



Massachusetts Gaming Commission Meeting Minutes

Date/Time: January 31, 2024, 9:00 a.m.

Place: Massachusetts Gaming Commission

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

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

Commissioners Present:

Chair Cathy Judd-Stein

Commissioner Eileen O'Brien

Commissioner Bradford Hill

Commissioner Nakisha Skinner

Commissioner Jordan Maynard

1. [Call to Order](#) (00:07)

Chair Judd-Stein called to order the 497th Public Meeting of the Massachusetts Gaming Commission ("Commission"). Roll call attendance was not conducted as all five Commissioners were present in person.

Chair Judd-Stein noted that pursuant to the Commission's Enhanced Code of Ethics, she filed a 23(b)(3) disclosure as she knew one of the candidates, Caitlin Monahan, professionally, and the role would report directly to herself as Chair.

2. [Review of Investigation and Enforcement Bureau \(IEB\) Director Selection Process](#) (1:31)

Commissioner Skinner noted that the Commission convened the Investigations and Enforcement Bureau ("IEB") Director screening committee ("Committee") and that during the past month, the Committee had been interviewing candidates for the IEB Director role. She added that the Committee did not have a predetermined number of candidates that would result from the screening process; however, they unanimously selected the candidates that would be interviewed during this meeting.

a. Interview and Consideration of IEB Director Candidates

i. [Candidate Interview: Caitlin Monahan](#) (5:18)

Chair Judd-Stein welcomed Ms. Monahan and stated she was looking forward to their conversation.

Commissioner Skinner asked Ms. Monahan why she was interested in the position, noting that she was currently a Deputy General Counsel at the Commission. Ms. Monahan stated that she was incredibly proud of the work she has done at the Commission since joining three years ago. She stated that her past experiences at a law firm taught her that she enjoyed leading teams and managing. She noted that the opportunity to lead the IEB at this organization was a compelling opportunity.

Commissioner Hill asked Ms. Monahan to elaborate on her experience working at a law firm. Ms. Monahan stated that she held an associate-level management position at the firm and that in that role, she managed 3-4 cases at a time and managed 20 associates and staff members. She added that she oversaw the day-to-day ongoing of those cases and ensured that the firm achieved great, timely, and quality results for their clients. Before holding that position, Ms. Monahan noted that she managed discovery attorneys and held a senior associate position where she guided associates in their roles. She added that while she is not currently in a managerial role with the Commission, she did take on a management role in guiding the promulgation of the sports wagering regulations.

Commissioner O'Brien asked Ms. Monahan to describe in detail the level of investigative experience that she would bring to the role. Ms. Monahan stated that while she was a litigator, she dealt with several large-scale, multi-year and multi-million-dollar litigations, typically serving as the defense counsel. She noted that her job in these cases was to figure out what happened, giving her extensive experience in discovery, collecting and reviewing documents, as well as taking depositions. She added that these experiences are directly applicable to the investigatory work that the IEB does.

Commissioner O'Brien asked Ms. Monahan to speak to the transferability of her work at the law firm during the six weeks she has been in the Acting IEB Director position. Ms. Monahan stated that she has started to see and receive reports of potential disciplinary actions in other jurisdictions and must determine whether they will be dealt with in the context of suitability or noncompliance. She noted that it is important to understand what the issue is, make sure the appropriate team has the information, and keep up with the matter to ensure everything is accounted for. She anticipates that if she were to continue in the role, she would get more involved with this aspect.

Ms. Monahan continued to discuss her management style and noted that the guiding principles of her style were communication and having strong relationships and culture. Commissioner Hill followed up by asking Ms. Monahan how she would ensure that the employees under her were completing their work. She noted that delegation is critical in this role as well as being able to trust your staff.

