



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: November 13, 2023, 11:00 a.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 111 476 2574

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Interim Investigations Enforcement Bureau Director/Chief Enforcement Counsel Heather Hall
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien recognized a quorum. All members of the Committee were present.

2. Update on Executive Search Firms

Mr. Muldrew reported that all three search firms the Committee is working with have been onboarded, and are actively searching for suitable candidates for the position of Executive Director.

3. Discussion of the process for review of candidates and selection of finalists for the position of Executive Director.

On the advice of counsel, the Committee will discuss its process for the review of candidates and selection of finalists for the position of Executive Director in public session. The

Committee will utilize executive session to review and consider applications, and to conduct screening interviews, to determine which candidates it would forward to the full Commission for consideration. The Committee determined it would wait to draft interview questions until it has more candidates it would like to interview. The Committee stated it would not discuss interview questions for specific individuals during public meetings, but rather would discuss in public meetings general topics and areas of expertise the Committee is interested in.

4. Executive Session

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider specific applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Commissioner Maynard moved to meet in executive session. Mr. Lennon seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Ms. Hall: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

Commissioner O'Brien stated the public meeting would not reconvene following executive session. The Committee entered executive session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated November 8, 2023



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: December 4, 2023, 11:00 a.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 111 463 4631

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee’s deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O’Brien, Chair
Chief People and Diversity Officer David Muldrew
Interim Investigations Enforcement Bureau Director/Chief Enforcement Counsel Heather Hall
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O’Brien recognized a quorum. All members of the Committee were present.

2. Discussion of the process for review of candidates and selection of finalists for the position of Executive Director.

The Committee discussed the general process it would follow for candidates selected for first round interviews. The Committee stated that interview questions will follow the topics and requirements listed in the job description. Core topics for interview questions will include a candidate’s management experience; regulatory experience; legal experience; communication experience; constituent services; gaming, racing, and sports wagering; budgeting experience; Open Meeting Law and Public Records Law; and diversity. Candidates will not be asked questions in all of these topics; these topics function as a “menu” of options from which the Committee may ask questions.

3. Executive Session

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider specific questions relating to specific applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position.

Commissioner Maynard moved to meet in executive session. Mr. Lennon seconded the motion.

Roll call vote:
Mr. Muldrew: Aye
Ms. Hall: Aye
Commissioner Maynard: Aye
Mr. Lennon: Aye
Commissioner O'Brien: Aye

The motion passed unanimously.

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider specific applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Commissioner Maynard moved to meet in executive session. Mr. Lennon seconded the motion.

Roll call vote:
Mr. Muldrew: Aye
Ms. Hall: Aye
Commissioner Maynard: Aye
Mr. Lennon: Aye
Commissioner O'Brien: Aye

The motion passed unanimously.

Commissioner O'Brien stated the public meeting would not reconvene following executive session. The Committee entered executive session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated November 29, 2023



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: December 12, 2023, 12:30 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 111 640 9508

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Interim Investigations Enforcement Bureau Director/Chief Enforcement Counsel Heather Hall
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien recognized a quorum. All members of the Committee were present.

2. Meeting Minutes

The Committee reviewed the Screening Committee's minutes from the November 1, 2023 meeting.

Commissioner Maynard moved to approve the minutes. Mr. Lennon seconded the motion.

Roll call vote:
Mr. Muldrew: Aye
Ms. Hall: Aye

Commissioner Maynard: *Aye*
Mr. Lennon: *Aye*
Commissioner O'Brien: *Aye*

3. Discussion of posting deadline

Mr. Muldrew suggested that the Executive Director posting close on December 20, given that there will likely be little activity over the upcoming holidays. Mr. Lennon asked Mr. Muldrew to confirm that the recruiting firms have made their best efforts to identify candidates for the Committee. Mr. Muldrew confirmed that all three search firms have provided candidates for the Committee's review, and that Mr. Muldrew has notified them that the Committee may close the posting on or about December 20. Commissioner O'Brien suggested Mr. Muldrew inform the search firms that the posting would close on December 20, at the close of business.

David Mackey, counsel for the Committee from Anderson & Kreiger LLP, confirmed for Commissioner O'Brien that no vote is needed to agree to close the Executive Director posting.

4. Executive Session Meeting Minutes

The Committee discussed meeting in executive session to review minutes from the November 1, 2023, Executive Session, as a discussion at an open meeting may frustrate the intended purpose for which the executive session was convened, in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position.

Mr. Lennon moved to meet in executive session. Commissioner Maynard seconded the motion.

Roll call vote:
Mr. Muldrew: *Aye*
Ms. Hall: *Aye*
Commissioner Maynard: *Aye*
Mr. Lennon: *Aye*
Commissioner O'Brien: *Aye*

The motion passed unanimously.

5. Further discussion and scheduling for first-round interviews of selected candidates for the position of Executive Director.

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider scheduling and questions relating to specific applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared

that an open meeting would have a detrimental effect on obtaining qualified applicants for the position.

