

CAL3-DEPT OF TOXIC SERVICES

**Moderator: Patrick Barclay
January 24, 2019
3:00 pm CT**

Coordinator: Good afternoon. Thank you all for standing by. I'd like to inform all participants that the lines have - that your lines have been placed on a listen-only mode until the question-and-answer session of today's call at which point you may press star 1 to ask a question. Today's call is also being recorded. If anyone has any objections you may disconnect at this time. I'd like to now turn the call over to Ms. Ana Mascarenas. Thank you ma'am. You may begin.

Ana Mascarenas: Good afternoon everybody. Welcome. Thank you. My name is Ana Mascarenas with the Department of Toxic Substances Control. We appreciate you logging in to the webinar. The slide that we're currently displaying provides all the information on the webcast for accessing this afternoon's meeting. As you join the audio portion of the webinar through the phone line as our operator just described, your phone will be on listen-only mode.

After each presentation portion of the webinar we'll invite people to get into the question queue by pressing star 1 on their phone. And once we open up the question and answer portion the operator will state

your name and unmute your phone line so that everyone on the webinar can hear you. We realize the phone may be challenging for some so there are two other ways to share your questions and comments as you'll see if you've already logged into the webcast. You can use the chat function on BlueJeans at any time and you can also email DTSCPublicMeeting@DTSC.CA.gov. We will do our best to get to every question but for the questions that are not answered during the webinar we will follow up after the webinar with a response.

We appreciate your patience as we're trying to make this webinar accessible through several means. If you're having any trouble connecting to the BlueJeans webcast the presentation slides are linked on our Web site as a downloadable PDF which you can also use to follow along. We'll wait just a few more minutes as additional people join in. I'll repeat this information one more time to make sure that people have information they need to access the meeting. And please feel free to contact us using the webinar chat and email at any time.

Please standby as we wait for other folks to join. Thank you for everyone who has been joining the audio for this webinar. We're waiting just a few more moments for people to enter and share more information about accessing the meeting. Thank you. Thank you everyone who is joining the webinar. We're waiting just a few more moments for people to join the call and the webinar. And we will begin shortly.

Thank you everyone. My name is Ana Mascarenas with the Department of Toxic Substances Control. Welcome to this webinar. We appreciate you joining us. The slide that we're currently displaying on the webcast has all of the information for accessing this afternoon's

meeting. As you join the audio portion of the webinar through the phone line please note you will automatically be placed in listen only mode.

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We appreciate your patience as we're trying to make this webinar accessible through several means. If you're having any trouble connecting to the BlueJeans webinar the presentation slides are linked on our Web site as a downloadable PDF which you can use to follow along. Thank you everyone. We have attendees logged into the BlueJeans webcast and on the phone and we're ready to get started.

Once again my name is Ana Mascarenas. I'm the Environmental Equity Deputy Director at the Department of Toxic Substances Control which we'll refer to as DTSC throughout this webinar. I'll be facilitating the session today with support from our webinar team and phone operator. Before I hand it over to Acting Director Dr. Meredith Williams for some welcoming remarks and to provide an overview of DTSC's draft strategic plan I'd like to note DTSC leadership also participating

on this webinar and who may participate in the question and answer and discussion portions of this meeting as well.

We have in the room Francesca Negri, Chief Deputy Director; Christie Bautista, Special Assistant for Program Review; Rizgar Ghazi, Hazardous Waste Management Program Acting Deputy Director; (Brad Kope), Site Mitigation and Restoration Program Acting Deputy Director; and Rosanna Westmoreland, Communications Deputy Director.

With that I will hand it to Acting Director Williams to welcome everyone and provide an overview of DTSC's draft strategic plan.

Meredith Williams: Thank you Ana and thank you to all of our participants on the line. We appreciate your joining this webinar. We are very pleased to be sharing the draft strategic plan with you today. We've been working on it for quite time and look forward to working with you to make it an even stronger plan. So before we go ahead I wanted to talk a little bit about how we put this strategic plan together.

The strategic plan was really shaped by a significant amount of external input from stakeholders and from a number of other people who are very committed to making sure that this department meets its objectives around environmental protection and public health protection throughout the state. I think it's been very clear especially at some of the legislative hearings we've had recently that people have a sense of urgency that DTSC must be more successful as we move forward.

And that's really - we took that very much to heart as we put together the goals and objectives in the strategic plan. We took the advice from our independent review panel. Environmental justice organizations gave us very explicit feedback, for instance the People Senate Report. We had an assessment, an external assessment of our public participation process in our program and we've worked to address those findings very carefully in the draft strategic plan.

And of course any organization's success depends on the success of its staff. So we've taken to heart what our staff members told us; what our employees said about what they feel they need to be successful and to contribute to the mission of the department. And you'll see diversity and inclusion embedded in many parts of the strategic plan and that reflects the work that's been done by our diversity and inclusion task group and then eventually our counsel and ongoing efforts throughout the department.

And so as much as this plan reflects anything that came internally from the department we are hopeful that it reflects the input that we've received. And what we're really doing now is soliciting feedback from those of you on the line to see whether or not if we are successful in the goals and objectives weighed out in this plan will we successfully address the issues that were raised through those means and of course through ongoing conversations with you. And that's really what we're very much looking forward to.

Can you go back up - up two? Yes. So just so you know this is the beginning of our public engagement process. What we have is we're - we've given - published the plan; it's accessible to everyone on our Web site and we will be able to now talk to you about it and gather

feedback. In addition to the webinars today we'll also have some listening sessions around the state where people will be able to really deeply engage with us and with the DTSC leadership to give us their perspectives and provide that feedback so that during the month of August and through September we can get to a finalized plan and publish that and really get down to work on implementing that plan.

So once we have adopted a final plan it's of course very important to us as well as we know for you, to be able to track our success toward the goal that are laid out in the plan. So we will be providing ongoing reporting over the lifetime of the plan for that five year timeframe. So I wanted to talk a little bit about the contents of the strategic plan. The strategic plan contains a very general introduction to the various functions within the department; a very high level overview. That's followed by our vision statement, our mission statement and our values.

And then once we get into the further - the latter part of the plan you'll see our overarching goals and the - that includes a more detailed summary of the goals, description of what we're trying to achieve with that goal, the objectives that are required to meet that goal and the subsequent more detailed plan of action around the goal. And then as I mentioned, we are going to be monitoring our progress throughout the plan and we will be publishing our key performance metrics. So I'll walk through each of those over the next few minutes in a little more detail starting with our vision.

Our vision is that all of California is thriving in a healthy environment. Now some of you may instantaneously recognize that DTSC can't bear that responsibility entirely on its own and it really does reflect what we

want to see. It's our ambitious aspirational desired end state for this strategic plan. But obviously it takes a lot of different efforts to get to that kind of vision. And what we're hoping is that you and your work and your engagement with the department feel that that reflects what we're all working toward together.

