



Strategic Readiness

dcr
Massachusetts



Progress Goals

Strategic Readiness Planning and Implementation Timeline

2019

Legislation establishing
Special Commission
by Section 100 of
Chapter 41 of the Acts
of 2019

2020

COVID Pandemic
DCR focuses
organizational efforts
on adapting to public
access and demands

Spring-Summer 2021

Special Commission is
in session and hears
presentations from
staff

Public Comment
process underway in
summer

Fall-Winter 2021

Special Commission
Report drafted

- **Climate Action
Framework Drafted**

Spring 2022

Gap analysis,
benchmarking and
tactics identified

Core Principles roll out.

June 2022

Strategic Readiness
Roadmap released and
presented to
Stewardship Council

Fall 2022

Key Initiatives
Launched w/ deadline
as end of year:

- Hiring sprint
- Capital project
delivery
- Research agenda
- Visitor experience
- Partner strategy
- **Draft/Adopt EJ
Strategy**
- **Update Climate
Action Framework**

2023

Continued progress on
key initiatives. Staff
turnover in leadership
roles on SRI initiatives.



Discussion/Next Steps

- Of these focused priorities, which feels most pressing to you?
- Do you have thoughts on measures of success you'd like to hear more about as we work through these initiatives?

SRI Progress Update Winter 2025



Substantive Progress Made



- Increase staffing
- Create an agency-wide research agenda
- Realign commercial pier mgmt
- Ice rink long term leases

Partially Complete or In Progress

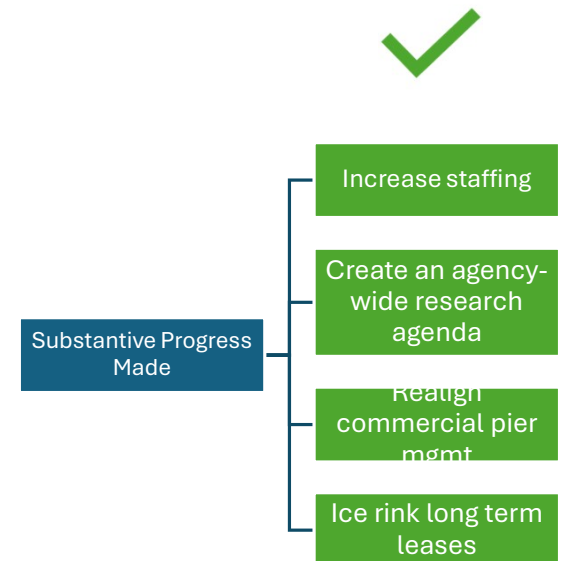
- Prioritize Technology based solutions
- Develop a partnership strategy
- Improve transparency in capital planning
- Expand UA programming
- Reduce reliance on seasonal staff
- Branding, marketing and communications strategies
- Transfer local road segments

Preliminary analysis done, not currently advancing

- Modernize and enhance visitor experience
- Address gaps in legal authorities
- Flood control and navigation
- Dam regulatory function
- Relocate Water Resources Commission
- Transfer ACEC program
- Transfer ownership of standalone facilities and pocket parks
- Transfer crossing guards
- Transfer State House Rangers

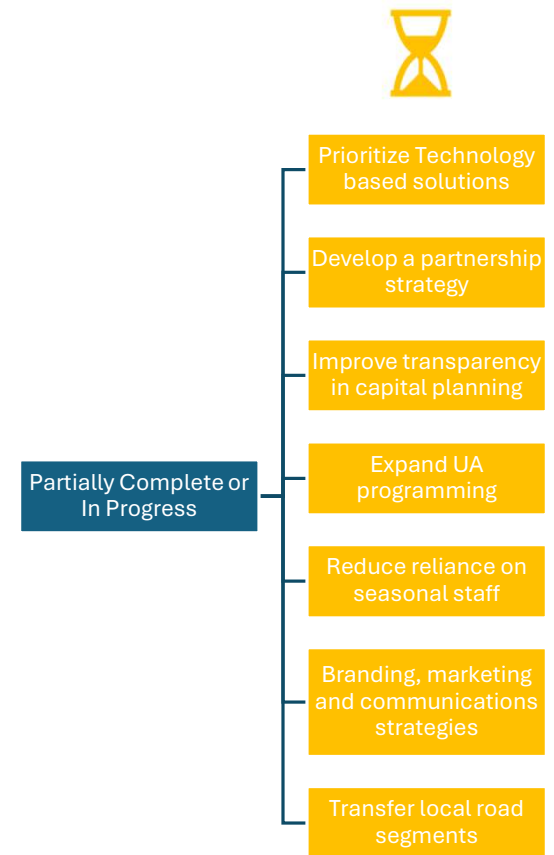
Successes

- In the last two years, we have conducted two hiring ‘sprints’ resulting in increasing our FTE headcount by approximately 160 people since March, 2022.
- Established a statewide ‘research team’.
- Legislation to allow long term leases for ice rinks has been filed.
- Legislation leasing the Commercial Piers to the Mass. Development Finance Authority (MDFA) has been filed. There are operational challenges stalling implementation.
- Development of a set of Core Principles as additive to our Mission Statement to guide our work and priorities.