Commissioner Maynard asked what Ms. Monahan thought the role of the IEB was in regard to G.L. c. 23K and 23N as well as what she wanted to achieve in her first year as the IEB Director. Ms. Monahan stated that the statutes are different but both envision roles for the IEB. She added that since G.L. c. 23N was still new, they are still working to determine what the IEB's role will be, for example regarding noncompliance events. Ms. Monahan stated that her goals for the role included envisioning what the next 1-2 years will look like for investigatory work, licensing, and renewals. She also wanted to determine the IEB's staffing needs for 2025, onboard new employees effectively, and have the IEB take on a more proactive role.

Chair Judd-Stein asked Ms. Monahan to elaborate on her understanding of the governance structure of the Commission and how that will inform how she does her work. Ms. Monahan answered that her understanding was that Director of the IEB reports to the Chair, with the five Commissioners making final decisions on matters under the IEB's purview.

Chair Judd-Stein asked Ms. Monahan to further discuss how her work with the IEB will be informed by her previous work at a law firm. She stated that learning about client relations, relying on fellow staff and expertise, and having open discussions about other perspectives are all things she learned at the firm.

Commissioner Skinner asked what Ms. Monahan's approach to conflict would be. She stated that communication and listening to the opinions of others are important when dealing with conflict.

Commissioner Hill asked Ms. Monahan to discuss her experience appearing in front of a public board. She answered that in her last three years as Deputy General Counsel, it has been her job to provide information and guidance to the Commission in a public forum. Commissioner Hill followed up by asking her to elaborate on her experience with the Open Meeting Law. She stated that she has also dealt with this in her role in the past three years. She noted she is aware of the rules and limitations of this law, and she would ensure that the IEB is determining the right information for any meeting agenda.

Commissioner O'Brien asked Ms. Monahan what the biggest challenges were for the IEB. Ms. Monahan stated that the biggest challenge was licensing and onboarding new staff. She noted that her biggest challenge in the role of IEB Director would be to learn more about the day-to-day workings of the IEB and the details of the licensing system. Commissioner O'Brien also asked Ms. Monahan to quantify the types of investigations she worked on at the law firm. Ms. Monahan stated that 80-90 percent of her work was civil litigation, 10-20 percent was white collar investigations, and she did some work on pro-bono cases.

Commissioner Maynard asked Ms. Monahan about her leadership style and one leader she looked up to. Ms. Monahan stated that the former Director of the IEB Loretta Lillios was someone she looked up to and hoped to emulate. She noted that she wanted to be a steady figure that anyone would feel comfortable opening up to. Commissioner Maynard also asked how she would promote DEI in her role. Ms. Monahan stated DEI is very important to her and the Commission. She noted she wants to expand applicant pools by ensuring job postings are spread to affinity organizations to recruit new individuals. Commissioner Skinner followed up by asking how Ms. Monahan planned to mitigate any inadvertent negative impacts for people of color in her role. Ms. Monahan stated that when decisions are being made, she would ensure they are being made fairly and consistently across the board.

Chair Judd-Stein asked Ms. Monahan to describe an operational challenge that could be addressed through a technical solution to create administrative efficiency. Ms. Monahan discussed her time at the law firm and her experience with organizing large scale discovery, and her time dealing with sports wagering regulations. Chair Judd-Stein asked why Ms. Monahan thought the Legislature made the Director of the IEB report to the Chair instead of the Executive Director. Ms. Monahan stated it was likely due to the sensitive nature of the work that is done by the IEB. Chair Judd-Stein also asked Ms. Monahan if she had an administrative assistant in her past roles and what they would say about her. Ms. Monahan stated that she did have an assistant in her past role, and she hoped they would say she was kind, clear, and someone they could go to for guidance.

Commissioner Hill asked Ms. Monahan where she saw herself in 3-5 years at the Commission. Ms. Monahan stated if she were to accept the role, she would be committed to the agency. She emphasized that she appreciated the opportunity and would be honored to continue in the role of IEB Director.

Commissioner Maynard asked Ms. Monahan to give the Commission a thirty second pitch on why she should become the IEB Director. Ms. Monahan stated that she has knowledge of the role and relationships with individuals across the Commission and has an interest in taking on the challenge of the role.

