

protect

enrich

connect

DEPARTMENT OF CONSERVATION
AND RECREATION

ANNUAL REPORT

FISCAL YEAR 2007

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November 30, 2007

In June of this year, I was honored to be appointed by Governor Deval Patrick as Commissioner of the Department of Conservation and Recreation. For me, this was a wonderful opportunity to act upon a life-long passion for parks, recreation, and land conservation. I could not wait to roll up my sleeves and get to work fulfilling the agency's mission. Since I have been here, I have been impressed by the incredible enthusiasm, dedication, experience, and expertise of DCR staff, all across the Commonwealth, as well as the committed support of our multitude of public and private partners who share a belief in the importance of what we do.



The work that is done at DCR significantly affects the quality of life of Massachusetts residents and visitors on a daily basis. From Cape Cod to the Berkshires, our agency's staff act to protect our natural and cultural resources, enrich the recreational opportunities that are available for the public's enjoyment, and improve the many properties and infrastructure under DCR's care. Their many accomplishments in these areas directly contribute to people's health and well-being, knowledge of the surrounding world and environment, sense of community and belonging, and to our state's economy as well.

The progress that DCR has made has been dependent not only on the efforts of our statewide staff and support of our DCR Stewardship Council, but on the strength of our agency's connections with our partners – park visitors, friends groups, and volunteers, community non-profit organizations, private corporations, and local and state government officials. We appreciate their past efforts and look forward to reaching out to build new connections and generate additional support.

As you read this report, we hope you will be inspired to join DCR and our partners in shared stewardship of our natural, cultural, and recreational resources – improving the living, working, and recreating environment of the Commonwealth for the well-being of all.

Sincerely,

Richard K. Sullivan
Commissioner

Protect: Natural and Cultural Resources

The Department of Conservation and Recreation is a key contributor to the protection of our state's natural environment – land, water, and air – and our venerated cultural and historic resources.

By enhancing the long-term sustainability of these assets and preserving the opportunities for the public to enjoy them, the agency positively impacts the health and well-being of our residents and the attractiveness of the Commonwealth as a place to visit, live, and do business.

In FY07, DCR moved forward with a strong sense of commitment to its conservation mission, aiming to provide expanded open space lands, well-managed and protected water resources, preserved and healthy forests, protected rare and endangered species and significant wildlife habitats, and preserved and enhanced historic and cultural resources. The agency also continued to pursue environmental remediation measures at a number of its properties.

With an eye toward the future, DCR placed emphasis on the ongoing development of Resource Management Plans for the state's parks, forests, and reservations; took steps to provide safeguards for the special places in the Commonwealth that have significant natural and cultural resources; and in support of overall clean energy, environmental protection, and resource conservation, expanded its efforts at sustainable practices, purchasing, and development.

Expanded Open Space Lands

DCR carried out a number of acquisitions of land and property interests in FY07, with particular emphasis placed on protecting lands that relate to the system of forests, parks, reservations, and watersheds under its care and control.

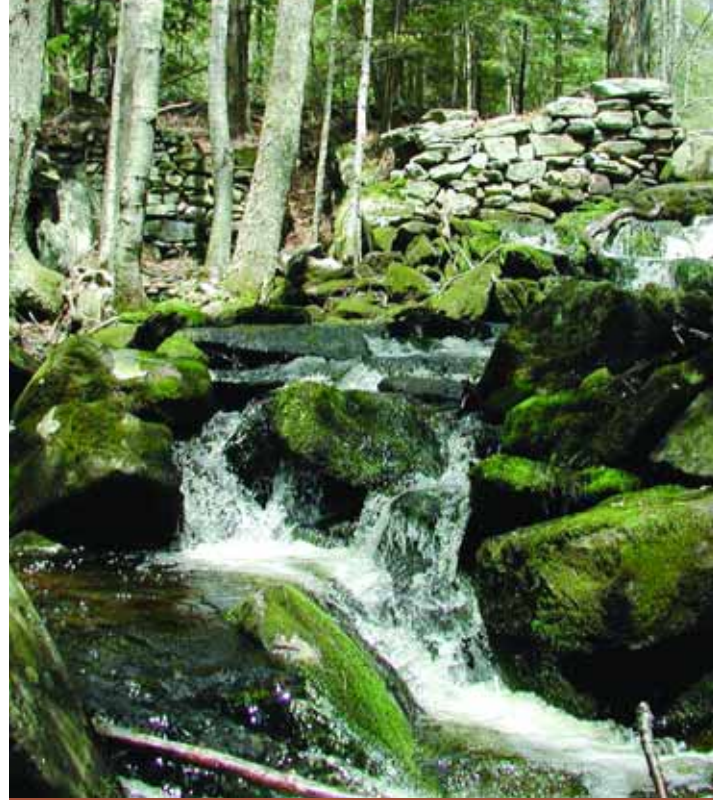
The agency acquired 19 parcels of forest and park land totaling approximately 1,978 acres through \$7.66 million in state bond funding, which leveraged \$4.45 million in federal, municipal, and nonprofit partner contributions and bargain sales. Five properties totaling 442 acres were given to DCR, bringing the total acres protected in FY07 to 2,420. Among the areas protected were several critical in-holdings at DCR forests and parks across the state and coastal properties in Falmouth and Ipswich having high resource value. Key tracts within the Connecticut River Valley that added shoreline protection, fishing spots, and hiking opportunities also gained protected status.

With a view toward protecting lands deemed critical for long-term water quality protection, DCR also purchased 544 acres at 18 locations across the Quabbin-Ware-Wachusett watershed, using \$4.11 million provided by the Massachusetts Water Resource Authority (MWRA.) In addition, a private donation enabled the placement of a conservation restriction, valued at \$960,000, on 57 acres of watershed land on the eastern slope of Wachusett Mountain.

In support of the vision of “green corridors” – a network of greenways, trails, and open spaces that provide vital links among people, communities, and the natural world – DCR, in FY 07, awarded \$265,000 in federal funds to nonprofit organizations, government agencies, and municipalities for a variety of trail protection, construction, and stewardship projects. With these monies, more than 14 trail construction and maintenance projects were completed, including Mass Audubon’s Boston Nature Center Urban Accessible Trail and the North Central Pathway project in the City of Gardner. In addition, 13 grants totaling \$500,000 were awarded to support trail development and maintenance activities on DCR properties.

Well-Managed and Protected Water Resources

Through a number of activities and program initiatives, the agency protected our drinking water supplies and supported the ecological sustainability of Massachusetts rivers, lakes, and ponds.



Spectacle Pond Farm Acquisition

In FY07, working in partnership with the Massachusetts Audubon Society, DCR acquired a spectacular, 900-acre property in Sandisfield that includes diverse habitats, rare plant and animal species, historic mill sites, old growth forest, 2.5 miles of frontage along the Clam River, and the 62-acre Lower Spectacle Pond. In addition to its conservation value, the property, now part of Otis State Forest, expands opportunities in the area for hiking, canoeing, kayaking, snowmobiling, cross-country skiing, fishing, and hunting.



The Quabbin-Ware River-Wachusett Reservoir and Sudbury River Watersheds – which together act as the drinking water supply for 2.2 million residents of Massachusetts - operated for the third full year under a Memorandum of Understanding between DCR and the Massachusetts Water Resources Authority (MWRA) and the legislatively-established Water Supply Protection Trust. DCR issued decisions on 163 applications for development in areas designated under the Watershed Protection Act, and completed a final draft of the Quabbin Land Management Plan, covering forest management, biodiversity, cultural and environmental protection, and road system work.

To address water quality and quantity and stream flow protection issues across the Commonwealth, DCR oversaw hydrologic and river basin studies through the U. S. Geological Survey Cooperative Program and reviewed Inter-Basin Transfer Act application for the Massachusetts Water Resources Commission. It also continued to manage a three-year, \$1 million U. S. Environmental Protection Agency (EPA) Targeted Watershed Grant to address severe low flows in the Ipswich River.

In addition to initiating two new storm water demonstration projects in the Town of Ipswich, DCR continued to monitor several demonstration projects previously completed under the grant. At Silver Lake in Wilmington, for the second consecutive summer, the beach saw no closures due to fecal bacteria, in contrast to the six consecutive years prior to storm water improvements in the area.

DCR implemented a number of initiatives to address the many threats that aquatic invasive species (AIS), toxic algae blooms, and bacteria pose to lakes and ponds across the Commonwealth. Staff conducted AIS management, beach restoration, and bacteria assessment at over 20 agency properties, including major harvestings on the Charles River and, to restore swimming access, at Ruggles Pond in Wendell State Forest and Mausert's Pond in Clarksburg State Forest.

DCR also implemented a cyanobacteria monitoring program along the Charles River in partnership with other state agencies, the Charles River Watershed Association, and the Charles River Swim Club. Under the ongoing Weed Watcher program, DCR taught more than 120 citizens how to identify and slow the spread of



Green Roof Storm Water Improvement Project

In partnership with the North Shore Housing Trust, DCR applied nearly \$100,000 of its \$1 million Targeted Watershed Grant from the EPA toward the installation of a 3,000 sq. ft. “green roof” on a building redeveloped as affordable housing for seniors in the Town of Ipswich. DCR also partnered with the Martins Companies, to maximize low-impact development features at Partridgeberry Place, a cluster subdivision in Ipswich. Both projects will be monitored to determine their storm water management impacts.

aquatic invasive plants, and in the first half of the fiscal year, 306 “saves” occurred when non-native species were removed from boats or trailers entering or leaving Massachusetts water bodies.

Storm water management – with its relation to water quality, flood control, and the safety of public passage along parkways - continued to be a high priority in FY07. DCR and its consultants completed an infrastructure assessment of all drainage structures on agency property, resulting in a GIS-based database that enhances asset management efforts and identifies any illegal connections to DCR storm water drains.

Over the course of the fiscal year, 2,874 catch basins were cleaned through the use of vacuum trucks and high-pressure water jets to remove debris in drainage pipes that connect the catch basins to their discharge or outfall sites. DCR also replaced 14 outfalls and headwalls as part of a comprehensive approach to repair drainage along Nonantum Road and the Charles River Road in Watertown and cleaned and repaired all DCR-owned outfalls to the Charles River in Watertown.

