



Department of
Toxic Substances
Control

Webinar: DTSC Draft Strategic Plan 2019-2023

June 24, 2019

1:00 pm – 3:00 pm

6:00 pm – 8:00 pm



Accessing afternoon webinar 1:00 pm – 3:00 pm

- Audio: Phone only
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Accessing evening webinar 6:00 pm – 8:00 pm

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Today's Agenda

1. Welcome
2. Strategic Plan Overview
3. Questions & Answers
4. Discussion of Plan
5. Webinar Evaluation
6. Next Steps

Timeline





Shaped by recommendations and input from

- Independent Review Panel
- Environmental justice organizations & communities
- Public Participation program assessment (UC Davis)
- Organizational Health Assessment staff survey
- Diversity & Inclusion Council

Strategic Plan Content

- Introduction to DTSC
- Vision, Mission, Values
- Overarching Goals
 - Summary of the goal
 - Objectives
 - Actions
 - Metrics (Key Performance Indicators)

GOAL ONE: STRONG PARTNERSHIPS

We will collaborate with stakeholders to make informed decisions about issues that affect their communities, businesses, and the environment.

Summary

DTSC works directly in communities to clean up hazardous substances. We work with businesses to ensure they manage, store, and transport hazardous substances safely. We work with manufacturers to drive the development of safer products. In all these engagements, DTSC depends on the shared expertise of other government entities, nongovernmental organizations, the businesses we regulate, and community partners to make well-informed decisions that consider diverse viewpoints. To make the right decisions, we must continue to strengthen these partnerships and develop trust.

Trust develops when we engage stakeholders early in our processes, share information, and hold each other accountable to our commitments. To this end, we will seek to meet with residents about decisions that affect their communities, listen to different perspectives that improve our understanding of issues, and work harder to establish open lines of communication. We will work with regulated businesses to clarify their responsibilities and facilitate compliance. We will provide stakeholders with tools to contribute information DTSC can use in decision-making, and we will provide clear explanations of how we came to those decisions.

Objectives and Actions

A. We will be transparent and cultivate public understanding of our work by meeting with stakeholders and providing them with opportunities to be involved early in our processes. We will provide clarity to communities, regulated businesses, and other stakeholders about our processes and involve them in our decision-making.

Prioritized Actions

1. We will embed public engagement in all DTSC programs through the following actions:
 - a. Create internal training programs on public participation, environmental justice, and tribal affairs which will be mandatory for all project managers. (March 2020)
 - b. Ensure all project planning documents clearly scope and include public engagement activities. (December 2020)
2. We will expand opportunities for community members to meet with DTSC and participate in our decision-making processes through the following actions:



Vision

DTSC's vision is all of California thriving in a healthy environment.



Mission

DTSC's mission is to protect the people, communities, and environment of California from harmful chemicals by cleaning up contaminated sites, enforcing hazardous waste laws, and compelling the development of safer products.



Goals

- **Strong Partnerships** to collaborate with all stakeholders
- **Environmental Justice** to prevent harm and protect the most vulnerable
- **High-Performing Programs and Services** to deliver our mission effectively and on time
- **Organizational Health** to be inclusive, productive, and accountable
- **Fiscal Stewardship** to use transparent fiscal practices and secure reliable funding.



Objectives

- Objectives may take two to three years to achieve.
- Objectives are measurable and have tangible outcomes.
- For the duration of this strategic plan, objectives will be updated or refreshed annually.



Prioritized Actions

- The initial subset of all the actions needed to meet the objective
- Prioritized actions will take 6 months to 2 years to accomplish.
- As actions are completed, more actions will be added.

Measuring Progress

- **Key performance indicators** will be used to measure our progress toward objectives and goals.
- Indicators will be reported on an ongoing basis through a performance dashboard featured on DTSC's website to facilitate communication and transparency.



Questions & Answers



Thank You

- More information: <https://dtsc.ca.gov/dtsc-strategic-plan/>
- Questions and comments: DTSCPublicMeeting@dtsc.ca.gov

Discussion of Plan

- We will discuss two of the five goals in the plan today.
- **Poll:** Which two goals would you like to discuss?
 1. Strong Partnerships (Page 3, Slide 18)
 2. Environmental Justice (Page 7, Slide 29)
 3. High Performing Programs and Services (Page 11, Slide 40)
 4. Organizational Health (Page 16, Slide 59)
 5. Fiscal Stewardship (Page 20, Slide 73)



Discussion of Plan: Questions

- What are the most important action items for the goal area?
- What is missing?
- Are we measuring the right things?
- What else should DTSC know about this goal area or objective or action item?



