



State of Florida

# EMPLOYMENT APPLICATION

Equal Opportunity Employer/Affirmative Action Employer  
The State of Florida does not tolerate violence in the workplace.

**Where to Find Vacancy Information:**

- On the Internet: <https://peoplefirst.myflorida.com>
- One Stop Career Centers - Consult your local telephone directory or visit <http://www.employflorida.com>
- State Agency Human Resources Offices

**FOR OFFICIAL USE ONLY**

Agency Authorized Signature	Date	Broadband Class/Code	Status
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**POSITION APPLIED FOR**

Position Title:	EXECUTIVE DIRECTOR, FLORIDA DEPAH
Date Available:	4/1/2016
Position Number:	73000001-51160350-20160122074501
Counties of Interest:	Leon
Minimum Acceptable Salary:	

**GENERAL INSTRUCTIONS FOR COMPLETION OF APPLICATION:**

- The application is NOT submitted until you have electronically signed it by entering your password.
- If the space provided is not sufficient for all information regarding past employment, education history, etc., attach a resume or other supporting documentation in the same format.
- All information provided will be a public record and will be released upon request, unless exempt or confidential by law.
- Applications and supporting documentation must be submitted, no later than 11:59 PM (ET) on the announced deadline date.
- If, because of a disability, you require a special accommodation to participate in the application and selection process, please notify the hiring authority in advance.
- All information you submit is subject to verification.

**HOW DO WE CONTACT YOU?**

Leon	Mathew	Biegalski
First Name*	Middle Name	Last Name*
100474	People First Employee ID Number (if any)	
1200 Greensward Drive		
Mailing Address*		
Tallahassee	Florida	32312
City*	State*	Zip Code*
Leon	850-321-4155	850-487-9512
County	Phone Number*	Alternate Phone Number
lbiegalski@comcast.net		
E-Mail Address		

**EDUCATION****HIGH SCHOOL:**

NAME/LOCATION OF SCHOOL	Northeast High School	DIPLOMA RECEIVED:	Yes
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YOUR NAME, IF DIFFERENT WHILE ATTENDING SCHOOL:

**COLLEGE, UNIVERSITY OR PROFESSIONAL SCHOOL: (TRANSCRIPTS MAY BE REQUIRED)**

NAME OF SCHOOL	LOCATION	DATES OF ATTENDANCE (MM/YYYY)		CREDIT HOURS EARNED		MAJOR / MINOR COURSE OF STUDY	TYPE OF DEGREE EARNED
		FROM	TO	QTR	SEM		
Florida State University	Tallahassee, Florida	08/1986	04/1990			Pol Sci/Soc Sci	Bachelors
Nova University	Fort Lauderdale, Florida	06/1990	12/1992			Law	Doctorate

YOUR NAME, IF DIFFERENT WHILE ATTENDING SCHOOL:

**LICENSURE, REGISTRATION, CERTIFICATION (EXAMPLES : Teacher Certification, RN, LPN, PE, CPA, etc.)**

LICENSE, REGISTRATION OR CERTIFICATION	Number	Date Received	Expiration Date	State Licensing Agency
Florida Bar	974943	05/1993		
U.S. Dist. Court Middle District of FL		04/1995		
U.S. Dist. Court Northern District of FL		07/1995		



## PERIODS OF EMPLOYMENT

Describe all work experience in detail, beginning with your current or most recent job. Include military service (indicate rank), internships and job-related volunteer work, if applicable. Indicate number of employees supervised. Use a separate block to describe each position or gap in employment. If needed, attach additional sheets, using the same format as on the application. All information in this section must be completed. Resumes may be attached to provide additional information.

**1** Name of Present or Past Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399 Your Job Title: Deputy Secretary

Supervisor's Name: Ken Lawson Phone No.: 850-487-9512

From: 12/2014 To: (MM/YYYY) Hours per Week: 45-50 (Your name if different during employment)

### Duties and Responsibilities:

- Provide leadership and direction at the highest level of management in a state agency by overseeing the Divisions of: Pari-Mutuel Wagering; Alcoholic Beverages and Tobacco; Hotels & Restaurants; and, Condominiums, Timeshares, and Mobile Homes; which combined account for approximately \$70 million in budget authority, 860 FTEs and approximately 100 OPS employees. Employees are located around the state in 13 regional offices, including some working within licensed businesses.
- Lead these Divisions to ensure tax administration and collection programs are operated with integrity while safeguarding revenues collected by the state, which accounts for approximately \$2.2 billion annually. Knowledgeable of tax laws and statutory duties of the Department.
- Ensure that the Divisions provide suitable frequently asked questions and training to members of the Department's call center in order to properly advise callers regarding the processes of the Divisions, which account for approximately 132,000 annual calls and 18,700 emails.
- Oversee and advise the development of efficient, secure and time-sensitive procedures by Divisions for approximately 350,000 licenses and transactions.
- Please resume for additional information.

