

A meeting of the Board of Environmental Management was held on Tuesday, January 16, 1990 at 12 noon in the office of the Commissioner, 100 Cambridge Street, Boston.

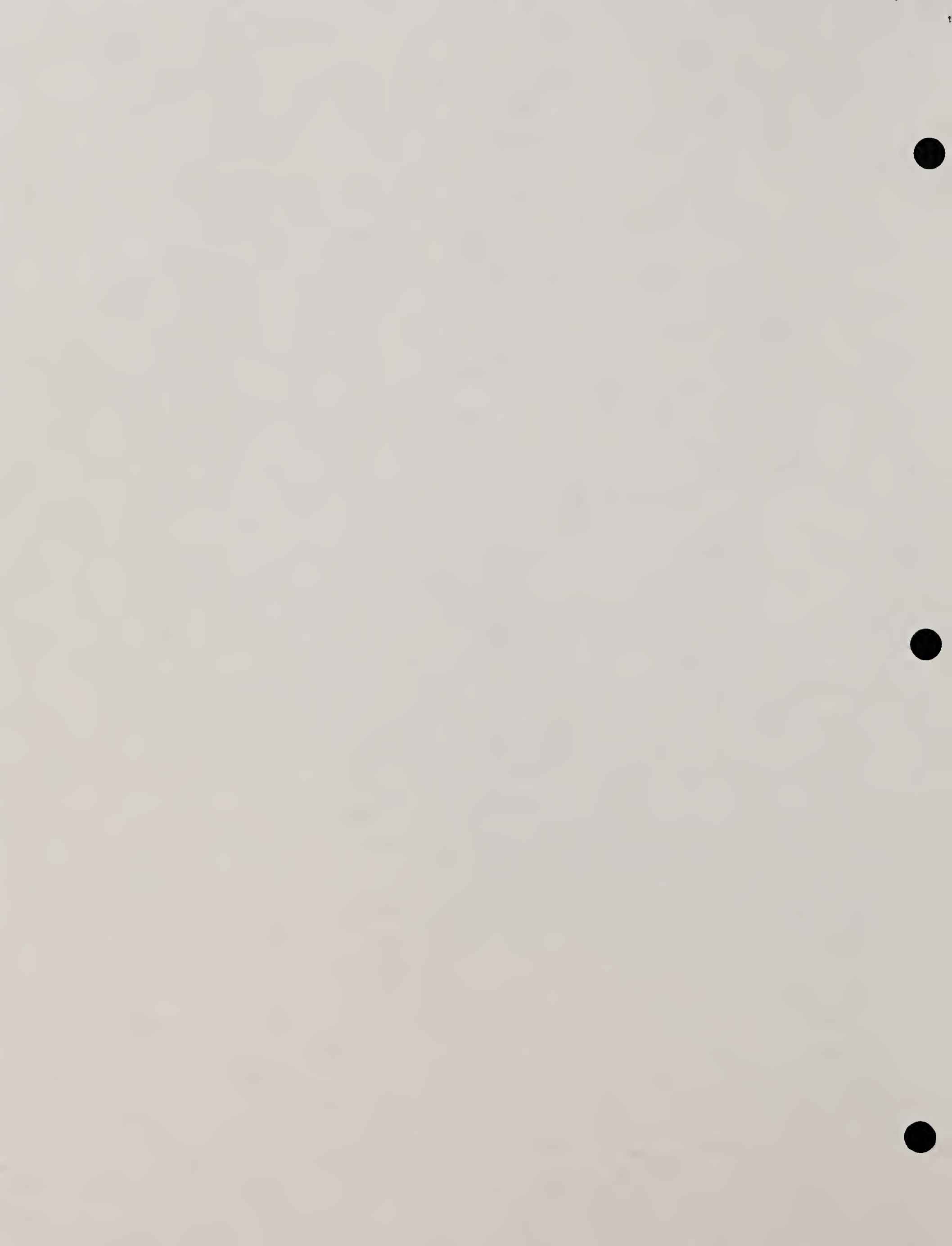
Members present - Sarah Bell, Carol Lash, James Tobin, John Capone, Hugh Davis. Members absent - David Musante, Nan Jenks-Jay. Also present was Commissioner Richard E. Kendall.

Upon motion of Hugh Davis, seconded by Carol Lash, the minutes of the November 6 and December 12, 1989 meetings were unanimously approved.

In discussing DEM's budget status, Commissioner Kendall stated that DEM has fulfilled its requirement of lessening staff and that no lay-offs were necessary due to retirement incentives and voluntary lay-offs. He said, we now know what our funding is and what our staffing level will be, and though we will be short, I feel we will be able to open our areas on schedule. However, if we could come up with an additional \$300,000, which is equivalent to 1000 additional work hours, we would be in much better shape. Hugh Davis asked what were the position levels of reduction. The Commissioner replied that the reductions were well balanced across the board - clerical, engineering and management -- 19 forest and park positions, 3 engineering positions, 1 Planning & Development position, and 2 positions in Communications.

Hugh Davis asked Commissioner Kendall what he envisioned the DEM Board's role to be. He said, it is my personal opinion that the Board should not set policy, but rather, act in an advisory capacity regarding policy and other issues. DEM should be recognized as the environmental advocate and the Board should be its advisory arm.

Commissioner Kendall replied that given the Board members backgrounds, and individual expertise, he perceives the Board as a strong body in setting goals and objectives, and that they should have a strong voice regarding policy issues as well as other issues such as acquisition.



Sarah Bell concurred with Hugh Davis' statement. Further discussion was deferred to a future Board meeting.

In presenting the Robinson State Park GOALS Plan for approval, Jack Lash stated that the park is an 800 acre parcel located between the Westfield and Connecticut Rivers with a tremendous urban theme. The primary issues identified are 1) park security; 2) swimming (he noted that on a good summers day there are between 200-300 swimmers daily; 3) trails (he stated that the trails get a lot of use and abuse and they need to be closely managed. This will be a top priority, he added. 4) handicapped access (unfortunately, he said, this important feature is also lacking and will be a priority as well. 5) Outstanding vista areas; and 6) natural areas. A major factor, he said, is to increase the staffing capability; without adequate staffing, none of the above can be adequately addressed. Following a brief discussion, upon motion of Carol Lash, seconded by John Capone, it was VOTED- to approve the Robinson State Park GOALS Plan as presented.

Mr. Lash then brought to the Board's attention two erroneous statements which appeared in a recent Trails Group newsletter relating to the F. Gilbert Hills GOALS Plan. One statement, he said, indicates that the Trail Riders group no longer needs to confer with DEM's Region I headquarters in matters relating to the Gilbert Hills GOALS Plan - that they need only to deal directly with Director of Forests & Parks; and secondly - the contention that all other trail users (except bikers and horse-riders) are "mythical" or "hypothetical." He passed out a copy of a letter of rebuttal that was sent to the editor of the newsletter.



Andrea Lukens and Leslie Luchonok gave a presentation on the ACEC program. Ms. Lukens first gave a summary on what DEM has accomplished since the program was transferred from MEPA to DEM in 1989. She mentioned that there were two components to the program - coastal (which is managed by CZM) and inland (managed by DEM). To date, she said, we have developed guidelines and have established a management policy. She stated that there has been three ACEC designations, to date (Saugus, Braintree, Westfield) and the DEM has submitted to Secretary DeVillars for final determination - the Hocomock Swamp. Mr. Luchonok stated that the Hocomock Swamp area included 17,000 acres within six communities (Bridgewater, W. Bridgewater, Easton, Norton, Taunton and Raynham) with significant environmental issues. He said that public information meetings have been held as well as the required public hearing with wide public participation and support.

Melanie Hagopian, DEM attorney, brought before the Board for its approval an eminent domain taking of approximately 89.3 acres known as the Higgins/Cowls property in the town of Plainfield. The parcel, she said, will be an addition to DEM's Deer Hill State Reservation. She explained that DEM entered into a MOU with Mass. Audubon Society last year whereby Mass. Audubon would buy the property until such time as DEM was able to purchase it. The time is up, she said, and if DEM does not purchase the property by the end of January the Department will be forced to pay substantial interest charges.

Upon motion of Hugh Davis, seconded by John Capone, it was



VOTED: That the Board of Environmental Management, pursuant to the provisions of Sections 3 and 3A of Chapter 132A, of the General Laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management to acquire a parcel of land in the Town of Plainfield, Hampshire County containing 89.3 acres, more or less and more particularly described in the attached "Exhibit A", owned now or formerly by the Massachusetts Audubon Society, Inc.

Robert Wilbur, DEM's Right-Of-Way agent brought before the Board for its approval an eminent domain taking of a 62.6 acre parcel of land abutting the Douglas State Forest and fronting on Wallum Lake.

Upon motion of Hugh Davis, seconded by Sarah Bell, it was

VOTED: That the Board of Environmental Management, pursuant to the provisions of Sections 3 and 3A of Chapter 132A, of the General Laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management to acquire a parcel of land currently owned by Mr. Gerald T. Dyer, said parcel is located in the Town of Douglas, Worcester County, westerly of Wallum Lake Road, fronting on Wallum Lake and contains 62.6 acres, more or less.

Mr. Tobin asked Commissioner Kendall if he could give him any information on the siting of the incinerator in Braintree being proposed by Clean Harbors, Inc. now before the Site Safety Council. Commissioner Kendall replied that Director Michael Brown of the Office of Safe Waste Management represents DEM on the Site Safety Council and is a voting member, and that he would have Michael discuss this issue at the February Board meeting.

The Board then discussed issues of particular interest to them --

Hugh Davis

1. Interpretive Services
2. Working relationship between DEM and federal environmental agencies (i.e. Fish & Wildlife; HSP/NPS)
3. Establish better communications between DEM and environmental agencies

He also asked what the status was on Walden Pond/Walden Woods.



