

Stephen D. Hurm

Government Operations Consultant · Attorney

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Forty years inside state and local government as an attorney, agency executive, and law enforcement professional. Engaged by consulting firms to examine how public agencies **actually** do their work, and to recommend changes that survive procurement rules, budget cycles, and civil service.

CORE COMPETENCIES

- Operational and process efficiency reviews
- Public safety and law enforcement operations
- Accreditation systems and compliance
- Performance measures and accountability
- Licensing and regulatory program administration
- Legal operations and administrative hearings
- Customer service and call-center operations
- Technology-supported workflow redesign

REPRESENTATIVE ENGAGEMENTS

Multi-jurisdictional homicide investigation — evidence organized for prosecution

Built the case as a private, secure website for the prosecution team: nine indexed sections covering investigative summary, agency reports, interview transcripts, radio transmissions, photographs, crime lab results, and autopsy — every document full-text searchable, with transcripts linked to the underlying audio. Replaced delivery by boxes, binders, and paper files.

Law enforcement accreditation — paper replaced with a digital process

As general counsel to a Florida sheriff's office in 2010, created the first digital accreditation process used for a Commission for Florida Law Enforcement Accreditation review, allowing assessors to examine proof of compliance on screen rather than page by page through banker's boxes. In 2011 all CFA-accredited agencies moved to a digital platform.

Legal operations for a 5,000-employee state agency

Led an office of 150 attorneys, hearing officers, and paralegals. Built a digital brief bank and standardized document templates to end repeated research on recurring issues and the risks of cut-and-paste from outdated briefs, producing faster and more consistent argument statewide. Created the Florida Highway Patrol legal advisor program, placing an attorney at every troop location.

Statewide staff directory — an app instead of laminated lists

A 350-person division printed and laminated an Excel contact list every month; turnover made each edition obsolete on arrival. Built a mobile application in Microsoft PowerApps tied to live HR records, giving one-touch call, text, and email to anyone in the division.

PUBLIC SECTOR LEADERSHIP

Director, Division of Licensing	Florida Dept. of Agriculture & Consumer Services — 340 staff, 2.3M licensees	2019–2022
Research Faculty & Director	Institute for Law Enforcement Research and Policy, Florida State University	2017–2019
Major, General Counsel	Leon County Sheriff's Office — Professional Standards, 600 members	2016–2017
General Counsel	Florida Highway Safety & Motor Vehicles — agency of 5,000; office of 150	2010–2016
Captain, General Counsel	Okaloosa County Sheriff's Office — Accreditation Manager, 650 members	2009–2010
Regional Legal Advisor & Special Agent	Florida Department of Law Enforcement	2004–2009

CREDENTIALS

- **J.D.**, Stetson University College of Law, 1986
- **The Florida Bar**, admitted 1986
- **CJSTC** Law Enforcement Officer Certification, 2008
- **B.A.**, English, The King's College, 1977
- **Legal Advisor**, Florida Accreditation Commissions, 2007–2015
- **President**, Florida State General Counsel Association, 2011
- **Chair**, Florida Bar Traffic Court Rules Committee, 2016
- **Assistant State Attorney**, Fifth Judicial Circuit — 75+ jury trials

Engagement. Available as a subcontractor to consulting firms on public-sector operational reviews, from scoping and diagnosis through implementable recommendations. Current consulting work is performed through Public Works, LLC. Direct inquiries to info@stepvehurm.com.