

CANNABIS CONTROL COMMISSION

October 28, 2024  
9:30 AM

In-Person with Remote Access via [Microsoft Teams Live\\*](#)

PUBLIC MEETING MINUTES

**Documents:**

- N/A

**In Attendance:**

- Commissioner Nurys Z. Camargo
- Commissioner Kimberly Roy
- Acting Chair Bruce Stebbins

**Minutes:**

1) Call to Order

- The Acting Chair (AC) recognized a quorum and called the meeting to order.
- The AC gave notice that the meeting is being recorded.
- The AC gave an overview of the agenda.
- The AC thanked the Executive Director Search Subcommittee (Subcommittee) for their work and explained that candidates would come in to introduce themselves before Commissioners interviewed each candidate.

2) Executive Director Final Interviews – 00:09:00

1. David Lakeman

- Commissioners introduced themselves to David Lakeman and Commissioner Roy asked for his perception of the Cannabis industry. Mr. Lakeman described the history of his involvement in the industry through the Massachusetts Municipal Association (MMA) and in drafting Question 4 which led to him being hired as the Commission's sixth employee. He explained that since working for the Commission, he had worked as the head of the Cannabis division in the Illinois Department of Agriculture.
- Commissioner Camargo asked Mr. Lakeman why he wanted to work for the Commission. Mr. Lakeman described his experience on the ground floor of the Commission and Cannabis division in the Illinois Department of Agriculture and his excitement to build and work in a modern government agency.



- The AC asked how Mr. Lakeman’s experience would help him serve the Commission’s stakeholders. Mr. Lakeman explained his familiarity with the Cannabis Advisory Board (CAB) from when he worked with the Commission and working in a public facing capacity. Commissioner Roy asked if he wanted to increase the functionality of the Commission’s open data portal and Mr. Lakeman stated that he thought it could be improved.
- Commissioner Roy asked for the candidate’s opinion on the intersection of public health and Cannabis. Mr. Lakeman stated that public health was paramount and described the standards laboratory which was being established in Illinois.
- Commissioner Camargo asked for a situation in which he had addressed systemic racism in the workplace. Mr. Lakeman discussed his intent to have his staff reflect the communities which they were regulating by creating entry level positions so that people who were not in state government could be involved. He described establishing a Diversity, Equity and Inclusion (DEI) committee in his current role to promote diversity.
- The AC asked how Mr. Lakeman would balance reporting to five Commissioners and managing eight Chiefs. Mr. Lakeman emphasized that communication would be key to that process and described his experience in Illinois managing three bureau Chiefs. Commissioner Camargo asked how Mr. Lakeman envisioned working with five Commissioners. Mr. Lakeman noted the development of the Governance Charter and an upcoming legislative hearing and stated that a big part of the next Executive Director’s (ED) role would be clarifying the structure of the Commission.
- Commissioner Roy asked for the largest number of employees he had managed, his familiarity with the budget process and how he would differ from previous leadership. Mr. Lakeman said he currently managed 102 staff members and explained his experience with the budget in Illinois. He stated that he would differ from previous leadership by clarifying how Commissioners may work with staff and how Direct Reports worked with the ED.
- Commissioner Camargo asked how Mr. Lakeman would deal with press leaks. Mr. Lakeman stated he would resolve that through communication and creating a positive workplace. Commissioner Roy asked Mr. Lakeman about his experience with the press, and he described his experience doing interviews and responding to press inquiries in coordination with staff.
- The AC asked how long he would need to transition if he were chosen as ED and Mr. Lakeman responded that he would need to coordinate that with his current administration.
- The Commission took a brief recess. (Returned at 01:43:09.)

## 2. Marty Golightly

- After introductions, Commissioner Roy asked about Mr. Golightly’s perspective on the regulated industry in Massachusetts and he responded that he was familiar with the industry and other regulated industries.
- Commissioner Camargo asked Mr. Golightly why he was interested in the ED position and he responded that he was interested because the industry was in a



transition and could potentially better the lives of Massachusetts citizens. The AC asked a follow up about times that Mr. Golightly had been a part of a transitional team and Mr. Golightly cited his experience as a Director during Covid 19 and throughout his military experience.