To support storm water management activities, the agency implemented a monthly street-sweeping program for 30 miles of DCR streets and parkways in metropolitan Boston, targeting streets where storm water runoff flows to impaired receiving waters. Sweeping in these areas was aided by the installation of permanent signage noting parking restrictions and the posting of schedules and maps on the DCR website.

Preserved and Healthy Forests

In FY07, DCR continued its efforts to provide preserved and healthy forests through the forest management, service forestry, forest health, and forest fire control programs, as well as through municipal grants and technical assistance and outreach to landowners, communities, and forest stakeholders.

DCR state forest and parks system lands continued to be “green certified,” sustainable, and well-managed forests, in accordance with Forest Stewardship Council (FSC) standards, in FY07. Staff completed draft Forest Resource Management Plans for the Northern Berkshire, Southern Berkshire, and Western Connecticut Valley Forest Management Districts, with input from the public, other state agencies, nonprofit organizations, and advocacy groups.

With an emphasis on forest health improvement, fuels reduction, and ecosystem restoration, DCR prepared forestry management harvesting plans for 1,474 state-owned acres in accordance with FSC standards for sustainable forestry. Forest management projects carried out under these plans brought \$750,495 in revenue to the Commonwealth, of which \$52,117 was distributed to cities and towns under the Forest Products Trust Fund and \$109,972 accrued in the form of in-kind services for forest and park improvements.

Service foresters continued their efforts toward achieving FSC green certification for private forestlands. If successful, this will represent the largest FSC group certification of private forestlands to date. Working collaboratively with landowners and private licensed foresters, DCR service foresters helped develop 58 Stewardship Plans for 6,355 acres of private forestland and implement management practices on 415 acres, using \$72,246 of federal cost-share funding under the Forest Land Enhancement Program (FLEP) from the U. S. Forest Service. Overall, in FY07, DCR service foresters certified 495 forest management and stewardship plans on approximately 49,000 acres





Sustainable Forest Bioenergy Initiative

Through its program for forest products marketing and utilization, DCR has supported the Commonwealth's renewable energy goals and helped position the state to benefit from bioenergy business opportunities. Working closely with the Executive Office of Energy and Environmental Affairs (EOEEA) on the Sustainable Forest Bioenergy Initiative, DCR has supported research and development on forest management and infrastructure needs. Partners include the University of Massachusetts, Mount Wachusett Community College, and other private consultants, and the project is funded by grants from the U.S. Department of Energy and the Massachusetts Technology Collaborative.

of private forestland for classification under the state's current use programs, c. 61, 61A, and 61B. In addition, DCR service foresters provided administration and regulatory oversight of 642 cutting plans on 31,000 acres harvested on public and private forestlands.

DCR continued to monitor and document stress factors that affect the health of our state's forest resources. Aerial observation documented 100,109 acres of forest damage in FY07, classified as defoliation and mortality. Defoliation was attributed to infestations of the forest tent caterpillar, winter moth, and gypsy moth, and other causes.

DCR provided critical wildfire detection and suppression services to help protect the Commonwealth's forests, providing aid to cities, towns, and Fire Districts. Over the course of the fiscal year, 1,476 fires occurred over 2,265 acres in Massachusetts, a slight decrease from the previous year due to wet weather conditions in the fall of 2006. DCR fire control crews assisted in national wildfire suppression efforts in Idaho and supported emergency response to a number of natural disasters throughout the state, including a tornado that carved a four-mile path through the Town of Wendell and Wendell State Forest. Staff also carried out mechanical fuels mitigation programs on Martha's Vineyard and in southeastern Massachusetts.

Cities and towns across the state benefited from various forestry and fire control grant programs funded by the U. S. Department of Agriculture (USDA) Forest Service in FY07 and administered by DCR. In FY07, the agency awarded \$413,000 in urban and community forestry grants to 35 cities and towns, and \$2.5 million and \$607,000 in USDA Forest Service Forest Legacy grants for the protection of 1,312 forest land in the Nashua River Greenway Forest Legacy Area and the North Quabbin Corridor Forest Legacy Area, respectively. DCR expended over \$55,000 in USDA Forest Service Volunteer Fire Assistance monies on 188 wildfire danger rating signs and grants to nonprofit rural call or volunteer fire departments across the Commonwealth and transferred over \$2 million in surplus federal fire-fighting equipment to municipalities across the state.

Protected Rare and Endangered Species

DCR undertook a number of activities to support the population of protected rare and endangered species and significant wildlife habitats in Massachusetts in FY07. Staff coordinated rare species protection efforts at 15 DCR coastal sites and habitats. In addition, DCR's staff ecologist

supported protection of habitats during planning and implementation of agency capital projects and assisted with natural resource inventories at the Blue Hills Reservation, Wachusett Reservoir Watershed, and Nickerson State Park.

In the summer of 2007, DCR joined Massachusetts Audubon and the New England Aquarium in efforts to protect two piping plover chicks born on Revere Beach. This event underscored the beach's renaissance as a natural resource for Greater Boston and the North Shore.

Preserved and Enhanced Historic and Cultural Resources

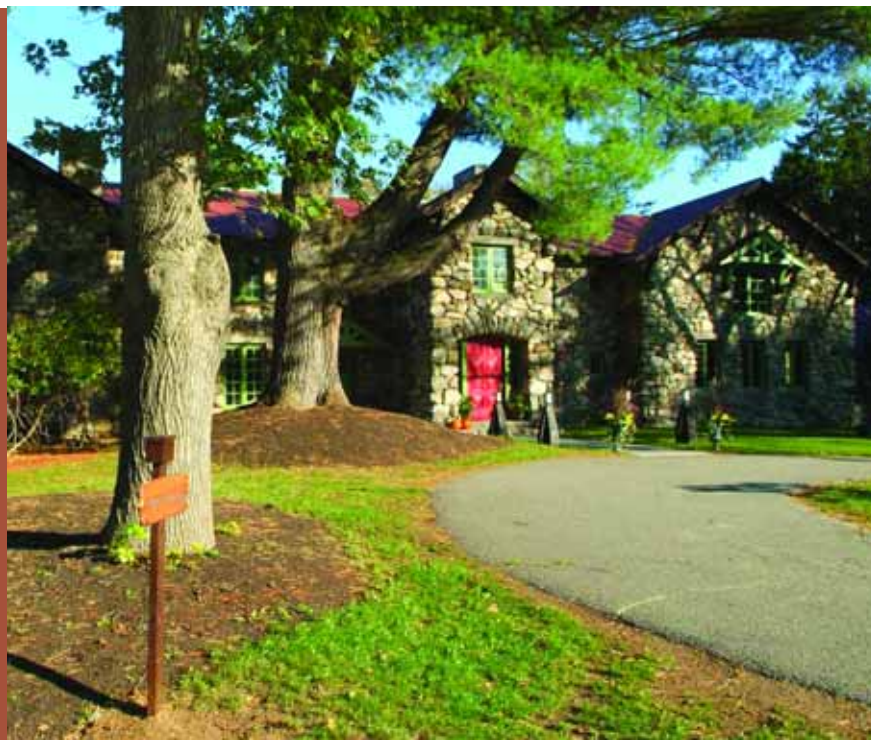
In FY07, DCR focused on several measures to provide the public with preserved and enhanced historic and cultural resources. Responding to the backlog of deferred maintenance of historic buildings throughout the system, the agency reactivated the Historic Curatorship Program, under which holders of long-term leases pay rent, in the form of rehabilitation and maintenance, for occupancy of vacant or underutilized DCR historic structures. Since the program's inception, nearly \$5 million in private funds have been leveraged toward the restoration of some of the Commonwealth's most significant historic properties. Marketing efforts have begun for a round of new curatorship opportunities that have the potential to leverage \$10 million in investment on DCR properties.

DCR also restored and stabilized elements at a number of the agency's historic properties. Among others, projects included the window restoration at the Ames Mansion at Borderland State Park in Easton, exterior repairs to the Botume House in the Middlesex Fells Reservation, roof restoration of the print shop at Brook Farm in West Roxbury, stabilization of historic granite landings on the Charles River, interior and exterior restoration of the Hatch Shell, and historic walkway and railing restoration on Georges Island. In collaboration with the EOEEA's Office of Public Private Partnerships (OPPP), DCR published the fourth volume of *Terra Firma – New Models of Stewardship: Public Private Partnerships*.

With the goal of advancing the preservation of a key aspect of the Commonwealth's historic assets, DCR staff engaged 225 people in 14 communities in identifying,

Bradley Palmer Mansion Historic Curatorship

The historic mansion in Bradley Palmer State Park in Topsfield opened its doors to the public in 2007 after a lengthy rehabilitation through DCR's Historic Curatorship Program. The graceful, turn-of-the-century mansion was restored by Willowdale LLC in return for a 50-year lease of the property. After an investment of over \$1 million, Willowdale operates the mansion as a venue for special events and associated overnight lodging.





“Big Belly” Solar Trash Compactors

In FY07, DCR began using “Big Belly” solar-powered trash compactors, a sustainability measure undertaken to support its park maintenance activities. Thirty-eight compactors were installed on a pilot basis at locations having a high volume of visitors, including, among others, The Esplanade, Revere Beach, and Castle Island, Walden Pond State Reservation, Salisbury Beach State Reservation, and Cochituate State Park. These devices handle four times as much trash as standard receptacles, reduce staff time devoted to pick-up, and decrease truck emissions and gasoline use in these areas.

prioritizing, and developing protection techniques for more than 850 heritage landscapes, and launched a pilot project to adapt the methodology used in the heritage landscape inventory to DCR facilities. The Commonwealth’s continuing commitment to the preservation of the Emerald Necklace Park System in Boston was demonstrated through the execution of a landmark maintenance and management agreement with a broad coalition of public and private partners.

