



Massachusetts Commission Against Discrimination Meeting Minutes

Date/Time: Tuesday, September 1, 2026, at 1:00 p.m.
Place: MCAD - 1 Ashburton Place, Suite 601, Boston, MA 02108
Format: Hybrid Meeting with YouTube Livestream for Public Observation
Livestream: https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw

The Massachusetts Commission Against Discrimination held a public meeting on Tuesday, September 1, 2026. Commissioners and staff participated in person and remotely, and the meeting was livestreamed for public observation.

Commissioners Participating In Person:

Chair Sunila Thomas George
Commissioner Christina Brown
Commissioner Edward Mitnick
Commissioner Jeremy Scheiner

Commissioner Participating Remotely:

Commissioner Steven Locke

Staff Present:

Michael Memmolo, Executive Director
Deirdre Ann Hosler, General Counsel
Shirani A. Jimenez, Director of Human Resources
Andrew Espinosa, Deputy Chief of Investigations
Leila Fajardo-Giles, Director of Preliminary Investigations
Ruthy Barros, Recording Secretary

1. Call to Order

Chair Sunila Thomas George called the meeting to order at 1:03 p.m. The Chair stated that notice of the meeting and the agenda had been properly filed with the Secretary of the Commonwealth and posted on the Commission's website in accordance with the Massachusetts Open Meeting Law. She stated that the meeting was open to public observation, including the Commission's deliberations and voting, except for any portion lawfully held in executive session. The Chair conducted a roll call. Commissioner Brown, Commissioner Locke, Commissioner Mitnick, Commissioner Scheiner, and Chair Thomas George were present. The Chair announced that a quorum was present.

Roll Call Attendance:

<i>Chair Thomas George</i>	<i>Present.</i>
<i>Commissioner Brown</i>	<i>Present.</i>
<i>Commissioner Locke</i>	<i>Present.</i>

Commissioner Mitnick
Commissioner Scheiner

Present.
Present.

2. Approval of May 27, 2026 and May 29, 2026 Commission Meeting Minutes

The Chair asked whether there were any questions or discussion concerning the May 27, 2026 and May 29, 2026 Commission meeting minutes. Hearing none, the Chair proposed taking one vote on both sets of minutes. Chair Thomas George moved to approve both sets of minutes, and Commissioner Edward Mitnick seconded the motion. The Chair called for a voice vote. All five Commissioners voted in favor. No Commissioner opposed or abstained. The motion was approved unanimously, 5-0.

Vote:

<i>Chair Thomas George</i>	<i>Aye.</i>
<i>Commissioner Brown</i>	<i>Aye.</i>
<i>Commissioner Locke</i>	<i>Aye.</i>
<i>Commissioner Mitnick</i>	<i>Aye.</i>
<i>Commissioner Scheiner</i>	<i>Aye.</i>

3. Commissioner Update

Chair Thomas George provided an update on summer activities and implementation work. Staff continued adapting to the Commission Case Management System (CCMS). Although implementation involved expected challenges, the system was operating and staff were identifying more efficient ways to process cases and conduct their work. The Chair recognized the Investigations team and the Clerk of the Commission for their patience, collaboration, training, and support during the transition.

The Chair highlighted the opening of the Fall River office, the participation of Commissioners and staff in Boston Pride, and the July all-staff meeting. She stated that the all-staff meeting brought employees from across the Commonwealth together for information-sharing, collaboration, and renewed focus on the Commission's history and mission. The communications and training teams were commended for organizing the program.

The Chair also discussed the continuing implementation of the newly promulgated regulations and the summer internship program. Seven interns completed substantive assignments and reported that the experience strengthened their understanding of civil rights work and their interest in related careers.

4. Executive Director Update

Executive Director Michael Memmolo presented operational, programmatic, fiscal, and staffing updates. The Fall River hybrid office opened on June 5, 2026. The office was receiving approximately two in-person service inquiries per week, and 12 complaints had been filed through the office's kiosk or regular intake process. Administrative and service staff coordinated in-person and virtual assistance and routed matters to the appropriate personnel.

For the second consecutive year, the agency participated in the Boston Pride Parade. The Executive Director emphasized the importance of visible and accurate information about legal protections for LGBTQIA+ communities. The agency also participated in Juneteenth observances at the State House and in Fall River, completed fiscal-year and housing-contract closeout work, held an internal Pride celebration, and welcomed the new Director of Preliminary Investigations.

The CCMS Attorney Portal went live on June 15. In approximately 11 weeks, attorneys filed more than 200 complaints through the portal, an average of approximately 19 per week. Management noted that attorney-filed complaints historically represented approximately 30 percent of complaints. Two of the three planned CCMS phases were operational. The Pro Se Portal was the next phase and was expected to launch by the end of October. Although reporting remained a work in progress, the overall implementation was described as on schedule.

During the Executive Director's update, the Commission recessed briefly to address microphone interference. No substantive business was conducted during the technical recess. The Commission resumed the Executive Director's update after approximately two minutes.

The Executive Director reported that the newly promulgated procedural regulations became effective on June 22, 2026. At the July all-staff meeting, representatives from the Governor's legal office presented a citation from the Governor and Lieutenant Governor recognizing the Commission's 80th anniversary and civil rights work. Staff also completed internal training on case assessment, investigations, interviewing, and related case processing practices. The agency continued accessibility, language access, contract, and policy work.

The federal contract performance target was 1,471 cases. By the end of June, the agency had closed more than 1,000 cases and reported that it was on pace under the contract. The agency also reported that the related work had been accepted and fully funded.

Commissioners asked about the CCMS schedule, case flow, and the investigative backlog. Management reported approximately 3,417 non-housing cases that were 18 months or older, which the agency uses as its backlog definition. The total case inventory was approximately 8,000, including approximately 5,000 cases that were less than 18 months old and newer complaints continuing to enter the system.

The Commission also discussed the summer internship program. Staff explained that interns met with constituents and complainants, listened to their accounts, and assisted staff in organizing potential complaints. The program was described as a meaningful educational experience and a recruitment pipeline for future investigators, attorneys, and other agency staff.

5. Legal Update

General Counsel Deirdre Ann Hosler reported that the Commission's newly promulgated procedural regulations were published on June 19, 2026. Two internal staff trainings were planned for September, one in Springfield and one in Boston. General Counsel Hosler and

Deputy General Counsel Diane Nordbye were collaborating with the Attorney General's Office and other state partners on guidance, training, and compliance matters.

General Counsel Hosler also discussed the new MCAD Style Guide, which establishes uniform standards for professional writing and document formatting, including fonts, margins, letterhead, and document presentation. Existing CCMS templates had been drafted to conform to these standards. Staff members would remain responsible for following the guide, with a designated Publications Law Clerk conducting final review and providing oversight. Internal trainings on the Style Guide were planned for Worcester and Boston.