Chair Judd-Stein thanked Ms. Monahan for applying and interviewing for the role.

ii. [Candidate Interview: Robert Charette](#) (1:55:33)

The Commission reconvened after a short break. All five Commissioners were present.

Chair Judd-Stein introduced Robert Charette and stated thanked him for applying for the position.

Commissioner Skinner asked Mr. Charette to explain his understanding of the role of IEB Director and why he was interested. Mr. Charette stated that the IEB Director oversees the vendors, employees, and conducts background investigations on individuals who work for or participate with the Commission. He added that much of his past experiences have been compliance and audit based. Commissioner Skinner how Mr. Charette saw his criminal investigatory experience transferring to the role. He stated that the skills he learned as an investigator would absolutely be transferable in terms of dealing with background checks or vendors.

Commissioner Hill asked Mr. Charette to explain his managerial style. Mr. Charette stated he has always been a people person. He noted important qualities that managers should have, such as integrity, honesty, empathy, compassion and effective communication. He added that not every manager can have one type of managerial style and that it varies based on the situation at hand. Commissioner Hill followed up by asking Mr. Charette to elaborate on how he would be day-to-day in the role. Mr. Charette stated he would absolutely delegate to his team and that in his current role, he manages roughly 55 staff members.

Commissioner O'Brien asked Mr. Charette what his investigation experience was and what types of investigations he had worked on. Mr. Charette stated he has worked on missing child cases, gun cases, and fugitive investigations, noting that in the past year, his agency arrested over 70,000 fugitives. Commissioner O'Brien asked Mr. Charette to elaborate on what his work entailed regarding the fugitive cases. He discussed a past case he had worked on and noted that he had extensive knowledge in utilizing every tool possible to achieve a certain result. Mr. Charette emphasized the importance of background checks for the Commission and how his skill set would help him in that area.

Chair Judd-Stein asked Mr. Charette what the first steps were that he would take in the role to familiarize himself with the Commission and the IEB. He stated that he would look, listen, and learn if he were to become the IEB Director. He discussed personal experiences with challenges he has faced and how he navigated them.

Commissioner Maynard asked Mr. Charette how he would decide on what would go into a report and what would be kept out. Mr. Charette stated all pertinent information would go into a report, noting that he would collect the facts, present them, and be transparent. Commissioner Maynard asked Mr. Charette what type of leader he was. Mr. Charette stated that as a leader, he wanted individuals to respect him. He emphasized he wants his staff to know he is sincere and cares about them.

Chair Judd-Stein asked Mr. Charette if he had the chance to familiarize himself with the structure of the Commission and how he would resolve disagreements. Mr. Charette stated that he understood the structure of the Commission and elaborated on his past experiences of dealing with disagreements. He mentioned he would refer to those with more experience and would advocate for his perspective while listening to others in a professional manner.

Chair Judd-Stein asked Mr. Charette how he navigated learning the differences in laws and policies when he shifted his career from New York to Rhode Island and how he would apply that experience in Massachusetts. Mr. Charette noted that state level dynamics are the most difficult to learn. To navigate this, he stated he would ask questions and learn from fellow staff.

Commissioner Skinner asked how Mr. Charette would approach and understand the work done by the Commission and IEB. He stated he would ask plenty of questions and do research. He noted that he would collaborate and rely on the legal counsel.

Commissioner Hill asked where Mr. Charette saw himself after five years with the Commission. Mr. Charette stated that he always wanted to work and collaborate with others. He emphasized he would be with the Commission for the long haul.

Commissioner O'Brien asked Mr. Charette to clarify if he was a member of the union in Rhode Island. He clarified he was not a union member but was a member of a group called the Detention Enforcement Officers, which is a part of the Union. Commissioner O'Brien also asked about Mr. Charette's experience testifying in court. He stated he does have experience in that regard and discussed different cases in which he has testified.