The Historic Parkways Initiative continued to be priority for the agency. In 2007, the Historic Parkway Preservation Treatment Guidelines and a Historic Parkway Policy were finalized and adopted by the DCR Stewardship Council. DCR also led a collaborative process to develop a vision plan for the parkways in the Middlesex Fells and began the long-planned historic parkway rehabilitation project at Mount Greylock State Reservation in the Berkshires.

Environmental Remediation

In FY07, DCR pursued environmental investigations or remediation at certain agency properties identified by the DEP, EPA, or through the Massachusetts Clean State Initiative as contaminated or subject to investigation because of the confirmed or suspected presence of hazardous materials. These include the former Canton Airport, the Shaffer Paper property in Boston, DCR maintenance yards in Milton and Stoneham, Webb State Park and other public and private lands on Weymouth Neck, and other locations. In addition, groundwater sampling schedules were implemented at Mount Greylock and drinking water wells were monitored at Myles Standish State Forest in accordance with Administrative Consent Orders covering these facilities, and other DCR-owned well systems were monitored subject to the Safe Drinking Water Act. DCR also continued its efforts to remove asbestos from contaminated sites on the Boston Harbor Islands, and completed an Asbestos Management Plan that will guide future remediation activities on those properties. Other state park locations were subject to bird guano abatement projects and removal of solid waste and contaminated fill.

Resource Planning and Sustainability

With the goal of balancing high quality recreation with the state’s rich legacy of natural and cultural resources at our state’s parks, forests, and reservations, DCR continued to place key focus on Resource Management Planning (RMP),

mandated by the 2003 legislation that created DCR. The hiring of two planners for the RMP program, as well as an RMP/GIS specialist, enabled the agency to begin resource management planning in DCR's South and Central Regions. Three RMPs were completed and formally adopted by the Stewardship Council in FY07 - for the Waquoit Bay National Estuarine Research Reserve, National Monument to the Forefathers, and Chestnut Hill Reservation - and significant progress was made in implementing these, as well as the Mount Everett Reservation Summit RMP completed the previous year. In addition, DCR prepared draft RMPs for the Mount Watatic Reservation, Beaver Brook Reservation, and Stony Brook Reservation, and completed a critical biodiversity management planning project for six of the most biologically significant DCR properties - Blue Hills Reservation, Myles Standish State Forest, Holyoke Range State Park, Skinner State Park, Mount Tom State Reservation, and Mount Sugarloaf State Reservation. DCR staff also implemented new internal Massachusetts Environmental Protection Act (MEPA) Review Protocols.

In FY07, DCR continued to support nomination review, technical assistance, and stewardship activities in 28 Areas of Critical Environmental Concern, covering 241,000 acres in 73 communities, which have been designated by the Commonwealth as containing significant natural and cultural resources. Under this program, which DCR administers on behalf of the Secretary of EOEEA, DCR assisted ten stewardship groups within ACEC's in wetlands restoration, native plant landscaping, Great Pond management, public education, and other activities. Through the MEPA review process, DCR also provided comment on 50 proposals for development in ACECs to ensure resource protection and sustainable development. As part of an ongoing partnership with the Great Marsh Coalition, DCR coordinated the change of name of the Parker River/Essex Bay ACEC to the Great Marsh ACEC - an action for which it was awarded a Certificate of Recognition by the Essex National Heritage Program - and co-sponsored the first annual Great Marsh Symposium on the North Shore.

DCR took numerous steps over the fiscal year to implement Governor Deval Patrick's Executive Order 484, *Leading By Example - Clean Energy and Efficient Buildings* and to build on the programs and projects that earned the agency a 2006 Massachusetts Environmental Purchasing and Sustainability Award. As a basic practice in construction and major renovation projects, DCR instituted Leadership in Energy and Environmental Design (LEED) Plus standards adopted by Massachusetts for all new state buildings. Among the sustainability measures initiated by DCR in FY07 were the installation of a biomass-based heating system at the Quabbin Headquarters and Visitor Center that will use wood chips from DCR's green-certified watershed forestry program and the conversion of Quabbin Reservoir fishing program rental boats to low-emission, four-stroke motors.



Enrich: Recreational Resources

The many opportunities that DCR provides to enjoy the natural beauty and historic character of our Commonwealth enhance the quality of life of our residents and visitors alike – on an individual level, their overall health, well-being, and knowledge of the natural world that surrounds them; from a community perspective, their sense of connectedness and belonging; and, from a state and regional viewpoint, economic growth through public appreciation of the natural and recreational resources available to people who live and work here.

In FY07, DCR focused on enriching the myriad recreational experiences that are available at state parks and forests, recreation facilities, and open spaces through stepped-up management and maintenance of parks and other properties under its care, greater protection for the health and safety of visitors, expanded programming and services, better parks and recreational facilities, and improved customer information and support services.

DCR worked hard to improve its maintenance and management of parks and beaches in FY07. Full-time field staff were provided a number of training and career development activities, including the annual “Great Ideas Exchange” working sessions and team-building field day and a two-day Supervisors’ Academy and Waterfront Safety Training School. More than 200 field staff participated in the latter program, benefiting from insights and skills-based knowledge provided by national and local speakers and workshops on trail management, volunteer partnerships, rules enforcement, customer service, and other topics.

Approximately 1,700 seasonal employees were hired in FY07, tripling the agency workforce to provide a range of core services, including not only maintenance and upkeep, but quality recreation, environmental education, forest fire detection, trail reconstruction, ranger services, and natural resources protection management. Seasonal employees underwent training provided by DCR full-time staff, and a number were deployed in certain high-use areas in the urban parks system in April of 2007, one full month earlier than the previous year. In addition, under the Park Fellows Program, developed by DCR in partnership with the University of Massachusetts Donahue Institute, 11 college-level students played an operational support role while gaining hands-on experience under the guidance of staff mentors over a nine-week period.

Improved Management and Maintenance

DCR undertook a number of initiatives aimed at improving up-keep of parks and other recreational properties and facilities. As the 2007 recreational season approached, plans were developed for the agency’s urban parks management regions and districts that provided a schedule for maintenance activities, including mowing, weeding, trash pick up, litter and leaf removal, beach sanitizing, playground maintenance, and bathroom cleaning. For the first time, these maintenance schedules were posted on the DCR website and displayed at kiosks at nine high-use urban parks, providing a level of accountability and transparency to the operations. In addition, DCR staff at facilities statewide reported on daily maintenance of comfort stations on check-off cards posted on the doors.

To assist staff in their property management and maintenance activities, DCR spent approximately \$1.9 million on lawn, ground, and beach equipment - including leaf blowers, motorized surf rakes, sidewalk push vacuums,



Spring 2007 Initiatives

In spring 2007, DCR stepped up efforts to increase “curb appeal” at parks, through the use of statewide sign standards and targeted beautification activities, such as the planting of flowers, including 2,500 donated daylilies at park entrances and high-visibility locations across the state. In addition, a widespread effort was undertaken, using contractors, to prevent weed growth along roadsides and boulevards, in parking lots and around facilities.



and sweepers. The agency spent nearly \$2.8 million on vehicles and rolling stock, including two ten-ton trucks and large capacity payloaders, for property and facility maintenance. In addition, DCR rebuilt two catch basin cleaners and three bio-diesel rubbish packers, which were retooled at one-third the cost of the purchase of new vehicles.

The agency continued to use the Facility Administration and Maintenance Information System (FAMIS) to address needs for corrective maintenance on DCR buildings and infrastructure; signage construction, replacement, and installation; and vehicle repair. A total of 3,402 new service requests were entered into the system during FY07; of these, 2,517 priority work orders were completed and the remaining were evaluated and prioritized for future scheduling.

DCR's coastal beaches represent a key outdoor recreational resource, and our urban beaches received considerable attention in FY07. In a report issued in March 2007, the Metropolitan Beaches Commission, created by the Legislature in 2005 to assess 19 of the state's public beaches from Nahant to Hull, made recommendations for improving maintenance, management, and programming. DCR responded not only with the above-mentioned expenditures on equipment, but also by the early hiring, on June 1, of 115 seasonal employees as lifeguards, bathhouse attendants, supervisors, and laborers. Staff also distributed free litter bags to beachgoers, urging patrons to adopt the traditional "carry in, carry out" motto of campers and hikers. Looking forward, DCR announced plans to hire several year-round beach managers, each with a maintenance and ranger staff, who will be responsible for the Boston-area coastal beaches, augmenting DCR's regular maintenance efforts.

With the additional funding that the Legislature has provided DCR beaches, the agency has been able to offer the public a broad range of aquatic recreation opportunities during a four-month summer season. In 2007, many beaches and wading pools opened Memorial Day weekend, and by mid-June, more than 120 beaches and pools were fully operational, with more than 700 duty lifeguards on hand to assist the millions of people who visit them during the summer season.



Beach Maintenance

To augment staff and partner beach clean-up efforts, DCR deployed seven beach sanitizers at major coastal and inland beaches. These sanitizers, which filter the top six inches of sand, were used by staff every 4-5 days throughout the summer.

Enhanced Public Health and Safety

A number of priority activities were undertaken by DCR in FY07 aimed at providing an enhanced level of protection for the health and safety of the public, including visitors to state and urban parks and forests and watershed lands, users of recreational facilities, and travelers along its parkways, roadways, and pathways.

As a key element of the agency's program in this area, DCR Rangers patrolled over 450,000 acres of state-owned forests, parks, and beaches and provided security services at 1,700 buildings statewide, including visitors' centers, picnic pavilions, bathhouses, fire towers, and the State House. Regulations enforcement was a priority for the Rangers, with special focus placed on implementing the agency's Off-Highway Vehicle and dog regulations in DCR parks. Rangers also conducted 51 search-and-rescue operations on agency properties and joined with other public safety personnel in providing security at numerous high-visibility events on DCR properties, such as the Fourth-of-July Fireworks Celebration at the Hatch Shell and the Head-of-the-Charles event in Boston.

To ensure safe crossings by schoolchildren at DCR parkways, Rangers provided direction to DCR-employed crossing guards at 49 locations in the Metropolitan Boston area.