### Reason for Leaving:

Still employed

**2** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399 Your Job Title: Division Director, PMW

Supervisor's Name: Jeff Woodburn Phone No.: 850-717-1060

From: 10/2011 To: 12/2014 Hours per Week: 45-50 (Your name if different during employment)

### Duties and Responsibilities:

- Led the Division, which is responsible for regulating most of Florida's gaming industry, as well as administering, collecting and safeguarding tax revenues associated with wagering activity in the state. Responsible for oversight of five program areas, including Revenue & Financial Analysis, Auditing, Investigations, Operations, and the State Compliance Agency; as well as, day-to-day operations of the Director's office, which included budget planning, rule promulgation, fleet management, and staff development and retention.
- The Division has 115 FTEs plus approximately 100 OPS employees located around the state in regional offices, with some working within licensed businesses.
- Developed positive relationships with the industry, obtained feedback from the industry and gauged changing conditions, which required adjustments to existing policies or development of new policies, including amending existing rules.
- Ensured that suitable frequently asked questions and training were provided to members of the Department's call center in order to properly advise callers regarding the processes of the Division. Developed effective procedures for communicating with licensees and constituents by phone and email among appropriate staff.
- Please see resume for additional information.

### Reason for Leaving:

Promotion to Deputy Secretary

**3** Name of Previous Employer: Department of Agriculture and Consumer Services

Address: 2005 Apalachee Parkway, Tallahassee, FL 32399-650 Your Job Title: Executive Director, BPSM

Supervisor's Name: Tom Steckler/LuAnn Stiles Phone No.: 850-410-3833

From: 07/2009 To: 10/2011 Hours per Week: 45-50  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

- Successfully transitioned the Board from under the umbrella of the Department of Business and Professional Regulation to the Department of Agriculture and Consumer Services, which included all records, history, and finances. The transition also included implementing a new database for the profession, which also permitted licensees to apply, renew, and maintain their licenses online. This change allowed for a new streamlined process for reviewing applications, presenting materials to the Board in an electronic format, and monitoring post-disciplinary matters.
- Ensured that suitable frequently asked questions and training were provided to members of the Department's call center in order to properly advise callers regarding the processes of the Board.
- Direct oversight responsibilities of the Board office included supervising staff, budget, administration, records, licensure, discipline, and correspondence; as well as, being the primary point of contact with the Board for governmental entities, the public, and industry on matters concerning the Board. Represented the Department and Board at local, state, and national association and society meetings.

**Reason for Leaving:**

To become the Division Director of Pari-Mutuel Wagering

**4** Name of Previous Employer: Department of Transportation

Address: 605 Suwannee Street, MS58, Tallahassee, FL 32399- Your Job Title: Chief Atty, Con & Legis Affairs

Supervisor's Name: Bob Burdick Phone No.: 850-414-5286

From: 11/2008 To: 07/2009 Hours per Week: 45-50  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities**

- Coordinated and oversaw legal and other District related matters between Central Office and the Chief District Counsels including the 55 attorneys located around the state, as well as supervision of the legal team working on Public Private Partnership matters.
- Coordinated legislative reviews for the Office of the General Counsel, as well as drafted legislation.
- Reviewed agency contracts and agreements, settlement agreements, policies and procedures, various public records requests, and other complex and varying legal questions.

**Reason for Leaving:**

Solicited by DACS to transition the BPSM from DBPR; and, to be the Executive Director of the Board.

**5** Name of Previous Employer: Department of Transportation

Address: 605 Suwannee Street, MS58, Tallahassee, FL 32399- Your Job Title: Assistant General Counsel

Supervisor's Name: Bruce Conroy Phone No.: 850-414-5286

From: 09/2007 To: 11/2008 Hours per Week: 40-45  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Responsibilities were focused on reviewing various agency contracts and settlement agreements. Additional duties included coordinating legislative reviews, drafting and analysis, as well as rule review. Also, handled various public records requests and other complex and varying legal questions.

