

Massachusetts Commission Against Discrimination Meeting Minutes

Date/Time: April 11, 2024 at 11:15AM

Place: Massachusetts Commission Against Discrimination

Thursday | April 11, 2024 | 11:15AM HYBRID MEETING - USING YouTube

https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw

The Commission conducted this public meeting in person and remotely utilizing collaboration technology. Use of this technology is intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public. All documents and presentations related to this agenda will be available for review on the MCAD website.

Commissioners Present:

Chairwoman Sunila Thomas George Commissioner Monserrate Rodríguez Colón Commissioner Neldy Jean-François

1. Call to Order

Chairwoman Thomas George called to order today's public meeting of the Massachusetts Commission Against Discrimination at 11:22 a.m. Roll call attendance was conducted; Commissioner Rodríguez Colón and Commissioner Neldy Jean-François were present.

Roll Call Vote:

Chairwoman Thomas George	Aye.
Commissioner Rodríguez Colón	Aye.
Commissioner Jean-Francois	Ave.

2. Approval of Executive Session Meeting Minutes from March 13, 2023

Commissioner Rodríguez Colón motioned and Commissioner Neldy Jean-Francois seconded to approve the minutes of March 13, 2023.

Roll Call Vote:

Chairwoman Thomas George Aye.
Commissioner Rodríguez Colón Aye.
Commissioner Jean-Francois Aye.

3. Approval of Meeting Minutes from January 23, 2024

Commissioner Rodríguez Colón motioned, and Chairwoman Thomas George seconded to approve the minutes of January 23, 2024. Commissioner Neldy Jean-François abstained.

Roll Call Vote: Chairwoman Thomas George Commissioner Rodríguez Colón Commissioner Jean-Francois

Aye. Aye. Abstained.

4. Interview and Consideration of Executive Director Candidates:

Chairwoman Thomas George provided a concise overview of the upcoming proceedings. Three finalists, selected by the interview committee, were to be interviewed. Each candidate was to be asked nine questions, with all candidates asked the same questions. Candidates were instructed not to observe the live-streamed interviews of other candidates. The interview process included opening and closing statements from each candidate. Commissioners planned a 15-minute review period after each interview and a 20-minute recess after all interviews before discussing and selecting the Executive Director.

Candidate 1: Michael D. Memmolo

1. **Opening Statement**:

o Discussed his experience and work in the Commonwealth and emphasized his collaborative work at MCAD.

2. Question 1: Leadership Experience

o Highlighted his extensive experience in budgeting, finance, operations, human resources, and labor relations.

3. Question 2: Managing Change

 Spoke about his ability to steer the agency through various positive and negative issues over the past six years.

4. Question 3: Strategic Planning

 Emphasized his methodical approach to setting goals and regularly checking in on progress.

5. Question 4: Compliance with Anti-Discrimination Laws

 Shared his foundational belief in diversity, equity, and inclusion (DEI) and his history of mentorship and involvement in DEI initiatives.

6. **Question 5: Handling Conflict and Coalition Building**

 Described his approach as collaborative, emphasizing listening, understanding all perspectives, and building trust through active listening.

7. Question 6: Budget Management

o Confidently addressed his experience with managing budgets in various roles.

8. Question 7: Operational Efficiency

o Discussed past successes in managing operations and finance effectively.

9. Question 8: Vision for MCAD

o Talked about aligning his personal mission of fairness and justice with the agency's mission.

10. Closing Statement:

 Expressed his commitment to the agency, his extensive relevant experience, and his excitement about the opportunity. The meeting recessed at 12:15 p.m. and reconvened at 1:30 p.m.

Candidate 2: Kajal K. Chattopadhyay

1. **Opening Statement**:

 Detailed his career path and his commitment to justice and fairness, aligning with MCAD's mission.

2. Question 1: Leadership Experience

Talked about his roles in various agencies, emphasizing his adaptability and success in new environments.

3. Question 2: Managing Change

o Highlighted his experience in managing change, especially during the pandemic, by adapting to hybrid work models and negotiating with unions.

4. Question 3: Strategic Planning

 Emphasized the importance of listening to employees and incorporating their feedback into strategic planning.

5. Question 4: Compliance with Anti-Discrimination Laws

Shared his commitment to DEI from his early career and how he actively mentors and supports diversity initiatives.

6. Question 5: Handling Conflict and Coalition Building

 Described his collaborative leadership style, focusing on listening and building personal relationships to resolve conflicts.