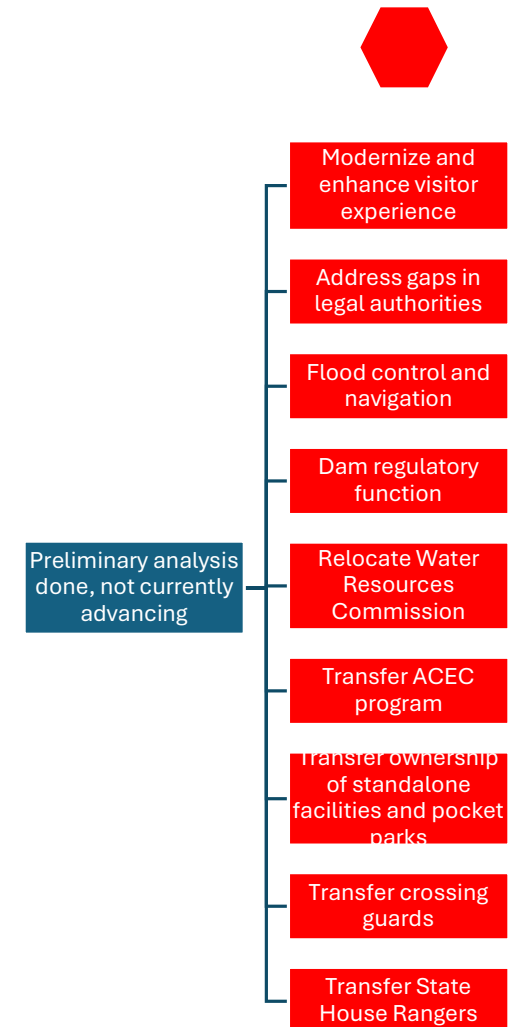
Work In Progress

- We continue to work towards modernizing the agency by improving our business process and investment in wifi, wired internet, and cell boosting.
- Progress on partnerships but implementation has been a challenge due to staff turnover.
- New software to support increased transparency in capital planning.
- UA programming is back up to pre-pandemic participation levels and the program continues to grow.
- Conversion of long-term seasonal staff to full time roles was part of the hiring sprint, but there is much more to do here.
- Brand refresh is underway with the ‘research’ phase complete.



Where we've struggled

- Challenges with staff turnover, and coordinating trainings hinder the visitor experience program.
- Despite discussions, on several of these initiatives we struggle to coordinate support from internal and external partners.
- Lack of internal alignment on transfer of programs and departments.
- Transfer of responsibilities or infrastructure requires inter-agency support, legislative support, and exchange of staff or resources in place.



Adopt and Implement an Environmental Justice Strategy

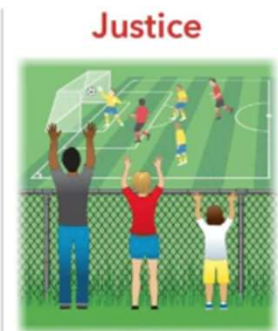
- Expand accessibility of agency resources and EJ community engagement.
- Promote transparency and information-sharing relative to EJ initiatives and goals.
- Prioritize and evaluate investments and allocation of resources to serve EJ populations.
- Provide training to staff on environmental justice principles and elements of DCR's EJ Strategy.



The assumption is that **everyone benefits from the same supports**. This is equal treatment.



Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.