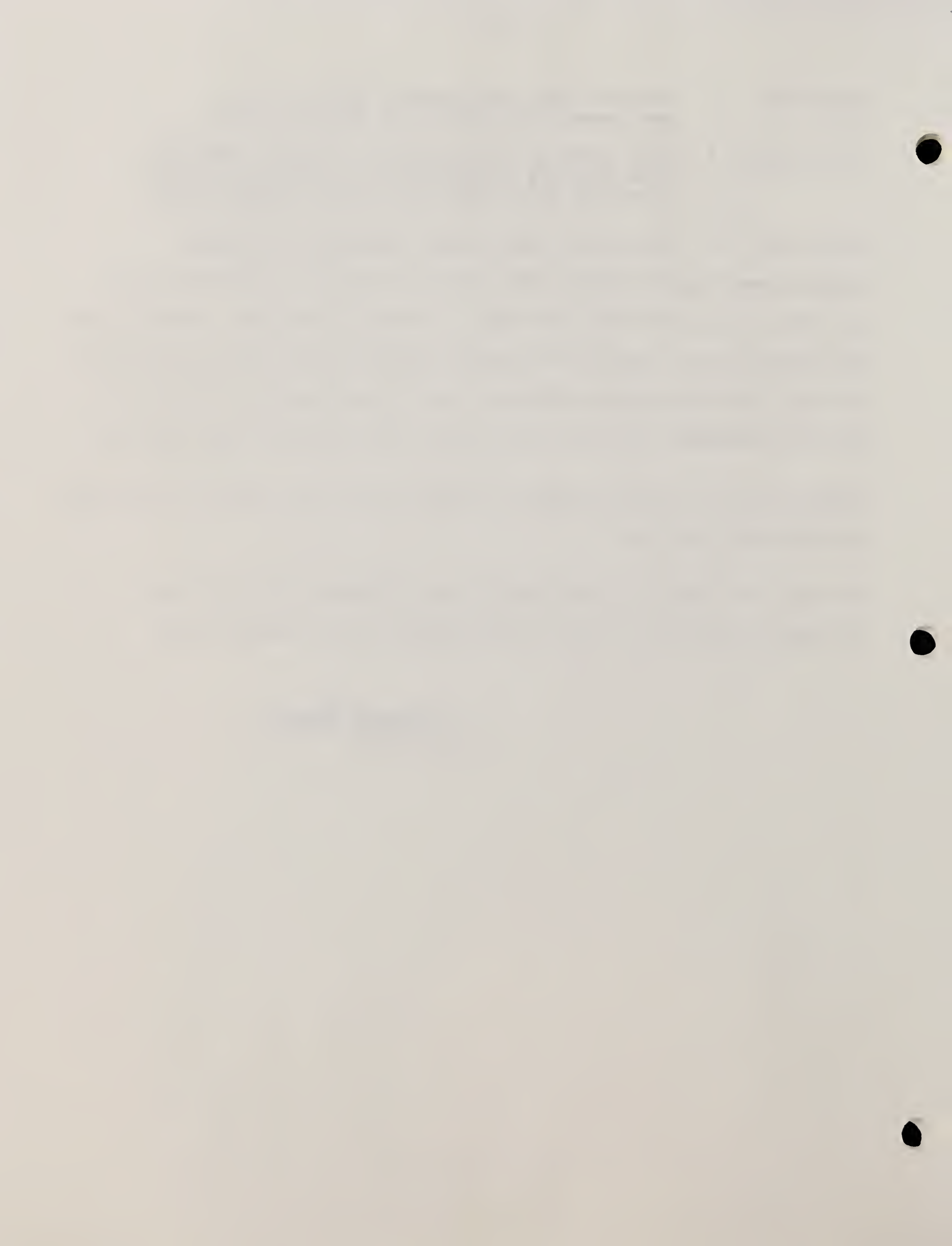
- Sarah Bell 1. Improve DEM relationships with cities and towns where there are DEM facilities
- John Capone 1. Send letters to the various cultural societies (i.e. Friends of Dighton Rock) requesting that they act as sponsor or host for certain areas.
- Carol Lash 1. Cities and towns land acquisition programs

Commissioner Kendall stated that he would have his staff look into all these issues and will get back to them with updates, reports, etc. He stated that he would have Director Michael Brown give a presentation on the Braintree incinerator; and a presentation by Director Richard Thibedeau on rivers criteria at the February Board meeting.

There being no further business to come before the Board, the meeting adjourned at 2:45 p.m.

The date for the next Board meeting was scheduled for Thursday, February 8, 1990 at 12 noon in the office of the Commissioner.

Sarah Bee
Secretary



A meeting of the Board of Environmental Management was held on Thursday, February 8, 1990 at 12 noon, in the office of the Commissioner, 100 Cambridge Street, Boston.

Members present - James Tobin, Sarah Bell, John Capone, Hugh Davis.
Members absent - Nan Jenks-Jay, Carol Lash, David Musante. Also present was Commissioner Richard Kendall.

Upon motion of Hugh Davis, seconded by Sarah Bell, the minutes of the January 16, 1990 minutes of the meeting were unanimously approved.

Commissioner Kendall brought before the Board two eminent domain land takings which were approved by the Board at the January meeting. He explained that the allotment approval and the Order of Taking were not completed within the necessary time frame and therefore a change of date is required on the Certificates of Vote.

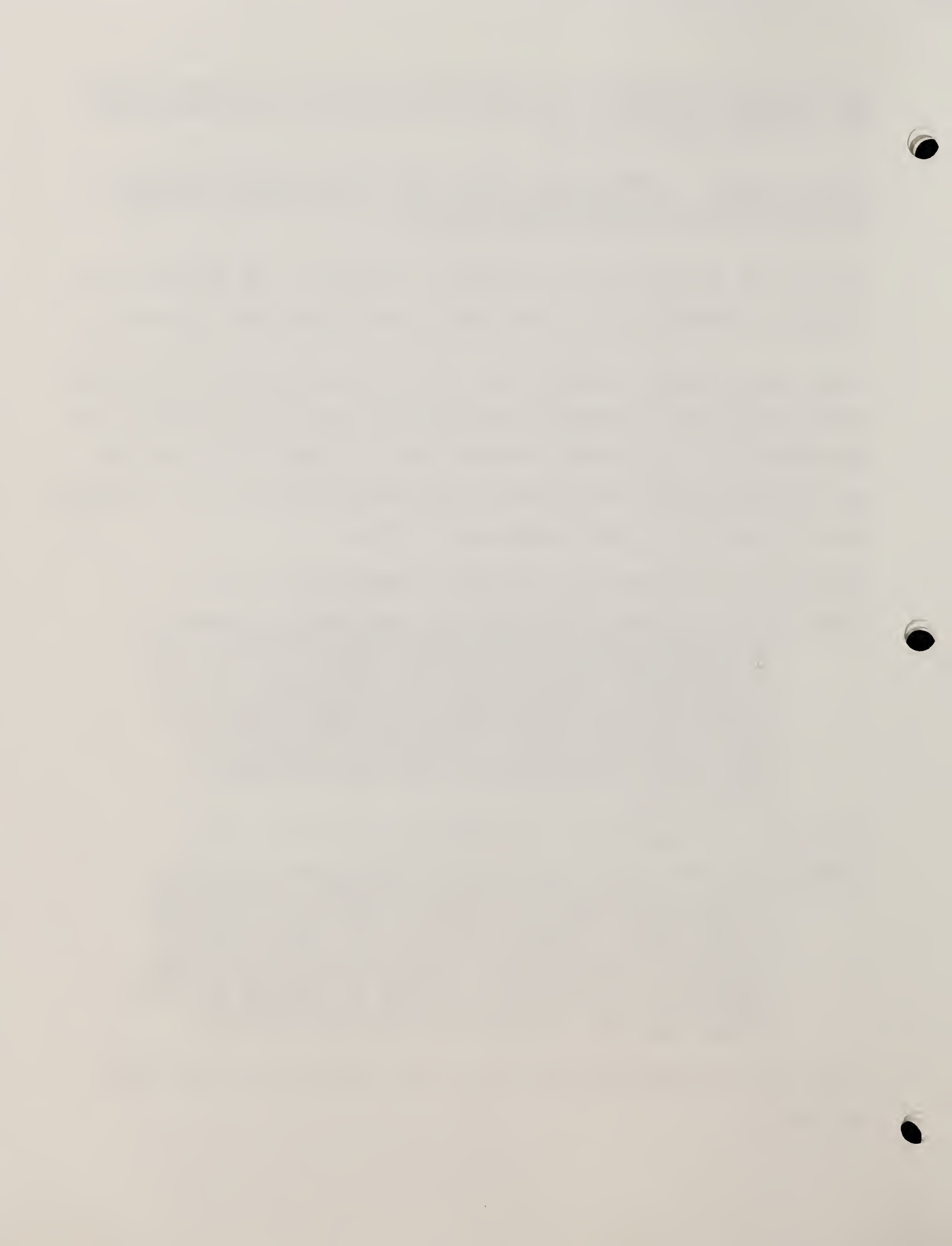
Upon motion of Hugh Davis, seconded by Sarah Bell, it was

VOTED: That the Board of Environmental Management, pursuant to the provisions of Sections 3 and 3A of Chapter 132A of the General Laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management to acquire a parcel of land in the Town of Plainfield, Hampshire County containing 89.3 acres, more or less and more particularly described in the attached "Exhibit A", owned now or formerly by the Massachusetts Audubon Society, Inc.

Upon motion of Hugh Davis, seconded by Sarah Bell, it was

VOTED: That the Board of Environmental Management, pursuant to the provisions of Sections 2 and 2A of Chapter 132A of the General Laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management to acquire a parcel of land currently owned by Mr. Gerald T. Dyer, said parcel is located in the Town of Douglas, Worcester County, westerly of Wallum Lake Road, fronting on Wallum Lake and contains 62.6 acres, more or less.

The policy on accepting gifts of art was deferred until the March meeting.



Commissioner Kendall reported that Robert Kumor has resigned his position of Deputy Commissioner for Planning and Development and that he was appointing Kathy Abbott in his place. He introduced Ms. Abbott to the Board. Ms. Abbott expressed her appreciation for the opportunity to lead DEM's Planning & Development team. Even though these are not the best of times, she said, I will work for the next 18 months with an attitude of optimism and will begin to prepare a long term survival strategy. The Board congratulated Kathy and wished her success.