7. Question 6: Budget Management

o Admitted to having indirect experience with budget management but expressed eagerness to learn and take on this role.

8. Question 7: Operational Efficiency

 Discussed his role in improving efficiency and handling critical issues in various positions.

9. Question 8: Vision for MCAD

 Focused on ensuring compliance with anti-discrimination laws and promoting social justice.

10. Closing Statement:

 Reiterated his alignment with the agency's mission and his commitment to fairness and justice.

The meeting recessed at 2:35 p.m. and reconvened at 2:56 p.m.

Candidate 3: Julia Bell Andrus

1. **Opening Statement**:

 Expressed excitement about the opportunity and recognized the significant changes happening at MCAD.

2. Question 1: Leadership Experience

O Discussed her roles in various agencies, emphasizing her skills in managing people and processes.

3. Question 2: Managing Change

o Talked about the importance of listening to employees and understanding their perspectives before implementing changes.

4. Question 3: Strategic Planning

Suggested creating a data dashboard for transparency and emphasized a mission-vision-goals framework.

5. Question 4: Compliance with Anti-Discrimination Laws

 Highlighted her experience with DEI initiatives and her commitment to supporting marginalized communities.

6. Question 5: Handling Conflict and Coalition Building

• Focused on active listening and understanding all parties involved in a conflict to build trust and resolve issues.

7. Question 6: Budget Management

 Acknowledged limited direct experience but showed a willingness to learn and manage the budget effectively.

8. Question 7: Operational Efficiency

Expressed interest in learning more about the Commission's processes and improving efficiency.

9. Question 8: Vision for MCAD

 Emphasized listening to employees and involving them in decision-making processes.

10. Closing Statement:

Thanked the Commissioners and reiterated her excitement and commitment to the role.

The meeting recessed at 3:38 p.m. and reconvened at 4:00 p.m.

5. Discussion and Selection of Executive Director

During the meeting, the selection process for the Executive Director was thoroughly discussed. The qualifications and backgrounds of the top candidates were reviewed, focusing on their strengths and weaknesses. The criteria for selection were outlined, emphasizing leadership skills, experience, and alignment with the organization's vision. Feedback from the interview panels and assessment results were considered, and the final round of interviews was summarized.

Members deliberated on their preferences and any concerns regarding the candidates, emphasizing the need for a candidate who could lead effectively and bring positive change. During the deliberation phase, the Commissioners discussed their preferred candidates for the Executive Director position. Commissioner Rodríguez Colón initially expressed a preference for Kajal Chattopadhyay, highlighting his strong background and alignment with the agency's mission. However, Commissioners Jean-Francois and Chairwoman Thomas George identified Michael Memmolo as their preferred candidate, emphasizing his extensive experience and previous contributions to the agency.

Through thorough deliberation, where each Commissioner articulated their reasons and considerations, a consensus was reached. The meeting demonstrated a collaborative and thorough approach to selecting a leader who can guide the organization towards its goals. After

thorough deliberation, a vote was taken. A motion to make an offer of employment to Michael Memmolo was made by Commissioner Jean-François and seconded by Commissioner Rodríguez Colón. and Michael Memmolo was chosen by a vote of 3-0 as the new Executive Director.

Roll Call Vote:

Chairwoman Thomas GeorgeAye.Commissioner Rodríguez ColónAye.Commissioner Jean-FrancoisAye.

The motion passed unanimously

- 6. Other Business Reserved for matters the Chair did not reasonably anticipate at the time of posting. None.
- 7. Next Meeting Date: TBD
- 8. **Adjournment** The meeting concluded at 4:16 p.m.

The motion to adjourn was made by Commissioner Rodríguez Colón and seconded by Commissioner Jean-François.

Roll Call Vote:

Chairwoman Thomas GeorgeAye.Commissioner Rodríguez ColónAye.Commissioner Jean-FrancoisAye.