6. Investigations Update

Deputy Chief of Investigations Andrew Espinosa provided an update on behalf of the Investigations Division. He reported that the Preliminary Investigations Unit was fully funded and staffed. The unit's core team consisted of an attorney director, an additional attorney, two investigators, and two administrative staff members, with support from other administrative staff as needed. The Review and Authorization program had ended, and matters previously handled through that program were being redirected to the Preliminary Investigations Unit. The division was also preparing for the Pro Se pilot and related portal functions, updating public and internal documents, and conducting training to ensure that staff understood the new process.

The division held three case review and triage trainings using older complaints to examine public interest value, possible investigative paths, and potential jurisdictional barriers. Administrative staff also received training on locating the most appropriate service address using the Secretary of the Commonwealth's corporations database, municipal and statewide assessor and GIS records, and county registries of deeds. Since the launch of CCMS, the division had issued approximately 15 standard operating procedures and job aids. Recruitment was also underway for four investigator positions, an attorney unit supervisor, and an additional attorney advisor.

The division reported 346 substantive closures or determinations since July 1 and recently conducted its first non-housing site visit in many years in connection with a public accommodation matter. The Chair noted that cases receiving probable cause determinations continue through post-determination proceedings and require ongoing agency resources. Commissioners discussed the need for clear accountability measures and FY27 baselines. They asked management to establish a baseline as of June 30, 2026, and identify measurable outcomes to be achieved by June 30, 2027, so that progress could be evaluated.

At 1:58 p.m., the Commission recessed and reconvened at 2:07 p.m.

7. Executive Director FY26 Year-End Review (July 1, 2025-June 30, 2026)

The Chair reviewed the evaluation framework. FY26 was the second year of the Executive Director's three-year contract, which requires an annual performance assessment. The Commission had not completed a midyear FY26 review while new Commissioners were

being appointed and regulatory work was prioritized. A mid-year evaluation was expected for FY27.

Executive Director Memmolo summarized work on CCMS, statutory and regulatory changes, Commission and counsel processes, policies and procedures, governance, staffing, and organizational change. Most CCMS functions were launched during FY26, and the Pro Se Portal remained the principal incomplete component. He described extensive retraining, new procedures and structures, stakeholder outreach, and change management work. He also noted that turnover, hiring, onboarding, and post-pandemic attrition affected case processing capacity.

Commissioners discussed the importance of historical context and baselines when assessing case processing. Counsel explained that delays can arise at several stages but that the Commission did not have a current backlog of Full Commission matters. Commissioners praised the Executive Director and management team for implementing CCMS and the new regulations, securing full agency funding, supporting the expansion to five Commissioners, maintaining strong communication with the Commission, and developing productive relationships with the Legislature and Administration. The Chair also reviewed the multi-year history of the Executive Director role and the significant organizational change that preceded FY26.

The Commission reviewed the seven FY26 goals and noted that five were completed. Commissioners raised concerns about the continuing case backlog. The Chair explained that Goal 4, concerning timely investigations and case processing, had been written too broadly and was intended to focus on putting processes and conditions in place to support greater timeliness. Several Commissioners noted that they had joined the Commission during FY26 and received the prior year's goals only shortly before the evaluation. They stated that the FY27 goals should use clear baselines, measurable targets, and regular reporting, particularly for backlog reduction, so that the next evaluation could assess concrete impact.

The Commission recessed from approximately 2:50 p.m. to 2:53 p.m. when Commissioner Locke experienced an audio-connection issue. After Commissioner Locke rejoined the meeting, the Chair confirmed that all five Commissioners remained present and the meeting resumed.

Commissioner Edward Mitnick moved to assign the Executive Director an Exceptional rating for FY26 performance, and Commissioner Jeremy Scheiner seconded the motion. The Chair called for a voice vote. All five Commissioners voted in favor. No Commissioner opposed or abstained. The motion was approved unanimously, 5-0. Executive Director Memmolo thanked the Commission and stated that the rating reflected the work of the entire management team and agency staff.

Vote:

<i>Chair Thomas George</i>	<i>Aye.</i>
<i>Commissioner Brown</i>	<i>Aye.</i>
<i>Commissioner Locke</i>	<i>Aye.</i>

Commissioner Mitnick
Commissioner Scheiner

Aye.
Aye.

8. Executive Director FY27 SMART Goals (July 1, 2026-June 30, 2027)

The Commission did not vote on the draft FY27 goals. Commissioners agreed that the subject required a dedicated discussion rather than a brief opening discussion followed by a continuation. The Commission requested that the goals be revised as specific, measurable, achievable, relevant, and time-bound objectives supported by clear baselines, target dates, and a usable evaluation rubric.

Commissioners asked that the most important operational metrics be identified and that regular progress updates or a dashboard be provided so the Commission could assess measurable impact during the year and at the mid-year review. Particular attention would be given to reducing the pre-probable-cause investigative backlog while maintaining balanced goals for other divisions, programs, and agency priorities.

The Commission distinguished the Executive Director's annual goals from broader Commission-wide strategic planning. Commissioners stated that long range planning should be collaborative and include Commissioners, management, and staff rather than being assigned to one individual. The Commission discussed developing an approach and timing for a two-, three-, or five-year agency vision after the near term FY27 goal setting and backlog planning work. January was discussed as a possible time to revisit the broader strategic planning process.

Commissioners also discussed whether future evaluations should combine weighted operational goals with leadership, judgment, communication, and other responsibilities in the Executive Director's job description. No evaluation redesign was adopted. The Commission requested a revised FY27 goals document for its consideration, and the item was continued to a future meeting.

9. Next Meeting Dates: September 2026-January 2027

The Commission agreed to place the following hybrid meetings on the calendar, with the understanding that a meeting could be cancelled if no business required action:

Wednesday, September 16, 2026, from 10:00 a.m. to 12:00 p.m. – FY27 goals discussion
Friday, October 23, 2026, from 10:00 a.m. to 12:00 p.m.
Friday, November 13, 2026, from 10:00 a.m. to 12:00 p.m.
Friday, December 11, 2026, from 10:00 a.m. to 12:00 p.m.
Friday, January 8, 2027, from 10:00 a.m. to 1:00 p.m. – Mid-year review and contract discussion

The January meeting was extended to three hours to accommodate the mid-year evaluation and an initial discussion concerning the Executive Director's contract, including possible executive-session business if lawfully appropriate and listed on the agenda.

The Commission also discussed the cadence of oral updates. Informational reports may be included in the meeting packet, while oral updates may be prioritized when they directly inform a decision or agenda item. Commissioners also expressed interest in attending agency staff appreciation or holiday events once dates were available.

