



---

## Massachusetts Commission Against Discrimination Meeting Minutes

---

**Date/Time:** July 22, 2024 at 1:30PM  
**Place:** Massachusetts Commission Against Discrimination  
**Monday | July 22, 2024 | 1:30PM**  
**REMOTE MEETING - USING YouTube**  
[https://www.youtube.com/channel/UCh\\_wjAthLJTQf-KMgMGv1Yw](https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw)

The Commission conducted this public meeting remotely utilizing collaboration technology 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 are available for review on the MCAD website.

**Commissioners Present:**

Chairwoman Sunila Thomas George  
Commissioner Monserrate Rodríguez Colón  
Commissioner Jean-Francois

**1. Call to Order**

Chairwoman Thomas George called the meeting to order at 1:34 PM. Roll call attendance was conducted, confirming all commissioners were present.

Roll Call Vote:

<i>Chairwoman Thomas George</i>	<i>Aye.</i>
<i>Commissioner Monserrate Rodríguez Colón</i>	<i>Aye.</i>
<i>Commissioner Jean-Francois</i>	<i>Aye.</i>

**2. Approval of Minutes from July 16, 2024**

Commissioner Jean-Francois moved to approve the minutes with an edit to the first sentence of July 16, 2024. The motion was seconded by Commissioner Rodríguez Colón and passed with a vote of 3-0.

Roll Call Vote:

<i>Chairwoman Thomas George</i>	<i>Aye.</i>
<i>Commissioner Monserrate Rodríguez Colón</i>	<i>Aye.</i>
<i>Commissioner Jean-Francois</i>	<i>Aye.</i>

**3. Commissioners' Update**

No updates were provided by the commissioners.

4. **Executive Director's Update**

Executive Director Michael Memmolo reported that the YouTube broadcast setup for the meeting was different from usual, making all participants visible to the public at all times. He also provided an update on the FY25 budget issued by the legislature, noting no changes to the MCAD budget. Mr. Memmolo discussed the need for supplemental funding and mentioned plans to seek additional funding during the fiscal year based on the current budget.

Mr. Memmolo explained that despite no changes to the budget, the agency would continue its planned operations. He highlighted the significance of the budget for maintaining the Commission's functions and addressing ongoing needs. Mr. Memmolo expressed his gratitude for the commissioners' support and reiterated the importance of transparent communication with the public and other stakeholders regarding budgetary matters.

5. **Continued Discussion and Approval of FY25 Goals for Executive Director Part A: Planning and Goal Setting**

The commissioners engaged in a detailed discussion on the revised draft of the FY25 Goals for the Executive Director. Commissioner Rodríguez Colón appreciated the additional details and timelines included in the new draft. Commissioner Jean-Francois suggested minor edits to improve clarity, such as changing "mitigation of future backlog" to "mitigate future backlog," and correcting the timeline for goal alignment to Fall of 2024.

Chairwoman Thomas George noted the importance of setting a baseline for increased staff retention and recommended developing quantifiable metrics. Commissioners agreed that having current data would help in evaluating progress during the mid-year review. Executive Director Memmolo acknowledged the feedback and thanked the commissioners for their input.

Commissioner Jean-Francois moved to accept the FY25 Goals for Executive Director Part A: Planning and Goal Setting dated July 17, 2024, with the three proposed edits. The motion was seconded by Commissioner Rodríguez Colón and passed with a vote of 3-0.

6. **Other Business – Reserved for matters the Chair did not reasonably anticipate at the time of posting.** No additional matters were discussed.

7. **Next Meeting Date** – The next meeting date is to be determined.

8. **Adjournment** - The meeting concluded at 1:53 PM. Commissioner Jean-Francois moved to adjourn, seconded by Commissioner Rodríguez Colón. The motion passed with a vote of 3-0.

Roll Call Vote:

<i>Chairwoman Thomas George</i>	<i>Aye.</i>
<i>Commissioner Monserrate Rodríguez Colón</i>	<i>Aye.</i>
<i>Commissioner Jean-Francois</i>	<i>Aye.</i>

### **List of Documents and Other Items Used**

1. Notice of Meeting and Agenda dated July 22, 2024
2. Minutes from July 16, 2024
3. Executive Director draft SMART objectives



## NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, and the extended temporary provisions pertaining to the Open Meeting Law enacted on March 29, 2023, notice is hereby given of a meeting of the **Massachusetts Commission Against Discrimination**. The meeting will take place:

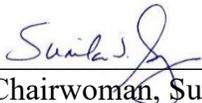
**Monday | July 22, 2024 | 1:30PM**  
**REMOTE MEETING - USING YouTube**  
[https://www.youtube.com/channel/UCh\\_wjAthLJTQf-KMgMGv1Yw](https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw)

Please note that the Commission will conduct 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. If there is any technical problem with the Commission's remote connection, an alternative conference line will be noticed immediately on [www.mass.gov/mcad](http://www.mass.gov/mcad).