Director Michael Brown addressed the Board and informed them that he was leaving DEM to accept a position in California. He then discussed budget and personnel problems facing the Division. The budget, he said, has been drastically reduced and staff is down from 11 to 7 positions; also, it is rumored that the Division may be transferred to EOEA in July. However, he said, in spite of this the Division is moving closer toward a good waste management system. He then briefed the Board on the Clean Harbors proposal. He said that Clean Harbors submitted a proposal in 1987 to build a hazardous waste incinerator in Braintree (it is expected that 35,000 tons of hazardous waste will be incinerated per year which is estimated to be, at the most, one half of the amount of incinerable waste in Massachusetts.) In November of '87 the Site Safety Council voted the proposal to be feasible and deserving. Clean Harbors then submitted an EIR on the socio/economic appendices in July of '88. Secretary DeVillars deemed the EIR inadequate and requested a supplemental study. Based on the Secretary's decision, the Site Safety Council voted to delay the socio/economic appendices until after Secretary DeVillars makes a

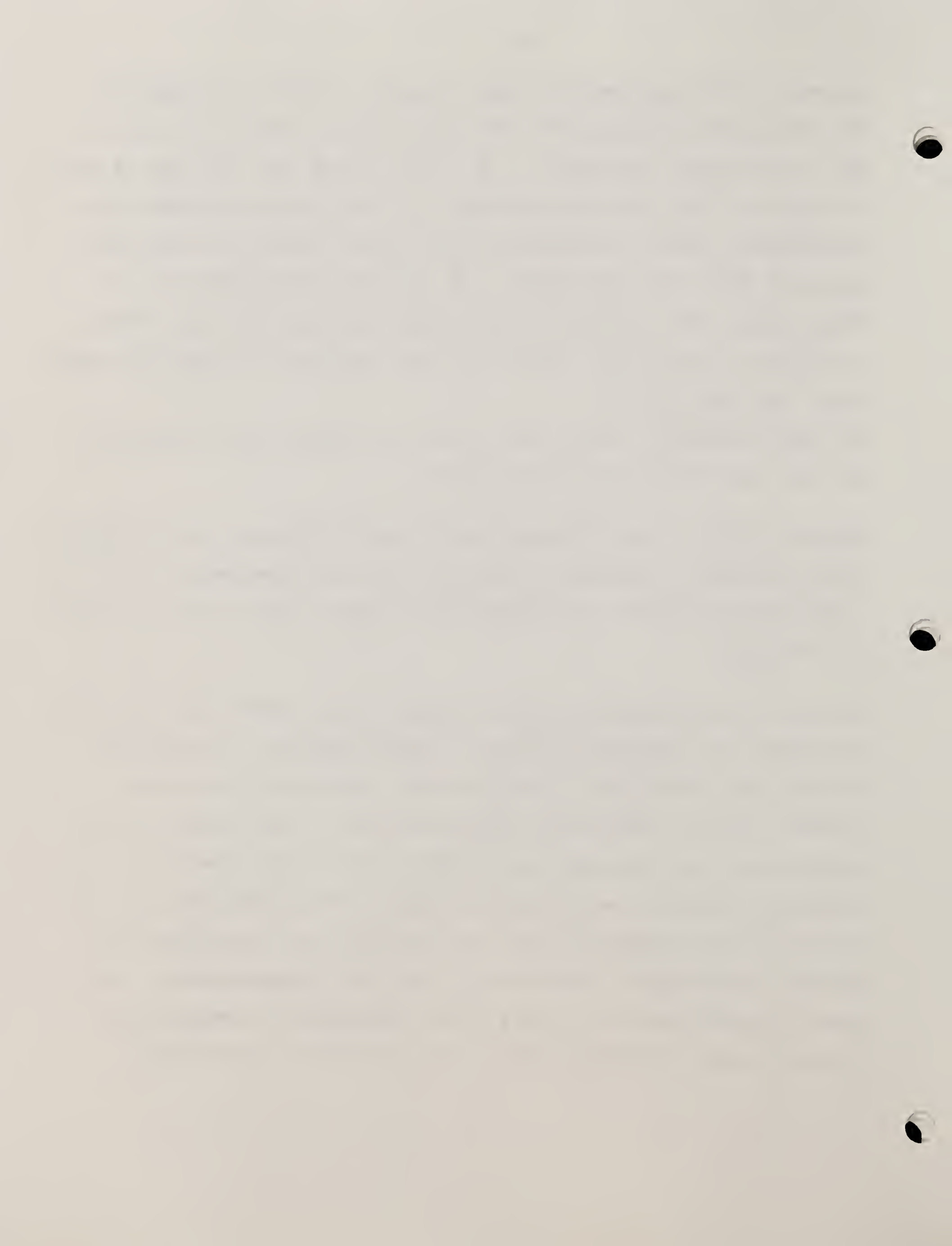


decision on the supplemental study in April. Within two weeks of the Secretary's decision, the Site Safety Council will then vote on the socio/economic appendices. Mr. Tobin stated that the town of Hull, in which he lives, has had problems with Clean Harbors (as has other surrounding towns) in attempting to get them to publicly answer any questions about the incinerator. He said that representatives of Clean Harbors are willing to attend public meetings but they refuse to answer any questions - they pass out brochures but when questioned - they leave the meeting.

The Board wished Mr. Brown well in his new endeavor and thanked him for his very informative presentation.

Director Charles Dane reviewed the Alan Hendry Memorial award nominees with the Board. Following discussion, the board unanimously agreed to accept Director Dane's recommendation of Robert Rando as the recipient of the award.

Director Richard Thibedeau made a presentation on river basin planning and handed out background material to Board members. He began by stating that river basin plans have been completed for the Jones, Ipswich, Hoosic, Charles and Blackstone Rivers - and hopefully, the entire state will be completed by 1995. He said that the Division is currently working on establishing a water policy and he distributed a list of several suggested ideas. He said that he would appreciate as well as welcome the Board's suggestions or recommendations. The Board indicated that they would review the material presented and thanked Director Thibedeau for a very informative presentation.



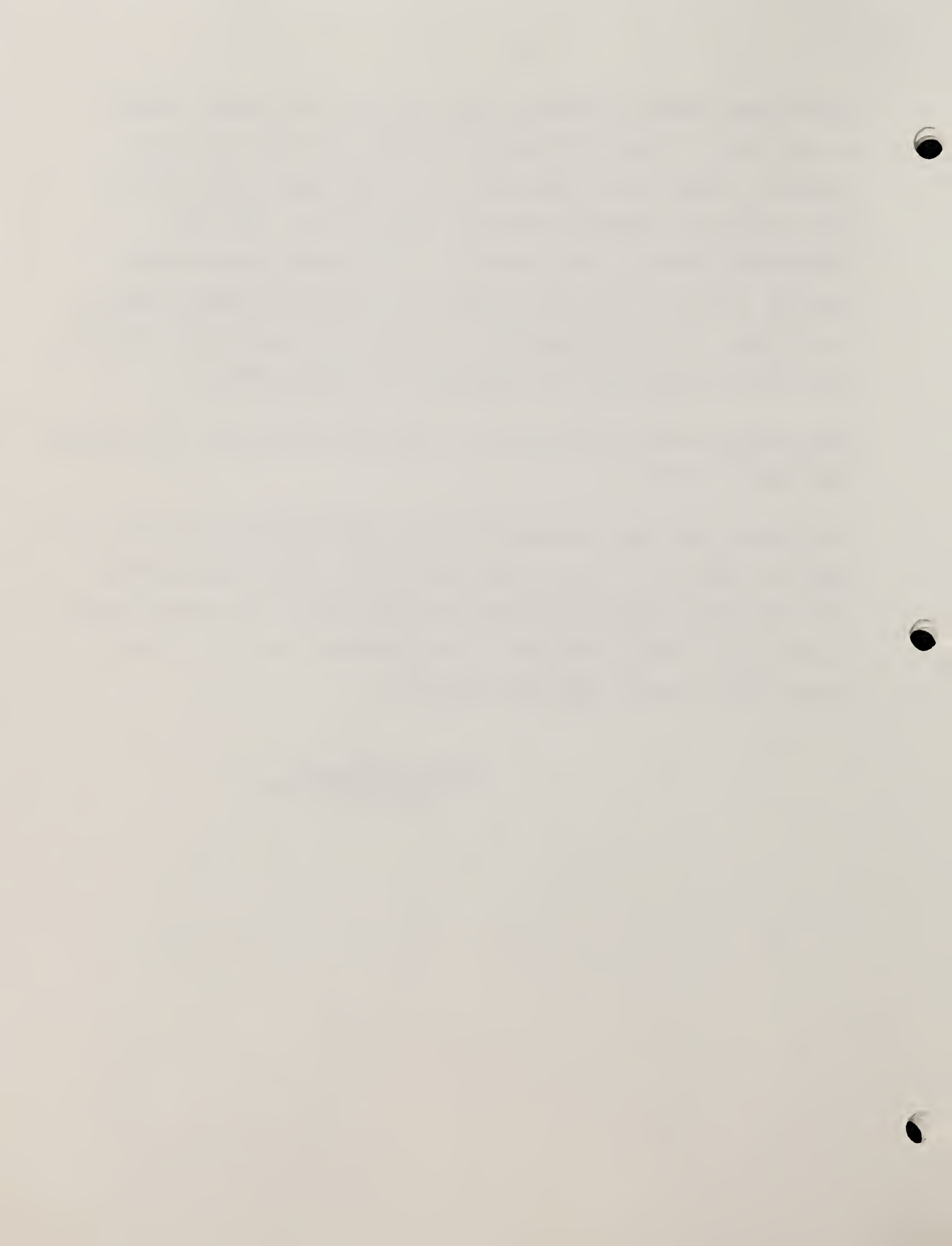
Commissioner Kendall discussed with the Board two pending issues. He said that a process is being established to brief the Myles Standish cottage owners advising them of the legal limit for private cottages at the Myles Standish State Forest. And, two construction trailers have moved onto the Freetown State Forest with the intent to construct a drugs and alcohol treatment facility for Indians. We are recommending a process to receive this proposal and have it reviewed by the Commission for Indian Affairs.

There being no further business to come before the Board, the meeting adjourned at 2:30 p.m.

The date for the next Board meeting was scheduled for Wednesday, March 21, 1990 at 1:15 p.m. with the intention of a joint meeting with the Fish & Game Board at the Westboro office. The Board agreed to meet on the third Wednesday of each month at 1:15 p.m. in the Boston office unless otherwise determined.