Goal One: Strong Partnerships

We will collaborate with stakeholders to make informed decisions about issues that affect their communities, businesses, and the environment.

Draft plan: Pages 3-6.

Objective A

We will be transparent and cultivate public understanding of our work by meeting with stakeholders and providing them with opportunities to be involved early in our processes.

We will provide clarity to communities, regulated businesses, and other stakeholders about our processes and involve them in our decision-making.

Prioritized Actions

1. We will embed public engagement in all DTSC programs. (December 2020)
2. Expand opportunities for community members to meet with DTSC and participate in our decision-making processes. (December 2019)
3. Help stakeholders understand the science behind regulatory proposals and decisions. (July, December 2020)

Objective B

We will provide access to clear, relevant, and timely information. This includes providing information in plain language, increasing information available in languages other than English, providing easily searchable and accessible online information, and connecting the public with knowledgeable and responsive staff.

This will help our partners understand what we are doing, why we are doing it, and how to be part of the process.

Prioritized Actions

1. Acknowledge stakeholders' requests within 10 calendar days, and either provide them with a complete response, or with a timeline for when they can expect a complete response. (June 2020)
2. Improve ease of finding relevant information on the DTSC website. (June 2019)
3. Finalize the DTSC Civil Rights and Language Access Implementation Plan. (August 2019)

Objective C

We will strengthen government partnerships to find coordinated solutions that prevent and address contamination in air, soil, and water. We will do this by leveraging resources, sharing data and expertise, and using complementary legal authorities.

Prioritized Actions

1. Collaborate with local, state, and federal and tribal agencies.
2. Partner with scientists and technical staff at other agencies to share best quality assurance and internal peer review practices.
3. Partner with researchers on an ongoing basis.
4. Commit to a stronger Biomonitoring California effort.
5. Work with communities and agencies to adopt a community-based science program.

Objective D

We will build capacity to consistently, effectively, and respectfully engage tribal nations and communities.

By engaging tribal governments and communities in the development of policies, programs, and projects, we will deepen our understanding of and responsiveness to the current realities of tribes in California.

Prioritized Actions

1. Adopt a tribal consultation policy that outlines principles, values, and guidance for interactions with tribes. (September 2019)
2. Establish an ongoing tribal training program for staff that includes cultural and historical awareness and best practices for interacting with tribal nations and communities in our everyday work. (December 2020)

Key Performance Indicators

- 100% of stakeholder requests are acknowledged within 10 calendar days, and provided with a complete response, or a timeline when they can expect a complete response by December 2020.
- Identify scientific partnerships and establish goals to increase them by December 2020.
- Increase cross-governmental partnerships by December 2020.
- 100% of DTSC projects begin assessing tribal outreach activities within 10 days of project initiation by January 2021.

Discussion Questions

- What are the most important action items for the goal area?
- What is missing?
- Are we measuring the right things?
- What else should DTSC know about this goal area or objective or action item?



Goal Two: Environmental Justice

We will prevent harm while working to protect and restore California's most vulnerable and environmentally burdened communities.

Draft plan: Pages 7-10.

Objective A

We will meet our civil rights obligations and improve access to resources. This process starts with asking communities and tribes how we can best partner in ways that are appropriate, respectful, and helpful.

This will result in open dialogue with affected communities to foster understanding of roles, responsibilities, and capacities, and will improve public involvement in the technical and procedural aspects of environmental decision-making.

Prioritized Actions

1. Implement a staff training program on the DTSC Civil Rights and Language Access Implementation Plan. (December 2020)
2. Develop and publish regional public engagement strategies. (January 2020)
3. Develop a strategy to promoting local hiring and training across projects where the Department provides oversight. (October 2020)

Objective B

We will train staff on tribal histories and indigenous environmental justice, so that DTSC can engage directly and effectively with tribal nations and communities.

Through better understanding the history of tribal nations, along with federal and state laws, DTSC can better support tribes in protecting their cultural resources, public health, and environment.

Prioritized Actions

1. Increase the number of tribal engagement activities for new and existing projects, sites, and regulatory activities. (February 2020)
2. Better integrate cultural resources management expertise in tribal engagement activities. (January 2020)
3. Partner with tribes to establish an ongoing training program for interacting with tribal nations and communities in our everyday work. (December 2020)

Objective C

Recognizing community knowledge—including traditional, local, and indigenous knowledge—helps grow partnerships and results in government better serving communities. This type of knowledge is based on the observations and personal experiences of community members, and often yields a more holistic approach to defining and solving problems. DTSC will integrate community knowledge and other forms of environmental justice research and data into our decision-making.