The motion passed unanimously

List of Documents and Other Items Used

- 1. Notice of Meeting and Agenda dated April 11, 2024
- 2. Candidate Resumes
- 3. Interview Questions for MCAD Executive Director Position

Michael D. Memmolo

Experience

Massachusetts Commission Against Discrimination - | 1 Ashburton Place, Boston, MA 02108

Interim Executive Director

July 2022 - Present

- Performs all functions related to the positions of agency head, CFO, COO.
- Oversee and manage agency operations including oversight and management of the agency's Investigations Unit, Legal Unit, Finance and Operations Unit, Human Resources, Information Technology and Training and Outreach Unit.
- Directly supervise the agency's management team including the Chief of Investigations, General Counsel and Director of Human Resources, Diversity, Equity, and Inclusion.
- As the agency head provides strategic initiatives and strategies to maximize efficiencies to advance the agency's vital anti-discrimination mission.
- Works with agency management team to draft and implement agency-wide policies and procedures for operations and staff workflow.
- As liaison to MCAD Commissioners ensures the Commission's vision and direction is executed at the agency level.
- Ensures the Commissioners are briefed on agency operations at monthly Open Meetings and on an ad-hoc basis, as necessary.
- Act as agency spokesperson and press liaison.
- Acts as primary point of contact to the Office of the Governor and Executive branch agencies, and Legislative liaison to the members of the Massachusetts General Court.
- Works closely with Executive and Legislative members, and staff, to promote agency legislative initiatives and budget requests to advance the agency's mission.
- Acts as primary contact to the agency's Federal Government partners, the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Department of Housing and Urban Development (HUD).
- Oversee and manage the agency's Federal Workshare Contracts with the EEOC and HUD.
- As CFO responsible for all agency finances, contracts, procurements, and revenue in compliance with State Finance Law. Responsible for the development of the agency's annual spending plan to ensure appropriate funding levels for personnel and operational needs.
- As COO responsible for the day-to-day operations of the agency's offices, and management of the agency's Information Technology Operations, including oversight and management of the Commission's Director of IT operations.
- Manage the agency's Training and Outreach unit, direct supervision of the agency's Director of training.

Massachusetts Commission Against Discrimination - | 1 Ashburton Place, Boston, MA 02108

Chief of Operations and Finance

February 2018 - Present

- Perform all functions related to the positions of CFO, Human Resource Director, Operation Director, MMARS liaison, GAPP liaison, Single Audit Liaison, and Internal Control Officer.
- Oversee and manage the agency's Finance, Operations and Training, including oversight and management of Commission's fiscal operations, Human Resources, Information Technology, Office Operations, and the Commission's Training and Outreach program.
- Develop the agency's annual spending plan to ensure appropriate funding levels for personnel and operational needs.
- Work closely with staff from Administration and Finance, House Ways and Means and Senate Ways and Means to ensure department funding requests are submitted in a timely fashion resulting in year over year increase to the agency's funding.
- Manages the agency's revenue collection. Ensures all revenue is collected and accounted for in accordance with state finance law.
- Manages the agency's Federal Contracts with the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Department of Housing and Urban Development (HUD).
- Manage, in compliance with Comptroller policy and procedures, the agency's accounts payable, including all bill paying/processing, encumbrance/account management, facilitating all ISA/Contract negotiation and reviewing all transactions made in the Commonwealth's Massachusetts Management Accounting and Reporting System (MMARS).
- Develop, implement, and oversee all internal accounting controls to ensure accurate monitoring and reconciliation of agency accounts.
- Responsible for drafting all agency submissions to the Office of the Comptroller, including Capital Asset reporting, yearly GAAP reporting, Statutory Accounts Receivable reporting, and Internal Control Ouestionnaire submissions.
- Responsible for all agency procurement and contract management.
- Responsible for all agency human resource operations including hiring, employee benefit selection, facilitation of employee leave time, including FMLA requests, and effectuating employee terminations and retirements.
- Senior agency liaison for discipline and impact bargaining with Union representation.
- As a member of the agency's senior leadership assist in the drafting and implementation of agency-wide policies and procedures for operations and staff workflow.
- Manage the Commission's Information Technology Operations, including oversight and management of the Commission's Director of IT operations.
- Responsible for the day-to-day operations of the Commission's offices Boston and Springfield
- Manage the agency's Training and Outreach unit.
- Serve on the agency's Legislative team to recommend legislation and legislative strategy to enhance the agency's statutory requirements.
- Serves as the agency's ADA and Affirmative Action Officer.

