

Department of Conservation and Recreation (DCR) Special Commission Meeting Minutes

April 27, 2021, 11:00 a.m. via Zoom

Commission Members Present: Faye Boardman, Senator Rebecca Rausch, Commissioner Jim Montgomery, Representative Norman Orrall, Nate Walton, Kate Bowditch, Laura Jasinski, Buzz Constable, Heather Clish, Mary Clutchey, Fran Blanchard, Guadalupe Garcia, Jonathan Gulliver, Colin McDonald (designee of Representative Dykema).

Commission Members Not Present: Representative Dykema.

Materials:

- PowerPoint presentation by DCR regarding the Asset Modernization Management Program (AMMP)
- PowerPoint presentation by DCR regarding a Budget Overview
- PowerPoint presentation by the UMass Donahue Institute on budget trends, AMMP implications, and recent research activities.

Welcome – Faye Boardman, Executive Office of Energy and Environmental Affairs, Chair of the Special Commission.

Chair Faye Boardman called the meeting to order and welcomed the Special Commission and the members of the public to their second official meeting.

March 15 Meeting Minutes – Faye Boardman, Executive Office of Energy and Environmental Affairs, Chair of the Special Commission.

Chair Faye Boardman addressed the Commission members and asked if there were any changes to be made to the meeting minutes from March 15, 2021. Kate Bowditch asked that the language under Process Questions in her first response be changed from 'lack of' to 'sufficient.' Representative Orrall motioned to approve the minutes after this change was discussed. Chair Faye Boardman offered a roll call on the approval of the minutes, as indicated for virtual meetings:

- Senator Rausch: Yes
- Kate Bowditch: Yes
- Heather Clish: Yes
- Nate Walton: Yes
- Commissioner Montgomery: Yes
- Fran Blanchard: Yes
- Jonathan Gulliver: Yes
- Faye Boardman: Yes
- Representative Orrall: Yes
- Colin McDonald: Yes
- Mary Clutchey: Yes

The March 15, 2021 minutes were approved.

Updates – Nancy Jackson, UMass Donahue Institute (UMDI) Meeting Facilitator, Faye Boardman, Executive Office of Energy and Environmental Affairs, Chair of the Special Commission, & Sarah Healy, Deputy Chief of Staff, Executive Office of Energy and Environmental Affairs.

Nancy Jackson, the meeting facilitator, noted that the chat had been disabled for this meeting from a logistics standpoint.

Chair Faye Boardman shared that the Special Commission's extended legislative mandate is set to complete on June 30, 2021. She acknowledged that the Commission's process was delayed by the pandemic and was only able to begin in March. She shared that she, with others, realized that the Special Commission would be unable to meet this timeline. Faye then shared that the Executive Office of Energy and Environmental Affairs (EEA) is working alongside the UMass Donahue Institute (UMDI) to create an extended timeline to meet key milestones, allow more time from the Special Commission, and to create an opportunity for public feedback. Faye expects that there will be a proposed draft extension to the timeline available for the May meeting, where Special Commission members will be able to provide feedback forwards developing the final report.

Nancy Jackson prompted an update on the Special Commission website from Chair Boardman.

Chair Faye Boardman noted that the DCR Special Commission website page has been established to share meeting dates, meeting agendas, meeting minutes, and information regarding listening sessions and other meetings. The website is up and will be updated along the way.

Nancy Jackson shared that there will be a public listening session and stakeholder listening session coming up. Nancy then prompted Sarah Healy to provide an update about documents shared with Special Commission members.

Sarah Healy, Deputy Chief of Staff at EEA provided a quick update to make sure that all Special Commission members were able to access the SharePoint folder with requested documents. She noted that if any Commission members were not able to access the folder, they should let her know as soon as possible.

Presentations by DCR Staff – Commissioner Jim Montgomery, Commissioner of Department of Conservation and Recreation, Kathryn Ward, Asset Management Modernization Program Manager, Department of Conservation and Recreation, & Max Tassinari, Chief Financial Officer, Department of Conservation and Recreation.

Commissioner Jim Montgomery introduced Kathy Ward, Program Manager for the Asset Management Modernization Program, who provided an overview of the Asset Management Modernization Program (AMMP). Commissioner Montgomery shared that the AMMP process was a result of resources allocated by the Governor after DCR conducted a SCRUM process. The overall aim of the AMMP process is to seek out areas to create data-specific solutions. Commissioner Montgomery drew attention to the AMMP process being a direct example of the proactive approach by the Baker Administration.

