



NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law (G.L. c. 30A, §§ 18-25), St. 2022, c. 107, and St. 2023, c. 2, notice is hereby given of a public meeting of the **Massachusetts Gaming Commission**. The meeting will take place:

Monday | March 18, 2024 | 10:00 a.m.
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, Massachusetts

This meeting will be streamed live at www.massgaming.com.

All documents and presentations related to this agenda will be available for your review on the morning of the meeting date by visiting our website and clicking on the News header, under the Meeting Archives drop-down.

PUBLIC MEETING - #509

1. Call to Order – Cathy Judd-Stein, Chair

2. Review of Executive Director Selection Process – Commissioner Eileen O’Brien, Chair of the Executive Director Screening Committee and Screening Committee Members: Commissioner Jordan Maynard, David Muldrew, Chief People and Diversity Officer and Derek Lennon, Chief Finance and Administrative Officer

3. Interview and Consideration of Executive Director Candidates – All Commissioners
 - a. Candidate Interview: Clinton Dick
 - b. Candidate Interview: Dean Serpa

4. Discussion and Selection of Executive Director – All Commissioners **VOTE**

5. Next Steps: Terms of Offer for Executive Director – David Muldrew, Chief of People and Diversity Officer; Derek Lennon, Chief Financial and Administrative Officer **VOTE**
 - a. Executive Session
The Commission anticipates that it may meet in executive session in accordance with G.L. c. 30A, § 21(a)(2) to conduct strategy sessions in preparation for negotiations with the selected Executive Director Candidate pursuant to Item 4 above, the Executive Director being nonunion personnel of the Commission. The public session of the Commission meeting will not reconvene at the conclusion of



Massachusetts Gaming Commission

the executive session.

VOTE

6. Commissioner Updates

7. Other Business - Reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to regs@sec.state.ma.us. Posted to Website: March 14, 2024 | 10:00 a.m. EST

March 14, 2024



Cathy Judd-Stein, Chair

*If there are any questions pertaining to accessibility and/or further assistance is needed,
please email Grace.Robinson@massgaming.gov.*



Massachusetts Gaming Commission

SUMMARY AND SKILLS

Sixteen years working in administrative law, including as a board prosecutor, an executive director of three licensing boards and the occupational schools unit, a deputy general counsel, and two stints as a general counsel (one involving overseeing the legal work of 39 boards of registration). I have extensive experience working with boards, including publishing meeting notices, drafting and approving meeting minutes, and serving as the board's counsel during their meetings. I have drafted numerous regulations and assisted in drafting legislative bills filed by the Governor, two of which became law.

EXPERIENCE

COMMONWEALTH OF MASSACHUSETTS, Boston, MA

Office of Consumer Affairs and Business Regulation

General Counsel, September 2022 – Present

- Provide legal counsel to the Undersecretary on all aspects of the Office's work.
- Oversee Office's compliance with the public records law.
- Coordinate and provide legal counsel to the five agencies under the Office: Division of Banks, Division of Insurance, Division of Occupational Licensure, Division of Telecommunications and Cable, and the Division of Weights and Standards.
- Directly supervise a hearing officer who adjudicates complaints against homeowners.
- Work with the Office of Economic Development and the Governor's Office on legal issues and regulation approvals for the five agencies and the Office itself.
- Completed an internal audit of the Office's complaint, arbitration, and guaranty fund programs. This led to complaints against contractors, and thousands of dollars in awards for homeowners.

Division of Occupational Licensure

General Counsel, April 2020 – September 2022

- Oversaw all legal operations of a 39-board agency that licenses and regulates over 500,000 individuals and businesses. This included licensing, investigation, prosecution, attorneys to the boards, administrative hearing officers, and public records.
- Directly supervised two deputy general counsels, an associate general counsel, and the agency's public records access officer. Oversaw all compliance with the public records law.
- Coordinated with all levels of state government to effectively implement agency goals.
- Oversaw agency compliance with outside audits.
- Assisted in drafting two bills that became law: one streamlined application processing for spouses of active duty military to better support military families, and the other successfully transferred 13 health boards to the Department of Public Health as part of an agency reorganization.
- Made a special assistant attorney general in which I successfully defended a decision of the Board of Building Regulations and Standards in superior court.
- Collaborated with police departments, state and local governments, and the U.S. Attorney's Office to combat human trafficking in massage therapy establishments.
- Oversaw regulation updates, including working with stakeholders and doing necessary outreach.
- Collaborated with Human Resources in hiring new staff and employee discipline.