We have a mission that accompanies the vision which is what is our mission to bring forth that vision? And that 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. Hopefully that's very recognizable to each of you as to what you know the department to do.

That's what we do. However we've also put in how we do it; how we work; what are our agreements internally and with our external partners for how we behave? And we do that through having some stated values which are shown on this slide. First of all, this is an organization full of committed professionals and we want to see that professionalism and quality reflected in all that we do. We treat either with respect; we plan to treat all of our stakeholders with respect; and we expect our stakeholders also to treat us with respect for the professionals that we are. It's an agreement we share across the board.

Over the past several years we've made a deep commitment to leadership. We have a leadership academy within the department; we've graduated almost everyone on the management team from that program and many other employees have taken - gathered - gained new leadership skills through those training programs. And we want to

continue to demonstrate that leadership in the science that we do; in the processes and solutions that we identify; and all that we do.

I mentioned our diversity, inclusion and equity work and that as I said, I think you'll see that reflected throughout the plan and it certainly is reflected in the programs in the department. Integrity - integrity means that you have confidence in the work that we do; you have confidence in the science upon which our decisions are made; and that you understand why we're making the decisions we're making and that we're held accountable to those decisions. And lastly teamwork - and again I'll emphasize not only is this teamwork across the various programs within the department, across the programs in the department, working program to program but also partnership with our stakeholders. So teamwork is very fundamental to what we do.

So with that I'll move into our five goals. The first goal we call strong partnerships and that's really about how we collaborate with our stakeholders; how we engage with them; how we share information and communicate and listen to them to inform our decisions. Environmental justice - we know that there are disproportionate burdens across the state in certain communities and there - some communities are more vulnerable than others. And we have a commitment to environmental justice to prevent harm and to protect those who are most vulnerable.

High performing programs and services - what our goal is with that one is to make sure that what you receive; how - the processes we use within the department to deliver our services are of the highest quality, are efficient and are effective. And so it's about making good business

processes and developing good tools to be able to do what we do responsibly with tax dollars and fees.

Organizational health - I mentioned the importance of our staff and the fact that we had surveyed our staff in 2016 and had received quite a great deal of feedback. And that was used to shape an organizational health goal which is to be inclusive, to be productive and to be accountable throughout the organization. And lastly our fifth goal is fiscal stewardship. Many of you are aware that we are in structural deficit and it's critical that we find a way to make sure that the department is on secure footing in terms of its financial position.

Additionally as with every government agency we have a responsibility to use tax dollars and fee dollars wisely and to make sure that people understand how we are spending those. Are we spending money in ways that are consistent with our priorities and with our statutory mandates for instance? So those are the five goals we have.

Underneath each goal we have a set of objectives which are there to really shape the next two or three years of our work to achieve the goal of the strategic plan. Any of our objectives should be measurable and they should lead to very tangible outcomes.

And as we implement the plan the objectives are likely to evolve based on input we receive or success that we have or in fact if we have setbacks we may have to regroup and revisit an objective to make sure that it gets us where we need to go. Any objective has very specific actions that supports it. Now when you read the strategic plan I want to make sure folks are aware that the actions that are listed in the strategic plan are not all of the actions that we think are necessary to meet the stated goals or to complete an objective. It is a subset; it is a

prioritized subset. And the rationale behind that is that some things were already in motion on in the department.

Sometimes once we got organizational help assessment feedback we realized we could already put some things in motion and so we want to commit to bringing those things across the finish line in the near term. Additionally other actions may be critical path or might be integral or instrumental to allowing us to take further actions and therefore we need to make sure those actions get taken sooner rather than later. And so those are the prioritized actions you'll see under each objective within the strategic plan. Of course these are - this is a living document and as we complete actions and as we track our success we will continue to evolve the actions and add more actions once we complete the ones that are outlined in the draft.

And of course we want to measure our progress. Are we actually achieving what we set out to achieve? So we've developed some key performance indicators to measure that progress. Those indicators will be available through our Web site and through ongoing reporting. And we are already working on some performance dashboards to increase transparency so that stakeholders can see where we are with our work and staying communication. So those are the elements of the strategic plan as I will say it again, it is a draft strategic plan.

It will not be finalized until we feel that it accurately reflects the input we receive over the next month/six weeks. And we're very much looking forward to that. And with that we can open it up to questions and answers and I'll turn it back to Ana Mascarenas.

Ana Mascarenas: Thank you. This is Ana Mascarenas, Environmental Equity Deputy Director of DTSC. And before taking a deep dive into some of the goals questions - the goals, objectives, actions and metrics, we have time to answer a few questions you might have about what Director Williams just covered.

For those who may have joined a little late I would like to share again that for this session we do have DTSC leadership in the room - Chief Deputy Director, Francesca Negri; Special Assistant for Program Review, Christie Bautista; Site Mitigation and Restoration Program Acting Deputy Director, (Brad Kope); Hazardous Waste Management Program Acting Deputy Director, Rizgar Ghazi; and Deputy Director of Communications, Rosanna Westmoreland. I may also be providing responses to some of the questions as DTSC's deputy for our environmental justice, public participation and tribal affairs programs.

So for this section if you could please focus on the overview, clarifying questions that you might have from what's been presented so far. After taking a few questions we're going to ask you in a poll on the webinar what goal you're most interested in discussing. Since we won't have time to discuss the entire strategic plan we'll aim to discuss two goals based on your feedback in the poll. We have provided you with a full draft strategic plan and also all information in the slides but we will use the poll to direct where we go next for the rest of the webinar.

So at this time we're ready to take questions. Operator, (Aria), can you please describe to participants how to be placed in the queue for questions?

Coordinator: I'd be more than happy to. To ask a question over the phone lines please press star followed by 1 and record your name when prompted. The recording of your name is necessary so that way we may introduce your question. Again that's star followed by a 1 to ask your question. Please wait one moment while we wait for questions to queue up.

Ana Mascarenas: Thank you. So we'll allow just a moment as people queue up for questions and also in addition to asking a question on the phone you may use the chat function on the BlueJeans webinar or email DTSCPublicMeeting@DTSC.CA.gov.

Coordinator: And at this time I see no questions in the queue.

Ana Mascarenas: Do you have any questions on the email or the chat? Okay. I think we're ready to take the polls. So for those on the webinar please take a look at the poll that is about to get started. We're going to press right now of the five strategic goals that we just covered in DTSC's draft strategic plan for 2019 to 2023 which goal would you most like to discuss today? So you can see all of the options - number one, strong partnerships; number two, environmental justice; number three, high performing programs and services; number four, organizational health; number five, fiscal stewardship.

We've got some folks voting so far. We'll give it a little more time so everyone can enter their vote. And again based on this poll we'll choose the top two goals to do a deeper dive into the objectives, prioritized actions and key performance indicators. And everyone should be able to see the results of the poll so far. We have 24 votes but there are more people on the webinar so please cast your vote. A

last call for people to please vote on this poll. We still have more people who are logged on that haven't voted yet. So far it looks like the top two vote getters for the strategic goals are environmental justice and high performing programs and services. Well yes now we're tied.