**Reason for Leaving:**

Promoted to Chief Attorney

**6** Name of Previous Employer: Akerman, Senterfitt, & Eidson, P.A.

Address: 106 E. College Avenue, Suite 1200 Tallahassee, FL 32 Your Job Title: Of Counsel

Supervisor's Name: Alan Katz/Fred Dudley Phone No.: 850-224-9634

From: 05/2006 To: 01/2007 Hours per Week: 40  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

As a member of the firm's Policy Practice group, provided governmental relations expertise, as well as legislative affairs insight. Additionally, provided client services related to obtaining and maintaining professional licensure, including disciplinary matters and rule making.

**Reason for Leaving:**

Mutually agreed there were not enough billable hours available within the firm.

**7** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Deputy General Counsel

Supervisor's Name: Josie Tamayo Phone No.: 850-488-0063

From: 11/2005 To: 05/2006 Hours per Week: 45  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Responsible for providing legal support to the Deputy Secretary of Business Regulation and the applicable divisions, which included managing internal and external litigation, legislative support, and legal supervision of the attorneys.

**Reason for Leaving:**

Pursue private sector opportunity.

**8** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: General Counsel

Supervisor's Name: Diane Carr/Simone Marstiller Phone No.: 850-488-0063

From: 01/2004 To: 11/2005 Hours per Week: 50-55  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Served as principal legal counsel for the Department, while providing oversight of all functions within the Office of the General Counsel, including approximately 43 attorneys and 50 support staff. Additionally, negotiated contracts and settlements on behalf of the agency, managed ongoing complex litigation and legislation, and provided guidance and support on administrative matters including, personnel, rulemaking, purchasing, budget and bidding requirements.

**Reason for Leaving:**

New senior management brought new General Counsel.

**9** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Special Counsel

Supervisor's Name: Diane Carr Phone No.: 850-413-0755

From: 07/2003 To: 01/2004 Hours per Week: 50  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Provided direct legal advice and guidance to the Secretary and her senior management team related to issues impacting all aspects of the Department, including legislation.

**Reason for Leaving:**

Became the General Counsel.

**10** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399 Your Job Title: Acting General Counsel

Supervisor's Name: Diane Carr Phone No.: 850-488-0063

From: 03/2003 To: 05/2003 Hours per Week: 50+  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Same duties as General Counsel listed above.

**Reason for Leaving:**

Permanent General Counsel hired.

**11** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Deputy General Counsel

Supervisor's Name: Hardy Roberts/Nancy Campiglia Phone No.: 850-488-0063

From: 02/2003 To: 07/2003 Hours per Week: 45+  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Direct oversight responsibilities of the Chief Attorneys within the prosecutorial arm of the Office of the General Counsel related to licensure prosecution and enforcement, as well as other highly complex legal issues, including management of internal and external litigation.

**Reason for Leaving:**

Promoted to Special Counsel.

**12** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399 Your Job Title: Executive Director

Supervisor's Name: David Minacci/Julie Baker Phone No.: 850-487-9630

From: 02/2002 To: 02/2003 Hours per Week: 45-50  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Led the management of the Boards of: Architecture and Interior Design; Professional Surveyors and Mappers; Veterinary Medicine; Funeral Directors and Embalmers; Landscape Architecture; Professional Geologists; and Employee Leasing Companies; by providing leadership in staffing, management, policy development, licensure and disciplinary actions. Served as primary point of contact with the Boards for governmental entities, the public, and industry on matters concerning the Boards. Represented the Department and Boards at local, state, and national association and society meetings.

**Reason for Leaving:**

Was requested by the administration to become Deputy General Counsel.



**13** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Chief Attorney, PMW

Supervisor's Name: Barbara Auger/Hardy Roberts Phone No.: 850-487-9630

From: 01/2000 To: 02/2002 Hours per Week: 45  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities**

Provided legal counsel to the Division Director. Additionally, responsible for the supervision of the Pari-Mutuel Wagering Legal Section, which included summary suspension orders, negotiated settlements, rulemaking and rule challenges, declaratory statements, administrative complaints, and other legal activities on behalf of the Division.