10. Other Business

The Chair asked whether there was any other business. No additional business was raised.

11. Adjournment

Chair Thomas George moved to adjourn the meeting, and Commissioner Edward Mitnick seconded the motion. The Chair called for a voice vote. All five Commissioners voted in favor. No Commissioner opposed or abstained. The motion was approved unanimously, 5-0. The meeting adjourned at 3:25 p.m.

Vote:

<i>Chair Thomas George</i>	<i>Aye.</i>
<i>Commissioner Brown</i>	<i>Aye.</i>
<i>Commissioner Locke</i>	<i>Aye.</i>
<i>Commissioner Mitnick</i>	<i>Aye.</i>
<i>Commissioner Scheiner</i>	<i>Aye.</i>

Meeting Materials

1. MCAD Public Meeting Notice and Agenda for September 1, 2026.
2. May 27, 2026 Commission Meeting Minutes.
3. May 29, 2026 Commission Meeting Minutes.
4. Executive Director FY26 Year-End Review and performance-rating materials.
5. Executive Director FY27 SMART Goals draft.



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 (most recently extended on March 28, 2025), notice is hereby given of a meeting of the Massachusetts Commission Against Discrimination. The meeting will take place:

Tuesday | September 1, 2026 | 1:00 PM

Hybrid Meeting with YouTube Livestream

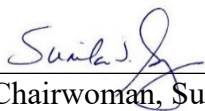
https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw

Please note that the Commission will conduct this public meeting in person and using Zoom. The meeting will also be accessible to the public by livestream as an adequate alternative means of public access to the Commission's deliberations. If a technical issue affects the livestream, updated access information will be posted promptly at 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
1. Approval of Minutes – May 27, 2026 and May 29, 2026 Commission Meeting Minutes – VOTE
2. Commissioner Update
3. Executive Director Update
4. Legal Update
5. Investigations Update
6. Executive Director FY26 (July 1, 2025 – June 30, 2026) year-end review – VOTE
7. Executive Director FY27 (July 1, 2026 – June 30, 2027) SMART Goals – VOTE
8. Next Meeting Dates October 2026 – January 2027
9. Other Business – Reserved for matters the Chair did not reasonably anticipate at the time of posting.
10. Adjournment

I certify that on this date, this Notice was posted as “MCAD Public Meeting Notice and Agenda (September 1, 2026)” at www.mass.gov/mcad and emailed to regs@sec.state.ma.us. Posted to website: August 26, 2026 at 10:00 a.m.


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.



Massachusetts Commission Against Discrimination

Meeting Minutes

Date/Time: Wednesday, May 27, 2026, at 5:00 p.m.
Place: MCAD – 1 Ashburton Place, Suite 601, Boston, MA 02108
Format: Hybrid Meeting with YouTube Livestream for Public Observation
Livestream: https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw

The Massachusetts Commission Against Discrimination held a public meeting on Wednesday, May 27, 2026. Commissioners and staff participated in person and remotely, and the meeting was livestreamed for public observation.

Commissioners Participating In-Person:

Chair Sunila Thomas George
Commissioner Jeremy Scheiner

Commissioners Participating Remotely:

Commissioner Christina Brown
Commissioner Edward Mitnick
Commissioner Steven Locke

Staff Present:

Michael Memmolo, Executive Director
Deirdre Ann Hosler, General Counsel
Diane Nordbye, Deputy General Counsel
Lila L. Roberts, Esq., Chief of Investigations
Andrew Espinosa, Deputy Chief of Investigations
Ruthy Barros, Recording Secretary – Participated Remotely

1. Call to Order

Chair Sunila Thomas George called the meeting to order at 5:02 p.m. The Chair stated that notice of the meeting and the agenda had been properly filed with the Secretary of the Commonwealth and posted on the Commission's website in accordance with the Massachusetts Open Meeting Law. The Chair conducted a roll call. Commissioner Brown, Commissioner Locke, Commissioner Mitnick, Commissioner Scheiner, and Chair Thomas George were present. The Chair announced that a quorum was present.

Roll Call Attendance:

<i>Chair Thomas George</i>	<i>Present.</i>
<i>Commissioner Brown</i>	<i>Present.</i>
<i>Commissioner Locke</i>	<i>Present.</i>

Commissioner Mitnick
Commissioner Scheiner

Present.
Present.

2. Approval of the May 12, 2026 Commission Meeting Minutes

The Chair introduced the draft minutes of the May 12, 2026 Commission meeting. A motion to approve was made by Commissioner Edward Mitnick and seconded by Commissioner Jeremy Scheiner. By unanimous voice vote, the Commission approved the May 12, 2026 meeting minutes, 5-0.

Roll Call Vote:

<i>Chair Thomas George</i>	<i>Aye.</i>
<i>Commissioner Brown</i>	<i>Aye.</i>
<i>Commissioner Locke</i>	<i>Aye.</i>
<i>Commissioner Mitnick</i>	<i>Aye.</i>
<i>Commissioner Scheiner</i>	<i>Aye.</i>

3. Discussion and Review of Proposed Revisions to 804 CMR 1.00

The Commission resumed its review of proposed revisions to the MCAD Rules of Procedure and the public comments received on the draft. The discussion began with 804 CMR 1.15 and continued through 804 CMR 1.16.

In reviewing 804 CMR 1.15, the Commission agreed that the intervention provision should use the term “post-probable cause” consistently. The Commission also agreed that the limited exception to pro hac vice admission is triggered after the issuance of a probable cause determination, rather than after any determination, and that the related cross-reference should be to 804 CMR 1.08(1)(f)(1).

The discussion then turned to duly authorized representatives. The Commission agreed to clarify that a party controls whether a duly authorized representative appears on the party’s behalf and may authorize or revoke that representation at any time, provided that the authorization or revocation is filed in writing with the Commission. A duly authorized representative may assist a complainant in drafting and preparing a complaint but may not file the complaint on the complainant’s behalf. Formal authorization of the representative may occur after the complaint is filed. The Commission further agreed to state expressly that a duly authorized representative may not represent a party after the issuance of a probable cause determination and to use the term “determination” instead of “disposition” for consistency.

The Commission next discussed use of the MCAD Case Portal. Pro se parties, duly authorized representatives, and attorneys will be required to use the portal for filings made after the complaint, case access, and communications with the Commission. A pro se party may be excused from using the portal upon demonstrating a compelling inability to access or use it or upon receiving a reasonable accommodation due to disability. Representatives may be excused when granted a reasonable accommodation due to disability. The Commission declined to extend the separate compelling-inability exception to attorneys or duly authorized representatives.