Mr. Lennon moved to meet in executive session. Mr. Muldrew seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Ms. Hall: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

6. Continued review of candidates for the position of Executive Director.

Mr. Muldrew confirmed that the Committee has received new applications for the position of Executive Director since the Committee's last meeting.

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider specific applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Mr. Muldrew seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Ms. Hall: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

7. Other business not reasonably anticipated at the time of posting

Commissioner O'Brien noted that this meeting may be Director Hall's last meeting with the Screening Committee and thanked Director Hall for her assistance in this process.

Commissioner O'Brien reminded the public that the Commission would not reconvene in public session following executive session. The Committee entered executive session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated December 8, 2023



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: December 21, 2023, 2:30 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 529 9334

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien recognized a quorum. All members of the Committee, with the exception of Heather Hall who will be departing the Commission shortly, were present.

2. Continued review of candidates for the position of Executive Director.

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider specific applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Mr. Muldrew seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

3. Review of Posting Minimum Requirements and First Round Candidates

The Committee discussed meeting in executive session in conjunction with the initial screening process to consider the posting's specific minimum requirements and the first-round applicants for Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Mr. Muldrew seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

4. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated December 19, 2023



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: January 3, 2024, 1:30 p.m.

Place: Massachusetts Gaming Commission

VIA CONFERENCE CALL NUMBER: 1-646-741-5292

PARTICIPANT CODE: 112 131 2844

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair

Commissioner Jordan Maynard

Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien conducted roll call and recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Commissioner Maynard moved to meet in executive session. Mr. Lennon seconded the motion.

Roll call vote:

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated December 29, 2023



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: January 4, 2024, 3:30 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 092 8105

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee’s deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O’Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon
Commissioner Eileen O’Brien

1. Call to Order

Commissioner O’Brien conducted roll call. All Committee members were in attendance and Commissioner O’Brien recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Commissioner Maynard moved to meet in executive session. Mr. Lennon seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated January 2, 2024



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: January 16, 2024, 2:00 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 548 7179

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien conducted roll call. All Committee members were in attendance and Commissioner O'Brien recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Commissioner Maynard seconded the motion.

Roll call vote:

Mr. Muldrew: Aye

Commissioner Maynard: Aye

Mr. Lennon: Aye

Commissioner O'Brien: Aye

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated January 11, 2024



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: January 17, 2024, 2:00 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 111 636 0294

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien conducted roll call. All Committee members were in attendance and Commissioner O'Brien recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Mr. Muldrew seconded the motion.

Roll call vote:

Mr. Muldrew: Aye

Commissioner Maynard: Aye

Mr. Lennon: Aye

Commissioner O'Brien: Aye

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated January 12, 2024



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: January 22, 2024, 2:00 p.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 191 6634

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien conducted roll call. All Committee members were in attendance and Commissioner O'Brien recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Commissioner Maynard seconded the motion.

Roll call vote:

Mr. Muldrew: Aye

Commissioner Maynard: Aye

Mr. Lennon: Aye

Commissioner O'Brien: Aye

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated January 18, 2024



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: January 25, 2024, 10:30 a.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 111 150 1538

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien conducted roll call. All Committee members were in attendance and Commissioner O'Brien recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Mr. Lennon moved to meet in executive session. Commissioner Maynard seconded the motion.

Roll call vote:

Mr. Muldrew: Aye

Commissioner Maynard: Aye

Mr. Lennon: Aye

Commissioner O'Brien: Aye

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated January 23, 2024



Massachusetts Gaming Commission
Meeting Minutes

SCREENING COMMITTEE FOR EXECUTIVE DIRECTOR

Date/Time: February 5, 2024, 10:00 a.m.
Place: Massachusetts Gaming Commission
VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 111 497 3087

The Committee conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public.

Committee Members Present:

Commissioner Eileen O'Brien, Chair
Chief People and Diversity Officer David Muldrew
Commissioner Jordan Maynard
Chief Financial Officer Derek Lennon

1. Call to Order

Commissioner O'Brien conducted roll call. All Committee members were in attendance and Commissioner O'Brien recognized a quorum.

2. Review and consideration of selected first-round candidates for the position of Executive Director

The Committee discussed meeting in executive session in conjunction with the initial screening process to review and consider specific first-round candidates for the position of Executive Director in accordance with G.L. c. 30A, § 21(a)(8), because the Chair declared that an open meeting would have a detrimental effect on obtaining qualified applicants for the position. The Committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Commissioner Maynard moved to meet in executive session. Mr. Lennon seconded the motion.

Roll call vote:

Mr. Muldrew: *Aye*

Commissioner Maynard: *Aye*

Mr. Lennon: *Aye*

Commissioner O'Brien: *Aye*

The motion passed unanimously.

3. Other Business – Reserved for matters not reasonably anticipated at the time of posting

There were no such matters. The Committee entered into Executive Session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated February 1, 2024