Commissioner Maynard asked Mr. Charette how many people reported to him in his current role. Mr. Charette stated that he had 55 employees who reported to him. Commissioner Maynard also asked how Mr. Charette would promote DEI in this role. Mr. Charette discussed personal experiences with DEI and its importance to him.

Chair Judd-Stein asked Mr. Charette if he had an administrative assistant in his past roles and what they would say about him. Mr. Charette stated he did have an administrative assistant, and he encouraged the Commission to speak to the people he worked with to get a better understanding of his leadership style.

Mr. Charrette asked the Commission if they could explain a day in the life of the IEB Director. Commissioner Hill noted that every day is different. Chair Judd-Stein stated that the IEB Director has important relationships within, as well as outside of, the Commission.

Mr. Charrette finished by stating that this position would integrate all his past experiences along with his passion for gaming. He noted he would become a director that the Commission would be proud of.

b. [Discussion and Selection of IEB Director](#) (3:15:49)

The Commission reconvened after a short break. All five Commissioners were present.

Commissioner O'Brien stated both candidates did an exemplary job answering the Commissioners' questions and have excellent skill sets. She did note that their skill sets were different, and neither of them had the skill sets the IEB Director has historically had in the position. She noted that Mr. Charette's background may not be as transferable and that he did not present case strategies in the way she had hoped. She stated that Ms. Monahan does not have the length of experience or level of management that Mr. Charette has. She continued by stating that she was leaning towards hiring Ms. Monahan as it would provide a more seamless transition for the IEB.

Commissioner Skinner agreed with Commissioner O'Brien's sentiment. She stated that some of the aspects of the job may be challenging for Mr. Charette, specifically the legal nuances of the role. She noted that Ms. Monahan would be able to step into the role more effectively.

Commissioner Hill stated he appreciated Mr. Charette's management style, experience, and passion for DEI. However, he added that Mr. Charette does not have experience in licensing and suitability investigations. Commissioner Hill noted that Ms. Monahan had the needed knowledge of the agency and the laws and regulations and had built relationships within the Commission.

Commissioner Maynard stated that Mr. Charette was strong in management and appreciated his vulnerability during his interview. He noted that Ms. Monahan has taken on complex tasks and navigated different personalities within the Commission. Commissioner Maynard added that both candidates could grow in the role but that Ms. Monahan understands the Commission and he was leaning towards her.

Chair Judd-Stein echoed the Commissioners' statements, noting that both candidates were strong in their own ways. She stated that Ms. Monahan has advised the Commission on legal and regulatory issues. She stated that she appreciated Mr. Charette's empathy, compassion, and humility. Chair Judd-Stein stated that either candidate would be successful in the role; however, she would be comfortable entrusting Ms. Monahan with the role.

Commissioner Hill moved that the Commission offer Caitlin Monahan the job of Director of the Investigations and Enforcement Bureau, subject to any and all background and reference checks. Commissioner O'Brien seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

3. [Next Steps: Terms of Offer for IEB Director](#) (3:43:22)

a. Executive Session

Chair Judd-Stein stated that 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 IEB Director Candidate, Caitlin Monahan, pursuant to Item 2 above, the IEB Director being nonunion personnel of the Commission. She further stated that the public session of the Commission meeting would not reconvene at the conclusion of the executive session.

Commissioner Skinner moved that the Commission enter an executive session for the reasons Chair Judd-Stein stated. Commissioner Maynard seconded the motion.

Roll call vote:

Commissioner O'Brien: Aye.

Commissioner Hill: Aye.

Commissioner Skinner: Aye.

Commissioner Maynard: Aye.

Chair Judd-Stein: Aye.

The motion passed unanimously, 5-0.

Transcriber's Note: The Commission entered executive session, and the public session of the Commission meeting did not reconvene at the conclusion of the executive session.

List of Documents and Other Items Used

1. [Notice of Meeting and Agenda](#) dated January 31, 2024.