The safety of swimmers at DCR's coastal and inland beaches was a high priority for the agency in FY07. The agency continued to refine its water testing procedures to work toward increased efficiency in communicating swimming water quality information to the public, introducing a new hotline that provided up-to-date water quality reports for more than 80 state swimming beaches across the Commonwealth. To discourage incidents of violence and vandalism at DCR pools in certain urban areas, such as Springfield, Lawrence, Worcester, and Boston, the agency worked closely with local and state law enforcement officials to implement additional security measures.

DCR staff also took steps to protect the public from the hazards of downed or dying trees at agency properties. In FY07, through the combined effort of DCR tree crews and a contracted tree care company, 2,127 hazardous trees were removed and 458 trees were pruned at state recreation areas, both as an ongoing public safety measure and in response to storm events that occurred in specific locations, such as Nickerson State Park and Otter River State Forest/Lake Dennison Recreation Area. In urban parks and along



Water Safety Training

DCR undertook the most extensive waterfront facility manager training in its history in the spring of 2007, holding a two-day Waterfront Safety School during which over 100 staff with beach and pool management responsibilities received best practice instruction in topics ranging from lifeguard management to water quality testing. DCR also offered high-quality pre-service training for all head lifeguards and facility managers, with programs on the proper use of lifesaving equipment, developing and implementing emergency actions plans, and other key skill areas.



parkways, DCR staff removed 441 hazardous trees and devoted 1,326.5 hours to tree-pruning over the course of the year.

Safe passage for walkers, cyclists, and vehicular traffic along parkways was enhanced through a wide range of improvements in FY07. On DCR parkways, 26.3 lane miles were resurfaced, 743 potholes filled, 2,525 feet of guardrail installed or repaired, 4,560 linear feet of fencing installed or repaired, 712 street lights replaced and 1,572 repaired, and 337 catch basins repaired. In addition, 342 repairs were made to traffic signal systems, 48 new handicapped access ramps were installed at sidewalks, and 23,270 linear feet of sidewalks were repaired, replaced, or installed.

Roadways and pathways in the Metropolitan Boston area benefited from low-cost improvements such as striping, crosswalk painting, and installation of signage, using data gathered by area bicycle and pedestrian organizations. Among the projects completed were bike lanes on the Massachusetts Avenue and Longfellow Bridges and priority pedestrian crosswalks identified in Somerville, Brighton, Cambridge, and Jamaica Plain.

Throughout the winter storm season, DCR put in a strong effort to clear the ice and snow along parkways and park roads, sidewalks, parking lots, and pathways. The agency's Winter Storm Management Plan for 2006-2007 built on the previous year's, the significant change reflecting Massachusetts Highway Department's assumption of responsibility for curb-to-curb snow removal on 63% of DCR parkways, as compared with the 40% of the previous year. This allowed DCR to shift substantial resources and reduce the schedule for clearing secondary roadways, parkways, sidewalks, pathways, and crosswalks from last year's 24, to 12 hours, within a storm event. Also as part of DCR's Winter Storm Management Plan, DCR rolled out on its website a detailed, GIS-based, color-coded map on its website, where the public could view its snow removal priorities.

To enhance its snow and ice removal capacity in FY07, DCR invested nearly \$1.6 million in funding to upgrade its heavy fleet and snow-fighting equipment, auctioned or transferred several aged vehicles and pieces of equipment dating back as far as 1981, and purchased new stock for use on DCR parkways, sidewalks, and bikeways.

To improve its capacity to respond to various types of emergencies, the agency updated its Continuity of Operations Plan during FY07, improving communications protocols. A key ongoing priority was development of an all-hazards planning capacity, and, toward that end, work continued on preparation of a Hurricane Emergency Operations Plan that will serve as a template for other emergency operations plans.

Expanded Programming and Services

A major FY07 endeavor by the agency in parks programming and services in FY07 was *The Great Park Pursuit*, a kick-off signature event to year-round participation in the national *No Child Left Inside* (NCLI) initiative, which challenges children and their families to reconnect with nature in their park system and help promote a healthy lifestyle through outdoor recreation. *The Great Park Pursuit* was held on six consecutive Saturdays from May 19 to June 23, 2007, at the Blue Hills Reservation in Milton, Great Brook Farm State Park in Carlisle, the Blackstone River and Canal Heritage State Park in Uxbridge, DAR State Forest in Goshen, Skinner State Park in Hadley, and Castle Island in South Boston. Registrants who participated in five out of six

events were eligible to win major outdoor equipment prizes donated by Eastern Mountain Sports. As the team outdoor adventure series came to a close, DCR worked to plan a year-round calendar of group and self-directed activities and festivals, carrying the *No Child Left Inside* initiative forward.

The Great Park Pursuit not only inspired a strong and committed effort by DCR statewide staff to implement, but received the support of a broad coalition of partners – from friends groups of state parks, to nonprofit organizations, private businesses, and other governmental agencies – who came together to participate in promotional activities and provide event support, donations, and sponsorships.

In addition to this high-profile program, in FY07, DCR staff offered more than 5,200 educational and interpretive programs – relating to recreational, natural, cultural, and historical resources - to over 205,000 visitors. In addition to formal, publicized programs, interpretive staff also provided informal, on-the-spot interpretive and information services to approximately 400,000 and 50,000 visitors, respectively.

As a key example of a major interpretive programming initiative, year-round coastal awareness programs were offered by DCR, free-of-charge, to schools, non-profit groups, teachers and members of the general public. At agency properties in Revere, Nahant, East Boston, and Saugus, at Salisbury State Reservation, Scusset Beach State Reservation, and Nantasket Beach Reservation, and on the Boston Harbor Islands, children and older participants learned about beach and tide pool ecology and habitat restoration, as well as about the importance of keeping beaches clean and free of litter. In addition, in FY07, the Waquoit Bay National Estuarine Research Reserve conducted 262 programs, including on-site coastal awareness interpretive sessions and hands-on bay explorations and watershed walks, teacher training, and special events and workshops, serving 12, 470 adults and 7,607 children.

Working in close partnership with the U. S. National Park Service and Island Alliance, DCR significantly improved the quantity and quality of public programming and the overall visitor experience on the Boston Harbor Islands. Visitation to all the islands in 2007 increased by close to 30% over the previous year and visitation to Spectacle Island more than doubled. Programming included a Summer Boston Children's Theatre and numerous, themed Family Fun Days.

In FY07 DCR's Universal Access Program offered a variety of adaptive recreation opportunities at 147 events



The Great Park Pursuit

In the course of "The Great Park Pursuit," over 450 registered teams and 1,500 people enjoyed numerous recreational and nature-based activities at state forests, parks, and reservations – including hiking, fishing, canoeing, questing, learning to read a compass, pitch a tent, draw maple sugar, make a s'more, and milk a cow. In addition to getting families outdoors to enjoy the state's beautiful natural resources and recreational opportunities and promoting healthy lifestyles, this program moved the agency further toward the goal of inspiring a next generation of stewards for our natural, cultural, and recreational resources.



across the state, in which nearly 3,500 people with disabilities, along with their friends and families, participated. These featured activities such as cycling, kayaking, sailing, canoeing, horseback riding, rowing, hiking, fishing, interpretive programs, and more. In addition, in early June, DCR held a free Accessible Recreation Fair at Artesani Park in the Brighton neighborhood of Boston, where accessible recreation providers from around the state demonstrated their equipment.

Recognizing the need to make DCR services and facilities accessible to the needs of a broader, diverse population, the agency's employee-based Diversity Council, formed in 2006, continued to work with staff and the public to develop protocols and programs. In addition, a lifeguard training program administered by DCR provided opportunities for youth in urban areas across the state to become trained and certified lifeguards at agency pools.

Improved Parks and Recreation Facilities

Numerous improvements for the public's use and enjoyment were undertaken in FY07 at DCR's parks and recreation facilities. Fifty-five benches and 412 new picnic tables were placed at DCR parks, and comfort stations were upgraded at Nantasket Beach in Hull, Demarest Lloyd State Reservation in Dartmouth, and Fort Phoenix State Beach in Fairhaven. Four urban playgrounds were reconstructed, several athletic fields were improved or renovated, including Evans Ballfield in South Boston, and tennis courts at Borderland State Park in Easton and Sharon, the Dale Street Playground in Roslindale, and the Connell Tennis Courts in Hyde Park were reconstructed. Three yurts were installed at October Mountain State Forest in the Berkshires, providing visitors with new opportunities to "camp" in furnished, wood-lattice-framed, canvas-sided structures without having to pitch a tent. Numerous repairs and upgrades were made to DCR's rinks and pools, including extensive improvements to the Springfield Pool in Springfield and the Devine Rink in Dorchester.

In terms of new properties, FY07 brought the opening of a new, seven-acre waterfront park called Neponset II at the Neponset River Reservation. This park provides an important link between between Pope John Paul II Park and the Neponset Marshes and provides a setting for additional recreational and interpretive programs



Betsy Cormier: Silver Medal Award Winner, "Ranger of the Year"

Lisbeth "Betsy" Cormier, Park Interpreter at Otter River State Forest and Lake Dennison State Recreation Area, was voted a Silver Medal Award Winner in ReserveAmerica's 2007 "Ranger of the Year" Competition by thousands of campers who visited national and state parks across the country. This was the second consecutive year in which a Massachusetts state parks employee was honored with a major award under this program.

for visitors. In addition, as part of the development of public parks and pedestrian paths in the New Charles River Basin under mitigation agreements related to the Central Artery/Tunnel (CA/T), Prince Street Park was opened with two newly-restored tennis courts and a waterfront overlook, with construction provided by CA/T and design review by DCR.