Turning to 804 CMR 1.16, the Commission agreed that the provisions governing service of a complaint should refer specifically to service upon a respondent, rather than more generally to service upon a party, because the provision establishes when a respondent may be deemed properly served and on notice of the complaint. Service through the MCAD Case Portal will be sufficient when the complaint is delivered to a respondent who is already a registered portal user, without requiring any additional response from the respondent. Service will also be sufficient when, after service by another authorized means, the respondent registers for the portal or the respondent's representative enters an appearance in the case. Personal service will remain available when other methods do not establish receipt.

The Commission discussed the need to establish reliable service and fair notice when a respondent is not registered for the portal or when an email address may be incorrect, inactive, or filtered. The discussion addressed follow-up measures such as verifying addresses, contacting an unresponsive respondent, using certified mail, and proceeding to personal service when necessary. The Commission agreed in concept to add certified mail as a method of establishing service on a legal entity when the complaint is sent to the entity's registered address, principal place of business, or registered agent and proof of receipt is available. The Office of General Counsel will refine the wording. It was also noted that preliminary investigation procedures are being developed to strengthen the review of service before a matter advances to formal investigation.

The Commission agreed to retain the sufficient-notice provision as a clear regulatory basis for communications sent to registered portal users after service of the complaint. The provision will apply to both complainants and respondents, and system notifications will constitute sufficient notice of the information contained in the notification and any attached documents. The Commission agreed to delete the sentence stating that accessing the portal establishes notice of everything available at the time of access because the language could create an unintended limitation. The language addressing authorized alternatives to the portal will use the phrase "alternative means of filing, case access, and communication with the Commission."

The Commission also agreed to reorganize 804 CMR 1.16 so that service by the Commission is followed by sufficient notice after service of the complaint and then service by the parties. Documents filed through the portal may be served through the portal without separate service or a certificate of service. Documents exchanged outside the portal, including discovery materials and post-probable-cause filings served directly between the parties, will remain subject to the applicable service and certificate-of-service requirements. Once motion briefing is complete, the moving party will assemble and file the complete motion packet through the MCAD Case Portal.

At approximately 6:10 p.m., the Commission took a brief recess to address technical issues with the hybrid meeting display and livestream. The meeting reconvened at approximately 6:15 p.m.

The Commission then addressed several additional revisions. Under 804 CMR 1.12(10), a party requesting a copy of a public hearing recording may be required to pay the associated

cost when delivery requires physical media or another method that creates an expense. An electronic upload would not ordinarily require a charge. The Commission also agreed to standardize the formatting requirements in 804 CMR 1.12(16), 1.13, and 1.23(3) by requiring type of at least 12 points, double spacing, and one-inch margins, while permitting captions, footnotes, and quotations to be single-spaced. In addition, 804 CMR 1.13(4)(c)(4) will clarify that the complete motion packet, including any opposition, reply, and surreply, must be filed with the Commission through the MCAD Case Portal.

The Commission concluded its discussion by considering the remaining review of 804 CMR 1.17 through 1.25 and whether a final vote could occur at the May 29 meeting. The discussion emphasized the importance of having a consolidated version reflecting all agreed revisions before voting on the regulations as a whole. The Office of General Counsel will incorporate the May 27 revisions and circulate an updated redline and a clean reading copy on the morning of May 28. Future redlines will use a single color so that the substantive changes are easier to review.

The Commission will attempt to complete its review of the remaining sections at the May 29 meeting and, if all Commissioners are satisfied with the final language, vote on the regulations as a whole. If the draft is not ready for final approval, the Commission will not file it and will schedule additional review as needed.

4. Next Meeting Date

The next Commission meeting was confirmed for Friday, May 29, 2026, from 10:00 a.m. to 12:00 p.m. The Commission will resume its review of the proposed revisions beginning with 804 CMR 1.17.

5. Other Business

The Chair asked whether there was any other business. No additional business was raised.

6. Adjournment

The Chair asked whether there was any objection to adjournment. Hearing none, the meeting adjourned shortly after 7:00 p.m.

Meeting Materials

- MCAD Public Meeting Notice and Agenda for May 27, 2026.
- Draft minutes of the May 12, 2026 Commission meeting.
- Final Draft Procedural Regulations for Commissioners Meeting to be reviewed May 27, 2026, including the working redline of proposed revisions to 804 CMR 1.00, MCAD Rules of Procedure.
- Public comments and Office of General Counsel recommendations referenced during the Commission's review.



Massachusetts Commission Against Discrimination

Meeting Minutes

Date/Time: Friday, May 29, 2026, at 10:00 a.m.
Place: MCAD – 1 Ashburton Place, Suite 601, Boston, MA 02108
Format: Hybrid Meeting with YouTube Livestream for Public Observation
Livestream: https://www.youtube.com/channel/UCh_wjAthLJTQf-KMgMGv1Yw

The Massachusetts Commission Against Discrimination held a public meeting on Friday, May 29, 2026. Commissioners and staff participated in person and remotely, and the meeting was livestreamed for public observation.

Commissioners Participating In Person:

Chair Sunila Thomas George
Commissioner Edward Mitnick

Commissioners Participating Remotely:

Commissioner Christina Brown
Commissioner Steven Locke
Commissioner Jeremy Scheiner

Staff Present:

Michael Memmolo, Executive Director
Deirdre Ann Hosler, General Counsel
Diane Nordbye, Deputy General Counsel
Lila L. Roberts, Esq., Chief of Investigations
Andrew Espinosa, Deputy Chief of Investigations
Ruthy Barros, Recording Secretary

1. Call to Order

Chair Sunila Thomas George called the meeting to order at 10:00 a.m. The Chair stated that notice of the meeting and the agenda had been properly filed with the Secretary of the Commonwealth and posted on the Commission's website in accordance with the Massachusetts Open Meeting Law. The Chair conducted a roll call. Commissioner Brown, Commissioner Locke, Commissioner Mitnick, Commissioner Scheiner, and Chair Thomas George were present. The Chair announced that a quorum was present.

Roll Call Attendance:

<i>Chair Thomas George</i>	<i>Present.</i>
<i>Commissioner Brown</i>	<i>Present.</i>
<i>Commissioner Locke</i>	<i>Present.</i>

Commissioner Mitnick
Commissioner Scheiner

Present.
Present.

2. Continued Discussion and Review of Proposed Revisions to 804 CMR 1.00

The Chair introduced the continued discussion and review of proposed revisions to the MCAD Rules of Procedure and the public comments received on the draft. Before beginning the review, the Chair thanked the Commission's management team and Commissioners for the time and effort devoted to the proposed revisions. The Commission resumed its review with 804 CMR 1.17 and continued through the remaining sections of the regulations.