All documents and presentations related to this agenda will be available for review on the MCAD website.

1. Call to Order
2. Approval of Minutes – July 16, 2024 **VOTE**
3. Commissioners' Update
4. Executive Director's Update
5. Continued Discussion and Approval of FY25 Goals for Executive Director Part A: Planning and Goal Setting **VOTE**
6. Other Business - Reserved for matters the Chair did not reasonably anticipate at the time of posting.
7. Next Meeting Date
8. Adjournment

I certify that on this date, this Notice was posted as “MCAD Public Meeting Notice and Agenda (July 22, 2024)” at [www.mass.gov/mcad](http://www.mass.gov/mcad) emailed to [regs@sec.state.ma.us](mailto:regs@sec.state.ma.us). Posted to Website: July 17, 2024 at 4:00 PM.



Chairwoman, Sunila Thomas George

*This meeting is open to all interested individuals. If there are any questions pertaining to accessibility and/or further assistance is needed, please email [ruthy.barros2@mass.gov](mailto:ruthy.barros2@mass.gov).*



---

## Massachusetts Commission Against Discrimination Meeting Minutes

---

**Date/Time:** July 16, 2024 at 1:00PM  
**Place:** Massachusetts Commission Against Discrimination  
**Tuesday | July 16, 2024 | 1:00PM**  
**HYBRID MEETING - USING YouTube**  
[https://www.youtube.com/channel/UCh\\_wjAthLJTQf-KMgMGv1Yw](https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw)

The Commission conducted this public meeting in a hybrid format, 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 Jean-Francois

### **1. Call to Order**

Chairwoman Thomas George called the meeting to order at 1:00 PM. Roll call attendance was conducted; all commissioners were present.

#### Roll Call Vote:

<i>Chairwoman Thomas George</i>	<i>Aye.</i>
<i>Commissioner Monserrate Rodríguez Colón</i>	<i>Aye.</i>
<i>Commissioner Jean-Francois</i>	<i>Aye.</i>

### **2. Approval of Minutes from July 2, 2024**

Commissioner Rodríguez Colón moved to approve the minutes of July 2, 2024, seconded by Commissioner Jean-Francois. The motion passed with a vote of 3-0.

#### Roll Call Vote:

<i>Chairwoman Thomas George</i>	<i>Aye.</i>
<i>Commissioner Monserrate Rodríguez Colón</i>	<i>Aye.</i>
<i>Commissioner Jean-Francois</i>	<i>Aye.</i>

### **3. Commissioners' Update**

Commissioner Rodríguez Colón and Chairwoman Thomas George provided updates on the recent annual all-staff meeting held on July 12th at the MCAD Worcester office. Commissioner

Rodríguez Colón highlighted the event's success, emphasizing the importance of fostering community and teamwork within the agency. Chairwoman Thomas George echoed these sentiments, praising the meeting's comprehensive agenda, valuable presentations, and high level of engagement from staff. She specifically praised Executive Director Michael Memmolo and Press Secretary Justine LaVoye for their roles in organizing the event.

#### **4. Executive Director's Update**

Executive Director Michael Memmolo provided several updates. He congratulated Commissioner Monserrate Rodríguez Colón for receiving the UMass Alumni Randolph W. “Bill” Bromery Legacy Award, recognizing her commitment to social justice, diversity, equity, and inclusion. The award event is scheduled for October 10, 2024 in Worcester. Mr. Memmolo briefly updated the Commissioners on the Equal Employment Opportunity Commission (EEOC) contract, noting a 10% reduction resulting in a loss of approximately \$130,000 in revenue. He mentioned that a request for an upward modification of the contract was still pending. The agency is 98% complete with the contract and expects to finish it before the end of the week.

Mr. Memmolo highlighted the successful all-staff meeting held in Worcester, which featured excellent speakers and engaging sessions. The meeting was a great success due to the efforts of various individuals and teams. He specifically thanked Press Secretary Justine LaVoye for organizing the event, Director of Training Alison Caton for her significant contributions, and the team members who assisted with transportation logistics, including Yasin Adow, Sabrina Drumond, and Brandon Blomgren. The event included meaningful breakout sessions and a successful Worcester WooSox game, providing opportunities for staff engagement and team building. Mr. Memmolo expressed his gratitude for the collaborative effort that made the meeting memorable.