Prioritized Actions

1. Develop a community science curriculum in partnership with community-based organizations, and identify priority areas for community science initiatives. (January 2020)
2. Draft policies that integrate community data into DTSC's decision-making processes. (December 2020)
3. Develop and share a draft workplan for public input on priority areas for addressing environmental equity and environmental justice. (March 2020)

Objective D

We will identify cumulative impacts in the communities we serve, and will incorporate solutions to better protect vulnerable groups. DTSC's decisions must consider the cumulative impacts of pollution, health disparities, and other social vulnerabilities in affected communities in pursuing environmental justice. We will be accessible, reliable, and responsive where community concerns are being voiced.

Prioritized Actions

1. Summarize participation in regional environmental justice task forces and seek to implement consistent and accountable participation. (November 2019)
2. Host six stakeholder roundtables on implementing cumulative impact, community vulnerability, and environmental justice criteria for use in permit decisions and cleanup activities. (December 2022)
3. Increase the number of grants, loans, and other resource investments in vulnerable communities through collaboration with local, state, federal, and tribal partnerships. (June 2022)

Key Performance Indicators

- Environmental justice task forces and IVANs
- Grants, loans, and other resource investments in vulnerable communities and tribes
- Program utilize cumulative impact, community vulnerability, and environmental justice criteria in DTSC decision-making

Discussion Questions

- What are the most important action items for the goal area?
- What is missing?
- Are we measuring the right things?
- What else should DTSC know about this goal area or objective or action item?

Goal Three: High Performing Programs & Services

We will hold ourselves accountable to our commitments, acknowledge where improvements are needed, and work to continuously improve our programs and services to earn the respect of our stakeholders.

Draft plan: Pages 11-15.

Objective A

Accelerate decision-making by implementing streamlined processes for regulation development, permitting decisions, enforcement actions, site cleanups, and safer consumer products prioritization.

Prioritized Actions

1. Implement Violation Scoring Procedures for operating permitted hazardous waste facilities. (December 2019)
2. Revise DTSC's rulemaking process to ensure consistency. (December 2020)
3. Implement improvements in safer consumer products project processes and tools. (December 2020)
4. Leverage Green Ribbon Science Panel expertise. (December 2021)

Prioritized Actions

5. Implement streamlined enforcement processes. (December 2021)
6. Refer 90% of Office of Criminal Investigation civil and misdemeanor cases within 180 days from the date a violation was determined.
7. Refer 90% of Office of Criminal Investigation felony cases within 365 days from the date a violation was determined.
8. Measure the outcomes of the streamlined site cleanup processes for voluntary oversight documentation.

Prioritized Actions

9. Implement streamlined cost estimate review process to ensure all legally required financial assurance mechanisms are in place. (June 2020)
10. Audit financial assurance requirements data to ensure all facilities and sites have up-to-date, required financial assurance instruments, and ensure this information is included in EnviroStor.
11. Continue to implement streamlined permitting processes while increasing opportunities for meaningful public input.

Objective B

Improve processes and tools to enable staff to meet program objectives.

Prioritized Actions

1. Identify technology to support administrative processes. (June 2020)
2. Apply Lean Six Sigma and other process improvement methodologies to selected administrative processes. Establish a baseline timeline for services and set improvement targets. (December 2019)
3. Identify inconsistencies and inefficiencies in project management practices and develop a process improvement plan. (June 2020)

Objective C

Streamline workload and data tracking to improve resource management and project planning.

Prioritized Actions

1. Establish a data governance framework for data architecture, management, and standards. (December 2021)
2. Monitor and ensure full implementation of DTSC Lean Six Sigma projects in pilot, control, and implementation phases.
3. Evaluate and streamline system for tracking activities and labor hours used to recover costs from responsible parties. (June 2021)
4. Implement a comprehensive Laboratory Information Management System in DTSC's Environmental Chemistry Laboratory.

Objective D

Use a systematic governance process to prioritize DTSC's programs and services and ensure their alignment with strategic priorities and available resources.

