



Strategic readiness roadmap

Team Sprint Recap



Strategic Readiness Initiative Recap



Key Accomplishments



Team Results and Transition Plans

SRI Recommendations

AGENCY-WIDE

1. Strive to **increase staffing** for critical functions in the near-term and further evaluate long-term staffing levels based on national benchmarking

2. Prioritize **technology-based solutions** in future work to bring the agency to the digital age



INSPIRE

3. Improve transparency and increase public engagement in **capital planning**

4. Improve the conditions of DCR **parks and properties** by investing in more full-time employees and decreasing reliance on a seasonal workforce

5. Modernize and enhance the **visitor experience** by providing relevant interpretation and educational programs that connect visitors to natural, cultural, and recreational resources

6. Develop a **partnership strategy** and engagement model to efficiently pursue and manage strategic partnership opportunities

7. Create **branding, marketing, and communications strategies** to better serve the public by creating awareness, engaging public on what DCR has to offer, and developing user-friendly information campaigns

8. **Expand Universal Access** Programming and prioritize investments towards maintenance of accessible facilities



IMPROVE

9. Invest in technology to support the **redesigned capital planning** process

10. Define and evaluate **standalone facilities and pocket parks**

11. Address gaps in DCR's **legal authorities to enforce compliance with key statutes**

12. Create an agency-wide **research** agenda and implement a knowledge management system to share and apply research findings

13. Commit appropriate resources and funding to ensure sufficient operations of the mission-critical **flood control and navigation** functions



ALIGN

14. Transfer **State House Security** function to Bureau of the State House

15. Transfer ownership of **specific standalone facilities**, small local **road segments**, and responsibilities like **crossing guards** that do not directly support DCR's mission and core principles

16. Realign select waterways responsibilities: **commercial pier management to economic development agencies** and **waterways function** within DCR to **Design and Engineering**

17. Conduct further analysis to determine how to best support **dam regulatory** function

18. Obtain authority to continue successful long-term leasing agreements of **ice rinks** and explore long-term leases for remaining rinks

19. Realign Office of Water Resources programs by transferring **Water Resources Commission** technical support function to EEA and the **Flood Hazard Management** function to a more appropriate government entity while keeping the **Lakes and Ponds** program within DCR

20. Transfer the **Areas of Critical Environmental Concern** program to EEA

- = Team Sprint Projects started in July 2022
- = Project started in FY22
- = Requires Legislative action to complete recommendation
- = Not yet started

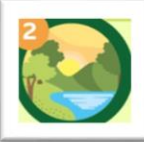
Our Mission and Core Principles

To protect, promote and enhance our commonwealth of natural, cultural, and recreational resources for the well-being of all

DCR strives to be an exemplary leader in conservation and recreation. DCR's staff is passionate, dedicated, and continuously employs best practices, expertise, and a sense of place in carrying out the mission. The following core principles ground the agency in its work. For the benefit and well-being of all—people and the environment—DCR pledges to:



Provide access to a diversity of outdoor recreational experiences and unique landscapes that is equitable, inclusive, and welcoming



Conserve lands, water, and forests by integrating science, research, and technical expertise into the management of our natural resources



Advance climate change mitigation and adaptation efforts by implementing sustainable practices and advancing resiliency across our infrastructure, assets, and resources



Support healthy communities by providing places for people to connect with nature and each other



Inspire generations of stewards by recognizing and honoring our legacy through partnerships, public engagement, and education

Key Accomplishments

Teams were established to advance key initiatives by end of 2022:

- **Hiring:** DCR has increased FTE headcount by 88 since June 2022 (includes SRI and non-SRI hiring activities) 88 of the 101 SRI positions fulfilled; current process documented
- **Capital Planning:** RFP was drafted and approved by Commissioner Rice to select consultant for redesign, internal stakeholder focus groups held; pain point exercise completed that included full documentation of existing process
- **Visitor Services:** Certified Interpretive Host (CIH) training will be deployed for all DCR staff starting in January 2023, with focus on visitor experience and engagement
- **Research:** Office of Research created to centralize permit requests and share research to ensure DCR continues to implement data-driven decisions; first annual Research Symposium was held December 2022, in process to hire DCR Director of Research
- **Partnerships:** Program framework defined along with process for intake and review of new projects

Other SRI initiatives that have been advanced

- Transition plan in development to transfer **Areas of Critical Environmental Concerns (ACEC)** to EEA
- **Waterways Program** realigned to Design and Engineering to offer technical guidance on related projects
- Long term lease **transfers of commercial piers** to Mass Development currently under review by DCR legal team

Hiring

Team Accomplishments as of 1/31/23

- Fulfilled 88 of 101 SRI positions
- Developed online tool to track hiring process, influenced and utilized by both EEA and DCR
- Documentation of existing process
- Coordinated with EEA IT on seasonal conversion to FTE to reduce issues
- Created weekly HR Dockets to streamline approval process
- Classification Review of key positions