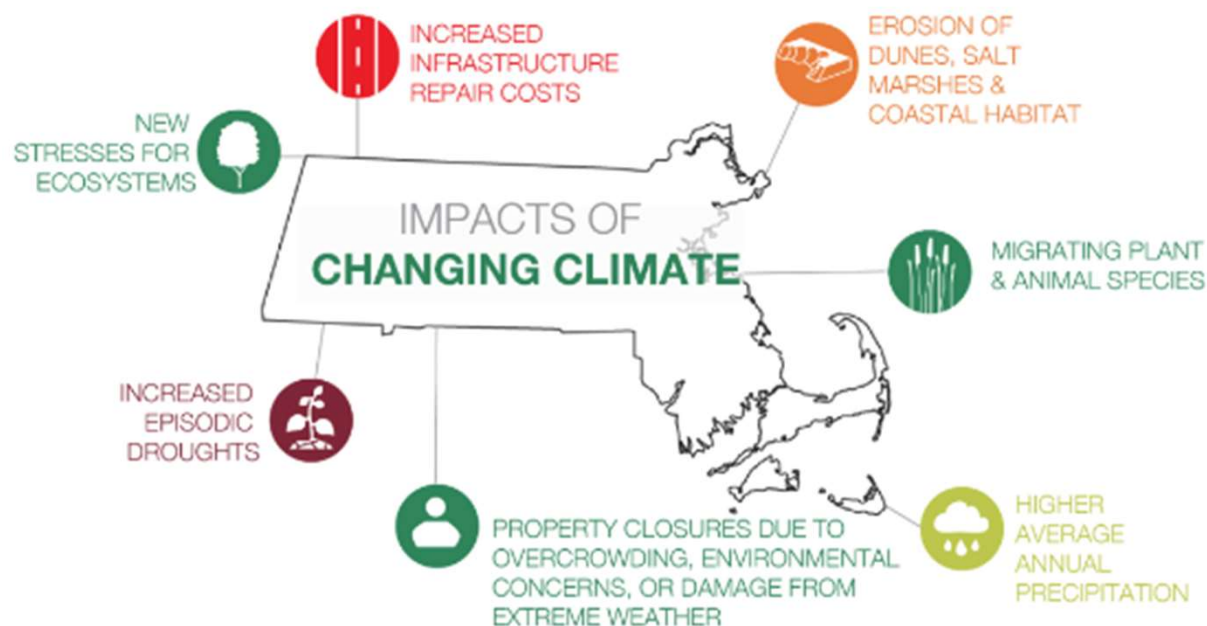


All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed**. The systemic barrier has been removed.

Develop and Adopt a Climate Action Framework

DCR will take actions at the property we own and manage to:

- Reduce exposure to natural hazards
- Eliminate or significantly reduce emissions from fossil fuels
- Mitigate adverse climate impacts and provide benefits
- Protect, conserve, and restore natural, recreational, and resources



A photograph of a forest stream with mossy banks and bare trees in the background. The stream flows through a wooded area, with its surface reflecting the surrounding trees and sky. The banks are covered in green moss and fallen brown leaves. The trees are mostly bare, suggesting a late autumn or winter setting.

Transition from the Special Commission Report to the Strategic Readiness Roadmap

There are NEW initiatives added in the 'Roadmap' that were not in the Commission Report.

- Transfer of standalone roads and facilities
- Ice rink leasing
- Legal authorities

Not all recommendations in the Special Commission Report are included in the Roadmap.

- Regular Strategic Planning / 5 year
- Establish statewide metrics
- Increase partnership matching funds
- Internal communications framework

Core Principles highlight new priorities.

- Environmental Justice
- Climate

Guidance Documents

These planning documents and Core Principles map a pathway for the agency to initiate work that support streamlining, efficiency and focus.