Following the AMMP presentation, Commissioner Jim Montgomery then introduced Chief Financial Officer Max Tassinari, who provided a presentation on DCR's budget.

Asset Management Modernization Program Update Presentation – Kathryn Ward, Asset Management Modernization Program Manager, Department of Conservation and Recreation.

Kathy Ward shared a presentation titled "Asset Management Modernization Program Update" dated March 2021.

At the end of her presentation, Nancy Jackson opened the floor for clarifying questions from members of the Special Commission.

Fran Blanchard opened the discussion by thanking Kathy Ward for the presentation and acknowledging how impressive the work done has been. Fran's question sought clarity on metrics. She asked Kathy to talk a bit about metrics and how they drive decision making about what products get done.

Kathy responded by sharing that the AMMP team communicates with their users to see how they wish to use the data. The team does their best to supply the data and make it as clean and clear as possible and presenting it as charismatically as possible. Baseline metrics could be the number of work orders, and the lifespan of work orders. The process has helped to identify where to push educational efforts. The program is also able to run deferred maintenance orders to help to show where there is room and where to prioritize money spending.

Commissioner Montgomery addressed decision making. He shared that one of the byproducts of this process was to put together capital and deferred maintenance. He cited parking as an example of an issue in which the program was able to pull data together about parking. He expressed an interest in other technology moving forward.

Kathy followed up by saying that the team is getting requests all the time. She acknowledged that one of CAMIS's shortcomings is in linear assets (roadways). The AMMP team was able to find a way to enter linear assets to get work orders in the system. She referenced new tools to integrate spatial data and quantifying needs for those assets.

Representative Norman Orrall asked about the range of work orders and the current use of the system. He also asked about the difference between the scope of the size of projects on a daily basis compared to the ultimate goal of the system (i.e., the scale of the project now vs. in the future).

Kathy responded by sharing that the system addresses preventive, corrective, and deferred maintenance. Corrective maintenance was defined as everyday maintenance requests, such as broken light fixtures, plumbing issues, pump outs, water pressure, and water systems. Preventive maintenance was defined as seasonal routine maintenance, such as the regular opening and closing of seasonal buildings. She shared that the AMMP team has worked with the Director of Facility Maintenance and the Deputy Chief Engineer to create a seasonal checklist to assign a preventive maintenance routine to each building. Kathy provided an example of larger projects, such as the request to repair a roof on a historic building. Due to the specialty of the project, this repair could cost \$300,000. Such an expense would be tagged as deferred maintenance and would be put on a list for decision markers.

Senator Rebecca Rausch thanked Kathy for her presentation and requested a copy of the slide deck.

Chair Faye Boardman responded that the Commissioners would receive copies of the slide decks.

Senator Rebecca Rausch asked a follow up question about internal measurements and benchmarks to determine the success of the AMMP system.

Commissioner Jim Montgomery responded affirmatively, sharing that the data collected from facilities and work orders are setting the benchmark for deferred maintenance. He said that each year, things are added as they are taken off the list. He praised the team in identifying those things, and said that the default is pulling AMMP in. Commissioner Montgomery identified the primary goal of the project from its early days as getting a database put together, which has been successful. As the work continues, the team is watching what is being accomplished. As the first phase in completed, the next question is how to move forward and what is being accomplished.

Senator Rebecca Rausch asked why the meeting's chat function had been disabled.

Nancy Jackson prompted EEA to speak to that, at which time Chair Faye Boardman clarified that the chat was supposed to be disabled at the last meeting as well. She acknowledged the meeting as a time for the public to listen.

Senator Rebecca Rausch expressed that not having the chat as an option to communicate was difficult. She shared that if anyone wanted to reach her, they could do so by accessing her email on the state legislative website.

Finance Introduction for Special Commission Presentation – Max Tassinari, Chief Financial Officer, Department of Conservation and Recreation.

Max Tassinari shared a presentation titled “Finance Introduction for Special Commission.”

At the end of his presentation, Nancy Jackson opened the floor for questions and feedback from members of the Special Commission.

Buzz Constable thanked Max Tassinari for his presentation and asked the first question. He shared that DCR has 30 hockey rinks, but that eight are operated by DCR. He asked if there are economies of scale that suggest that DCR should operate more or less. Buzz shared that there must be a tradeoff. He followed up by asking about the extent to which this operation has been thought about, and what the process in decision is.

