

DTSC FY 2016-17 Performance Metrics

DTSC Initial Performance Metric	Date of IRP Request for Performance Metric	Date of Requested Status Update	Status as of September 2017
Permitting			
Make an annual average of 16 hazardous waste facility permit decisions over a 10-year permitting cycle.	4/21/16	9/1/2017	DTSC committed to achieving 9 permit decisions in FY 16-17, and thereafter an average of 16 annually. DTSC met the commitment of 9 permit decisions for FY 16-17. DTSC is on track to complete 16 permit decisions by July 1, 2018.
Send out reminder letter at least 18 months in advance of hazardous waste facility permit expiration date 100 percent of the time each fiscal year.	4/21/16	9/1/2017	In FY16-17, 9 reminder letters were due, and all 9 were sent 18 months prior to permit expiration or earlier. DTSC endeavors to achieve this goal 100 percent of the time. However, because extenuating circumstances may arise where this is not achievable, DTSC will be modifying the goal to reflect "95 percent of the time."
Conduct a pre-application meeting with the hazardous waste facility permit applicant within three months after issuance of the reminder letter 100 percent of the time each fiscal year.	4/21/16	9/1/2017	Permitting has revised this metric to be more clear, consistent, and trackable. The new wording is "Conduct a pre-application meeting with the hazardous waste facility permit applicant at least 15 months prior to permit expiration." Twelve pre-application meetings were due in FY 16-17. One facility elected to close and the pre-application meeting was no longer required for that facility, leaving 11 pre-application meetings due. Eleven (11) meetings were held, with 10 held 15 months prior to expiration or earlier, and an overall average of 15.86 months prior to permit expiration.
Review hazardous waste facility permit application for administrative completeness within 30 days of receipt of the permit application and notify the applicant, in writing, whether the application is complete 100 percent of the time each fiscal year.	4/21/16	9/1/2017	In FY 16-17, 11 administrative reviews were performed in an average of 29.75 days. Eight (8) were completed within 30 days. However, because extenuating circumstances may arise where this is not achievable, DTSC will be modifying the goal to reflect "95 percent of the time."
Complete technical review for an average of 80 percent of permit applications within 13 months after the application is determined to be administratively complete for the next 10 years.	4/21/16	9/1/2017	DTSC is processing some of the most complex and lengthy permitting projects during FY 16-17 and FY 17-18. Of the 11 technical reviews completed in FY 16-17, one was completed within 13 months. Two permit applications were received since implementation of new procedures developed from a Lean Six-Sigma improvement project. While the average time to complete the technical review of these two applications was 15.6 months, the two projects met the overall timeliness goal of processing the applications within 2 years. As DTSC works through the more complex permits, we anticipate being able to achieve the goal of completing technical reviews for an average of 80% of permit applications within 13 months.
Establish average processing time of 2 years or less for 90 percent of hazardous waste facility permits completed for the next 10 years.	4/21/16	9/1/2017	DTSC is processing some of the most complex and lengthy permitting projects during FY 16-17 and FY 17-18. For the 9 permit decisions issued in FY 16-17, the average processing time was 5.3 years. The time for processing two applications received subsequent to implementation of a performance management system reflects improvement with an average processing time of 1.6 years . This <i>exceeds</i> the DTSC-established goal of processing 90% of permit applications within 2 years. This goal was established during a Lean Six Sigma process improvement project to reduce the time required for issuing permit decisions. As DTSC continues to fully implement process improvements identified during the Lean Six Sigma process, we expect continued progress toward this goal. DTSC projects fully achieving the goal of completing 90% of permit applications within 2 years by FY24-25.
Review, on average, 24 hazardous waste facility permit closure and post-closure plans and associated engineer's cost estimates each fiscal year.	4/21/16	9/1/2017	DTSC's goal is to review all cost estimates every five years. A total of 20 cost estimate reviews were completed in FY 16-17, and processes are in place to ensure that by FY 17-18, DTSC is able to meet the target of 24 cost estimates annually.
Experience less than 10-percent staff turnover with permitting staff during FY 2016-17.	4/21/16	9/1/2017	During FY 2016/17, eight Permitting Program staff either retired (4) or transferred/promoted (4) into other areas in DTSC. No employees transferred out of DTSC for other state, local, federal, or private employment. Of the 46.5 Permitting Program employees, over 50% are eligible for retirement.