Meredith Williams: Tie breaker?

Ana Mascarenas: So the next person to cast their vote could break the tie. We'll be covering environmental justice and either goal three, high performing programs and services; or goal five, fiscal stewardship. We're going to leave the poll open for just a few more seconds. Okay. I think that we have the results of the poll now. We will be covering environmental justice and fiscal stewardship.

So if you look at slide 16 for those who are following on the webinar and also if you just have a copy of the slides, environmental justice starts on slide 29. And if you are following on the strategic plan document itself that's page 7. Okay. So I'll start with a brief overview of the environment justice goal. Again this - we're on slide 29 if you can see the webcast and also if you're looking at the document it's on the draft plan pages 7-10.

A short definition of this goal is we will prevent harm while working to protect and restore California's most vulnerable and environmentally burdened communities. Next slide please. On slide 30 we start with Objective A. And again under each of these goals for our strategic plan we have objectives and under those nested prioritized actions and the overall goal metrics. We will meet our Civil Rights obligations and improve access to resources. This process starts with asking

communities and tribes how can we best partner in ways that are appropriate, respectful and helpful? This will result in open dialog 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. Next slide, slide 31.

There are three prioritized actions for this goal and the full text of the prioritized actions is in the plan. There's a slightly abbreviated version on the slides but to give you an idea of what the prioritized actions are - number one, implement a staff training program on the DTSC Civil Rights Language Access Implementation Plan; number two, develop and publish regional public engagement strategies; number three, develop a strategy to promote local hiring and training across projects where the department provides oversight. This is not an exhaustive list of the actions under this objective but the prioritized ones highlighted under the plan at this time.

We're moving to slide 32 - 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.

Slide 33 - the prioritized actions here are number one, increase the number of tribal engagement activities for new and existing projects, sites and regulatory activities; number two, better integrate cultural resources management expertise in tribal engagement activities. And number three, partner with tribes to establish an ongoing training

program for interactive tribal nations and communities in our everyday work. We have some target timelines along with each of these actions to help achieve specific deliverables for meeting these actions.

Moving to slide 34 - 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.

Slide 35 - the prioritized actions are one, develop a community science curriculum in partnership with community based organizations and identify priority areas for community science initiatives. Two, draft policies that integrate community data into DTSC's decision making processes. Three, develop and share a draft work plan for public input on priority areas for addressing environmental equity and environmental justice.

Slide 36 - Objective D. We will identify cumulative impacts in the communities we serve and we'll 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.

Slide 37 - prioritized actions are number one, summarize participation in regional environmental justice taskforces and seek to implement consistent and accountable participation; number two, host six stakeholder roundtables on implementing cumulative impact, community vulnerability and environmental justice criteria for use in permit decisions and cleanup activities. Number three, increase the number of grants, loans and other resource investments in vulnerable communities through a collaboration with local, state, federal and tribal partnerships.

Slide 38 - on this slide we have key performance indicators listed by topic for this - for the environmental justice goal. You can read more about the specific key performance indicators and we're interested in hearing your feedback about what we've chosen to measure if it's going to help us reach this goal. The topics for this key performance indicator are environmental justice taskforces and items and reaching better and more consistent participation in those taskforces.

We also want to make sure to baseline the types of grants, loans and other resource investments in vulnerable communities and tribes and increase those numbers. We will also be looking at programs that utilize cumulative impact, community vulnerability and environmental justice criteria in decision making. Slide 39 - these are the discussion questions for the environmental justice goal.

For questions we'd like to hear from you and again if you would like to submit a question on the phone to get in the queue you can press star 1. You can submit a question through email and you may also use the chat function on BlueJeans. The questions for discussion are what are the most important action items for the goal area; what is missing; are

we measuring the right things; and what else should DTSC know about this goal area or objective or action item?

So I'll pause there and Operator (Aria) if you could please describe to participants again that we're opening up for questions at this time and please share with them how to do so.

Coordinator: As you mentioned earlier you need to press star 1 and record your name when prompted. The recording of the name is necessary to introduce your question. Again please press star followed by 1 to ask a question over the phone. One moment while we wait for anybody to queue. Our first question comes from (Andrea Ventura). Your line is now open ma'am.

(Andrea Ventura): Hi. Yes a simple question. I think it's very good to see the integration of community and tribal knowledge and information incorporated into decision making. I just am curious how that is going to work in view that a lot of work under Cali (PA) needs to be peer reviewed. And so that has been a problem in other areas not just with DTSC in the past. So I'm wondering how you envision that.

Ana Mascarenas: Thank you (Andrea). This is Ana Mascarenas speaking. That's a very good question. One of the efforts that is highlighted as one of the actions here is actually an ongoing effort where we're taking a look at cumulative impact and community vulnerability information in criteria for permit decisions. And for that particular example it is going through a rule making process and we are in the stages of proposing some language. It is still in the pre - it's still in an informal phase but through that process we are doing extensive vetting with many peers in communities through academia and through other agencies.

So for other types of criteria for decision making we will have to scale what type of decision making that is based on how much review it goes through. For me as the person in DTSC responsible for leading the environmental justice work and coordinating across the department it's really important that these criteria are thoroughly vetted and that we collaborate with our community partners who have asked for environmental justice criteria.

And so we - for other decision making processes, would like to partner and make sure that those criteria meet the needs of what we're trying to do in seeking environmental justice. So the example I provided is one in which there is extensive amount of review because it is rule making but there may be other processes especially as we're looking at how can we better engage communities and better incorporate feedback for which we have some existing criteria.

We just need to I think coordinate more closely with communities and our staff on how we implement that.

(Andrea Ventura): Thank you.

Coordinator: And again to ask a question please press star followed by 1 and record your name when prompted.

Meredith Williams: We can take that one now.

Ana Mascarenas: Sure. And we also have a question that came in through the chat or the email function. This is a question from (Chuck White). How will EJ issues be balanced with the need to provide facilities and

processes to manage the hazardous waste generated in California? This is also related to a question that (Chuck) asked earlier - how will the plan address how all of the hazardous waste generated in California can be appropriately managed? Will this involve exporting hazardous waste to other states and jurisdictions with less stringent standards.

And so I'll invite my colleagues around the table to weigh in on this question. For Mr. (White)'s question, addressing environmental justice issues in communities our priority is making sure that we are protecting communities in which these activities are taking place. And we want to be transparent and fair in the process by which we're doing that. So that is our priority concern. We understand that in the larger picture of hazardous waste management that California has specific logs and specific ways to do that and that there are a number of challenges we still have to face with any types of decisions that are made in California and the potential effects they may have outside of the state.