Deputy General Counsel of Enforcement, March 2019 – April 2020

- Oversaw both the Office of Investigations and the Office of Prosecutions. This included a staff of over 30 investigators and prosecutors who are responsible for over 1200 active enforcement cases ranging from sexual assault and human trafficking to consumer fraud.

- Worked with the Executive Management Team—which is comprised of the agency’s Commissioner, two Deputy Commissioners, and the Chief of Staff—to update and implement internal risk assessments for the agency, including updating policies and procedures.
- Led the Case Management Team that works to close enforcement cases within strict timeframes.
- Led initiative to increase the frequency of business inspections throughout the Commonwealth.
- Served as legal counsel to the Massachusetts State Athletic Commission, including drafting new regulations, interpreting statutes and regulations, and serving as the attorney at board meetings.

Executive Director, October 2013 – March 2019

Office of Private Occupational School Education, October 2013 – March 2019

- Specifically recruited to be the first Executive Director; responsible for licensing and enforcement of 170 post-secondary trade schools; oversaw a staff of three.
- Led Office’s legal enforcement against schools for violations of consumer protection laws. These included consumer fraud, deceptive advertising, and a case involving Title IX issues.
- Initiated multiple restitution actions against schools that had defrauded or violated students’ rights, helping to secure over \$300,000 in loan forgiveness or direct payouts to students.
- Served as acting legal counsel to the office for three years.
- Successfully implemented new regulations that increased oversight of licensed schools.
- Spearheaded new procedures for conducting criminal background checks of all school employees.
- Led my team in a major licensing project for online licensing and enforcement.
- Worked extensively with the Office of the State Auditor to ensure schools are financially solvent to operate by enforcing deadlines and, when necessary, expiring licenses for failure to comply.
- Collaborated with the Department of Career Services to establish ongoing monitoring of schools that provide occupational training using workforce development funds.

Board of Professional Engineers and Professional Land Surveyors, June 2015 – March 2019

- Oversaw and ran monthly board meetings (same for the two boards listed below).
- Renegotiated contract with the vendor that processes our license applications.

Board of Architects, June 2015 – March 2019

- Changed regulations to reduce internship hours for applicants and to allow for early test taking.

Board of Allied Mental Health Professionals, February 2014 – June 2015

- Drafted and implemented regulations for the creation of an Applied Behavioral Analyst license, including extensive outreach to stakeholders and colleges/universities.

Prosecutor, January 2008 – October 2013 (contract attorney from October 2007 – January 2008)

- General prosecutor, lead in real estate appraiser cases, and part of the healthcare fraud unit.
- Managed a caseload of 100 cases across 20 different professions; resolved over 500 cases.

Update Legal, Contract Attorney, July 2006 – October 2007

Ohio Dominican University, Adjunct Professor, August 2005 – May 2006

EDUCATION

Harvard Law School, Cambridge, MA • J.D., June 2005

Ohio Dominican University, Columbus, OH • B.A., *summa cum laude* and honors, June 2002

DEAN P. SERPA

| [linkedin.com/in/dean-serpa-3198b14](https://www.linkedin.com/in/dean-serpa-3198b14)

SUMMARY

Deputy Chief of Staff for Massachusetts Governor Charlie Baker with demonstrated success developing strategies and providing executive oversight for the Office's operations, administration, cross-department planning, events, and project management. Served in the administrations of three former governors filling key roles in the Executive Office as well as agency roles as Acting Cabinet Level Director, Agency Director, and Agency Chief of Staff.

Core Competencies

Project Management	Team Development	Budgeting	General Management
Operations	Relationship Building	Crisis Management	Executive Level Advising
Event Planning	IT Implementations	Security Protocols	Travel Operations

EXPERIENCE

Office of Governor Charles D. Baker, Massachusetts

2015 – January 2023

Deputy Chief of Staff for Operations and Administration

Director of Operations (2015 – 2019)

Senior management team member for the Governor and Lieutenant Governor of the Commonwealth of Massachusetts, responsible for all daily operations. Provide leadership and cross department planning for staff of 75 across 12 departments. Manage \$10M+ annual operations budget and support HR, IT, payroll, procurement, and internal compliance systems. Direct advance planning, briefings, travel, and security; plan and manage major events and media programs.