Massachusetts Division of Professional Licensure | 1 Ashburton Place, Boston, MA 02108 Director of Operations March 2017 – February 2018

- Assisted in development of the agency's annual spending plan to ensure appropriate funding levels for the department's personnel and operational needs.
- Managed the agency's \$40M in revenue collection. Ensured all revenue was collected and accounted for in accordance with state finance law.
- Oversaw and approved revenue sweep transactions to ensure funds are allocated to the appropriate revenue sources.
- Oversaw and managed the department's Finance unit consisting of 1 fiscal manager, 3 program coordinators and 7 accountants.
- Managed the department's \$15M in aged MMARS receivables.
- Assisted in managing the agency's accounts payable, including all bill paying/processing, encumbrance/account management and facilitating all ISA negotiation and transactions made in the Commonwealth's Massachusetts Management Accounting and Reporting System (MMARS) in compliance with Comptroller policy and procedures.
- Developed, implemented, and oversaw all internal accounting controls to ensure accurate monitoring and reconciliation of agency accounts. Verify account reconciliations by querying the Commonwealth's Information Warehouse.
- Assisted in drafting the agency's submissions to the Office of the Comptroller, including Capital Asset reporting, yearly GAAP reporting, Statutory Accounts Receivable and Internal Control Questionnaire submission.
- Developed and implements the agency's internal control plan.
- Responsible for all agency procurement and contract management by utilizing the Operational Services Division (OSD) COMMBUYS application, in compliance with OSD and Comptroller policies and procedures.
- Developed and implemented employee policies and procedures.
- Served as the agency's fleet manager ensuring the agency's 30 vehicles and drivers are in compliance with all OVM and A&F policies and procedures.
- Managed the agency's receptionist and mail coordinator.
- Served as the agency's ADA and Affirmative Action Officer.

Massachusetts Department of Public Safety 1 Ashburton Place, Boston, MA 02108 Chief Financial Officer August 2016 – March 2017

- Performed all functions of CFO, MMARS liaison, GAPP liaison, Single Audit Liaison and Department Security Office.
- Developed the department's \$15M annual spending plan to ensure appropriate funding levels for the department's personnel and operational needs.
- Worked closely with staff from Administration and Finance, House Ways and Means and Senate Ways and Means to ensure department funding requests are submitted in a timely fashion.
- Managed the department's \$30M in revenue collection. Ensures all revenue is collected and accounted for in accordance with state finance law.
- Approved all revenue sweep transactions to ensure funds are allocated to the appropriate revenue sources.

- Managed the department's \$15M in aged MMARS receivables.
- Managed the agency's accounts payable, including all bill paying/processing, encumbrance/account management and facilitating all ISA negotiation and transactions made in the Commonwealth's Massachusetts Management Accounting and Reporting System (MMARS) in compliance with Comptroller policy and procedures.
- Developed, implemented, and oversaw all internal accounting controls to ensure accurate monitoring and reconciliation of agency accounts. Verify account reconciliations by querying the Commonwealth's Information Warehouse.
- Responsible for all department submissions to the Office of the Comptroller, including Capital Asset reporting, yearly GAAP reporting, Statutory Accounts Receivable and Internal Control Questionnaire submission.
- Developed and implements the agency's internal control plan.
- Responsible for all agency procurement and contract management by utilizing the Operational Services Division (OSD) COMMBUYS application, in compliance with OSD and Comptroller policies and procedures.
- Developed and implemented employee policies and procedures.
- Served as department's fleet manager.
- Managed the department's Finance Unit consisting of 4 accountants and 1 program manager.

Massachusetts State Ethics Commission | 1 Ashburton Place, Boston, MA 02108 Chief Financial Officer, Director of Budget and Administration October 2010 – August 2016

- Reporting directly to the Executive Director, performed all functions of CFO.
- Developed the agency's annual budget, including making recommendations to the Executive Director as to appropriate funding levels for personnel and operational needs.
- Worked closely with staff from Administration and Finance, House Ways and Means and Senate Ways and Means to ensure submission of agency funding requests in a timely fashion, resulting in a 19.5% increase in agency's appropriation from FY11 to FY16.
- Responsible for managing agency's accounts payable, including all bill paying/processing, encumbrance/account management and facilitating all ISA negotiation and transactions made in the Commonwealth's Massachusetts Management Accounting and Reporting System (MMARS) in compliance with Comptroller policy and procedures.
- Developed, implemented, and oversaw all internal accounting controls to ensure accurate monitoring and reconciliation of agency accounts. Verified account reconciliations by querying the Commonwealth's Information Warehouse.
- Developed and implemented the agency's internal control plan.
- Responsible for all agency procurement and contract management by utilizing the Operational Services Division (OSD) COMMBUYS application, in compliance with OSD and Comptroller policy and procedures.
- Responsible for the collection of civil penalties imposed by the Commission, including using the Comptroller's electronic debt collection functions in MMARS.
- Responsible for all agency human resource transactions including: hiring, recording of daily time and attendance, employee benefit selection, facilitation of employee leave time, including FMLA requests, and processing employee terminations and retirements.
- Solely responsible for processing the agency's bi-weekly payroll.