We at DTSC have a responsibility and really an obligation to make sure that we are doing our best to be protective of communities and consider many factors in those decision making processes. But I think it is an important topic to bring up that when we do create and enforce strict protections in California that other states may not have as strict protections, we hope to be a sign of leadership across the nation for protected communities and responsibly managing hazardous waste.

Would anybody else like to share? Are there any other questions in the queue Operator (Aria)?

Coordinator: Yes. The next question comes from (Bradley Angel). Sir your line is now open.

(Bradley Angel): Hello?

Ana Mascarenas: Hi (Bradley). We can hear you.

Bradley Angel: Okay yes. Good afternoon. Again my name is Bradley Angel with Greenaction for Health and Environmental Justice. And I guess my question is based on the fact that, you know, Greenaction in El Pueblo of Kettleman City spent seven months in federal Civil Rights mediation with the State Department of Toxins and California EPA, including you Ana, reached a historic settlement or what was seen as a historic settlement and a precedent by all the parties when we signed an agreement in August 2016. And since that time DTSC has blown off deadlines both statutory and Civil Rights, for example, around Senate Bill 673 and the cumulative impacts criteria that were supposed to be in place.

There is still no implementation plan for Civil Rights. Your Civil Rights policy has pretty much no content whatsoever and I would add that, you know, as you know and folks know, all three hazardous waste landfills in the state are in Spanish speaking Latino communities. Two of those are operating today, one is closed temporarily at least. And the two that are operating are operating on permits that expired years ago and the state is adding insult to injury failing to exercise its regulatory authority to deny the permit applications because the companies keep submitting deficient application documents and under your own regulations your agency does the have the regulatory

authority based on three notices of deficiency to turn down the permits and make them do it right.

So when I sit and listen to how you want to - your agency wants to protect public health and the environment and make sure hazardous waste is handled properly it doesn't jive with reality. So my question is and, you know, it's not targeting you Ana because I believe you actually have good intentions, I think it's those making the decisions in the permit branch and others that are failing to exercise your regulatory authority to protect public health, violating the Civil Rights settlement. So the question is why should anybody in a community getting dumped on and polluted including by hazardous waste facilities that are operating on expired permits for years, believe any of this that we're hearing on this webinar?

Ana Mascarenas: Thank you for your question Bradley. This is Ana Mascarenas speaking. I'll just start off with the comment you made about the Civil Rights agreement. For folks who may not be familiar with the Civil Rights agreement the state is still working in good faith, to implement provisions of that agreement. And there are many, many provisions related to the application at the Kettleman Hills facility but also other aspects that are meant to overall improve and expand DTSC's work around public engagement and environmental justice. So the state is still working in good faith to implement many of those provisions.

We do appreciate meeting with and sharing some of those updates. There have been resource challenges in certain areas that we've been very open about but we are still hoping to - we are still working hard towards meeting those goals. On the other questions that you had Bradley, regarding the permitting program, other folks who are familiar

with the department also know that there have been a number of structural changes around the permitting program in the past couple of years.

I'll offer either to colleagues in the room if they'd like to share anything else but for the purpose of this strategic plan and the vision that we're setting out we are very much hoping to share with people very transparently the progress that we're making and when there are setbacks, when there are goals that we're not making that we also share that openly. There was I think recently information shared about the permitting progress with the legislature and with some of the challenges there have been. I think that covers some of the topics you just mentioned Bradley. Would anyone else like to add anything?

Meredith Williams: This is Meredith Williams and I will say we are accelerating the pace at which we're making our permit decisions. However there are a number of continued permits and that does mean it's going to take us a while to get those through our system. But I'm very pleased with the rate of permit decisions that we currently have and I think it really represents continued progress. I would say that when you ask how you can - how to believe us that is one reason we've made this commitment to having a dashboard; having some metrics available; and trying to improve the transparency of where we are with our permit decisions for instance, at any given time. And I'll leave it at that unless you want to add anything Rizgar?

Rizgar Ghazi: Yes. This is Rizgar Ghazi. In regards to the dashboard Francesca - excuse me Meredith and Ana mentioned, the permit program will as part of this rollout, will have the dashboard that shows you the status of

each permit; when the permit decision will be made. That will be available to the public to see on our Web site as well.

Ana Mascarenas: Is there another question in the phone queue operator?

Coordinator: Not at this time. No.

Ana Mascarenas: We are fielding some of the questions that are coming in electronically. Just give us one moment for the next question to come up please.

Meredith Williams: So we got a request - a question about records and in particular - and this is not specifically environmental justice related but it does obviously have a great deal of impact on whether or not we're meeting our environmental justice objectives. There were - the question came in from (Robina) and the question is how will the plan ensure DTSC records will be available to the public? Accessing DTSC records can be challenging especially when documents have not been uploaded to Envirostor and/or files are missing when reviewing files in your offices, allowing California public - following public - California public access - public records act requests.

So I want to bring your attention to goal three Objective B prioritized action A sub 1. For prioritized action 1. So under that (3B1) we do have an objective to identify technology to support administrative processes. And that may include online forms and electronic approvals and submissions, etc. There are other places - unfortunately I don't have an electronic copy of this because I think I could a search for Envirostor in the strategic plan and I do believe

we've made some recommendations about actions related to Envirostor.

But I - Envirostor is pivotal to people being able to access the information they're looking for. We do audit Envirostor and try to bring things up to speed as quickly as possible. But I would encourage you as you read the details of the strategic plan and particularly around the high performing programs and services, to think about whether or not what we've put in there would speak to this question. And we will certainly do so and think about whether or not we have the right actions to address this issue.

Ana Mascarenas: Thank you. Are there any other questions in the queue Operator?

Coordinator: Not at this time.

Ana Mascarenas: We have a couple of other questions that came in electronically. For some folks who have submitted multiple questions we are going to follow up with some of those questions separately after the webinar. We would like to make sure that we have time for folks who have not asked questions to be able to submit them either verbally or by the chat function or email. But some people have submitted multiple questions.

Before we move onto the next goal however we'll field some of the more - some more of the questions that have come through. I have a question here from (IJ). The question is can you describe how the agency addresses Civil Rights and language access? So in covering the environmental justice goal there is prioritized action and language in the objectives around Civil Rights and language access. DTSC is

subject to all of the Civil Rights federal and state laws as all other agencies. The major law federally is Title VI, the Civil Rights Act of 1964.

We have worked to expand the outreach and consideration of impacts in all of the work that we're doing. I mentioned specifically and so did one of the other participants earlier about DTSC's Civil Rights and language access implementation plan. Last year we received a number of comments on a draft plan that describes how DTSC intends to expand our Civil Rights and language access program so that we provide staff and the public with clear guidance on how to consider Civil Rights and providing information in languages other than English to make the information accessible to communities.