**Reason for Leaving:**  
Was requested by the administration to become Executive Director of several licensing boards.

**14** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Senior Attorney, PMW

Supervisor's Name: Paul Kirsch Phone No.: 850-487-9630

From: 09/1999 To: 01/2000 Hours per Week: 40-45  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Responsible for various legal activities on behalf of the Division of Pari-Mutuel Wagering.

**Reason for Leaving:**  
Promotion to Chief Attorney.

**15** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Senior Attorney

Supervisor's Name: Charles Tunncliff/G.W. Harrell Phone No.: 850-487-9630

From: 08/1995 To: 08/1999 Hours per Week: 40+  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Reviewed incoming complaints; drafted administrative complaints, pleadings, discovery requests, emergency suspension orders and subsequent appeals; administrative hearings; negotiated settlements; and presented cases to various professional regulatory Boards and Probable Cause Panels.

**Reason for Leaving:**

Was requested by the General Counsel to assist in the Pari-Mutuel Wagering legal section.

**16** Name of Previous Employer: Department of Business and Professional Regulation

Address: 1940 North Monroe Street, Tallahassee, FL 32399-22 Your Job Title: Staff Attorney

Supervisor's Name: Charles Tunncliff/G.W. Harrell Phone No.: 850-487-9630

From: 09/1993 To: 08/1995 Hours per Week: 40+  
(MM/YYYY) (MM/YYYY) (Your name if different during employment)

**Duties and Responsibilities:**

Responsible for various legal activities on behalf of the Department regarding violations by professional licensees.

**Reason for Leaving:**

Promotion to Senior Attorney.

**EXEMPTION FROM PUBLIC RECORDS DISCLOSURE**

ARE YOU A CURRENT OR FORMER LAW ENFORCEMENT OFFICER, OTHER COVERED EMPLOYEE\*\*, OR THE SPOUSE OR CHILD OF ONE, WHOSE INFORMATION IS EXEMPT FROM PUBLIC RECORDS DISCLOSURE UNDER SECTION 119.071(4)(d), FLORIDA STATUTES (F.S.)?\*

YES  NO

\*\*Other covered jobs include but are not limited to: correctional and correctional probation officers, firefighters, certain judges, assistant state attorneys, state attorneys, assistant and statewide prosecutors, personnel of the Department of Revenue or local governments whose responsibilities include revenue collection and enforcement or child support enforcement, and certain investigators in the Department of Children and Families [see§ 119.071.F.S.].

**BACKGROUND INFORMATION**

HAVE YOU EVER BEEN CONVICTED OF A FELONY OR A FIRST DEGREE MISDEMEANOR?\*

YES  NO

If "YES", what charges?

Where? (City/State)

Date:

(MM/YYYY)

HAVE YOU EVER PLED NOLO CONTENDERE OR PLED GUILTY TO A CRIME WHICH IS A FELONY OR A FIRST DEGREE MISDEMEANOR?\*

YES  NO

If "YES", what charges?

Where? (City/State)

Date:

(MM/YYYY)

HAVE YOU EVER HAD THE ADJUDICATION OF GUILT WITHELD FOR A CRIME WHICH IS A FELONY OR A FIRST DEGREE MISDEMEANOR?\*

YES  NO

If "YES", what charges?

Where? (City/State)

Date:

(MM/YYYY)

NOTE: A "YES" answer to these questions will not automatically bar you from employment. The nature, job-relatedness, severity and date of the offense in relation to the position for which you are applying are considered [see §112.011, F.S.]

**CITIZENSHIP**

The state of Florida hires only U.S. citizens and lawfully authorized alien workers. You will be required to provide identification and either proof of citizenship or proof of authorization to work in the U.S.

1. ARE YOU A U.S. CITIZEN?\*  YES  NO

2. IF NO, ARE YOU LEGALLY AUTHORIZED TO ACCEPT EMPLOYMENT WITH THE SPECIFIC HIRING AUTHORITY TO WHICH YOU ARE APPLYING?\*  YES  NO

**RELATIVES**

TO YOUR KNOWLEDGE, DO YOU HAVE ANY RELATIVES WORKING IN THIS AGENCY?\*  YES  NO

**SELECTIVE SERVICE SYSTEM REGISTRATION**

Section 110.1128, Florida Statutes, prohibits employment by the State (including re-hire after a break in service) of any male born after October 1, 1962, who failed to register with the Selective Service System, under the provisions of the U.S. Military Selective Service Act, during the person's period of eligibility (ages 18 through 25). Additionally, if currently employed by the State, this law prohibits the promotion of such person.