Commissioner Jim Montgomery acknowledged this as a great question and that the process has included a great amount of thought and discussion of information. He shared that two to three years ago, the Governor’s Office had a rinks task force, but that the work being done by that task force had shifted during the COVID-19 pandemic. Commissioner Montgomery shared his hopes that a similar task force would be reinvigorated after COVID.

Senator Rebecca Rausch thanked Nancy Jackson for her facilitation and thanked Max Tassinari for his presentation. Senator Rausch drew attention to the items that went down significantly as show in the slide deck’s comparison chart. She noted that people have been using properties and facilities at a dramatically increased rate. She expressed concern about the loss of \$4M and suggested that Max, Chair Faye Boardman, and Commissioner Jim Montgomery discuss this further.

Chair Faye Boardman reminded Senator Rausch that such a discussion would have to happen on a public meeting, per open meeting law.

Max Tassinari offered an answer to Senator Rausch’s concerns, sharing that there was \$1.7M in earmarks last year and a \$2.3M increase passed by the legislature after. He also shared that the numbers being presented were level funding with FY20. He acknowledged that more of the FY22 debate was to come.

Fran Blanchard thanked Max for his presentation. She asked if the work order database informed what goes into the capital budget. She then asked if there have been decisions made to not reinvest in assets due to the condition not being viable.

Commissioner Jim Montgomery responded to Fran’s question by explaining that DCR is transferring into that process. He acknowledged that there are times when the cost of repair for certain assets is too much. He noted that there is a portion of the budget for demolition, which he hopes allows for more demolition of assets beyond the point of repair. Commissioner Montgomery referenced interest in trying to salvage and restore all assets possible but acknowledged that there are some structures beyond saving.

Kate Bowditch thanked EEA for providing the documentation and materials requested by the Commission in SharePoint and noted the usefulness of the historic operating budget spreadsheet. Kate followed up on Senator Rausch's comment and said that while the historic operating budget spreadsheet goes back to 2009, it is difficult to compare because of the changes in retained revenue reporting. In the context of the larger conversation, she said it is valuable to have the spreadsheet that goes through the budget. She cited the value of looking beyond FY19 through FY22 and encouraged the rest of the Special Commission members to look into that.

Heather Clish thanked Kathy and Max for providing this information. She shared that it may be useful to look into 2008 as a comparison due to the economic stress of the time. She then shared that she was reminded during the finance presentation that some of DCR's retained revenue goes into annual costs like streetlighting. Heather stated that it would be helpful to get information about actual costs that DCR incurs every year from streetlights or dam inspections, for example. Her question sought the actual costs and shortfalls that retained revenue has to cover. She noted that if retained revenue has to cover these costs, less is able to go into parks and stewardship.

Max Tassinari said that this information is something that they could get and upload into SharePoint.

Laura Jasinski thanked Kathy and Max for their presentations and thoughtful responses. Laura's question sought clarity on where tree planting and landscape fits into the budget and the AMMP system. She noted that she would like to keep those aspects of DCR's work present in the conversation.

Max Tassinari responded by saying that the capital budget is used for some tree planting, such as the Greening of the Gateway Cities, which aimed to increase canopy coverage in gateway cities. Max shared that payroll and annual supplies costs are considered to be operating funding. He offered to run more reports and to post them.

Kathy followed up and shared that as far as CAMIS, the priority was buildings. However, the system does have things like irrigation systems. Post-June 30, 2021, land maintenance will be worked on to include in AMMP.

UMDI Presentation: DCR Budget and AMMP Implications – Branner Stewart, Research Manager, UMass Donahue Institute (UMDI).

Branner Stewart shared a presentation titled "Today's UMDI Presentation – DCR Budget and AMMP Implications."

There was not enough remaining time for questions to be asked about UMDI's presentation.

Next Steps – Sonia Bouvier, UMDI Project Manager, Nancy Jackson, UMDI Meeting Facilitator, & Faye Boardman, Executive Office of Energy and Environmental Affairs, Chair of the Special Commission.

At this time, Sonia Bouvier shared dates for the next two Special Commission meetings, as well as announcing the dates for listening sessions for stakeholders and members of the public. The dates are as follows:

- May Special Commission Meeting: Thursday, May 27 at 1:00pm.
- June Special Commission Meeting: Tuesday, June 29 at 1:00pm.
- Stakeholder Listening Session: Tuesday, May 18 from 4:00pm to 6:00pm.
- Public Listening Session: Tuesday, May 25 from 4:00pm to 6:00pm.

Following these announcements, Chair Boardman motioned to adjourn the meeting.