So this has been an extensive process of creating new policies in the department which has taken place as part of the Title VI Kettleman Civil Rights settlement agreement and through all - and other processes at DTSC. We developed new policies and are finalizing that implementation plan this year. So we have had ongoing ways to access the department about any Civil Rights related either to Title VI or the state's Civil Rights laws through our Office of Civil Rights. And we've been working to make that process more clear.

There are some resource challenges in terms of how many resources it does take to coordinate and expand these efforts. But we're committed to working to make sure that we expand those programs. If you also look specifically at Objective B action 3 we are finalizing the DTSC Civil Rights and language access implementation plan in August 2019. And that is in about a month and a half.

Thank you very much for the question. We'll move back to the phone queue. Is there anyone else on the phone who would like to ask a question, operator?

Coordinator: Not at this time, and as a reminder to ask a question over the phone please press star followed by 1, and record your name when prompted.

Ana Mascarenas: All right, we do have some additional questions that are coming through. And one of the questions is from (Bethel Lugo Martinez). How do cumulative impacts influence the new permitting processes? And so that's - thank you very much for the question, (Mr. Martinez). The question is related to our objective and our goals around cumulative impacts.

For the past year and a half there's actually been several efforts happening since 2015, so the legislature, a bill authored by Senator (Unintelligible) was passed through the work of a number of community advocates and others looking for stronger permitting criteria around enforcement and cumulative impacts in community vulnerability. The department has pursued two tracks for rule-making.

One of the tracks resulted in the violation scoring protocol, which is also mentioned in this plan, which takes a look at a facility's compliance history and reviewing its permits, which takes a look more closely and creates some stronger frameworks around that, and the other rule-making process is what I mentioned earlier. We've had stakeholder meetings throughout the state asking for input on how to look at cumulative impacts and community vulnerability.

On our Web site we have a current draft framework that we are - have been seeking feedback on and received a number of comment letters. We can share that link as part of the follow up to this plan, but really we're - we are looking at how to create a rule that is vetted through - in the rule-making process that doesn't take a look just solely at one facility and the impacts of that facility, but takes into consideration the communities surrounding that facility in that process in a transparent and open way.

And so that is really a policy and kind of paradigm shift than how many regulations are currently formed, and so that's why it's - it is taking some time to go through that process in a thoughtful and thorough way. Is there anything anyone else would like to add on that?

(Risgar): Yes, this is (Risgar). I just want to add additional information regarding track one of the SB673, he mentioned that it violates current procedures. That regulation package although strengthened the requirements for facilities to have robust financial assurance mechanisms in place. It requires training for staff to ensure that they're in compliance with the regulations.

It also requires that a risk assessment, each facility is required to make an assessment whether their operations pose a risk and if there are risks, they need to mitigate those risks prior to making a permit decision. Thank you.

Ana Mascarenas: Operator, are there any other questions in the phone queue?

Coordinator: Not at this time.

Ana Mascarenas: Okay, again we did receive multiple questions from some of the folks through the email and the chat, and we're going to seek to follow up on those questions and make sure to get to the second goal that was requested for today. Are there any other comments, (Holly), from the room would like to add, as far as the fiscal stewardship goal? Thank you very much for all of your questions and feedback during this section.

So in being responsive to the goal, the second goal that we are going to cover today is fiscal stewardship, and that goal starts on slide 73. If you're looking at the document itself, that's page 20. If you're looking at the PDF document and where we're going to scroll to on the Webcast is slide 73. Okay. So starting with slide 73, goal 5 is fiscal stewardship. Again, on the draft plan it's pages 20 to 22.

In fiscal stewardship, we will implement our mission using cost efficient and transparent fiscal practices. We will work to secure reliable funding for our mission. Slide 74, objective A, we will implement a strategic budget planning process that prioritizes resource allocation. Slide 75, prioritized actions for this objective include continuing the regular fiscal stewardship meetings and creating a governing structure for managing resources.

Number two, establishing program level monthly budget and expenditure reviews to ensure alignment with appropriations and the strategic plan. And number three, analyzing and creating process improvement plans for areas that support fiscal management to increase stewardship of public funds. Slide 76, we have some continued prioritized actions.

Developing internal budgets for each program and mapping and linking the work flow of budgets, contracts, business services, procurement, and accounting to coordinate our funds, encumbrances and expenditures across the unit. Slide 77, we will work with stakeholders to develop a financial model that ensures DHSC programs and services are funded to support core activities and strategic initiatives, and that it is flexible enough to provide for future changes in statutory requirements.

Slide 77, prioritized actions here are finalizing workload analysis to provide transparency on how the department is using its resources, number two, conducting a fiscal analysis that aligns information from the workload analysis of laws and regulations that govern DTSA's programs. Number three, analyzing revenue collection to identify strategies to reduce costs, and conducting outreach within external stakeholders to identify strategies for a sustainable funding model.

Slide 79, objective C, we will improve our financial management tools to ensure careful stewardship of budgeted resources to meet operational needs. Slide 80, prioritized actions include replacing and upgrading the system for recouping the departments costs for site cleanup and permitting work. Two, analyzing and optimizing regional workload distribution to align resources with projects, decreasing staff travel time and associated costs, and increasing time spent on project work.

Number three, creating an accurate and predictable revenue forecasting model to increase effective resource planning. And moving to slide 81, we've listed some of the key performance indicators. In the longer version of the strategic plan, and it shows you what's on the

slide here, there are specific dates for these key performance indicators. We want to make sure that 100% of our funding aligns with DTSE's strategic priorities.

We would like to see a 5% reduction in unreimbursed costs each year. We would like to see a 5% reduction in the number of sites with unreimbursed costs each year. We want to see 100% of available federal funds used each year, and we want to see 100% lead acid battery cleanup fund account appropriations used each year.

Again, if you look on pages 20 to 22 in the longer document, there's a little more information throughout from the key performance indicators and the prioritized actions on some of the dates and strategies involved. And slide 82, the discussion questions. What are the most important action items for the goal area? What is missing? Are we measuring the right things? And what else should DTSE know about the goal area or objectives or action items?

Operator, if you could please cue folks to enter the line if they would like to ask a question, and then I will also turn to our team in the room to see if any questions have come through the email or chat.

Coordinator: And once again to ask a question, please press star followed by one and record your name when prompted. Again, the name recording is necessary to introduce your question. Again, that is star followed by one. One moment while people queue. Our first question comes from (Andrea Ventura) again. Ma'am, your line is now open.

(Andrea Ventura): Thank you. In terms of what is missing, and maybe I missed it myself, as far as fiscal stewardship, is enforcement. I have had the

experience with the department where negotiations with the industry went on for a very long time, and we didn't see enforcement, which would have included fines which would have come into the department, and I'm wondering if I'm not seeing that in the plan and if I'm not where that is.

Ana Mascarenas: Thank you, (Andrea), for your question.

(Risgar): (Andrea), thank you for - this is (Risgar) again. So it was not in the plan there, see the plan does not highlight specifically where that fund does - money is collected during enforcement actions. That's not highlighted in the strategic plan, but it is accounted for there by the end of the process.

