,283,441	
	Quarterhorse Permitholder											
	501 Race Track Drive Gretna, FL 32532	Gadsden		No live races/performance conducted due to Covid-19							\$157,000	
	2220 N.W. County Road 143 Jennings, FL 32053	Hamilton		No live races/performance conducted								
	1701 S.W. 60th Avenue Ocala, FL 34714-1600	Marion		No live races/performance conducted due to Covid-19								
	400 E. 1st Street Hialeah, FL 33016	Dade	1/8/2021 to 2/16/2021	39	40	20	322	\$0	0	0	\$1,054,000	
	17598 S. US Highway 301 Sunrise, FL 34481	Marion		No live races/performance conducted due to Covid-19								
	11225 Race Track Road Tampa, FL 33625-3122	Hillsborough	12/6/2020	1	1	1	8	\$0	0	0	\$2,600	