Sarah H. Beech

Secretary pro tem



A meeting of the Board of Environmental Management was held on Wednesday, March 21, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Members present - Chairperson Nan Jenks-Jay, Carol Lash, Sarah Bell, James Tobin and Hugh Davis. Members absent - David Musante and John Capone. Also present was Commissioner Richard E. Kendall.

Commissioner Kendall reported on DEM's testimony before the House Ways & Means Committee on the FY'91 budget request. We had hoped, he said, to convince the Committee that by keeping our areas open we would generate an additional \$2 million in revenue, and at the same time curb the vandalism and illegal dumping that has occurred on several of our closed areas. We showed the Committee recent photographs of these incidents, he said, and they appeared to be receptive to this logic.

Andrea Lukens and Leslie Luchonok made a presentation on the recent ACEC nomination of the Schenob Brook Drainage Basin, Bashbish Falls. It is the most significant nomination to date, he said, consisting of 14,000 acres of which 2,250 acres are wetlands with a reported known 45 endangered species. He then brought the Board through the review/nomination process required prior to the actual designation. He informed the Board that the Hocomock Swamp was formally designated an ACEC on February 10, 1990 by Secretary DeVillars. He indicated that there were several nominations being considered - Northampton, Lakeville, Kingston, Wakefield, and Lynnfield, with one denial to the town of Ayer.

Susan Ziegler gave an oral/slide show presentation on the Bay Circuit program beginning with its inception in 1929 up to and including DEM's

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involvement in the program in 1984. Unfortunately, she said, due to budget constraints we have been forced to scale down our plans, but DEM is still very much committed to the program.

The Board members expressed their interest in both the ACEC and Bay Circuit programs and thanked Leslie, Andrea and Susan for their very informative presentations and asked that they be periodically updated.

Deputy Commissioner Kathy Abbott discussed with the Board the organizational changes being proposed for the Office of Planning and Development with the idea of providing a much tighter, more efficient organization. We are proposing three principal divisions, she said -

1. Engineering - to include

- Dam Safety
- Forests & Parks Rehabilitation
- Waterways

2. Resource Protection -

- Historic Landscapes
- Water Resources
- Natural Resource Planning

3. Project Management -

- Urban Heritage State Parks
- Merrimac River
- Long Wharf
- Boston Harbor Islands

Staff functions will include legal and operations. And, she said, to create a clearer image of the Office of Planning and Development's mission, a new title is being considered (Office of Resource Conservation) Further, she said, since land acquisition plays a very significant role within this office, we have created a new position of

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical tools employed.

3. The third part of the document presents the results of the study, including a comparison of the different methods and a discussion of the implications of the findings. It also includes a section on the limitations of the study and suggestions for future research.



4. The final part of the document provides a summary of the key findings and conclusions. It reiterates the importance of the research and the potential applications of the results in the field of study.

Director of Land Acquisition and Rodney Brown has accepted this responsibility.

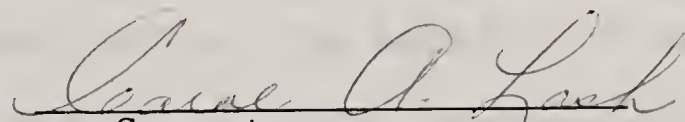
Mr. Davis questioned DEM's authority to make such changes without legislative mandate. Commissioner Kendall replied that they were in-house changes and legislation is not required. Ms. Jenks-Jay asked if the proposed changes would require layoffs. The Commissioner replied that there would be no layoffs.

Upon motion of Mr. Davis, seconded by Sarah Bell, the minutes of the February 8, 1990 meeting were unanimously approved.

Commissioner Kendall briefed the Board on the Greylock Glen project. He stated that every effort is being made to reflect Environmental Affairs' mission of protecting the natural resources of the Commonwealth.

There being no further business to come before the Board, the meeting adjourned at 3:10 p.m.

The date for the next Board meeting was scheduled for Wednesday, April 18, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.


Secretary

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A meeting of the Board of Environmental Management was held on Wednesday, April 18, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Board members present - Carol Lash, James Tobin, Hugh Davis.
Members absent - Sarah Bell, Nan Jenks-Jay, John Capone,
David Musante. Also present was Commissioner Richard E. Kendall.

Due to a lack of a quorum, action on the March 21, 1990 minutes of the meeting was deferred until the next Board meeting.

Jack Lash, GOALS Project Manager, and Michael Tirrell, Assistant Regional Supervisor for Berkshire County discussed with the Board the "draft" GOALS Plan for the Pittsfield State Forest. Mr. Lash noted that the plan completes the thirteenth GOALS plan and the second for Berkshire County. Mr. Tirrell stated that the Pittsfield State Forest consists of almost 10,000 acres of land with 9.3 miles of road that has been declining over the years. Two major issues of the plan, he said, are road and trail up-grading. The area has an extensive trail system with a wide variety of uses - cross-country skiing, hiking, and recreational vehicles. He also mentioned that illegal dumping is becoming a major problem.

Considerable discussion centered on the Board's ability to approve GOALS plans, in general, without having the benefit of knowing what compromises were made to arrive at final recommendations. This discussion was prompted by Hugh Davis. Jack Lash stated that it has been the policy to invite the Board members to the public hearings, but that it might be more appropriate to have them attend advisory committee and in-house team meetings where they could be directly involved in the controversy of the planning process.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to support effective decision-making.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and reporting, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that data is used responsibly and ethically.

5. The fifth part of the document concludes by summarizing the key findings and recommendations. It stresses the importance of ongoing monitoring and evaluation to ensure that data management practices remain effective and aligned with the organization's goals.

6. The sixth part of the document provides a detailed overview of the data management framework, including the roles and responsibilities of various stakeholders involved in the process.

7. The seventh part of the document discusses the integration of data management with other organizational systems and processes, ensuring a cohesive and integrated approach to data handling.

8. The eighth part of the document explores the future trends in data management, such as the use of artificial intelligence and machine learning to enhance data analysis capabilities.

9. The ninth part of the document provides a comprehensive list of resources and references used in the research, allowing readers to explore the topic further.

10. The final part of the document offers concluding thoughts and a call to action, encouraging the organization to adopt best practices in data management to achieve long-term success.

Commissioner Kendall mentioned the possibility of the Board members meeting separately with committee and in-house team members at the start of the planning process.

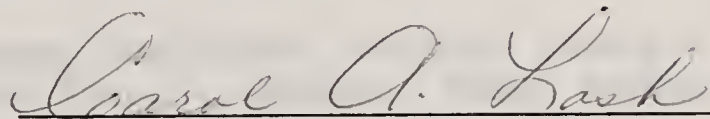
There was general agreement that GOALS plans are very useful management tools but were not used to full potential. Dr. Davis suggested that the Department seek some means of advertising their availability. He also suggested the possibility of soliciting a private entrepreneur for funding. The Commissioner stated that the Department is in need of a marketing program and that he would look into the possibility of including it as a budget item. Jack Lash stated that he would meet with his contact at the Division of Tourism to obtain price estimates and a framework for staff, time and funds related to Tourism publications.

Further discussion followed on the trail system and trail riders organizations. Dr. Davis stated that trail riders groups were one of the major users of the trails and should be recognized. For the most part, he said, they are a responsible group and DEM should find some means of giving them recognition when it is warranted - such as the volunteer services many of them offer. Commissioner Kendall stated that one of the essential issues of GOALS plans is to establish major user groups, and that trail rider groups concerns will be given every consideration. Carol Lash suggested that trail riders groups from surrounding towns be invited to participate at the advisory committee meetings for their input at the start of the planning process.

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The Board meeting adjourned at 3:15 p.m.

The Board set the date of May 16, 1990 for a joint meeting with the Board of Fisheries and Game at 10:00 a.m., Visitor's Notch, Holyoke Range State Park, Amherst.


Secretary

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Joint Meeting
BOARD OF ENVIRONMENTAL MANAGEMENT
and
FISHERIES & WILDLIFE BOARD

A joint meeting of the Board of Environmental Management and the Fisheries and Wildlife Board was held on Wednesday, May 16, 1990 at the Notch Visitor's Center, Holyoke Range State Park, Rte. 116 Amherst, MA from 10:00 - 1:00 PM.

DEM Board members included: Sarah Bell, John Capone, Carol A. Lash, Nan Jenks-Jay, David B. Musante, Jim Tobin

Fisheries & Wildlife Board members included: George Darey, Ernest W. Foster, Jr., Nancy Begin, Gwilyn S. Jones, Mike Roche, Bill Minor.

Others in attendance included the following: Richard Kendall, Commissioner of DEM, Kathy Abbott, DEM/EOEA, Richard Thibedeau, Michele Bythrow, Faye N. Siegfriedt, DEM/BRC Water Resources; Rodney Brown, Leslie Luchonok Andrea Lukens, Natural Resources Planning, DEM Resource Conservation;; Henry Woolsey, and Tom French, DFW Natural Heritage;, Bill Rivers, DEM Forests & Parks; Jack Buckley, Joseph Bergin, Steve Williams, James E. Cardoza, Wayne McCallum, Carl Prescott, Div. of Fisheries & Wildlife, Westboro;

Nan Jenks-Jay, Chairman of the DEM Natural Resources Board, welcomed everyone to the meeting. After a few introductory remarks which noted that this is the first joint meeting of the boards in twelve years. Ms. Jenks-Jay then had everyone in attendance introduce themselves.

Kathy Abbott from EOEA/DEM welcomed everyone and mentioned that soon EOEA would be releasing its new anti-pollution policy.

Bill Minor then proceeded to outline the Fisheries & Wildlife policy, as follows:

Lands and waters acquired and/or controlled by the Division of Fisheries and Wildlife are specifically for biological habitat protection and management and outdoor recreational purposes consistent with wildlife management, subject to Article 97 of the Amendments to the Massachusetts Constitution.

Property, interests in property and resources therein will not be considered for disposition or use unless said disposition or use is shown to be in the best interest of wildlife and wildlife habitat protection and of the Division of Fisheries and Wildlife. All disposition of property, interest in property and resources therein must be approved by the Fisheries and Wildlife Board.

UNIVERSITY OF CALIFORNIA
REGISTRATION INFORMATION
FOR THE
MAY 2004 EXAMINATIONS

The University of California Board of Regents has approved the following courses for the May 2004 examinations. The courses are listed in the following table. The courses are listed in the order in which they will be administered. The courses are listed in the order in which they will be administered.