(Andrea Ventura): Okay, so will there be - I guess the follow up to that is will that be something that when I read the strategic plan in detail, that there'll be more emphasis on actual enforcement and follow through? It's great to negotiate with industry on certain things to try to get them into compliance, but there's a point where you have to say okay, this is the law.

(Risgar): I'm sorry, I didn't hear your last word.

(Andrea Ventura): It's the law. This is the law.

(Risgar): The law. Absolutely. So this further negotiation, there is a - there are these (unintelligible) negotiation, and there is a - what the DTSE would consider acceptable to the department before we sell that enforcement action.

(Andrea Ventura): Okay.

Meredith Williams: I would - this is Meredith Williams. And I would say a couple of things, number one, recently we've been looking at some of the fines associated with certain penalties and increasing some of those so that will definitely have an impact on how we assess fees. The other issue is actually larger than DTSE, which is to say that Secretary Gerard Blumenfeld places a high degree of importance on enforcement.

And so he's looking at the enforcement efforts across Cal-ETA, be that be air board, the department of pesticide resource - regulation, or the water board or all of the boards and departments. And as such he really looks carefully at negotiated agreements and settlements, and is making sure, asking the tough questions we need to ask as we assess penalties for violations. And it is - I do believe that that will have an impact on some of our revenue stream as we move forward.

Ana Mascarenas: (Unintelligible), yes, no?

(Francesca Nigren): Yes, this is (Francesca Nigren). I just wanted to call out, if - I know you haven't had an opportunity to take a look at high performing programs and services, but under objective D, where we reference using a systematic governance process to prioritize DTSE programs and services, and ensure their alignment with strategic priorities and available resources, we have a prioritized action related to business process improvement plans for each program with clear performance measures to ensure accountability. And I would see enforcement business processes being improved through that strategic objective.

(Andrea Ventura): Great, I'll look there. Thank you.

Meredith Williams: But again, as with all of the feedback we're getting, I'd ask that if you don't feel that your concern is adequately addressed, I would recommend making suggestions, explicit suggestions about actions you think the department could take or key performance indicators that we could be tracking.

(Risgar): Meredith, I just wanted to add something else. I apologize for not correctly (unintelligible) questions. So we do have prioritized actions both in our enforcement group and our office of criminal investigations. We are one of the - prioritized objectives are, refer 90% of our criminal cases...

Meredith Williams: But where is that? Which...

((Crosstalk))

(Risgar): That's under...

Meredith Williams: High performing programs.

(Risgar): High performing...

Meredith Williams: That's a key performance indicator.

(Risgar): Objectives and actions A, number 6 and number 7, and they're prioritized action.

Ana Mascarenas: Thank you.

(Risgar): So with 180 days of the case, the case, and the second one is refer 90% of co-investigations for these cases to the attorney general's office within 365 days of initiation of the case. Thank you.

Ana Mascarenas: Thank you. Operator, do we have any more questions in the queue? We have some more coming in through the email.

Coordinator: Not on the phone lines at this time.

Ana Mascarenas: Are there other questions coming in through - okay, we're going to give just a moment for other questions to come through. I am going to back up a little bit, because we didn't have a queue from the questions related to the environmental justice goal, as we're compiling some of the other questions coming through. (Ravina Sewell) asked how will the plan address sets specifically, and I would for this one point attention to page 9 of the goal itself, which is on - environmental justice goal two, objective D, action 3.

We have an action to increase the number of grants, loans, and other resource investments in vulnerable communities through collaboration with local, state, federal, and tribal partnerships. These resource investments may come through DTSE as direct resources, or through facilitating effective partnerships with others. SEPs being supplemental environmental projects, which are - can be a voluntary part of a settlement, allocated to a project.

We did create a SEP policy several years ago, and there've been a number of changes in the way that we've coordinated across the BDOs to hopefully further expand SEPs and have more coordination in this goal, to answer your question, (Ravina). This prioritized action three,

we're going to take a closer look at how those processes have been working, how they can be improved, because we do want to prioritize and promote SEPs, especially to promote environmental justice.

And so there have been SEPs that have been developed over the past several years, and we would like to increase those numbers, and under that action we will be putting in place a plan for that.

Meredith Williams: This is Meredith Williams and I'm going to answer a question from (Chuck White). The question is, does it make sense to permanently allocate general fund dollars to support programs and services that are geared to overall protection of public health?

Should facility and business fees be totally relied upon to support programs and services? So I think that's a very interesting question. It's something we certainly talk about, and I think the legislature talks about and will be quite the subject of our attention as we implement our fiscal stewardship goal. So for instance if you look under objective B and specifically prioritize action number four, conduct outreach with external stakeholders to identify strategies for sustainable funding models to support delivery of DTSE's programs.

I think that this is the exact kind of question we would explore with our stakeholders under that action. But we certainly don't have answers to that at this stage of the game.

Ana Mascarenas: We're compiling questions in the room. Operator, are there any other questions on the line?

Coordinator: Not at this time. To ask one over the phone, please press star followed by one and record your name when prompted.

(Francesca Nigren): So this is (Francesca Nigren). I'll go ahead and answer a question by (Andrew Kennecec). High DTSE fees make in-state options uncompetitive and drive waste out of state, thereby reducing fee revenues to the state. Will DTSE reevaluate its fee structure to reduce the uneven playing field that DTSE has created? Thank you so much, (Andrew), that's a great question about I think the - (Dr. Williams) just addressed related to this robust discussion that we will be engaging our stakeholders to have regarding our fee structure and the balance of general fund and facility fees and other types of fees that we use to support management of hazardous wastes.

We look forward to having that conversation in the near future with our stakeholders and to getting your feedback. As a - just to make the point about that DTSE can certainly make recommendations about fee structure, but DTSE doesn't have the statutory authority to set its own fees.

Ana Mascarenas: Thank you, (Francesca), and we're compiling more questions in the room. We're still receiving questions right now on the fiscal stewardship goal, and if we have more time we're also going to go back to some of the questions that were submitted by email and chat on the prior goal as well. Thank you all very much.

Woman: It's a comment, it's not a question.

Ana Mascarenas: Got it. I'll read a comment by (Andrea Ventura). (Andrea)'s comment is, I would caution against limiting staff travel, as accessibility

to staff by communities can be key in building partnerships. California also needs to be in conversation with other states, the federal government, and even toxics programs in overseas. Thank you for your comment, (Andrea). We have more questions coming in regarding the fiscal stewardship goal I believe. Operator (Aria), are there any other questions on the phone line?

Coordinator: Not at this time.

Ana Mascarenas: Thank you for your patience just as we are compiling the questions coming into the room. Did you have another person?

Woman: I think she did. (Unintelligible).