Lead teams to drive systems enhancements and improve internal and external processes for the Office of the Governor. Examples include:

- Developed and implemented internal systems to execute the daily preparations for the team managing the activities for Governor and Lieutenant Governor. This daily management could include 10-15 or more distinct high stakes meetings or events, each requiring individualized preparations and the highest production standards.
- Evaluated, sourced, configured, and implemented new technology systems during the pandemic, requiring high level of scrutiny and security protocols, for a seamless interface between the Governor and government officials, business leaders and the public; Equipped and trained 60+ staff, most with limited remote capabilities, for remote work, video conferencing, and hybrid meetings.
- Developed and implemented Covid-19 precautions for the Office and managed return-to-work plans.
- Provided project management and cross-departmental leadership that led to the implementation of an updated cloud-based contact database management system.
- Partnered with Commonwealth HR division and implemented an online employee time tracking module.
- Served on the pilot team to develop the Executive Branch's workplace reservation system and led the implementation of the software for the Office of the Governor.

Leverage event management expertise to plan, coordinate, and execute complex international business development mission for Governor:

- Directed all planning and execution for Governor Baker's 2016 economic development and cultural trade mission; led all pre-planning meetings for entire mission team.
- Created business delegation and government delegation agendas for 40+ participants.
- Planned schedules, travel planning, in-country logistics, security, transportation, cultural briefings, and Executive briefings.

Provide crisis management support in major impact emergency situations:

- Helped lead crisis response team to find temporary housing for hundreds of individuals and families displaced by the natural gas explosion in the Merrimack Valley.
- Coordinated Office safety planning during demonstration events at Massachusetts State House and during Principal road travel.

Implemented security improvement initiatives:

- Collaborated with the senior management team to implement security improvements in the Office and State House, including the Mass Notification System (MNS), which sends real time emergency alerts and instructions via virtually all communication devices – audio, text and mobile.
- Led effort to install a multi-office duress system for the Office and worked on the team that assessed enhancements for security protocols and physical improvements to the State House.
- Partnered with the Executive Protection Unit to develop a tracking system to monitor aggressive, threatening communication directed at the Office Principals.

Use keen talent development and mentoring skills to build future leaders:

- Over a period of years, upskilled a team of junior staff to become a highly effective team that consistently represent and prepare the Governor and Lieutenant Governor for high-level, high-profile government and business meetings, public appearances, and press conferences.
- Worked with staff to identify and meet their professional goals; strong record of team members promoted and assuming significant new responsibilities.

Baker for Governor: Chief Operating Officer

2009 – 2010

Established and managed all operations for statewide gubernatorial effort. Developed and managed a \$14M budget. Led all HR, payroll and benefits and oversaw procurement, contract negotiation, accounts payable, operations and administrative departments; ensured compliance with all financial, state, and federal regulatory requirements.

Massachusetts Convention Center Authority (MCCA): Chief Marketing Officer

2008 – 2009

Provided strategic leadership for all marketing and creative development for the convention center and trade show agency operating the Boston Convention and Exhibition Center, the Hynes Convention Center, and MassMutual Center. Created and managed strategic marketing plans to enhance and protect the MCCA’s brand in the community and industry. Managed marketing campaigns, advertising, public relations, social media, customer experience, internal communications, and community, government, and industry relations.

Full Impact Productions, Inc.: Founder and President

2003 – 2009

Founded and managed a full-service, large-scale event design and management firm. Executed some of the region’s most notable events: inaugural galas, fundraisers, press conferences, and events for world leaders and major corporations.

EARLIER CAREER HIGHLIGHTS**Executive Office of Economic Development**

1999 - 2002

Chief of Staff /Acting Director-Executive Office of Economic Development; **Director**-Massachusetts Office of Business Development (MOBD)

As the Chief of Staff/Acting Director, managed Massachusetts’ primary economic development agency, with a staff of 120 and budget of \$35M. As Director MOBD, led the Commonwealth’s chief business marketing/retention agency.

MassDevelopment**Deputy Chief of Staff**

Served as senior staff member for the Commonwealth’s major commercial real estate development and finance agency.

Office of the Governor - William Weld**Deputy Chief Secretary; Assistant to the Governor; Operations Manager** - Governor’s Press Office

Managed all advance, travel, and event planning operations, foreign dignitary visits, gubernatorial ceremonies and official government trade missions to Asia and Europe.

INVOLVEMENT**Chairperson : Massachusetts Gaming Policy Advisory Committee**

2023 - present

Serve as Chairperson of the Massachusetts Gaming Policy Advisory Committee. Lead this 15 member committee in its role to analyze, inform and guide the Massachusetts Gaming Commission on economic, social, and competitive gaming issues and how those topics impact Massachusetts residents and businesses.

EDUCATION

Suffolk University-Sawyer School of Management, Executive MBA

Bates College, Bachelor of Arts