Visitors were able to enjoy more than 1,300 special events at DCR properties in FY07, staffed by agency personnel who worked with thousands of agencies, municipalities, private businesses, and nonprofit organizations to host and provide event management, staging, sound, and lighting services. Over one million people enjoyed 45 events at the Hatch Memorial Shell, a number of which enabled local charities to raise more than \$15 million. DCR hosted Fourth-of-July fireworks displays on The Esplanade in Boston and at other agency properties. The Summer Movie series co-sponsored by DCR and WBZ TV and Radio provided hundreds of visitors with the opportunity to view 48 major motion pictures at seven state parks in eastern Massachusetts. DCR parks also provided a setting for a number of athletic events, including the Head-of-the-Charles Regatta, attended by over 700,000 spectators.

Strengthened Customer Information and Support

In FY 07, DCR continued to place emphasis on providing strengthened customer information and support. A new, more inviting, and user-friendly design was given to the website's homepage, as part of a branding initiative for the state parks and the agency, and customer visits to the website totaled 1,209,444, a 30% increase over the previous year. More than 200,000 copies of DCR's Guide to Swimming, Camping, Biking and Hiking were distributed in response to web and phone requests, at all DCR parks, and at approximately 100 tourist information centers across Massachusetts.

Customers were able to make use of new brochures for the Blue Hills Reservation, Northern Berkshires State Parks, and the Nashua River Railtrail, as well as new trail maps for Chicopee State Park, Ashland State Park, and Whitehall State Park, on top of the 46 already in print. Visitors were provided educational and interpretive information on waysides created for WBNERR, Cochituate State Park, Cape Cod Rail Trail, the Pilgrim Memorial State Park, and Ipswich River.

In terms of on-site service, the check-in and check-out process for campers was facilitated by computer and connectivity upgrades DCR made at the majority of campgrounds.



Accessible Sailing Program

The summer of 2007 introduced a new program of accessible sailing on the Charles River in Boston, through a partnership between DCR and Community Boating, Inc. A private donation from Nancy and Garry Ranno-Carlston, matched by EOEEA OPPP, funded the retrofitting of Cape Cod Mercury and Sonor boats, and a charitable grant from Genzyme Corporation, together with funding from DCR, made the program available to persons with disabilities for 20 days over the summer. The charge to participants was \$1 per person for the entire summer.



Connect: Our Partners

The quality of the connections that DCR builds between the agency and its statewide staff and its many partners – park users and friends groups, governmental, non-profit, and corporate partners, and the general public – directly impacts its ability to enhance and expand the recreational opportunities available to Massachusetts residents and visitors and to protect our valuable natural and cultural resources.

In FY 07, DCR worked to strengthen these connections by building upon previous partnerships and engaging the public in a variety of stewardship activities and planning processes.

From an overall perspective, in FY07 the agency expanded its capacity to share information with and among its partners by enhancing the content of its partnership program website, at www.mass.gov/dcr/getInvolved.htm. Updated information on how to partner on a park improvement project, make a donation, get involved with a friends group, and volunteer, as well as information about partnership activities, is now featured on the “Get Involved” pages. In addition, DCR provided links to information about upcoming programs or events at its properties, as well as to websites maintained by current park friends groups. With the support of agency staff, a number of new friends groups were launched in FY 07, including the Friends of Myles Standish State Forest, Friends of the Cape Cod Rail Trail, Friends of South Boston Beaches, Friends of Wollaston Beach, Friends of Horseneck Beach, and Friends of Camp Nihan.

Several agency staff attended the Partners in Parks Conference in June, which was jointly sponsored by EOEEA, DCR, state legislative leaders, and dozens of nonprofit organizations. Participants in this one-day conference learned new approaches for engaging people in supporting their local parks in meaningful ways and heard presentations offered by Acting Commissioner Priscilla Geigis and other DCR staff, as well as by non-profit partners.

For the third year, DCR benefited from its collaboration with the EOEEA OPPP on the “Fix-It-First Friends” matching funds program. In FY 07, a number of partners contributed approximately \$1.52 million for current and future year projects at 35 DCR properties under this program, which has been matched by \$1.1 million in state funds. Among the projects or activities funded under the program were restoration of pathways along the south shore of the Charles River in the Charles River Reservation, replacement of the historic Richardson Flagpole located in the Dorchester neighborhood of Boston, installation of “Big Belly” solar-powered trash compacting receptacles at The Esplanade and Castle Island, preservation of Met Fern Cemetery in Beaver Brook, and chimney repointing and wallpaper and shed roof restoration at the Dorothy Quincy Homestead in Quincy.

DCR and EOEEA have continued to encourage project partners to contribute funds for future maintenance and operations of the properties involved under the OPPP

Park Stewards Conference

In early March 2007, DCR, in cooperation with EOEEA's Office of Public Private Partnerships (OPPP), sponsored a day-long Park Stewards Conference at Elm Bank Reservation in Wellesley. More than 70 representatives from over 40 different groups who support DCR facilities attended to hear presentations and participate in roundtable discussions and skill-building workshops.





Park Serve Day

Park Serve Day, a statewide volunteer day, was held on May 12, 2007, in 51 state parks, forests and beaches across the Commonwealth. By the end of the day, the tally showed that through 4,655 hours of volunteer time spent on more than 40 projects, 46.8 tons of trash had been hauled away, 580 trees planted, and many other building and trail maintenance improvements accomplished. For their efforts in relation to this event, the DCR Park Serve Team received the Governor's prestigious Manuel Carballo Award for Excellence in Public Service, marking the third consecutive year that the agency has achieved this honor.



program. In FY07, the Friends of Teddy Ebersol's Fields at Lederman Park raised \$1 million for an endowment fund for maintenance of the field. During this same year, the Friends also raised and expended an additional \$100,000 for maintenance.

In addition to the partner contributions of \$1.52 million toward OPPP projects in FY07, approximately \$927,000 in tax-deductible private bequests and gifts and in restitution was deposited to DCR's Conservation and Urban Parks Trust Funds for parks improvement purposes. As examples, a \$10,000 grant from REI enabled DCR and Massachusetts Audubon, as partners, to install two waysides, trailhead signs, a birding brochure, and benches at Cochituate State Park, and a second grant in the same amount from REI was applied toward the costs of campground restoration at Harold Parker State Forest. In addition, nearly \$21,000 in visitor donations to "Iron Ranger" receptacles was used for on-site improvements. The Memorial and Commemorative Gift Program continued to provide opportunities for people to make donations of \$5,000 or less in honor of loved ones, while helping support state parks, beaches, and historic resources. More than 40 such contributions were processed in FY07.

Numerous volunteer events, frequently co-sponsored by park friends groups or other partner organizations, were held throughout the year, resulting in agency parks, reservation, beaches, playgrounds, parkways, bikeways, and other facility improvements. During FY07, volunteers provided 103,989 hours or an estimated \$1,112,683 in service value to DCR properties. Many of the volunteer projects were organized by the agency friends groups, with on-site supervision provided by DCR staff.

One of the most prominent examples of civic engagement by the agency in FY07 was Park Serve Day, held in mid-May to help spruce up DCR properties across the state as the recreation season approached. In the course of the day, 1,330 volunteers at 51 parks, forests and beaches across the state, carried out a number of parks improvement activities, including, among others, beach clean-ups in Revere, Nahant, East Boston, South Boston, Quincy, and Hull; trail maintenance at Blue Hills Reservation, Mt. Tom State Reservation, Leominster State Forest, Harold Parker State Forest, and Great Brook Farm State Park; plantings of thousands of daylilies at several DCR parks; and painting and campsite clean-ups at DAR State Forest and Purgatory Chasm State Park.

In planning Park Serve Day, DCR was assisted by EOEEA and the Governor's Public Liaison Office on securing sponsors

and on outreach to volunteers, and the success of the day was, in large measure, due to the support lent by DCR staff statewide, from providing project supervision, to delivering equipment and enabling online registration for the event.

Another key volunteer event was the June 2, 15th annual National Trails Day, during which DCR staff coordinated with many partners in conservation efforts by nearly 300 volunteers at 14 sites statewide. Partners in this event included the Appalachian Mountain Club, REI, New England Mountain Biking Association, People Making a Difference, and Eastern Mountain Sports. In addition, during the week leading up to Earth Day, April 22, and throughout the following month, DCR held a series of volunteer clean-up events, as well as “teach-in” activities on the environment throughout the Commonwealth, many co-sponsored by friends groups and other partners. In summer of 2007, a professional trail crew from the Appalachian Mountain Club performed extensive rehabilitation work on the most popular trail at the Blue Hill Reservation, the Red Dot Trail to the top of Great Blue Hill.

In the tenth anniversary year of a valuable partnership between the Student Conservation Association (SCA)/AmeriCorps and DCR, 24 Mass Park AmeriCorps members logged 35,755 hours of service, through a range of conservation, environmental education, and community outreach activities. These included clearing and maintaining new and existing trails, planting trees, constructing and repairing bridges, and maintaining campsites. Corps members also provided project and volunteer assistance at eight western Massachusetts Park Serve Day sites.

DCR continued to partner with nonprofit organizations, municipalities, and other government agencies to carry out important land acquisition projects. In FY07, one-half of the 24 acquisitions completed were partnership projects. As an example, DCR partnered with the Town of Amherst and the Smith family to conserve a 20.2-acre inholding on the threatened north slope of Mt. Holyoke Range. The property is now part of the Mount Holyoke Range State Park in Amherst, where it provides important public access.

The collaborative effort by DCR, the Town of Adams, the Massachusetts Audubon Society, the Appalachian Mountain Club, the Massachusetts College of Liberal Arts, and the Massachusetts Museum of Contemporary Art on a smart growth development



Blackstone Canal Water Control Gates

As a tribute to the success of shared stewardship, three historic water control gates at the Blackstone River and Canal Heritage State Park were reconstructed and made fully operational in FY07 through matching contributions of \$238,000 from the John H. Chafee Blackstone River Valley National Heritage Corridor Commission and the EOEEA OPPP, and \$345,000 in funding from DCR. The gates enable park staff to maintain appropriate water levels in the canal, improve water circulation, and facilitate flood control.

plan for the Greylock Glen Outdoor Recreation and Environmental Education Center in North Adams moved forward. In December 2006, DCR and the Division of Capital Asset Management signed an agreement with the Town of Adams designating the municipality as the Provisional Developer for the Center. The state has agreed to provide a “dollar for dollar” match incentive for the development, up to \$3 million, as well as an upgrade to the water and sewer lines. The Town of Adams began work on the site master plan and DCR on designing the trail system and associated recreation facilities. The plan calls for trails, camping, rustic cabins, an environmental education center, a Nordic center, outdoor art, an amphitheater, and a lodging and meeting facility, with an overall estimated cost of \$42 million.