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- Developed and implemented employee policies and procedures for agency personnel manual.
- Managed all daily office operations including requests for office maintenance, office renovation projects and recording all office assets.
- Oversaw and managed receptionist functions, including supervising two part-time receptionists.

Massachusetts Senate | State House, Boston, MA 02133

Assistant Business Manager

May 2003 – September 2010

- Responsible for performing all functions of CFO, MMARS liaison, Internal Control Officer, GAPP liaison and Single Audit Liaison.
- Responsible for all accounting related to the Senate and Joint Legislative (\$47M) accounts. Reduced operational expenses to 5% of total appropriation in FY06-FY09.
- Developed and managed all internal accounting controls, including development of all accounting databases for FY appropriations, resulting in four consecutive years of audits, conducted by an outside accounting firm, with no material findings, and one hundred percent bills paid within 30 days or less.
- As Senate accounts payable manager, responsible for Senate bill paying and processing of all Senate MMARS transactions and oversaw all vendor accounts.
- Assisted in making recommendations for Legislative line-item appropriations by providing comprehensive reporting of account balances/expenses and researching prior fiscal year spending, projected and actual, through self-developed databases.
- Assisted in the development of Legislative spending plans and budgets.
- Procured goods and services for the Massachusetts Senate; developed related contracts.
- Reconciled and balanced Senate and Joint Legislative accounts utilizing the Information Warehouse and HR/CMS reporting.
- As Senate audit liaison, preserved all Senate and Joint Legislative Account transactions for yearly audit.
- Produced cost accounting/phase planning for all interior upgrades of Senate office space, including historical renovations and restoration work.
- Built and maintained relationships with outside vendors and state agencies that had business with the State Senate; served as the primary liaison to the State Comptroller.
- Inventoried all Senate fixed assets.
- Served as Senate representative to the Bureau of State Office Buildings relative to facility
 operations/maintenance, including capital construction projects affecting the Massachusetts
 State House, including HVAC upgrades, roof reconstruction, general facility cleaning and
 maintenance.
- Planned and managed Senate inauguration ceremonies, Constitutional Conventions and Senatesponsored State House events, including set up to breakdown, security, seating, catering requests and guest relations.
- Administered assigned Senate garage parking, Legislative staff sticker parking and daily Senate courtesy parking.

Massachusetts Senate | State House, Boston, MA 02133

Acting Senate Business Manager

October 2006 – January 2007

- Established internal accounting policies and procedures for Senate and Legislative accounts to ensure oversight of department activities and to monitor compliance with applicable laws, regulations, and policies.
- Assisted in developing policies and procedures relative to State House Security in conjunction
 with the Department of Conservation and Recreation State House Ranger force and the
 Massachusetts State Police. Including entrance/egress protocols, event security and daily State
 House ground security.
- Procured and managed all contracts entered into by the State Senate.
- Developed and implemented department protocols for purchasing expenditures and contracts.
- Managed daily Business Office functions and supervised direct reporting business office staff.
- Managed and supervised 25 Senate Court Officers and Senate pages.

Municipal Experience

Town of Stoneham | Town Hall, Stoneham, MA 02180

Finance and Advisory Board (Member/Chair)

September 2019 – Present

- Appointed board member, elected Chair April 2023.
- Responsible for the review of Town fiscal and capital matters.
- Assesses and makes recommendations related to the Town's annual budget,
- Meets with Department Heads and members of the Select Board and School Committee to discuss the Town's financial, revenue and capital needs.
- Worked to absorb the functions of the Town's Water and Sewer Review Board.
- Provides recommendations and explanation of warrant articles at Town meeting.

City of Everett | City Hall, Everett, MA 02149

City Councilor

January 2000 – December 2003

- Drafted and debated municipal legislation.
- Served as a member of the Rules Committee.
- Served as Chairman of the Committee on Finance; submitted proposals to reduce spending and participated in the formation of \$95M City budget.