In reviewing 804 CMR 1.17, the Commission agreed that the service provisions for Commission-initiated complaints should be consistent with the service provisions previously discussed for other complaints. The language will clarify that the Commission shall serve a Commission-initiated complaint on each respondent by personal service and that notice of the date, time, and place of the conference shall be served upon the respondents.

The Commission next reviewed 804 CMR 1.18, concerning certification to public hearing. References to the "charges of the complaint" will be replaced with "certified claims" where appropriate because the section concerns matters that have been certified for public hearing. The language will provide that the respondent must answer the certified claims at a public hearing and may present evidence to rebut those claims. The Commission also agreed that the hearing decision provision should state that the Commission shall, if practicable, issue a final order and decision within 60 days of the conclusion of the hearing submission.

No revisions were proposed to 804 CMR 1.19, concerning emergency proceedings, or 804 CMR 1.20, concerning language assistance services.

The Commission then reviewed 804 CMR 1.21. The Commission agreed to remove the phrase "for the party" from the reference to counsel because the definition of "counsel" includes counsel for the Commission. The Commission also agreed that the provision concerning personal identifying information should refer to "medical record numbers or patient identification numbers."

The discussion of 804 CMR 1.21 included access to investigative file materials following a probable cause determination. The Commission discussed the categories of information that may be withheld from an investigative file, including privileged information, medical records, sensitive employee or witness information, and information protected from disclosure under the Public Records Law. It was explained that requests for investigative file materials are reviewed individually and that records are not withheld categorically. The Commission agreed to retain the language permitting the withholding of protected information.

The Commission next reviewed 804 CMR 1.23, concerning Full Commission review. The Commission agreed to remove references to "Boston" where appropriate and to use "Full Commission" consistently. The attorney's fees provision will also be revised to incorporate the language previously approved for the corresponding provision in 804 CMR 1.12.

The Commission discussed the circumstances under which a Commissioner who previously participated in a matter would be excluded from Full Commission deliberations. The discussion focused on the Commissioner assigned to oversee a matter after a probable cause determination and through certification to public hearing. The Commission agreed that the regulations should clarify when a Commissioner is assigned and that a Commissioner assigned to and presiding over the post-probable-cause process through certification will not participate in Full Commission deliberations concerning the same matter.

The Commission continued its review with 804 CMR 1.24 and 1.25, concerning judicial review and judicial enforcement. The Commission agreed to remove the phrase “definition of” from references to a “final judicial order.” Section 1.25 will refer consistently to a party to a consent order or a person affected by a final order of the Commission and to an alleged violation of a consent order or final order. The Commission also agreed to remove the specific cross-reference to the conciliation section while retaining the general reference to relief in furtherance of the public interest.

The Commission then returned to 804 CMR 1.22, concerning sanctions. The Commission discussed the importance of clearly identifying the Commission’s authority to respond when a party or other participant abuses the Commission’s processes, engages in inappropriate conduct, or threatens Commission staff or other persons involved in a proceeding. The discussion addressed the need to provide transparency to the public and consistent guidance to staff while preserving the Commission’s discretion to impose an appropriate sanction based on the circumstances.

The Commission considered whether the regulations should require a written reprimand before the administrative dismissal of a complaint may be imposed as a sanction. Concerns were raised that a mandatory reprimand could unnecessarily limit the Commission’s discretion in matters involving particularly serious conduct. The Commission agreed to change the title of the provision to “Sanction Order Required” and to remove the language requiring at least one written reprimand before a sanction may be imposed. The word “prior” will also be removed so that the provision states that an order is required to impose any sanction.

The Commission separately considered the definition of a vexatious complainant and the proposed standard based on the filing of three or more complaints subject to dismissal or administrative dismissal within a one-year period. The Commission agreed to retain a defined standard so that the circumstances under which the provision applies are clear.

At approximately 11:01 a.m., Commissioner Brown stated that she needed to leave the meeting. Commissioner Brown expressed her support for the revisions made during the Commission’s review and noted that a quorum would remain. Commissioner Brown left the meeting at 11:01 a.m.

The Commission recessed at approximately 11:01 a.m. and reconvened at approximately 11:10 a.m. with Chair Thomas George, Commissioner Locke, Commissioner Mitnick, and Commissioner Scheiner present.

Following the recess, the Office of General Counsel presented several additional revisions. The Commission reviewed proposed language in 804 CMR 1.01 intended to reflect the Commission’s mission more clearly. The Commission agreed with the proposed language but removed the final sentence concerning efficiency.

The Commission also reviewed a reorganization of the filing provisions in 804 CMR 1.04. The revisions will clarify that the pseudonym-filing provision applies regardless of whether a filing is made by a pro se person, counsel, or an organization. The Commission also agreed to remove the phrase “from the Commission’s website” and refer simply to filing through the MCAD Case Portal. Additional language was revised to ensure consistent use of the terms “counsel,” “representative,” and “attorney” throughout the regulations.

The Commission returned to the probable cause provisions to clarify when a Commissioner is assigned to a matter. The Commission agreed that the regulations should state that a Commissioner shall be assigned when a probable cause determination is recommended. The assigned Commissioner will determine whether probable cause exists and preside over the matter through certification. Related language was revised to avoid suggesting that a Commissioner is assigned before a probable cause determination is recommended.

The Commission also returned to the service provisions discussed at the May 27 meeting. The Commission considered whether the use of the word “registered” could create confusion between a registered MCAD Case Portal user and the registered address or agent of a legal entity. The Commission agreed that the service provision should refer to an agent authorized to accept service on behalf of a legal entity. The Office of General Counsel revised the language to reflect the Commission’s discussion.

After completing its review, the Commission considered approval of the proposed revisions to 804 CMR 1.00. A motion to approve the proposed revisions to the MCAD Rules of Procedure, as amended during the Commission’s discussions, was made by Commissioner Edward Mitnick and seconded by Commissioner Jeremy Scheiner.

The Commission conducted a roll call vote. Chair Thomas George, Commissioner Locke, Commissioner Mitnick, and Commissioner Scheiner voted in favor. Commissioner Brown was no longer present. No Commissioner present opposed or abstained. The motion was approved unanimously, 4-0.

Roll Call Vote:

<i>Chair Thomas George</i>	<i>Aye.</i>
<i>Commissioner Locke</i>	<i>Aye.</i>
<i>Commissioner Mitnick</i>	<i>Aye.</i>
<i>Commissioner Scheiner</i>	<i>Aye.</i>

Following the vote, the Chair, Commissioners, and Executive Director acknowledged the work of the Office of General Counsel, the management team, Commission staff, and the Commissioners throughout the regulatory review process.

3. Next Meeting Date

No date was set for the next Commission meeting.

4. Other Business

The Chair asked whether there was any other business. No additional business was raised.