Prioritized Actions

1. Conduct monthly governance meetings to track progress toward strategic objectives and actions.
2. Create business process improvement plans for each core program, with clear performance measures to ensure accountability.
3. Create and implement program-level strategic plans aligned with Departmental Strategic Plan. (December 2019)

Prioritized Actions

4. Use baselines established through workload studies to align resources with strategic priorities. (December 2020)
5. Establish governance process for the initiation, assessment, planning, approval, and implementation of information technology projects. (July 2019)
6. Establish governance process for facility management. (December 2020)

Objective E

Use the best available scientific methods, engage experts across scientific disciplines, and provide clear and accessible scientific information (risk communication, technical reports, and data presentation).

Prioritized Actions

1. Engage in scientific studies and collaborate with researchers and other governmental organizations on an ongoing basis to support the state's chemical management policies. (December 2019)
2. Improve staff access to emerging science and scientific articles. (July 2020)
3. Implement a process to ensure use of plain language in scientific documents and communications. (June 2020)

Prioritized Actions

4. Based upon emerging science, develop cross-functional teams that identify projects for future consideration and resources. (June 2021)
5. Enhance the services of the Environmental Chemistry Laboratory (2023)
6. Promote information sharing within scientific communities and the general public.
7. Develop policies and procedures for use of split samples, blind samples, and lab and field audits to data verification, validation, and usability assessments. (December 2020)

Key Performance Indicators

- Inspection reports to permitted e-waste, transporter, storage, and disposal facilities are completed within 30 days.
- Formal enforcement actions are referred, issued, or resolved within 240 days.
- Performance evaluation score is achieved by the Environmental Chemistry Laboratory when participating in proficiency testing of independent chemical samples.

Key Performance Indicators

- Permitted facilities have financial assurance mechanisms in place before receiving a hazardous waste permit.
- Three rulemakings are initiated for Priority Products in 2019.
- Project managers complete program-specific project manager trainings.
- Cleanup sites have an approved final remedy within two years of site characterization completion.
- Cleanup sites begin remedy construction within two years of final remedy approval.

Key Performance Indicators

- Corrective action cleanup sites have financial assurance within 90 days of DTSC approving corrective measures workplan.
- Hazardous waste facilities have a compliance history Violations Scoring Procedure score by 2020.
- Hazardous waste facility closure, post-closure, and corrective action cost estimates are reviewed on a five-year cycle.
- Hazardous waste facility permit decisions are completed within two years of application by December 2023.

Discussion Questions

- What are the most important action items for the goal area?
- What is missing?
- Are we measuring the right things?
- What else should DTSC know about this goal area or objective or action item?



Goal Four: Organizational Health

We will foster an inclusive, productive, and accountable work culture.

Draft plan: Pages 16-19.

Objective A

We will recruit, develop, and retain a highly diverse and effective workforce committed to professional excellence and delivering DTSC's Mission.

Prioritized Actions

1. Develop a plan to recruit highly qualified and diverse employees. (December 2019)
2. Implement recruitment plan. (January 2020)
3. Ensure supervisory and managerial candidates demonstrate the ability to successfully manage personnel and achieve performance goals. (December 2019)
4. Incorporate diversity and inclusion competency questions into anagement hiring processes. (December 2019)

Prioritized Actions

5. Develop and implement a New Employee Orientation program. (September 2019)
6. Create onboarding processes in each program that emphasize the value of each program and the employees' contribution toward achieving the Department's Mission.
7. Develop and implement a workforce succession plan. (September 2019)

Prioritized Actions

8. Create a training plan to help employees gain additional skills as identified in annual performance reviews and individual development plans. (December 2019)
9. Develop a technical training plan that includes methods for propagating and applying knowledge gained. (September 2019)
10. Develop and implement improved training for staff who oversee and conduct fieldwork.

Objective B

We will improve internal communication channels to enhance employee engagement with consistent, timely information. We will facilitate methods for DTSC staff to communicate their innovative ideas and perspectives about program improvements, and to provide feedback on management effectiveness.

Prioritized Actions

1. Develop and implement an internal communications survey. (June 2019)
2. Develop and implement a DTSC internal communications plan. (October 2019)
3. Create an executive performance evaluation that provides deputies and division chiefs with feedback on leadership competencies. (June 2019)

Objective C

Ensure employee field, lab, and office safety and promote employee health, safety, and well-being by implementing best practices to minimize employee illnesses and injuries. We will support employee health and well-being with improved policies and procedures to support worker safety.