Education

Boston University

May 2000 B.S. Political Science

Skills

Extremely proficient in all Microsoft Office applications, Massachusetts Management Accounting and Reporting System (MMARS), Massachusetts Human Resource Database (HR/CMS), Administration and Finance Management Budgeting Application (MBA), Luminist (Document Direct), Comptroller's Partnernet application, WC e-services, OSD COMMBUYS application, ITD Information Warehouse via MS Access and ITD chargeback reporting application.



SUMMARY:

Experienced public sector manager with a proven track record of building and guiding collaborative project teams, implementing new policies and executing agency goals. I am a creative problem-solver and inclusive leader with over seven years of experience directly supervising both attorneys and administrative staff. I am a legal generalist with a strong background in litigation and compliance.

EXPERIENCE:

Department of Children and Families, Boston, Massachusetts

First Deputy General Counsel, July 2020 – Present

- Trusted adviser to General Counsel and Commissioner's executive team, helping to implement agency policy, advance agency initiatives and formulate strategic plan for legal department
- Lead General Counsel's training committee, fulfilling vision to create comprehensive training program for new hires and series of quarterly trainings for current legal staff; work with partners among legal managers and at agency's training unit; supervise training coordinator
- Ensure compliance with settlement agreement between agency and US Department of Justice, working
 with team of attorneys across regions, drafting policies, addressing complaints and complex matters,
 creating and conducting trainings on Americans with Disabilities Act and reporting regularly to DOJ
- Coordinate agency response to individual federal civil rights investigations; advise on policy reforms and practical guidance to field staff regarding obligations under state and federal civil rights laws
- Advise on procurements, including use of statewide contracts and use of emergency contracts under Massachusetts procurement law
- Provide legal support for agency's Indian Child Welfare Act team, including working with agency coordinator to resolve legal issues that arise in cases involving tribal youth and families
- Oversee agency's immigration related legal work, including coordinating efforts with outside counsel for agency-involved youth who require representation before immigration authorities
- Draft and implement MOUs and information sharing agreements with other state agencies

Office of the Inspector General, Boston, Massachusetts

General Counsel, July 2016 – June 2020

- Chief legal counsel to the Inspector General and executive team, provided legal guidance and support regarding major policy decisions and legal issues facing the Office
- Created internal policies regarding personnel, procurement practices, records retention and conflicts of interest; implemented compliance programs addressing training and related initiatives
- Routinely collaborated with partners in other state agencies concerning issues of transparency and accountability, including Office of the Comptroller and Office of the State Auditor
- Advised CFO on procurements and contracts; assisted in drafting and negotiating contracts
- Served as legal advisor for I.G. Council, a separate statutory body within the agency; created and implemented Rules of Procedure; ensured compliance by the Council with public records and open meeting laws; provided regular training on state ethics laws and conflicts of interest
- Established Civil Recovery Unit, including recruiting lead and associate counsel for the unit and partnering with the Attorney General's Office to establish cooperative framework



Massachusetts Attorney General's Office, Worcester, Massachusetts

Assistant Attorney General, False Claims Division, January 2014 – July 2016

- Founding member of new division within AGO; attended outreach events throughout Commonwealth and provided training to colleagues regarding the Massachusetts False Claims Act
- Investigated potential violations of the MFCA through use of Civil Investigative Demands compelling production of documents, interrogatory answers and testimony
- Interviewed and deposed key witnesses in enforcement actions
- Reviewed and analyzed evidence to evaluate potential causes of action under the MFCA
- Managed investigatory teams including paralegals, investigators and contract attorneys
- Represented the Commonwealth in enforcement litigation under the MFCA in Superior Court

First Circuit Court of Appeals, Boston, Massachusetts

Staff Attorney (Contract), June 2013 – September 2013

 Performed legal research, analyzed lower court and administrative agency opinions and records, and drafted legal memoranda, judicial orders, and slip opinions for the panel of judges on the First Circuit

Middlesex District Attorney's Office, Framingham, Massachusetts

Assistant District Attorney, September 2010 – December 2011

- Prosecuted criminal cases in Framingham District Court and Framingham Juvenile Court, representing Commonwealth in trials and in defense of motions to suppress evidence
- Worked with victims and witnesses as matters progressed from arraignment to trial
- Led monthly Community Based Justice meetings in eight towns in the Framingham/Marlborough region, fostering communication among the district attorney's office, school personnel, police and probation departments regarding specific juvenile criminal cases and general trends in juvenile courts