The re-convening of the *Schooner Ernestina* Commission provided an important vehicle for public involvement in supporting a DCR property of historic and cultural value. The Commission, together with the newly-hired Executive Director for the vessel, will create a business plan and identify partners to achieve long-term stability for the operation and upkeep of the schooner. During this past year, the goal of re-establishing at-sea, educational programming was advanced through repair and restoration of the vessel’s keel, with funding assistance provided by the Hildreth/Stewart Charitable Trust, the OPPP “Fix-It-First Friends” program, and the Massachusetts Office of Travel and Tourism.

Throughout 2007, the agency has continued to expand its partnerships for pool operations with several communities. In Leominster, the City has continued to increase its commitment and responsibilities for the DCR-owned pool there. Adding a new pavilion and playground area, the City has improved the quality of the facilities and the attraction of the pool for City residents and visitors. The cities of Attleboro and Brockton will operate DCR-pools in their communities when they reopen to the public in the summer of 2008, after undergoing capital improvements that will be funded by the agency.

In FY 07, DCR’s third-party leasing program for state-owned skating rinks continued to deliver enhanced operations and programs for users at the 29 agency facilities under private or municipal operation, and resulted in over \$1.5 million in

Cape Cod Rail Trail Rehabilitation

The rehabilitation of the Cape Cod Rail Trail, completed in the spring of 2007 and made possible through a \$6.4 million investment by the Commonwealth paired with \$1 million in funding from the Federal Highway Administration, brings an enhanced riding experience to the over 400,000 people who use the trail each year. The structural and safety improvements ensure that the public benefits of the rail trail – health, environmental, and economic – will continue to be enjoyed by generations to come.



capital improvements. As an example, the Theodore Aleixo Skating Rink in Taunton underwent extensive interior repairs, including a new ice refrigeration system, slab, boards, glass, and cooling tower.

As part of its succession planning efforts, the agency, in partnership with the Madison Park Vocational High School and other vocational-technical schools across the state, arranged for 22 youth to work alongside DCR skilled trades staff in an apprenticeship program. Through a youth enrichment partnership with the Massachusetts Department of Social Services, DCR also provided seasonal employment and mentoring for 16 youth aged out of foster care.

Recognizing the importance of obtaining public input during design and planning processes for the properties under its care, DCR implemented outreach strategies aimed at fostering increased, broadly-based participation by a variety of stakeholders. Among others, public meetings were held to review plans to rehabilitate a historic wall along the Arborway and incorporate bicycle lands along portions of Brush Hill Road and Truman Parkway in Boston and the Neponset Valley Parkway in Boston and Milton; discuss a proposed project to initiate forest management activities at Boxford State Forest; and obtain public comment on the proposed pathway rehabilitation at Chestnut Hill Reservoir, Draft Resource Management Plan for Mount Watatic Reservation, future improvements to the Charlesgate/Bowker Overpass in Boston and the Lee Pool at the Esplanade. DCR also continued ongoing dialogue with municipal, community, business, and neighborhood organizations to consider the impacts and benefits of the Storrow Drive Tunnel Project design and construction options.

A working group of state officials, trail users, scientists, land management organizations, and others continued to advise DCR on Off-Highway Vehicle (OHV) use in state forests, helping to develop new siting criteria for determining where the vehicles will be allowed. Applying these criteria, including the presence of wetlands, important plant or animal habitats, forest reserves, trail mileage, and other factors, and with GIS support, the agency completed the first phase of analysis of nine state forests. This resulted in continued use of OHVs at eight DCR properties, and the closure of Georgetown-Rowley State Forest for that purpose. DCR also began the process of producing an OHV enforcement plan, required by the Stewardship Council when they gave the siting policy conditional approval in February of 2007, encouraging participation by law enforcement agencies and other stakeholders.



Great Neck Acquisition

In January 2006, DCR permanently protected the 67-acre Proprietors of Great Neck property. Containing coastal salt marsh, fresh marsh, tidal marsh, shrubland, forest, and a pond, this diverse property is located at the mouth of the Ipswich and Eagle Hill Rivers, which drain directly into the Plum Island Sound at the Parker River National Wildlife Refuge. Funding for the \$1.685 million purchase price was provided by the Town of Ipswich, DCR, the EOEEA Self-Help Program, and the U. S. Fisheries and Wildlife Service.



Facility and Infrastructure Improvements

A wide range of properties and infrastructure are under DCR's care and control – parks, campgrounds, trails, beaches and pools; bikeways and railtrails; dams and flood control infrastructure; and parkways and bridges. The condition of these assets directly affects the public's enjoyment of our state's many natural, recreational, and cultural resources and the attractiveness of the Commonwealth for residency and business purposes. Investments in these assets are reflected in the overall health and well-being of our residents and visitors, communities, and state economy.

In FY07, DCR made significant strides in improving its capital assets, with priority placed on public safety, public health, and public use criteria. The Commonwealth invested \$127 million over the fiscal year on both properties and infrastructure and numerous resource protection-related projects within the agency's purview.

The chart below provides a DCR capital needs assessment in 2006 dollars and FY06 and FY07 investment information by asset category: ^{NB}

Estimated Capital Need	Category of Investment ¹	FY2006 Total Spent ²	FY2007 Total Spent ²
Spending by DCR			
\$571 million	Park Systems and Recreation Facilities	\$ 38,128,603	\$ 33,067,420
600 million	Bridges	5,727,179	18,114,581
145 million	Parkways	11,570,537	20,692,614
120 million	Dams and Flood Control	13,400,807	10,360,208
92 million	Waterways and Coastal Improvements ³	12,763,661	19,672,331
66 million	Resource Conservation and Land Protection	10,903,314	11,723,685
52 million	Environmental Remediation and Compliance	6,963,427	6,243,671
Spending By Other Agencies on DCR Properties ⁴			
		14,675,865	7,068,719
\$1.646 billion	Total Investment in Capital Improvements⁵	\$114,133,393	\$126,961,229

¹ In order to compare FY07 with the prior year, amounts in the columns "Estimated Capital Need" and "FY06 Total Spent" have been realigned from the FY06 Annual Report categories to the revised FY07 categories

² Both "Total Spent" columns include costs associated with capital improvements, such as the costs of engineers and planners and other administrative chargebacks; costs are pro-rated across all categories of investment

³ The category "Waterways and Coastal Improvements" includes projects approved by the Seaport Council: \$5.1 million in FY06 and \$8.66 million in FY07

⁴ "Spending By Other Agencies" in FY07 includes DCR recreation facility projects engineered by the MA Department of Capital Assets Management (DCAM), such as reconstructing the Cronin Rink in Revere and Dilboy Stadium in Somerville; the renovation of the Vietnam Veterans Pool in Chelsea; and the study for the proposed renovation of the Connors Pool in Waltham

⁵ State funds only; note that non-Commonwealth sources may also be used to supplement or match funding for capital projects, but are not included here.

^{NB} Not all spending is for assets owned by DCR. FY06 and FY07 DCR amounts include municipal assistance programs and grants to non-public entities totaling \$5 million in FY06 and \$20.1 million in FY07; grant programs appear in all categories and cover programs such as lakes and ponds, trails and greenways, historic landscapes, repairs to dams and seawalls; some grant programs also assist municipalities to leverage federal funding, such as the Rivers and Harbors Grant Program for dredging both coastal and inland waterways.

It is clear that a sustained, long-term capital investment is needed in order to ensure the attractiveness, safety, and accessibility of the agency's properties and infrastructure. DCR is working with EOEEA and the Governor's budget office to determine the amount of bond cap allocation that will be awarded for spending in FY08.

In addition, DCR serves as a member of the Massachusetts Mobility Compact, a group of several state agencies and independent authorities with transportation responsibilities that has been charged by Governor Deval Patrick, in Executive Order 488, to improve the delivery of transportation services and to adopt a coordinated approach to transportation management while promoting administrative efficiencies.

Park Systems and Recreation Facilities

In support of the agency's core mission, the largest investment in FY07 was in DCR park systems and recreation facilities, totaling over \$33 million. Numerous projects had design or construction elements underway or completed in FY07, with the goal of enhancing the visitor experience. Among others, these projects included:

- The replacement of the original Chelsea Vietnam Veterans Memorial Pool, including a single pool and bathhouse built in 1968, with a tot pool and new, family-friendly main pool, shade shelters, benches, bathhouse, and two restrooms
- Rehabilitation of the 22-mile Cape Cod Rail Trail, through completion of Phase 2 construction, including repaving and widening of the trail surface, installation of new signage and safety features, drainage improvements, and plantings
- Replacement, via a grant and partner match, of the current single-building Community Rowing Boathouse on the Charles River in Boston with a two-story main boathouse and one-story building for storage of smaller sculling boats, and the installation of permanent docks
- Replacement of the Nahant Beach "Halfway House" with a new seasonal comfort station, including public restrooms, a first aid station, and outdoor showers
- Replacement of a segment of the Charles Basin pathway, heading west from Galen Street in Watertown
- Replacement of the outdated beach pavilion at Salisbury State Reservation and modernization of the facility's campground, through electric service upgrades
- Reconstruction of the Nahant Causeway and Reservation
- Demolition and replacement of the Shade Shelter on Head Island and causeway repairs at Castle Island in South Boston
- Rehabilitation of Horseneck Beach State Reservation, including replacement of the existing bathhouses with two new bathhouses and a beach services office, new wastewater and drinking water systems, and construction of new dune crossings.