Ana Mascarenas: Sure, so any additional questions and comments on fiscal stewardship, please make sure to either submit them by email to dtsepublicmeetings@dtse.ca.gov. Or you can add them into the chat on the blue jeans Webinar, or you can press star one to get in the conversation queue on the phone.

Woman: (Unintelligible).

Ana Mascarenas: I'll read aloud a question that's came in related to fiscal stewardship, and probably - and definitely does span a number of different goals. This is submitted by (Bethel Lugo Martinez). The comment and question is, environmental crimes across the boards do not match the violations. Are you planning to update these fines to actually defer those vendors with continued violations? Should the legislature designate funding to have the multimedia inspections, since most violations include air, water, and soil?

Meredith Williams: So this is Meredith Williams, and I would say to some degree this is again the kind of thing that might be open for discussion under our fiscal stewardship goal. And I would only add to that that we obviously have very little say in what the legislature decides to take on in terms of things like multimedia inspections. However, I - as we see the strategy of the Newsome administration and some of the goals for that administration, I think that this is a question that would resonate with them in terms of the importance of working across the agencies of Cal-EPA.

The governor for instance has prioritized drinking water around the state, and if you look at that, it's going to take many boards and departments to meet the goals that he set forth. So I think this is a question that goes even beyond DTSE. However, I would encourage you if you have specific actions or specific suggestions that you think would - could strengthen our strategic plan around this issue, we would encourage you to share those with us over the next six weeks.

Ana Mascarenas: Thank you. Operator (Aria), are there any other questions in queue on the phone?

Coordinator: Not at this time. To ask one, please press star followed by one and record your name when prompted.

Woman: Thank you. At this time I believe we will turn back to some of the questions that have been submitted from the prior goal as well. (Unintelligible), we'll start off by reading the questions and some responses from DTSE leadership in the room. We did get a question from (Ravina) about a tool called Spigot, and Spigot is a tool that

allows groundwater contamination information to be made available through a map interface, a GIS interface.

And so the question is, if DTSE is sincere about being open, transparent, collaborative, and responsive, please upload spigot and make it visible on your Web site. Prior to DTSE's (Unintelligible) retirement, it was - we were told it was going to be released. Please release Spigot on the Web site. This is a question that has come up numerous times lately actually from our stakeholders. They're very eager to see this tool be made available.

The department is again, it's in structural deficit, and so this is one of those areas where we are keenly aware of the importance of this tool for our stakeholders, and yet we're in - have some constraints around our resources, and so we are looking for a long-term sustainable solution to allowing us to release Spigot. We do have statutory mandates that we have to meet, and this tool has to be decided upon in the context of those other mandates.

But we are well aware of the interest and support for publicly available version of Spigot and are looking for a solution.

Ana Mascarenas: Thank you. Again, if there are other questions around goal five, we still welcome those questions, or any other questions you may have. You can submit them via the blue jeans chat at - by email, dtsepublicmeeting@dtse.ca.gov, and then also by pressing star 1 on your phone if you'd like to ask a question verbally. Bless you. Operator, are there any questions in the queue?

Coordinator: Not at this time.

Ana Mascarenas: Are there any questions coming in through email or the chat? Give us just a moment to review questions. We may be following up with individual participants as well on the questions that they responded. Another one?

Meredith Williams: This is Meredith, and there was one more question that came in, which was from (Chuck White), and the question was, what happened to the hazardous waste reduction and community protection initiative that was completed about two years ago but never published?

And I - all I can do is I will take an action to follow up on that and determine what the status is and where we might go with that. Thank you. Are there any other questions, Operator, in the queue?

Coordinator: There are none at this time.

Ana Mascarenas: Okay. We are at 2:25, and we have covered two of the five goals, and we can answer additional questions if in the next couple minutes people do submit either by pressing star one on their phone or through email or chat. Is there something else you wanted? You could do a third. And in the room, it looks like the suggestion is to go into the third goal, since it was really close, the high performing programs and services.

So while we do have time because it is 2:25, why don't we actually shift and start covering the high performing programs and services goal? So that means we are going to be moving to slide 40. So we will start covering slide 40 with goal three, high performing programs and services. If you're following on the draft plan, that's pages 11 through

15. Goal three, 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.

Slide 41. Accelerate decision making by implementing streamlined processes for regulation development, permitting decisions, enforcement actions, site clean ups and safer consumer products prioritization. On slide 42, under the prioritized actions, number one, implement the violation scoring procedures for operating permitted hazardous waste facilities. Two, revise DTSE's rule-making process to ensure consistency.

Three, implement improvements and safer consumer products, processes, and tools. Four, leverage green ribbon science panel expertise. Prioritized actions are continued on slide 43. Number five, implement streamlined enforcement processes. Number six, refer 90% of office of criminal investigations civil and misdemeanor cases within 180 days from the date a violation was determined.

Seven, refer 90% of office of criminal investigation felony cases within 365 days from the date a violation was determined. Eight, measure the outcomes of the streamlined site cleanup processes for voluntary oversight documentation. Prioritized actions follow onto slide 44. Number nine, implement streamlined cost estimate re-process to ensure all legally required financial assurance mechanisms are in place.

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 enviro-store. 11, continue to implement streamlined permitting processes while increasing opportunities for meaningful public input. Slide 45, objective B is improve processes and tools to enable staff to meet program objectives.

Slide 46 starts prioritized actions, number one, identify technology to support administrative processes. Number two, apply Six Sigma and other process improvement methodologies to select administrative processes, and establish a base line timeline for services and state improvement targets. Number three, identify inconsistencies and inefficiencies in project management practices and develop a process improvement plan.

On slide 47, we start objective C, which is to streamline workload and data tracking to improve resource management and project planning. Slide 48, prioritized actions are number one, establish a data governance framework for data architecture, management, and standards. Number two, monitor and ensure full implementation of DTSE Six Sigma projects in pilot control and implementation phases.

Number three, evaluate and streamline system for tracking activities and labor hours used to recover costs from responsible parties. Number four, implement a comprehensive laboratory information management system in DTSE's environmental chemistry laboratory. Continue with objective D on slide 49, so use a systematic governance process to prioritize DTSE's programs and services and ensure their alignment with strategic priorities and available resources.

Slide 50, prioritized actions are number one, conduct monthly governance meetings to track progress towards strategic objectives and actions. Two, create business process improvement plans for each core program with clear performance measures to ensure accountability. Number three, create and implement program level strategic plans aligned with this department's strategic plans.

Prioritized actions continue on slide 51, use baselines established in workload studies to align resources with strategic priorities. Five, establish governance process for the initiation, assessment, planning, approval, and implementation of information technology projects. Six, establish governance processes for facility management. And on slide 52 we have objective E. Objective E is use the best available scientific methods, engage experts across scientific disciplines, and provide clear and accessible scientific information, such as risk communication, technical reports, and data presentations.