The following table lists the courses that are eligible for the May 2004 examinations. The courses are listed in the order in which they will be administered. The courses are listed in the order in which they will be administered.

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Joint Meeting - DEM and F&W Boards - May 16, 1990

Bill noted that this policy, drafted in 1989, was fairly simple, but tough. The purpose was to protect resources and to use them wisely. Increasingly, there are more and more requests for use of these lands for Water Supply and Fisheries and Wildlife purposes and that people do not take "no" for an answer easily.

In response to a question, Mr. Minor state that F&W did have a policy on pipe lines and utility easements and that the policy is flexible enough so that the committee can trade land; i.e., that compensation does not have to be monetary and that land swaps were possible.

It was pointed out that most F&W land is bought with Sportsmen's licenses and that Board takes stewardship of its resources seriously. Sportsmen want their money used for particular uses, such as wildlife areas. Each proposed use is taken on a case by case basis. Both agencies, it was noted, have stewardship of public lands and that future acquisitions could be joint ventures.

Rodney Brown gave the presentation on DEM's draft policy pointing out that DEM's policy is in the draft stage and that it will take about another two months before it is brought before the board and before it goes public. The reason the policy is being proposed is because of the many requests for use of the property or other elements of the property. Sometimes it is in DEM's best interest to exchange property; for utility lines for example. Decisions affecting DEM lands are made on a case by case basis. For example; exceptional circumstances, such as encroachment by developers which may have an adverse impact on adjoining land, hardship on proponent or statutory mandates.

DEM is generally opposed to the disposition of property and wants its lands used for open space and public uses. DEM looks to see if lands should have a conservation restriction placed on them and believes it should be compensated for the release of land, but it does consider land transfers.

The proposed policy will help to make more consistent decisions while a change of use in a property can cause revocation of use of the land. Commissioner Kendall stated that in the future any action taken will enhance DEM's acquisition policy.

The next presentation was by Tom French of the Division of Fisheries and Wildlife, Natural Heritage and Endangered Species Program. He noted the Division's concerns and activities focused and centered on Wildlife, Fisheries and its newest program, Natural Heritage and Endangered Species program. In existence since November 1978, it is the oldest natural heritage program in the United States.

The Board of Directors is pleased to present this report on the activities of the Corporation during the year ended December 31, 1997. The Corporation has achieved significant milestones in its development and growth over the past year.

During the year, the Corporation has successfully completed several key projects, including the expansion of its operations and the implementation of new initiatives. These efforts have resulted in increased revenue and improved operational efficiency.

The Board of Directors has also focused on strengthening the Corporation's financial position and ensuring long-term sustainability. Through strategic planning and prudent management, the Corporation has maintained a strong financial foundation.

In addition, the Corporation has continued to invest in research and development, fostering innovation and growth. These investments are expected to yield significant benefits in the future, as the Corporation explores new markets and technologies.

The Board of Directors expresses its appreciation to the management and staff of the Corporation for their dedication and hard work throughout the year. Their commitment to excellence has been instrumental in the Corporation's success.

Looking ahead, the Board of Directors remains confident in the Corporation's ability to continue its growth and achieve its long-term goals. We will continue to work together to overcome challenges and seize opportunities for the future.

The Board of Directors also wishes to thank the shareholders for their continued support and confidence in the Corporation. Their investment has been a key factor in the Corporation's success, and we look forward to their continued participation.

Finally, the Board of Directors extends its gratitude to the community and our partners for their support and collaboration. We are committed to being a responsible corporate citizen and contributing to the well-being of the community.

Joint Meeting - DEM and F&W Boards - May 16, 1990

Mr. French pointed out that they were not the only rural land managers in the state; for instance, the MDC also manages rural land, such as that at Quabbin. He also noted that in order to protect the resources, they could be managed cooperatively. They encourage other state agencies such as the highway department, prisons, and others, to protect the resources on their land. A registry program on endangered species was started in 1985, originally for private owners.

He indicated that the sixty-five DEM properties contain many rare plants, twenty-nine rare animal species, with twenty-five percent of the "state list" on DEM property. A rare insect, a candidate for Federal listing, was found on two DEM locations. A Sea Pink, one of twelve species were found on DEM property; no where else in the state or in New England are these found.

The aim of the program is to make land managers aware of what is on their property. Other rare or endangered species protected include the Plymouth Gentian, the Plymouth red-bellied turtles, and the Piping Plover at Horseneck Beach, Coastal Plain Ponds which are a rare habitat pond contain twenty plus species with DEM being the single most important owner.

Other land management activities include the first controlled burning of the Pitch Pine barren done in cooperation with DEM/DFW. In January, the Governor set up an EOE council for its landowning agencies which will be issuing guidelines.

Mr. French pointed out that the majority of the public wants to protect its rare species and for various reasons. As you lose biological diversity, he stated, you lose environmental control and then everything begins to fall apart and we should not allow the state to get to the point where we lose biological diversity. At present, the rate of extinction is astronomical but we can control what we destroy.

Commissioner Kendall congratulated the progress of this program and pointed out that he sees this vital program as something he wants DEM to continue working on to protect the species on their properties.

Leslie Luchonok gave the presentation on the next agenda item -- DEM's "Areas of Critical Environmental Concern Program". This program has moved recently from MEPA to DEM. Leslie gave a history and background on the Inland ACEC Program which included a background on the initial legislation, the current ACEC and MEPA regulations, administration by MEPA Unit, and the designations made in the past: Westboro Cedar Swamp (1975), Cranberry Brook (1983) and Golden Hills (1987).

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Joint Meeting - DEM and F&W Boards - May 16, 1990

He pointed out that the ACEC complements local review, development, and regulations which requires the support of local community officials.

In describing the administration of the Inland ACEC Program by DEM, Leslie described the purpose of the ACEC Program, described and handed out the Inland ACEC brochure, and gave an overview of the designation process and the effects of designation.

He then gave an example of the nomination and designation of the Hockomock Swamp ACEC and the cooperation of DEM/DFWELE staffs to put forward this designation. The initial boundary area of this ACEC only included part of what was designated. In obtaining information about this area, Leslie went to three different agencies which included MDC, DWR/DEM and DEP.

In the future, nominations are expected to increase the number of Inland ACEC's. The nomination of Schenob Brook is under review. Other nominations are being prepared. Efforts are underway to strengthen the Inland ACEC Program with regulatory changes, interagency cooperation, municipal and environmental participation and support and eventual statewide implementation.

In response to a question, Mr. Luchonok pointed out that DEM's responsibility was to monitor the actions of other agencies through the MEPA process to allow for better review and to provide the kind of follow-up this program needs.

John Scanlon presented information on the F&W Forest Inventory Program. Forced management, he noted, is not a forced inventory process. The objective of forest management is to enhance habitat quality and to improve human access to these areas. This is accomplished through public/private forestry practices and provides an excellent opportunity to merge public/private efforts for the benefit of the public sector.

Massachusetts consists of six million acres of which 64 percent is forested, with 4 percent cropland, 1 percent pastureland and 30 percent developed land. Forest ownership is 83 percent private, and forest industry two percent. The public has 15 percent consisting of 3.2 million acres making it very important for the public to buy more land. The bulk of value is for in-kind services. Contracts for in-kind services are used to build roads, access, culverts and to do non-forest management work, such as to enhance oak tree growth for which benefit from the program will not be visible for 50-100 years.

A slide show was presented to show not so much the inventory, but of the 50,000 acres of forest and management areas in

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Massachusetts. A program has been developed in the last two years to have operations in two or three areas; i.e., on ten percent of the land.

Wildlife management practices receive priority. Western Massachusetts has 3000 acres which provide habitat for wildlife. A contract has been put out to bid to remove some saw timber, make a small clear-cut of 3-5 acres, a silvaculture clear cut which does not even remove all of the trees. They would like to keep about five percent of this area in this condition.

Some wildlife species, such as wild turkeys, need the early successional stages for nesting. Most of this occurs on the forest opening because insects are needed for food, as the young grown on an insect diet. Red-tail hawks nest in mature trees but hunt in clear-cut areas. These areas are used by 116 birds, 50 mammals and 39 amphibian and reptile species.

An experimental program with DEM used a prescribed fire-burn area three to four years after clear cut and again in five years. DEM fire wardens were responsible for giving them the opportunity to do this. Within three months the area becomes green making a good place to observe wildlife. In five to ten years, this area will be a real valuable wildlife resource and a great place for people to get close enough to experience wildlife. Some animals do not use the pole-cut forest such as the woodcock and the ruff grouse. In some instances, large old trees with cavities having very little commercial value, make excellent habitat for wildlife, an excellent program with many benefits.

Next, Richard Thibedeau, Director of Water Resources in the Bureau of Resource Conservation presented information on the River Basin Planning Program. A four-page handout was distributed and described for those in attendance. Included were (1) a map of the twenty-seven river basins in Massachusetts, (2) a flow-chart describing the integrated approach to Massachusetts water resources planning and management showing both the consumptive and non-consumptive water uses, (3) a graph showing the Hoosic River Basin-Water Withdrawals, and (4) an overview of the state's water resources planning and management programs which included a description of the river basin planning process, the local water resources management concept plan, and the local water conservation plan, the Interbasin Transfer Act and the Water Management Act.

An integrated approach is used in the planning process, both vertically and horizontally, which involves science, planning and regulatory activities. Richard pointed out that the USGS is a major contributor performing the major data collection analysis. Water Resources works with F&W staff, uses the expertise of biologists in the Division of Marine Fisheries and the DEP offices

Department of the History of Art and Architecture
The University of Chicago, Chicago, Illinois 60637

Dear Mr. [Name]:
I am pleased to hear from you and to learn that you are interested in the work of the Department of the History of Art and Architecture. We are currently looking for individuals who are interested in the history of art and architecture and who are also interested in the history of the city of Chicago.

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Joint Meeting - DEM and F&W Boards - May 16, 1990

in Westboro for information on water quality issues. The work of all these agencies are incorporated in the plan.