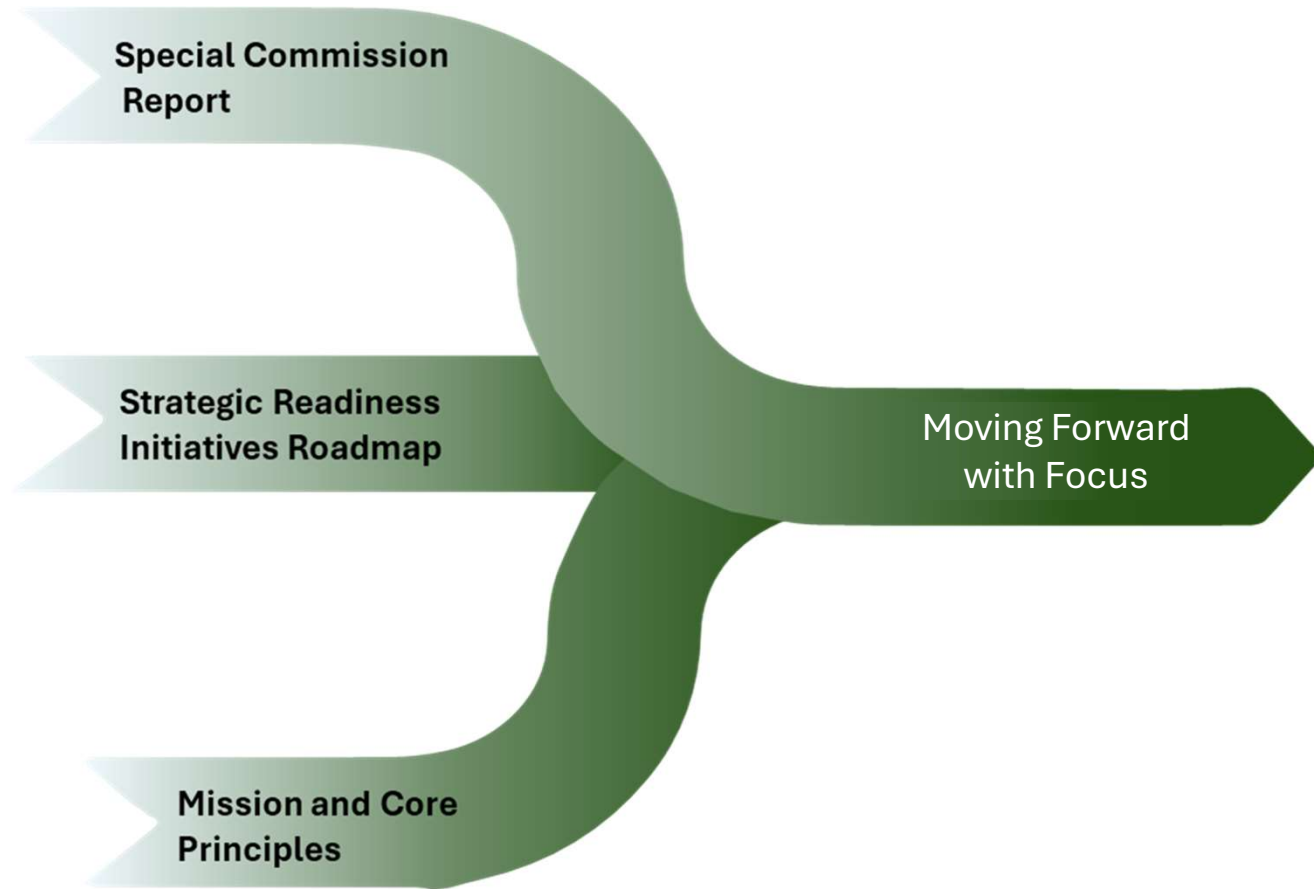
There is considerable overlap across these planning documents, but there is also work that is additive and new.



Bringing Focus and Clarity to Agency Priorities

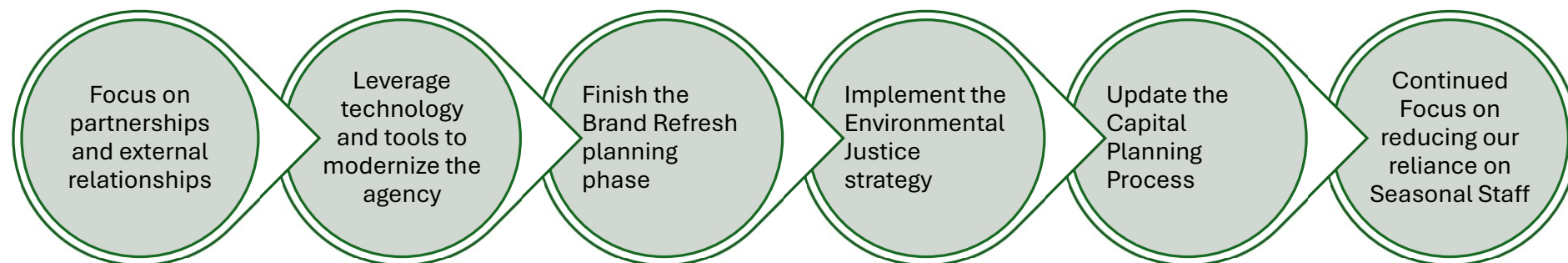


Establish a unifying vision for the agency. Mobilizing our staff, the audiences we serve, and the communities we work in toward a more inclusive, responsive, and transparent agency - 'DCR for All'



Moving Forward with Focus

In the next 2-3 Years DCR will...



Opportunities for Success Across the Board

- Improve collaboration across shared priorities and objectives
- Establish metrics to deliver focus and accountability
- Build upon our culture of data driven decision making
- Take a more holistic view of business processes across the agency to get a sense of overall themes and find efficiencies.
- Build relationships with partners, legislators, visitors through transparent communications