Enforcement

Measure the percentage of inspection reports sent to hazardous waste facility operators within the statutory time periods, with a goal of complying 100 percent of the time each fiscal year.	7/26/16	N/A	The statute (25185 HSC) allows for exceptions to the 65 day requirement. Because of the limitation on data collected in the data tracking system (EnviroStor), we cannot identify those exceptions making monitoring of the suggested metric problematic. Data collected and analyzed from the first 2016 L6S Project, Enforcement Response, indicates that the average time to complete and submit inspection reports is 45 days. As part of our most recent Lean Six Sigma projects, we are streamlining the inspection report process to reduce inspection issuance time to less than 65 days. We have a stretch target of 95% of inspection reports completed within 30 days from the first day of the inspection. Since we are still in the initial implementation and control phases, we will initiate the improvements with two workplan types (Electronic Waste and Hazardous Waste Transporters) beginning on September 1, 2017. Once the initial implementation pilot is completed (June 30, 2018), we will roll out the improvements to other workplan types, eventually encompassing all inspection types. The pilot project ran August 2016 and August 2017: 60 inspections were conducted, and 59 inspection reports were completed (average days to complete: 45); Note: one inspection report is currently being drafted.
Meet or exceed RCRA Grant commitments for inspection of hazardous waste treatment, storage, and disposal facilities.	7/26/16	N/A	We are currently meeting or exceeding the RCRA Grant commitment and anticipate continuing to do so.
Set a "stretch" target for the percentage of permitted hazardous waste treatment, storage, and disposal facilities inspected each fiscal year.	7/26/16	N/A	We are currently inspecting facilities at the following frequencies: <ul style="list-style-type: none"> • Operating Federal Facility with a HW Permit (annually), • Operating HW Landfills (annually), • Operating treatment or storage facility (every 2 years), • Standardized or State only Permit (every 3 years), and • Post Closure Facilities (every 5 years). Compliance information from the Violation Scoring Procedure, cumulative impacts information, and other compliance monitoring tools may identify candidate facilities for priority and or additional inspections. This is an effective use of limited inspection resources.
Measure and evaluate the referral time for OCI cases with a goal of referring 95 percent of the cases within 180 days from the date the violation was determined.	7/26/16	N/A	OCI has demonstrated sustained improvement and is currently meeting the goal, from January 1 to June 30, 2017 referring 20 of 21 cases within 180 days (95%). In 2015, OCI referred only one of four cases within the 180 day goal (25%). In 2016, OCI referred 60 of 68 cases within the 180 day goal (88%).
Complete 90 percent of EERD administrative enforcement actions within 180 days from the date the violation was determined when the calculated penalties are less than \$75,000.	7/26/16	N/A	Three Lean Six Sigma projects were undertaken to achieve this goal. The 2016 L6S project prompted a one year pilot project (conducted from August 2016 to August 2017) to collect the data required to measure performance with the project's goal. Final evaluation and analysis of the data collected for this project is underway. Data collected from the 2016 L6S project indicated that the Inspection Report and the Penalty Assessment Phase were contributing to significant delays in completing enforcement actions within 180 days, and that further streamlining was needed. Two subsequent Lean Sigma Projects completed in 2017 identified opportunities to further streamline the Inspection Report and Penalty Assessment phases to achieve two additional goals: 1) to complete and submit 95% of inspection reports within 30 days; and 2) to assess and approve 95% of initial penalties for administrative enforcement actions within 14 days of sending an inspection report to a facility. Implementation of these 2 projects was launched September 1, 2017.

Public Outreach

Using surveys and other methods, measure community satisfaction of public outreach on an annual basis.	10/24/16	N/A	<p>Public satisfaction and public effectiveness surveys are under development. The survey tool and methodology will be reflected in the Public Engagement 2017 Workplan. Currently, DTSC uses the following survey mechanisms: DTSC is mandated by the California Health and Safety Code - HSC Section 25358.7 (b) - as well as Title 22 of the HSC (for Permitting projects) to conduct Baseline Community Surveys as soon as possible for projects requiring investigation, cleanup, and/or a hazardous waste permit decision.</p> <p>Baseline Community Surveys are distributed as soon as possible after the department takes action to investigate or remediate a hazardous waste site. The surveys are disseminated via U.S. Postal mail to the project mailing list, which typically includes home owners and residents living in close proximity to the site, nearby businesses, and key contacts (municipal and county officials, involved agencies, interested environmental organizations, and internal project staff).</p> <p>In addition, surveys are disseminated to the department's Statewide Mandatory Mailing List, which typically includes stakeholders that have expressed interest and involvement in a variety of DTSC sites and decisions, and is not limited to regional proximity. DTSC often includes paid postage envelopes for stakeholders to return surveys via U.S. Postal mail.</p>
Compare results of a planned IRP 2017 survey of Panel contacts with results of the 2016 IRP survey.	10/24/16	N/A	This is the IRP's metric rather than DTSC's. The IRP conducted its second survey over the course of June-July 2017 and presented the results at the August 2017 meeting in Sacramento. This recommendation would be better served by the IRP conducting the comparison.

Fiscal Management

Track cost recovery in all program areas with the goal of not recovering less than 90 percent of amounts invoiced.	1/11/17	N/A	Between July 1, 2016 and March 30, 2017, DTSC collected 96% of billed costs for HWCA and 97% of reimbursements for TSCA.
Calculate the percent of cleanup costs that are not billed per year.	1/11/17	N/A	Between July 1, 2016 and March 30, 2017, DTSC billed 99.5% of costs incurred for HWCA and 98.9% of costs incurred for TSCA (reimbursements).
Measure how often per year the Department fails to issue invoices on a quarterly basis for cleanup effort oversight costs, as is required by Health and Safety Code section 25269.6.	1/11/17	N/A	In fiscal year 2016, DTSC issued all invoices on a quarterly billing cycle consistent with Health and Safety Code.
Calculate the percentage of estimates required by Health and Safety Code section 25269.5 that underestimate the total actual hours that DTSC staff actually incurred in the next phase of site mitigation activity per year.	1/11/17	N/A	Site Mitigation plans to implement this metric in CY 2018 with the development of a process that requires project managers to periodically evaluate their estimates and compare them against hours spent and make adjustments accordingly. Project managers will use DTSC's timekeeping system to compare hours spent versus estimated. A new estimate will be sent if estimated verses actual hours deviate by more than 10 percent.
Measure the average number of days to resolve formal cost recovery billing disputes per year.	1/11/17	N/A	FY 2015/16 - 42 days; FY 2016/17 - 19 days
Calculate the percentage of cost recovery invoices that are formally disputed by responsible parties per year.	1/11/17	N/A	FY 2015/16 1.6%; FY 2016/17 2.3%