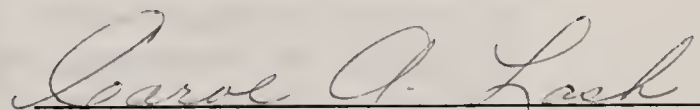
The job of the division is to come up with a river basin plan, and the information developed by Water Resources and contained therein is relied upon by DEP in the permitting under the Water Management Act. Through this process "resource" now has a seat at the table. During this process, many questions have to be answered, such as, Can we get the water out of the ground? Can this water meet water quality standards? and What is the impact of the withdrawal on the resource? With this information a minimum streamflow threshold is determined. It is important during this process to balance the uses, protect the resource to insure that the cities and towns have sufficient water to meet their needs through the year 2020. A professional judgement must be made in all cases. F&W presents information on the natural values and we are not always able to meet the needs of the fisheries biologists. Originally, the Hoosic recommendation was to draw 31 mgd, now 16 mgd will be the maximum withdrawal, a much needed improvement to protect the resource. This same careful and thorough process was used during analysis of the Brockton request for an Interbasin Transfer.

In response to a question about water withdrawals under the Water Management Act and water transfers under the Interbasin Transfer Act, Mr. Thibedeau responded that everyone who has a permit must submit monthly reports to DEP on how much water is being withdrawn, but to transfer water from one basin to another requires the approval of the Water Resources Commission.

During the last couple of months, it has been important to maintain integrity and to promote a sense of pride and to work together.

After the presentations, and in conclusion, George Darey pointed out that this meeting was a long time in coming and hoped that they would comply with the law and have another meeting this year. He noted that it was good to see how much and how well the staff worked together.

Meeting was adjourned at 1:00 PM


Secretary

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A meeting of the Board of Environmental Management was held on Wednesday, June 20, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Members present - Sarah Bell, Hugh Davis. Members absent - Carol Lash, Nan Jenks-Jay, James Tobin, John Capone, David Musante. Also present was Commissioner Richard Kendall.

Due to a lack of a quorum, approval of previous minutes of meetings was deferred to the July meeting.

Rodney Brown, Director of Land Acquisition, presented two eminent domain takings in the Town of Harwich. Because of the urgency to have the recordings completed within this fiscal year, he asked the Board's approval to proceed with the Orders of Taking. By way of telephone communication between the Commissioner's office (Board members present), Carol Lash and John Capone, a motion was duly made and seconded, and it was -

VOTED: That the Board of Environmental Management, pursuant to the provisions of Sections 3 and 3A of Chapter 132A of the General Laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management to acquire a parcel of land in the Town of Harwich, Barnstable County containing 37,650 square feet, more or less and more particularly described in the attached "Exhibit A", owned now or formerly by Jean J. Nickerson, John A. Anderson, Raymond W. Nickerson, June D. Nickerson and Lillian N. Nickerson.

VOTED: That the Board of Environmental Management, pursuant to the provisions of Sections 3 and 3A of Chapter 132A, of the General Laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management to acquire a parcel of land in the Town of Harwich, Barnstable County containing 4.19 and 1.79 acres, more or less and more particularly described in the attached "Exhibit A", owned now or formerly by the heirs of James J. Cahoon and Chesett Realty Trust.

Mr. Brown noted that both transactions were friendly takings. It was agreed that the full Board would review the Orders of Taking at the July Board meeting.

Christine Gault, Reserve Manager of the Waquoit Bay National Estuarine Research Reserve, gave a slide presentation and update on the accomplishments, to date, at WBNERR.

The meeting adjourned at 2:30 p.m.

The date for the next Board meeting was scheduled for Wednesday, July 18, 1990 at 1:15 p.m. in the office of the Commissioner, Boston.

Sarah H. Bee
Secretary pro tem

A meeting of the Board of Environmental Management was held Monday, July 18, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Members present - Nan Jenks-Jay, Carol Lash, Sarah Bell, Hugh Davis, James Tobin. Members absent - John Capone, David Musante. Also present was Commissioner Richard Kendall.

Prior to the meeting being called to order, Senator Brian Lees of Springfield addressed the Board with a proposal that DEM assume the management responsibility for the Five Mile Pond recreational facility in the City of Springfield. He explained that due to recent budget constraints the City was forced to close the area.

Carol Lash said that she supported the proposal. She stated that even though the facility has been closed with all buildings boarded up, it is still heavily used without benefit of lifeguards, bathhouse facilities, and trash pickup. She noted that on July 4th there were over 1300 people on site. The transfer is a logical one, she added, since DEM's Lake Lorraine facility is adjacent to the Five Mile Pond area. Ms. Lash expressed her concern regarding the liability factor should an accident occur.

Senator Lees further stated that he realized DEM has budget problems as well, but he hoped the Department would lend its support at least for the remainder of the season with gate attendance and trash pickup; and at some future time assume full responsibility for the area.

Hugh Davis remarked that he would find it difficult justifying DEM taking on responsibility of an additional area at this time, when it is closing its own areas due to lack of personnel to maintain them.

Commissioner Kendall raised several points - the City's expectations (long term/short term), operating budget (if any), and liability. He indicated to the Senator that he would be willing to pull together a DEM team to meet with the Springfield delegation and city officials to discuss the issue.

Senator Lees thanked the Commissioner for the opportunity to address the Board.

Upon motion of Sarah Bell, seconded by Hugh Davis, the minutes of the March 21, April 18, May 16 and June 20, 1990 meetings were unanimously approved.

Melanie Hagopian, DEM Counsel, reviewed the two eminent domain takings in the Town of Harwich which were approved by the Board (via telephone communication) at the June meeting. Upon motion of Sarah Bell, seconded by Hugh Davis, the Board reaffirmed its vote of approval of June 20, 1990 (see attached).

The meeting was recessed to allow Representative Paul Caron of Springfield to address the Board on the Five Mile Pond issue. He presented a letter to the Commissioner from Mayor Hurley proposing that DEM consider a lease agreement transferring the management of the Five Mile Pond recreational facility to the Department of Environmental Management. He, basically, gave a similar presentation as did Senator Lees and Carol Lash. Hugh Davis reiterated his concern with regard to DEM accepting this responsibility when its own areas are being closed.

Nan Jenks-Jay remarked that there may be similar requests from other cities and towns and, she said, it might be a good idea to look to some outside entity or consider other creative solutions. Representative Caron agreed, and said that he would be glad to chair a committee to

look into this theory.

Commissioner Kendall said that he would respond to the Mayor's letter with the suggestion that he pull together a DEM team to meet with the Springfield delegation and city officials on site to discuss the issue.

Representative Caron thanked the Commissioner for the opportunity to address the Board.

Nan Jenks-Jay made a short presentation on the protection of the Taconic Crest Trail proposal. She said the proposal is presently in the talking stages but she wished to make the Board aware of its potential. She outlined the trail route on a map which, she said, begins in the Pittsfield State Forest (Berry Pond) traverses other DEM properties, sections of New York and Vermont. To put the proposal into action, she continued, it will need the support of the three states, private sector, and possibly the National Park Service.


Andrea Lukens and Gail Swett made a presentation on the Westfield River Greenway project and distributed copies of the plan for the Board's consideration. Ms. Lukens gave a brief overview since the Westfield River Greenway Committee was first established in 1984. She also stated that Scenic River designation for the Westfield River is being sought. Both issues will be on the agenda for the August Board meeting.

Chris Greene distributed copies of the recently published report on the Olmsted Historic Landscape Preservation Program and gave a slide presentation on the past five years accomplishments. The program, as far as funding is concerned, he said, has been curtailed due to the budget

crisis, however, we continue to work closely with the local advisory committees in an advisory capacity on activities of the program state-wide.

There being no further business to come before the Board the meeting adjourned at 3:45 p.m.

The date for the next Board meeting was scheduled for Wednesday, August 15, 1990 at 1:15 p.m. in the office of the Commissioner.


Secretary

A meeting of the Board of Environmental Management was held on Wednesday, September 19, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Members present - Nan Jenks-Jay, Carol Lash, Sarah Bell, Hugh Davis, John Capone. Members absent - David Musante, James Tobin. Also present was Commissioner Richard Kendall.

Upon motion of Hugh Davis, seconded by Sarah Bell the minutes of the July 18, 1990 meeting were unanimously approved.

Jack Lash and Andy Backman led a discussion on the Freetown-Fall River State Forest GOALS Plan in anticipation of the Board's acceptance of the plan. Mr. Lash began by stating that the three major issues are management, law enforcement and trails - with trails issue being the most complex. Another major issue which needed to be addressed, he said, was the Wampanoag Reservation that's within the Forest. Mr. Backman apprised the Board on this issue.

Mr. Backman reported that the Wampanoags remain dissatisfied with the little progress that has been made regarding the 1939 legislation which authorized the construction of a museum building, caretakers quarters and other structures. None of this has occurred, he said. The plan includes our recommendations for this area, and DEM staff are working with the Wampanoags towards development of the Reservation as well as addressing other requests. He said, Steve Bates, Park Ranger for the facility, has won the respect of these people and he works closely with them. Trail use through the Reservation has been eliminated, which was a major concern of theirs, and we have increased law enforcement protection. Another major concern are the many access dirt roads surrounding the forest that the plan identifies and suggests that gates be installed at these points.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to support effective decision-making.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and reporting, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that data is used responsibly and ethically.

5. The fifth part of the document discusses the importance of data governance and the role of leadership in establishing a strong data culture. It emphasizes that data should be treated as a valuable asset that requires careful management and oversight.

6. The sixth part of the document explores the various applications of data analysis in different industries, such as marketing, finance, and healthcare. It illustrates how data-driven insights can lead to improved performance and competitive advantage.

7. The seventh part of the document discusses the future of data management and analysis, including emerging trends like artificial intelligence and big data. It suggests that these technologies will continue to revolutionize the way we collect and use data.

8. The eighth part of the document provides a summary of the key points discussed throughout the document. It reiterates the importance of data in driving organizational success and the need for a comprehensive data management strategy.

9. The ninth part of the document offers practical recommendations for implementing a data management strategy. It suggests starting with a clear vision and goals, followed by a focus on data quality and security.

10. The tenth part of the document concludes by emphasizing the ongoing nature of data management. It notes that as technology and data volumes continue to grow, organizations must remain committed to improving their data management practices.

11. The eleventh part of the document provides a list of resources and references for further reading on data management and analysis. It includes books, articles, and online courses that offer in-depth insights into the field.