5. Adjournment

A motion to adjourn was made by Commissioner Edward Mitnick and seconded by Commissioner Jeremy Scheiner. The Commission conducted a roll call vote. Chair Thomas George, Commissioner Locke, Commissioner Mitnick, and Commissioner Scheiner voted in favor. No Commissioner present opposed or abstained. The motion was approved unanimously, 4-0. The meeting adjourned at 11:38 a.m.

Roll Call Vote:

Chair Thomas George

Aye.

Commissioner Locke

Aye.

Commissioner Mitnick

Aye.

Commissioner Scheiner

Aye.

Meeting Materials

- MCAD Public Meeting Notice and Agenda for May 29, 2026.
- Final Draft Procedural Regulations with May 28, 2026 changes, including the updated working redline of proposed revisions to 804 CMR 1.00, MCAD Rules of Procedure.
- Written public comments received concerning the proposed revisions.

Rating Definitions and Tips for Wrap Up

This tool provides rating definitions and comment writing tips to help managers conduct a successful review.

MassPerform Ratings Definitions

Rating	Definition
Exceptional	Performance in this category consistently far exceeds requirements, reaching a level found only in a small percentage of managers. Exceptional performance is associated with work on a project or objective outside the ongoing area of responsibility and which resulted in measurable impact. This rating is not attainable by someone exclusively performing their regular duties flawlessly. Achievements, effort, and results are well beyond those expected at this management level and contributed to a significant organizational accomplishment in terms of increased efficiency, innovative approaches, or significant cost savings. This exceptional manager sustains exemplary accomplishments at the highest level throughout the evaluation period; providing exemplary support to the contributions of the organization; and demonstrates “whatever it takes” and “above and beyond” philosophy.
Highly Effective	Performance in this category consistently exceeds performance standards for assigned responsibilities. The manager who exceeds expectations requires little supervision, regularly brings forward and champions strategies for improving services and/or reducing costs and surpasses required standards and performance expectations. He or she is committed to continuous improvement and enhanced services and displays deep dedication to the agency’s mission and goals. There is little if any room for improvement in fulfilling their regular job functions and agency strategic objectives.
Successful Performer	Performance in this category meets performance standards. Managers who meet expectations consistently deliver expected results, fulfill job requirements and goals, and are valued members of the management team. These are solid accomplished managers who significantly contribute to the success of the agency and have a positive impact on the organization. Performance is on par with other managers and is what is expected for their level of responsibility.
Below	Performance in this category is consistently unacceptable. Managers who do not meet expectations need significant measurable improvement in the near future or face disciplinary action up to and including termination in the next six months.

FY27 Executive Director SMART Goals for Mike Memmolo

1) Transition the Agency to Operate Under Promulgated Procedural Regulations (20%)

Objective: Ensure the agency operates in compliance with the new procedural regulations.

- a. Provide agency-wide training on new regulations, including training for per-dem Commissioners,
- b. Ensure all agency standard operating procedures (SOPs) and division/unit specific policies reinforce operations under the regulations,
- c. Perform external outreach and training on the procedural regulations.

3) Complete Launch of the Comprehensive Case Management System (CCMS) (25%)

Objective: Successfully launch the public portal, continue all enhancement work for both the public portals and internal employee workspace to improve usability and complete an accessibility audit of the public and attorney portals. Track portal usage, user feedback and system functionality.

- a. Launch the public portal by October 30, 2026,
- b. Finalize accessibility audit of the public portals by December 31, 2026
- c. Continue outreach initiatives to inform, educate and train the public, attorneys, and stakeholders about the new system and how to navigate it,
- d. Collaborate with the CCMS vendor, senior leadership, and IT to resolve issues and improve functionality,
- e. Provide quarterly reports on portal usage, functionality and success.

4) Ensure Timely Investigations and Case Processing (20%)

Objective: Reduce complaint processing time and mitigate backlogs.

- a. Introduce Preliminary and Formal Investigation processes with appropriate SOPs and staffing,
- b. Reduce processing of newly filed complaints from filing to dismissal or authorization for formal investigation effective with public portal go live date of October 30, 2026
- c. Present plan at mid-fiscal year (January) to reduce investigative backlog, by a measurable percentage, by the conclusion of fiscal -year end (June 30, 2027) .
- d. Reduce investigation time for a formal investigation,

- e. Reduce processing time of post probable cause determination through final commission decision by identifying systemic delays, backlogs, and implement measures to eliminate them, as necessary,
- f. Generate standardized CCMS quarterly reports that track backlog in each stage/process, monitor ease of filings and processing times.

5) Foster a Mission-Driven and Positive Work Culture (10%)

Objective: Maintain a supportive, professional, and diverse workplace.

- a. Standardize oversight of operations while promoting mutual respect across all MCAD team members and offices,
- b. Survey staff by December 31, 2026, relative to workplace improvements that can increase teammate and job satisfaction,
- c. Support hiring needs, including management and supervisory positions, and align compensation within budgeted funds,
 - a. Ensure vacant positions that are pure backfills are completed within 60 days
- d. Invest in staff professional development through:
 - a. Internal training initiatives
 - b. Support professional development opportunities within budgeted funds
- e. Strengthen the employee engagement committee (RISE):
 - a. Increase participation through monthly meetings and events
 - b. Encourage new membership through targeted special events
 - c. Survey staff on RISE impact and improvements, by December 31, 2026. to increase participation
 - d. Ensure RISE events are properly funded and are inclusive of all MCAD offices
- e. Ensure monthly DEI initiatives and celebrations are carried out and reflected in quarterly and yearly HRD reports,
 - a. Review employee exit interviews, identify trends in employee concerns, workplace issues, and confidence in leadership, and use the findings to inform appropriate workplace improvements.

6) Strengthen Communication, Collaboration, and Partnerships (10%)

Objective: Advance MCAD's mission through stakeholder engagement and legislative advocacy.

- a. Assist the GOV and AGO on final advisory board appointments,

- b. Attend MCAD Advisory Board meetings as requested,
- c. Work with the advisory board chair to ensure compliance and training with the open meeting and public records laws,
- d. Facilitate and maintain relationships with key stakeholders to develop initiatives that support the agency's mission,
- e. Track relevant legislation and advocate for or against bills impacting MCAD's jurisdiction, meet with legislators on provocative bills and provide formal letters of support when appropriate,
- f. Meet with GOV and legislators on budgetary increases, maintenance and support.

7) Bolster Agency Operations, Support Commission Oversight and Secure Increased Funding (15%)

Objective: Ensure operational stability and secure resources to support agency goals.

- a. Oversee agency operations by directly supervising and supporting senior managers to ensure effective performance and successful outcomes of each manager's goals by regular and thoughtful evaluation,
- b. Advocate for appropriate funding to support the agency's mission and fiscal year objectives,
- c. Provide the Commission with regular updates on agency operations including pertinent Division statistics, including but not limited to, number of complaints received, investigative backlog status, ADR statistics, hearings unit statistics, staffing and budget update.