Slide 53, 54, have prioritized actions one through seven. Number one, engage in scientific studies and collaborate with researchers in other governmental organizations on an ongoing basis to support the state's chemical management policies. Two, improve staff access to emerging science and scientific articles. Three, implement a process to ensure use of plain language in scientific documents and communications.

Four, based upon emerging science, develop cross-functional teams that identify projects for future consideration and resources. Five, enhance the services of the environmental chemistry laboratory. Six, promote information sharing with scientific communities and the general public. Seven, develop policies and procedures for use in split

samples, blind samples, and lab and field audits to data verification, validation, and usability assessments.

And for key performance indicators on this goal, slide 55, 56, and 57. We have on slide 55, inspection reports to permit an 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.

On slide 56, we have primitive facilities have financial assurance mechanisms in place before receiving a hazardous waste permit. Three, rule-making is to be initiated for priority products in 2019. Project managers complete program specific project manager training. Clean up 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.

Slide 57, corrective action, cleanup sites have financial assurance within 90 days of DTSE approving corrective measures work plan. Hazardous waste facilities have compliance, history of violation scoring procedures scored by 2020. The hazardous waste facility closure, post-closure, and corrective action processments and reviewed on a five-year cycle, and hazardous waste facility permit decisions are completed within two years of application by December 2023. And that's I believe for 90% of the applications.

There's more detail on all of these in the full text of the strategic plan. We wanted to pull up the highlights for the key performance indicators

here. And so at this time I'll read through the four discussion questions again. What are the most important actions items for the goal area? What is missing? Are we measuring the right things? And what else should DTSE know about this goal area or objective or action item? Operator (Aria), if you could let people know how to get into the queue and we are also compiling questions that we're getting through email and chat.

Coordinator: Once again to ask a question upon the subject over the phones, please press star followed by one and record your name when prompted. Again, that is star followed by one. One moment while we wait for queue.

Ana Mascarenas: And while we're waiting for the queue, we did get a request for a - or we got a clarifying question which (Kristy Bautista) will answer.

(Kristy Bautista): We have a question from (Andrea Ventura), who asked can you provide a brief description of Lien Six Sigma? Lien Six Sigma is a process improvement methodology. Basically it's a way for us to look at our processes and find ways to lean out or save cost, save time. And so we do an internal reflection basically. We look at our internal process from beginning to end, and this is done through different phases.

We have a pilot phase, a control and implementation phase. And basically each project consists of a project team, a number of staff throughout the department where they get together, look at the process, and find ways that we can improve. Currently in DTSE we have about I believe somewhere between 18 to 20 projects, and right now we have (unintelligible) projects from our permitting department,

enforcement, a number in site mitigation. So we have been undertaking a number of these projects through the lien Six Sigma approach.

Ana Mascarenas: Thank you. Other questions in queue, Operator?

Coordinator: There are none at this time.

Ana Mascarenas: Are there any questions by email or by chat? None at this time? Once again if you would like to ask a question on the phone press star one, and this is a call for any email or chat questions before we move on to the evaluation and closing remarks. Okay, I'd like to direct everyone's attention actually first to slide 83. As Director (Williams) mentioned at the beginning of the call, we have now shared our draft strategic plan for 2019 to 2023 on our Web site.

It is available in English and in Spanish. We are developing in-person workshops across the state. You have the dates here on the screen for three workshops that we are (unintelligible) and will be sharing updates on our Web site and reaching out to local stakeholders for participation. July 8th in Richmond, July 15th in Bakersfield, and July 18th in Los Angeles in the commerce area.

All other information as it's confirmed will be provided on the Web site where you can access all the information from today, and we are also embarking on meetings with any stakeholders who would like to learn more about the plan. For example, I will be meeting with a number of the regional environmental justice stakeholder task forces and presenting this information during their meetings across the state over the next month.

If you and your organization and your community would like a presentation or like to learn more about this plan, please reach out to us. Address that is included will - information will find its way to us, if you email dtsepublicmeeting@dtse.ca.gov. Again, if you're interested in learning more about the plan, please feel free to share a message and share your thoughts through that email.

And so moving onto the evaluation portion on slide 84, we have two questions. We just mentioned that there will be several workshops and more likely to be confirmed. Based on that, how likely are you to attend one of the in-person workshops? And if I could ask the moderator to start the poll, we have a poll queued up, and we're going to get this poll started, just to get a quick idea from people who are still logged in, we have 52 attendees right w, how likely are you to attend an in-person workshop?

Hopefully we've been able to provide information during this Webinar, at least an overview of areas in the plan, how the plan was shaped, how you can provide us with more information. And so we'll be doing some local outreach for the regional workshop. We have votes coming in, if you'd still like to cast your vote, we would love to hear from you. Okay, we don't have everybody ting yet. We only have 17 votes.

And it looks like there was a lot of information provided during this call, and some maybe might go to the regional workshops, others not likely, some very likely. Any information that you have about how we can improve this format as well, please feel free to email us or reach out to us. Sure. And again for more information and comments, we are

hoping to get your feedback by August 2nd so that we can incorporate it into the process.

We will be checking dtsepublicmeeting@dtse.ca.gov. Okay, we have one more short poll as part of the Webinar evaluation, and that's if there's more you'd like to say about the plan. I think because we have already had the line open for questions and shared that information, we'll move on to the framing, or to the closing remarks, and we're about 10 until, to stay on time. And so to direct your attention to the last slide, slide #85, I'll hand it back over to Director (Williams) to talk about next steps.

Meredith Williams: Thank you, Ana, and thank you again to everyone who participated today and provided the feedback. We heard questions about civil rights, our civil rights policy and implementation of that policy, our enviro-store and intervention accessibility. We heard a number of questions around our cumulative impacts, our hazardous waste reduction. Initiative as well as hazardous waste generation and reduction around the state.

Some questions were raised around Kettleman and enforcement and penalties and our fiscal situation. So these are - it's good to know where the areas of interest are, and we look forward to getting an even better picture of that as time goes on over the next month or so. So we greatly appreciate the impact as we said. We would ask that any additional input be provided by August 2nd, so that we can then reflect on the feedback we received and make any revisions that are needed to the plan.

And I'm using air quotes to say "finalize the plan". As I said, the plan is a living, breathing plan and will continue to evolve as we make progress or need to regroup on any of the objectives that we set forth for ourselves. You will have access on an ongoing basis to seeing how we're progressing through a dashboard on our Web site of our data so you can track our progress and stay in communication.

So we again very much appreciate the involvement, the engagement, the time you took to sit with us today and to provide your input and we're very grateful for that. Thank you very much. Ana?

Ana Mascarenas: Thank you, Operator. We'll be signing off the audio of the call right now and also ending the blue jeans Webcast. We have all the information available on the Web site that's on this last slide, and any updates on the workshops and steps to the plan will be provided as well there. Thank you all very much for your time. Have a good rest of your afternoon.

Coordinator: And that concludes today's call. Participants, you may disconnect.

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