Mr. Memmolo reported on a critical data backup issue that occurred over the weekend. Director of Information Technology Paul Lantieri promptly addressed the problem, working diligently throughout the weekend. His swift action ensured that no data was lost, and that the backup infrastructure was rebuilt by Monday morning. This quick resolution highlighted the importance of having dedicated and skilled IT personnel.

He also commended the Clerk’s office for completing the purge of over 19,000 completed investigation files. This significant effort brought the agency current with its records management. Mr. Memmolo specifically acknowledged the role of Clerk of the Commission Theresa Lepore and her team in this accomplishment. The successful purge of outdated files was a substantial administrative task, and it demonstrated the agency's commitment to maintaining accurate and up-to-date records. This effort not only improved operational efficiency but also ensured compliance with records retention policies.

#### **6. Discussion of FY25 goals for Executive Director Part A planning and goal setting**

Director of Human Resources Shirani Jimenez outlined the four high-level goals for the Executive Director for FY25, and Executive Director Michael Memmolo elaborated on each.

The first goal is to lead the senior management team with a focus on decreasing complaint processing time, particularly for cases over 18 months old. Mr. Memmolo detailed the strategies to achieve this goal, emphasizing the importance of implementing new policies and procedures approved by the Commission. He explained that mitigating future backlogs involves tying intake availability to the agency's capacity and staffing levels. This would help in decreasing the processing time of complaints. Mr. Memmolo also highlighted the need to implement efficiencies that improve the agency's timelines for issuing decisions on filed complaints. This includes conducting case triage assessments to prioritize cases, revising Probable Cause finding dispositions to align with Lack of Probable Cause dispositions, and recommending process and regulatory changes to the Commissioners to enhance timelines. He further discussed the design of a new Comprehensive Case Management System (CCMS) application, which would incorporate all these efficiencies and align with the agency's goals to mitigate timelines. Additionally, ensuring that FY25 manager goals align with the execution of these initiatives was a crucial point of focus.

The second goal is to develop a mission-forward work culture to increase retention and meet diversity goals. Mr. Memmolo explained that this involves maximizing employee compensation within budgeted funds, growing and supporting the RISE Committee for employee engagement, and ensuring Human Resources and Diversity, Equity and Inclusion (DEI) initiatives are supported and realized through quarterly and yearly reporting to the Human Resources Division (HRD). He stressed the importance of continuing to identify opportunities for procurement diversity when available. Mr. Memmolo emphasized the significance of retention strategies, such as providing opportunities for professional development and career advancement. Commissioners discussed the need for detailed and structured plans to achieve these objectives, with a particular focus on employee engagement and the continuous support of diversity initiatives.

The third goal is to communicate and collaborate with internal and external stakeholders to create partnerships, push legislative priorities, and maximize education efforts. Mr. Memmolo outlined the importance of meeting with the MCAD's Advisory Board as required and facilitating relationships with stakeholders to implement mutually beneficial agreements that advance the agency's mission to eradicate discrimination. He emphasized the need to continue the agency's legislative efforts and advocate for MCAD legislative priorities before the Legislature and with external stakeholders. Commissioners highlighted the importance of maintaining and expanding partnerships and legislative advocacy to support the agency's mission. They also emphasized the need for clear and measurable outcomes for these initiatives, ensuring that all efforts align with the agency's strategic goals.

The fourth goal is to manage agency operations and finance with a focus on budget advocacy and minimizing cost impacts. Mr. Memmolo discussed the importance of continuing to serve as the agency's Chief Financial Officer (CFO) where budgetary constraints require and advocating for maximum funding to support the agency's mission. He detailed the strategies for setting fiscal year spending to available funding levels, ensuring that budget management does not negatively impact the agency's goals and mission. Commissioners discussed the challenges of budget constraints and the necessity for strategic financial management. They stressed the importance of

clear planning and the need for midyear reviews to assess progress and make necessary adjustments.

The meeting included a thorough examination of each goal, with input from Commissioners on refining and detailing the objectives to ensure clarity and accountability. It was agreed that these goals and associated SMART objectives would be reviewed and potentially amended midyear based on progress and emerging challenges.

8. **Other Business – Reserved for matters the Chair did not reasonably anticipate at the time of posting.** None.
9. **Next Meeting Date** – The next meeting is scheduled for Monday, July 22, 2024, at 1:30 PM.
10. **Adjournment** - The meeting concluded at 2:43 PM. Commissioner Jean-Francois moved to adjourn, seconded by Commissioner Rodríguez Colón. The motion passed with a vote of 3-0.