Bridges

With the primary goal toward ensuring vehicular and pedestrian safety across the bridges under DCR's care and control, over \$18 million was invested by the Commonwealth in FY07 in its bridge program, including inspections and ratings; emergency repairs; engineering, design, and construction of major projects; and painting and maintenance. DCR staff performed 170 inspections on 150 bridges, and emergency repairs were carried out on a number of structures, including the Craigie Drawbridge, Storrow Drive Tunnel, and Bowker Interchange in Boston; the Longfellow and Gilmore Bridges in Boston and Cambridge; the McGrath Highway Bridge in Somerville; the State Road Bridge in Revere; and the Woods Memorial Bridge in Everett.

On major repair projects, counterweight replacement of the General Edwards Bridge on the Lynn/Revere city line was accomplished through the expenditure of approximately \$3.3 million. More than \$6.1 million was spent to advance the design and reconstruction of the Neponset River Bridge between Boston and Quincy, and over \$1.6 million on Storrow Drive Tunnel study, design, and construction. Design activity moved forward on a number of other bridges, including, among others, the BU Bridge in Boston and Cambridge, the River Street Bridge in Boston, the Mystic Valley Parkway Bridge in Somerville, the Cheney Bridge at Elm Bank Reservation in Wellesley. Bridge painting, undertaken to protect previous capital investment on the structures, was completed on the Charles Circle ramp bridges and Embankment Road pedestrian overpass on Storrow Drive in Boston.

Parkways

In addition to the improvements mentioned earlier in this report, some key design and construction projects moved forward in FY07 along DCR parkways, resulting in over \$20.7 million of improvements. These included rehabilitation of the 13.6-mile Mount Greylock Historic Parkway and associated improvements, including scenic overlooks and installation of septic service along the Summit Road to Bascom Lodge, through the expenditure of approximately \$2 million; improvements to Revere Beach Boulevard, including a new drainage system, realignment of parking, traffic calming measures, expanded pedestrian/bicycle areas and pedestrian circulation, upgraded furnishings, and landscaping, through an expenditure of nearly \$6 million; and rehabilitation of Wollaston Beach and Quincy Shore Drive, including parkway drainage reconstruction, traffic calming, widened sidewalks, improved pedestrian and bicycle access, landscaping, beach nourishment and beach user amenities, and a new tot lot, through the expenditure of nearly \$3.2 million.

Dam Safety and Maintenance and Flood Control Management

In FY07, \$10.4 million was spent by DCR on dam safety and maintenance and flood control management. In continuing to implement the agency's dam safety regulations, staff followed up on orders sent to dam owners to conduct inspections and submit emergency action plans. In response to orders sent in FY06, DCR received over 700 formal Phase I dam safety inspection reports and 210 emergency action plans, and staff continue to take follow up enforcement actions. Forty dams were determined by the agency to be in unsafe and poor condition, and the owners of these received orders to address deficiencies and bring the structures in compliance with dam safety regulations.

In an effort to improve the inventory of dams, DCR conducted field review of 650 dams, most previously assumed to be not within its jurisdiction, in addition to those addressed in the previous year. DCR is also working to resolve ownership issues on approximately 40 dams.

Design and repairs were undertaken on a number of DCR-owned dams and flood control structures in FY07, including the Pontoosuc Lake Dam in Pittsfield, Charles River Dam in Boston, Cheshire Reservoir Dam in Cheshire, and Amelia Earhart Dam in Somerville and Everett. Work also continued on the Sales Creek Drainage Restoration Project in Revere, and design was undertaken on the Upper Mystic Dam and the Hemlock Gorge Charles River East Dike Control Structure in Needham.

Waterways and Coastal Improvements

Nearly \$19.7 million, including \$8.7 million approved for expenditure by the Seaport Council, was expended on waterways and coastal improvements projects in FY07. The projects, among others, include the rehabilitation of the M Street Seawall in South Boston, rehabilitation of the Plymouth Frazier State Pier, and repairs to the Lynn Boardwalk at Lynn Heritage State Park. DCR also issued and managed 26 construction grants approved by the Seaport Advisory Council for projects to provide economic benefits to the seaports of Boston, Fall River, New Bedford, Salem, and other coastal communities.

DCR issued \$5 million in grants toward a 50% cost share on seawall repairs, to Boston, Bourne, Cohasset, Duxbury, Hull, Marshfield, Oak Bluffs, Peabody, Salem, Scituate, Wellfleet, and Winthrop, as well as \$181,000 in grants for waterways projects – including bulkhead reconstruction, beach nourishment, and dredging projects – to Orleans, Duke's County, and Fairhaven.

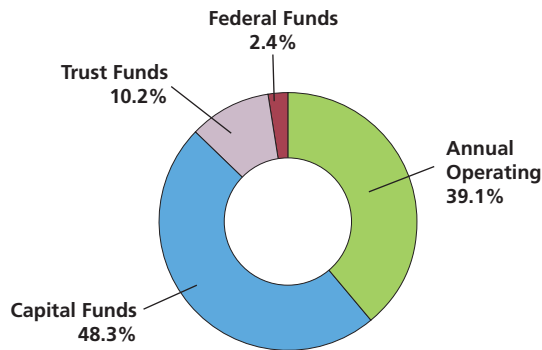
Financial Report

Fiscal Year 2007 DCR Expenditure Summary

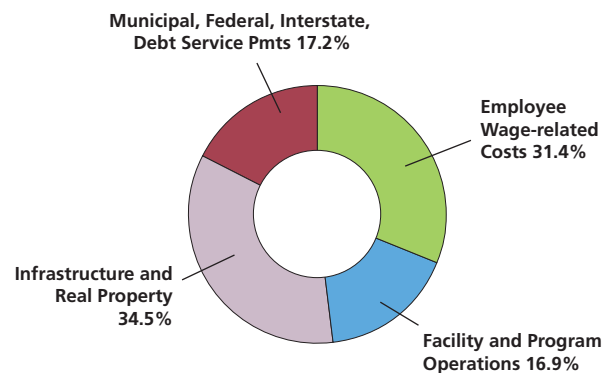
Direct agency expenditures totaled \$248.15 million, an increase over FY06 of 19% that can be attributed to additional operating budget funds and to the state's accelerated plans to fix DCR's aging infrastructure. To administer this expanded profile, managers and technicians were given new electronic displays and desktop access to the database containing their individual spending plans, encouraging them to monitor their financial transactions, compare their actual spending to their plan, and to make educated decisions about their budgets.

Operating budget expansion of \$3.57 million was approved in appropriations for Central Artery Parks, dam safety inspections and engineering services, stormwater compliance, and beach operation. **Capital budget increases of \$26.5 million** were approved by the EOEEA in support of key park and bridge safety improvements. See *Facility and Infrastructure Improvements* section of this report for a description of projects and a chart of comparisons with prior year spending. Non-state funding from federal funds and trusts remained roughly equal to the prior year.

Spending by source



Spending by category



Spending source	2007 Expended
Annual Operating Funds	\$97,024,539
Capital Funds	119,874,510
Trust Funds ¹	25,241,094
Federal Funds	6,007,053
Total²	\$248,147,196

Expense Category	2007 Expended
Employee Wage-Related Costs	\$77,883,325
Facility and Program Operations	42,011,649
Infrastructure and Real Property	85,482,582
Municipal, Federal, Interstate, or Debt Service Pmts ¹	42,769,640
Total	\$248,147,196

¹ At the time of printing, amounts do not include debt service payments made by the Massachusetts Water Resources Authority

² Amounts do not include spending by other agencies on DCR properties; in FY07 these amounts totaled \$7,593,886 (for most items, see the capital Investment chart in the Facility and Infrastructure Improvements section of this report); made up of \$500,912 Annual, \$7,086,719 Capital, \$7,154 Trust

Sources of DCR Spending

DCR receives funding for its annual operations and capital projects from several state and non-state sources. Thirty-nine percent of spending came from annual legislative appropriations and agency revenue collections (retained revenue); forty-eight percent of all spending came from long-term capital authorizations, of which ninety percent was subject to the sale of bonds and the rest was from a non-bond supplemental bill that was defeated this year; and another thirteen percent of spending came from non-state sources (federal and trust).

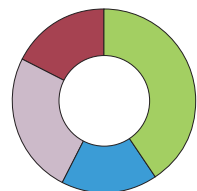
Categories of DCR Spending

Thirty-one percent of DCR's expenditures supported workforce wages, shift differential, overtime, out-of-pocket reimbursement for travel and costs, insurance and fringe chargebacks; seventeen percent was spent on the operation and maintenance of the Department's many facilities and properties; another seventeen percent was spent on municipal assistance and other compacts with public entities; and nearly thirty-five percent was spent on infrastructure improvements and the acquisition or protection of conservation land.

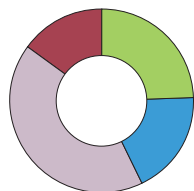
Spending by DCR Division

DCR Division	Employee Wage-related costs	Facility and Program Operations	Infrastructure and Real Property	Municipal, Federal, Interstate, Debt Service Pmts	Total Spending*
Division of State Parks	\$34,220,484	\$14,114,558	\$20,898,014	\$14,679,487	\$83,912,543
Division of Urban Parks	\$33,119,170	\$24,948,999	\$57,182,903	\$20,019,947	\$135,271,019
Division of Water Supply Protection	\$10,543,672	\$2,948,092	\$7,400,665	\$8,070,206	\$28,962,635
FY2007 Total	\$77,883,326	\$42,011,649	\$85,482,582	\$42,769,640	\$248,147,196

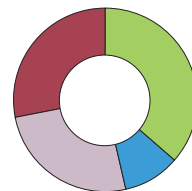
* Total Agency spending has been pro-rated to the three Divisions enabled in statute. Some misalignment of spending among Divisions may be present, due to changeover in chart of accounts and reclassifications of expenditure codes. Debt service payment made by MWRA to Massachusetts is not included in amounts, at the time of publication.