- The AC asked how he would effectively engage with stakeholders. Mr. Golightly cited his experience effectively working directly with constituents throughout his career by establishing open lines of communication.
- Commissioner Roy asked for an explanation of how the Cannabis industry intersects with public health and safety and what steps would he take to ensure public health. Mr. Golightly described how public health must be considered alongside the effects of the war on drugs and how marginalized communities were affected by it.
- Commissioner Camargo asked about his experience addressing systemic racism and Mr. Golightly described his experience working with minority communities during Covid 19 when he had worked to make sure that public health notices were available in multiple languages.
- The AC asked how Mr. Golightly would balance reporting to five Commissioners while managing eight Chiefs. Mr. Golightly responded by describing instances in his military history where he had reported to seventeen bosses while managing his staff.
- Commissioner Roy asked for the largest number of employees he had managed, his familiarity with the budget process and how he would differ from previous leadership. Mr. Golightly explained that he would differ from previous leadership by focusing on ensuring that staff were heard by leadership with open lines of communication. He described working with multimillion dollar budgets and managing forty staff members.
- Commissioner Camargo asked how Mr. Golightly would handle press leaks, and he responded that he would focus on maintaining transparency and addressing any misconceptions clearly and publicly.
- Mr. Golightly explained that he would need about a month before he could begin if he was chosen as ED. Mr. Golightly asked what Commissioners were looking for in a new ED over the next several years. Commissioner Roy stated that she was looking for someone who was forward looking, Commissioner Camargo stated she was looking for someone to implement the Charter and lead staff, and the AC said he was looking for someone to take the Commission to its next stage while regulating a fast-paced industry.
- The Commission took a brief recess. (Returned at 03:01:58.)

### 3. Matt Giancola

- Commissioners introduced themselves to Mr. Giancola. Mr. Giancola described his experience working for the Commission and in state government. Commissioner Roy asked about his perception of the regulated Cannabis industry in Massachusetts. Mr. Giancola described his experience working for the Commission while regulated adult-use was novel and the steps the Commission had taken to provide for the new industry.



- Commissioner Camargo asked why he wanted the position and Mr. Giancola stated that the Commission was at an inflection point and needed someone who could hit the ground running.
- The AC asked about how he would balance the responsibilities of ED. Mr. Giancola responded that working with the public was something he was very experienced with, and he had developed a skillset that allowed him to effectively work directly with stakeholders.
- Commissioner Roy asked about how the regulated Cannabis industry intersected with public health and Mr. Giancola responded that public health was one of the most important responsibilities of the Commission. He cited the statutory mandate to provide for public health and safety in the regulated Cannabis market, which he would work towards by supporting the Enforcement and Licensing departments.
- Commissioner Camargo asked about an instance where Mr. Giancola had addressed systemic racism. Mr. Giancola stated that equity was paramount and stated that any instance of racism needed to be dealt with. He stated that he would want to work with staff to ensure that the workplace matched the Commission’s values.
- The AC asked about how Mr. Giancola would balance the responsibilities of ED. Mr. Giancola described how he would restructure the approval process and would schedule more frequent meetings with the CAB. Commissioner Roy asked about how Mr. Giancola would work to expand transparency within the Commission. Mr. Giancola responded that he would work to expand the usefulness of the open data platform and establish an office of regulatory affairs.
- Commissioner Roy asked about the number of candidates Mr. Giancola had managed, the budget he had been responsible for and how he would differ from previous leadership. Mr. Giancola cited his experience managing three Commission employees and four in the Governor’s office. He stated that he worked closely with the Finance department in developing the Commission’s budget and said that he would differ from previous leadership in reviewing and approving documents.
- Commissioner Camargo asked about how the candidate would deal with leaks. Mr. Giancola explained that the Commission had policies about how information is shared, and they need to be upheld. He added that he would train staff about how and what information to share. Commissioner Roy asked about Mr. Giancola’s experience working with the press and he responded that he regularly met with the press and was comfortable doing so.
- The AC asked about how long it would take for him to transition to the ED role. Mr. Giancola said that he could start tomorrow, and while a replacement for himself would need to be onboarded, he would continue to play a major role in Government Affairs.
- The Commission took a brief recess. (Returned at 04:05:00.)