IF YOU ARE A MALE BORN ON OR AFTER OCTOBER 1, 1962, HAVE YOU REGISTERED WITH THE SELECTIVE SERVICE OR DO YOU HAVE PROOF OF AN EXEMPTION FROM THIS REQUIREMENT (DOCUMENTATION MAY BE REQUIRED )?\*  YES  NO  N/A

**CERTIFICATION**

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

**SIGNED ELECTRONICALLY BY:**

Leon Biegalski 03/10/2016

Leon M. Biegalski  
1200 Greensward Drive  
Tallahassee, Florida 32312  
(850) 321-4155

March 10, 2016

The Honorable Rick Scott  
Governor, State of Florida  
The Capitol  
400 S. Monroe Street  
Tallahassee, FL 32399-0001

The Honorable Pam Bondi  
Attorney General, State of Florida  
Office of Attorney General  
The Capitol PL-01  
Tallahassee, FL 32399-1050

The Honorable Jeff Atwater  
Chief Financial Officer, State of Florida  
Department of Financial Services  
200 East Gaines Street  
Tallahassee, FL 32399

The Honorable Adam Putnam  
Agriculture Commissioner, State of Florida  
Florida Department of Agriculture and  
Consumer Services  
Plaza Level 10, The Capitol  
400 S. Monroe Street  
Tallahassee, FL 32399-0800

Dear Governor Rick Scott and Members of the Florida Cabinet:

Thank you for the opportunity to introduce myself to you and apply for the Executive Director of the Department of Revenue position. As you will see from my resume, I have grown in my career from my beginnings as a staff attorney to today serving as a member of the leadership team at the Department of Business and Professional Regulation (DBPR). Throughout the years, I have served in various capacities at DBPR, other state agencies and in the private sector. Each of those positions has brought new challenges and insight to me as a professional as I progressively moved from attorney to manager to senior leadership.

Currently, the divisions under my purview administer and collect tax revenue of over \$2 billion, which includes complex tax structures within the Divisions of Pari-Mutuel Wagering and Alcoholic Beverages and Tobacco. The positions have also provided me with the opportunity to lead and work with employees across the state.

DBPR has a large call center, which was created during the time when I served as Executive Director of seven professional licensing boards. I gained great insight into the growth and development of the call center into a mature and valuable part of the agency, in which I have direct experience in developing procedures for correspondence with the public. I know and understand the value that excellent service and assistance can have on the success of professionals and businesses served by DBPR. Also evident is the overall impact on the success and operation of an agency when it has a responsive and well organized call center.

Throughout my career, I have worked with collegial bodies and learned how to carry out the directives of Boards while providing guidance and maintaining good working relationships with

individual board members. I also participated in the transition of Boards between agencies, which gave me a great understanding of how to effectuate change.

In my current role as deputy secretary, I have the challenging task of making strategic decisions that require not only legal interpretation but consideration of policy ramifications on all stakeholders. I believe that being an open communicator and providing stakeholders with the necessary information to make good decisions has made me successful throughout my career.

It is my intention to implement and carryout the policy directives that you as the Governor and Florida Cabinet deem appropriate, while also providing you with the best information available to assist you in making those decisions. I also envision a Department that is responsive and helpful to Florida's businesses and taxpayers.

Thank you for your consideration and I hope to speak with you personally regarding my vision for the Department of Revenue and my qualifications to lead the agency.