12. The final part of the document is a call to action, encouraging organizations to take the steps necessary to implement a robust data management strategy. It stresses that data is a powerful tool that, when used correctly, can transform the way we work and live.

Hopefully, the gates will help to solve the illegal dumping problems, and address the safety factor as well. Many of the user groups have indicated their willingness to supply some of the gates, he said.

Upon motion of Carol Lash, seconded by Sarah Bell, it was

VOTED: To approve the Freetown-Fall River State Forest GOALS Plan as presented.

As a note of interest, Mr. Lash informed the Board that the GOALS planning team is beginning to consolidate and condense the GOALS plans texts by using matrix planning system and GIS maps. This method will greatly speed up the GOALS process, he added. He extended an invitation to the Board to attend a future GOALS "team" meeting and suggested that they participate at the Waldon Pond "team" meeting to be held in October. The Board accepted the invitation.

Mr. Lash then presented to the Board a summary report on what has transpired to date on the Five Mile Pond issue which was discussed at great length at the July Board meeting.

Gail Swett, DEM Planner, and Chris Curtis, Planner for the Pioneer Valley Planning Commission reviewed the Westfield River Plan prior to the Board's vote of acceptance, as well as Scenic Rivers designation of the Westfield River.

Mr. Curtis gave a brief chronology of events leading up to the preparation of the plan which began, he said, with a DEM Scenic Rivers grant in 1984, which was faced with a great deal of local opposition at the time due to fear of state/federal take over. However, after many public meetings, public support was won.

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Following further discussion, upon motion of Hugh Davis, seconded by Sarah Bell, it was

VOTED: To approve the Westfield River Greenway Plan

Upon motion of Hugh Davis, seconded by Carol Lash, it was

VOTED: To approve the designation of the Westfield River as a "Local Scenic River."

The Board members affixed their signatures to the Memorandum of Agreement.

Following this action, Hugh Davis noted several discrepancies/errors throughout the text. He indicated such errors on several pages and asked Mr. Curtis to make the necessary corrections or clarifications.

Commissioner Kendall discussed DEM's FY '91 budget status and reported that it had been reduced by an additional 4%. The Spending Plan is now being prepared to reflect this reduction, he said, and copies will be distributed to the Board at the next Board meeting.

Commissioner then discussed with the Board the several steps DEM is taking to bring to closure the many issues facing DEM regarding the Myles Standish State Forest cottage program - specifically in regard to Title V violations. DEM and DEP are working out an agreement that will identify the Title V deficiencies, he said. And, in the meantime, cottage owners will be notified by letter that this action is being taken.

There being no further business to come before the Board, the meeting adjourned at 3:30 p.m.

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The date for the October Board meeting was scheduled for Wednesday, October 17, 1990 at Skinner State Park in South Hadley at 11:30 a.m.

Joseph A. Lusk
Secretary

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY

PHYSICAL CHEMISTRY

PROFESSOR [Name]

STUDENT [Name]

A meeting of the Board of Environmental Management was held Wednesday, October 17, 1990 at 11:30 A.M. at Summit House at Skinner State Park.

Members present: Nan Jenks-Jay, Carol Lash, Hugh Davis, James Tobin, John Capone, David Musante and Sarah Bell. Commissioner Kendall, Gary Briere, Jon Geer, and Region 4 personnel were also present.

Upon motion of Carol Lash, seconded by Sarah Bell, the minutes of the September 19, 1990 meeting were unanimously approved.

The Commissioner and Jon Geer reported to the Board on the effects of the state's fiscal crises on the DEM budget: 1) The Department's operating budget which was \$34.1 million in FY 1988 is now \$25.8 million, and full-time-equivalent employees have fallen from a FY 1988 high of 714 to 562. 2) Seasonal staffing funding for FY 1989 was \$6.7 million and is now down to \$4.6 million 3) The Department will probably absorb more cuts. The Commissioner and Kathy Abbott will present to the Board in the near future issues for transition papers for the FY 92 budget and the new administration. In response to questions from Nan Jenks-Jay and David Musante, and Carol Lash the Commissioner pointed out that civil service and unionized employees make cutting extremely difficult because of lack of flexibility and discretion.

Gary Briere and Roy Boudreau presented to the Board a detailed report on the Department's newest acquisition, the

THE HISTORY OF THE UNITED STATES

The history of the United States is a story of growth and change. From the first European settlers to the present day, the nation has evolved through various stages of development. The early years were marked by exploration and settlement, followed by a period of rapid expansion and industrialization. The American Revolution and the Civil War were pivotal moments in the nation's history, shaping its identity and values.

The American Revolution was a struggle for independence from British rule. It was fought between 1775 and 1783, and resulted in the United States becoming a sovereign nation. The Civil War, fought between 1861 and 1865, was a conflict over the issue of slavery. It ended slavery in the United States and established the principle of equal rights for all citizens.

The American Civil War was a turning point in the nation's history. It led to the passage of the 13th and 14th Amendments to the Constitution, which abolished slavery and granted citizenship to all persons born or naturalized in the United States. The war also led to the Reconstruction era, a period of rebuilding the South and integrating African Americans into society.

The Reconstruction era was a period of significant change and progress. It saw the passage of the 15th Amendment, which prohibited discrimination on the basis of race in voting. It also saw the rise of the Ku Klux Klan, a white supremacist organization that sought to maintain white supremacy in the South.

The American Civil War was a defining moment in the nation's history. It led to the passage of the 13th and 14th Amendments to the Constitution, which abolished slavery and granted citizenship to all persons born or naturalized in the United States. The war also led to the Reconstruction era, a period of rebuilding the South and integrating African Americans into society.

1660 acre Mt. Tom Reservation, the last of the reservations to be transferred from county control to state control. The recent legislation accomplishing the transfer from Hampden and Hampshire Counties transferred the 6½ person staff to DEM intact. A facility assessment to be conducted by Gary Briere will seek to identify both short and long term needs relating to resource protection, personnel, programming, maintenance and capital improvement needs; completion date is late fall. Preliminary assessments indicate some road work and drainage work is needed, but that most of the infrastructure is in good shape. A proposal for timber cutting caused strong reactions in the recent past. David Musante asked if a swimming area might be feasible at Lake Bray, and was told that it might be but that the lake is eutrophic and needs a management plan. Hugh Davis asked who makes decisions on timber cutting. The answer is that the Commissioner does. Sally Bell asked about a policy on new towers. The Commissioner replied that timber cutting and towers are inappropriate unless proved otherwise. Nan Jenks-Jay requested that the assessment include a report on relationships with the Mt. Tom Ski Area and the Country Club. David Musante suggested legislation to authorize parking revenues being retained for capital improvements and wondered if the county might lease vehicles to the

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reservation. The enabling legislation provides for a 19 member advisory commission. (Staff members and Board members Lash and Bell toured Mt. Tom at the conclusion of the meeting.)

The Commissioner and Gary Briere discussed status of the Greylock Glen project with the Board, saying that the Department had not yet signed off on either the Master Plan or the Land Disposition agreement and is awaiting more specific information concerning, among other things, the type and location of housing proposed, the public recreation to be provided, the steep slopes' protection issue and landslide information. The Secretary has not yet issued his Section 61 findings; and there is at present necessary information lacking in a number of areas the Department considers important.

Nan Jenks-Jay briefed the Board on a study proposal for a number of beacons to be set in high elevations around the North Adams airport. Five sites are in the Mt. Greylock Reservation and four of the five are in Environmental Protection Zones.

Upon motion of Hugh Davis, seconded by John Capone, the Board voted to adjourn its meeting at 2:00 P.M.

Respectfully submitted

Sarah H. Bell

SARAH H. BELL
Secretary Pro Tem

[The text on this page is extremely faint and illegible. It appears to be a standard page of prose with several paragraphs. The content is not discernible.]

A meeting of the Board of Environmental Management was held on Wednesday, November 14, 1990 at 1:30 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Board members present - Sarah Bell, Carol Lash, Hugh Davis. Members absent - Nan Jenks-Jay, David Musante, James Tobin, John Capone. Also present was Commissioner Richard Kendall.

Due to a lack of a quorum no formal business was conducted.

Kathy Abbott, Deputy Commissioner of the Office of Resource Conservation, with several of her project managers, presented status reports on the following issues -

proposed capital spending plan (attached) - Amy Garfield, Fiscal Administrator

Forest and Parks miscellaneous rehab projects (attached) - Mark Cullinan, Bureau of Engineering

proposed land acquisition program - Robert Wilbur, Land Acquisition Administrator

North Coastal Basin Plan (attached) - Director Richard Thibedeau, Division of Water Resources

Ms. Abbott stated that while there are no approved funds for land acquisition right now, it should not mean that action to determine land acquisition properties is any less important. And to this end, she said, we have established an in-house committee to determine a state-wide acquisition priority list so that when funds are made available to us, we will be ready to move forward to acquire those properties that are truly most important.

Amy Garfield gave the Board a proposed (FY.1991-1995) bond spending plan. She explained that the plan is grouped according to project, land acquisition, rehab, coastal and special projects.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to ensure the validity of the findings.

3. The third part of the document describes the results of the data analysis and the key findings. It notes that the data indicates a significant trend in the market, which has implications for the organization's future strategy.

4. The fourth part of the document provides a detailed analysis of the data, including a breakdown of the different categories and sub-categories. It also includes a comparison of the current data with historical data to identify any changes or trends over time.

5. The fifth part of the document discusses the implications of the findings and the potential risks associated with the current situation. It suggests that the organization should take proactive measures to address these risks and ensure its long-term success.

6. The sixth part of the document provides a summary of the key findings and recommendations. It emphasizes the need for the organization to act on these findings and implement the recommended changes to improve its performance.

7. The seventh part of the document discusses the next steps and the timeline for implementation. It outlines the specific actions that need to be taken and the resources required to complete these tasks.

8. The eighth part of the document provides a conclusion and a final summary of the document. It reiterates the importance of the findings and the need for the organization to take immediate action to address the identified issues.

9. The ninth part of the document includes a list of references and sources used in the document. It provides a comprehensive list of the literature and data sources that were consulted during the research process.

10. The tenth part of the document provides a list of appendices and additional information. It includes a detailed list of the data sources, a list of the abbreviations used in the document, and a list of the contact information for the authors.