Nystrom Beckman & Paris LLP, Boston, Massachusetts

Associate, August 2008 – August 2010

- Civil and criminal litigation practice in Massachusetts state and federal courts, focusing on complex business, breach of contract, embezzlement and fraud litigation
- Conducted discovery; prepared summary judgment and other motions for cases in state, federal court

Wilson Elser Moskowitz Edelman & Dicker LLP, Boston, Massachusetts

Associate, September 2005 – August 2008

- Civil litigation practice in state and federal courts focusing on product liability, medical device, environmental, and insurance coverage litigation
- Conducted discovery; prepared and argued summary judgment and other motions in Superior Court

New Hampshire Supreme Court, Concord, New Hampshire

Law Clerk to Justice Linda S. Dalianis, September 2004 – August 2005

- Researched and wrote initial drafts of court opinions for review by Justice Dalianis

PUBLICATIONS:

 Julia Bell Andrus and Cassandra Arriaza, Chapter 31: Massachusetts False Claims Act, in MASSACHUSETTS MUNICIPAL LAW (MCLE, 2020)



EDUCATION:

Boston University School of Law, Boston, Massachusetts J.D., *cum laude*, May 2004

St. John's College, Annapolis, Maryland B.A., Liberal Arts, May 2001

PERSONAL:

- Career break to care for my son: January 2012 to June 2013 and September to December 2013

KAJAL K. CHATTOPADHYAY

PROFILE Experienced mission and values-focused leader seeking to drive positive change in complex organizations through effective policy development and implementation HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT **EDUCATION** Cambridge, MA Master in Public Administration (MPA), May 2020 -Governor Robert F. Bradford Fellow -Certificate in Management, Leadership & Decision Sciences (MLD) CASE WESTERN RESERVE UNIVERSITY SCHOOL OF LAW (CWRU) Cleveland, OH J.D., cum laude, May 1997 HAMILTON COLLEGE Clinton, NY B.A., May 1993 Major: Psychobiology Minor: French -Grant Keehn Scholarship for leadership and academic achievement MASSACHUSETTS OFFICE FOR REFUGEES AND IMMIGRANTS **EXPERIENCE** Boston, MA Senior Legal and Policy Advisor December 2023 --Advise and assist senior leadership team on pressing agency-level strategic initiatives with focus on providing services to new arrivals to the Commonwealth from out of state Present -Provide legal counsel relating to agency operations on diverse issues involving program design and implementation -Serve as agency Records Access Officer with respect to incoming public records requests and respond to legislative and executive inquiries MASSACHUSETTS DEPARTMENT OF TRANSITIONAL ASSISTANCE Boston, MA Chief of Staff May 2020 --Oversaw and managed operations of 1600+ employee state agency in charge of administering November 2023 food security, job training and employment support programs for Massachusetts residents in need -Assisted in crafting and implementing agency strategic plan which entailed overhaul of service delivery and agency business model as a result of Covid pandemic -Represented Commissioner and agency as member of multiple cross-agency initiatives and working groups including other agencies and Governor's Office -Actively contributed to reforming agency's diversity, equity and inclusion plans and processes in staff recruitment, hiring, retention and promotion MASSACHUSETTS INCIDENT COMMAND FOR EMERGENCY ASSISTANCE Boston, MA Deputy Chief, Front Door Operations June 2023 --Selected to join cross-secretariat team to address and respond to twin crises of unprecedented surge August 2023 of unhoused families and critical lack of supply of affordable housing in the Commonwealth -Directed multi-agency team responsible for identifying undeveloped land and existing buildings that could be converted and used for emergency shelter operations -Coordinated work of agency partners and contractors in preparing buildings for use as emergency housing in locations across Massachusetts -Regularly briefed Lieutenant Governor and relevant Cabinet Secretaries regarding status of emergency response and strategies to address the crisis MASSACHUSETTS DEPARTMENT OF REVENUE Boston, MA Director of Criminal Investigations Bureau/Director of Legislative Affairs February 2015 -July 2019 -Revitalized and reorganized Department's criminal tax fraud detection and enforcement division -Coordinated with Commissioner, Legislature and executive agency officials to develop tax policy January 2011-Counsel To The Commissioner February 2015 -Represented Commonwealth in all phases of corporate and personal income tax litigation -Wrote pleadings, argued motions and handled trials involving civil, state tax-related matters -Successfully negotiated multi-million dollar settlements on behalf of Commonwealth MASSACHUSETTS DEPARTMENT OF TELECOMMUNICATIONS AND CABLE Boston, MA