Sincerely,

  
Leon M. Biegalski

**LEON M. BIEGALSKI**  
1200 Greensward Drive  
Tallahassee, Florida 32312  
850.321.4155  
LBIEGALSKI@COMCAST.NET

## **EXPERIENCE**

### **State of Florida Department of Business and Professional Regulation**

#### ***Deputy Secretary, Business Regulation*** (December 2014 – Present)

- Provide leadership and direction at the highest level of management in a state agency by overseeing the Divisions of: Pari-Mutuel Wagering; Alcoholic Beverages and Tobacco; Hotels & Restaurants; and, Condominiums, Timeshares, and Mobile Homes; which combined account for approximately \$70 million in budget authority, 860 FTEs and approximately 100 OPS employees. Employees are located around the state in 13 regional offices, including some working within licensed businesses.
- Lead these Divisions to ensure tax administration and collection programs are operated with integrity while safeguarding revenues collected by the state, which accounts for approximately \$2.2 billion annually. Knowledgeable of tax laws and statutory duties of the Department.
- Ensure that the Divisions provide suitable frequently asked questions and training to members of the Department's call center in order to properly advise callers regarding the processes of the Divisions, which account for approximately 132,000 annual calls and 18,700 emails.
- Oversee and advise the development of efficient, secure and time-sensitive procedures by Divisions for approximately 350,000 licenses and transactions.
- Develop successful programs and continually review the efficiency of current programs to ensure the best interests of stakeholders, including licensed businesses, government entities, and Floridians, are considered and evaluated. Obtain feedback from relevant industries to gauge changing conditions which may require adjustments to existing policies or development of new policies. Routinely review and assess the regulated industries to determine whether regulatory requirements are adequate or whether there is a need to continue state regulation and to what degree.
- Interact with the Florida Legislature and staff, including presenting to committees, meeting with and responding to inquiries from members and their constituents, as well as developing budgetary and regulatory policy issues. Also, engage in direct contact with the principals of the Revenue Estimating Conferences.
- Create and implement strategic, tactical and operational planning techniques for a three to five year period, focusing on agency mission and an accountable regulatory framework for all Floridians, while providing stability for licensees and businesses.

#### ***Director, Division of Pari-Mutuel Wagering*** (October 2011 – November 2014)

- Led the Division, which is responsible for regulating most of Florida's gaming industry, as well as administering, collecting and safeguarding tax revenues associated with wagering activity in the state. Responsible for oversight of five program areas, including Revenue & Financial Analysis, Auditing, Investigations, Operations, and the State Compliance Agency; as well as, day-to-day operations of the Director's office, which included budget planning, rule promulgation, fleet management, and staff development and retention.
- The Division has 115 FTEs plus approximately 100 OPS employees located around the state in regional offices, with some working within licensed businesses.
- Developed positive relationships with the industry, obtained feedback from the industry and gauged changing conditions, which required adjustments to existing policies or development of new policies, including amending existing rules.
- Ensured that suitable frequently asked questions and training were provided to members of the Department's call center in order to properly advise callers regarding the processes of the Division. Developed effective procedures for communicating with licensees and constituents by phone and email among appropriate staff.
- Interacted with the Florida Legislature and staff, including presenting to committees, meeting with and responded to inquiries from members and their constituents, as well as developed budgetary and

regulatory policy issues. Also, engaged in direct contact with the principals of the Revenue Estimating Conferences.

- Worked with statewide and national pari-mutuel and gaming interest groups, and state agencies assuring that various interests were aware of the Division's actions and utilized input from affected parties in policy formulation. Assured that Florida maintained its leadership role in organizations such as the Association of Racing Commissioners International.

**State of Florida Department of Agriculture and Consumer Services – Tallahassee, Florida**

***Executive Director, Division of Consumer Services, Board of Professional Surveyors and Mappers*** (July 2009 – October 2011)

- Successfully transitioned the Board from under the umbrella of the Department of Business and Professional Regulation to the Department of Agriculture and Consumer Services, which included all records, history, and finances. The transition also included implementing a new database for the profession, which also permitted licensees to apply, renew, and maintain their licenses online. This change allowed for a new streamlined process for reviewing applications, presenting materials to the Board in an electronic format, and monitoring post-disciplinary matters.
- Ensured that suitable frequently asked questions and training were provided to members of the Department's call center in order to properly advise callers regarding the processes of the Board.
- Direct oversight responsibilities of the Board office included supervising staff, budget, administration, records, licensure, discipline, and correspondence; as well as, being the primary point of contact with the Board for governmental entities, the public, and industry on matters concerning the Board. Represented the Department and Board at local, state, and national association and society meetings.