11. The eleventh part of the document provides a list of the authors and their affiliations. It includes a detailed list of the authors' names, their titles, and their contact information.

12. The twelfth part of the document provides a list of the dates and times when the document was prepared. It includes a detailed list of the dates and times when the document was prepared and when it was last updated.

Robert Wilbur then outlined for the Board the proposed acquisition program and discussed acquisition strategies being developed. He also reported on several properties DEM hopes to acquire when funds are made available -

Haley property, Williamstown

Ellisville property, Plymouth (largest undeveloped coastal property in Massachusetts)

Alexander property, Warwick

Cichy property, Northampton (last parcel of the new riverfront park in the Connecticut Valley)

Also, he said, we are exploring the possibility of third party funding - private, land and water conservation fund, gifts, bargain sales.

Mark Cullinan, in his presentation, noted that DEM's park system is the oldest in the Country and many areas have inadequate sanitary facilities which would not meet state building code standards. In fact, he said, many of our areas would be closed due to one or many code violations. We have been remiss in addressing this issue far too long, he said, however, we now have a timetable in place to correct it. Also in our favor, to hasten our objectives, DCPO has lifted the ceiling amount on our design and building activities which means we no longer need DCPO approval on projects under \$100,000 and in some cases - \$200,000 (awaiting this approval in the past has caused long delays).

Sarah Bell touched briefly on Secretary DeVillars Chapter 61 finding concerning Greylock Glen. She said that she and Nan Jenks-Jay will review the finding particularly with respect to possible conflicts relating to capital improvements and trails.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data. The text also mentions that regular audits are necessary to identify any discrepancies or errors in the accounting process. It is noted that such audits help in maintaining the integrity of the financial statements and provide a clear picture of the organization's financial health.

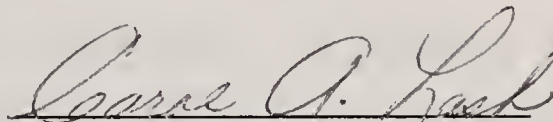
Furthermore, the document highlights the role of technology in modern accounting. It suggests that using accounting software can significantly reduce the risk of human error and streamline the data entry process. The text also touches upon the importance of staying updated with the latest tax laws and regulations to ensure full compliance. It is advised that organizations should consult with a professional accountant or tax advisor to navigate these complex requirements effectively.

In addition, the document provides a detailed overview of the accounting cycle. It lists the eight steps involved in the process, from identifying the accounting entity to preparing financial statements. Each step is explained in detail, providing a clear understanding of how the accounting system works. The text also discusses the importance of closing the books at the end of each accounting period to ensure that the accounts are balanced and ready for the next period.

The document also addresses the issue of financial reporting. It explains that financial statements, including the balance sheet, income statement, and cash flow statement, are essential tools for management and external stakeholders. It emphasizes that these statements should be prepared in accordance with generally accepted accounting principles (GAAP) to ensure consistency and comparability. The text also mentions that clear and concise reporting is crucial for making informed decisions based on the financial data.

Finally, the document concludes by reiterating the importance of ethical behavior in accounting. It states that accountants have a duty to provide accurate and unbiased information to their clients and the public. It encourages the adoption of a strong ethical framework to guide all accounting activities and to maintain the trust of the stakeholders. The text ends with a note that proper accounting practices are the foundation of a successful and sustainable business.

The date for the next Board meeting was scheduled for Wednesday, December 19, 1990 at 1:30 p.m. in the office of the Commissioner. 100 Cambridge Street, Boston.


Secretary

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A meeting of the Board of Environmental Management was held on December 19, 1990 at 1:15 p.m. in the office of the Commissioner, 100 Cambridge Street, Boston.

Members present - Nan Jenks-Jay, Hugh Davis, Sarah Bell, Carol Lash. Absent - David Musante, John Capone, James Tobin. Also present was Commissioner Richard Kendall.

Upon motion of Carol Lash, seconded by Sarah Bell, the minutes of the October 17, November 14, 1990 meetings were unanimously approved.

At the outset of the meeting, Nan Jenks-Jay, on behalf of the Board of Environmental Management, requested that Commissioner Kendall convey to the in-coming commissioner, the Board's wish to become more involved in DEM policy matters. Commissioner Kendall assured the Board that their message would be conveyed to Commissioner Webber.

Jack Lash and members of his staff made presentations on the GOALS program and RNAs (Representative Natural Areas).

Mr. Lash presented to the Board copies of the "final draft" of the Walden Pond State Reservation GOALS Plan and asked that they review it and to contact him with any comments or corrections. He indicated that he would be asking the Board for its approval of the Walden Pond Plan at the February or March 1991 Board meeting.

Gail Benedict then asked the Board's approval to add the area known as Southern New England Basin Marsh as a Representative Natural Area (RNA.) She outlined on a map the five acre parcel, located in the southern portion of the Douglas State Forest and pointed out the many and various ecological features. Following the presentation - upon motion of Sarah Bell, seconded by Hugh Davis, it was unanimously -

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
5800 S. UNIVERSITY AVENUE
CHICAGO, ILLINOIS 60637

TO: [Name]
FROM: [Name]
SUBJECT: [Subject]

[Text block]

[Text block]

[Text block]

[Text block]

[Text block]

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[Text block]

[Text block]

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VOTED: to designate the Southern New England Basin Marsh within the Douglas State Forest as a Representative Natural Area (RNA).

It was noted that the Board has officially designated 12 areas to the Wildlands Program, to date.

Andy Backman discussed the possibility of adding the Wildcat Cedar Swamp, located within the Wompatuck State Park in Hingham to the list of RNAs. Approval of this designation will be brought before the Board at some future meeting, he said.

Robert Wilbur reviewed for the Board the eminent domain taking of a 25 acre parcel of land (conservation restriction) in the Town of Concord. He stated that DEM's participation in this particular project is a component of a much larger project in Concord known as Walden Woods which has received a great deal of acclaim lately. At this time, he said, we are seeking your approval to expedite DEM's process to acquire the 25 acre conservation restriction now being held by the Trust for Public Land.

Upon motion of Sarah Bell, seconded by Hugh Davis, it was -

VOTED: That the Board of Environmental Management, pursuant to sections 3 and 3A of Chapter 132A of the General laws, as amended, approves the exercise of the power of eminent domain by the Commissioner of the Department of Environmental Management, Commonwealth of Massachusetts, to acquire those rights held by the Trust of Public Land, in a certain conservation restriction to be acquired by the Trust of Public Land over the northwesterly portion (containing 17.19± acres) of certain parcel of land currently owned by Mr. Phillip DeNormandie, said parcel being located in the Town of Concord, Middlesex County, southwesterly of Fairhaven Road, fronting of Fairhaven Road and containing 24.66 ± acres and a conservation restriction over the easterly portion containing (7.67 ± acres) of a certain parcel of land to be acquired by the Trust for Public Land, currently owned by Mr. Phillip DeNormandie and Concord Associates, said parcel being located in the Town of Concord, Middlesex County, southeasterly of Sudbury Road, fronting on Sudbury Road and containing 25.00± acres. The total area to be restricted is approximately 24.86± acres.

THE HISTORY OF THE UNITED STATES OF AMERICA
FROM 1789 TO 1861

The first section of the document discusses the early years of the republic, from 1789 to 1800.

The second section covers the period from 1800 to 1820, focusing on the expansion of the territory.

The third section deals with the years 1820 to 1840, highlighting the industrial revolution and the rise of the middle class.

The fourth section discusses the period from 1840 to 1861, leading up to the Civil War.

The fifth section covers the years 1861 to 1865, detailing the Civil War and its aftermath.

The sixth section discusses the period from 1865 to 1877, focusing on Reconstruction and the end of slavery.

The seventh section covers the years 1877 to 1890, highlighting the Gilded Age and the rise of big business.

The eighth section discusses the period from 1890 to 1900, focusing on the Progressive Era and the fight for reform.

The ninth section covers the years 1900 to 1914, leading up to the start of World War I.

The tenth section discusses the period from 1914 to 1918, detailing the United States' entry into World War I.

The eleventh section covers the years 1918 to 1929, focusing on the Roaring Twenties and the stock market crash.

The twelfth section discusses the period from 1929 to 1945, detailing the Great Depression and World War II.

THE HISTORY OF THE UNITED STATES OF AMERICA
FROM 1861 TO 1914

The first section of this part discusses the years 1861 to 1865, focusing on the Civil War.

The second section covers the period from 1865 to 1877, detailing Reconstruction.

The third section discusses the years 1877 to 1890, highlighting the Gilded Age.

The fourth section covers the period from 1890 to 1900, focusing on the Progressive Era.

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The seventh section discusses the years 1918 to 1929, focusing on the Roaring Twenties.

The eighth section covers the period from 1929 to 1945, detailing the Great Depression and World War II.

The ninth section discusses the years 1945 to 1960, focusing on the Cold War and the Civil Rights Movement.

The tenth section covers the period from 1960 to 1977, detailing the Vietnam War and the Watergate scandal.

The eleventh section discusses the years 1977 to 1990, focusing on the end of the Cold War.

The twelfth section covers the period from 1990 to 2001, detailing the end of the Cold War and the start of the 21st century.

Commissioner Kendall discussed with the Board the status of the Greylock Glen project, reiterating that the Department has not yet signed off on the LDA. The Board, at this point, noted that pursuant to Chapter 21, Section 2 of the MGL, the Board of Environmental Management has control of the Department of Environmental Management - and, acting in this capacity - upon motion of Sarah Bell, seconded by Carol Lash, it was unanimously -


VOTED: to instruct the Commissioner, or any acting commissioner of the Department of Environmental Management, not to sign the Greylock Glen LDA until such time as the Board of Environmental Management has had the opportunity to review it.

Also, in reference to that section of the LDA which relates to the compatibility of the recreation trail system between the Heritage Corporation and the Mt. Greylock State Reservation shall include a resolution of this issue as a condition of closing.

Sarah Bell brought to the Board's attention the recent death of Francis Mahoney, a former employee of the Department. She asked that the Board send a letter to the Mahoney family expressing its condolences. (See attached)

There being no further business to come before the Board the meeting adjourned at 3:00PM.

The date for the January, 1991 Board meeting was scheduled for Wednesday, January 16, 1991 at 1:15PM in the office of the Commissioner


Secretary