General Counsel/ Deputy General Counsel

-Managed division consisting of attorneys, paralegals, interns, and support staff

-Advised Commissioner and Governor on legal, policy and legislative matters

April 2008 -

January 2011

-Drafted, reviewed and edited Department written work product, including orders, rulings and notices

-Coordinated with Commissioner in hiring, firing and employee disciplinary decisions

OFFICE OF THE MASSACHUSETTS ATTORNEY GENERAL

Assistant Attorney General

November 2003 -April 2008 -Prosecuted insurance and unemployment fraud cases in various Superior and District Courts

-Lead prosecutor in Superior Court jury trials, which resulted in convictions and committed sentences

-Conducted Grand Jury fraud investigations and obtained indictments in matters of public interest

-Collaborated with Insurance Fraud Bureau (IFB) in complex fraud investigations

SUFFOLK COUNTY DISTRICT ATTORNEY'S OFFICE

Boston, MA

Boston, MA

Assistant District Attorney

June 1999 -

-Researched and drafted appellate briefs, interlocutory appeals, and opposition memoranda

November 2003 -Argued over thirty times before Massachusetts Appeals Court and Supreme Judicial Court on cases involving

serious felony matters, including first-degree murder appeals

-Prosecuted misdemeanor and felony cases in jury and bench trials throughout Suffolk County

-Instructed junior appellate attorneys on criminal law issues and fundamentals of effective brief writing

NUTTER, McCLENNEN & FISH, LLP

Boston, MA

Litigation Associate

August 1997 -

June 1999

-Assisted in all aspects of corporate litigation practice

-Researched and drafted trial and appellate briefs, memoranda and discovery motions

-Wrote winning brief in commercial arbitration

-Worked closely with lead partner and sat second chair in two trials and one commercial arbitration

AWARDS AND DISTINCTIONS

-Governor Robert Bradford Fellow (Harvard Kennedy School), 2019-2020

-Course Assistant for Professor David King (Harvard Kennedy School), 2019-2020

-Massachusetts Illegal Tobacco Task Force, Co-Chair, 2015-2019

-Department of Revenue Diversity Council and Department of Revenue Emerging Leader Program, $2014\,$

-Asian American Commission, Appointed by Governor as Member in 2012 and Elected as Chairperson in 2013

-South Asian Bar Association, Board of Directors (2004-2008), Special Advisor (2009-2011)

-Fraud Fighter of the Year, Association of Certified Fraud Examiners, Greater Boston Chapter, 2008

SKILLS AND

-Bengali (fluent); French (basic)

INTERESTS

-Kayaking | Traveling | Wine | Craft Beer | New England Sports

INTERVIEW QUESTIONS FOR MCAD EXECUTIVE DIRECTOR POSITION

Suni Thomas George, Chairwoman April 11, 2024

- 1. The MCAD has historically been managed by Commissioners and most notably, the Chair who has served as the defacto Executive Director. Having an actual Executive Director at the helm for the first time is a big change for everyone. If one or more Commissioners think an issue should be decided at the Commissioner level, but you think the issue is one for the Executive Director level, what will you do?
- 2. As of now, the MCAD Executive Director is slated to oversee 6 vital positions at the Commission, including: all the senior managers the Chief of investigations, Chief of Operations and Finance, Director of Human Resources and the General Counsel as well as the Director of Training, and the Commission's Press Secretary/Legislative Liaison. Which if any of these positions/divisions or units do you believe would involve the steepest learning curve for you?
- 3. As the Executive Director, you will be making many decisions on a daily basis in the areas of budget, personnel, policy development, etc. that could impact the agency's short and long term goals. How would you ensure that your daily decisions stay true to the agency's goals?

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Monserrate Rodríguez Colón, Commissioner April 11, 2024

1.	How would you go about setting a strategic plan for the Commission and what are the short- and long-term priorities you would want to address?
2.	Describe your approach to coalition building and conflict resolution within an organization.
3.	Provide an example of one or more projects, policies or initiatives that you have led, and include the outcomes and whether they were successful.

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Neldy Jean-Francois, Commissioner April 11, 2024

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1.	With the exception of the Commissioners and managers, the MCAD staff are all members a union. Have you managed a unionized staff before, and what do you believe are the fundamentals of managing in a union setting?
2.	What is your experience ensuring compliance with anti-discrimination laws or a social justice mission?
3.	How would you manage your individual accountability to the Commissioners and communicate issues as they come up given open meeting law restrictions?