#### 4. Travis Ahern

- Commissioners introduced themselves to Mr. Ahern. Commissioner Roy asked about his knowledge of the Cannabis industry. Mr. Ahern stated that there were currently six licensees located in Holliston and that recently some had sold to large national



companies. He cited concern that federal rescheduling may disrupt businesses and explained his municipal facing perspective.

- Commissioner Camargo asked why he was interested in the position and Mr. Ahern stated that in light of Chapter 180, this was an interesting time to join the Commission.
- The AC asked how Mr. Ahern would balance the responsibilities of ED and Mr. Ahern stated that serving as Chair of the CAB would allow him to hear from stakeholders and communicate what he hears to the Commission.
- Commissioner Roy asked about how the regulated industry intersected with public health. Mr. Ahern stated that public health was an aspect of every regulated industry and discussed how law enforcement had to develop new policies after legalization.
- Commissioner Camargo asked about instances where the candidate had faced systemic racism. Mr. Ahern cited an experience dealing with antisemitism in municipal government where he had established a coalition to provide DEI trainings for town officials.
- The AC asked how the candidate would balance their responsibilities as ED. Mr. Ahern noted the Governance Charter would be helpful in that regard. Commissioner Roy asked how the candidate would expand transparency at the Commission. He stated that the Commission's website was helpful in providing transparency through the board packets.
- Commissioner Roy asked about the number of employees he had managed, budget experience and how he would differ from previous leadership. Mr. Ahern stated that the largest number of employees was in Holliston, and he managed 200+ employees, with a budget of 74 million. He stated that he was not familiar with former leadership, but he would be forward looking in effectuating the Charter.
- Commissioner Camargo asked how he would deal with press leaks. Mr. Ahern stated that would be a long-term process. In terms of morale, he would address that directly and if someone had acted inappropriately it would be dealt with internally through Human Resources (HR). Commissioner Roy asked about the candidate's experience working with the press and Mr. Ahern stated that he had no problem with public speaking.
- The AC asked how long he would need before transitioning to the ED position. Mr. Ahern stated that he was in the middle of a three-year contract and would give three months' notice, but most likely he would be available shortly after the end of December.
- Mr. Ahern left the meeting and Commissioners discussed how to proceed.
- The Commission took a brief recess. (Returned at 05:54:40.)

### 3) Commissioner Deliberation & Vote

- The AC stated that his initial interest had been experience with cannabis, followed by stakeholder engagement and management experience. Commissioners discussed their priorities, and the AC stated that Mr. Lakeman had stood out to him due to his unique experience in multiple jurisdictions as well as Mr. Ahern's municipal experience.



Commissioners Roy and Camargo concurred and both stated that they wished they had the opportunity to hire more than one candidate as a deputy ED. Commissioners discussed and indicated that Mr. Lakeman was their preferred candidate.

- Commissioner Camargo moved to direct the AC and Chief People Officer (CPO) to engage in salary negotiations with David Lakeman for the position of ED, agree on a starting date, complete a background check and to take all actions necessary to effectuate this motion.
- Commissioner Roy seconded the motion.
- The AC took a roll call vote:
  - Commissioner Camargo – Yes
  - Commissioner Roy – Yes
  - AC Stebbins – Yes
- The Commission unanimously approved the motion.

4) Next Meeting Date – 06:18:59

- The AC stated that the next meeting was scheduled for October 30, 2024.

5) Adjournment – 06:19:21

- Commissioner Roy moved to adjourn.
- Commissioner Camargo seconded the motion.
- The AC took a roll call vote:
  - Commissioner Camargo – Yes
  - Commissioner Roy – Yes
  - AC Stebbins – Yes
- The Commission unanimously approved the motion to adjourn.