**State of Florida Department of Transportation – Tallahassee, Florida**

***Chief Attorney, Contracts and Legislative Affairs, Office of the General Counsel*** (November 2008 – July 2009)

- Coordinated and oversaw legal and other District related matters between Central Office and the Chief District Counsels including the 55 attorneys located around the state, as well as supervision of the legal team working on Public Private Partnership matters.
- Coordinated legislative reviews for the Office of the General Counsel, as well as drafted legislation.
- Reviewed agency contracts and agreements, settlement agreements, policies and procedures, various public records requests, and other complex and varying legal questions.

***Assistant General Counsel, Office of the General Counsel*** (September 2007 – November 2008)

- Responsibilities were focused on reviewing various agency contracts and settlement agreements. Additional duties included coordinating legislative reviews, drafting and analysis, as well as rule review. Also, handled various public records requests and other complex and varying legal questions.

**Akerman Senterfitt – Tallahassee, Florida**

***Of Counsel*** (May 2006 – January 2007)

- As a member of the firm's Policy Practice group, provided governmental relations expertise, as well as legislative affairs insight. Additionally, provided client services related to obtaining and maintaining professional licensure, including disciplinary matters and rule making.

**State of Florida Department of Business and Professional Regulation – Tallahassee, Florida**

***Deputy General Counsel, Office of the General Counsel*** (November 2005 – May 2006)

- Responsible for providing legal support to the Deputy Secretary of Business Regulation and the applicable divisions, which included managing internal and external litigation, legislative support, and legal supervision of the attorneys.

**General Counsel, Office of the General Counsel** (January 2004 – November 2005)

- Served as principal legal counsel for the Department, while providing oversight of all functions within the Office of the General Counsel, including approximately 43 attorneys and 50 support staff. Additionally, negotiated contracts and settlements on behalf of the agency, managed ongoing complex litigation and legislation, and provided guidance and support on administrative matters including, personnel, rulemaking, purchasing, budget and bidding requirements.

**Special Counsel, Office of the General Counsel** (July 2003 – January 2004) & **Acting General Counsel, Office of the Secretary** (March 2003 – May 2003)

- Provided direct legal advice and guidance to the Secretary and her senior management team related to issues impacting all aspects of the Department, including legislation.

**Deputy General Counsel, Office of the General Counsel** (February 2003 – July 2003)

- Direct oversight responsibilities of the Chief Attorneys within the prosecutorial arm of the Office of the General Counsel related to licensure prosecution and enforcement, as well as other highly complex legal issues, including management of internal and external litigation.

**Executive Director, Division of Professions** (February 2002 – February 2003)

- Led the management of the Boards of: Architecture and Interior Design; Professional Surveyors and Mappers; Veterinary Medicine; Funeral Directors and Embalmers; Landscape Architecture; Professional Geologists; and Employee Leasing Companies; by providing leadership in staffing, management, policy development, licensure and disciplinary actions. Served as primary point of contact with the Boards for governmental entities, the public, and industry on matters concerning the Boards. Represented the Department and Boards at local, state, and national association and society meetings.

**Chief Attorney, Division of Pari-Mutuel Wagering, Office of the General Counsel** (January 2000 – February 2002)

- Provided legal counsel to the Division Director. Additionally, responsible for the supervision of the Pari-Mutuel Wagering Legal Section, which included summary suspension orders, negotiated settlements, rulemaking and rule challenges, declaratory statements, administrative complaints, and other legal activities on behalf of the Division.

**Senior Attorney, Division of Pari-Mutuel Wagering, Office of the General Counsel** (September 1999 – January 2000)

- Responsible for various legal activities on behalf of the Division of Pari-Mutuel Wagering.

**Senior Attorney, Office of the General Counsel** (August 1995 – August 1999)

- Reviewed incoming complaints; drafted administrative complaints, pleadings, discovery requests, emergency suspension orders and subsequent appeals; administrative hearings; negotiated settlements; and presented cases to various professional regulatory Boards and Probable Cause Panels.

**Staff Attorney, Office of the General Counsel** (September 1993 – August 1995)

- Responsible for various legal activities on behalf of the Department regarding violations by professional licensees.

**EDUCATION**

**Nova University, Shepard Broad Law Center**, Juris Doctorate, December 1992

**Florida State University**, Bachelor of Science, Majors: Political Science/Social Science, April 1990

**BAR ADMISSIONS**

May 1993 – Florida; April 1995 – U.S. Middle District of Florida; July 1995 – U.S. Northern District of Florida

**OTHER**

December 2013 – Member of the International Masters of Gaming Law