Roll Call Vote:

<i>Chairwoman Thomas George</i>	<i>Aye.</i>
<i>Commissioner Monserrate Rodríguez Colón</i>	<i>Aye.</i>
<i>Commissioner Jean-Francois</i>	<i>Aye.</i>

#### **List of Documents and Other Items Used**

1. Notice of Meeting and Agenda dated July 16, 2024
2. Minutes from July 2, 2024
3. Executive Director draft SMART objectives

1. Lead the senior management team with a focus on decreasing the time for processing complaints, particularly with regard to the backlog of cases older than 18 months past filing, **and to ensure the timely and efficient processing of post determination cases.**

Implement efficiencies that:

- 1) Mitigation of future backlog
    - a. Set intake to correspond with staffing capacity levels – *Implementation to begin August 2024*
  - 2) Decrease processing time of complaints **from filing to disposition**
    - a. Implement efficiencies that improve agency timelines to issue decisions for filed complaints
      - i. Case triage assessment at intake
        1. Implement staff recommendations to assess complaints to prioritize investigations and quickly move cases to disposition – *Late Spring 2025*
        2. Reduce timeline from filing to disposition that is less than current (24 – 30 months) – *June 2025*
      - ii. Revise PC disposition to align with LOPC disposition – *Fall 2025*
      - iii. Recommend to Commissioners internal process and Regulatory changes to improve timelines – *Late spring 2025*
      - iv. Lead design of new CCMS application to incorporate the above changes and all other efficiencies to mitigate agency timelines – *June 2025*
  - 3) Ensure that the post determination process is maintained, and that backlog remains mitigated – *Quarterly*
  - 4) Ensure FY25 individual manager goals align with the execution of the above - *August 2024*
2. Develop a mission forward work culture in the management of human resources with a focus on increased **staff** retention; continued meeting of diversity goals determined by HRD; ensuring diversity goals are met in procurements:
    - 1) Work with HR to maximize employee compensation, within budgeted funds
      - a. Discuss payroll and compensation with HR Director - *Monthly*
      - b. Identify any payroll savings and reinvestment opportunities to support compensation and overtime initiatives – *Monthly*
    - 2) Grow and support the agency's employee engagement committee - *Monthly*
      - a. Increase participation over current levels by highlighting monthly meetings and events to encourage participation - *Monthly*
      - b. Direct funding support for RISE initiatives, where possible and within budgeted funds - *Monthly*
      - c. Support staff professional development through funding for training, where possible and within budgeted funds – *Monthly*

- 3) Ensure HR/DEI initiatives are supported and realized in quarterly/yearly reporting to HRD – *Quarterly*
    - a. Continue monthly DEI celebrations and recognition events – *Monthly*
  - 4) Continue to identify opportunities, when available, for procurement diversity- Identify opportunities when the agency has procurement needs – *As needed*
3. Communicate and collaborate with internal and external stakeholders with a focus on creating partnerships that serve the agency’s mission and goals; continued push for MCAD legislative priorities; and maximizing education efforts,
- 1) Meet with the MCAD’s Advisory board - *As requested*
  - 2) Facilitate relationships with stakeholders to implement mutually beneficial agreements that advance the agency’s mission to “eradicate discrimination” – *Facilitate agreements throughout fiscal year (July 2024 – June 2025)*
  - 3) Continue the agency’s **legislative efforts by tracking bills impacting the agency and its jurisdiction** and advocate for/**against** legislation **with** the Legislature and external stakeholders – *Ensure MCAD priority bills are filed by January 1, 2025, Legislative priorities presented to the Commissioners early Spring 2025, Legislative outreach late spring 2025 – summer 2025.*
4. Manage agency operations and finance with a focus on advocating for increases to the MCAD’s budget; managing the budget to minimize impact on agency goals and mission when reduction of costs is necessary.
- 1) For FY25 continue to serve in the role as the MCAD’s CFO and **execute the duties that position** due to budgetary constraints – *July 2024 – June 2025*
  - 2) Continue to advocate for maximum funding for the agency to support its mission
    - a. Advocate for supplemental FY25 Funding - *July – October 2024*
    - b. Request FY25 supplemental funding – *October 2024*
    - c. Submit FY26 funding request to A&F – *November – December 2024*
    - d. Submit FY26 funding request to House and Senate Ways and Means – *February 2025*
    - e. Testify JCW&M – *March 2025*
    - f. Continued funding advocacy - *March – June 2025*
  - 3) Set fiscal year spending to available funding levels - August 2024 (FY25) and July 2025 (FY26)