Prioritized Actions

1. Enhance safety training on an ongoing basis. (December 2019)
2. Enhance Employee Wellness Program. (July 2020)
3. Expand the monitoring capability to test for unknown air contaminants to improve the health and safety of DTSC field staff.
4. Health and Safety staff will develop fact sheets and additional communications about distracted driving and situational awareness and make them available to all staff.

Objective D

Build a professional, inclusive workplace where staff feel heard, supported, and valued. Enhance staff's capacity to be inclusive in their delivery of programs and services to diverse communities.

Prioritized Actions

1. Diversity and Inclusion Work Group's prioritized recommendations.
2. Conduct employee survey to improve DTSC performance in inclusion, communication, accountability, learning, and conflict resolution.
3. Implement training in conflict resolution skills and other emotional intelligence, and effective communication.
4. Provide training to enhance awareness of cultural diversity and examine personal attitudes and biases toward people with disabilities.

Key Performance Indicators

- Inspection reports to permitted e-waste, transporter, storage, and disposal facilities are completed within 30 days.
- Formal enforcement actions are referred, issued, or resolved within 240 days.
- Performance evaluation score is achieved by the Environmental Chemistry Laboratory when participating in proficiency testing of independent chemical samples.

Key Performance Indicators

- Conduct at least two specialized safety skills classes in Northern and Southern California by December 2019.
- Develop a baseline of injury incident rates related to distracted driving and situational awareness. (due March every year)
- 100% of supervisors and managers receive training on California Department of Human Resources leadership competencies each year.

Discussion Questions

- What are the most important action items for the goal area?
- What is missing?
- Are we measuring the right things?
- What else should DTSC know about this goal area or objective or action item?

Goal Five: Fiscal Stewardship

We will implement our Mission using cost-efficient and transparent fiscal practices. We will work to secure reliable funding for our Mission.

Draft plan: Pages 20-22.

Objective A

We will implement a strategic budget planning process that prioritizes resource allocation.

Prioritized Actions

1. Continue regular fiscal stewardship meetings and create a governance structure for managing resources.
2. Establish program-level monthly budget and expenditure reviews to ensure alignment with appropriations and this Strategic Plan.
(September 2019)
3. Analyze and create process improvement plans for areas that support fiscal management to increase stewardship of public funds (December 2019)

Prioritized Actions

4. Develop an internal budget for each program. (September 2019)
5. Map and link the workflow of Budgets, Contracts, Business Services, Procurement and Accounting to coordinate our funds, encumbrance, and expenditures across these units.

Objective B

We will work with stakeholders to develop a financial model that ensures DTSC programs and services are funded to support core activities and strategic initiatives, and that is flexible enough to provide for future changes in statutory requirements.

Prioritized Actions

1. Finalize workload analysis to provide transparency on how the Department is using its resources. (December 2019)
2. Conduct a fiscal analysis that aligns information from the workload analysis with the laws and regulations that govern DTSC's programs. (June 2020)
3. Analyze revenue collection to identify strategies to reduce costs. Conduct outreach with external stakeholders to identify strategies for a sustainable funding model. (December 2020)

Objective C

We will improve our financial management tools to ensure careful stewardship of budgeted resources to meet operational needs.

Prioritized Actions

1. Replace and upgrade the system for recouping the Department's costs for site cleanup and permitting work. (June 2021)
2. Analyze and optimize regional workload distribution to align regional resources with projects, decreasing staff travel time and associated costs and increasing time spent on project work. (December 2021)
3. Create an accurate and predictable revenue forecasting model to increase effective resource planning. (June 2020)

Key Performance Indicators

- 100% of funding spent aligns with DTSC strategic priorities.
- 5% reduction in unreimbursed costs each year.
- 5% reduction in the number of sites with unreimbursed costs each year.
- 100% of available federal funds used each year.
- 100% of Lead Acid Battery Cleanup Fund account appropriations used each year.

Discussion Questions

- What are the most important action items for the goal area?
- What is missing?
- Are we measuring the right things?
- What else should DTSC know about this goal area or objective or action item?

In-Person Workshops

- July 8: Richmond
- July 15: Bakersfield
- July 18: Los Angeles – Commerce
- More details to be confirmed and provided on the following website: <https://dtsc.ca.gov/dtsc-strategic-plan/>



Webinar Evaluation

- How likely are you to attend one of the in person workshops?
- Is there more you'd like to say about the plan?

Next Steps



- More information: <https://dtsc.ca.gov/dtsc-strategic-plan/>
- Questions and comments: DTSCPublicMeeting@dtsc.ca.gov