FY26 Executive Director SMART Goals for Mike Memmolo

1) Transition the Agency to Comply with Statutory Changes (New Commission Composition) (10%) – Completed.

Objective: Ensure the agency complies with new statutory changes effective January 1, 2026.

- a. Collaborate with the Governor's Office (GOV) and Office of Attorney General (AGO) to recruit, appoint, and onboard four new per-diem Commissioners.
- b. Provide GOV and AGO with an updated Commissioner job description to facilitate timely recruitment, and provide input during the selection process.
- c. Work with the MCAD Chair to develop onboarding and training materials, including a handbook for new Commissioners,

Worked closely with the Chair and General Counsel to implement the statutory changes that created a new composition of Commissioners effective January 1, 2026. Ensured the agency assisted in recruiting candidates, responded to inquiries from the GOV and AGO during their selection process and assisted in the drafting of the per-diem Commissioner job description. This collaboration resulted in timely appointments of per-diem Commissioners in February and March 2026. Along with the Chair and General Counsel, and in collaboration with the Director of Training, we developed and distributed training and onboarding materials to orient the new Commissioners to their roles and responsibilities. FY27 will include further collaboration with the Chair and senior management on creating a robust Commissioner handbook.

2) Adopt Revised Procedural Regulations (5%) – Completed.

Objective: Finalize updated Procedural Regulations.

- a. Oversee drafting, review, public comment, and formal adoption in collaboration with the MCAD Chair, Commissioner, and the OGC.
- b. Ensure draft regulations are submitted for Commissioner review and schedule at least two in-person and two online public hearings, with final adoption by December 31, 2025.
- c. Ensure that the OGC drafts revised regulations, provides guidance to Commissioners during Commission meetings, and assists in scheduling public hearings for comments.

Partnered closely with the General Counsel to coordinate the drafting, reviewing, public comment period and adoption of the revised procedural regulations (804 CMR 1.00). The timeline for final adoption was extended due to the new Commission structure effective January 1, 2026, and to allow for additional vetting of the regulations, and public comment, by the new Commission.

The regulatory process included extensive agency and Commission review and public participation. The draft regulations were published for public comment on December 2, 2025. Three hybrid (in-person and virtual) public hearings were held in January 2026 (1/23, 1/26, 1/28), and the public comment period was subsequently extended through March 31, 2026. The Commission held five meetings to review and consider the regulations (4/3, 4/6, 5/12, 5/27, 6/23) before formally promulgating them on June 23, 2026.

3) Launch New Case Management System (CCMS) (30%) - Mostly completed.

Objective: Successfully implement CCMS, including public and attorney portals and internal employee workspace.

- a. Test, finalize, and launch the CCMS public portal, internal workspace, and online filing system.
- b. Conduct stakeholder testing of the public portal.
- c. Implement CCMS workspace for MCAD team use.
- d. Execute outreach initiatives to inform the public, attorneys, and stakeholders about the new system.
- e. Conduct outreach initiatives unveiling the system and portal.
- f. Collaborate with the vendor, Senior Leadership, and IT to resolve issues and prepare staff and stakeholders for system use.
- g. Train staff on CCMS functionality and workflows.

CCMS was a major agency-wide initiative during FY26. Working with the CCMS Core team (Chair, General Counsel, Chief of Investigations, Deputy General Counsel, Deputy Chief of Investigations, IT Director), agency staff subject matter experts (SMEs) (Commission Counsel Supervisor, Clerk, Attorney Advisor Supervisor, ADR Director, Administrative Unit Supervisor, Investigative Unit Supervisors), the product vendor (Accelare) and the agency's technical consultant (Verity Inc.) to design and implementation a new and modern Comprehensive Case Management System. The Core team worked extensively on the design of the CCMS application, engaging SMEs to provide design and functionality recommendations at key project junctures and to perform iterative testing of the application including testing the employee workspace and attorney and public portals. The

Core team engaged all-agency team members at several “show and tell” meetings where substantially completed functionality was presented to ensure transparency with the project’s progress and how the functions would be used in the agency’s day-to-day work. All MCAD team members participated in an immersive end-to-end testing of the application including the workspace and the online portals. MCAD external stakeholders (Commonwealth fair housing partners, MELA, GBLS, SCFH) were also engaged to test the online filing portals and provide feedback that helped inform revisions to the application’s design. All MCAD team members received comprehensive training on the employee workspace and online portals with specific division/unit training addressing individual dashboards and workflows. On March 2, 2026, the CCMS Workspace went live and on June 15, 2026, the CCMS Attorney Portal also went live following additional testing and revisions to the FAQs and Quick Reference Guides, for that portal. With both launches, the agency provided weekly staff drop-in training sessions to answer staff questions, solve issues and offer ongoing support.

The final phase of the CCMS application and the remaining deliverable is the launch of the pro-se filing portal. This has been delayed while the agency promulgated its regulations and established its new preliminary investigation unit. The pro-se portal is expected to launch in the Fall of FY27 and before the end of the 2026 calendar year.

4) Ensure Timely Investigations and Case Processing (15%) – Mostly Complete.

Objective: Reduce complaint processing time and mitigate backlogs.

- a. Work with the Investigations Division to implement Preliminary and Formal Investigation processes with appropriate SOPs and staffing.
- b. Reduce processing time from complaint filing to decision.
- c. Collaborate with Investigations Division managers to achieve timely investigations.
- d. Monitor case processing with the Chair, OGC, and Hearings Unit from probable cause determination through final commission decision to identify any systemic delays, or backlogs, and implement measures to eliminate them, as necessary.

This goal is still in process. During FY26, the agency took a significant step in the reorganization and management of the Investigations Division during the fiscal year to improve operations, increase the timeliness of investigations and establish consistency with procedures. A key component of this goal was the appointment of Lila Roberts as the Chief of Investigations. Following 11 months as the Acting Chief, Chief Roberts led a substantial reorganization and rebuild of the division through staff training (identifying PFCs

training, site visit training, conducting an investigation training) implementing necessary SOPs, a number of detailed investigative plans and updated workflows, and increasing staff morale within the division. The agency also created the new Preliminary Investigations Unit. Although intensive planning for preliminary investigations occurred during FY26, staffing of the PI unit did not begin until June of 2026, including the hiring of the Director of the Preliminary Investigations Unit. Implementation of this new procedure was dependent upon the passing of the updated procedural regulations. In total, an incredible amount of planning and implementation of organizational changes took place in FY26. Although new investigative protocols and processes were implemented, the measurable impact of these changes on case processing times and the reduction of the aged case backlog, will be reflected in FY27.