Completing the Work

- Limited candidate pool for Engineering positions requires additional focused recruitment
- Complete interview process and extend offers to unfinished positions
- Documentation of process and pain points identified during projects

Transition Plan

- Limited team continues to meet to finalize open positions and associated backfills
- Continue working with EEA HR Diversity Team for targeted recruitment
- Build out tracker for adoption across all DCR hiring and potentially to other agencies
- Augment tracker to streamline process and replace paper Request to Fill form
- Create DCR Hiring Manager toolkit and associated resources on Intranet SharePoint

Definition of Done

- 50 converted LTS hired and onboarded by 12/31/22
- Offer letters extended for 50 identified critical positions by 12/31/22

Capital Planning

Team Accomplishments as of 1/31/23

- Completed current state process map
- Drafted capital planning glossary
- Held focus groups across agency on capital planning needs and expectations
- Facilitated staff engagement workshop

Completing the Work

- Address lack of response from RFR that created substantial impediment near end of sprint
- Follow up with potential vendors and slight modifications to RFR, reposted mid January

Transition Plan

- Design and Engineering staff to continue the work to obtain a consultant to facilitate drafting of an updated planning process.
- Additionally, the team will work with the consultant for technology recommendation for project delivery system that will allow for a level of transparency that doesn't currently exist.
- Significant interest in completing these recommendations has been shared by the Stewardship Council and the Legislature

Definition of Done

- Redesigned capital planning process – flow chart and accompanying narrative – approved by Commissioner and advanced to EEA, including connections between planning and delivery systems as a component of the narrative

Research

Team Accomplishments as of 1/31/23

- Established Office of Research with new Director of Research position
- Created a shared DCR Research email address and SharePoint storage for improved information sharing
- Developed GIS based inventory of externally permitted research
- Updated DCR's research permitting web page and permitting process
- Created and implemented a research symposium and received feedback to plan for 2023 symposium
- Surveyed DCR staff to identify current internal research and research needs to inform the future research agenda
- Mapped out business process and requirements with EEA IT to move online permit application into the EEA ePermitting platform which is used across the Commonwealth

Completing the Work

- Implement permit application process
- Publish research priorities within the agency

Transition Plan

- Onboard new Director of Research to build out the Office of Research and its strategy
- Provide baseline information from research and symposium survey to Director
- Offer training to DCR staff on GIS-based application and continue modifying to meet agency needs
- DCR research team provides ongoing support to new Director and helps select members for advisory council
- Continue working with EEA IT to integrate DCR's research permitting to the E-Permitting platform

Definition of Done

- Research Priorities Identified
- Framework for Research Agenda future state approved

Visitor Experience and Engagement

Team Accomplishments as of 1/31/23

- Identified and customized curriculum based on Nationally accredited Certified Interpretive Host Training (CIH)
- Created training schedule for all DCR employees to participate, starting with Senior Staff and top level DCR Management
- Developed structure to deliver 2 day, in person training
- Identified tracking method for participation

Completing the Work

- Utilize MassAchieve for registration

Transition Plan

- Newly onboarded FTE will adopt and continue training and identify new training opportunities
- Utilize feedback from staff and visitors to inform future trainings
- Finalize how to capture and define measurement of success

Definition of Done

- Curriculum and delivery method of training established.
- Statewide schedule for trainings set-up.
- Reporting method to track participation in trainings and measure the effectiveness over time.

Partnerships

Team Accomplishments as of 1/31/23

- First draft of Partnership Strategy and Guidebook complete
- Completed External Affairs org chart
- Defined “partnerships” and identified work that falls within structure of the Office of Partnerships

Completing the Work

- Address office structure in External Affairs
 - Backfill current vacancies
 - Fill proposed positions
- Assess feedback from staff

Transition Plan

- Requires implementation plan including relationship approach
- Senior Leadership to address Director of Partnerships vacancy to advance plan and implement guidebook, under the new administration
- Develop framework for partner rollout
- Gather feedback from various types of partners to capture feedback and make necessary adjustments to the draft guidebook

Definition of Done

- Mitigate the Office of External Affairs staffing gaps, create a guidebook on rules for partnerships, and create an Office of Partnerships staffing structure for implementation

Next Steps for SRI

- Continue discussions between EEA and DCR on the transfer of the ACEC program, targeting mid Spring transfer.
 - Job descriptions developed
 - File review in process
- Continue discussions with Legislative Affairs, Commissioner's Office and Legal department to advance recommendations that require legislative action
 - Initial meetings held December 2022 with follow up meetings held in January 2023.
 - Discussions continue to identify opportunities to advance key recommendations
- Open discussions regarding SRI recommendations that require additional internal review and assessment to advance
 - Develop criteria to identify standalone facilities
 - Identify appropriate entity for the transfer of Flood Hazard Mitigation program and work associated with the Water Resource Commission
 - Assess Dam Safety Regulatory function