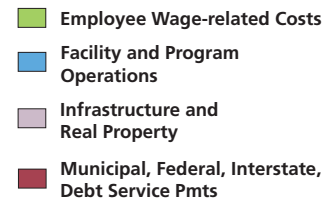
State Parks spending



Urban Parks spending



Water Supply Protection spending



DCR Spending Trends FY2002 – 2007

Between FY02 and FY07, the Department's financial outlays show the effects of the increased cost of doing business and of new environmental and recreational priorities set by both the Administration and the Legislature. The following comparison relates to the changes between FY06 and FY07:

Wage-Related increases of 7% (\$5m) include compensation rate increases, a net increase of 14.6 full-time equivalent employees, the portion of the state's payroll insurance "chargebacks" apportioned to DCR, and additional spending for seasonal hiring sponsored by appropriations for beaches and swimming pools. Of Massachusetts' 150 state agencies, DCR ranked as the 14th largest in year-

round employees (over 1100 FTE); if DCR's seasonal employees were included in the employee count, DCR would rank an estimated 7th largest, just behind the Department of Public Health.

Facility and Program Operations spending increased by 26% (nearly \$9m), with increases in equipment purchases (covered elsewhere in this report), small tradesman repairs to facilities, hardware, supplies, and rising costs in utilities, rubbish removal, and fuel.

Infrastructure and Real Property spending increased 15% (\$11m) over the amount spent in FY06. Most of the capital investment accrued to state and urban park systems (see other sections of this report for information about land

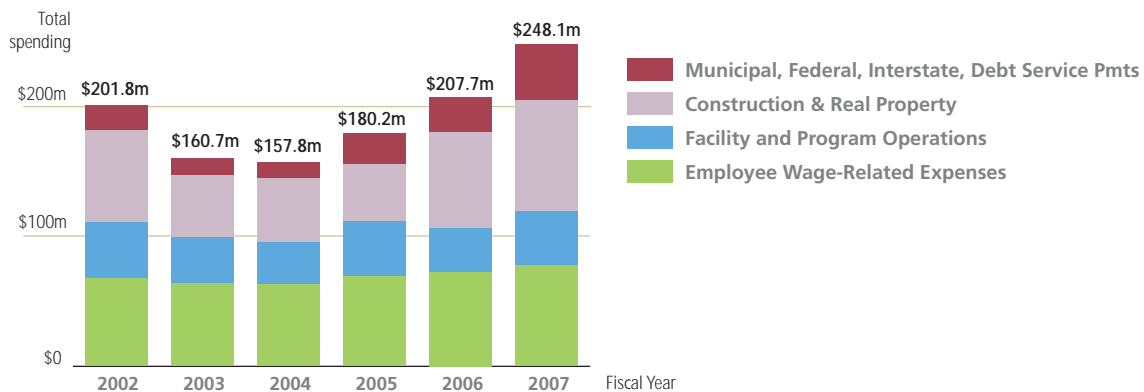
acquisition and capital improvements in this category).

Municipal, Federal, Interstate, and Debt Service increased by 58% (\$15.6m). Increases include Legislative priorities for municipal assistance programs and grants to public and non-public entities for conservation and recreation needs (e.g. seawall repair, trail upkeep, volunteer firefighting, tree planting), and subsidies to Commonwealth zoos made on behalf of the Office of Travel and Tourism. Over \$6 million of payments in lieu of taxes were issued to municipalities and neighboring states for watershed protection, timber harvesting, and flood plain management. \$1 million reflects service contracts with federal agencies.

Financial Report (continued)

Category of Spending	2002	2003	2004	2005	2006	2007
Employee Wage-Related Expenses	\$67,830,032	\$63,810,521	\$63,197,856	\$69,397,811	\$72,856,322	\$77,883,326
Facility and Program Operations	43,716,036	36,041,104	32,635,854	42,527,626	33,225,798	42,011,649
Infrastructure & Real Property	70,570,349	63,810,521	48,950,308	44,021,296	74,517,038	85,481,582
Municipal, Federal, Interstate, Debt Service Pmts	19,693,529	13,053,741	13,060,299	24,216,030	27,136,327	42,769,640
Totals	\$201,809,945	\$160,668,359	\$157,844,316	\$180,162,764	\$207,735,485	\$248,146,197*

* Not included at the time of publication: Debt Service payment received from the MWRA of \$5.3 million



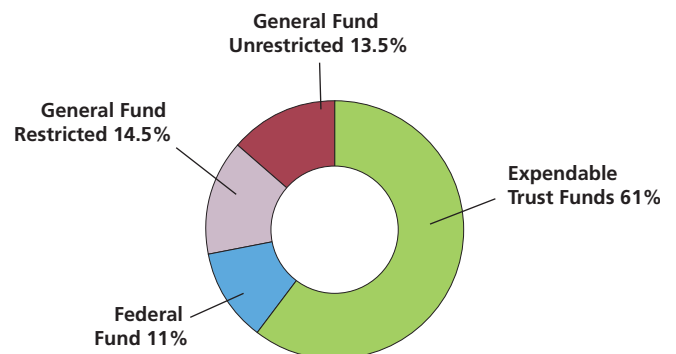
Fiscal Year 2007 DCR Revenue Summary

DCR attracted \$51.95 million in revenue from federal, trust, and fee sources. Eighty-six percent was restricted for the Department's use in expendable accounts supporting DCR programs, of which approximately \$26.1 million paid for the regular ongoing operations of the Water Supply Protection Division and some State and Urban Parks operating costs.

Sources of Revenue

State Fund	Restricted Revenue (for DCR Use)	Unrestricted Revenue (for State Use)	Total Statutory Net Revenue
Expendable Trust Funds	\$31,449,945	–	\$31,449,945
Federal Fund	5,961,952	–	5,961,952
General Fund ^{NB}	7,511,066	\$7,023,276	14,534,342
Grand Total	\$44,922,961	\$7,023,276	\$51,946,240

^{NB} \$5.3 million of MWRA debt service payments to Massachusetts are awaiting electronic transfer to the General Fund at the time of publication.



Trust Funds: DCR's sixty-seven trust accounts were examined for decisions on potential closeout or consolidation. Trusts are dedicated accounts whose funding can be used only for specific projects, purchases, or future payment at the end of a long-term plan. Some sources of trust income include EOEEA/OPPP donations from private and corporate donors; special campaigns for giving; annual statutes or Mass. General Laws that direct reimbursements or fees to trust funds. Two trust accounts support recurring annual operating business; all others provide non-state funds for ad hoc business or one-time purchases dedicated by the donor. Trust funds invested by the State Treasurer earned interest totaling \$557,553. *(Note: \$5.3 million of trust income is an annual MWRA debt service payment to Massachusetts, awaiting electronic transfer to the General Fund at the time of publication)*

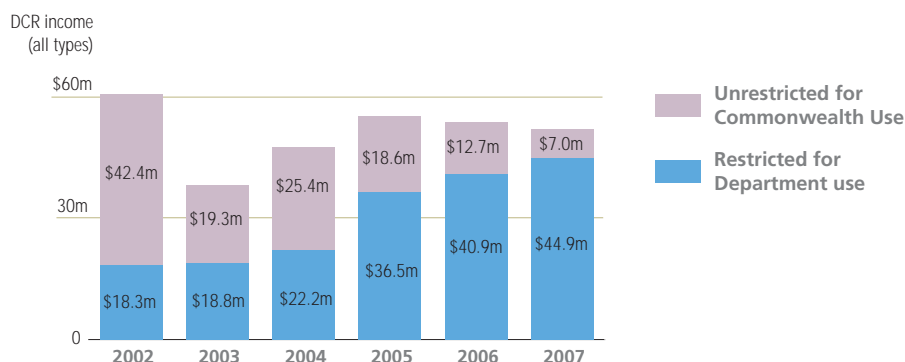
Federal Funds: DCR's active federal awards for multi-year spending total approximately \$13.8 million from federal authorities, including the U.S. Forest Service, the National Park Service, the Federal Emergency Management Agency, Department of Education, the National Oceanic & Atmospheric Administration, the Environmental Protection Agency, and others. FY07 federal draws for expenditures from these multiple-year awards totaled \$5,961,952. Of the Department's 24 federal accounts, nearly all are managed by an automated cash draw system and comply with the federal Cash Management Improvement Act for electronic fund transfers between the federal government and Massachusetts. *(Not included at the time of publication: an additional \$44,265 was pending final electronic draw by the State Comptroller from federal awards to DCR accounts, to close out the state fiscal year).*

General Fund: As specified in State Finance Law, MGL C.29, s.2, non-tax revenue generated by the Department from cash collections is deposited to the General Fund unless otherwise specified in law. DCR generated income from over 100 activities, including land use and recreational visitor fees, timber harvesting sales, telecommunications permits, golf course greens fees, camping reservations, special use permits, fines, and concessions. General Fund amounts specified in law are retained for expenditure as "retained revenue" or are directed to certain trust accounts for expenditure (see "restricted for the Department's use"). By statute, DCR retained 48% of its General Fund deposits for expenditure. *(Not included at the time of publication: the debt service payment of \$5.3 million made by MWRA to Massachusetts was pending electronic transfer to the General Fund).*

FY 2002-2007 Revenue Trend

When adjustments to the General Fund are made to include the debt service payment by MWRA, Unrestricted Revenue amounts for FY2007 will total \$12.3 million. This level would be only slightly lower than the previous year, implying that revenue reductions caused by the long-term leasing of skating rinks to outside operators beginning in FY2005 may have stabilized and leveled out. No new revenue initiatives were approved or generated in FY2007. The trend below indicates that the Department each year generates more and keeps more of its non-tax revenue.

	2002	2003	2004	2005	2006	2007
Restricted for Department Use	\$18,303,776	\$18,793,919	\$22,178,707	\$36,456,823	\$40,902,686	\$44,922,961
Unrestricted for Commonwealth Use	42,360,363	19,301,273	25,398,105	18,620,539	12,685,146	7,023,276
Grand Total	60,664,139	38,095,192	47,576,812	55,077,362	53,587,832	51,946,237
Percentage of income DCR retains for expenditure	30%	49%	47%	66%	76%	86%





C o m m o n w e a l t h o f M a s s a c h u s e t t s

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