Of note, by the end of FY26, the agency once again did not have a post-probable cause backlog.

5) Foster a Mission-Driven and Positive Work Culture (10%) – Completed.

Objective: Maintain a supportive, professional, and diverse workplace.

- a. Standardize oversight of operations while promoting mutual respect across all MCAD team members and offices.
- b. Support hiring needs, including management and supervisory positions, and align compensation within budgeted funds.
- c. Invest in staff professional development through:
 - Internal training initiatives
 - Professional development opportunities within budgeted funds
- d. Strengthen the employee engagement committee (RISE):
 - Increase participation through monthly meetings and events.
- e. Support DEI initiatives and HR programming, reflected in quarterly and yearly HRD reports.

The agency made additional gains in FY26 in establishing standardization across all MCAD offices, through the implementation of a number of agency-wide and division specific standard operating procedures (SOPs) and key management and branding initiatives. Management continued to identify historic and outdated workflows, policies and team

member understandings to ensure the most up to date information, materials and policies are correctly implemented and followed in each office.

The agency continued to prioritize staffing by investing in the MCAD team. The agency, in accordance with the revised enabling statute, hired a CFO. Additionally, we created a new management position - Director of Preliminary Investigations, to lead the agency's first-ever preliminary investigations unit. Worked with the CFO and Director of HR/DEI to ensure all positions were funded and when vacancies occurred, backfilled as quickly as possible. Staff training and professional development remained a priority in FY26. The investigations division received specific training in "Understanding Social Identity and Workplace Boundaries," all agency staff received training in "Responding to Microaggressions" and CPR, and all professional development requests were approved.

The employee experience continues to be an important priority. The RISE committee was extensively supported throughout FY26 which included an ice cream social, pumpkin/magnet decorating, fall potluck, mascot selection, Pi Day, MCAD 80th birthday celebration, and Pride t-shirt making amongst other team building initiatives. Additionally, staff participated in a variety of celebratory events recognizing Hispanic/Latine heritage month, Jewish American Heritage month, Juneteenth, and Pride. The employee experience continues to be reflected in staff retention; the agency experienced eight voluntary separations during FY26. Of these separations, one employee retired, one relocated out of state, two left to pursue law degrees and the remaining four left for other opportunities. This has continued a positive trend of retaining employees from FY25 when the agency lost one employee to a voluntary separation to attend law school.

6) Strengthen Communication, Collaboration, and Partnerships (10%) – Complete.

Objective: Advance MCAD's mission through stakeholder engagement and legislative advocacy.

a. Attend MCAD Advisory Board meetings as requested.

- Work with GOV and AGO to ensure timely appointments to the revised Advisory Board.
- Work with GOV to advance statutory changes to 151B

b. Facilitate and maintain relationships with key stakeholders to develop initiatives that support the agency's mission.

c. Track relevant legislation and advocate for or against bills impacting MCAD's

jurisdiction, meet with legislators on provocative bills and provide formal letters of support when appropriate.

The MCAD leadership team continues to strengthen its partnerships with government agencies, civil rights organizations, professional groups, non-profit and community stakeholders and the MA Legislature.

The Chair, General Counsel and ED were invited to and attended two advisory board meetings in FY26. The Chair, the ED and General Counsel assisted the GOV and AGO in appointments to the advisory board and the agency continued to advocate for statutory changes to 151B which did not move forward.

During FY26 the agency advanced several initiatives to strengthen communication, collaboration, and civil rights partnerships. The agency met with the Illinois Department of Human Rights to discuss the MCAD structure and operations. The agency also joined a cross-state working group of civil rights enforcement agencies from IL, NY, MN, CA, MI, MD, NJ and DC to discuss agency operations. The ED meets monthly with the executive directors of the northeast (VT, ME, RI, and CT) civil rights enforcement agencies to discuss operations, challenges and communications from our federal partners. Additionally, the ED served as a Commissioner on the Special Commission on Combating Antisemitism throughout FY26. The General Counsel served on the Women Veterans Advisory Committee and the Council on the Underground Economy. The Deputy Chief of Investigations joined the Executive Office of Housing and Livable Communities (EOHLC) on their regional listening sessions across the Commonwealth and the Chair represented the agency at the City of Lawrence's celebration of an ADA grant for accessibility. The agency presented on multiple panels at the MCLE, for the MBA, the Worcester County Bar Association (WCBA) and at the 20th Annual Fair Housing and Civil Rights Conference panelists included the ED, General Counsel, Chief of Investigations, Deputy Chief of Investigations, ADR Director and the Hearings Unit. The ED revived quarterly meetings with the Commonwealth's Fair Housing partners, to discuss productive and mutually beneficial partnerships to promote fair housing throughout the Commonwealth.

Finally, the agency's Legislative Affairs committee reviewed and vetted over 200 pieces of legislation that directly or indirectly impacted the agency or the laws it enforces. The ED testified in person on several bills, including the MCAD fund bills (HB 3109 & SB2014) and An Act to end housing discrimination in the Commonwealth (S. 245 & H.431). The agency sent separate written testimony and other correspondence on a number of other bills, including An Act Dignifying Individuals with Intellectual or Developmental Disabilities (SB137 & HB232) and An Act relative to removing the term hearing impaired from the general laws (SB2120). The ED and General Counsel met with a variety of bill sponsors to

discuss the legislative impact on the MCAD and recommended amendments to proposed bills.

7) Bolster Agency Operations and Secure Increased Funding (20%) – Completed.

Objective: Ensure operational stability and secure resources to support agency goals.

- a. Oversee agency operations by directly supervising and supporting senior managers to ensure effective performance and outcomes.
- b. Hire and onboard a CFO.
- c. Advocate for maximum funding to support the agency's mission and fiscal year objectives.

Under the newly amended enabling statute change effective January 2, 2026, the ED is required to hire a dedicated agency CFO. In anticipation of this change, a new CFO was hired in September of 2025 before the statutory deadline.

The ED worked with the Chair and the CFO to develop the budget funding strategy and advocated for full funding necessary to support agency operations. The agency received full funding for FY27 which replaces federal funds and negates the agency's reliance on federal contracts.

Additionally, the agency opened its first ever hybrid office in Fall River¹ in June of 2026. The agency was able to partner with the Department of Transitional Assistance (DTA) to utilize shared space, and tested kiosk technology to provide a virtual, substantive in-person experience for the residents of the South Shore in delivering critical MCAD services. This partnership fulfills the agency's statutory requirement for a Fall River office at no cost to the taxpayers

¹ Effective July 1, 2023, through the FY24 budget, M.G.L c. 6, § 56 was amended to change the location of the MCAD's south shore regional office location from New Bedford to Fall River.